Implementing One-Door-Service Centers in Lao People's Democratic Republic

Outcome Report of the Inter-Ministerial Workshop held on 28 October 2021

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United Nations Department of Economic and Social Affairs

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Disclaimers

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This report benefited from the presentations, fruitful discussions, comments, and information provided by the workshop participants from the Prime Minister's Office and the eighteen ministries in Lao PDR.

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1. OVERVIEW OF THE INTER-MINISTERIAL TECHNICAL WORKSHOP

The Ministry of Home Affairs (MOHA), Lao PDR, in partnership with the United Nations Department of Economic and Social Affairs (UN DESA), through its Division for Public Institutions and Digital Government (DPIDG) and with the support of its project office on governance (UNPOG), and in collaboration with the Resident Coordinator Office in Lao PDR and UNDP, organized an inter-ministerial technical workshop on One-Door-Service Centers (ODCSs) in Lao PDR. The inter-ministerial technical workshop on ODCS was supported by UN DESA's Development Account Project 1819G on "Institutional arrangements for policy integration, coordination and stakeholder engagement in SDG implementation and reviews in Asia & the Pacific". The inter-ministerial technical workshop focused on how to make ODSCs more effective, inclusive, and accountable. It provided the opportunity to explore the challenges, trends, innovative practices and lessons learned on how to promote integrated service delivery.

The event was conducted virtually through the zoom platform. The event was internal for invited Lao officials and the UN only. The represented officials were from the Prime Minister's Office and all the 18 ministries: (1) Ministry of Agriculture and Forestry, (2) Ministry of Education and Sports, (3) Ministry of Energy and Mining, (4) Ministry of Finance, (5) Ministry of Foreign Affairs, (6) Ministry of Health, (7) Ministry of Home Affairs, (8) Ministry of Industry and Commerce, (9) Ministry of Information, Culture and Tourism, (10) Ministry of Justice, (11) Ministry of Labour and Social Welfare, (12) Ministry of National Defense, (13) Ministry of National Resources and Environment, (14) Ministry of National Resources and Environment, (15) Ministry of Planning and Investment, (16) Ministry of Public Security, (17) Ministry of Technology and Communication and (18) Ministry of Transportation and Public Works. The technical inter-ministerial meeting will be followed by a second inter-ministerial meeting to be held at the end of November 2021, involving more senior level officials. Interpretation from English to Lao and vice-versa was made available.

1.1. Background

The inter-ministerial technical workshop was a follow-up to the peer-to-peer learning international workshop on One-Door-Service Centers (ODCSs), which was held back-to-back with a national workshop on lessons learned and next steps in implementing the One-Door-Service Centers in Lao PDR organized on 4 August 2021 by UN DESA, in cooperation with the RCO and UNDP in Lao. The workshop was attended by officials of the Ministry of Home Affairs (MOHA) of Lao People's Democratic Republic (Lao PDR) and by the representatives of MOHA and all 44 One Door Service Centers (ODSCs). The objective was to promote a learning journey of peers that would help improve ODSCs reforms in Lao PDR as well as to understand next steps required. The panellists, who included representatives from Azerbaijan, Bangladesh, the Republic of Korea, Singapore, and Vietnam, shared their insights on ODSCs.

Based on the feedback survey submitted at the conclusion of the meeting, over 87% of the respondents strongly agreed or agreed that the peer-to-peer learning international workshop on

One-Door-Service Centers (ODCSs) enhanced their understanding of common challenges and roadblocks to the implementation of their respective ODSCs. Over 96% of respondents agreed that the training enhanced their awareness of the various approaches and methodologies adopted by different countries to overcome some of the challenges in the implementation of ODSCs. All the respondents agreed on the need for national to local coordination and for horizontal coordination.

The workshop resulted in key messages on the building blocks to strengthening ODSCs:

- Political will in the form of both upfront and ongoing commitment is needed for the survival and growth of ODSCs. There was a unanimous consensus that high-level political commitment is crucial for the success of ODSCs and that an ODSC reform cannot succeed in isolation. Rather, it must be accompanied by legal and institutional reforms that support citizen-centric service delivery.

- At a strategic level, strong leadership is essential to have a robust commitment to change at the highest organizational level to drive buy-in.

- There was a unanimous consensus that institutional coordination is crucial for the success of ODSC. Public sector departments or agencies need to put in place institutional structures designed around citizen-centricity.

- To build a connected government, officials first need to recognize public-sector bodies' current hierarchical and siloed structure, which reduces efficiency and effectiveness across all stakeholder groups.

- The foundation of a truly citizen centric ODSC for public services lies in integrating data across numerous government agencies.

- A citizen-centric approach can bring coherence between the national and local/regional levels to provide coherent service delivery.

- The central government needs to encourage local governments to introduce innovative practices and a standardized operational model by giving them prizes, financial aid, or by praising the performance of local governments through press releases, among other means.

- Strong capacity and flexibility in financial management are considered a basic ingredient for reforming the ODCSs. While government support on ODSCs infrastructure, equipment, and high-tech supplies is preferable, public-private partnerships may solve some financial challenges.

- Ensuring widespread digital access to basic digital enablers such as mobile devices, connectivity, bank accounts, and digital identity is important, especially to the poor, persons with disabilities, and older persons. Consequently, digital literacy and participation should also be ensured.

- The central government needs to identify Digital Centers in every local government institution, host data centers, and internet connectivity across the entire country. At the

national level, many private sector partners, such as banks and e-commerce players, should be engaged to coordinate the ODSCs.

- Governments must take a holistic approach to performance measurement and monitoring by combining citizen feedback and operational data to provide a balanced view of performance.

- When revamping public services, it is essential to "walk the citizen's journey" by interviewing them, and tracking their feedback rating, among other things.

1.2. Objectives

Following the need to promote a whole-of-government approach for service delivery, the Inter-ministerial Technical Workshop on One-Door-Service Centers aimed to promote an action-oriented learning journey on how to achieve an effective, inclusive and accountable ODSC system in Lao PDR and strengthen collaboration among the workshop-participating ministries, leading to the development of an inter-ministerial policy, planning and coordination mechanism for ODSCs in Lao PDR.

The overarching objective of the workshop was to strengthen government capacity for the design and implementation of sustainable ODSCs for public services in Lao PDR. The workshop also provided a platform for decision-makers and officials of Lao PDR to learn about international experiences on how to promote effective, inclusive, and accountable ODSCs to mitigate current and future challenges in public service delivery. The invited panelists shared knowledge about various mechanisms to modernize ODSCs (usually referred to also as "One-Stop-Shops" or OSS) to achieve higher citizen satisfaction while focusing on implementing the 2030 Agenda for Sustainable Development.

1.3. Structure

The inter-ministerial meeting consisted both of plenary sessions and break-out groups. The break-out sessions focused respectively on: Group 1: Organizational structures and processes for inter-ministerial coordination in relation to ODSCs; Group 2: Digital government transformation and data governance for ODSCs; and Group 3: People-centered approaches to service delivery and stakeholders' engagement processes for ODSCs.

1.4. Outcomes

By attending the workshop, participants:

- Uncovered common challenges and roadblocks to the implementation of ODSCs in Lao PDR.

- Enhanced awareness of the various approaches and methodologies adopted by different countries to overcome some of the challenges in the implementation of ODSCs.

- Understood the key building blocks in reforming their ODSCs.

- Understood the action-planning process for successful ODSCs.

- Enhanced their understanding of the importance of a whole-of-government approach for successful ODSCs.

- Discussed and agreed upon proposed follow-up actions.

Participants expressed great satisfaction with the inter-ministerial workshop (see Annex I on Participant Feedback).

2. KEY MESSAGES FROM THE OPENING SESSION

H.E. Mr. Nisith Keopanya, in his opening remarks, welcomed participants and thanked the UN DESA, UNDP, and UN RCO for holding the "Inter-ministerial Technical Workshop on Implementing One-Door-Service Centers" with Lao PDR at the heart of the agenda design.

Mr. Keopanya shared with the participants the objectives of the meeting and emphasized the symbolic significance of the workshop as it was the first workshop in the history of ODSCs that brought all the ministries and the Prime Minister's Office to discuss ODSC matters. He shared a brief background of ODSCs with the participants while highlighting the success stories and challenges. A key recent success was the launch of the Smart ODSC Mobile Application in September 2021.

Among the challenges, Mr. Keopanya highlighted the lack of coordination and leadership within the ministries to mandate their ministerial services to be provided at the ODSCs, which still require further enhancement. He encouraged participants to report back to their respective ministries to follow the Notice 09/PMO/2013 that asked of all ministries to increase their responsibility and ownership in the development of ODSCs.

Mr. Keopanya also shared with the participants that the outcome of this workshop would inform the future inter-ministerial workshop on ODSCs at a higher leadership level to be held on 23 November 2021.

In her opening remarks, **Ms. Ricarda Rieger**, Resident Representative, UNDP in Lao PDR, asked participants to put people at the centre of development. This key message was consistently translated in the 9th National Socio-Economic Development Plan (NSEDP) of Lao PDR and the Sustainable Development Goals (SDGs). She lauded the timely organization of the Workshop given the huge role played by the One Door Service Centers in putting people at the center of transparent, efficient, and effective service delivery, including right down at the local level.

She mentioned that transparency in public service delivery allows people to understand better, monitor, and gain greater control of the services they receive. Efficiency in service delivery reflects the need of people to receive services quickly and without having to commit huge amounts of their time in engaging with the government, while saving time to focus on the things that matter most to them. She also emphasized the importance of digitalization.

Ms. Rieger pointed out that the fact that MOHA has decided to adopt the Smart ODSC Mobile Application and the dashboard to inform the operation of ODSCs proved that time has moved on. On this, she encouraged all the participants to consider using technology in their daily work, and support MOHA in the quest of ODSC development that brings public services closer to the citizens. While highlighting the need to have trained staff at the ODSCs to serve citizens, Ms. Rieger also mentioned the need to provide tools to the staff to operate with. She encouraged participants to consider adopting a comprehensive plan when introducing public services to the respective ODSCs.

In concluding her remarks, Ms. Rieger mentioned the importance of inter-ministerial and departmental collaboration in developing ODSCs. Crucial to realizing citizen centric service delivery through ODSCs is strengthened coordination across ministries and agencies. Ms. Rieger shared that as much as the problems we face do not exist in isolation, nor do the

solutions we need, this is no different when it comes to service delivery. Ms. Rieger stated that the participation of the officials at the inter-ministerial meeting was a great sign of their commitment to coordination and to further improvement of the ODSCs, and that UNDP would standby to support Lao PDR on this journey to realize the ambitions of both the NSEDP and the Sustainable Development Goals through improved service delivery in the years ahead.

Mr. Juwang Zhu, Director of DPIDG / UN DESA, delivered opening remarks on behalf of Mr. Liu Zhenmin, Under-Secretary-General for Economic and Social Affairs. He commended the government of Lao PDR for its efforts to improve ODSCs by promoting effective, inclusive, and accountable public service delivery, which is critical to the advancement of the Sustainable Development Goals, also known as the SDGs.

Mr. Zhu shared with the participants that the workshop was a follow-up to the peer-to-peer learning international workshop on One-Door-Service Centers (ODCSs), which was held back-to-back with a national workshop on lessons learned and next steps in implementing the One-Door-Service Centers in Lao PDR organized on 4 August 2021 by UN DESA, in cooperation with the RCO and UNDP in Lao. Some of the key messages from the peer-to-peer learning international workshop were as follows:

High-level political commitment is crucial for the success of ODSCs and that an ODSC reform cannot succeed in isolation. It must be accompanied by legal and institutional reforms that support citizen-centric service delivery.

Strong leadership and effective governance are crucial throughout the process, beginning with a holistic review and redesign of the underlying public sector operations to enhance collaboration, and innovation.

Coordination between the national and local/regional levels is vital to providing coherent service delivery.

Widespread digital access to basic digital enablers such as mobile devices, connectivity, bank accounts, and digital identity is critical to effective and inclusive service delivery, especially to people living in poverty, persons with disabilities, and older persons.

Taking a holistic approach to performance measurement and monitoring by combining citizen feedback and operational data to provide a balanced view of performance.

Establishing a strategy for a whole-of-society approach is essential for citizen-centric service delivery.

Mr. Zhu mentioned that in September 2021, the United Nations Secretary-General Antonio Guterres launched 'Our Common Agenda', an agenda of action designed to accelerate the implementation of existing agreements, including the Sustainable Development Goals. One of the commitments of the Agenda is to 'build trust' to improve people's experiences with public institutions and basic services. To do this, it requires effective governance and strong public institutions.

Mr. Zhu reiterated that the workshop would contribute to promoting an action-oriented learning journey on how to achieve an effective, inclusive, and accountable ODSC system in Lao PDR through strengthened collaboration among the participating ministries. He also hoped that it

would result in concrete recommendations on how to strengthen coordination mechanisms for ODSCs in Lao PDR.

In concluding his remarks, Mr. Zhu reiterated that UN DESA would continue to work with colleagues in the Resident Coordinator's Office, UNDP and partners in other parts of the UN system to support Lao in its efforts to strengthen capacities to implement the 2030 Agenda for Sustainable Development through effective public service delivery.

3. OVERVIEW OF ONE DOOR SERVICE CENTERS IN LAO

Mr. Bounchan Niyavong, Director-General, Department of Local Administration, MOHA, Lao PDR, presented the background and overview of ODSCs in Lao PDR. Mr. Niyavong shared with the participants some of the success stories and challenges of the ODSCs since the establishment of the first ODSC in 2007 in the Saysettha District ODSC, Vientiane Capital.

Among the success stories of Lao is the rapid expansion of ODSCs. To date, there are 49 ODSCs across the nation, with at least one ODSC per province. MOHA is planning to expand the ODCS by more than 60 by 2025, as mentioned in the MOHA Five-Year Sectoral Development Plan (2021 – 2025). Another success story is the recently launched ODSC mobile application and dashboard to serve citizens better.

In terms of the challenges, Mr. Niyavong echoed Mr. Keopanya's opening remarks on the lack of coordination and leadership among the ministries as the bottleneck for the development of ODSCs. He encouraged the ministries to act upon the Notice 09/PMO/2013, which stressed the increased ownership and responsibility of the ministries to introduce services in the ODSCs to serve citizens in the most effective and transparent way. He also encouraged ministries to be clear of what services to be included in the ODSCs and to ensure that the service fees were consistent across all ODSCs. While doing this, citizens should be at the centre of the ODSC development.

Ms. Vilaythone Sounthonexaymongkhonh, Head of Cabinet, MOHA, Lao PDR, presented the ODSC roadmap derived from a series of consultations with ODSCs in Lao PDR. The roadmap captured key development areas in the timeframe of short-term, medium-term, and long-term. It would focus on ODSC expansion, workflow streamlining, reporting and dashboard development, digitalization, and communications in the short term. In the medium-term, it would focus on ODSC expansion. In the long-term, it would focus on digitalization and regulations, and standards improvement.

During the discussion, participants raised four key questions: (1) How is MOHA going to increase the awareness of ODSCs? (2) What have ODSCs been doing to reduce the administrative processes? (3) How is MOHA going to accommodate other ministries that would like to have their services in the ODSCs? (4) How can other ministries learn from MOHA on the mobile application?

How is MOHA going to increase the awareness of ODSCs? Ms. Vilaythone Sounthonexaymongkhonh, Head of Cabinet, MOHA, Lao PDR, shared that MOHA has been working with both local and central agencies to promote ODSCs over the years. At the local level, it has been working with the village heads to raise awareness of ODSCs among the citizens. At the central level, it has been working with the provincial level, such as the provincial cabinet offices. However, Ms. Sounthonexaymongkhonh acknowledged that more work is still needed. She mentioned that online engagement via social medial platforms, such as Facebook and other means, need to be explored.

What have ODSCs been doing to reduce the administrative processes? Ms. Vilaythone Sounthonexaymongkhonh, Head of Cabinet, MOHA, Lao PD, shared that MOHA has been working with ODSCs to develop workflow processes aiming to increase the efficiency of the ODSCs. This is still work-in-progress. So far, Bachieng District ODSC and Saysettha District ODSC have been piloting this approach.

How is MOHA going to accommodate other ministries that would like to have their services in ODSCs? Mr Soulivanh Ontavanh, Director General, Department of Administrative Development, MOHA, mentioned that MOHA has been working closely with all the 49 ODSCs to gather information on the space capacity. There is no information on this at the moment. However, what is clear is that some ODSCs are not able to provide comprehensive services to the citizens yet. Mr. Ontavanh encouraged thhe respective ministries to check with their local agencies. Also, Mr. Ontavanh asked ministries to come out with a clear plan on what services the ministries can provide at the ODSCs and at what fees, so that they can be consistently applied across the board.

How can other ministries learn from MOHA on the mobile application? Mr Soulivanh Ontavanh, Director General, Department of Administrative Development, MOHA, shared that MOHA is currently compiling the smart ODSC manual. Once completed, it will be shared with the respective ministries. Mr. Ontavanh mentioned that MOHA hoped to receive the manual before the high-level workshop in late November 2021, so that it could be shared during the workshop.

4. INTERNATIONAL EXPERIENCES OF ONE STOP SHOPS

All the 17 Sustainable Development Goals (SDGs), directly or indirectly, need an effective public service for their successful implementation. This is because all the Goals (17 SDGs, 169 targets and 231 indicators) require the provision of public goods or the implementation of a public sector policy and, therefore, depend on public service to coordinate, mediate, or directly provide (*services*).

One way to deliver public services is through the One Stop Shops, which have become widely popular around the world. They were first established in the 1970s and 1980s. According to the United Nations E-Government Survey 2020, 71 countries maintain Government portals for providing OSS services (UNDESA, 2020). Also, a report published by UNDP's Global Centre for Public Service Excellence, the World Bank Group reveals that 82 countries are providing OSS services to citizens through physical and digital portals.

4.1 What is a One Door Service Center or One Stop Shop?

A One-stop-Shop is a mechanism, physical and/or digital, which may be a stationary, mobile or online portal service point, where citizens and/or businesses can access all relevant information relating to all public services and conduct all transactions without the necessity of visiting multiple public offices multiple times. The main characteristics of a One Stop Shop is that it offers consolidated access to multiple public and/or private sector services at a single location through one or more service delivery channels.

The purpose of ODSCs is to create a streamlined and easy-to-use interface between government and citizens, offering a number of services in one location. ODSCs can reduce unnecessary paperwork, as well as citizens' time and efforts in accessing services. ODSCs can be a very effective way to communicate regulatory requirements more clearly to citizens. When implemented effectively, ODSCs can provide "win-win" outcomes for governments and citizens by improving both service delivery and compliance with regulations. Citizens can more easily locate forms, supply information once for multiple purposes, and do business more easily. Governments can receive better quality information and improved compliance rates that reduce the number of resources needed for enforcement.

However, there is no universal One-Stop Shop model for all circumstances. They are extremely diverse. For instance, they can operate in seemingly discrete policy areas or geographical locations; and at the same time, there are One-Stop Shops with more than 10,000 staff responsible for delivering a whole suite of government services. There are other differences in terms of scope, purpose, and communication tools used by various One-Stop Shops. The design, operation, and improvement of these vastly different models pose several unique challenges for governments and users. Furthermore, public institutions face increasing pressure to deliver comprehensive, complex services efficiently, effectively, equitably, and through integrated service delivery models to enhance the citizen experience. Delivering tailored,

citizen-focused services requires transformative innovation at all levels of the organization to empower public officials and citizens within individual agencies and across public institutions.

Citizen-centric services cannot be created and sustained without government transformation. In addition, governments need to communicate in ways that respond to the needs of their citizens and businesses. However, designing and implementing ODSCs requires upfront and ongoing investment and a change in public servants' mindset about the need to focus on citizens' needs and results. In more advanced stages of ODSCs' development, government readiness to leverage technologies is also necessary to deliver integrated services.

Experts and citizens agree that the application of digital government to the challenges of public administration and effective service delivery has been one of the most powerful and transformative governance trends throughout the developing world. Digital government is used to streamline and re-engineer public service delivery processes and create ODSCs to facilitate improved service delivery.

The most significant developments in the design and functioning of ODSCs are linked to digital transformation. The availability and spread of new digital technologies are opening new channels for governments to provide information and services to their citizens, expanding the possibilities for service access and interactions. These include online solutions and digital platforms, facilitating data exchange between government entities and citizens, and creating national ID systems as unique identifiers that can be used to catalog services, documents and target citizens for specific services. Also, digital technologies can be used for citizen engagement and outreach, for instance, using a proactive social media strategy such as video-chat, exit surveys, and complaint books and hotlines. During the workshop, UN DESA presented the key elements of a Handbook on how to effectively establish one-door-service centers.

4.2 What are the benefits of one stop shops for service delivery?

If properly designed and implemented, the advantages of the OSS system, include:

a) **greater citizen satisfaction, expectations and government responsiveness** – services are delivered in an easier, faster and more convenient way.

b) **better regulatory delivery** - OSSs are effective channels through which regulatory requirements can be easily communicated to citizens and businesses, and regulatory objectives can be achieved through effective service delivery.

c) **increased accountability** – it is easier to put in place a number of parameters to monitor services, such as availability of information about services and means of applying for them, duration of service provision, provision of feedback and monitoring mechanisms and tools for measuring public satisfaction.

d) **reduction in corruption**; - the introduction of the One-stop-Shop model, with a clearly separated Back Office and Front Office, can eliminate the "practice of corrupt business dealings".

e) **enhanced social inclusion** - OSSs are used as a mechanism of social inclusion of vulnerable groups. South Africa has converted trains into medical facilities that visit remote areas. Kenya has employed customer services staff to meet and greet customers and assist disadvantaged people particularly providing translation service from Swahili to local languages (Firestone et al., 2017). In Mongolia, "mobile OSSs deliver services at the doorsteps of those who cannot travel to an OSS facility, such as older people or herders who cannot leave their livestock" (ILO, 2016).

f) **decreased fragmentation in public service delivery**, thereby improving citizen satisfaction with public service delivery.

g) **increased citizen trust in government**; h) enhanced national competitiveness; and i) increased capacity to deliver on the SDGs.

4.3 What are the building blocks of effective One Door Service Centers?

At the macro level, there are key structural building blocks to be considered when strengthening One-Stop Shops effectiveness, including:

1. Political commitment
2. Transformational leadership, human resources and changing mindsets
3. Institutional coordination and system thinking
4. Coherence between national and local/regional level
5. Effective organizational structures and processes
6. Financing
7. Digital Technology and Data
8. Stakeholders' engagement
9. Monitoring, reporting and evaluation (including mechanisms for citizen feedback)

Figure 1Building Blocks of effective OSS for Service Delivery
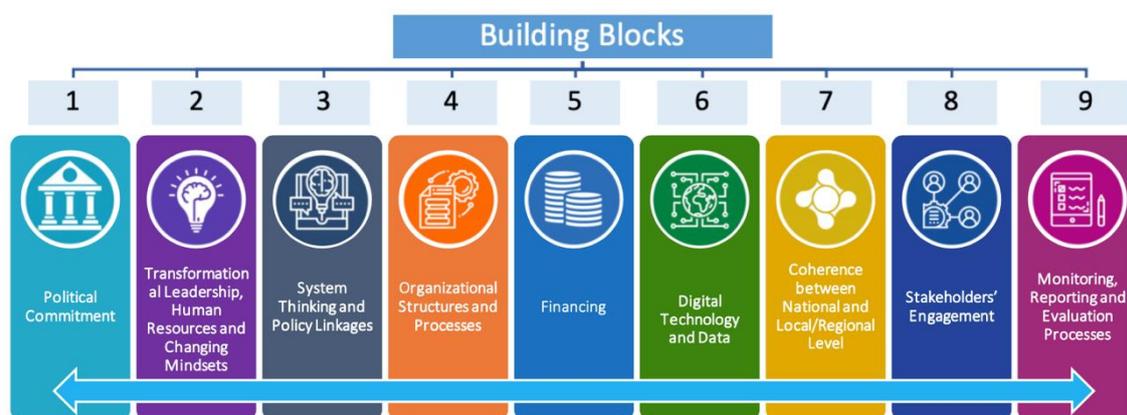
Source: UN DESA (2020). Readiness Assessment on Institutional Arrangements for Policy Coherence to Implement the 2030 Agenda for Sustainable Development

4.4 Country Examples by Building Block

1. Political Commitment

One-Stop-Shops for public service delivery require commitment at the highest political level in terms of vision, regulatory and normative frameworks. For example, the "**Azerbaijan** 2020" is a national strategy document articulating its vision and ways to achieve it. It reflects the political commitment of the Government of Azerbaijan. A new agency, SAPSSI, was created to establish and supervise the ASAN Xidmet OSS system. The head of SAPSSI reports directly to the President. The President has personally inaugurated many ASAN Xidmet centres promoting the visibility of the centers.

Source: Alberti. A (2021). Overview of International Experiences of One Stop Shops for Service Delivery. [PowerPoint slides]. DPIDG/UN DESA

The OSS system in **Vietnam** has strong political backing from the prime minister. The prime ministerial decrees are the basis of OSS service delivery in Vietnam.

2. Transformational leadership, human resources and changing mindsets

Transformational leaders have to break silos in their own organization (internal silo) to open up and build bridges across external silos to resolve conflict; and to lead change.

Building capacities and mindsets is also critical. In **Dubai, United Arab Emirates**, a set of training programs has been launched to build and improve the capabilities of government employees involved in designing, developing and delivering government services. These included Government Services Experience Programme, Train the Trainers Program for frontline employees, Customer Happiness for Service Centers Managers, as well as the e-learning platform available for all federal government employees.

Source: Alberti. A (2021). Overview of International Experiences of One Stop Shops for Service Delivery. [PowerPoint slides]. DPIDG/UN DESA

Other countries provide trainings on codes of ethics, business practices, stress management, time management, conflict resolution, principles and rules of citizens' satisfaction, the role of communication, mass psychology, and social awareness in public service.

3. System thinking and policy linkages

Both horizontal and vertical integration are needed. Horizontal integration refers to integration of data and information systems of organizations operating at the same level, such as at the national or federal level.

Based on back-office integration, OSSs can be classified into three groups: back offices fully integrated, back offices partially integrated and back offices not integrated. Vertical integration refers to integration between national/ federal level and administrative levels down the line. System thinking and efforts to establish policy linkages will contribute to building a whole-of-government service delivery ecosystem.

Many countries have already been successful to establish such service delivery ecosystem. **Service Canada** is an example. Any public service can be availed by a Canadian anywhere at a brick-and-mortar service centre or over the Service Canada portal or by mail. "Service Canada is based on the following set of key principles: a) Ensuring that services are designed and delivered in a way that puts clients' needs first; b) Making the online service experience so easy that users choose the digital path; and c) Ensuring that services are connected to each other so that Service Canada can offer a 'tell us once' experience, in partnership with other jurisdictions, to minimize how often Canadians are asked to provide the same information."

OSSs in **Georgia** are examples of fully integrated back offices. In Georgian Public Service Halls, a single customer service officer can deliver any service relating to any MDAs. It has been possible due to full integration of back offices to the front offices.

Source: Alberti. A (2021). Overview of International Experiences of One Stop Shops for Service Delivery. [PowerPoint slides]. DPIDG/UN DESA

Omni-channel model of service delivery- Whatever way a country starts providing OSS service delivery, ultimately it turns into omni-channel model, which means delivery through all channels.

For example, **Singapore** started its Integrated Public Service Centre in 2016 with a co-location model of various agencies' officers providing individual agencies' services. All the services provided by participating agencies were integrated in 2019.

Currently, Singapore is heading towards an omni-channel model comprising digital platform, a unified call centre and physical OSS centres (UN DESA, 2021). This type of services may be predictive and anticipatory based on life events of citizens. In this case, the highly integrated and artificial intelligence-driven system is capable of offering all services following the "tell me once" principle. Customized services are based on life events, such as graduation, marriage, childbirth, unemployment, retirement, etc. For example, Singapore's Life SG is a mobile app-based OSS system, which aims to provide services from "cradle to grave". If someone applies to register a birth, s(he) will be automatically served with a baby bonus and a library card.

Source: Alberti. A (2021). Overview of International Experiences of One Stop Shops for Service Delivery. [PowerPoint slides]. DPIDG/UN DESA

4. Organizational structures and processes

This building block is related to organizational structures and processes for inter-ministerial coordination/ integration for effective operationalization of OSSs. This building block has two dimensions: firstly, institutional arrangements for inter-ministerial coordination/ integration facilitating back-office operations, and secondly, the institutional arrangements for front-office operations both at the national and local levels through effective national to local coordination.

For example, in **Kenya**, the UNPSA winner Huduma established a unit called "Huduma Secretariat", which is responsible for the overall implementation and oversight of Huduma

centers. A high-powered forum called "Huduma Kenya Service Delivery Summit" (HKSDS) has been created for inter-ministerial coordination and integration and it is chaired by the President of Kenya. All principal secretaries of participating ministries and the Attorney General of Kenya are members of this technical committee. In addition to national level coordination mechanism, the Ministry of Interior and Coordination (MoIC) has been tasked with county and municipal

Source: Alberti. A (2021). Overview of International Experiences of One Stop Shops for Service Delivery. [PowerPoint slides]. DPIDG/UN DESA

level coordination. The overall coordination of all governmental activities at the county level lies with the County Commissioner who works under the MoIC.

5. Financing

Most OSSs around the world are owned and operated by states or public bodies. The finance issue is also related to the issue of service charge. Governments must decide on how much to charge for services provided at the OSSs. Alternative models may include no service fees, subsidized service fees, partially subsidized service fees, cost-recovery service fees and cost-plus service fees.

However, there are cases of public-private-partnerships. For example, **Rwanda** operating OSS through public-private-partnership. The Rwanda Development Board, on behalf of the Government of Rwanda entered into a public-private - partnership agreement with Rwanda Online Platform Ltd

Source: Alberti. A (2021). Overview of International Experiences of One Stop Shops for Service Delivery. [PowerPoint slides]. DPIDG/UN DESA

(ROPL), which has launched "Irembo" (meaning *"main entrance"*) portal in 2015, and by 2017, it is providing 44 services including driving permit, land and civil registration services, ID services. Under this partnership, the contracted company will bear the cost of establishing and operating front-offices, and it will operate the OSSs with their own staff. MINISTRIES will remain responsible for Back-office processing.

6. Digital technology and data

This building block is related to the use of digital technology, and digital data governance for effective OSS operations. Leveraging digital technologies is a key to providing seamless and fast services to everyone anywhere in the country. Innovative countries, such as Korea, Singapore, Azerbaijan, Kenya, Kazakhstan, and Georgia invested heavily on digital technology and data governance, including creating legal framework, ICT infrastructure, data interoperability and exchange.

Technology can replace the interface between public officials and citizens, and thereby remove any chance of rent seeking behavior or red-tape. While developing the ICT infrastructure in a country, care must be taken to ensure interoperability of data and systems of various departments. Digitization of all public registries requires the capacity to establish and manage big data. Real-time data sharing is a pre-requisite for a fast and efficient service delivery system. This is also crucial for inclusive service delivery including services to vulnerable groups.

Source: Alberti. A (2021). Overview of International Experiences of One Stop Shops for Service Delivery. [PowerPoint slides]. DPIDG/UN DESA

The Government of Korea has leveraged digital technology through the Master Plan of National E-Government Promotion; computerization of public administration to increase work efficiency and productivity; introducing electronic documentation and e-approval / e-

Source: Alberti. A (2021). Overview of International Experiences of One Stop Shops for Service Delivery. [PowerPoint slides]. DPIDG/UN DESA

reporting work flow system; and establishing a paperless and re-engineering process through developing EDI (electronic data interchange) system and computerizing service application forms and integrating One-stop-Shop application (UN DESA, 2021).

At the local level, the **city of Shanghai** has in place a solid digital infrastructure based on smart infrastructure through dual broadband—wired and wireless connectivity and 5G, smart governance through one network and smart economy through online service clusters. Smart Shanghai has adopted a one stop-portal where citizens can easily and securely pay bills, apply for business

Source: Alberti. A (2021). Overview of International Experiences of One Stop Shops for Service Delivery. [PowerPoint slides]. DPIDG/UN DESA

licenses, and access real-time maps and emergency information to respond and prepare for crisis. It has also promoted both online and offline services, which can be accessed through the Shanghai QR Code. It has also put in place a centralized data management system, which relies on a public data platform based on digital cooperation and open government data.

7. Coherence between national and local/regional level

This building block emphasizes parity between national and regional/ local. It is about making services available not only at national level, but also at regional and local levels. Consultation mechanisms should include the voices of the countryside. Policies should address issues relating to regional and local levels. The same principles should be applied to all levels.

For example, **Portugal**'s National Immigrant Support Centres network, which is a One-stop-Shop for immigrants in Portugal, comprises two large centres in Lisbon and Porto with a branch in Faro, and a network of 83 local centres located throughout the country. These centres have been located based on concentration of immigrants in various parts of Portugal. Additionally, the centres have been located in places which are accessible by public transportation. In **South Africa**, the Phelophepa train provides medical services to remote areas and won the United Nations Public Service Awards.

Source: Alberti. A (2021). Overview of International Experiences of One Stop Shops for Service Delivery. [PowerPoint slides]. DPIDG/UN DESA

Mobile OSS can be in the form of mobile transportation or the use of digital technology through mobile applications. One of the examples is from **Singapore** where all public services are provided through the Life Singapore mobile app. In **Kenya**, the Huduma Kenya Program has launched mHuduma, which is an app-based mobile OSS platform. In Kenya, the HKP regularly conducts outreach campaigns (called 'Barazas' meaning information dissemination bazaars) at the village level utilizing town halls, door-to-door pitches, and meetings held by village elders to reach vulnerable and isolated populations.

Source: Alberti. A (2021). Overview of International Experiences of One Stop Shops for Service Delivery. [PowerPoint slides]. DPIDG/UN DESA

Source: Alberti. A (2021). Overview of International Experiences of One Stop Shops for Service Delivery. [PowerPoint slides]. DPIDG/UN DESA

8. Stakeholder engagement

Strengthening stakeholders' engagement is essential to making OSSs effective, inclusive and accountable as they help to promote citizen satisfaction, trust in government and reduce corruption and red tape. Without stakeholders' engagement, it is not possible to understand whether the OSSs are making progress in responding to citizens' needs. Various mechanisms and tools can be utilized to achieve these objectives. For example, in Azerbaijan, there are "more than 240 services offered through the One-Stop-Shop, engaging over 3000 volunteers among the youth.

9. Monitoring, reporting and evaluation

This building block refers to the monitoring, reporting and evaluation frameworks that support the OSS system, which is critical for continuous improvement.

In Kenya, for example, the Government interacts with citizens through multiple channels. "Rate my service" is a required step to complete any transaction at a Huduma centre. A rating device is installed in each counter at the OSSs. The HKP aims at a satisfaction rate of 95 percent.

Kazakhstan has been using real-time video monitoring of the front offices. Officials at the situational centres can monitor activities of all 353 OSS centres throughout the country. Customers can rate the performance of their service providers at the OSS centres.
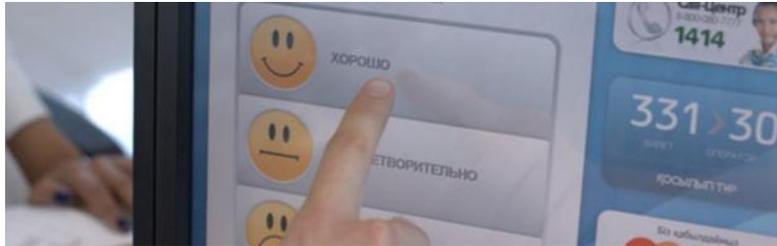
Source: Alberti. A (2021). Overview of International Experiences of One Stop Shops for Service Delivery. [PowerPoint slides]. DPIDG/UN DESA

4.5 Challenges of implementing effective ODSCs

The operationalization of the OSS system usually faces multiple challenges. These include

- Resistance and non-cooperation from legacy bureaucracy
- Silo mentality of public organizations and officials
- Inadequate financing and human resources
- Ineffective legal reform & institutional reform
- Lack of business-process reengineering/ simplification of administrative procedures
- Weak ICT infrastructure
- Lack of inter-operability of data and systems
- Ineffective monitoring and evaluation mechanisms

5. ESTABLISHING EFFECTIVE ONE DOOR SERVICE CENTERS

To establish effective ODSCs, it is necessary to implement measures at the institutional, organizational, and individual levels as follows.

Figure 2 Key Measures to Implement ODSCs
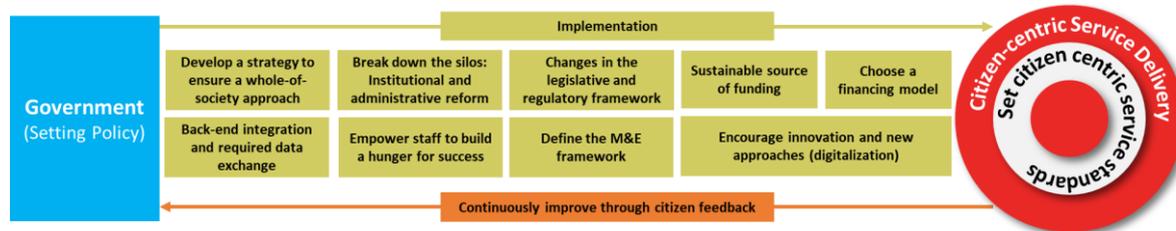
Source: Shim. B. (2021). Outcome of the Peer to Peer Learning International Workshop on the One-Door-Service Centers. [PowerPoint slides]. UNPOG/DPIDG/UN DESA

At an institutional level:

- Develop a strategy to ensure a whole-of-society approach for citizen-centric service delivery.
- Define the required changes in the legislative and regulatory framework.

At an organizational level:

- When seeking to break down hierarchical structures, emphasis should be placed on making agency silos more networked rather than abandoning them altogether.
- Define the monitoring and evaluation framework, including Key Performance Indicators (KPIs).
- Promote business re-engineering processes to enable and equip the ODSCs and people involved in service delivery to meet immediate citizen demands and develop performance improvements and efficiencies
- Promote digital transformation as it is critical to the design and functioning of ODSCs.
- Determine the extent of the back-end integration and required data exchange.

At an individual level

- Work with people who will either implement the change or will be impacted by it.
- Ensure an ongoing, iterative approach to incorporating citizen feedback into service design, processes, and customer interfaces.
- Develop the needed capacities to provide citizen-centric services.

Strengthening the ODSCs largely depends on embracing the **11 principles of effective governance,** endorsed by ECOSOC in 2018. For instance:

- To perform their functions effectively, ODSCs are to have sufficient expertise, resources, and tools to deal adequately with the mandates under their authority.

- To serve in the public interest, civil servants are to discharge their official duties honestly, fairly, and in a manner consistent with the soundness of moral principles.
- To address problems of common interest, institutions at all levels of government and in all sectors should work together and jointly with non-State actors towards the same end, purpose, and effect.
- To ensure accountability and enable public scrutiny, ODSCs are to be open and candid in the execution of their functions and promote access to information.
- To ensure leaving no one behind, public policies are to take into account the needs and aspirations of all segments of society, including the poorest and most vulnerable and those subject to discrimination.
- To have an effective ODSC, all stakeholders should be actively involved in matters that directly affect them and have a chance to influence policy.

Recommended checklist for step-by-step actions for enhancing the ODSCs:

I. Stance and Position

  ➢ Anyone, anywhere, can start an initiative of change by applying the words of Mahatma Gandhi: If you want to change the world, start with yourself first.
  ➢ Starting with yourself can inspire others to follow your example, creating collaboration and teamwork.

II. Observe and Experience

  ➢ You can create change when you see and feel the needs of citizens by walking through the whole process of the project.

III. Tools and Methodology to explore options

  ➢ If you want to change, you need to capture and analyze the data.
  ➢ Then you will find optimal solutions.

IV. Execute, Collaborate, and Monitor

  ➢ The last step is to put the solutions into action for better service delivery in collaboration with stakeholders and partners.
  ➢ Then you can maximize the benefits and satisfaction of end-users.

Figure 3 Step-by-Step Actions
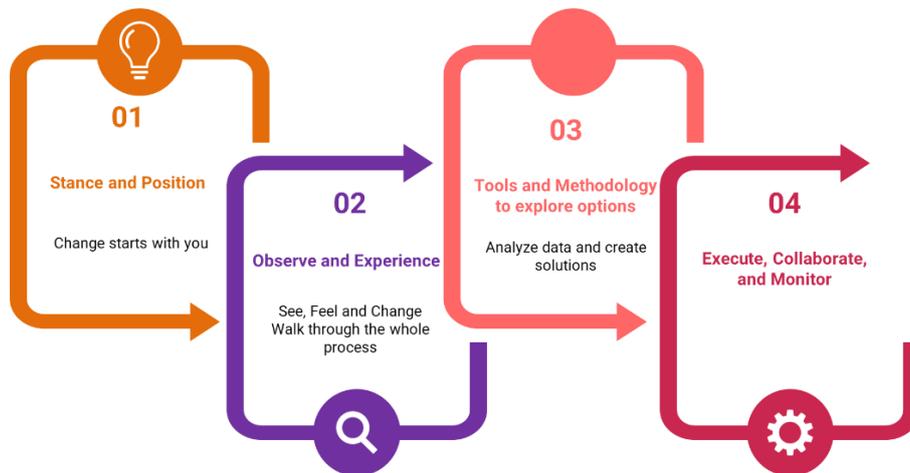
01
Stance and Position
Change starts with you

02
Observe and Experience
See, Feel and Change
Walk through the whole process

03
**Tools and Methodology to explore options**
Analyze data and create solutions

04
Execute, Collaborate, and Monitor

Source: Shim. B. (2021). Outcome of the Peer to Peer Learning International Workshop on the One-Door-Service Centers. [PowerPoint slides]. UNPOG/DPIDG/UN DESA

There are four critical questions to consider when enhancing ODSCs:

I.   Why am I here? What is my influence? What is my work value?

➢ All changes start with yourself.
➢ You should be aware that your influence and work values are stronger than you think.

II. What are known unknowns? What are the critical bottlenecks?

➢ You should be clear on what you know and what you don't know.
➢ Clearly define the problem and identify the bottlenecks in to trigger solutions.

III. How can I make a difference?

➢ Empathizing with end-users is the first step in improving service delivery. You can get insights to improve the ODSCs through empathy, observation, experience, and data analysis for identifying even invisible issues.

IV. What is most important, right now?

➢ You need the courage to transform your deep-seated habits, routinized processes, and outdated regulations to improve ODSCs.

6. DIGITAL GOVERNMENT TRANSFORMATION AND DATA GOVERNANCE

6.1 E-Government Trends in Lao

The E-Government Development Index (EGDI) aims to provide a more granular cluster analysis of countries with similar performances. The EGDI, which assesses e-government development at the national level, is a composite index based on the weighted average of three normalized indices (UN DESA 2020). Each EGDI group has been further broken down into 4 equally defined intervals (rating classes), identified by: the 1st quartile; the 2nd quartile; the 3rd quartile and the 4th – top quartile in the group. The EGDI takes into consideration three sets of indices[1]: (1) Online Service Index; (2) Human Capital Index and (3) Telecommunication Infrastructure Index. Each of the indices is weighted equally. As a composite indicator, the EGDI is used to measure the readiness and capacity of national institutions to use ICTs to deliver public services. This measure is useful for government officials, policy makers, researchers and representatives of civil society and the private sector to gain a deeper understanding of the relative position of a country in utilizing e-government for the delivery of public services (UN DESA, 2020).

The global mapping of the e-Government Development Index (EGDI) shows a persistent positive global trend towards higher levels of e-government development. According to the UN E-Government Survey, the EGDI of Lao PDR is 0.3288 and is classified as low EGDI. Lao PDR has advanced to middle EGDI, and from 2008 to 2016, the Lao PDR has improved from 156 and advanced to a ranking of 148. However, in the past four years, the ranking of Lao PDR dropped to 162 and, most recently, 167 in 2020 with OSI at 0.1941, TII at 0.2383 and HCI at 0.5539 (UN DESA 2020). There is an improvement in the EGDI, but it is a drop in ranking because there is an improvement in the advancement of Lao PDR's e-government development, but comparatively, the advancement is slower than other countries and slower than the global developments.

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[1] One-third is derived from the Telecommunications Infrastructure Index (TII) based on data provided by the International Telecommunications Union (ITU), one-third from the Human Capital Index (HCI) based on data mainly provided by the United Nations Educational, Scientific and Cultural Organization (UNESCO), and one-third from the Online Service Index (OSI) based on data collected from an independent Online Service Questionnaire (OSQ), conducted by UNDESA, which assesses the national online presence of all 193 United Nations Member States, complemented by a Member State Questionnaire (MSQ). https://publicadministration.un.org/egovkb/Portals/egovkb/Documents/un/2020-Survey/2020%20UN%20E-Government%20Survey%20(Full%20Report).pdf

Figure 4 EGDI of Lao PDR
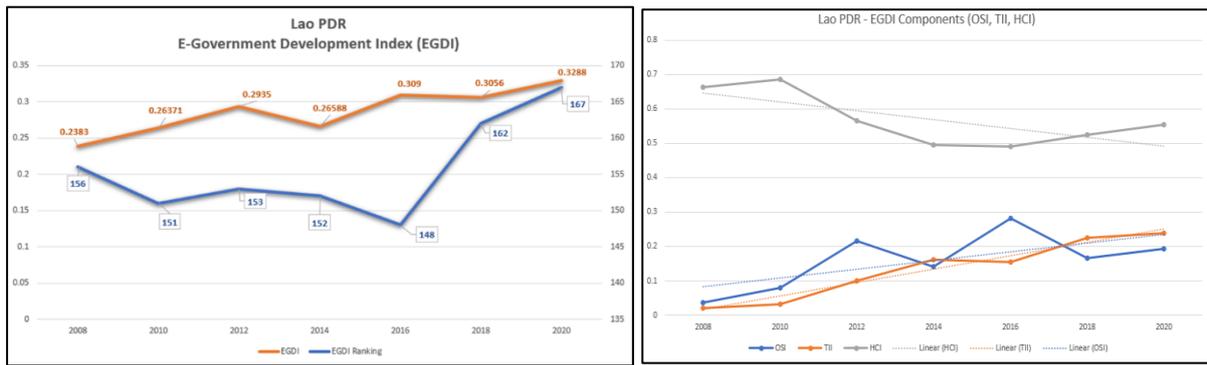
Source: Kwok. W.M. (2021). Digital Government Transformation and Data Governance. [PowerPoint slides]. DPIDG/UN DESA

6.2 The Importance of Data Governance

Globally data grows rapidly and will reach 175 zettabytes in 2025. However, there are still some paradoxes around data as seen below:

- Data is not only an input; but also output of e-government

- Data is used in both front- and back-office of e-government

- Some data are used; many are not, including those generated through e-services

- Data is not used optimally; some are misused

- While there is a lack of data, there is also data and information overload

- Government's triple role: producer, consumer and regulator of data

Figure 5 Annual Size of the Global Datasphere
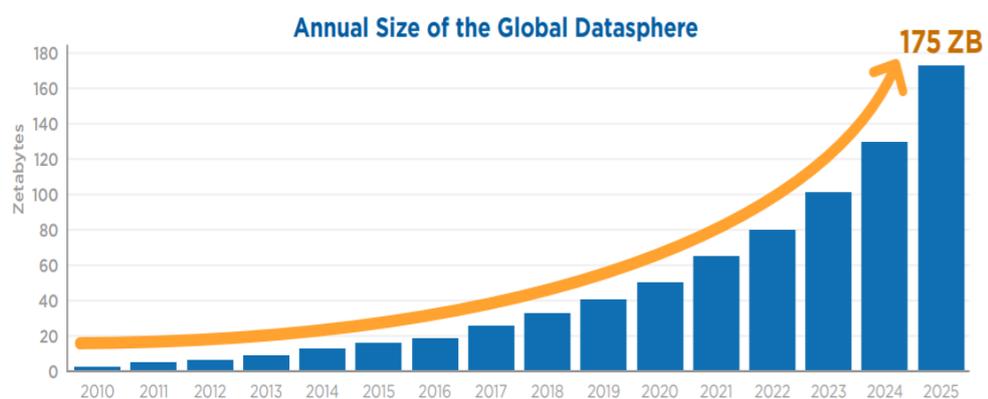

Source: Kwok. W.M. (2021). Digital Government Transformation and Data Governance. [PowerPoint slides]. DPIDG/UN DESA

Effective data governance comprises a homogeneous set of principles and practices that guide the formal management of data assets within all public institutions (UN DESA, 2020). Effective data governance is critical to public service delivery, as shown below.

- Optimizing the use of data will increase the productivity, accountability, and inclusivity of public institutions, in line with the principles embodied in Goal 16 of the 2030 Agenda.
- A data-centric government will also help build trustworthiness and public trust.
- Many benefits around government data have yet to be realized, especially in countries in special situations. The greatest obstacles to progress include a general lack of understanding of data and data science, low political priority and the absence of data leadership, resource constraints, and concerns about data quality, security and privacy.
- Harvesting public value from data requires a long-term vision and approach that involves mastering the economics and politics of data governance and management and effectively navigating the evolving data security and privacy landscape. As data governance encompasses much more than technical functions, Governments must employ a holistic, whole-of-government approach in developing an overarching data governance framework, supported by a national data strategy/policy, strong data leadership and a data ecosystem (see Figure 6).

Figure 6: Data Governance Framework
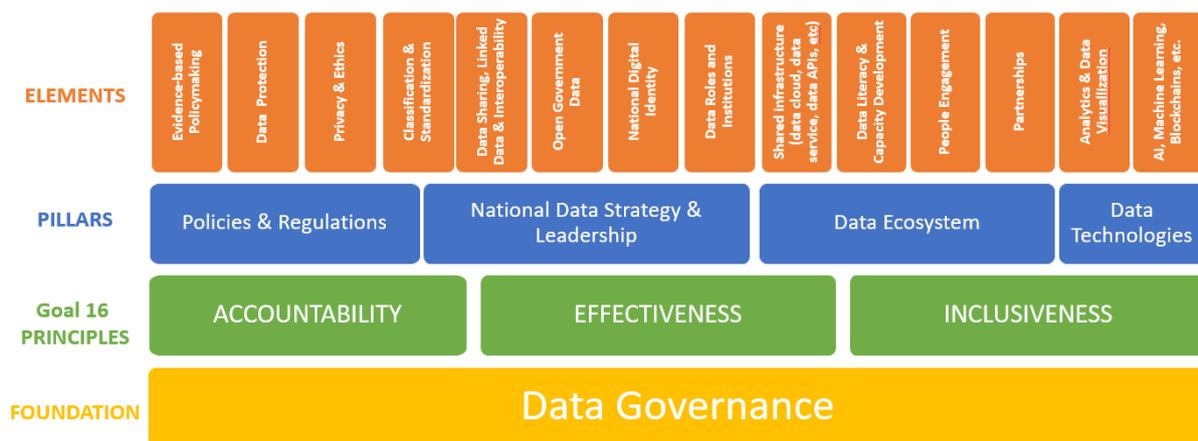
UN DESA (2020). *United Nations E-Government Surveys 2020.* Digital Government in the Decade of Action for Sustainable Development. (Adapted from Doris Maharlika H. Dizon and others "Data governance in fostering policy coherence and collaboration for cleaning the River Ganga" in Ganga Rejuvenation: Governance Challenges and Policy Options Ora-orn Poocharoen Robert James Wasson and Xun Wu eds. pp. 297-335 (Singapore, World Scientific Publishing Co., 2016) available at https:// www.worldscientific.com/worldscibooks/10.1142/9715#t=toc.)

With the exponential increase in government data and the growing awareness of its enormous potential and attendant challenges and risks, the need for effective data governance and institutions has gained new urgency. All countries do not embrace the concept of a data governance framework.

Data governance is supported by the dynamic relationship between policies, institutions, people, processes, and enabling technologies. The first layer is the principles based on accountability, effectiveness, and inclusiveness, which are the core 16 principles of the SDG.

The first and second pillars highlight the importance of legitimizing and institutionalizing policies for effective leadership. The third pillar—the data ecosystem—reflects the relationship between data processes and public engagement, and the fourth pillar highlights the adaptive application of technologies in supporting data use and governance.

The primary aim of good data governance is to ensure that all data and data-related processes are trustworthy and standardized. With appropriate data governance, decisions based on available data do not place the government or the public at risk because of low data quality, data falsification, data obsolescence, or security or privacy threats. Essentially, data governance provides a focal point—a single source of truth—that allows Governments to guide data use and policy development in a coordinated manner.

6.3. Digital ID

Everyone has the right to be recognized as a person before the law, as enshrined in Article 6 of the Universal Declaration on Human Rights and several international human rights instruments.2 2. To address this, the 2030 Agenda for Sustainable Development, agreed by all member states in September 2015, established a specific target within the Sustainable Development Goals (SDGs) - Target 16.9 – legal identity for all, including birth registration.

In terms of digital IDs, among the 193 UN member states, 142 countries provide citizens with digital ID, of which 13 countries that have newly implemented digital ID and 28 countries with ongoing Digital ID initiatives.

The legal I.D. has different elements, starting from:

- **Transmission and encryption**: Hard-copy format to electronic => possible data breach during transmission (possible solution is encryption)
- **Storage**: Scanning old records and entering their data (Not discarding/abandoning)
- **Retention**: Server space, information management strategy, clarity on whether, when, and how digitized and electronic records may be destroyed, etc.
- **Authenticity**: methods to ensure authenticity, stolen certificates, etc.
- **Confidentiality of individual's information**: robust security setups, multilayer protection, access to registers

If each of these steps can be digitalized, the legal I.D. can be transformed to digital I.D. There is room to leapfrog the digital I.D. system, as shown in Figure 8.

Figure 7 Scaling and Securing Digital ID Systems
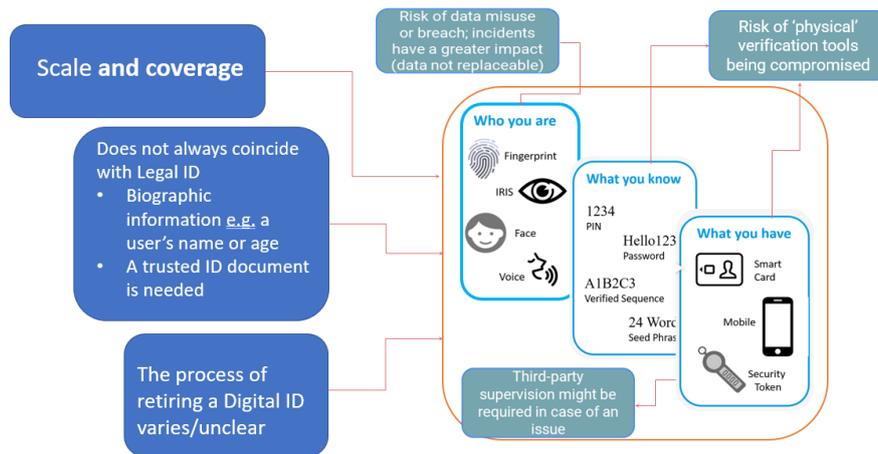
Source: Kwok. W.M. (2021). Digital Government Transformation and Data Governance. [PowerPoint slides]. DPIDG/UN DESA

The three components of the Digital I.D. system are:

a) The first component defines who the person is based on biometrics, like a fingerprint, IRIS scanning, and face or voice recognition.
b) The second component relates to authentication based on what the person knows. It could be a pin, a password, or a security question
c) The last component is to have more secure protection based on a certain digital token such as smart card, mobile authentication, and security token

The key messages about Digital IDs are as follows:

- Digital IDs unlock great opportunities (e-services, banking commerce, remote services, collaboration, etc.), but they [by and large] rely on effective data governance and robust systems
- Hence, there is a need to improve, digitize and coordinate with existing civil and vital registration systems, through a whole-of-government approach
- Emerging technologies: blockchain and other DLTs, AI can improve data processing, verification, and authentication processes; biometric data is increasingly being used for identity verification, but it is not risk-free. Risk of data misuse or breach; incidents have a greater impact (some data not replaceable)
- Data governance in privacy and protection is considered a priority in the implementation and management of digital ID.
- Partnerships between public and private sectors, as well as with international actors and academia to build more effective and efficient digital ID solutions
- Leapfrogging physical ID systems may run the risk of excluding communities or populations; at the same time, implementing digital ID may lead to a more rapid deployment of e-government services
- There is a strong need for legislation, institutional support and implementation guidelines

7. ACTION PLANNING PROCESS FOR SUCCESSFUL ONE DOOR SERVICE CENTERS

UN DESA presented a framework for action planning for the enhancement of the ODSCs. The action planning methodology includes several steps to establish an effective, inclusive and accountable ODSC. The first step in the action planning process is establishing the context. This refers to understanding the circumstances under which the OSS system would be established or enhanced. The second step would entail identifying priority areas for action and their prospective key outcomes. The third step refers to developing the action plan per se. The fourth step involves monitoring and review of the system to be established, leading to the revision of the action plan.

7.1. Four Steps Action Planning for Effective One Door Service Centers

The four steps of the action planning process for an ODSC service delivery system are presented in the figure below.

Figure 8 Action Planning Process for OSS Service Delivery System
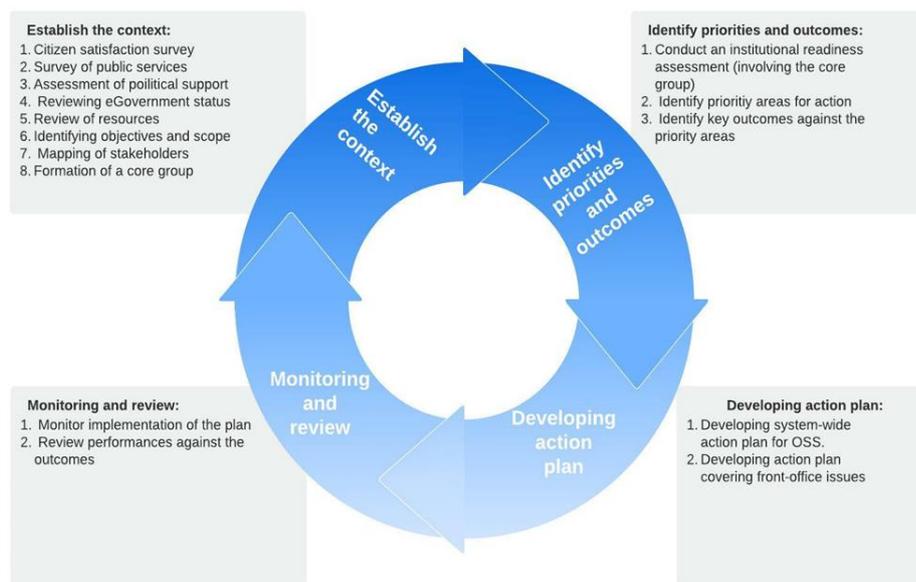
Source: Alam. A. (2021). Action Planning Process for Successful ODSCs. [PowerPoint slides]. Bangladesh Institute for Information Literacy and Sustainable Development

Step 1: Establishing the context, which requires:

- Satisfaction survey among citizens and businesses
- Survey of public services
- Assessment of political support
- Review of e-Government status
- Review of availability of resources

- Identifying objectives and scopes to guide the design and implementation of the ODSC system
- Mapping of stakeholders to identify critical stakeholders
- Formation of an ODSC core group involving critical stakeholders

Step 2: Identifying priority areas and key outcomes, for which the following points need to be considered.

- Institutional readiness assessment for ODSC service delivery system
- Utilizing the nine building blocks of UN DESA's institutional readiness assessment framework
- Questionnaires for building blocks (Section 4, Handbook)
- Checklist for building blocks (Section 5.3, Handbook)
- ODSC core group may engage in exercises to identify priority areas for action and intended key outcomes under each priority areas.

Step 3: Developing the action plan, for which the following points need to be considered.

- Continuation of the first two steps
- The action plan may be divided into two parts
- First part may address the system-wide issues including issues relating to back-office operations
- Second part may address front-office related issues
- Two templates for action matrix have been provided in the Handbook on One Stop Shops
- The OSS core group may draft the action plan in consultation with stakeholders
- Requires approval at the highest political level

Step 4: Monitoring and reviewing the adopted plan, for which the following points need to be considered.

- Activated when implementation of the action plan starts
- This can be a continuous process including periodic reviews
- This will facilitate adjustment of planned activities as well as revision of the action plan to reflect realities on the ground

8. RECOMMENDATIONS AND FOLLOW-UP ACTIONS

8.1 Key messages

The inter-ministerial workshop resulted in key messages and concrete follow-up actions, which will inform the design of the high-level inter-ministerial workshop to be held on 23 November 2021. Overall, participants congratulated MOHA for heading the ODSC development that brings public services closer to citizens, and they realized the need to adopt a whole-of-government approach to ensure the successful implementation of ODSCs in Lao PDR. They expressed willingness to work closely with MOHA to serve citizens more effectively.

The participants reaffirmed the commitment of the Government of Lao PDR to putting people at the center of development. The latter has shaped the country's strategy for sustainable development, including through its commitment to the SDGs and its 9th National Socio-Economic Development Plan (NSEDP). Participants also highlighted that in order to improve ODSCs in Lao and make them more effective and inclusive, there are three key features that need to be promoted in public service delivery, as follows:

- Services that are people-centered (capturing feedback, ensuring transparency, efficiency, client orientation)
- Digitalization in post-COVID-19
- Inter-ministerial and departmental collaboration (benefits: empowering the provincial governments, accelerating decentralization, devolving centralized powers)

The following key points were also made:

- 71 countries maintain government portals for One-Stop-Shop services for public service delivery
- Promoting effective, inclusive, and accountable ODSCs can help mitigate current and future challenges in public service delivery and achieve higher citizen satisfaction
- ODSCs can create a streamlined and easy-to-use interface between government and citizens, offering a number of services in one location
- ODSCs can be a very effective way to communicate regulatory requirements more clearly to citizens
- There is no universal One-Stop-Shop model for all circumstances – important to learn from the innovative practices from around the world and adapt to own contexts
- Digital government is used to streamline, and re-engineer public service delivery processes and ICTs can be leveraged in ODSCs operations to facilitate improved service delivery
- The most significant developments in the design and functioning of ODSCs are linked to digital transformation
- Promoting a whole-of-government approach is essential for the effective implementation of ODSCs
- Digital IDs for all – unlocking great opportunities (e-services, banking commerce, remote services, collaboration, etc.), but they [by and large] rely on effective data governance, effective institutions and robust systems

- The availability and spread of new digital technologies are opening new channels for governments to better serve their citizens - expanding the possibilities for service access and citizen engagement and interactions
- Designing and implementing ODSCs requires upfront and ongoing investment and a change in public servants' mindset about the need to focus on citizens' needs and results.

8.2 Proposed Follow-up Actions

The participants discussed follow-up actions in three areas. The key follow-up actions per area are as follows:

Group 1: Organizational structures and processes for inter-ministerial coordination in relation to ODSCs:

- The government should establish mechanisms that are relevant and up-to-date to facilitate coordination and promote investment (clear budget allocation, enhancing capacities of officials at all levels, change mindsets), and effectively implement the Presidential Decree 02 for effective services.
- The government should raise awareness and accessibility of information on ODSC (mainstreaming into the sectoral and national plan, campaign online and onsite)
- The government should ensure the transparent and effective service delivery to citizens – minimize corruptions and increase revenue and accountability.

Table 1: Organizational structures and processes

Building Blocks	Priority Areas	Key Outcomes	Actions	Timeline	Lead MDA	Relevant Supporting MDAs
Organizational Structures and Processes	Establish mechanism that is relevant and up-to-date in order to facilitate the coordination among different government all agencies – to promote investment	Effective and responding to the Presidential Decree 02 – to provide effective services to businesses and citizens	# Clear budget allocation from MOF/DPs to support the ministries # Enhancing capacity of officials across all levels # Mindset of the officials	Immediately	MPI	MOHA
	Awareness and accessibility of information on ODSC	Transparent and effective service delivery to citizens – minimize the corruptions and increase revenue and accountability	# Mainstream into the sectoral and national plan # Campaign – both online and traditional campaign	Immediately	MOHA	All ministries

Group 2: Digital government transformation and data governance:

- The government should have a clear e-Government framework: digital government strategy, digital security strategy, and national data strategy.
- The Legislation should be enacted, e-signature, digital ID, data protection and security, data use, training and promotion of the digital system.
- There should be a mindset shift among government officials and top leaders to transform the way services are provided to achieve goals.
- The government should transform the ODSC system by leveraging ICTs and applying the online system for integration of the data and integration of decision-making.
- The government should address the digital divide by improving the access to the Internet and electronic devices so that the accessibility to services by the rural areas can be improved.
- There should also be a multi-channel service delivery such as kiosks and web portal.
- Different training programmes should be introduced to improve the capacity of the government officials and support the citizens.

Under Outcome of Group 2: Digital government transformation and data governance for ODSCs, the participants shard their thoughts on four priority areas to be taken in order to accelerate the uptake of technology and digitalization in governance.

Table 2 Digital government transformation and data governance

Building Blocks	Priority Areas	Key Outcomes	Actions	Timeline	Lead MDA	Relevant Supporting MDAs
Digital technology and data	Create ICT infrastructure for ODSCs	Enabling environment for ODSCs to operate in the digital world	Provide data centre with back-up created for ODSCs, connecting to the national data centre		Ministry of Technology and Communications	
			Encourage line ministries to invest in ICT infrastructure			
			Provide capacity training to officials on digitalization			

Group 3: People-centered approach to service delivery and stakeholders' engagement processes:

- There is a need to provide information so that citizens can use services and provide feedback. Different modalities, including outsourcing or PPP, should be considered.
- Increased availability of services should be promoted so that citizen could access more services. All services could be centralized so citizens do not have to visit different places. A standardized model and organizational cooperation for fast tracking services should be considered.

- Citizens should be involved in the process of delivering services as it is important for continuous improvement of the ratings, website and other channels for engaging citizens in the process.

Under Outcome of Group 3: People-centered approaches to service delivery and stakeholders' engagement processes for ODSCs, the participants shared their thoughts on four priority areas to be addressed.

Table 3 People-centered approach to service delivery and stakeholders' engagement processes

Building Blocks	Priority Areas	Key Outcomes	Actions	Timeline	Lead MDA	Relevant Supporting MDAs
Stakeholders' engagement	Example: Reach out to citizens/ businesses	Example: Established a mechanism to reach out to citizens/ businesses	#Develop a mechanism to get instant feedback from service recipients # Setup drop-box at the OSS centers/ websites to receive suggestions for improvement	3 months 3 months		
	Share remedial actions (2way communication)	A mechanism established to disseminate information to the public	#Consolodate feedback or grievance, report and consult internally (produce FAQ), collect weekly comments from the comment box #Set up a responsible committee			
	Increase diverse services & features	An inclusive platform or mechanism established to co-create and enhance the services	# Invite citizen group, youth, women etc. to participate in a workshop/meeting to co-design, test and involve at various stages especially in the			

		development of new products or services			
	Increase the access or use of ODSC	Citizens and relevant officials are aware and understand about ODSC	# Promote ODSCs using various channels such as billboard, FB, YouTube, Newspaper, Radio, etc.		

8.3 Highlights from the Closing Session

Mr. Sean O'Connell, Head of Governance, UNDP Lao PDR, on behalf of Ms. Ricarda Rieger, Resident Representative, UNDP in Lao PDR, thanked the participants for joining the workshop. He stated that it was a great milestone to witness all the ministries in the workshop, and credit to MOHA for the leadership shown in bringing them together.

Mr. O'Connell highlighted that the journey towards ODSC development may not be easy. Based on the helpful inputs and experiences from around the world at the Peer-to-Peer workshop, the key cross cutting principle for the success of ODSCs was a shift in the mindset in government officials to try something new with people at the centre of the design and service delivery model. UNDP standby ready to continue support for the roll out of ODSCs and look forward to working with the ministries represented at the meeting.

Mr. Bokyun Shim, Head, UN Project Office on Governance (UNPOG), DPIDG/UN DESA, underscored that the international Workshop had provided the participants with an overview of the key opportunities and challenges on promoting effective One-Door-Service Centers for integrated service delivery. He emphasized that citizens everywhere count on governments to provide high-quality, reliable, responsive, and affordable services. Citizens today are more aware of their rights to access information about public services and have higher expectations of both the services and the user experience. They are increasingly demanding the same levels of service delivery they are accustomed to getting in the private sector. The voice of citizens is critical in understanding user awareness, needs, expectations, and preferences.

Understanding a department's or agency's citizen base is a prerequisite in delivering services to meet their needs in the way they wanted them delivered. Bringing people to the core of public service delivery should be the top priority. A citizen-centric approach starts with citizens' journeys. Engaging and having citizens participate in designing a One-Stop-Shop through surveys and focus groups can ensure that citizen ideas and perspectives are included in a citizen-centric service delivery model. Involving citizens in the design and delivery of public services by engaging them sends a strong, proactive message that their views and opinions matter and this can engender trust and confidence in government.

Mr. Shim also emphasized the need to streamline and re-engineer public service delivery processes by:

- Introducing the three steps mechanism, which includes "walking the citizen's journey," "interviewing citizens," and "tracking feedback ratings" as implemented in Singapore.
- Training the employees continuously, offering financial incentives to related employees, and monthly employee evaluations.
- Developing the basic rules and standards for processing one-stop services, providing prizes, expanding divisions, increasing the number of public servants, providing manuals, monitoring the process, and conducting surveys on people's satisfaction.

Mr. Shim emphasized that DPIDG/UN DESA, together with its partners, is committed to promoting and supporting the government of Lao PDR's capacity development through demand-driven and solutions-driven partnerships. UN DESA would continue to promote knowledge transfer through peer-to-peer learning and support innovation in public service delivery by collecting and disseminating good practices.

H.E. Mr. Nisith Keopanya, in his closing remarks, thanked the participants for joining the workshop. He encouraged the participants to report back to their respective ministries as the findings from this workshop would inform the high-level workshop in late November 2021. Mr. Keopnaya also thanked UNDESA, UNDP and the whole UN Country Team for the continued support in ODSCs.

Mr. Keopnaya shared that overall, he was very pleased with the workshop organization and the discussions raised by the participants and the insights into the international experiences presented by the UN DESA team. As Lao PDR is continuing to implement the 9th NSEDP and overcome challenges imposed by Covid-19, developing a whole-of-government approach is critical and will provide a strong foundation for the socio-economic development of the country.

Annex 1 – Participants' Feedback and Evaluation Survey

The workshop was attended by more than 70 officials including from the Prime Minister's Office and 18 ministries. 28 evaluation responses were collected following the workshop.

Participants strongly agreed or agreed that the workshop enhanced understanding on:

- common challenges and roadblocks to the implementation of ODSCs in Lao PDR. (96%).

- various approaches and methodologies adopted by different countries to overcome some of the challenges in the implementation of ODSCs (93%)

- identifying the key building blocks in reforming the ODSCs (100%).

- promoting an action-planning process (89%).

- acknowledging that the whole-of-government approach is essential for successful ODSCs (86%).

- promoting organizational structures and processes for inter-ministerial coordination in relation to ODSCs (89%).

- preparing actions in support of digital government transformation and data governance for ODSCs (86%).

- preparing actions in support of people-centered approaches to service delivery and stakeholders' engagement processes for ODSCs (89%).

- establishing follow-up actions (79%).

This inter-ministerial technical workshop on implementing ODSCs was unprecedented. Having officials from all the ministries and the Prime Minister's Office coming together to discuss on ODSCs is, therefore, a historic workshop for Lao PDR. In this regard, 94% of the participants mentioned that the workshop provided them with an opportunity for networking and collaboration with other ministries.

Overall, participants provided "excellent" and "very good" feedback (89%) in terms of information and support provided; (92%) in terms of quality of resource material, overall quality of facilitation/delivery of sessions, (75%) in terms of break-out group session, conversations with the panelists, and (78%) overall workshop design. 100% of the participants mentioned that they are very likely or likely to apply the knowledge gained in their daily work activities. 96% of the participants rated "excellent" and "good" on the overall workshop.

1. Ministry
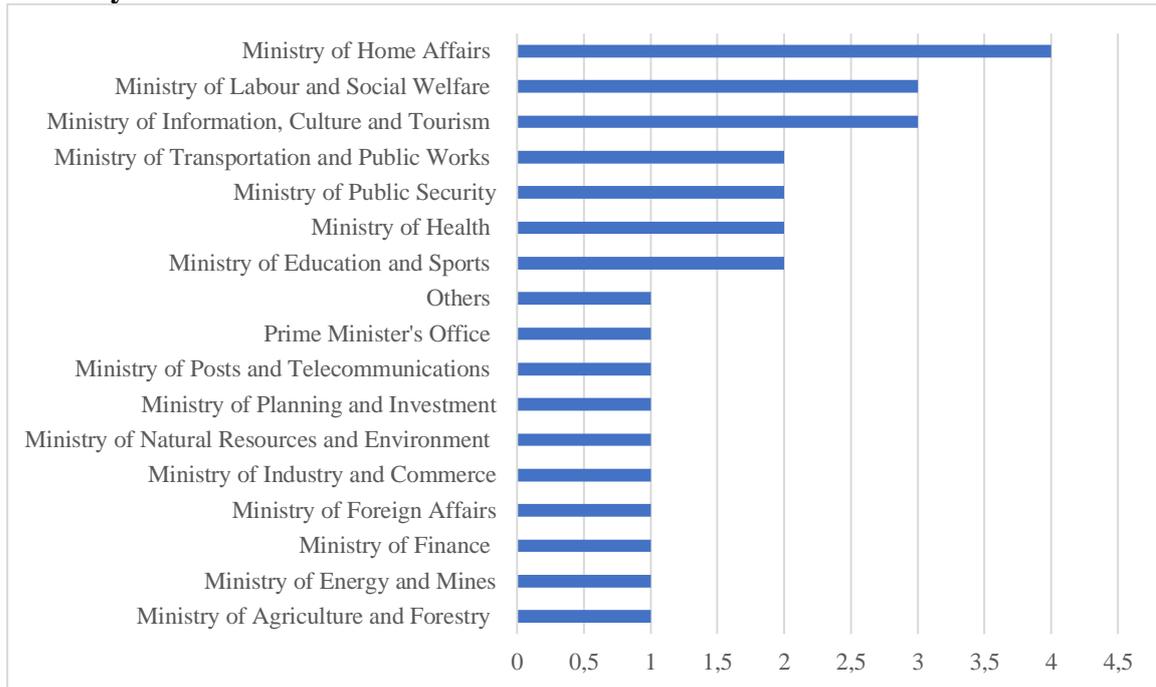
2. Gender Distribution
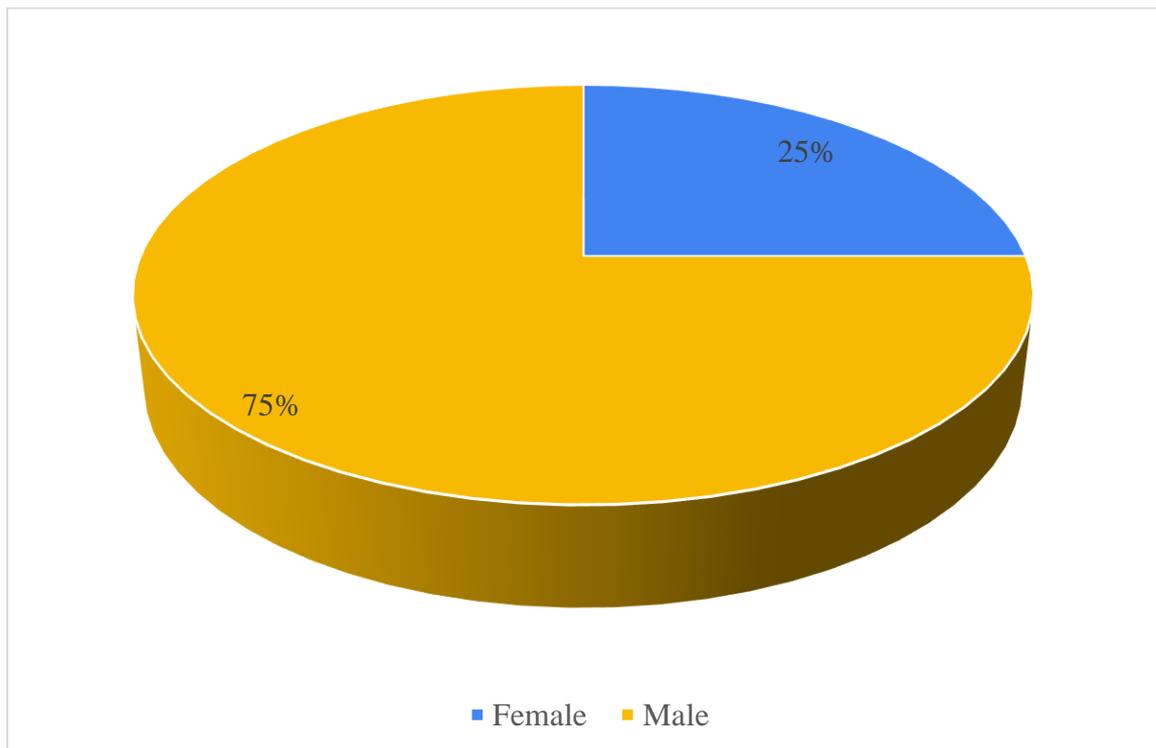
3. The workshop enhanced your understanding of:
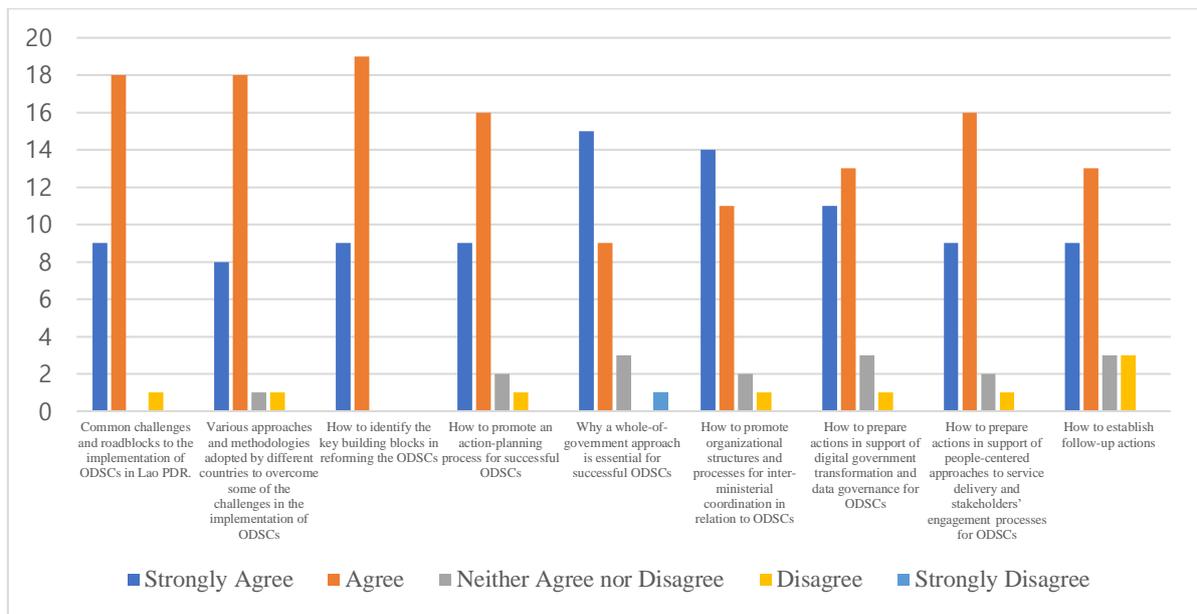
4. To what extent do you think your participation in the workshop has provided an opportunity for networking and collaboration with other ministries?
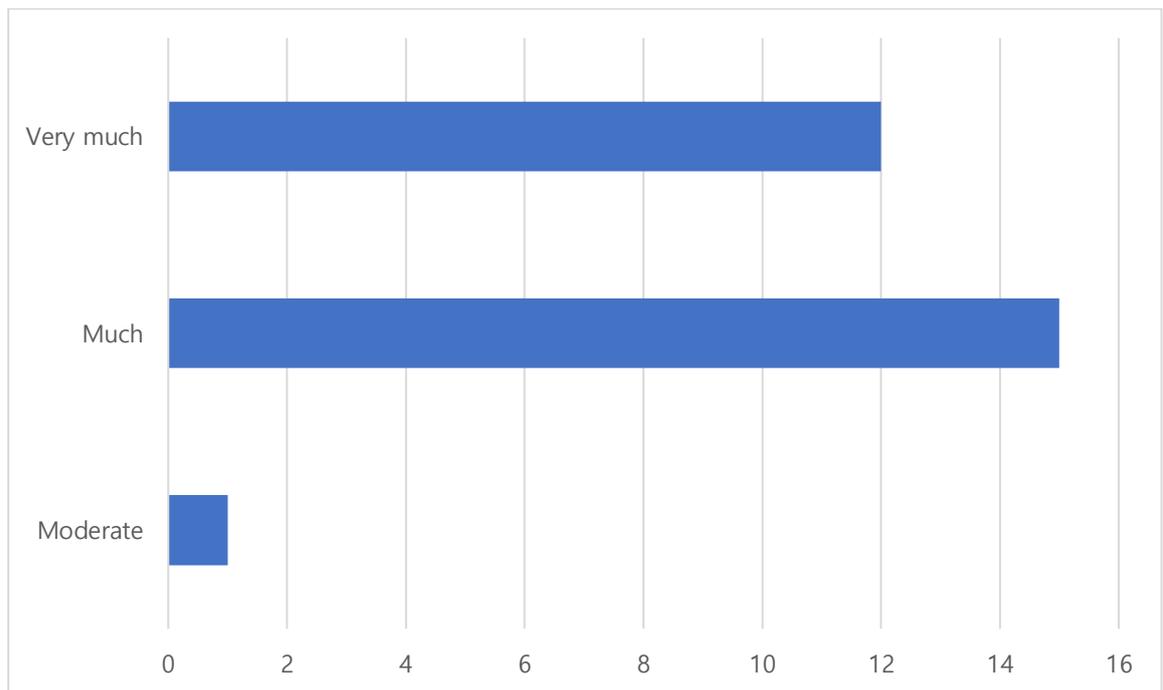
**5. How would you rate the following elements of the workshop?**
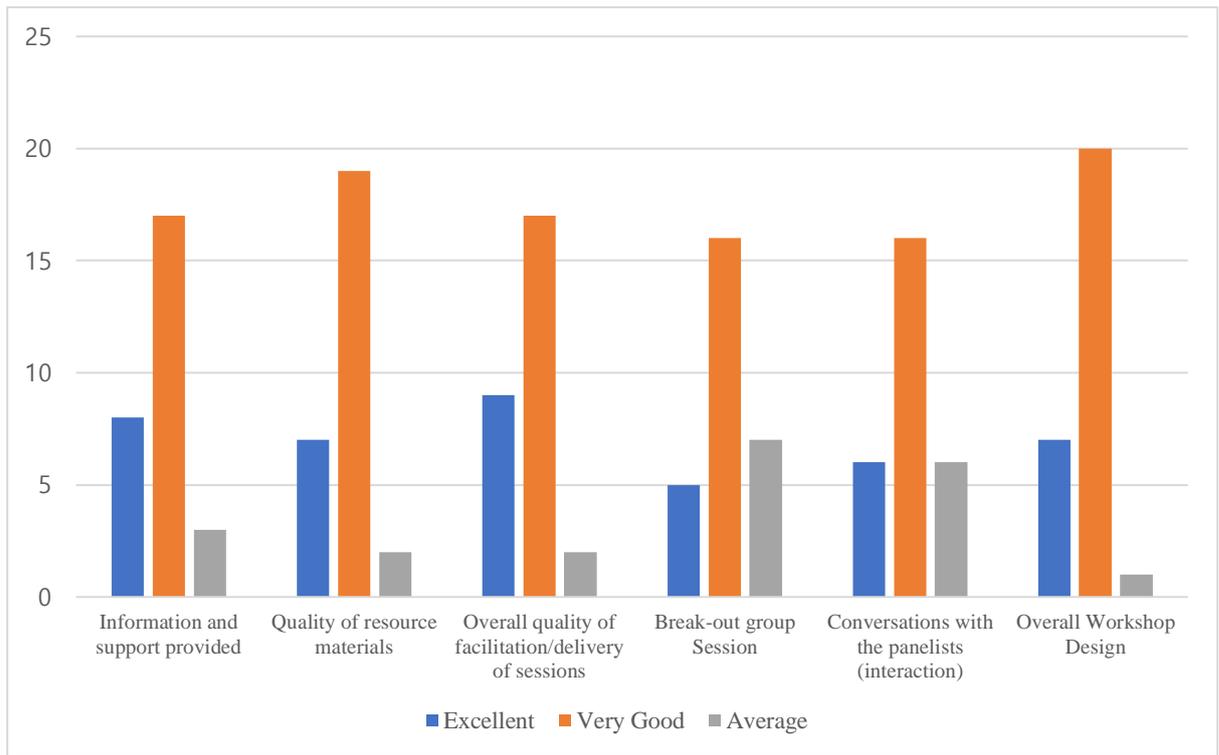
6. How likely are you going to use the knowledge gained from this workshop in your work?
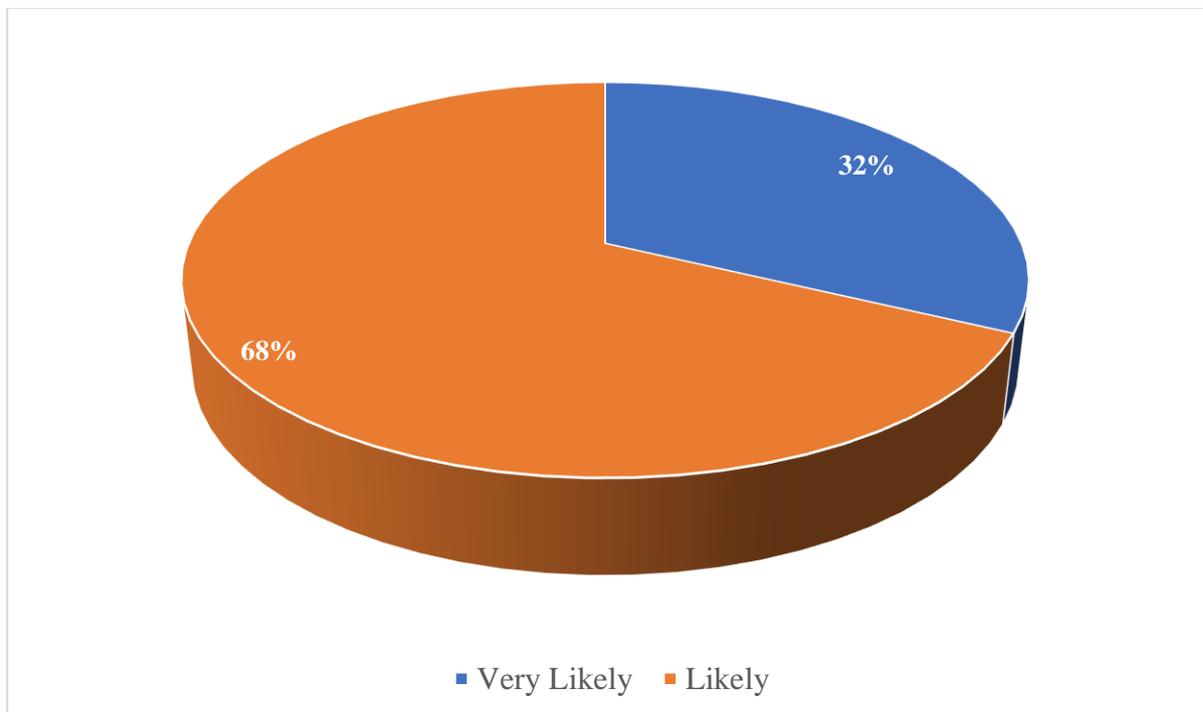
7. What did you find most useful from the workshop?

Participants found the following points as most useful from the workshop:

- The background of ODSCs in Lao PDR
- The commitment of MOHA to introduce digitalization to public service delivery to serve citizens
- The sharing on international experiences that Lao PDR can learn from
- The MOHA's presentation on the ODSC dashboard used for monitoring and evaluation purposes

8. What is your overall rating of the workshop?
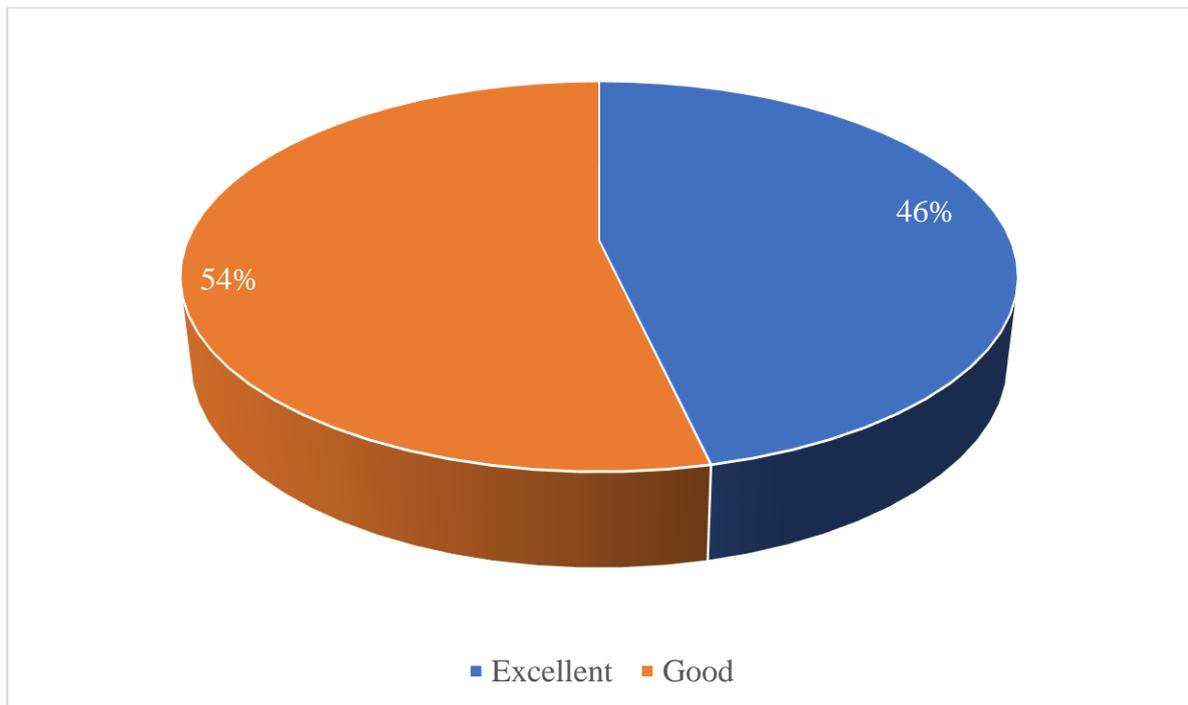
9. Please provide how you think this workshop might be improved

Participants share the following points on how the workshop might be improved:

- The interpretation needs to be more accurate and in tune with the original language
- The documents should be sent to the participants in advance
- The discussion time could be longer so that the discussion can be more productive
- The presenters should keep their presentation within the given timeframe
- The internet connection is not stable at some parts

Annex II - Agenda of the Workshop

<table>
<tr><td colspan="2">Inter-ministerial Technical Workshop on One-Door-Service Centers (By invitation)</td></tr>
<tr><td colspan="2">28 October 2021, Thursday, 08:30 am – 15:15 pm (Lao Time)
21:30 pm (Wednesday, 27 October 2021) – 04:15 am (Thursday, 28 October 2021) |
EST
Total: 6 hours 45 min</td></tr>
<tr><td>Time
(Lao Time)</td><td>Agenda</td></tr>
<tr><td>8.30 – 8.45 am
(15 min)</td><td>Overall Moderator:

• Ms. Adriana Alberti, Chief, Programme Management and Capacity Development Unit, DPIDG/UN DESA

• Mr. Bokyun Shim, Head, UN Project Office on Governance (UNPOG), DPIDG/UN DESA

Opening Remarks

• H.E. Mr. Nisith Keopanya, Deputy Minister of Home Affairs, Lao PDR

• Ms. Ricarda Rieger, Resident Representative, UNDP Lao PDR

• Mr. Juwang Zhu, Director, Division for Public Institutions and Digital Government (DPIDG), UN Department of Economic and Social Affairs (UN DESA), on behalf of Mr. LIU Zhenmin, United Nations Under-Secretary-General for Economic and Social Affairs</td></tr>
<tr><td>8.45- 9.10
(25Min)</td><td>Background and overview of the development of One Door Service Center in Lao PDR

Mr. Bounchan Niyavong, Director General of Department of Local Administration, Ministry of Home Affairs (MOHA), Lao PDR</td></tr>
<tr><td>9.10 – 09.25
(15 Min)</td><td>One Door Service Delivery through Mobile Application: The Lao PDR Experience

Mr. Bounchan Niyavong, Director General of Department of Local Administration, Ministry of Home Affairs (MOHA), Lao PDR</td></tr>
<tr><td>09:25 – 09:45 –
(20 min)</td><td>Overview Presentation on Opportunities and Challenges of One Door Service Centers in Lao PDR

Mr. Bounchan Niyavong, Director General of Department of Local Administration, Ministry of Home Affairs (MOHA), Lao PDR</td></tr>
</table>

09:45 – 10:05 (20 min)	**Overview Presentation on International Experiences of One Door Service Centers** (**Focusing on good practices**) **Ms. Adriana Alberti,** Chief, Programme Management and Capacity Development Unit, DPIDG/UN DESA
10:05 – 10:25 15 minutes	**Presentation on Digital Government Transformation and Data Governance** **Mr. Wai Min Kwok, Senior Governance and public Administration Officer**, DPIDG/UN DESA
10:25 – 10:35 (10 min)	**Health break**
10:35 – 10:45 (10 min)	**Outcome of the Peer to Peer Learning International Workshop on ODSCs** **Mr. Bokyun Shim,** Head, UN Project Office on Governance (UNPOG), DPIDG/UN DESA
10:45 – 11:15 (15 min + 15 min = 30 min)	**Action Planning Process for Successful ODSCs** **Mr. M Aslam Alam,** Chairman and Executive Director, Bangladesh Institute for Information Literacy and Sustainable Development, Bangladesh **Briefing on Break-out Sessions (elaborating tasks to be completed)** **Mr. M Aslam Alam,** Chairman and Executive Director, Bangladesh Institute for Information Literacy and Sustainable Development, Bangladesh
11:15 – 12:00 (45 min)	**Break-out Sessions** **Overall Facilitator:** Mr. M Aslam Alam **Group Facilitators:** **Group 1:** Mr. Sanva Saephan (UNDESA), Mr. Chanthala (DOLA) and Ms. Phaisoulin (DOLA) **Group 2:** Ms. Souphavanh Phoonsavanh (NGPAR), Ms. Souvannadara Souvannasane (UNDESA) and Mr. Vanphone (Cabinet) **Group 3:** Ms. Ketmany Vilayvong (UNDP), Mr. Phetsomphone (Cabinet), Mr. Salam (DOLA) Three cross-ministerial groups will be formed. There will be one rapporteur for each group. Rapporteurs will be from participants. Rapporteurs will make presentations on group discussions at the plenary session.

	One official from each of the participating ministries should be represented in all groups. MOHA may depute three officials in each group.
	Group facilitators will guide the discussions and assist the rapporteurs in preparing their reports. The overall facilitator will guide the group facilitators.
	Last 10 minutes will be spent to prepare the group reports.
(45 min)	**Group-1: Organizational structures and processes for inter-ministerial coordination in relation to ODSCs** This group will prepare an action matrix, as prescribed in the ODSC Handbook (please see Annex for the action matrix template and checklists), on the assigned building block. **The Group Rapporteur may be from the PMO.**
(45 min)	**Group-2: Digital government transformation and data governance for ODSCs** This group will prepare an action matrix, as prescribed in the ODSC Handbook (please see Annex for the action matrix template and checklists), on the assigned building block. **The Group Rapporteur may be from the Ministry of Technology and Communication.**
(45 min)	**Group-3 People-centered approaches to service delivery and stakeholders' engagement processes for ODSCs** This group will prepare an action matrix, as prescribed in the ODSC Handbook (please see Annex for the action matrix template and checklists), on the assigned building block. **This Group Rapporteur may be from the Ministry of Planning and Investment.**
12:00 – 13:00 (60 Min)	**Lunch Break**
13:00 – 13:45 (45 min)	**Rapporteurs' report on group discussions (3 X 15 min)**
13:45 – 14:15 (30 min)	**Open Discussion** **Moderator: Mr. Prabin Maharjan and Mr. Sanva Saephan**
14:15 – 14:30 (15 min)	**Summary of discussions** **Mr. Keping Yao, Senior Governance and Public Administration Expert, UNPOG/DPIDG/UN DESA**
14:30 – 15:00	**Way forward for One Door Service in Lao PDR** - **ODSC Strategic roadmap**

	- **Follow-up inter-ministerial meeting to be held on 23 Nov 2021** **Presenter: Ms. Vilaythone Sounthonexaymongkhonh, Head of Cabinet, MOHA, Lao PDR**
15:00 – 15.15 (15 min)	**Closing** **Remarks by RC, UNCT/ RR, UNDP (5 min)** **Remarks and thanking by Bokyun Shim (5 min)** **Remarks by Deputy Minister of MOHA (5 min)**