Azərbaycan Respublikasının
Səfirliyi
Bangkok

Embassy
of the Republic of Azerbaijan
Bangkok

AZ/096 /2025

The Embassy of the Republic of Azerbaijan to the Kingdom of Thailand presents its compliments to the Ministry of Foreign Affairs of the Kingdom of Thailand and has the honor to submit the information prepared by the Ministry of Labor and Social Protection of the Republic of Azerbaijan about the Agency for Sustainable and Operative Social Provision (DOST Agency) and the DOST Digital Innovations Center which operate under the Ministry of Labor and Social Protection and provide public services in the fields of labor, employment and social protection in Azerbaijan on the basis of One-Stop Shop Model.

The Embassy would be grateful if the Ministry could forward the aforementioned information to the Ministry of Interior and the Ministry of Public Health of the Kingdom of Thailand.

The Embassy of the Republic of Azerbaijan to the Kingdom of Thailand avails itself of this opportunity to renew to the Ministry of Foreign Affairs of the Kingdom of Thailand the assurances of its highest consideration.

Enclosure: 31 pages

Bangkok, "18" August 2025

THE MINISTRY OF FOREIGN AFFAIRS
OF THE KINGDOM OF THAILAND
BANGKOK

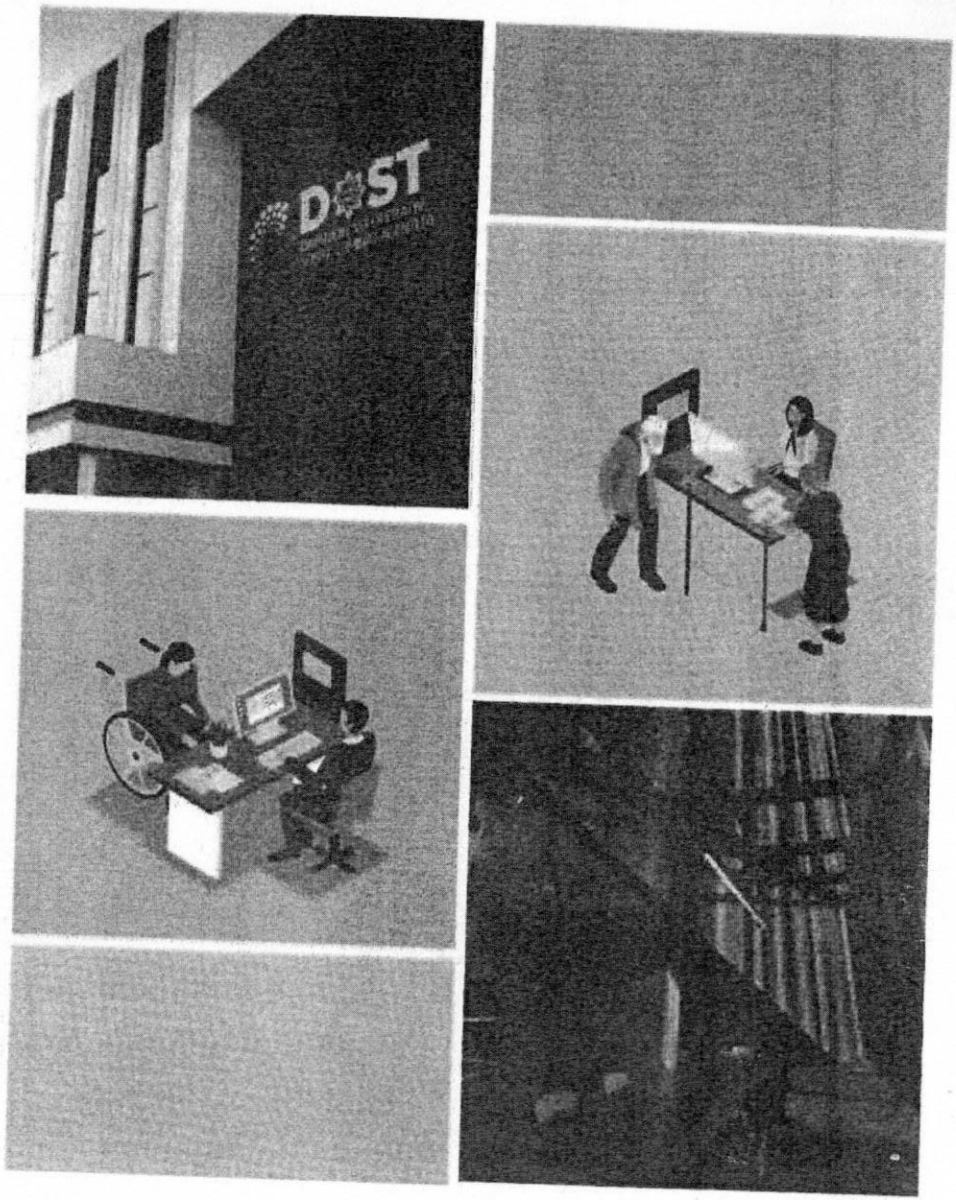
Republic of Azerbaijan
Ministry of Labour and
Social Protection of Population

DOST

DOST:

A Citizen-Centered, Digitally-Driven Social Innovation

Azerbaijan's Model of Integrated Public Services in Social Protection, Employment and Labour Relations



Introduction



The Agency for Sustainable and Operative Social Provision (DOST Agency) is a public institution under the Ministry of Labor and Social Protection of the Population of the Republic of Azerbaijan

Founded in **August 9, 2018** by Presidential Decree, following the initiative of the First Vice-President Mrs. Mehriban Aliyeva

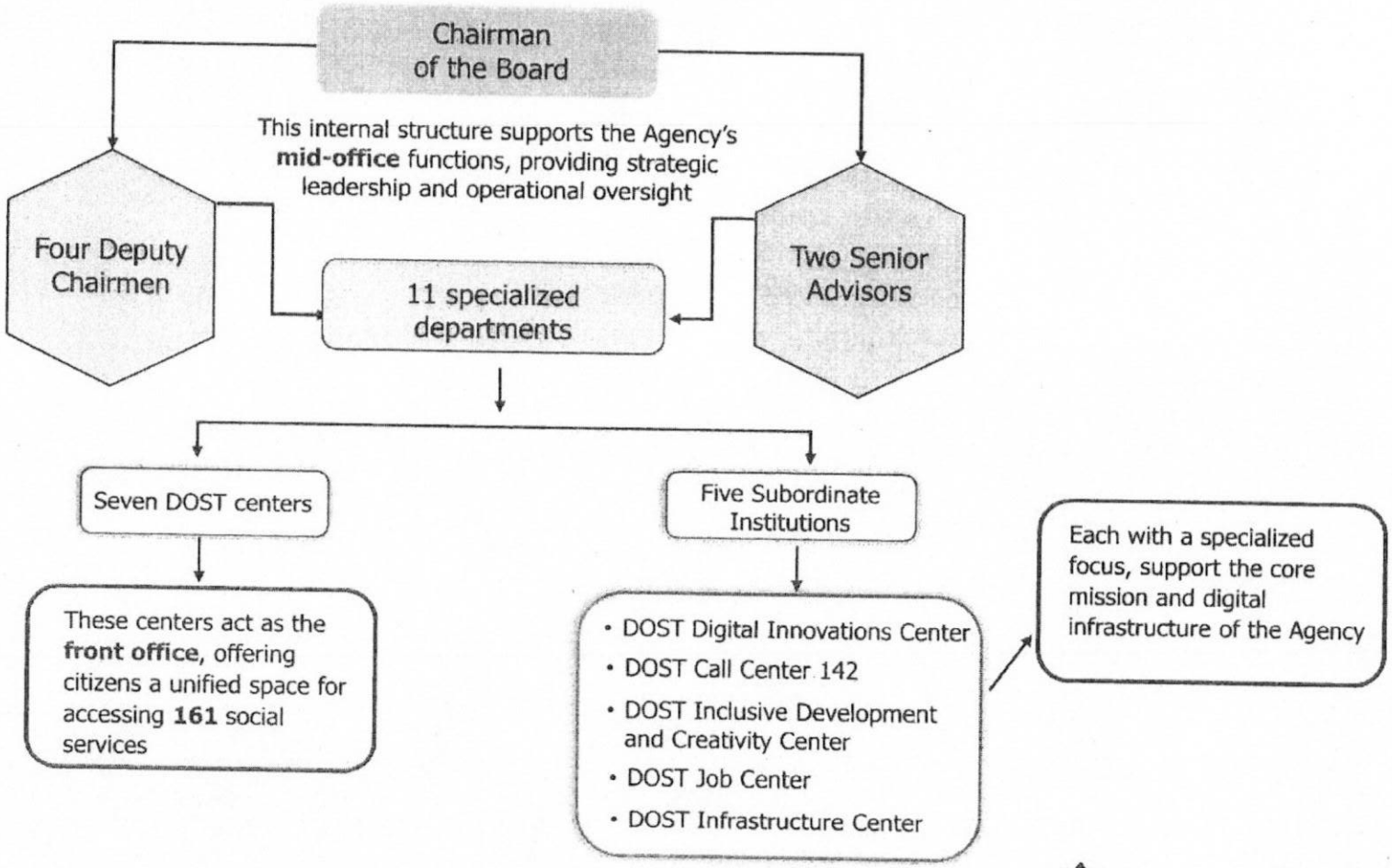
Mission - Provide **fast, fair,** and **citizen-centric** public services by integrating social protection, employment, and labor services into a single, transparent, and accessible model

Inspired by **global best practices** - Citizen Service (Canada), Centrelink (Australia), Chile Atiende (Chile), NAV (Norway) and e-Citizen (Singapore)

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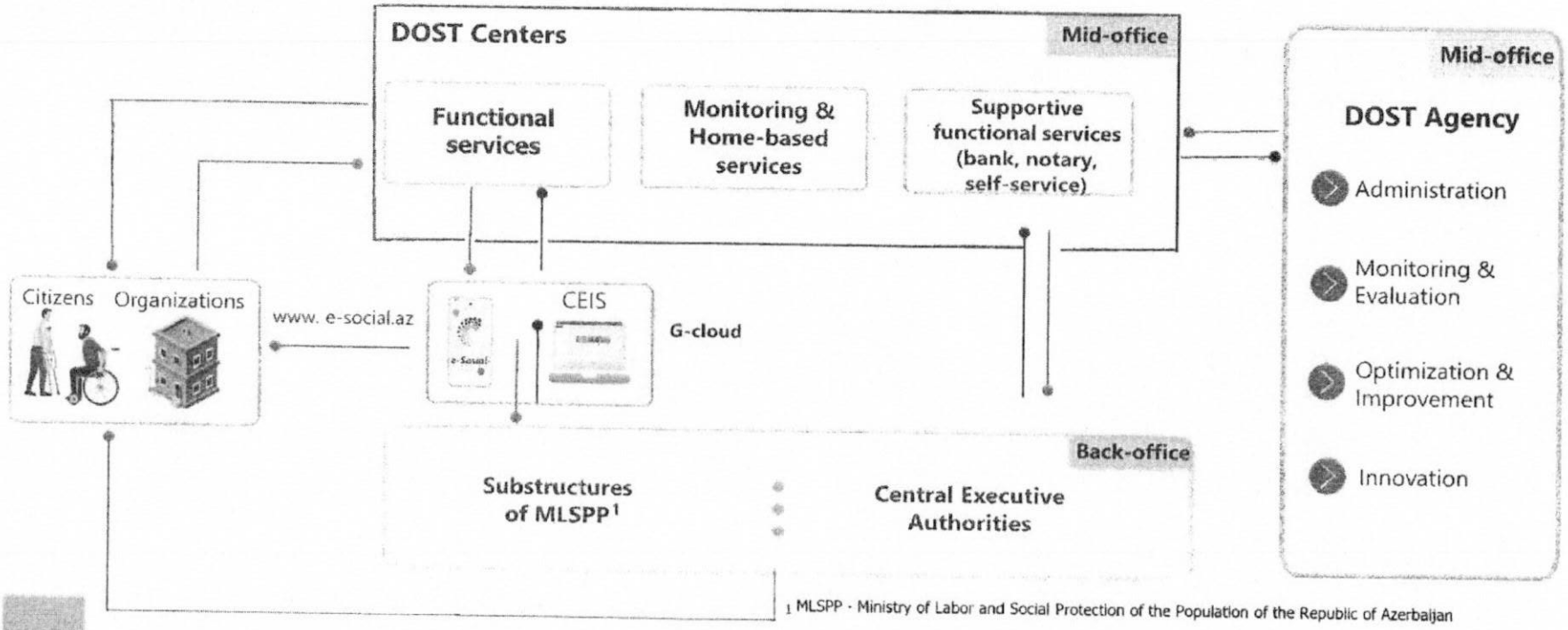
DOST

Governance and Organizational Structure



The One-Stop Shop Model

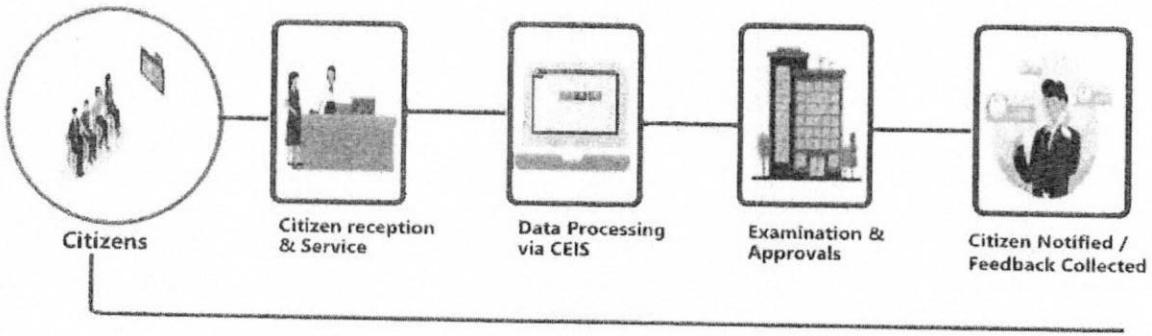
Innovation, quality, and performance that drives trust, transparency, and sustainable impact



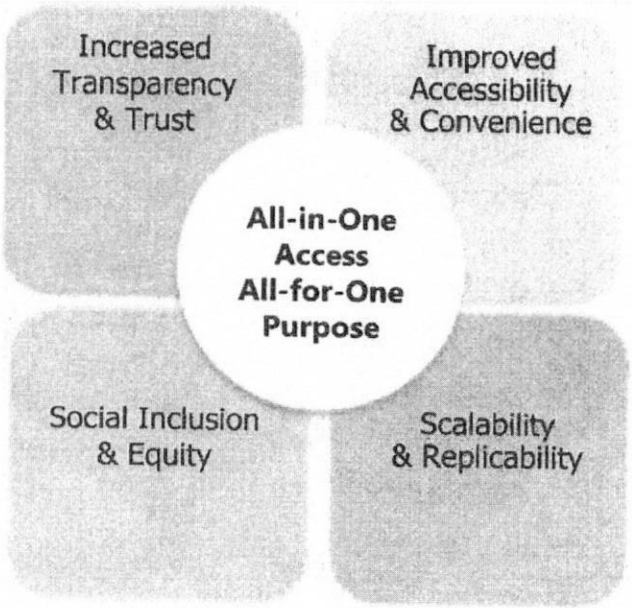
1 MLSPP - Ministry of Labor and Social Protection of the Population of the Republic of Azerbaijan

The Power of One-Stop: DOST's end-to-end service model

From Request to Resolution: The DOST Way



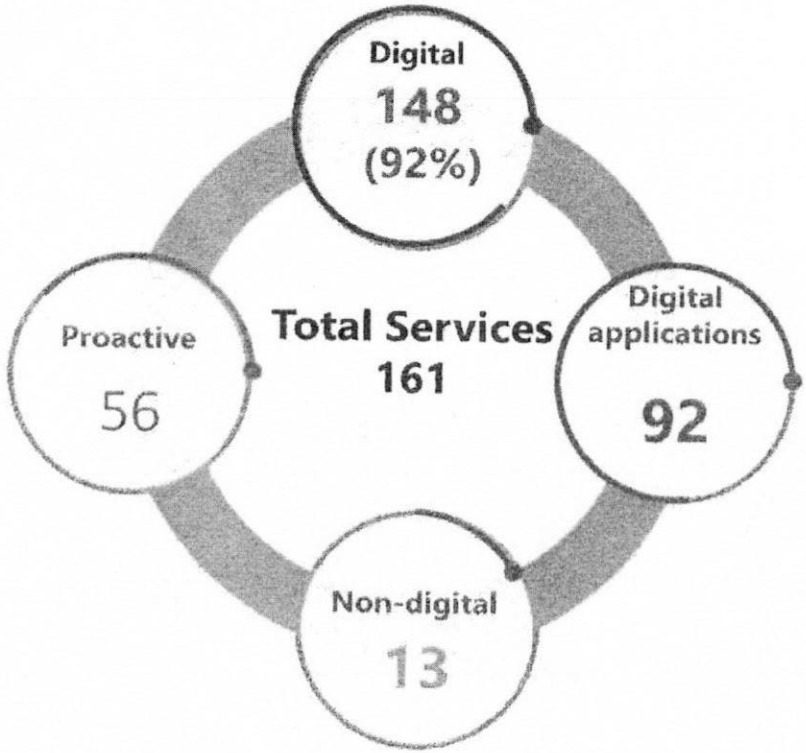
Every service request is securely processed through CEIS, ensuring real-time coordination and seamless delivery



DOST Services and Digitalization Level

We deliver 161 services in 13 directions

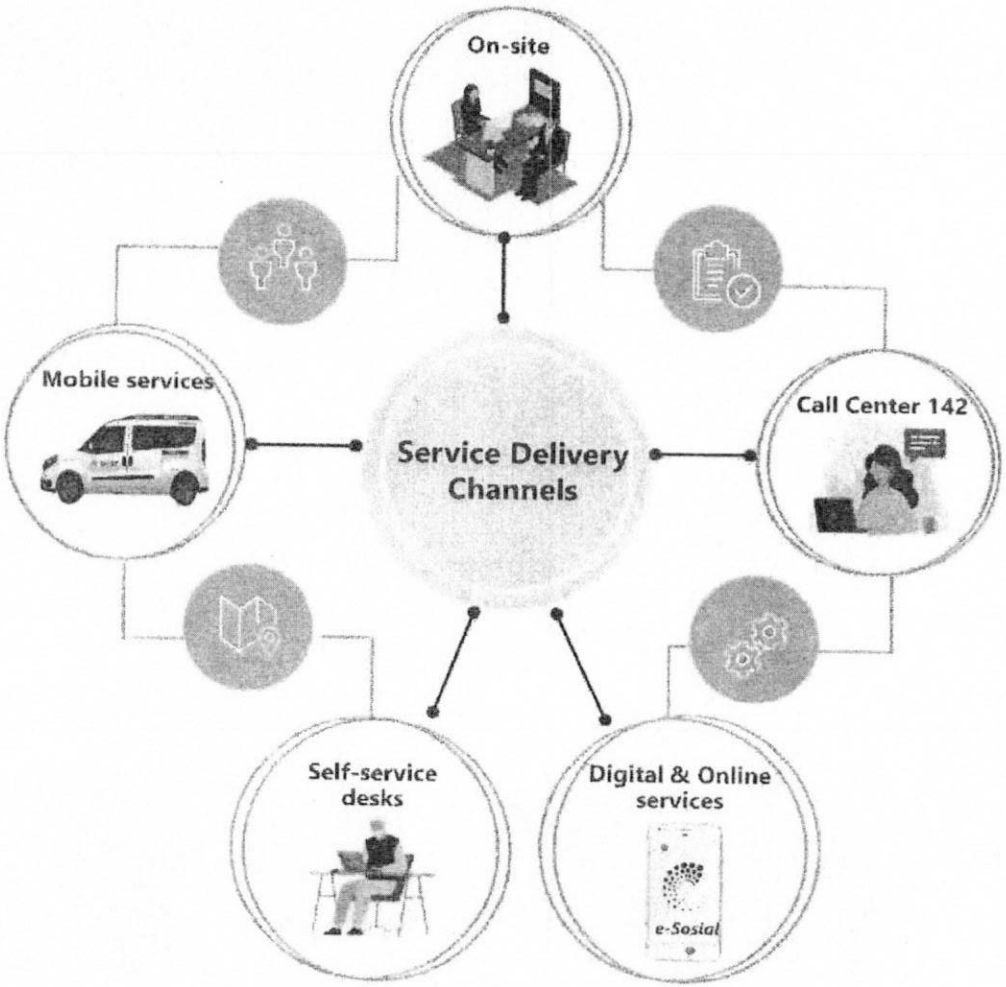
Labor pensions **18 services**	Social allowances **25 services**	Targeted state social assistance **2 services**	Grants of the President of the Republic of Azerbaijan **21 services**
Individual registration in the State Social Insurance System **4 services**	State Compulsory Individual Insurance **5 services**	Disability & Final medical examination **10 services**	Employment **15 services**	Labor relations **5 services**
Social services **23 services**	Adoption, and children deprived of parental care **5 services**	Central Coordination Unit **18 services**	Functional support services **10 services**



Republic of Azerbaijan
Ministry of Labour and
Social Protection of Population

DOST

Delivery Channels - Access for All: Convenience, Confidence & Care



Time Saved, Lives Improved

From Hours to Minutes: Services delivered in **1–4** minutes

Connected Nationwide

Physical, Mobile, and Digital - Anytime, Anywhere

Built on Trust, Proven by Results

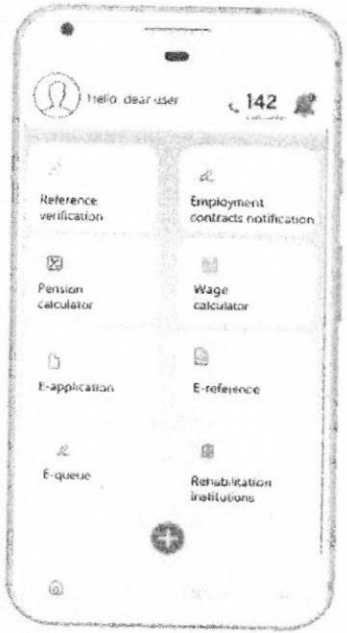
Over 98% satisfaction level - Trusted, Transparent, and Equitable

Republic of Azerbaijan Ministry of Labour and Social Protection of Population

DOST

The Digital Backbone of DOST: Centralized Electronic Information System (CEIS) & *e-sosial.az*

e-sosial.az - an accessible and citizen-oriented platform



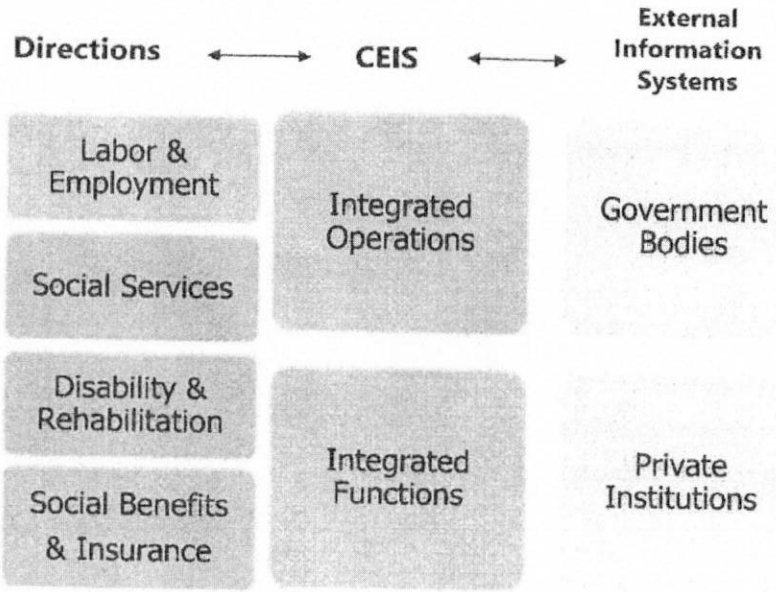
01 Accessible via web and mobile

02 Application tracking

03 Personal social account with service history, status, and documents

04 Transparency, speed, and user autonomy

CEIS: A back-end integration system, enabling real-time collaboration among **19** government institutions



Path to Digital Excellence: Timeline & Achievements

Toward a **digital, seamless, and citizen-focused** public service model

2003-2013 Digital Foundation

2014-2017 Integrated Growth

2018-2024 Proactive Transformation

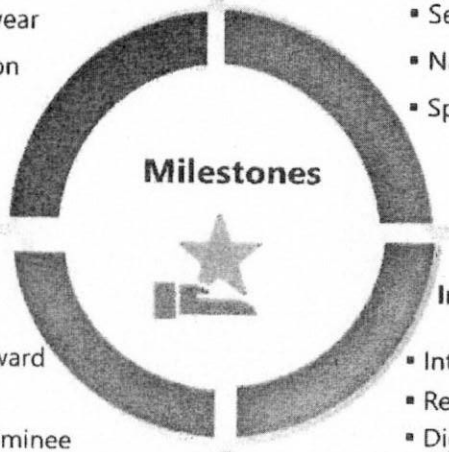
2025-2027 AI-driven Future

Digital Scale & Access

- **135M+** digital applications/year
- Reaching **90%+** of population
- **92%** digitalized services
- **50+** proactive services

Global Recognition

- 2-time winner of the **ESN** Award
- **ISSA** Excellence Certificates
- **UN** Public Service Award Nominee



Efficiency & Innovation

- Service time reduced by up to **80%**
- National AI framework in progress
- Speed, automation, personalization

Infrastructure & Integration

- Integrated with **80+** state databases
- Real-time inter-agency coordination
- Digital queues & biometric ID systems in place

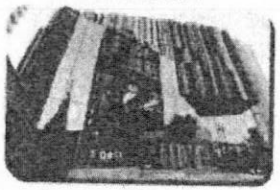
Republic of Azerbaijan Ministry of Labour and Social Protection of Population

DOST

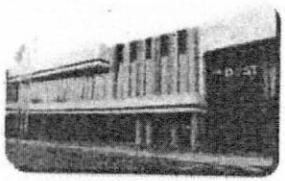
Bringing Services Closer: Geographic Expansion

Current operations include **7 DOST Centers** in **Baku** and **Absheron**, a **branch** in the **Karabakh** Economic Region, and a **'Smart Dost' point** in **East Zangezur**

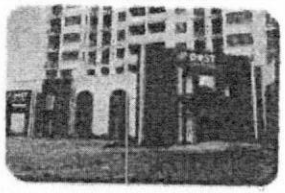
DOST Center No 1



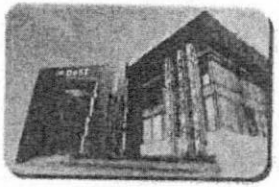
DOST Center No 2



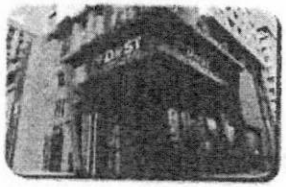
DOST Center No 3



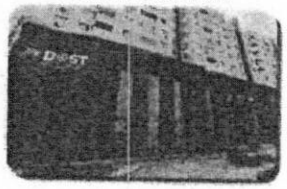
DOST Center No 4



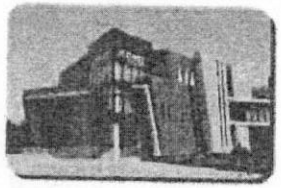
DOST Center No 5



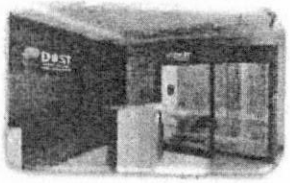
Absheron DOST Center



Karabakh Regional DOST Center



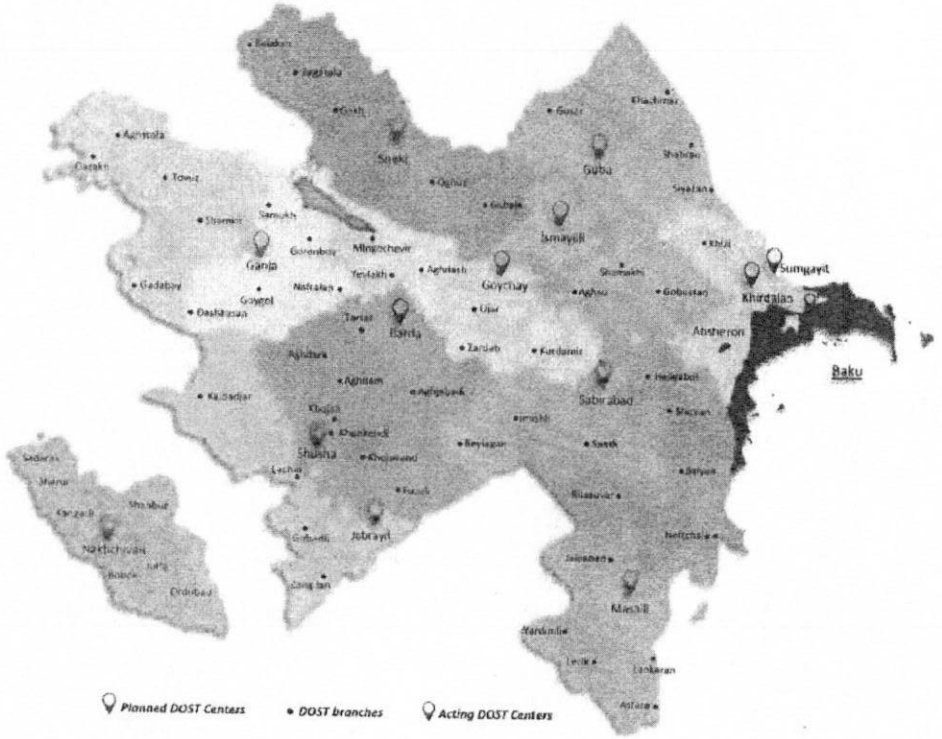
Agali vilage Smart DOST



Shusha DOST branch



DOST Agency plans to establish 17 Regional Centers and 55 Local Branches to expand nationwide access to its services



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DOST

Quality services delivery: DOST TQM systems

DOST Agency implements a comprehensive Total Quality Management (TQM) system, encompassing the following core components:

- Application of the citizen-oriented approach in service organization and management of the service quality level and complaints
- Application of a high-level formalization and ISO standards for the process management
- Strategic and operational planning, integrated with risk and information management systems
- Service delivery improvement based on monitoring and evaluation results **(DOST Index)**
- Ensuring active participation and effective communication among all stakeholders (Agency, back offices, centers, etc.) involved in service delivery



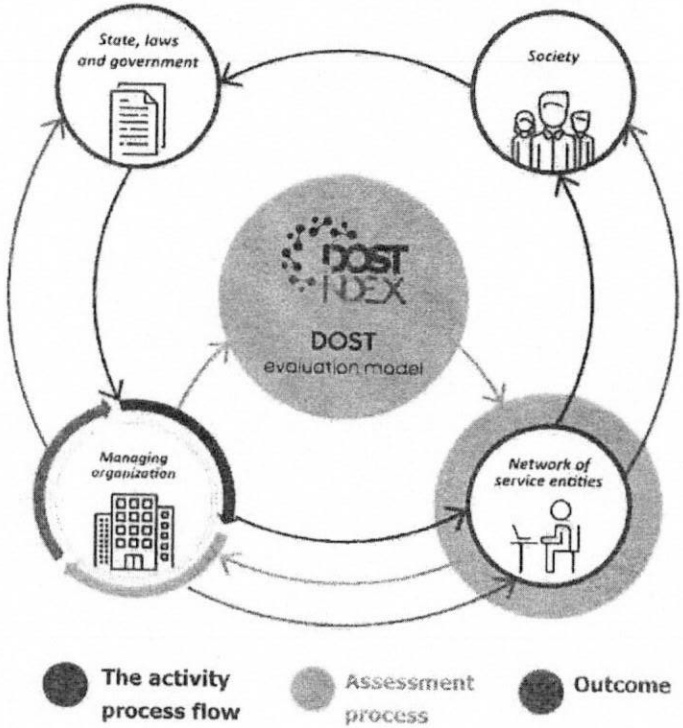
DOST Index

The DOST Index was launched to address a key challenge in social service delivery - the absence of a *comprehensive, periodic, citizen-focused* system for evaluating performance within the sector

- It is a core monitoring and evaluation tool within the TQM system, used to efficiency, citizen satisfaction, and sustainability across integrated service centers.
- The DOST Index is driven by nearly **30** KPIs, organized into **5** key categories, enabling a comprehensive, data-driven evaluation of DOST service center performance

LEADERSHIP | SERVICES TO CITIZENS | PROCESS MANAGMENT | RESULTS FOR EMPLOYEES | EXTERNAL IMPACT

Business model of the DOST Index



Republic of Azerbaijan Ministry of Labour and Social Protection of Population

DOST

Citizen Experience & Quality Assurance: Powered by People Development

At **DOST**, exceptional citizen experience and service quality are directly supported by **strategic staff training** and continuous **professional development**

01 **Personal Development Plans**

Personal Development Plans tailored to individual performance evaluations and career goals

02 **Structured Training Programs**

Structured Training Programs covering project management, digital skills, and public service innovation

03 **Accredited Certifications**

Accredited Certifications and thematic workshops to enhance professional expertise

04 **Leadership and Succession Training**

Leadership and Succession Training through mentorship, coaching, and strategic project involvement

05 **Continuous Informal Learning**

Continuous Informal Learning via peer exchanges, e-learning platforms, webinars, and mentorship

Republic of Azerbaijan Ministry of Labour and Social Protection of Population

DOST

DOST Services: Performance Data

March 2025

DOST centers

Total requests *(2019-2025)*
3.4mln.

Requests *(2025)*
212,700

Waiting time
3:14′

Functional appeals
127,000

Duration of service
7:30′

Average services/Day *(2025)*
4,170

DOST Call Center 142

Total calls *(2019-2025)*
7.1mln.

Calls *(2025)*
0.38mln.

Waiting time
1:09′

Answers via callback and chat
28,000

Duration of service
3:18′

Average calls/Day *(2025)*
7,500

Citizen satisfaction

★ ★ ★ ★ ★

DOST Centers	98.5%
Call Center 142	95.0%

Republic of Azerbaijan Ministry of Labour and Social Protection of Population

DOST

DOST Volunteer Program

Young **DOST**	*Silver* **DOST**	*Distant* **DOST**	*Corporate* **DOST**	*Inclusive* **DOST**	*Digi* **DOST**	*Tele* **DOST**
Engaging Youth Age **16-29**	Reintegration & Bridging generations Age **55+**	Digitalization & Inclusivity Age **14+**	Interagency communication & CSR	Equality & Accessibility Age **16-29**	Digital skills development Age **16-29**	Media networking & Promotion Age **16-29**

- Championing youth policy & volunteerism
- Fostering civic engagement & responsibility
- Promoting inclusion for persons with disabilities
- Building youth skills for the future workforce

77% 23%

Applications received

143,000

Total accepted volunteers

6,222

Employed

305



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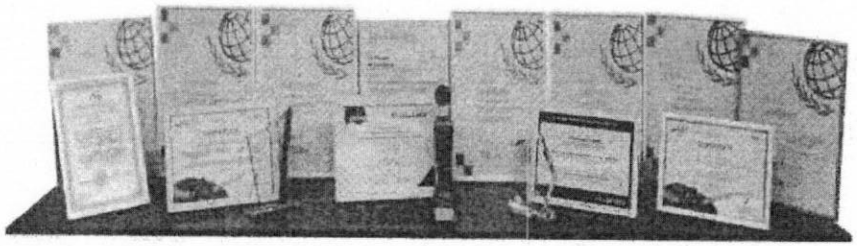
Global Recognition & Achievements

As part of its growing **international recognition**, DOST has received **29** prestigious awards, including **5** winner awards, **9** finalist honors, and **15** certifications for standards, quality, and excellence

Winner of the European Social Services Award (ESSA)
European Social Network (ESN), 2021

Holder of the Certificate of Excellence in Service Quality
International Social Security Association (ISSA), 2022

Winner of the European Social Services Award (ESSA)
European Social Network (ESN), 2024





Republic of Azerbaijan
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International Cooperation

GOAL: Aiming to become a **global benchmark** in citizen-centered social service delivery

01 Partnering closely with **Moldova** and **Uzbekistan** to replicate the one-stop shop model

02 Expanding partnerships with **Romania**, **Serbia**, and **Croatia** to scale DOST transformative service model

03 Knowledge exchange with **Niger**, **Mali**, **Burkina Faso**, and **Mongolia**. Cooperation prospects identified. Memorandums of understanding in preparation



Republic of Azerbaijan
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Transformative Impact of DOST

01 The DOST demonstrates that public sector transformation is **possible**, **sustainable**, and **scalable**, with measurable impact, a replicable model, and an inspiring mission

02 Pioneering citizen-centered social service delivery, serving over **5 million** people and setting new national and international standards through trusted and effective service

03 A model of modern governance and digital transformation, empowering vulnerable populations through seamless and accessible services with over **95%** satisfaction rates

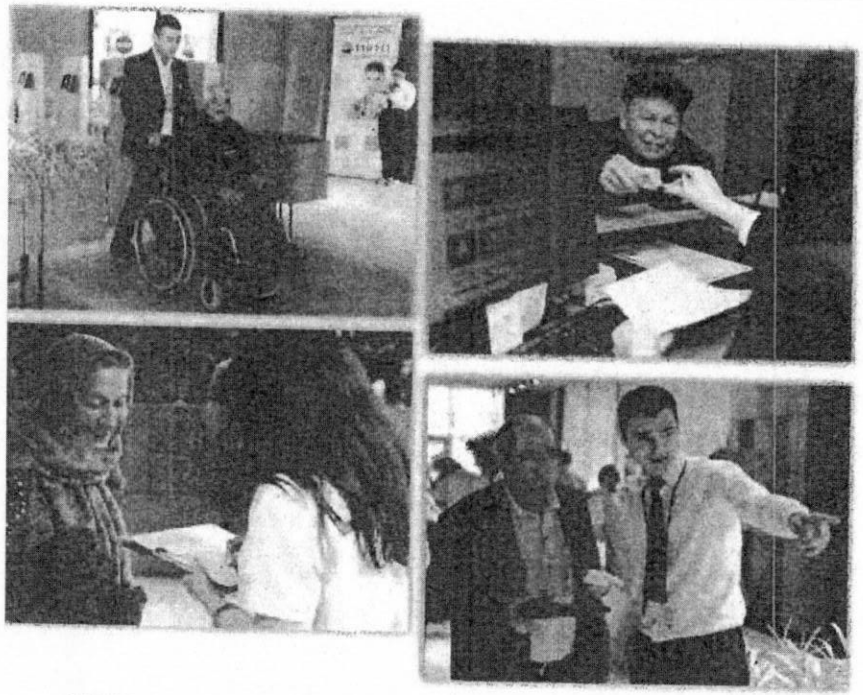
04 An award-winning innovator committed to continuous improvement and global collaboration, positioning DOST as a beacon of excellence in public service worldwide

Republic of Azerbaijan
Ministry of Labour and
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DOST

Looking Ahead - The Future of DOST

The **future of DOST** is one of **bold expansion**, **global collaboration**, and **continued innovation**, shaping a world where social services are **seamless**, **inclusive**, and **built around people**



01 Advancing service models that are inclusive, equitable, and accessible to all

02 Enhancing data-driven governance and digital trust through intelligent automation and AI-enabled social services

03 Global expansion and promotion of the DOST Model

04 Empowering youth and promoting inclusion through transformative social initiatives

05 Ensuring sustainability through institutional strength, human capital, and future-ready systems

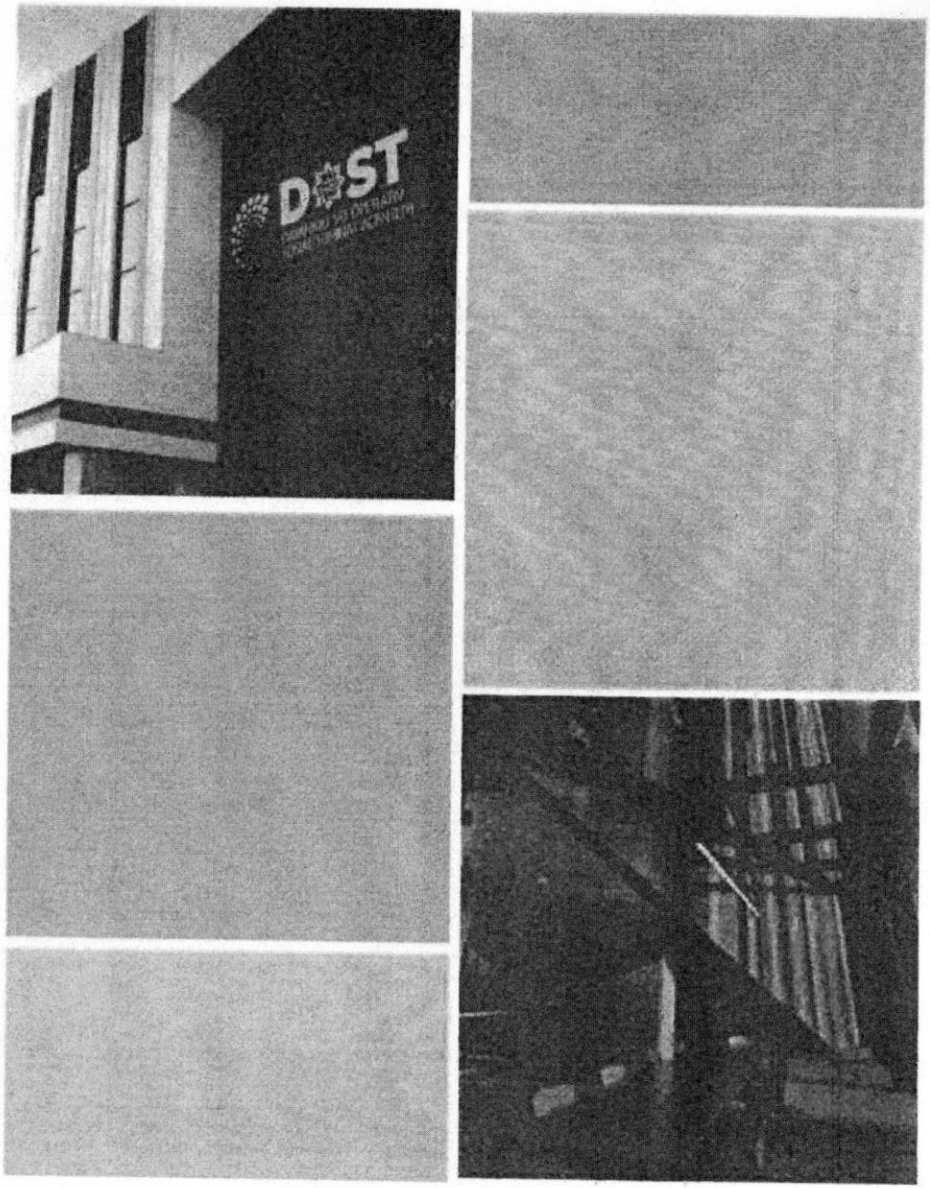
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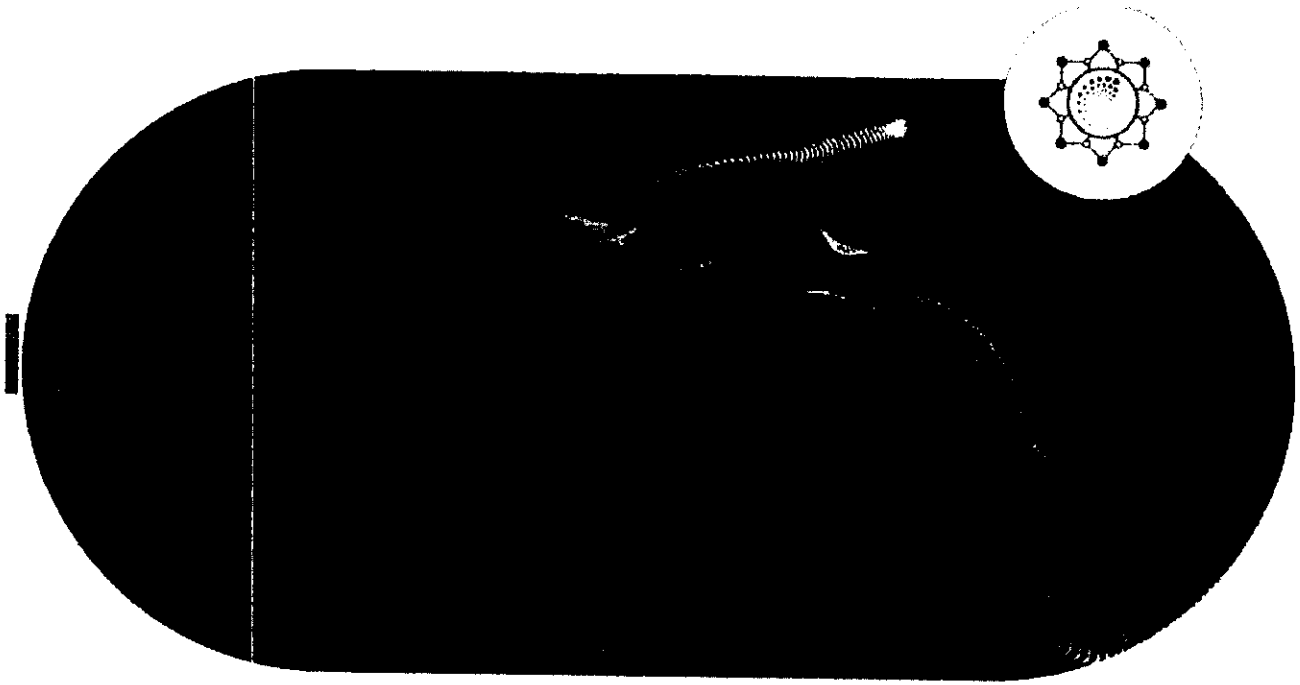
Republic of Azerbaijan
Ministry of Labour and
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DOST

Thank you for your attention!



Digital



Ministry of Labour and Social Protection of Population of the Republic of Azerbaijan

DOST

World Rankings 2024

↑ 9 pillars

UN E-Government Survey



74th out of 193
(Very High EGDI)

↑ 4.45 points

ITU "Global Cybersecurity Index"



93.76 out of 100
(Advancing level)

Digital Transformation Timeline

2003–2013

Digital Foundation
Computerization
Regional networks
Infrastructure
Corporate networking
Data PIN-ing

2014–2017

Data exchange
E-services
E-cabinet
Centralized social e-system

2018–2024

"e-social" portal
Proactive services
Digital Bridge
E-references
G-Cloud
Big Data

2025–2027

Expanding Proactiveness
Introducing AI
Increased digitalization

Current Numbers:

80+
institutions integrated

50+
proactive services

90%+
services digitalized

90%+
population coverage

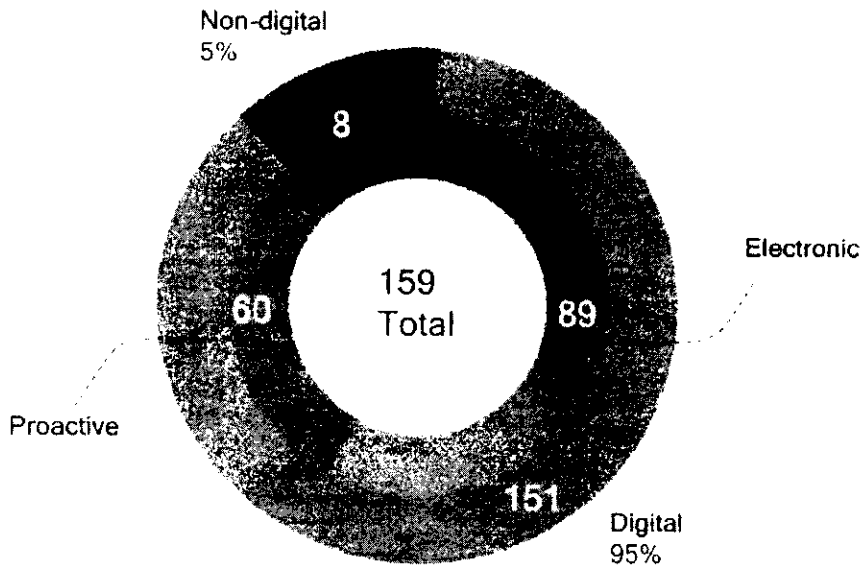
E-requests & e-services

259 mln.
Total e-system requests

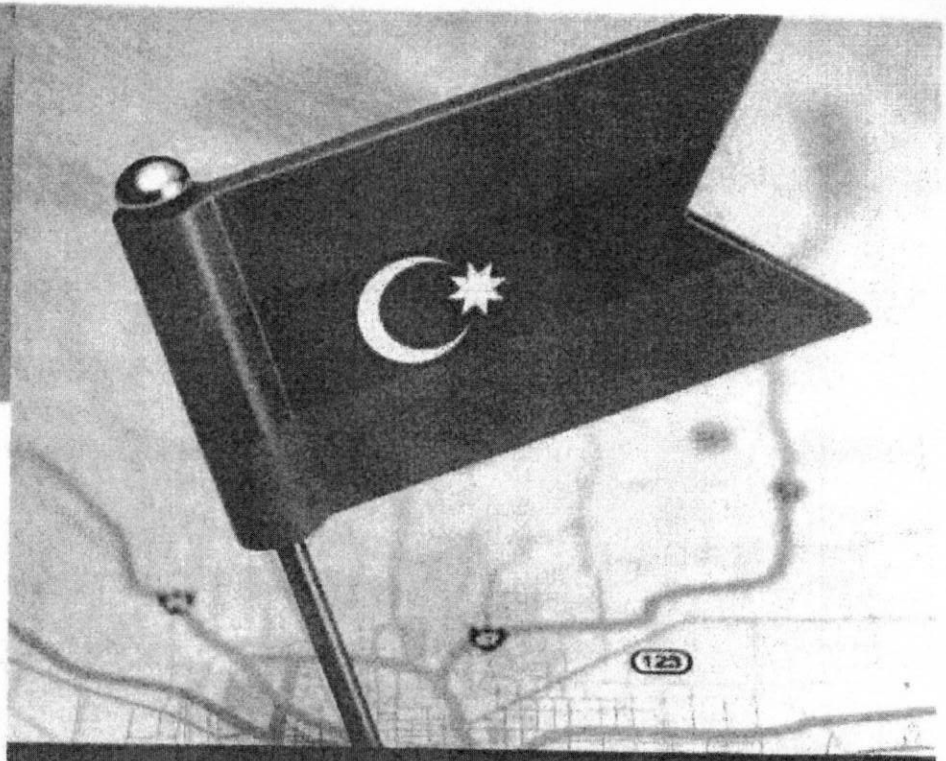
10 mln.
Citizens

206 mln.
State institutions

31 mln.
Private institutions



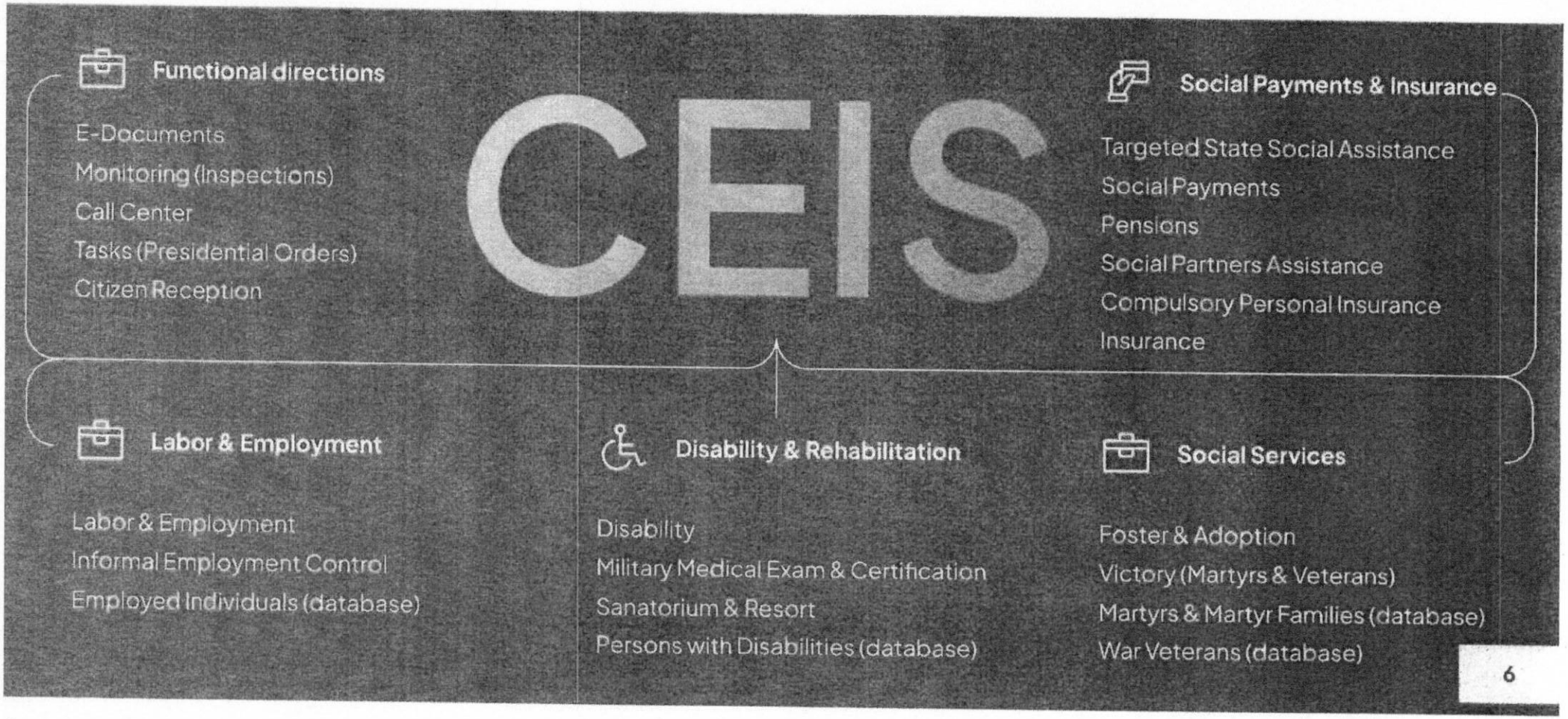
Scope



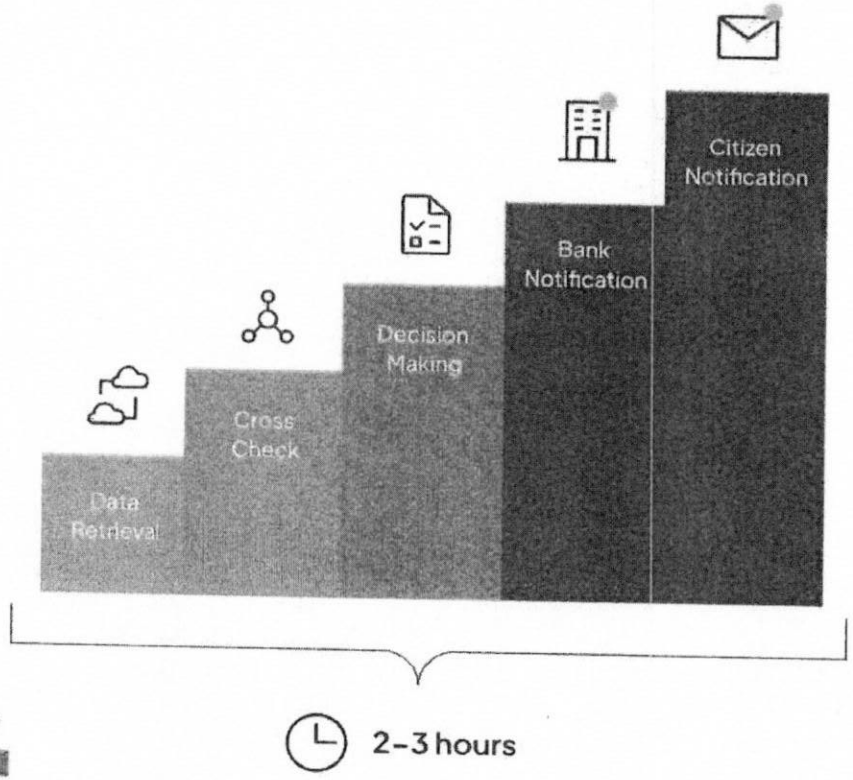
10,239,094 Population	135 years old Eldest person
4,667,869	4,718,512
9,386,381 Coverage	100+ years old 2600+ people

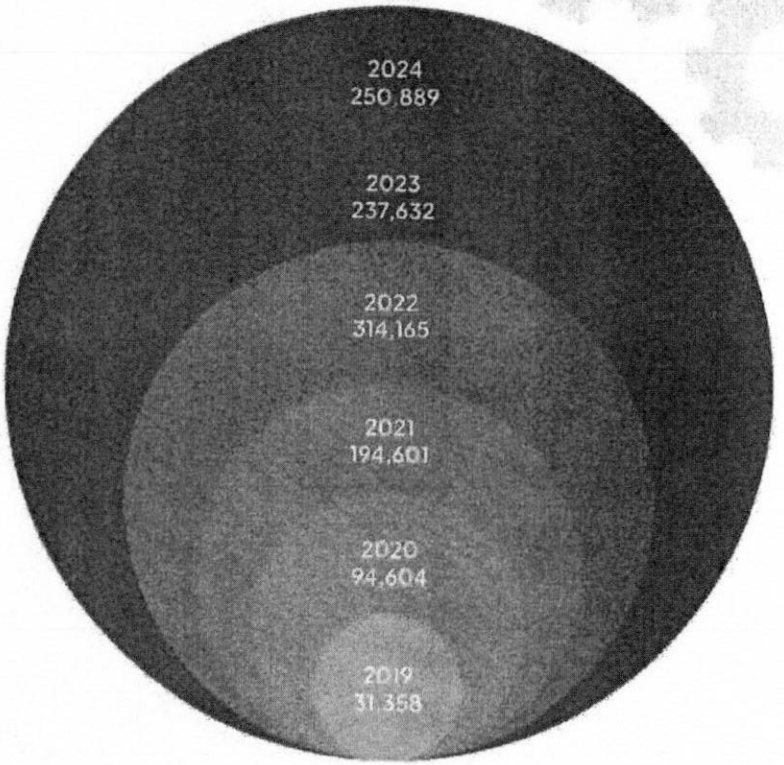
Newborns
Employed
Unemployed
Pensioners
Families
Disabled

Centralized Electronic Information System (CEIS)



Proactive Social Payments Mechanism





Proactive assignments

e-Social

Services

e-Application & e-Queue Tracking

Smart Cards for Vulnerable Groups

Pension Capital Monitoring

Pension & Wage Calculators

E-References

Request a Call

Google play

App store

Technologies

Single Sign-On

Big Data

Open Data

Userway



2,5 million Total users

332K iOS

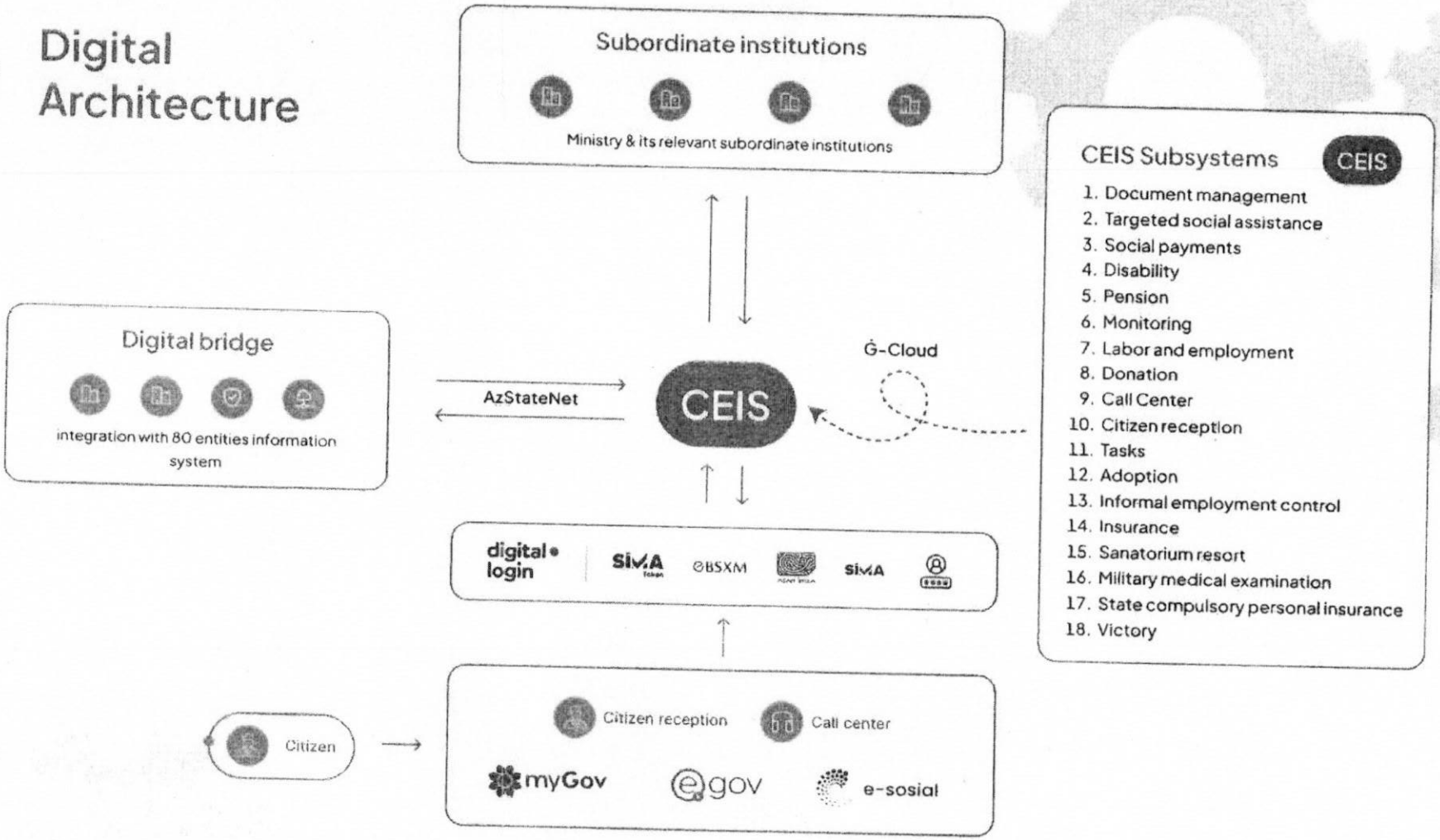
438K Android

16K Foreign citizens

122 Country represented

303K E-references

Digital Architecture



International Recognition

International Standards Implementation

- Information Security Management System
- Information Technology Service Management System
- Quality Management System

71 international awards & certificates

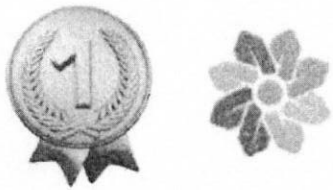
issa

Digital Revolution Awards

WSIS

DASA

1st in the "ASAN index" for 3 consecutive years



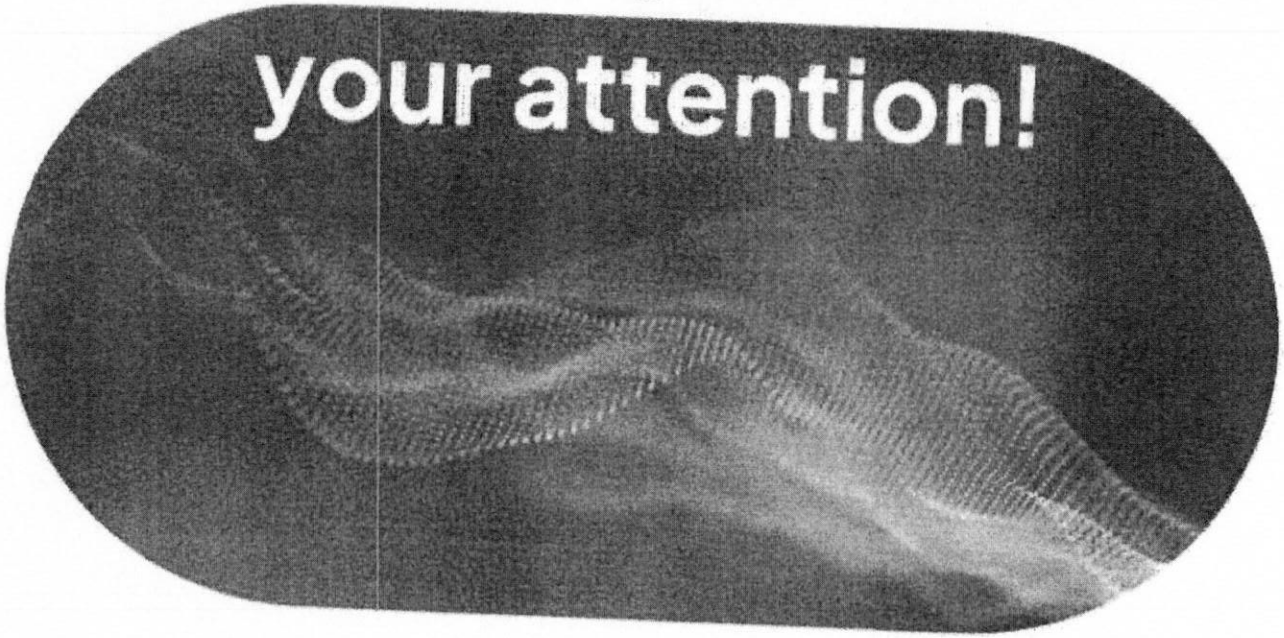
13 best practice publications

GOVINSIDER

Partner2Connect

OECD OPSI

Thank you for your attention!



Ministry of Labour and Social Protection of Population of the Republic of Azerbaijan

DOST