



Republic of Azerbaijan  
Ministry of Labour and  
Social Protection of Population



**DOST**  
AGENCY FOR SUSTAINABLE AND  
OPERATIVE SOCIAL PROVISION

# DOST Agency

Innovative Approach  
to Service Delivery



# DOST Concept

DOST ('friend' in Azerbaijani language) is at the heart of our philosophy





# DOST: Legal background



*DOST Agency was established under the Ministry of Labor and Social Protection of Population of the Republic of Azerbaijan to improve the quality of services in the field of employment, labor, social protection, and provision, as well as to increase transparency and ensure the application of innovative solutions, acceleration of the transition to e-services, prevention of bureaucracy, and enhancement of citizen satisfaction.*

*President of the Republic of Azerbaijan  
Ilham Aliyev*

The Agency for Sustainable and Operative Social Provision was established by the **Presidential Decree No. 229**  
9 August 2018



Decree No. 634, signed by the President of the Republic of Azerbaijan, "On the approval of the "Regulation on the Centralized Electronic Information System" and the "Regulation on the "e-social" internet portal" of the Ministry of Labor and Social Protection of the Republic of Azerbaijan  
15 April 2019



The Charter and organizational structure of the Agency were approved by the **Presidential Decree No. 387**  
10 December 2018



Resolution No. 236 of the Cabinet of Ministers of the Republic of Azerbaijan on the approval of the Model Charter of "DOST" centers  
22 May 2019



# DOST Strategy and UN SDGs

*DOST Agency's mission, vision and strategic goals as well as activities contribute towards meeting the UN Sustainable Development Goals*

## MISSION

To provide the population with operative and smooth access to labor and social protection services through a network of DOST Centers and by deploying state-of-the-art IT solutions

## VISION

To become a state institution delivering state social policy to the citizens in a reliable, efficient and transparent way



# SUSTAINABLE DEVELOPMENT GOALS



# DOST: International experience

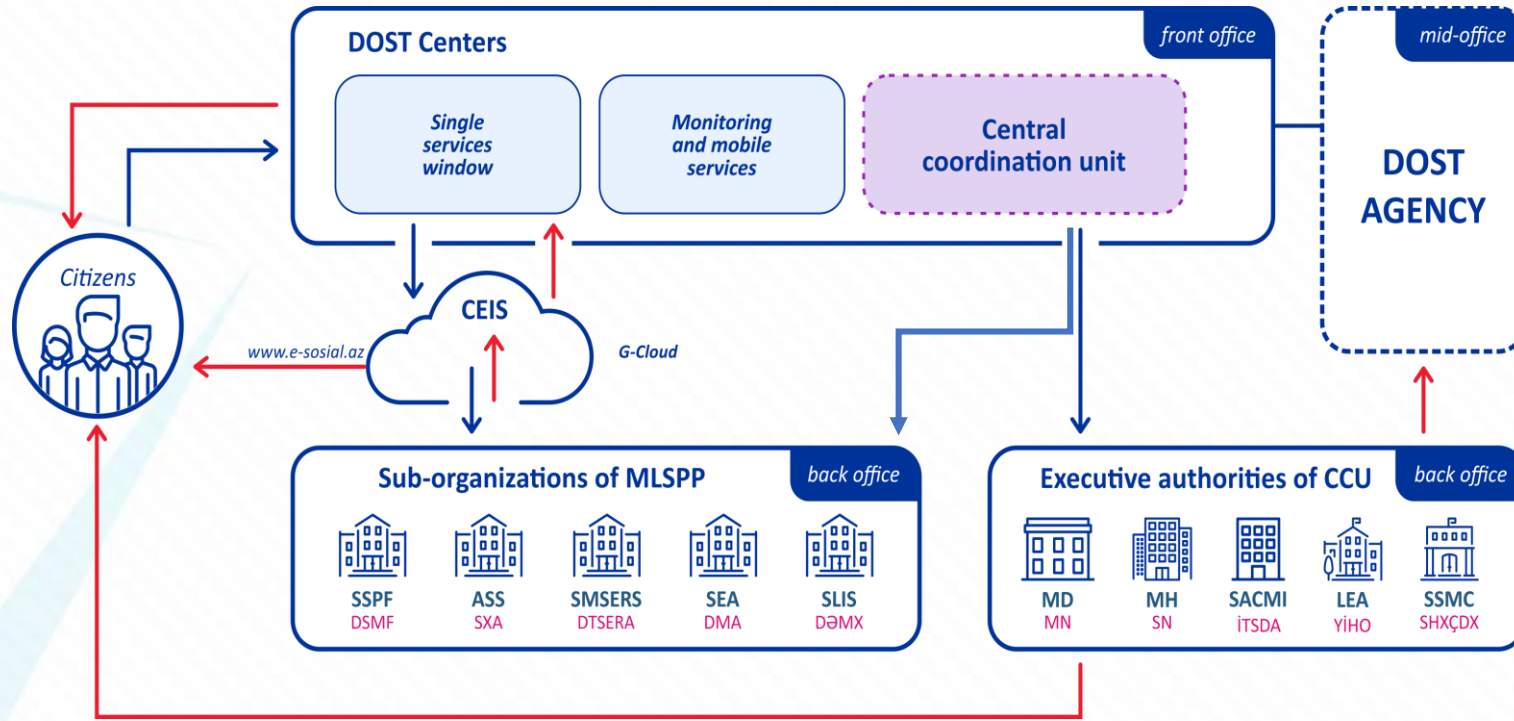




# DOST: Single-Entry Point model

DOST is the Single-Entry Point where citizens can apply for services in social protection and employment

## Under the Ministry of Labor and Social Protection of Population



## DOST Model

DOST centers are the sole body communicating with citizens applying for social protection and employment services, playing the role of front offices, while other organizations under the Ministry operate as back offices.

Central Electronic Information System (CEIS) provides the coordinating function between front and back offices.

# DOST Services



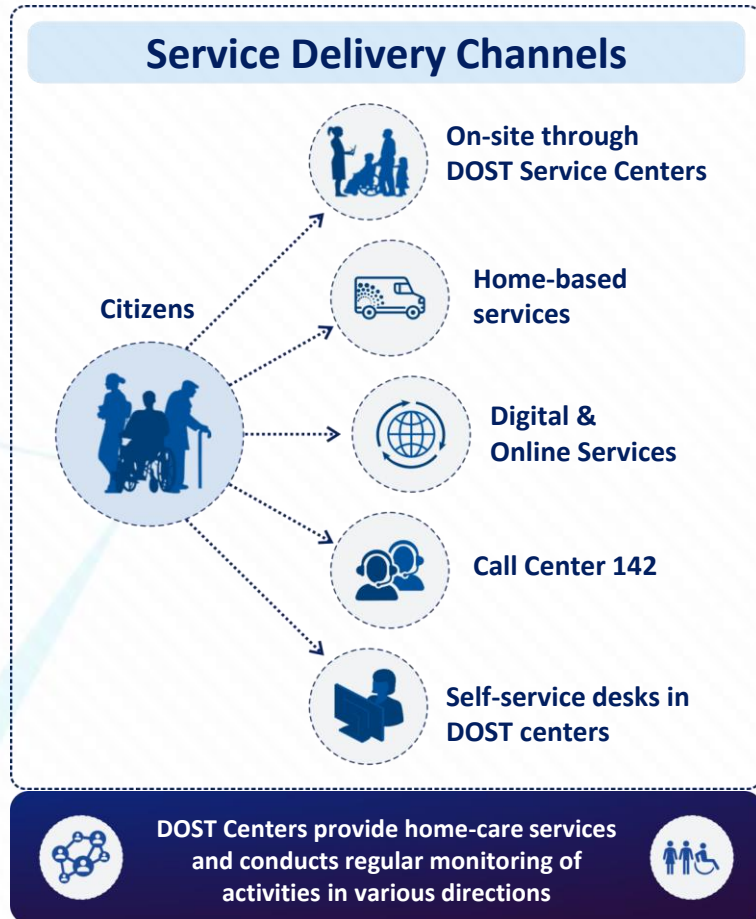
DOST Agency provides residents of Azerbaijan with **154** social services in **12** directions, including Central Coordination Unit, through the DOST Centers and branches network

**May 9, 2019**  
126 services  
10 directions



**Dec 28, 2022**  
154 services  
12 directions

# DOST services: delivery channels and standard



## *Legal Basis of service requirements*

Decision No. 190500033 of the Collegium of the Ministry of Labor and Social Protection of Population “On the approval of the administrative regulation on the implementation of the services provided in the DOST centers in coordination with the relevant institutions of the Ministry of Labor and Social Protection of the Republic of Azerbaijan”. 8 July 2019

## *Processes & Procedures*

- Service delivery passports
- Service delivery manuals
- Citizen reception process requirements
- Complaint management
- Call Center 142 Standard operation procedures
- Citizens’ satisfaction evaluation procedure

ISO 9001:2015 Quality Management System

ISO 10002:2018 Quality Management Customer Satisfaction

ISO 26000:2010 Social Responsibility

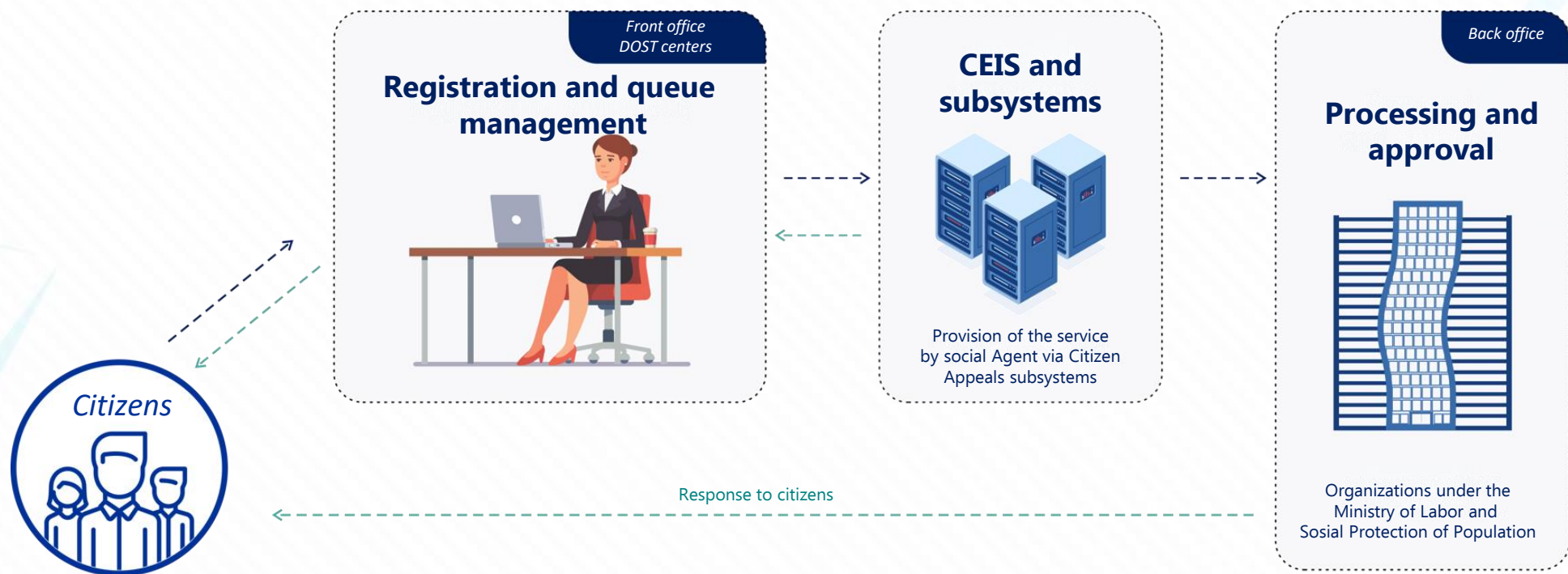
ISO 37001:2016 Anti-Bribery Management System





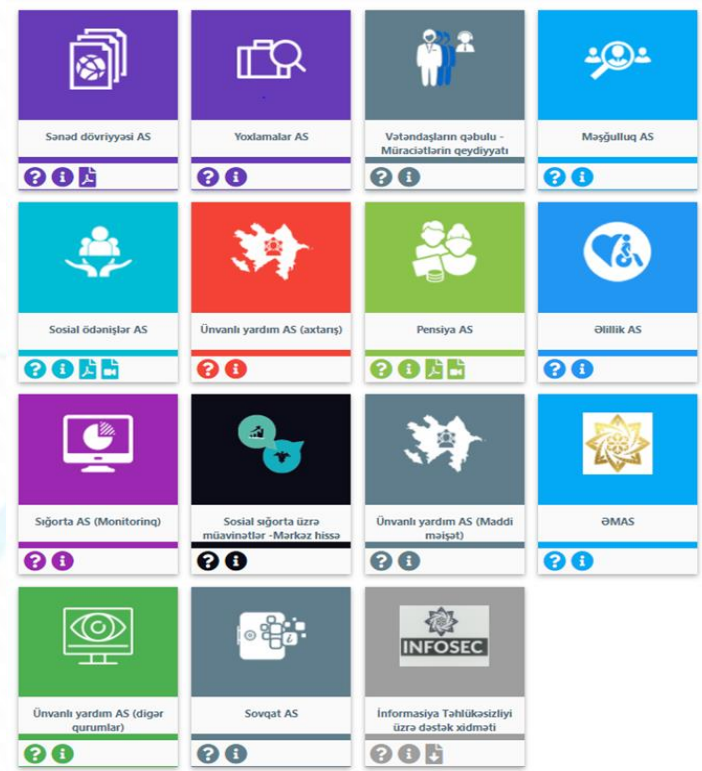
# DOST services: citizen reception process

- > Service provision and information exchange processed through a **Centralized Electronic Information System (CEIS)**



# DOST electronic services and information exchange

## Centralized Electronic Information System and Subsystems



*Labor Contract Notification*

*Social Payments*

*Reception of Citizens*

*Pension*

*Targeted Social Assistance*

*Document Circulation*

*Disability*

*Insurance*

*Call Center*

*Children Deprived of Parental Care*

*Financial Assistance*

*Tasks*

*Sanatorium-Resort*

*Employment*

*Monitoring*



# DOST Centers location strategy

We aim to establish **17** regional DOST Centers and **55** regional branches by the end of 2025

DOST in the liberated territories



The 'Smart DOST' service point was put into operation in the liberated from occupation Aghali village of Zangilan district. The opening ceremony was attended by the President of the Republic of Azerbaijan on **27 May 2022**



**6** DOST Centers active in Baku and Absheron district

Coverage of more than **3,000,000**  
**30%** of the population of the country



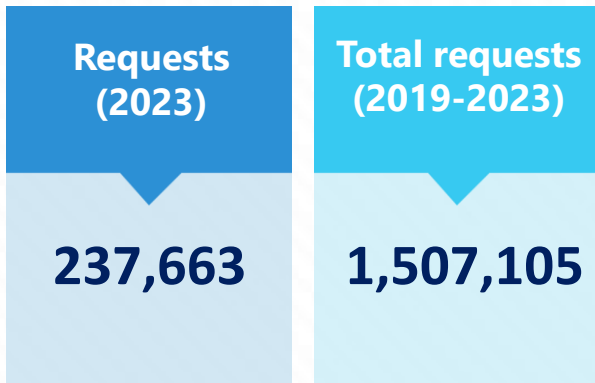


# DOST services: main statistical indicators

April

2023

## DOST centers



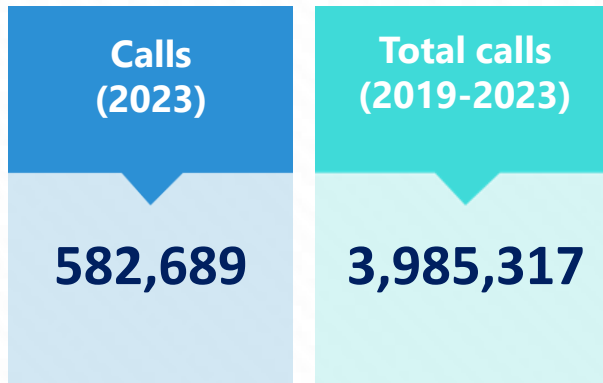
Duration of service



Waiting time



## Call center 142



Duration of service



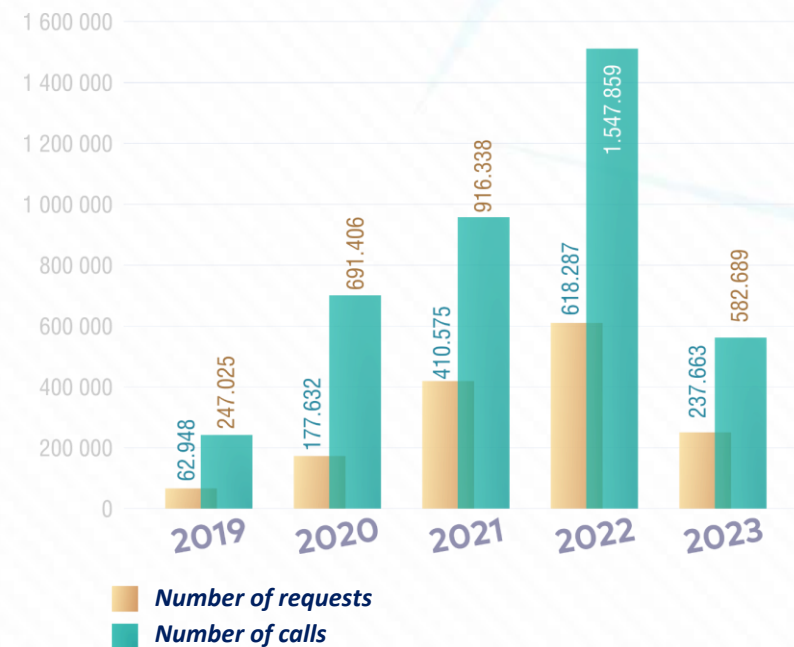
Waiting time



## Citizen satisfaction

98,3%

## DOST services in dynamics



# DOST Volunteer Program

## Young DOST

**Youth  
development  
Age 16-29**

## Silver DOST

**Reintegration  
& bridging  
generations  
Age 55+**

## Distant DOST

**Digitization  
& Inclusivity  
Age 14+**

## Corporate DOST

**Interagency  
communication  
& CSR**

## Inclusive DOST

**Equality &  
Accessibility  
Age 16-29**



## Applications and participants

Total  
received  
applications

**88,920**

Total  
accepted  
participants

**3,371**

Applications  
received  
in 2023

**10,782**

Participants  
accepted  
in 2023

**531**



# Volunteers in the provision of services

*Queue management*



*E-systems usage support*



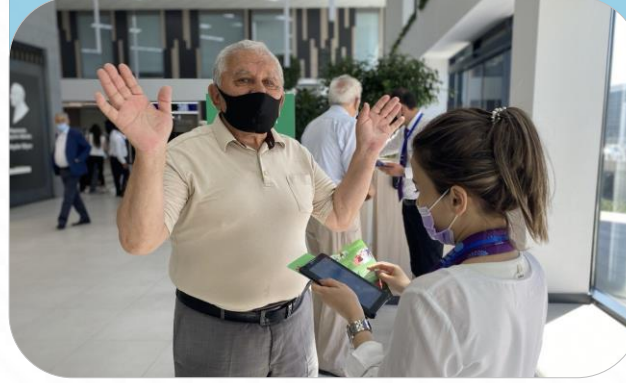
*Awareness & communication*



*Filling out applications*



*Monitoring activity*



*Inclusivity promotion*





# International recognition and awards



*DOST Agency obtained **9** international awards and **3** finalist certificates in 2021-2023*

- ✓ **European Social Services Award.** *European Social Network*
- ✓ **Certificate of Excellence in Service Quality.** *International Social Security Association*
- ✓ **3 Best Practice Awards for Europe-2022.** *International Social Security Association*
- ✓ **Certificate of Honor.** *The International Association of Pension and Social Funds*
- ✓ **One of the TOP-3 advanced reforms** in the country. *EU Business Environment Report 2021*
- ✓ 2 projects selected as finalists for the **European Social Services Award.** *European Social Network*
- ✓ **The Best CSR strategy** for the 'Volunteer DOST' program. Within Global HR SUMMIT 2023



DOST model was **recognized and listed by the UN South-South Galaxy** as 'Innovative public service solution'



# DOST priorities 2023-2025

- **DOST services digitization**  
*Citizens short-circuit access to services*
- **DOST regional coverage expansion**  
*including Eastern Zangazur and Karabakh DOST program*
- **DOST services optimization and quality improvement**  
*Existing services improvement. New services development*
- **Emphasize the inclusiveness and universality of services.**  
*Maintain accessibility of DOST centers*
- **DOST Concept international promotion and positioning**







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# Thank you!

