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ถึง กระทรวงมหาดไทย



ด้วยกระทรวงการต่างประเทศได้รับหนังสือสถานเอกอัครราชทูตสาธารณรัฐอาเซอร์ไบจาน ประจำประเทศไทย ที่ AZ/096/2025 ลงวันที่ ๑๘ สิงหาคม ค.ศ. ๒๐๒๕ นำส่งรายละเอียดเกี่ยวกับ ศูนย์นวัตกรรมดิจิทัลของสำนักงานจัดสวัสดิการสังคมที่มีประสิทธิภาพและยั่งยืน (Agency for Sustainable and Operative Social Provision – DOST Agency) ภายใต้กระทรวงแรงงานและการคุ้มครองทางสังคม สาธารณรัฐอาเซอร์ไบจาน (Ministry of Labour and Social Protection) ซึ่งมีหน้าที่จัดสวัสดิการสังคม สำหรับแรงงานและส่งเสริมการจ้างงาน รายละเอียดปรากฏตามสิ่งที่ส่งมาด้วย ทั้งนี้ ฝ่ายอาเซอร์ไบจาน ประสงค์นำส่งข้อมูลดังกล่าวเพื่อเผยแพร่การดำเนินการของกระทรวงแรงงานและการคุ้มครองทางสังคม สาธารณรัฐอาเซอร์ไบจาน และแสดงความประสงค์จะริเริ่มความร่วมมือกับหน่วยงานไทยที่เกี่ยวข้อง (หากสนใจ) ต่อไป ทั้งนี้ ฝ่ายอาเซอร์ไบจานได้มอบหมายให้นาย Adil Suleymanov ที่ปรึกษา สถานเอกอัครราชทูตสาธารณรัฐอาเซอร์ไบจานประจำประเทศไทย โทร +๙๙๔ ๕๑ ๓๐๒ ๔๐ ๘๖ เป็นผู้ประสานงานในเรื่องนี้

จึงเรียนมาเพื่อโปรดทราบ



กองยุโรปตะวันออก

กรมยุโรป

กระทรวงการต่างประเทศ

โทร. ๐ ๒๒๐๓ ๕๐๐๐ ต่อ ๑๓๑๔๖

ไปรษณีย์อิเล็กทรอนิกส์ mfa0504@mfa.go.th



**Azərbaycan Respublikasının
Səfirliyi
Bangkok**

**Embassy
of the Republic of Azerbaijan
Bangkok**

AZ1096 /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

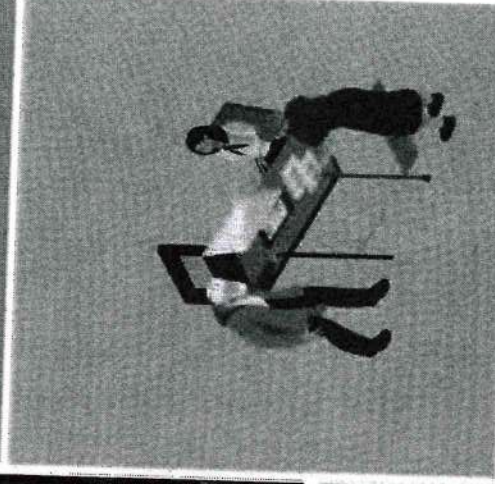
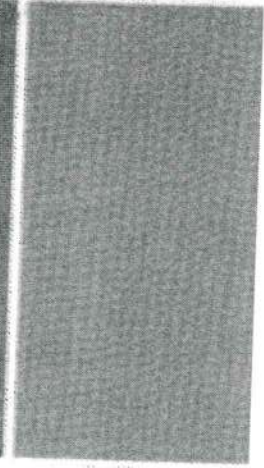
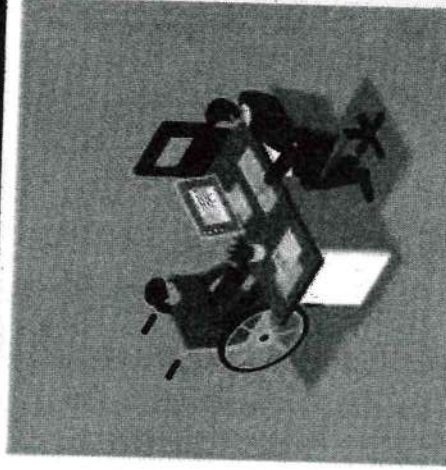
**THE MINISTRY OF FOREIGN AFFAIRS
OF THE KINGDOM OF THAILAND
BANGKOK**



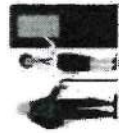
DOST:

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)

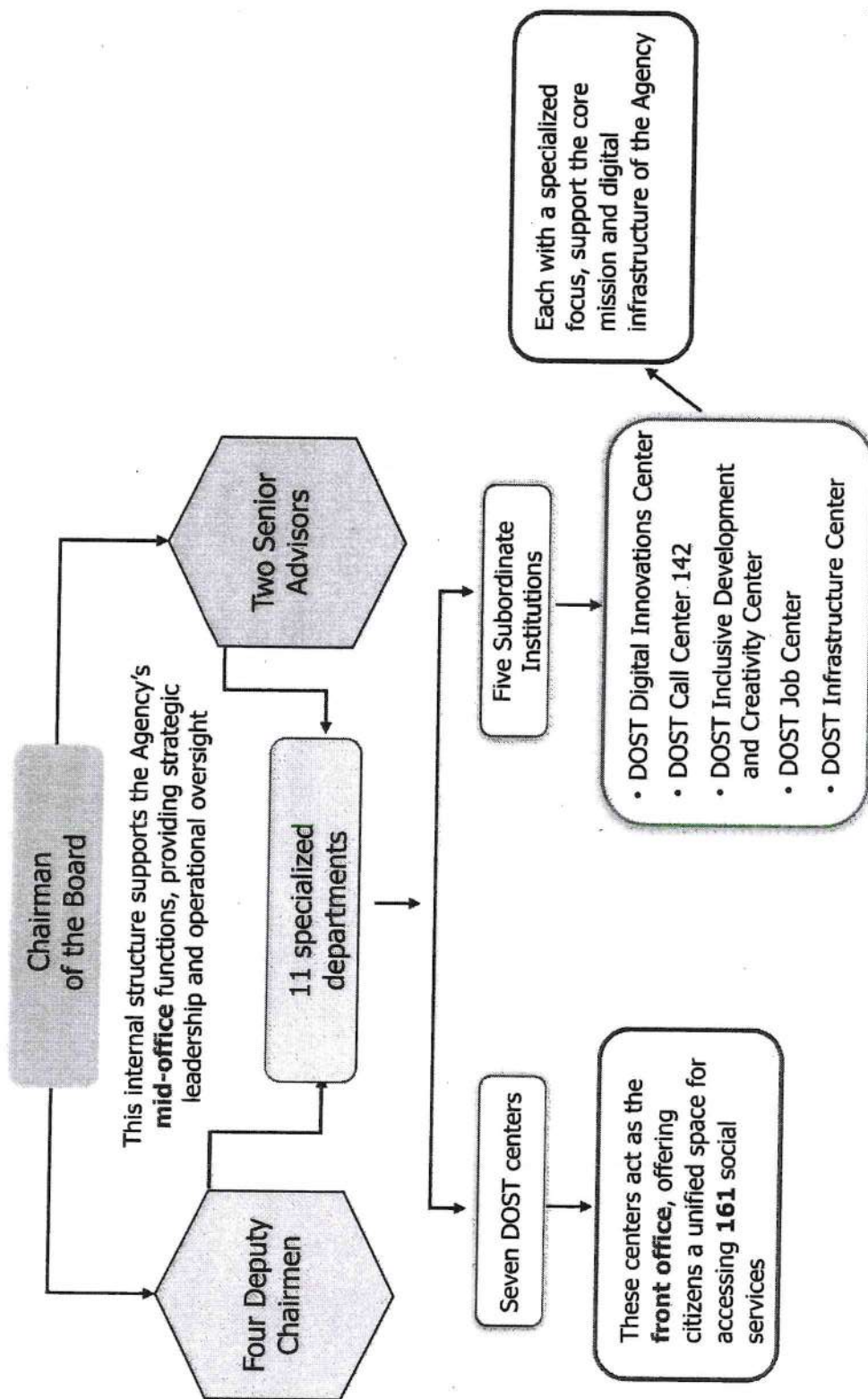


Republic of Azerbaijan
Ministry of Labor and
Social Protection of Population



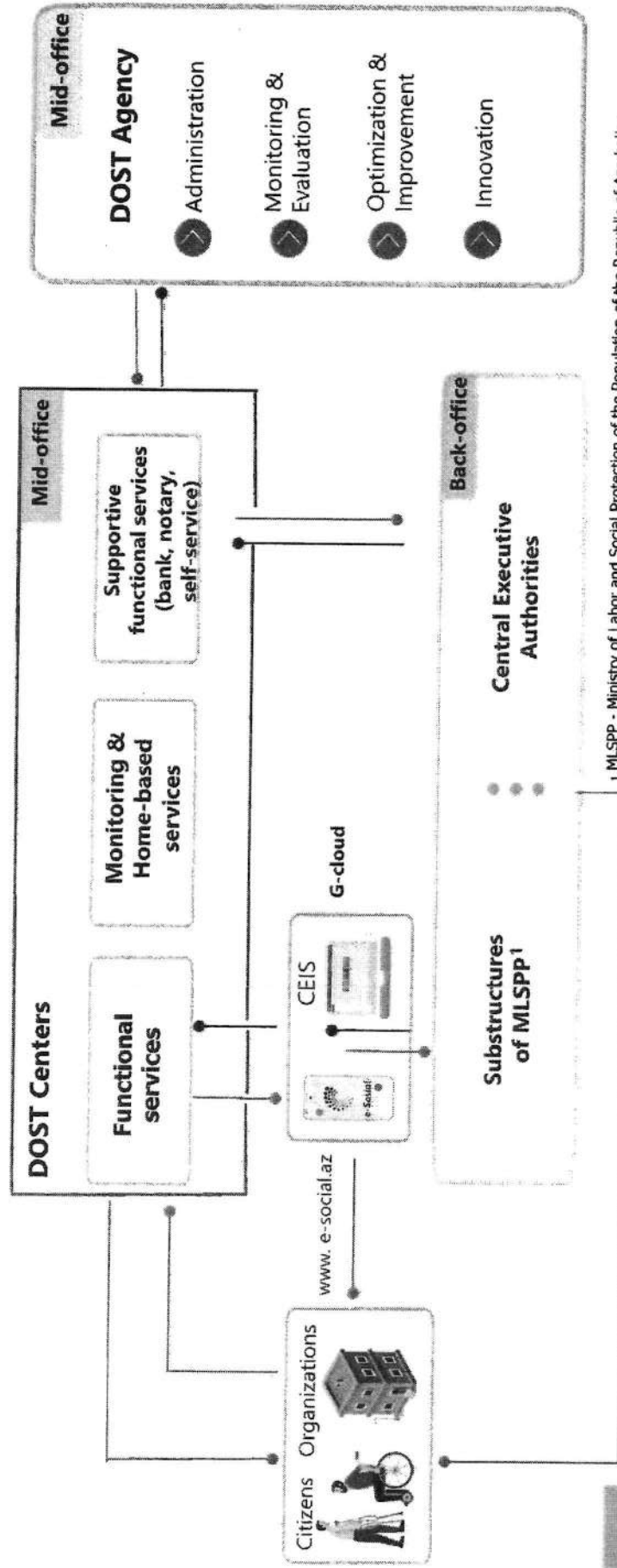
DOST
AGENCY FOR SUSTAINABLE AND
OPERATIVE SOCIAL PROVISION

►►► Governance and Organizational Structure



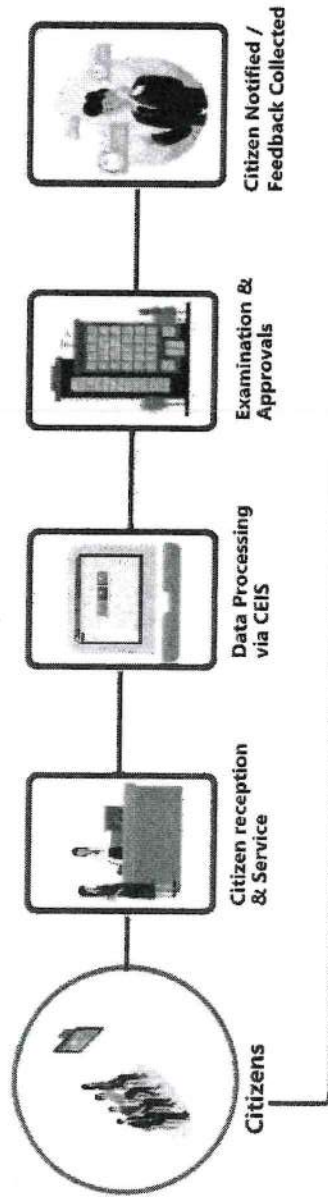
►►► The One-Stop Shop Model

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

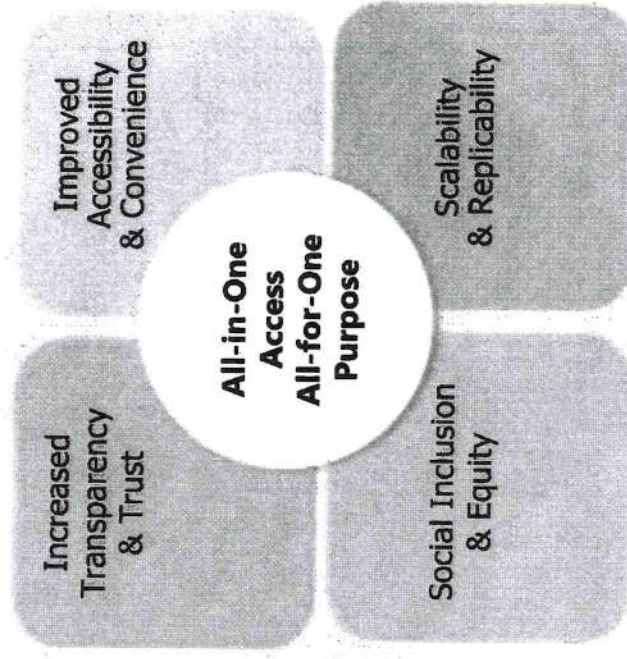


►►► The Power of One-Stop: DOST's end-to-end service model

From Request to Resolution: The DOST Way



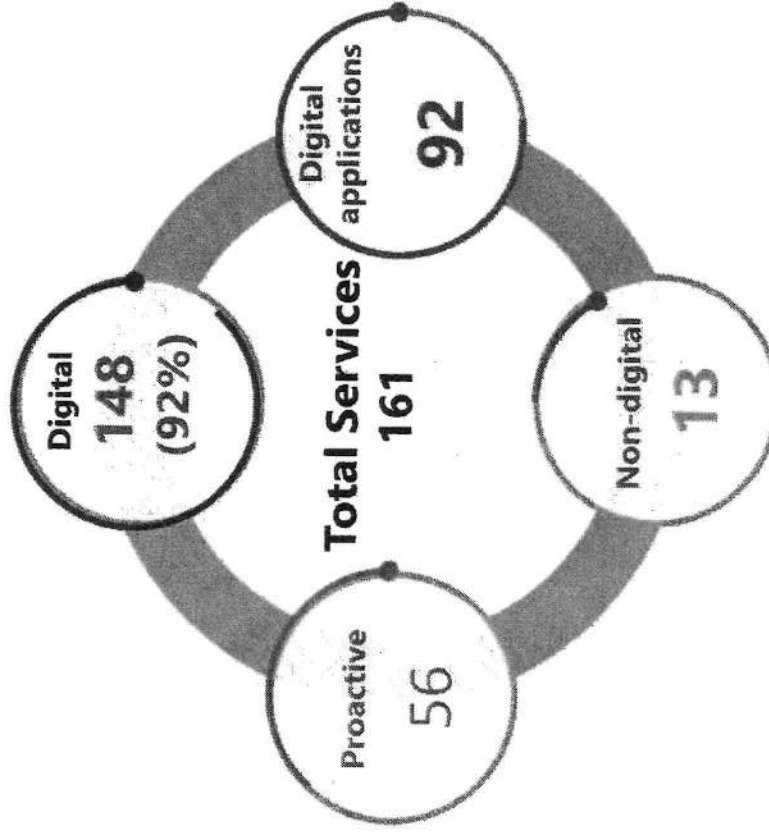
Every service request is securely processed through CEIS, ensuring real-time coordination and seamless delivery



►►► 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	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

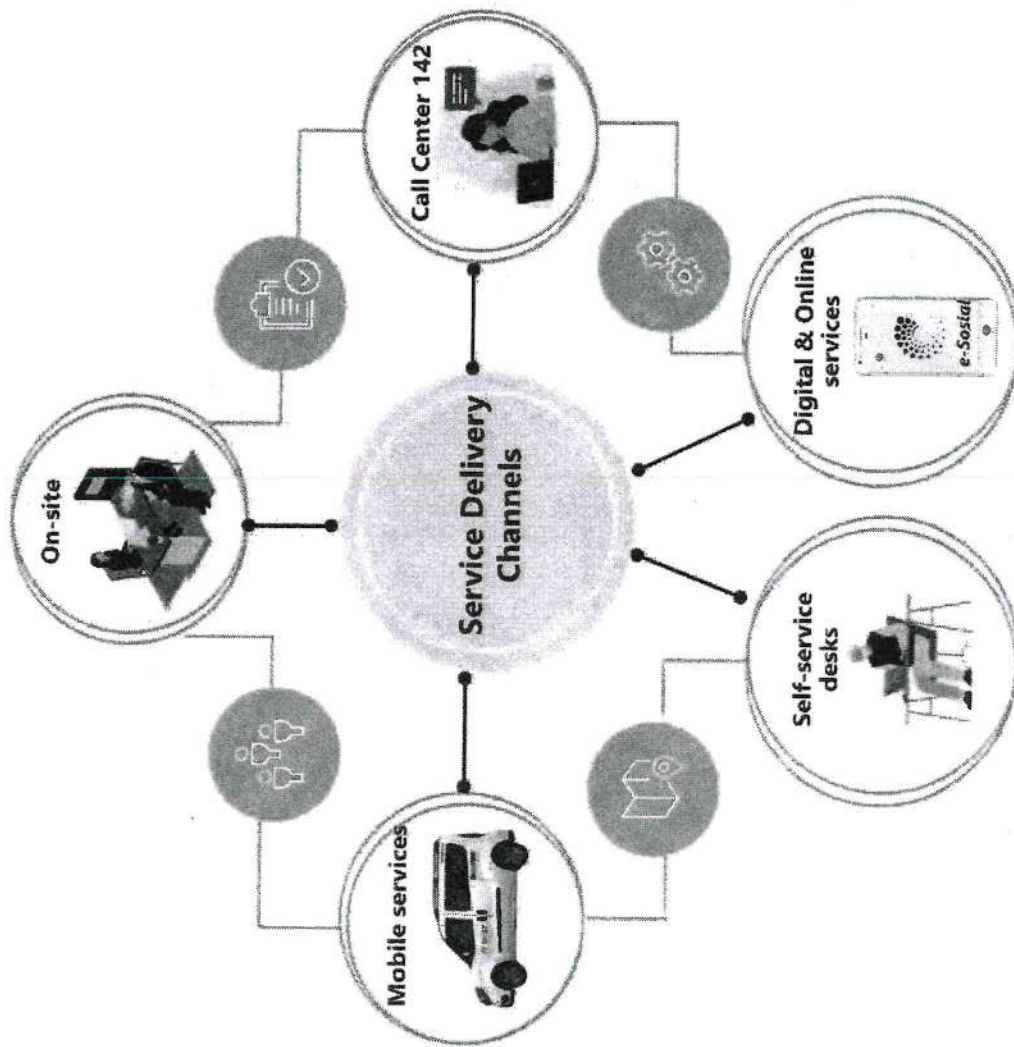


Republic of Azerbaijan
Ministry of Labor and
Social Protection of Population



DOST
AZERBAIJAN
OPERATING 24/7 - 365 DAYS A YEAR

►►► 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



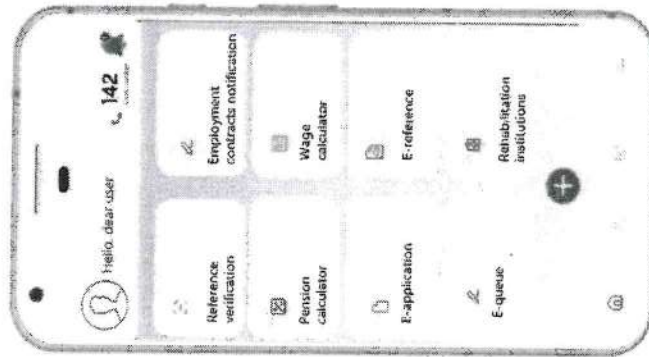
Republic of Azerbaijan
Ministry of Labour and
Social Protection of Population



DOST
AZERBAIJAN
DOSTSOSIAL.AZ
UNIONING LABOR, HELP LIFE

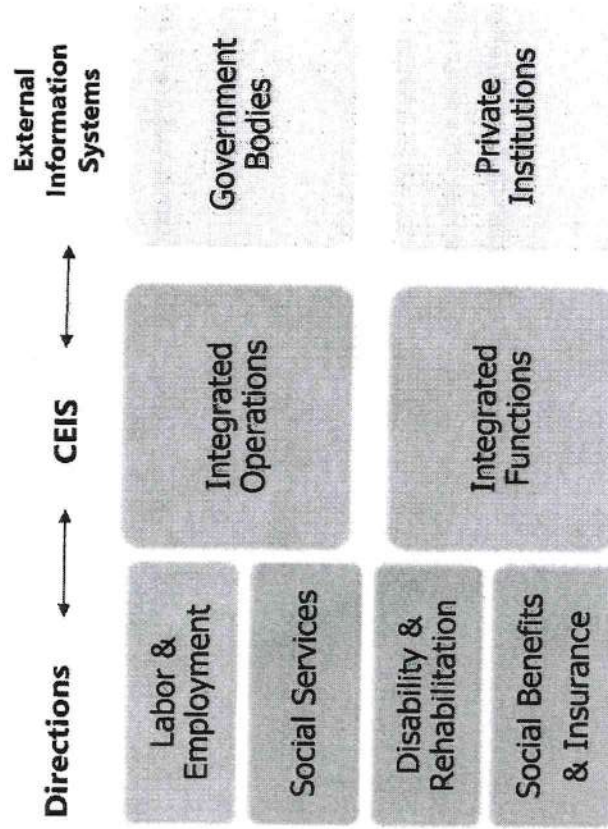
►► The Digital Backbone of DOST: Centralized Electronic Information System (CEIS) & e-sosial.az

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



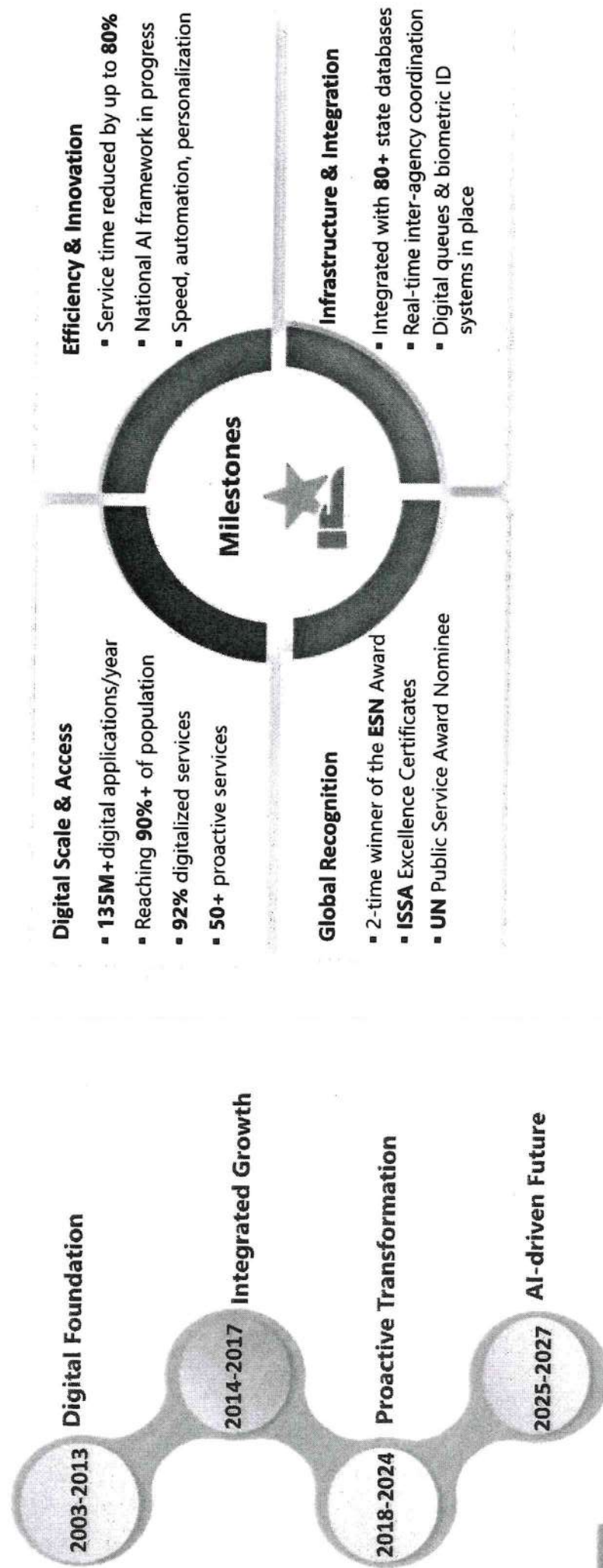
- 01 Accessible via web and mobile
- 02 Application tracking
- 03 Personal social account with service history, status, and documents
- 04 Transparency, speed, and user autonomy

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



►► Path to Digital Excellence: Timeline & Achievements

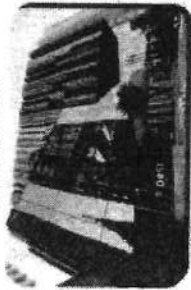
Toward a digital, seamless, and citizen-focused public service model



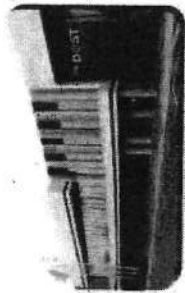
►►► Bringing Services Closer: Geographic Expansion

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

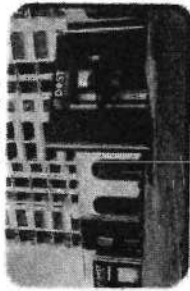
DOST Center No 1



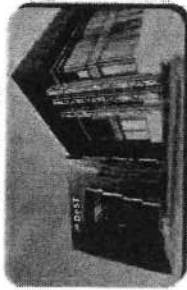
DOST Center No 2



DOST Center No 3



DOST Center No 4



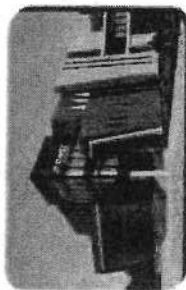
DOST Center No 5



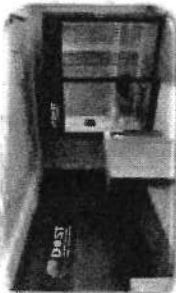
Absheron DOST Center



Karabakh Regional DOST Center



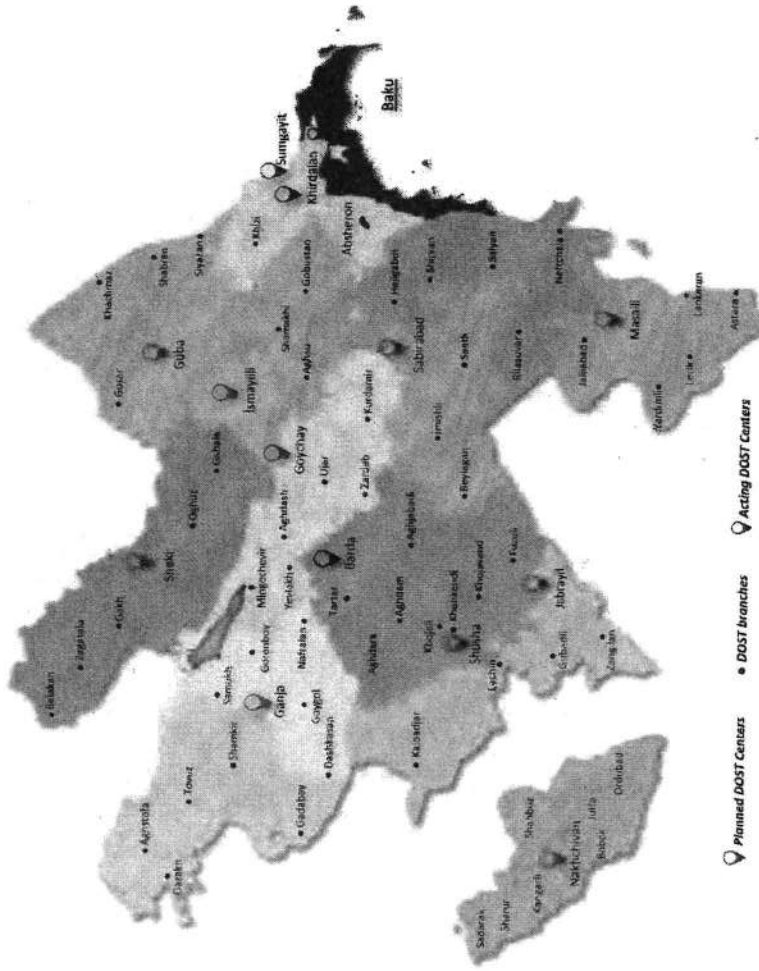
Agali village Smart DOST



Shusha DOST branch



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



Planned DOST Centers DOST branches Acting DOST Centers



Republic of Azerbaijan
Ministry of Labor and Social Protection
Social Protection of Population

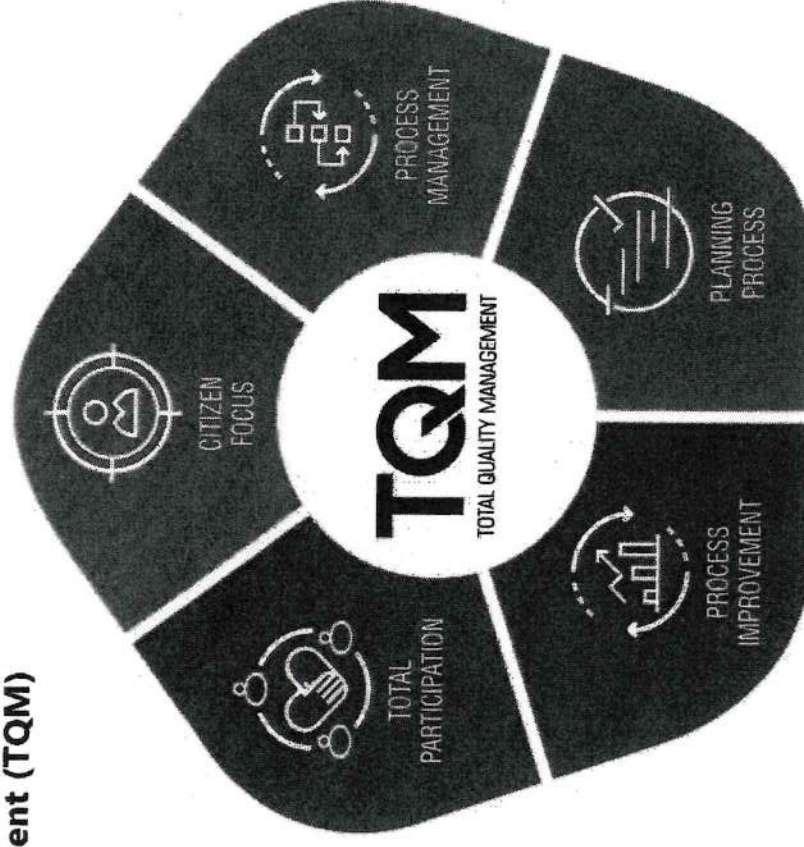


DOST
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►► Quality services delivery: DOST TQM systems

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



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DOST
TOTAL QUALITY MANAGEMENT
CREATING SOCIAL RESPONSIBILITY

►►► DOST Index

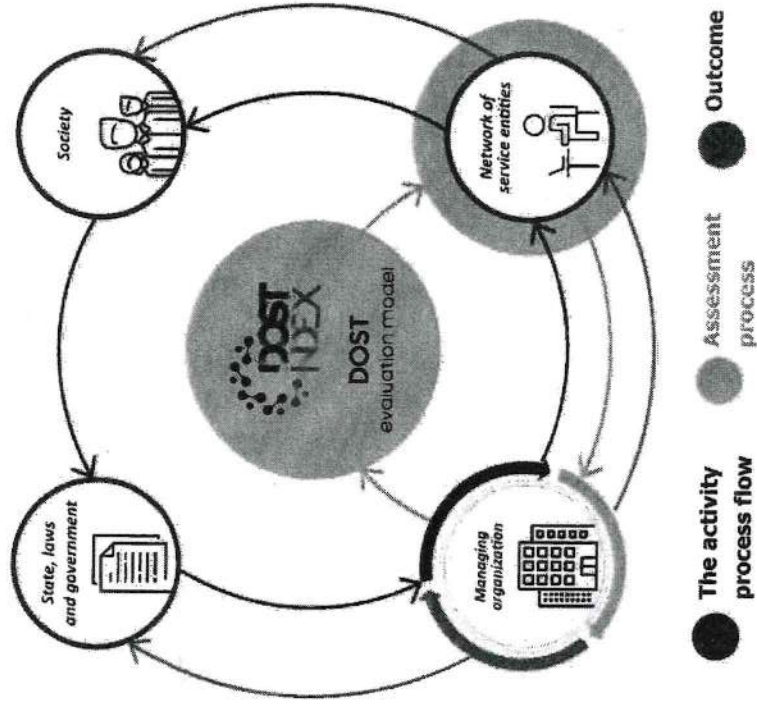
The **DOST Index** was launched to address a key challenge in social service delivery - the absence of a *comprehensive, periodic, citizen-focused* system for evaluating performance within the sector

➤ 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

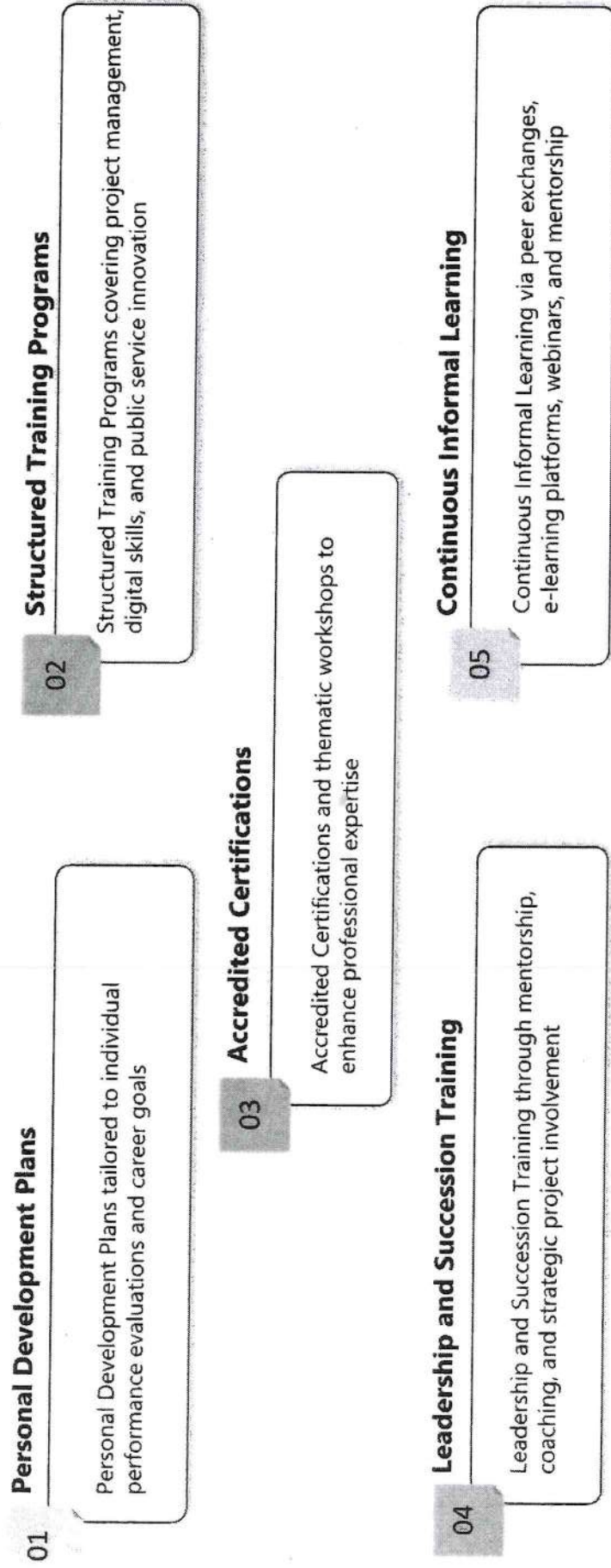


Business model of the DOST Index



►►► 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**



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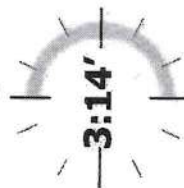


►► DOST Services: Performance Data

DOST centers



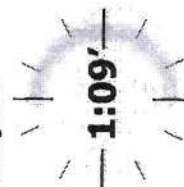
Waiting time



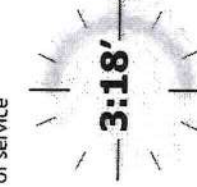
Duration of service



Waiting time



Duration of service



DOST Call Center 142



Citizen satisfaction



DOST Centers 98.5%

Call Center 142 95.0%

March

2025



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DOST
DOST is a digital platform
for providing social services

▶▶▶ DOST Volunteer Program

Young DOST
Engaging Youth
Age **16-29**

Silver DOST
Reintegration & Bridging generations
Age **55+**

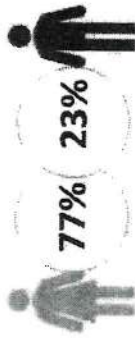
Distant DOST
Digitalization & Inclusivity
Age **14+**

Corporate DOST
Interagency communication & CSR

Inclusive DOST
Equality & Accessibility
Age **16-29**

Digi DOST
Digital skills development
Age **16-29**

Tele DOST
Media networking & Promotion
Age **16-29**



Applications received

143,000

Total accepted volunteers

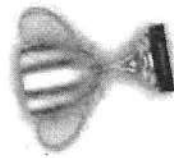
6,222

Employed

305

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

►►► 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



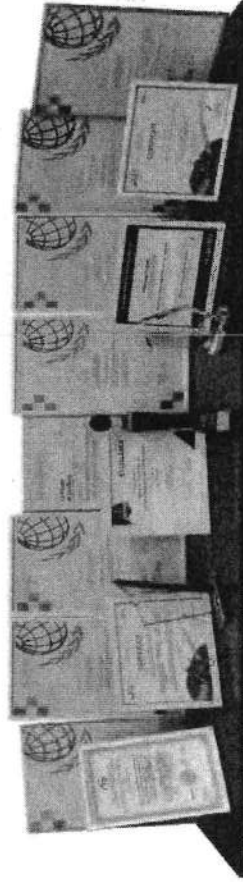
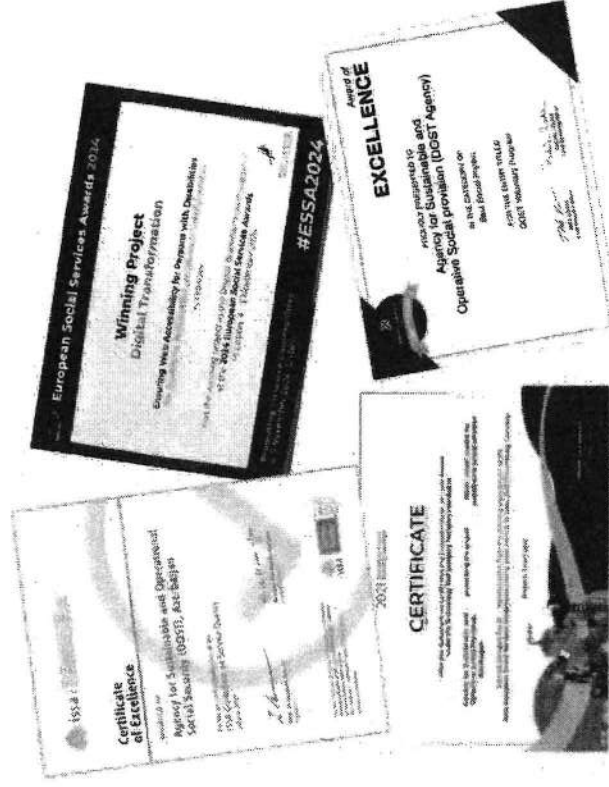
Winner of the European Social Services Award (ESSA)
European Social Network (ESN), 2021



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

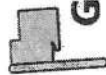


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Ministry of Labor and Social Protection of Population



DOST
AGENCY FOR SUSTAINABLE AND GENDERED SOCIAL SECURITY

►► International Cooperation



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

01

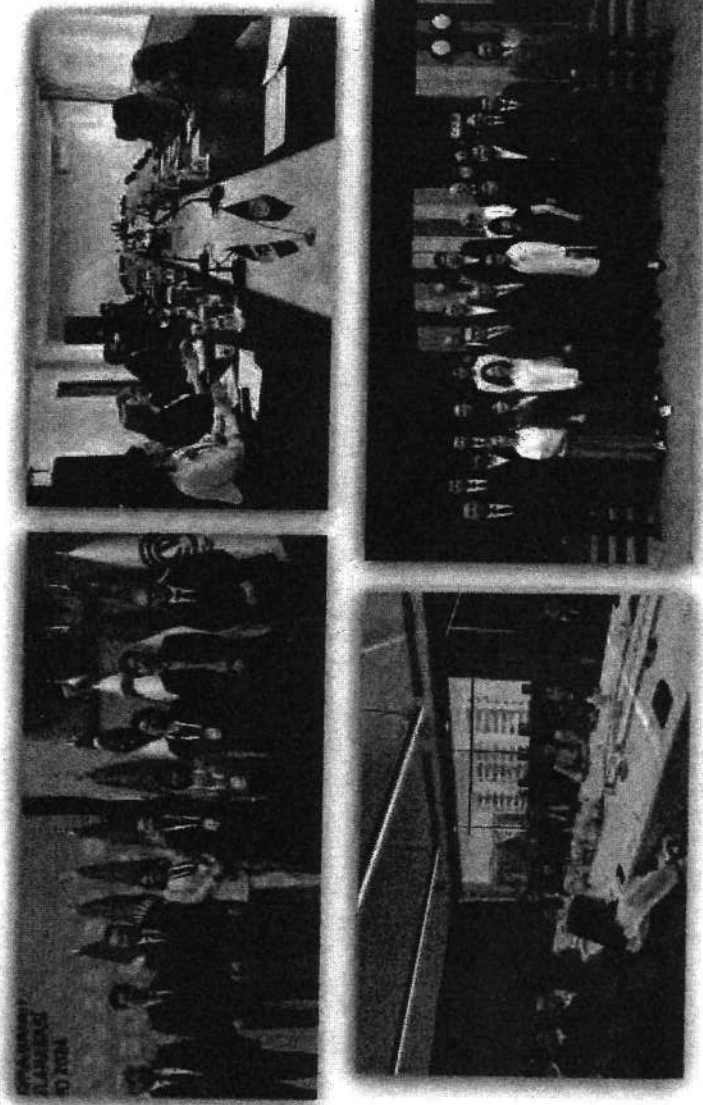
Partnering closely with **Moldova** and **Uzbekistan** to replicate the one-stop shop model

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



►► 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 Economy and
Social Protection of Population



DOST
Digital Transformation
Platform for Social
Protection of Population

►►► 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

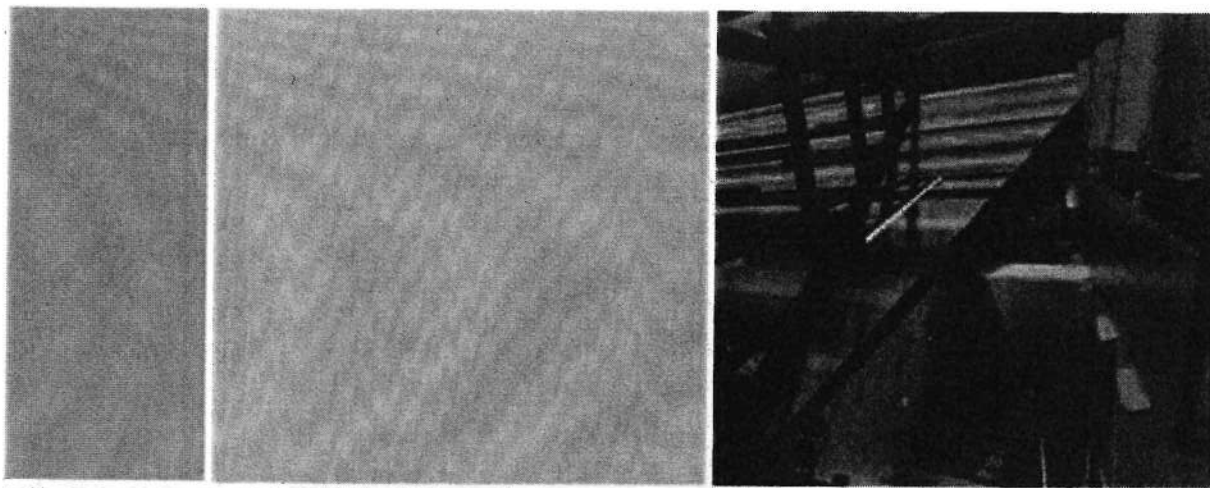
Ensuring sustainability through institutional strength, human capital, and future-ready systems



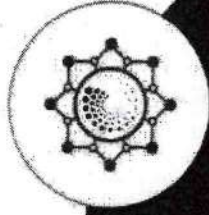
Republic of Azerbaijan
Ministry of Labor and
Social Protection of Population



**Thank you for
your attention!**



Digitalization



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



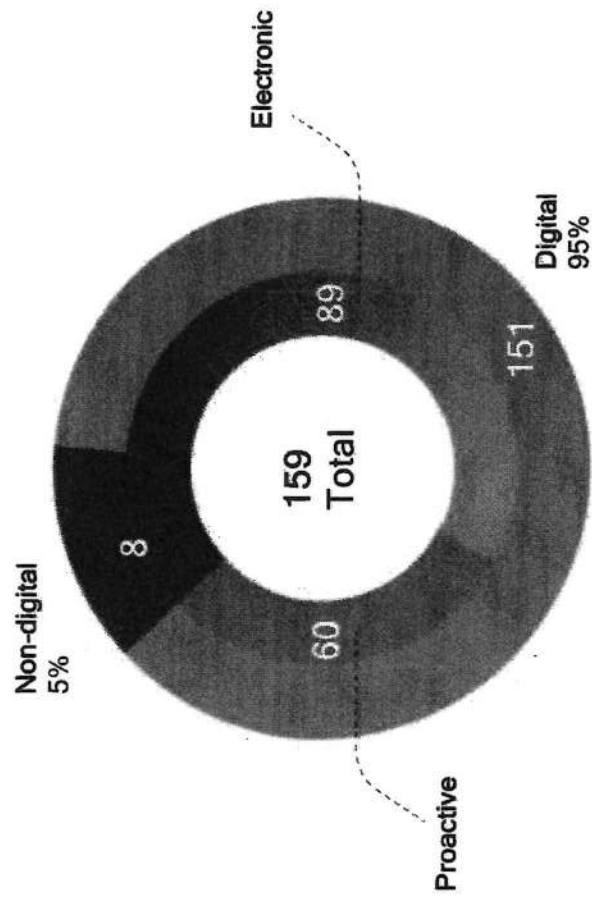
206 mln.

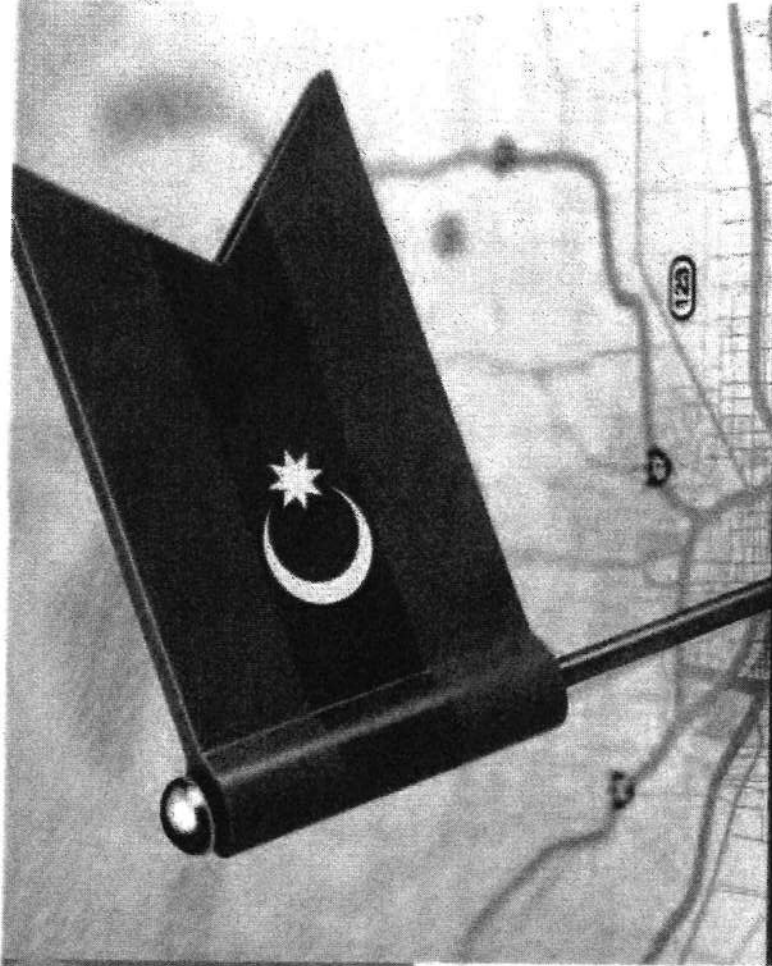
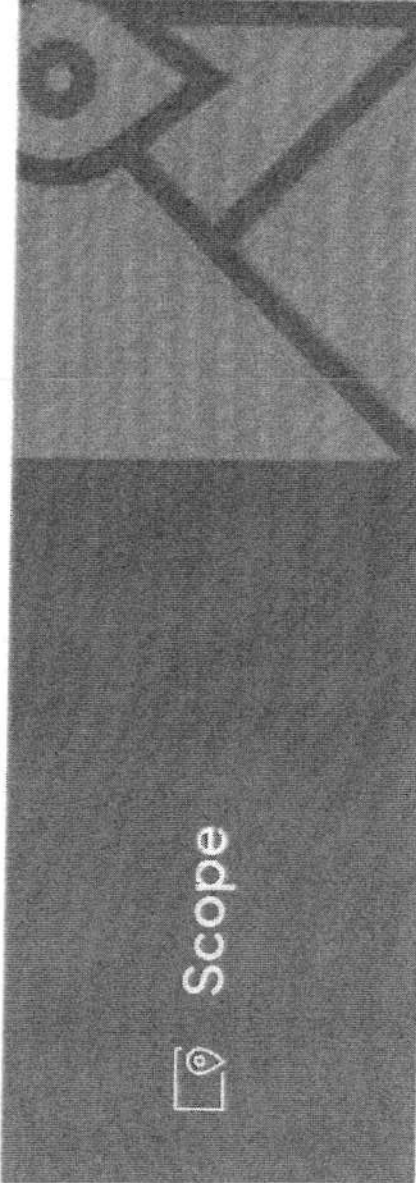
State institutions



31 mln.

Private institutions





 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


Unemployed


Families


Employed


Pensioners


Disabled

Centralized Electronic Information System (CEIS)



Functional directions

E-Documents
Monitoring (Inspections)
Call Center
Tasks (Presidential Orders)
Citizen Reception



Social Payments & Insurance

Targeted State Social Assistance
Social Payments
Pensions
Social Partners Assistance
Compulsory Personal Insurance
Insurance



Labor & Employment

Labor & Employment
Informal Employment Control
Employed Individuals (database)



Disability & Rehabilitation

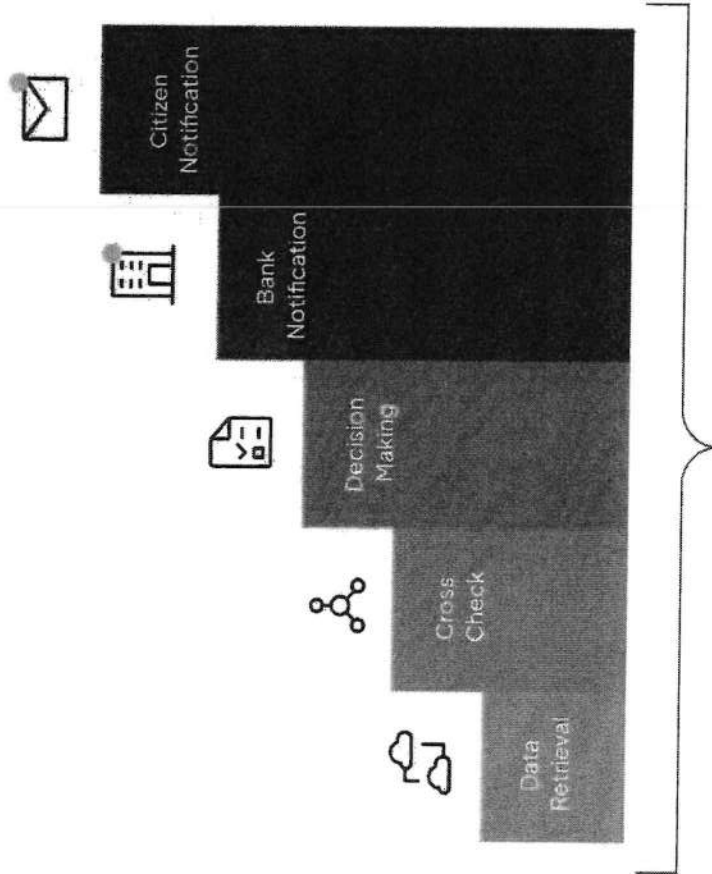
Disability
Military Medical Exam & Certification
Sanatorium & Resort
Persons with Disabilities (database)



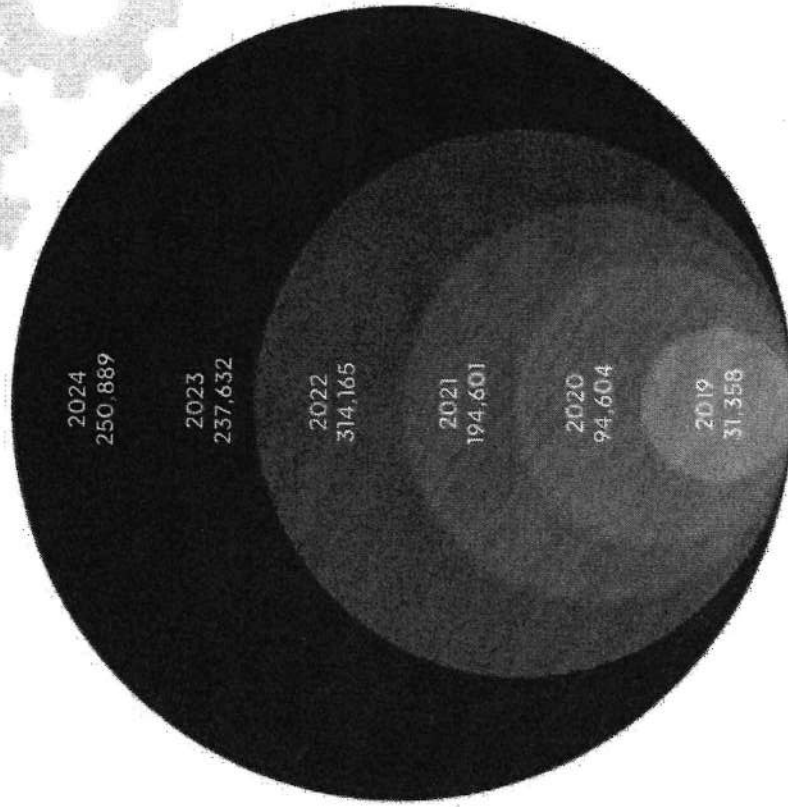
Social Services

Foster & Adoption
Victory (Martyrs & Veterans)
Martyrs & Martyr Families (database)
War Veterans (database)

Proactive Social Payments Mechanism



⌚ 2-3 hours



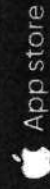
Proactive assignments



e-Social

Services

- e-Application & e-Queue Tracking
- Smart Cards for Vulnerable Groups
- Pension Capital Monitoring
- Pension & Wage Calculators
- E-References
- Request a Call



Technologies

- Single Sign-On
- Big Data
- Open Data
- Userway



2,5 million
Total users

332K
iOS

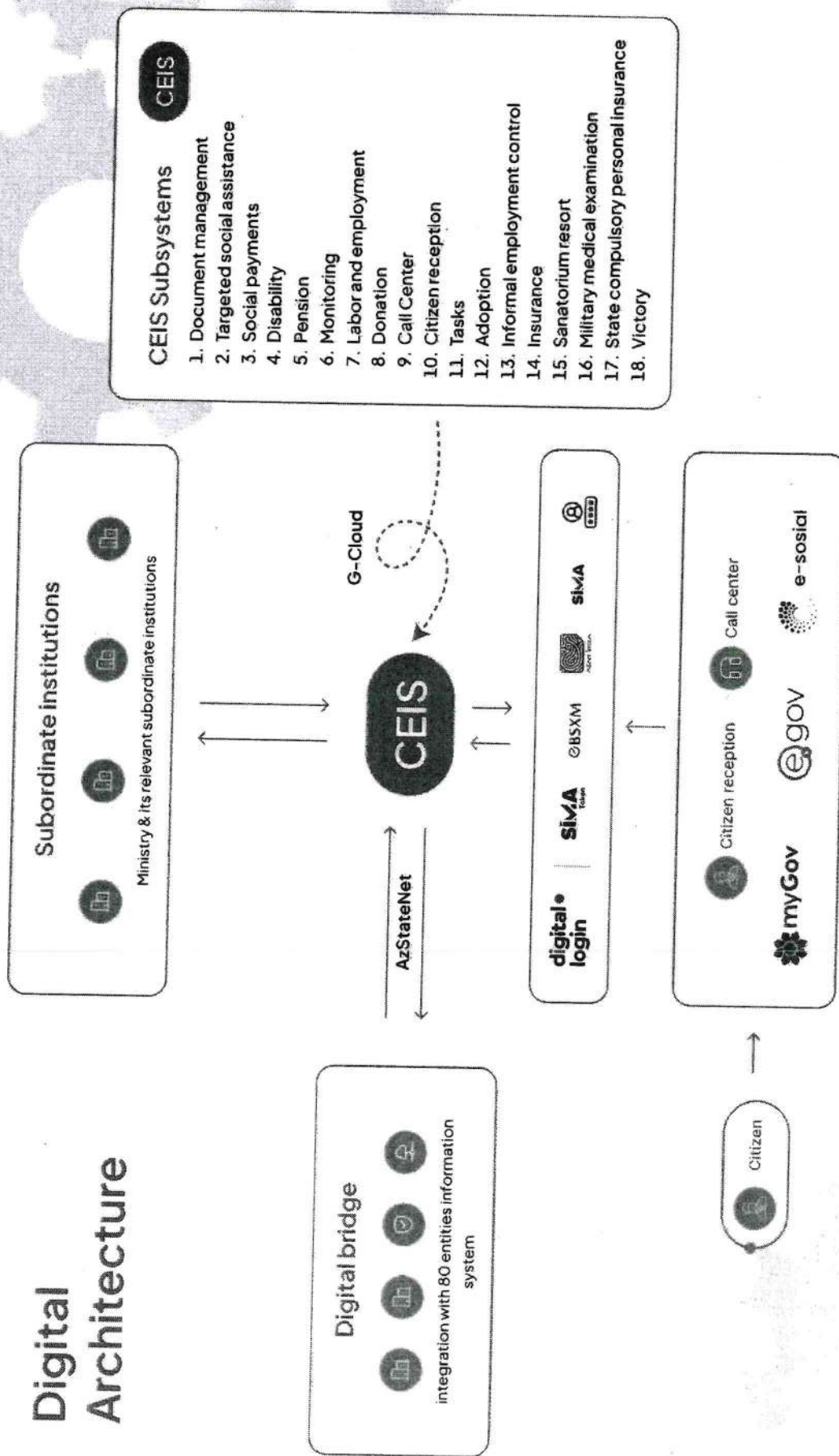
438K
Android

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

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



71 international awards & certificates



DASA

13 best practice publications

GOVINSIDER

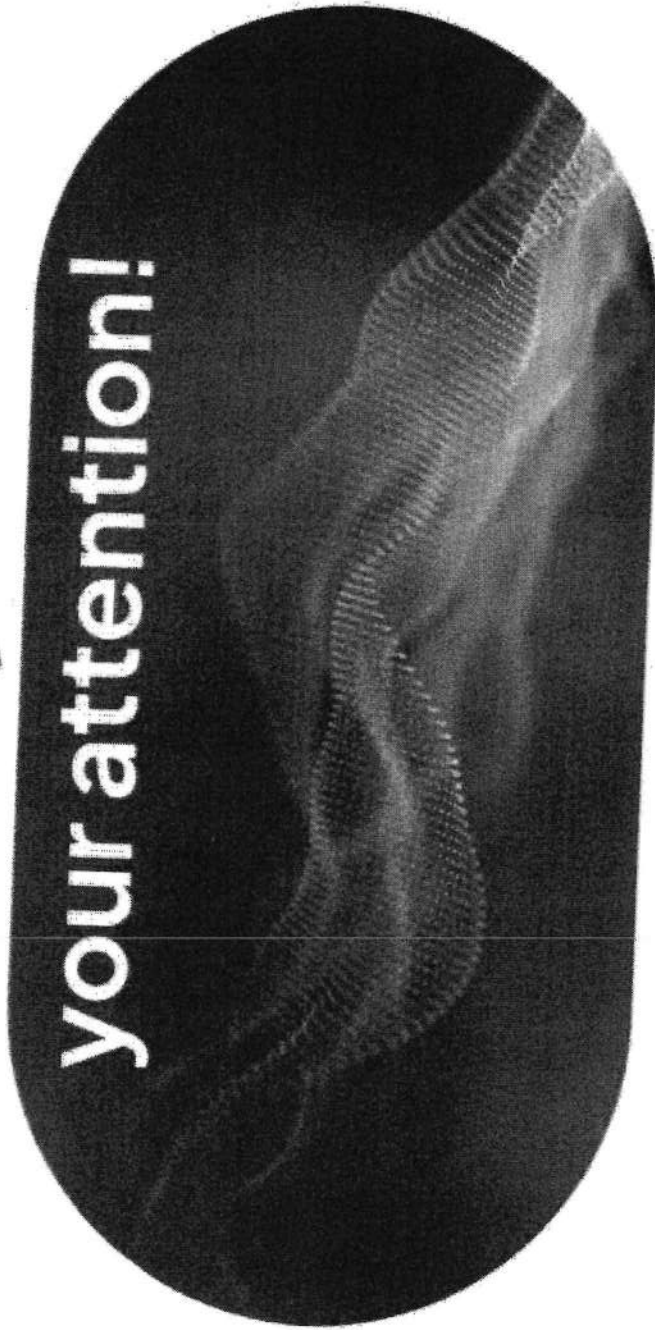


Partner2Connect



OPSI
Public Sector Innovation

**Thank you for
your attention!**



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



DOST
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