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**Study of the Impediments to Effective implementation of DOST Agency's "Single Entry
Point" mechanism in Azerbaijan**

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I have read ADA's policy on plagiarism and certify that, to the best of my knowledge, the content of this paper, entitled Study of the Impediments to Effective implementation of DOST Agency's "Single Entry Point" mechanism in Azerbaijan, is all my own work and does not contain any unacknowledged work.

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Abstract

One of the fundamental reasons behind the existence of public organizations is to provide services to individuals. In this regard, public organizations are doing their best to ease the access to the public services. DOST Agency's single entry point mechanism is one of the vivid examples for this. This capstone project is dedicated to evaluating this mechanism, finding the impediments to effective implementation of it and most importantly bringing the world experience to eliminate those barriers. The study has revealed that though single-entry point system somehow eased the burden of citizens to get the services, partially eliminated public officials-citizens direct communication, there are some issues regarding its implementation, including poor accessibility to services, non-compliance of some services to mentioned system as well as lack of individual awareness about the existence of the organization. Given that surprisingly there is not any research conducted to evaluate the single-entry point mechanism implemented by the DOST Agency, and hence, not available data about the mechanism's issues, both qualitative and quantitative research method have been undertaken to find out impediments to achieve fully effectiveness of mechanism. For this purpose, this study delved into the world experience and identified several measures to be implemented to achieve the full level of effectiveness of DOST Agency's single-entry point mechanism.

Keywords: Single-entry point mechanism, DOST Agency, provision of social services, awareness, accessibility, adaption of services, one-stop-shop

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List of Abbreviations

DOST - Agency for Sustainable and Operational Social Security

NAV - Norwegian Labour and Welfare Organisation

Chapter 1. Introduction

In today's changing world, public administration has evolved over time and seen significant transformations in the governmental system. Practices, citizens' needs, values, technology, and communication tools, in a word, everything has changed. Documentation exchanges can be seen as a vivid example which are no longer paper-based and have become outdated practice in the public service delivery system. Transition from a paper-based environment to paperless practice was underway as the paper-based exchanges were considered as a bureaucratic time-consuming process that could not provide effective and efficient service as well as not satisfy the citizens' needs. Although so many things in the public administration system have changed over time, the main driving force of public organizations' existence has not changed. To put it simply, the main reason for existence of public organizations is to serve the public. As Peter Humphreys (1998:27) pointed out: "It has been seen internationally that achieving improvements in the delivery of services to the public is a core feature of many reform programmes in the public service". So, public bodies all over the world, including Azerbaijan are striving to achieve effective public service delivery and citizen satisfaction.

Creation of a single authority which is going to be responsible for delivering different public organizations' services can be seen as a major landmark in regard to showing public bodies' endeavor to ease the burden of citizens in the area of getting public services effectively and easily. We can succinctly call it "Single Entry Point" or also called as one-stop-shop. Such centers which turned to become the hub of delivery of different public bodies' services from one place started to be created firstly in Australia during 1970s (2018:2). Thanks to globalization, this trend started to be applied in different parts of the world, for example, starting from the beginning of 1990s, such centers were visible in the European countries (2018:2). In 2003, Germany adopted new legislation

called Hartz concept (took its name from the head of the committee, Peter Hartz), and, according to this new legislation, one-stop-shop approach was adopted in Germany and henceforth services delivering employment programs by different public bodies would be delivered by single authority called Job-centers (Hugh Mosley, p.172). In comparison to other countries, Azerbaijan adopted this new approach a little late. Single-entry point mechanism was first employed by ASAN Service with the Decree No.685 of President Ilham Aliyev dated 13th July 2012 (1news.az, 2018). ASAN Service provides various services like migration, issuance of licenses, notary services, not to mention all (ASAN Services, asan.gov.az).

Azerbaijan's other public bodies started to adopt the new so-called one-stop-shop approach in different fields. Agency for Sustainable and Operational Social Security (known as DOST) brought the concept known as "Single Entry Point" to implement this mechanism in the field of labor and social protection in 2019 (Regulation on the Provision of Services at "DOST" Centers, 2018) and started to operate as a "one stop public service" to provide assistance to the Ministry of Labour and Social Protection of Population and its institutions on the implementation of social services (General provisions, 2018). DOST Agency is a new public institution operating under the Ministry of Labour and Social Protection of Population, and DOST Centers are the places for applying one-stop-shop services. This single authority receives citizens' requests and disseminates the information to relevant governmental agencies. After this concept started to be implemented, citizens no longer go and make requests to different separate governmental organizations. So, DOST Agency developed the integrated information system, namely "Single Window" which is the unified gateway between citizens and the governmental agency. According to the article named "The concept of implementation of Single Window in the field of labor and social protection in Azerbaijan" (2018), the main reasons behind this mechanism were to mitigate the frequency of

interaction between citizens and bureaucrats which is considered as an anti-corruption fight tool, simplifying the process of delivering public services to citizens and accelerating the flow of information, easing the burden of citizens as they used to spend their time on going to different organizations and submit documents. DOST Centers offer 154 services to the population of Baku in the areas of labour, disability, social protection, employment etc. (DOST Centers). Though this mechanism eased the burden of both governmental organizations and citizens, there are several impediments that are considered to be the hurdle for the effective implementation of this mechanism in the delivery of public service.

Before understanding and diving into analysis of one-stop-shop service at DOST Centers, it is plausible to recall the problem the Agency intended to solve. In Azerbaijan, as in every country, services were being delivered based on the citizen's request, and this single request was bringing the tiring process- collection and processing of data. So, this input forms were considered as the authors of journal entitled '*From one-stop shop to no-stop shop: An e-government stage model*' assess this process double-edged sword (Scholta *et al.*, 2019:11). Ministry of Labour and Social Protection of Population has different public entities, including State Employment Agency, State Social Protection Fund, State Social Services Agency, State Medical-Social Expertise and Rehabilitation Agency- each providing services in different areas of the Ministry (Structure). Before the creation of the DOST Agency, citizens had to visit those public organizations to instigate a certain service, they had to travel tens of kilometers for a simple service. Firstly, it created procrastination, especially among those who live in rural districts, and took weeks and months to solve a little problem. Secondly, it was costly to fulfill demanding steps and additionally, some might misuse resources and even bribe. For instance, to receive a pension you should gather certain documents from different public entities, and it is necessary to deliver them to the

appropriate institution. Otherwise, you could not get your pension rights properly. On the other hand, you had to spend a lot of time and money to get your social payments from the government. Taking into consideration the case of you is physically or mentally unable to do these steps and you had to depend on someone which made it much more difficult. As mentioned in the beginning of the paper, the public bodies are trying to do their best to ease the burden of citizens in the access of public services. DOST Agency is one of those bodies started to show its endeavor by adopting this new concept. For eliminating or at least mitigating aforementioned difficulties, the DOST agency was created with the decree on 10th December 2018 by the President of the Azerbaijan Republic. (Qafqazinfo.az, 2018), The concept of the entity was drawn from some countries like Chile, Canada, and others which stand for “a single-entry point”. With this agency, citizens enjoy receiving services of other public entities in a single building without visiting several organizations. It decreases the time and financial costs, and it provides much more comfort for people. During the last four years in comparison with before, the system has changed significantly. For example, if you reach your retirement age, you just get SMS info about the amount and the time for getting a pension card without going anywhere. Other social services have changed in parallel.

However, some special cases of citizen discontent are solved over a long time or in an improper manner for different reasons. The main aim of the project is to identify the gaps in services of the single-entry point and to find out the best options. Services that are provided by the agency should be reached citizens in minimum time and cost. Taking into consideration that DOST branches are especially in Baku but not regions it remains inconvenient for populations of regions. The project is not aimed only to minimize the service time, but to increase the scope of the system and to provide accessibility to each citizen. Each citizen should have access to the services in real-time

and from every region of the country. For this purpose, experiences of foreign countries in similar cases will be found out and adopted to local standards while national criteria and demands should also be analyzed.

Methodology

In this section the source of crucial data and information for the policy paper, and how those facts and figures are extracted from primary and secondary sources are presented. For analyzing impediments to effective implementation of the “Single Entry Point” mechanism in the public service system of Azerbaijan, both quantitative and qualitative methods will be implemented. The approach for primary data source is planned to be based on seeing holistically by both gathering data from service provider and service receiver. As a beginning, online semi-structured interviews with experts in the field are planned to get a better grasp of the topic. Secondly, we are planning to hold surveys to rate citizens' awareness of the DOST Agency platform and understand issues from service receiver sides.

To start with, the semi-structured interview method is an interview technique in which the interviewee is asked open-ended questions instead of the interviewer's conducting interview with predetermined questions. In terms of encouraging two-sided communication, semi structured interview style has been chosen in order to hold space for potential follow up questions to understand responses better and get more comprehensive insights regarding subject matter; therefore, we believe that the above data collection technique was the most effective one in helping us fully comprehend the subject, various viewpoints, difficulties, and problems that lay ahead. Moreover, collected data will be coded and used in the comparative analysis to draw certain results. Three interviews are planned to be conducted in online format with experts as representatives of the DOST Agency.

Prior to the starting of the interviews, consent forms are planned to be created and distributed to the interviewers to get their permission to conduct interviews.

Simultaneously, we have prepared the interview questions and listed below in advance. We are planning to interview our responders in the following topics continuing with the follow-up questions:

1. What is meant by the “Single Entry Point” mechanism?
2. As an administrative workload management tool, in your opinion, what is the importance of the “Single Entry Point” mechanism and why does it matter?
3. What noticeable changes did the creation of the platform bring in the practice of Azerbaijan?
4. How often are citizen comments reviewed?
5. What types of complaints about the platform are more common?
6. Have any changes been made based on feedback?
7. Taking into account the world experience in the platform, in which area do you see development prospects?
8. What innovations are expected on the platform in the next periods?
9. What are the barriers to development?

In addition to the interviews, in order to obtain additional primary data, two surveys are planned to be conducted. The first survey is designed to understand the awareness of the participants about the DOST Agency platform. It is planned to contain 5 questions which include both multiple-choice and open-ended questions. The second survey is organized to understand people's satisfaction rate from their experience with the DOST services. The second survey also contains a

mixture of open-ended and multiple-choice questions. Survey questions and access links are provided in the Appendix section (*Appendix 1* and *Appendix 2* respectively).

Beside the primary data that will be acquired through semi-conducted interviews and the survey, research study using secondary data will also be conducted. Academic writings, pertinent literature, statistics, and data from the Dost Agency itself to support our claim, as well as research papers based on best practices in other countries will be referenced as the secondary data.

On the other hand, the approach used in this policy paper is subject to some limitations, most of which result from a lack of secondary data on the subject of the study. Accurately assessing the entity's operations and suggesting potential policy alternatives are difficult in the lack of complete and credible information on the subject. As a result, this study makes use of different qualitative research techniques such as surveys and interviews. Although these methods and obtained primary data offer insightful information, it is vital to recognize that they have inherent flaws in terms of sample size, representativeness, and potential bias. In light of the need for additional study and data gathering to improve the validity and reliability of future analyses, the conclusions and suggestions offered in this paper should be considered with caution.

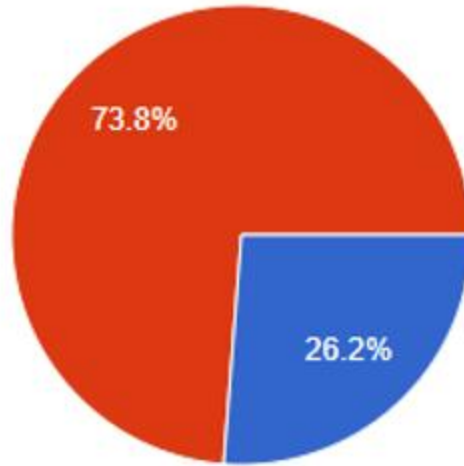
Our policy document was composed of five sections. First chapter, which is the introduction, contains an abstract and methodology. The second chapter, namely problem description issues in general are described. The following chapter, "Policy Alternatives," focuses on potential solutions to the problem and offers current policy alternatives. Assessment of Policy Options is the subject of the fourth chapter. Effectiveness, Efficiency, Feasibility, and Flexibility are the criteria to be used to assess the policy alternatives. Lastly, conclusion and recommendations are the final chapters where all ideas are collected and summarized.

Chapter 2. Problem Description

This part of the paper is aimed at finding out the gaps in the implementation of DOST Agency's Single-Entry Point Mechanism. Based on the interviews with officials of DOST and two different surveys conducted among citizens, it is revealed that there are some impediments to successful implementation of Single-Entry Point Mechanism. These obstacles can shortly be listed as lack of awareness about the existence of DOST Agency's services, lack of population's accessibility to provided services, and finally, non-compliance of services to the mechanism which all will be elaborately discussed in the upcoming parts. In the following subsections, brief introduction will be provided, then detailed information regarding each issue will be shown, and lastly, summary of the specified problem will be given to finalize respective subsections.

2.1 Lack of awareness about the existence of DOST Agency's services

'Branding' can be seen as scattered and ill-suited to the public sector at the first sight as it is the word mostly perceived as the exclusive feature of private organizations. Tara Gustafson and Brian Chabot (2007) defines brand awareness as how people are aware of your existence as an organization and the product you produce. If there is no brand awareness, then there will be not any communication and transaction; therefore, brand awareness is utterly vital (Percy, 1987). Before delving into the reasons for considering awareness as an issue, it would be plausible to figure out whether there is really a lack of awareness about DOST Centers' mechanism. To answer this question, we conducted a survey which resulted in sixty-one respondents. According to the survey results, 73.8 percent of the respondents have never visited DOST centers.



Question: Have you ever visited DOST Centers?

Answer: Blue – Yes , Red- No

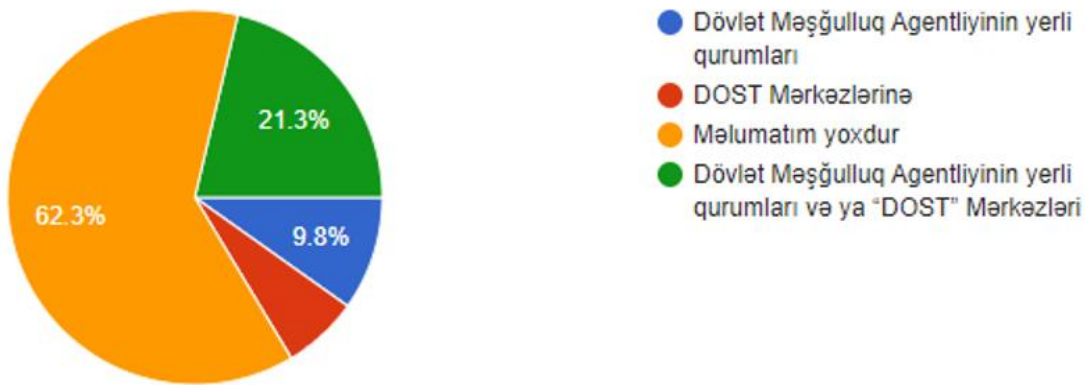
Also, in order to assess their awareness on the existence of the services provided through the mechanism of DOST, respondents were asked which kind of services it provides. Here again only 11 respondents out of sixty-one mentioned the services' names, but 82 percent participants do not know which services it provides.



Question: Which services does DOST Agency provide?

Answer: Blue – I don't have information, other colors indicate the name of services

Finally, we asked a question about one of the services provided by the DOST centers, and 62.3% percent people did not know the answer.



Question: For getting unemployment insurance, which organization should be visited?

Answer: Orange – I don't have information, Blue – The local branches of the State Employment Agency, Red- DOST Centers, Green – both DOST Centers and the local branches of the State Employment Agency

To sum up, based on our sample size, we conclude that there is a lack of brand awareness about the existence of DOST centers, or people may hear about it but without knowing the services it provides. Awareness is an important factor for the successful operation of an organization for several reasons. Firstly, lack of awareness about the product/service limits the usage of it. Also, it is hard for the organization to foster citizen's trust if it cannot build brand awareness. There are other public institutions of the Ministry of Labour and Social Protection of Population including State Social Services, the State Employment Agency, the State Social Protection Fund, State

Medical-Social Expertise and Rehabilitation Agency etc., which can provide the services that DOST's single entry point mechanism can. Therefore, if people are unaware of the existence of DOST and its mechanism, then they will visit those agencies. However, the mission of the DOST Agency is as the following: *“to improve the well-being of the population, increase public care for vulnerable groups of people, implement innovative solutions to ensure this and achieve citizen satisfaction with such steps”*.

2.2. Lack of population's accessibility to services provided by DOST Agency

Accessibility, in this context, is defined as the capability of every citizen of the Republic of Azerbaijan to benefit from the services provided by DOST Agency. Considering this definition, two main accessibility problems are emphasized in this subsection. Firstly, services offered by Dost Agency are not comfortably accessible by disabled and elderly segments of the country since using these services currently requires the physical presence of citizens at the DOST agency. Secondly, services provided by DOST Agency are offered in a limited number of branches with limited-service time which creates obstacles for citizens in accessing those services.

Demonstrating specific responses generated during the interviews with expert representatives of the Dost Agency, gained insights show that one of the main worries voiced by interviewees is the lack of population's accessibility to the provided services by DOST Agency. The interviewees stressed that a considerable percentage of the population has challenges in accessing these services, especially ones living outside Baku and Absheron Peninsula. It is one of the main problems of the “Single Entry Point” mechanism of Azerbaijan and in order to provide better problem analysis and to provide more feasible and efficient policy alternatives lack of accessibility issue can be described from two different perspectives including virtual and physical services. The first accessibility issue is experienced in the physical centers and second one is experienced in the usage

of the online system. Starting with the problems regarding physical centers, in the concept of implementation of “Single Window Service” in the field of labor and social protection in the Republic of Azerbaijan (DOST) written in December, 2018, analysis of international experience was depicted where one of international examples was “Chileatiende of Chile”, and it was mentioned that around 200 offices of Chileatiende is in Chile (OECD, 2014). Another example was “Service Canada” of Canada which is reported to have more than 600 offices (Dost Concept, 2018). “Norwegian Labour and Welfare Organisation (NAV)” has offices in every municipality of Norway and it is worth noting that Norway has 365 municipalities (The Norwegian Agency for Local Governments, 2022). Different from the outstanding global picture (in terms of number of branches countrywide) in distribution of offices of agencies providing services similar to DOST Agency, there are only 6 Dost Centers in Azerbaijan which are concentrated on Absheron Peninsula, one of them being in Khirdalan city, remaining 5 being in different parts of Baku (DOST, 2022). Below-given map is extracted from the official web page of DOST Agency which helps to grasp level of the issue regarding inefficient allocation of offices among regions by showing specific locations of offices.



Source: *Dost Agency, 2023*

Moreover, with the help of below given table illustrating the data taken from The World Bank (2021), comparison among listed countries leads to the conclusion that in terms of the number of agency offices, the “Single Entry System” of Azerbaijan possesses significant gaps for improvement in terms of providing relevant services in a more number physical centers in different regions of the Republic.

Country	Surface area, km ²	Population (2021)	Number of Centers
Azerbaijan	86,600	10,137,750	6
Canada	9,879,750	38,246,108	600<

Chile	756,700	19,493,184	200
Norway	624,499	5,408,320	365

Source: *The World Bank, 2022*

Another face of the accessibility issue experienced by the citizens in the branches of the DOST Agency is related to its standard work schedule and operation hours. DOST Agency operates and provides relevant services during weekdays, Monday-Friday, within standardized 9-hour working regime, 09:00-18:00 (DOST, 2023). On the other hand, according to the information provided by the Republic of Azerbaijan Ministry of Labor and Social Protection of Population, legislation defines 40-hour working week with 5 working days as the usual working schedule (ARMLSPP, 2022). Therefore, employed segment of the population that work as per this schedule, Monday-Friday, 09:00-18:00, inevitably face with time limitations in benefiting from DOST Services offered in physical branches.

From an online services perspective, DOST Agency only has the Smart DOST concept, which was established in one of the liberated regions, namely Zangilan. Although the system is known to be digital, using the Smart DOST system, citizens approaching the physical station will be served virtually by DOST Agency agents through the online reception system (DOST, 2022). Although the Smart DOST system eliminates the need of citizens living in the region to attend DOST offices in Baku, it is hardly a fully digitized system. To restate the mission of DOST Agency, it is to promote public support for vulnerable groups, enhance population welfare, and do all of this while using creative solutions that will satisfy citizens. As can be observed from the mission statement of DOST Agency, the main focus group is vulnerable citizens which includes low-income citizens,

unemployed persons, persons with disabilities and limited health opportunities. Accessibility in terms of near the home physical centers and online services are crucial for citizens and lacking in these areas are problems of Single-Entry Point mechanism of Azerbaijan Republic.

To summarize problems of DOST Agency platform, limited number of physical branches, distributed unevenly across the country and serving as per the limited weekly schedule, and partially digitized online platform are the main challenges experienced in the practice of citizens that use DOST services.

2.3 DOST Services' non-compliance with the single-entry point mechanism

The services provided by DOST Agencies can be divided into two categories, while a group of them is served directly in front offices, the other group is transferred to back offices. Sometimes they are not solved only by DOST itself and the cooperation of other government bodies and even private companies is needed. These organizations are not joined directly to the DOST system which makes it impossible for certain services to be solved immediately via "single entry point system". In some cases, DOST directly communicates with these organizations, but other times citizens should approach those institutes by themselves. This process increases the service time and results in citizens' dissatisfaction.

One of the driving reasons for the formation of DOST Agency's single entry point mechanism is to eliminate the citizen-bureaucrats' direct interaction which is thought to be the tool to tackle the problem of corruption. Also, the mechanism is considered to mainly deliver the services of the Ministry of Labour and Social Protection of Population and its institutions such as the State Employment Agency, The State Social Protection Fund, etc. But, as mentioned above, there are some services that cannot be delivered through this mechanism as they are not adapted to "single

entry point”, and it is considered as the impediment which is a hurdle for the effective and full implementation of this mechanism. To amply demonstrate, some institutions still directly get in contact with the citizen and deliver the services without having any mediator. The type of services provided by DOST Agency is mostly procedural. Generally, operational and procedural services are two different types of services that are provided in various industries. While operational services are focused on the ongoing management and maintenance of a system, product, or service, procedural services, on the other hand, are focused on delivering specific outcomes or results. So the steps of this operation have to be clearly identified by dividing responsibilities between organizations and gathering all these steps in one mechanism.

According to the data provided by the DOST Agency, upon the creation of the Agency, it was assumed that it would deliver 124 services and now this number is 154 (DOST Centers).

However, six of them are directly provided by the State Labor Inspection Service under the Ministry of Labor and Social Protection of Population and cannot be delivered through this mechanism.(demx.gov.az). Only one of them – “providing methodical assistance to employers and employees on the application of labor legislation” – is served in DOST centers (Labor relations, dost.gov.az)

In the interview, one of the representatives of DOST Agency mentioned Azerbaijan Public Employment Agency as another example that some services and operations are also apart from the DOST system. Mainly, the Agency serves legal entities, cooperates with them, or demands some legislative actions in order to improve citizens’ employment, they realized these activities without DOST Centers and they are apart from single entry point system. He also talked about the legislation behind the process which also handicaps the process.

As the data explains that the mentioned public organization deals with employers rather than citizens, and that is the reason why it cannot be delivered through the Agency. Moreover, some services such as social allowance for the birth of a baby, pensions, etc. have been automated. In other words, these services are done proactively, meaning citizens do not go anywhere and make a request, these services are provided automatically without having a request from a citizen. It means that there is no need for this mechanism as the service is delivered proactively.

In the interview with the representative of DOST Center No.3, it was clear that one of the solutions to improve the services could be some changes in the legislation system that contradicts the principle of single entry point. As an example, a funeral allowance which is one of the main social allowances given to citizens is still served in a traditional way. The person who gets a funeral allowance should gather some documents before applying for DOST centers. Firstly, he/she gets a death certificate document from the concerned medical institution, after which he/she approaches local executive offices in order to get the reference which proves he/she has paid the funeral expenses and then applies for a reference of the district (city) registration department of the Ministry of Justice for the receipt of funeral allowance and after all the person has a right for allowance of funeral expenses.(Lump-sum allowance for death, dost.gov.az)

The process is actually regulated on behalf of the government procedures but not of citizens. From another aspect, this is not a good approach for that person who may be in an emotionally bad situation.

From the interviews, surveys, and other search tools, it seems that there are some definite handicaps in the realization of a single entry point system which slow down the quality of services and increase the service time. Additionally, they may result in bureaucracy and procrastination for

citizens. While the main impediment is related to government bodies having different systems used by only themselves, on the other hand, the legislation behind this is another obstacle.

To sum up this chapter, findings from the primary data (including three different interviews with the representatives of the DOST Agency and two surveys) reveal that lack of awareness about the existence of the services provided by the Agency, lack of population's accessibility to those services, and non-compliance of services with the single-entry point mechanism are all significant impediments to effective implementation of the single-entry point mechanism.

Chapter 3. Policy Alternatives

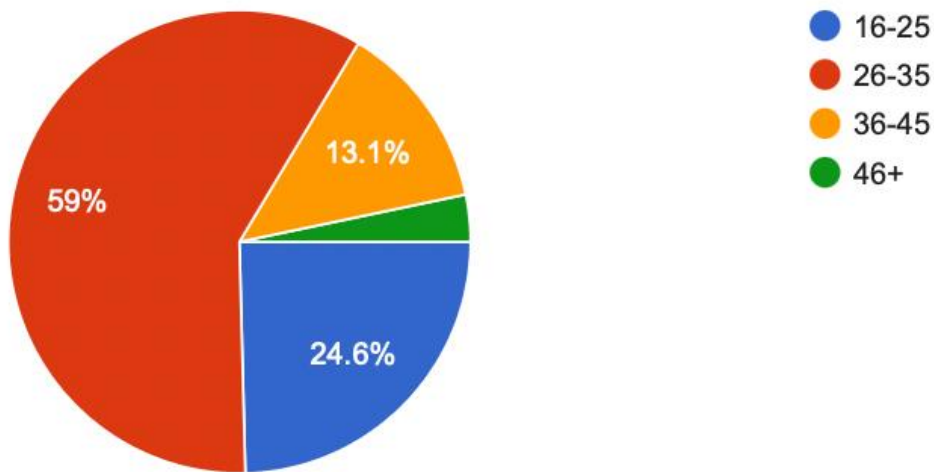
In order to eliminate the constraints mentioned in the previous chapter, a variety of potential approaches are presented in this section of the article. The DOST Agency's single-entry point mechanism can be used by more people if brand awareness is raised, which will help the agency accomplish its stated objective. The ensuing focus will be on overcoming accessibility challenges experienced by the population in accessing these services by making people aware of DOST's existence and service offers. The focus of the discussion will be on how individuals who live in regions that are or are unable to get to the centers physically might benefit from this method. Finally, a further option will be suggested including adapting a number of services to work with this mechanism, ensuring the successful and efficient implementation of the single-window concept.

3.1 Raising public awareness about services of DOST Agency

As mentioned in the previous chapter, lack of awareness about the services provided by the DOST centers is an impeding factor which decreases the effectiveness of DOST's single entry point mechanism as it causes low usability Elżbieta Anna Czapka and Mette Sagbakken (2020:11)

concludes: “knowledge about the available services is a prerequisite for using them”. Proper branding strategy can be considered as one of the solutions for making people aware of the DOST’s mechanism. The survey conducted by the Social Research Center reveals that 72.2 percent of Azerbaijan’s population uses social media and most of them are the people aged 18-35 (FED.AZ, 2023). Also, 27.8 percent of people are those who do not have any social media account and the statistics found that 60.8 percent of them are people aged above 65. As through the mechanism of DOST, services such as determination of disability, appointing social benefits etc. of the Ministry of Labour and Social Protection of Population are being delivered, it means it covers all age categories. So based on the statistics, it would be plausible to consider all people from the whole age categories. Therefore, it would be better to prepare ads, and informative videos for the traditional media including radio and television to capture the attention of elderly people as well as inform them about the services DOST provides. The officials of the organization can participate in the programs of TV and radio, and explain about its services and how they deliver it.

As mentioned above, 72.2 percent of users of social media is the people aged 18-35. Given that 59 and 24.6 percent of our survey’s respondents are the people aged 26-35 and 16-25 respectively, it would be plausible to use social media as a means to achieve the brand awareness of DOST Centers. DOST Agency can prepare and share informative videos about which services are provided by DOST Agency and how the mechanism works for delivering them on its social media accounts.



Furthermore, it would be plausible to organize influencer-hosted group tours to DOST centers. By this way, they can get acquainted with the services, how the mechanism works and at the end, they can share the information with their followers. It can be effective as people who do not follow the DOST’s social media accounts, can get information and be aware of this system through the influencers that they follow.

It is an undeniable fact that there is a “DOST Volunteer” program organized by the DOST Agency and aimed at increasing public participation, providing quality service etc. (Raising awareness about the “DOST Volunteer” program continues, 2023). Besides this program, tours for the students who are studying public administration as well as related majors can be launched so that they can be aware of how public services are delivered in Azerbaijan.

3.2 Opening new branches in regions and establishing virtual system

Before diving into potential solutions to a given problem it is important to analyze world practices. It is beneficial to look at strategies regarding decreasing barriers in access to services by countries and their respective agencies provided in table given in paragraph 2.2. ChileAtiende is a government initiative that aims to increase residents' access to public services. It was created to combine and centralize different government services, making it simpler for people to access and use administrative processes ([OECD](#), 2020). Three main channels are available for ChileAtiende's services: direct contact, phone calls, and online platforms. The face-to-face channel fulfills around 6 million requests each year at over 200 physical locations across the nation, including inclusive spaces. The telephone line, manned by 65 operators, receives 150,000 calls each month for information requests; some calls are diverted to the proper government agencies. The digital channel consists of self-service kiosks, social media, and a website. 24 million interactions are recorded on the website each year; however, transactions are restricted because of digital identification restrictions. While the website grows 30% year over year, the social media team handles 300 queries each day. Additional services are offered by self-service kiosks ([OECD](#), 2020).

The Norwegian government's NAV organization is in charge of welfare and employment programs. Its main goals are to assist people in finding work, offer financial support, and maintain social security. In order to promote inclusiveness and equal chances, the organization fights discrimination and supports disadvantaged groups. In order to promote employment and workforce development, it works with businesses, local governments, and other stakeholders. ([NAV](#), 2022). In order to give its users self-service choices, NAV has given digitalization and the creation of online platforms top priority. This comprises a user-friendly website and online management tools

for benefits and services that people may use to obtain information, submit applications, and manage the advantages and services. The digital channels aspire to offer users who prefer online interactions convenience, effectiveness, and accessibility. Personal consumers are now directed to digital services or phone contacts when they require information or want to apply for benefits. Fewer people now need to visit a NAV office or call NAV because of the development of digital dialogue and self-service solutions. ([NAV](#), 2019) .

Service Canada which was established in 2005 is a division of Employment and Social Development Canada (ESDC), a federal agency, and it functions under the authority of the Department of Employment and Social Development Act (DESDA). Through the 1 800 O-Canada service, Service Canada offers telephone services and gives information on government services, programs, and how to use them. The call center network contains specialized networks for services for businesses, the Canada Pension Plan, the Old Age Security, and Employment Insurance (EI). The EI area provides 24/7 access to claim details and payment information, and clients can receive and update information about EI, CPP, and OAS. There are 611 Service Canada Points of Service, 209 of which offer multilingual services, and all of which offer telephone assistance in at least one official language. Through a video chat pilot program, officers from various Service Canada Centers can provide customers with services via video chat, enhancing access and burden allocation ([OECD](#), 2020).

As presented in the interview transcripts, during the interviews with the representatives of DOST Agency, experts emphasized the challenges and optimization points for better accessibility of the citizens to the services offered by DOST Agency. Since these services are currently offered in Baku and Absheron region only, accessibility of citizens living in other regions are not well-provided combined with the online platform challenges. As a policy alternative to the accessibility

problem, experts of the Agency highlighted the potentially positive effect of opening new branches. During the interview, it was mentioned that the DOST Agency is planning to open a Barda branch which is aimed to serve the residents of 17 regions. Additionally, during the interviews the information has been acquired that starting from the recent month (March 2023), citizens registered in the regions but living in Baku can also approach DOST Agency branches in Baku. Considering the fact that around 40% of Azerbaijan's population live in Baku and around 13% of these people are registered in the regions, this is an effective initiative to provide accessibility for the population (2018). Additionally, extending the weekly schedule of services from 5-day to 6 or 7-day schedule is promising to provide more accessibility since weekends are more convenient for the employed (working) segment of the population. Finally, interviewees highlighted that with the purpose of offering fully digitized services to the citizens, Virtual DOST platform is planned to be launched. Virtual DOST platform is being developed based on Norway's practice. Furthermore, it was also mentioned that by 2030, DOST services are planned to be offered in fully online mode and physical branches are expected to be closed.

Considering insights from interviews and world's best practices it can be concluded that in order to eliminate lack of population's accessibility to provided services by DOST Agency, both establishment of new physical branches in different regions and creation of virtual platform are vital.

3.3 Creating a single electronic database

In procedural services each step of the process from start to end is clear and before getting certain services citizens know which steps are waiting for them. Each service is a kind of action that belongs to one or more organizations. But citizens should not feel the length of processes that they

have to be smoothly operated without any bureaucratic referrals. It is not interesting for a single person to know the whole map of a process. If one's right is to get, for example, a social allowance, he/she should get it as soon as possible when the right is declared. In order to decrease the phrase of "as soon as possible" some measurements on the mechanism should be taken. In this step, world experience would help us to create a national model for social services.

As a solution, some legislative changes could be suggested on behalf of improvement. In the case of funeral allowance, actually, it is the same person who gets the death references and they are registered in the system of the Ministry of Justice of the Republic of Azerbaijan. This information could be linked to the DOST system that automatically creates the right to get a certain allowance like other social allowances such as one-time payment for the birth of a child and other social payments. This is somehow the kind of proactive service that allows the system without physical or electronic application of citizens. On the other hand, it is only possible when all demanded information is uploaded to the system automatically. In this example, a minimum of four sides (concerned medical institution, local executive bodies, Ministry of Justice, DOST Agency, or local branches of DSMF in regions, banks, etc.) participate in order to realize the service. Taking into consideration that each of them acts in a certain period of time. So the suggestion would ease and shorten the process well enough and decrease both the government's and citizens' expenditures.

After legislation, another significant solution could be the integration of different governmental bodies into one electronic system. While some of the services are served in the centers directly, another group of them are sent to the back office for a certain amount of time. DOST Agency is the physical center of services of the Ministry of Labour and Social Protection of Population which also co-operates with other governmental and private entities in order to get any information, request, or affirmation. The overall time for these processes actually takes from 15 to 30 days as

mentioned in the legislation and it can be extended to 30 days additionally (Law of the Republic of Azerbaijan on citizens' appeals, Baku 2015). However, it does not mean solving problems exactly at the end of this time period. The main factor for the delay of a service time is the requests to other bodies. Let's imagine a system that contains all the necessary information about the person and you have the authority to change information by your side and to get any other information which is added by other government bodies. For example, when a citizen applies for a funeral allowance as a DOST representative you do not need any documentation from him/her, just one click and all the information is in front of your eyes. With one click you know if he/she has a right to get a certain allowance or not and that's it. Even some procedures can be done by citizens themselves without leaving their homes or offices, once their rights are eligible for certain allowances or services on the system.

In the first step, the solution can be the creation of a common electronic base in the use of other entities, at least governmental bodies that work with DOST centers in certain cases. PIN (personal identification number) can be a unique identification number for all as it appears on citizens' ID cards and all related necessary information about each person can be systemized under this number. If any information about citizens would change (born, death, age, marital status, family members, parents, job status, job changes, refugee status, etc.) it should be added or changed by concerned government bodies. Each organization would have the authority to change information about only the issues which they are responsible for. In the first stage, this will cover only related organizations which cooperated with DOST Agency. But in the future, it can be applied to all government services that we can observe a prototype of this system in ASAN Services (State Agency for Public Service and Social Innovations under the President of the Republic of Azerbaijan). If we think future-oriented, it could be improved and needed to increase surrounding

by adding other ministries and entities. But for now, an improvement on DOST system could be more suitable from the viewpoint of government expenditures. Looking at recent years, our country has gained important development in digital services. One of the examples is The Portal of Government Services (digital.gov.az) which gives the vast majority of information about all the government services. But the lack of the system as mentioned it is only informative and can execute any procedure through this portal.

Looking at the foreign experience, Chile can be a good example for us. Before the creation of a single portal, namely ChileAtiende, two main purposes of the government are saving money for both government and citizens with the better arrangement of the system by providing more available and suitable services which enable people to realize their rights without leaving their houses and offices. The government saved \$30 million in infrastructure costs which contain governmental expenditures as well as citizens' spending on roads and time. The integration of all the services provided on the portal is 100% in front offices which means all the branches can provide all the services (Concept of applying Single Window Service in the Field of Labor and Social Protection in the Republic of Azerbaijan, 2018:48). They learn and stand well on the experience of Canada which is represented by "Service Canada", of Australia which is called "Centrelink" and the experience of Singapore namely "eCitizen" electronic government portals.

A similar system, "Service Canada" was created in Canada in 2005 which contains more than 50 government programs and related services with the co-operations of more than 14 entities. (Departments and agencies, canada.ca). Service Canada is not separated from the common electronic government system but is a part of that system.

Otherworld experiences are Australia and Singapore, as both of them created a common electronic governmental portal that enables citizens to get a number of government services from one point. In Australia, the portal of the Department of Human Resources serves people in more than 20 contexts from disability to career support and all of them are from one point. (<https://dhs.sa.gov.au/services/carers>).

Turning to Azerbaijan, at the first stage creating a single electronic base would be a significant improvement. In this way, every citizen would have a unique id number, in the example of PIN which can easily be identified from an id card. Without any request or physical reference, it will be very easy to identify if any changes are there in citizens' personal information. But in the next phase, even private sections may have access to the system especially those tasks added by employers.

Overall, the single-entry point mechanism is one of the most innovative measurements of government in the digital era in this young country. It enabled tens of services to reachable citizens in a more comfortable way. Creating one main electronic base about citizens' information will enhance the power of the mechanism and make it very easy to use for both government and citizens which help them save time and money.

Chapter 4. Evaluation of Policy Alternatives

This chapter is devoted to the evaluation of policy alternatives provided in the previous chapter. A number of evaluation criteria, including effectiveness, efficiency, equity, feasibility, and flexibility, will be used to underpin the evaluation. These factors are broadly described as

alternative policy evaluation frameworks and tools in the exploratory study conducted by the University College of London (2020). Effectiveness will be used as a metric to determine whether the suggested solutions successfully produce the desired results. A thorough cost-benefit analysis will be used to determine efficiency, ensuring that the selected policy options maximize resource allocation. Equity will be used to determine if the suggested solutions produce fair outcomes for all relevant stakeholders. The viability and practicality of implementing the suggested policies will be determined by feasibility. Furthermore, flexibility will be taken into account as an important metric, evaluating the ability of the suggested solutions to easily adapt to shifting conditions and accommodate future alterations. This complete evaluation methodology will make it possible to conduct a comprehensive analysis and choose the best available policy solutions.

Raising awareness about DOST Agency's services

To make people aware of the existence of DOST and its mechanism, we introduced different tools to achieve it. Firstly, traditional, and social media are considered as means to raise awareness. It is effective because spreading information through these platforms is an easy and quick way to get a higher number of users in the short run. From the equity point, we can conclude that this policy achieves a fair outcome as this policy covers all aged categories of people such as students, people who do not have social media accounts and youngsters etc. Coming to the efficiency point, cost-benefit analysis is being conducted. It is partially efficient because one way which was preparing infographic videos and participating in the programs are free of charge as the officials and employees of the agency will be main actors in the videos who will disseminate the information. However, organizing influencer-hosted group tours to DOST centers can be costly; therefore, we conclude that the policy is partially efficient. Given that this policy does not necessarily require government support for increasing brand awareness as it is an internal management strategy of the

Agency, the policy can be evaluated as feasible. Finally, based on the flexibility criteria, we can say that this policy is flexible because both traditional and social media are sustainable tools that can be used as a tool in the future as well.

Opening new branches in regions, extending operation schedule, and establishing virtual system

As highlighted in previous sections of the paper, policy alternatives are evaluated based on the five criteria. In this sub-section, each provided solution will be analyzed based on effectiveness, efficiency, equity, feasibility and, finally, flexibility. Following, the most attractive policy alternative or alternatives will be selected as a result of the policy alternatives evaluation process.

To start with the alternative of *opening new branches in regions*, the policy is thought to be *effective* since new branches will provide access to more citizens. Currently available data proves that there are a greater number of pensioners in Azerbaijan than the number of citizens served by DOST branches in total. So, Statistics Committee of the Republic of Azerbaijan reports that as of January 1, 2023, 1114.2 thousand pensioners were registered in the State Social Protection Fund, which is 11,0 percent of the country's population ([AR Statistics Committee](#), 2023). On the other hand, DOST reports that in total, 267.9 thousand pensioners are served by DOST centers in Azerbaijan ([DOST](#), 2023). This numbers signal that actual number of pensioners in Azerbaijan is 4.16 times greater than serving capacity of all current DOST branches in the country. This comparison reveals the fact regarding incapability of currently available DOST branches in meeting expectations and needs of all the citizens (or at least higher number of those citizens) and potential effectiveness of the policy alternative of opening new branches in regions. Secondly, this option is arguably *efficient* because cost-benefit analysis must be conducted to estimate its efficiency rate; however, by implementing the practice of leading countries (Norway, Canada,

Chile) efficient results are achievable. Thirdly, prospects for meeting the *equity* requirement and ensuring a more equitable distribution of services to a larger population are brightened by the planned expansion of additional branches. Furthermore, this strategy's political, administrative, and legal viability makes it more likely to succeed in *feasibility* criteria. Furthermore, the inherent adaptability of opening additional offices around the nation presents a possible path for customization to various regional circumstances; therefore, this policy option is flexible as well.

The analysis of the second policy alternative, which calls for extending working hours and days, identifies several important factors. This strategy is viewed *effective* in this regard because it enables a greater segment of the community to utilize the services offered. Additionally, this solution shows promise for achieving the *equity* requirement by guaranteeing more equitably dispersed services throughout the nation. The fact that the expansion of working hours may be handled within current legal and administrative structures further supports its feasibility or viability. The idea also allows for the implementation of a more *flexible* and customizable work schedule. This option presents a *feasible* and promising strategy for increasing service accessibility, while more investigation is required to assess its *efficiency* more correctly.

Finally, given its ability to serve a wider number of individuals, the proposal to develop a Virtual DOST platform is a compelling and effective policy choice. The efficiency element is further supported by existing research and worldwide best practices, which show that when compared to traditional counterparts, electronic government services tend to have lower administrative costs (Traunmuller, 2004). The launch of this platform also holds the prospect of providing a wider range of services to a greater number of individuals across the country, thereby fitting with the *equity* requirement. The proposed Virtual DOST platform offers a chance to improve service delivery and encourage equitable access to necessary services for all residents by utilizing

technology and virtual accessibility. Azerbaijan has already proved itself in building successful e-gov practices such as e-gov, e-sosial, and ASAN services; therefore, Virtual DOST platform is a *feasible* policy alternative. Finally, this option is also providing *flexibility* since the web-platform can technically be accessible from any region provided with the internet.

In conclusion, following careful consideration, two policy options have stood out as being particularly appropriate for resolving the current lack of population's accessibility to provided services issue. *The creation of additional branches in various regions* and *the creation of a Virtual DOST platform* are two of these options. Both proposals have a good chance of successfully resolving the highlighted accessibility problems. Services can be provided closer to people living in various regions by expanding physical branches, ensuring better access to critical resources. The Virtual DOST platform additionally provides a digital alternative, offering more accessibility and ease for citizens looking for government services. These two policy options stand out as viable options for addressing accessibility issues and should be given more thought before being put into practice.

Creating a single electronic database

In order to shorten unique steps of each service the suggestion of creating a single electronic database is an effective tool since the expected result will ease the processes and increase citizens' satisfactions. It will help government to offer more services in one point and specially to decrease the service time. People will not go to a number of officials to solve one issue, to gather a lot of documents, instead concerned organizations will exchange necessary data between themselves. Additionally, it is well suited to the principle of single entry point mechanism.

As it needs government finance in order to research and implement, in the very short term it can be not very efficient however, but in the long run it leads to decreased service time and cost, as a

result it is supposed to become more efficient in the future. It will not only help government to save expenditures, but citizens will also decrease spending money and time on roads.

From the viewpoint of equity, improving the electronic system will decrease subjectivism and procrastination. It will be more reachable all over the country to all citizens which provide equity principle better.

It is feasible but needs comprehensive research and government support both in legislative and financially. In order to realize feasibility principle, it should be carried out in parallel with other measurements such as increasing internet availability over the country, opening new local service centers and etc. It is flexible since the government has had similar experience in other government services and in comparison with the current system it will be more flexible and adoptable. We have a number of similar systems like ASAN, Digital Azerbaijan, the system DOST itself, and etc. the purpose is to improve and to establish centralized electronic system.

Policy Options <i>Criteria</i>	<i>Effectiveness</i>	<i>Efficiency</i>	<i>Feasibility</i>	<i>Equity</i>	<i>Flexibility</i>
Raising brand awareness	✓	✓	✓	✓	✓
Creating single unified electronic database	✓	✓	✓	✓	✓

Opening DOST branches in regions	✓	✓	✓	✓	✓
Extending working schedule	✓	-	✓	✓	✓
Establishing Virtual DOST platform	✓	✓	✓	✓	✓

Chapter 5. Conclusion and Recommendations

Aim of study

DOST Agency represents an innovative strategy to service implementation in the Republic of Azerbaijan, with a significant portion of its service recipients belonging to vulnerable demographics, such as the elderly and other socially sensitive groups. As a result, prioritizing initiatives to raise brand recognition becomes especially beneficial for assuring better service access and use among these target demographics. Additionally, the creation of a single electronic database and the required legislative changes have a great deal of potential to promote improved interaction and coordination among various government agencies and even private organizations. Moreover, to enhance accessibility and meet the desired service standards, the implementation of two policy alternatives emerges as effective, efficient, feasible, and flexible solutions. Firstly, opening DOST branches in various regions can facilitate greater accessibility for citizens across the country. Secondly, the establishment of a virtual platform for the agency presents an innovative and technologically driven approach to expand access to services. By considering these policy alternatives, the DOST Agency can work towards achieving its objectives while effectively meeting the needs and expectations of the population.

Recommendations

DOST's single entry point mechanism is adopted to provide services to citizens effectively within short period of time which paves the way for easing the burden of citizens to have better access to government services. However, this exploratory study has revealed a number of impediments faced during the process of aforementioned mechanism's implementation, including. Lack of awareness on DOST's services, issue of population's accessibility to DOST Agency services, and

non-compliance of services to this mechanism. To tackle these barriers, it is recommended to consider the following policy alternatives:

1. DOST Agency should start from increasing brand awareness. In other words, it should start to disseminate information about its services publicly. For this, both traditional and digital media should be used as a means of achieving brand awareness. DOST Agency's responsive officials can participate in TV shows to explain which services it delivers and how citizens can visit the centers. Also, it can prepare videos, infographic posters and advertise it on its social media accounts.
2. Info tours are other tools used to raise awareness on its services. As social media is the vital tool in brand awareness, influencers, famous people can be invited to DOST centers and organize tours to make them aware of its services and spread the information on their social media accounts.
3. Opening New Branches: A critical first step in enhancing accessibility is the construction of new physical branches in various locations. It is anticipated that this policy choice will be successful in giving access to more citizens. The establishment of new branches can be carried out successfully by following the examples of advanced nations like Canada, Chile, and Norway.
4. Virtual DOST Platform: Creating a virtual DOST platform is an innovative and efficient course of action. This choice might potentially provide services to more people nationwide, resolving the accessibility issue. The success of electronic government services is highlighted by current research and international best practices. In order to increase accessibility to DOST Agency services, it is concluded that opening additional branches in various regions and creating a virtual DOST platform are useful and practical policy

alternatives. By putting these concepts into practice, services can be made available to citizens both physically and digitally. To choose the best implementation strategies for these policy possibilities, more thought and planning should be given.

5. Creating a single electronic base would decrease government expenditure on providing services and would help citizens to save money and time on the roads. The portal will stand on the foreign experience and will be adapted to national systems that will enable more and more citizens to reach the services in one click all over the country.

Implications for further research

In order to advance research efforts concerning improving effective implementation of DOST Agency's "Single Entry Point" Mechanism in Azerbaijan, it is crucial to encourage the production of scholarly articles by experts in the field, as well as the active involvement of the Ministry of Labor and Social Protection of the Population of the Republic of Azerbaijan and DOST Agency itself. Given the limited existing research on this topic, conducting comprehensive and detailed investigations becomes challenging. To address this, it is recommended that these scholarly articles be published on the official websites and reputable journals of the Ministry and relevant agencies. This would facilitate easy access for researchers, enabling them to obtain the necessary information to enhance their understanding of DOST Agency services.

Expanding the body of scholarly literature not only serves the academic community but also benefits the target population and vulnerable groups. By increasing the availability of well-researched articles focused on DOST Agency services, public awareness can be heightened, leading to a better understanding of the importance and impact of these services. This increased awareness has the potential to drive positive changes in policy, funding, and support for the DOST

Agency, ultimately improving the lives of vulnerable groups and well-being of population of the Republic of Azerbaijan.

Moreover, the availability of reliable statistical information is essential to support evidence-based research on DOST Agency services. The State Statistical Committee of the Republic of Azerbaijan plays a crucial role in this regard by providing detailed and updated statistical data. Access to such data enables researchers to conduct accurate and thorough investigations, facilitating a deeper understanding of the effectiveness, gaps, and areas of improvement within the DOST Agency's services. Reliable statistical data also helps in identifying the needs and priorities of the target population and vulnerable groups, thereby enabling policymakers to develop targeted strategies and interventions.

This policy paper is not without its limitations, primarily stemming from a lack of comprehensive secondary data pertaining to the subject under investigation. The absence of complete and credible information poses challenges in accurately assessing the operations of the entity and proposing viable policy alternatives. To overcome this limitation, various qualitative research techniques, such as surveys and interviews, were employed to gather primary data. While these methods and the obtained data provide valuable insights, it is important to acknowledge their inherent limitations in terms of sample size, representativeness, and potential bias. The survey conducted may have involved a small sample size or focused on a specific geographic area, which limits the generalizability of the findings. Therefore, the conclusions and recommendations presented in this paper should be approached with caution. It is crucial to recognize the necessity for further research and data collection to enhance the validity and reliability of future analyses. This broader approach would contribute to a more comprehensive understanding of the challenges and needs faced by these groups, allowing for more effective and tailored interventions.

By embracing the recommendations outlined above in future research endeavors, significant progress can be made in improving the services provided by the DOST Agency and addressing the needs of the population. The production of scholarly articles, supported by reliable statistical data, will contribute to a better understanding of the strengths and weaknesses of the agency's services. This knowledge can inform evidence-based decision-making, policy formulation, and resource allocation, ultimately leading to enhanced support and positive outcomes for the population served by the DOST Agency.

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Annex.

“DOST” mərkəzlərində xidmətlərin “bir pəncərə” prinsipi əsasında həyata keçirilməsinin qiymətləndirilməsi

[The evaluation of implementation of single-entry point mechanism by the DOST Centers]

Diqqət!

[Disclaimer]

Bu araşdırmanın məqsədi DOST Agentliyi tərəfindən icra olunan “vahid giriş platforması” mexanizmini qiymətləndirmək, mexanizmin effektivliyinə dair məlumat toplamaq və əldə edilən nəticə sayəsində Azərbaycan Respublikasının Əmək və Əhalinin Sosial Müdafiəsi Nazirliyinin tabeliyində olan Dayanıqlı və Operativ Sosial Təminat Agentliyinə bu istiqamətdə uyğun görülən siyasət təklif edilməsində rol oynamaqdır.

[The aim of this survey is to evaluate single-entry point mechanism implemented by the DOST Agency, to collect the data regarding the impediments behind the effective implementation of mentioned mechanism and to suggest policy recommendations to the DOST Agency operating under the Ministry of Labour and Social Protection of Population of the Republic of Azerbaijan.]

Sorğu ADA Universitetinin sonuncu kurs tələbələri – Nisə Nərimanova, Afaq Əlizadə, Nərmin Yaşar – tərəfindən magistratura tezisi məqsədilə hazırlanmışdır.

[The survey was conducted for Capstone Project (Public Consultation Project) by Nisa Narimanova, Afag Alizade, Narmin Yashar who are senior students studying Master of Public Administration at ADA University.

Sorğuda verdiyiniz bütün şəxsi məlumatlar və cavablar konfidensial saxlanılacaq, heç bir üçüncü şəxslə paylaşılmayacaq, yalnız sorğunu keçirən şəxslər tərəfindən nəzərdən keçiriləcəkdir. Verdiyiniz cavablardan yalnız araşdırmanın məqsədi üçün istifadə ediləcəkdir.

[Survey is conducted anonymously, so personal information and responses will be kept confidential and will not be shared with the third parties, only the authors of this survey will have direct access to the responses. Responses will only be used for the purposes

of completing the Capstone Project topic assigned to the aforementioned group of students]

Link: <https://forms.gle/A1UXRNQ6r6nNJk1CA>

Sorğu sualları (Survey questions)

1. Cinsiniz (Please, indicate your gender).

a) Qadın

b) Kişi

2. Yaşınızı qeyd etməyiniz xahiş olunur (Please, indicate your age).

a) 18-30

b) 31-50

c) 51-60

d) 60+

3. Zəhmət olmasa, yaşadığınız şəhəri qeyd edin. (Please, indicate the city you live in.)

4. Əmək və Əhalinin Sosial Müdafiəsi Nazirliyinin fəaliyyət istiqamətlərinə daxil olan xidmətlərdən istifadə etmişinizmi? (pensiya, ünvanlı dövlət sosial yardımı, əlilliyin təyin edilməsi, sosial müavinət və s.) Have you used the services of the Ministry of Labor and Social Protection of the Population? (Pension, Targeted State Social Assistance, Determination of Disability, Social Allowance, etc.)

5. Yuxarıdakı suala cavabınız bəlidirsə, zəhmət olmasa, istifadə etdiyiniz xidməti qeyd edin. (If the answer to the above-mentioned question is "Yes", please specify the service)

6. Xidmətdən istifadəni hansı formada etmişiniz? (Which channel have you used?)

a) DOST mərkəzlərinə yaxınlaşaraq (By Dost Centers)

b) e-sosial.az portalı vasitəsilə (By e-sosial.az portal)

c) "142 Çağrı Mərkəzi" vasitəsilə (By "142 call center")

7. Müraciətiniz neçə iş günü ərzində cavablandırılmışdır? (In how many business days is your request answered?)

- a) 0-5 iş günü ərzində (within 0-5 working days)
- b) 6-10 iş günü ərzində (within 6-10 working days)
- c) 11-15 iş günü ərzində (within 11-15 working days)
- d) Digər (other)

8. DOST Mərkəzlərinə müraciət etmişinizmi? (Have you applied to DOST Centers?)

- a) Bəli (Yes)
- b) Xeyr (No)

9. Yuxarıdakı suala cavabınız bəlidirsə, xidmətin icrasına dair sizin məmnunluq səviyyəsini seçin: (If you answered yes to the above question, were you satisfied with the service?)

- a) Tam məmnunam (I am totally satisfied)
- b) Qismən məmnunam (I am partially satisfied)
- c) Qərarsızam (I am not sure)
- d) Tam məmnun deyiləm (I am partially unsatisfied)
- e) Qətiyyən məmnun deyiləm (I am totally not satisfied)

10. Əgər məmnun deyilsinizsə, səbəbi qeyd etməyiniz xahiş olunur. (If you were totally unsatisfied, what was the reason?)

11. Xidmət zamanı aşağıdakı kateqoriyalar üzrə məmnunluq səviyyəsini seçməyiniz xahiş olunur (Please choose satisfaction level for below given 3 factors)

- Əməkdaşlarla ünsiyyət (Communication with personnel)
- Müraciətlərin baxılma müddəti (Application processing time)
- Xidmətin funksionallığı (Service functionality)

In the last question, respondents are asked to rate each factor based on a Likert scale (1-5).

Link:https://docs.google.com/forms/d/e/1FAIpQLSdFl8n_d971-pXwn0VzBzX7-04rMvRVIKMFFq5aA88QGF3iWw/viewform

Appendix 2.

Sorğu sualları 2 (Survey questions)

DOST Mərkəzləri ilə bağlı məlumatlılıq səviyyəsinin ölçülməsi məqsədilə onlayn sorğu
Online survey to evaluate the public awareness level about the existence of DOST Centers

1. Cinsiniz (Please indicate your gender)

- a) Qadın
- b) Kişi

2. Yaşınızı qeyd edin, zəhmət olmasa (Please, indicate your age).

- a) 16-25
- b) 26-35
- c) 36-45
- d) 46+

3. DOST Mərkəzlərində olmusunuzmu? (Have you ever visited to Dost Centers?)

- a) Bəli (Yes)
- b) Xeyr (No)

4. Mərkəzlərdə hansı xidmətlərdən istifadə etmişiniz? (Which services are provided in Centers?)

5. İşsizlikdən sığorta üçün hara yaxınlaşmaq lazımdır? (Where should one apply to get unemployment insurance benefits?)

a) Dövlət Məşğulluq Agentliyinin yerli qurumları (Regional branches of the State Employment Agency)

b) DOST Mərkəzlərinə (DOST Centers)

c) Məlumatım yoxdur (I have no information)

d) Dövlət Məşğulluq Agentliyinin yerli qurumları və ya “DOST” Mərkəzləri (Regional branches of the State Employment Agency or DOST Centers)