

Peer-to-Peer Learning: Changing Mindsets for Innovation in Public Service Delivery: The Case of ASAN, One-stop Shop Public Service Delivery

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What Mindset Must We Let Go?

- Let go of the passive mindset—ideas without execution change nothing.
- Embrace agility: Learn fast, apply faster.
- Close the gap between strategy and service.
- Treat every workshop insight as an actionable item.



A photograph of a modern office interior, featuring rows of desks and ergonomic chairs. The image is heavily overlaid with a semi-transparent blue filter. The office has large windows on the left, and the ceiling has exposed structural beams and modern lighting fixtures. A sign with the word 'azəriqaz' is visible on the wall in the background.

**STATE AGENCY FOR PUBLIC SERVICE AND
SOCIAL INNOVATIONS UNDER THE PRESIDENT OF THE
REPUBLIC OF AZERBAIJAN**

Directions of the SAPSSI





210 services
15 public organizations

+

190 services
30 private organizations

=

400 services



"ASAN Life" complex
in Mingachevir



"ASAN Life" complex
in Shamakhi



"ASAN Life" complex
in Mingachevir



"ASAN Life" complex
in Shamakhi



"ASAN Life" complex
in Sheki



"ASAN Life" complex
in Guba



"ASAN Life" complex
in Sheki



"ASAN Life" complex
in Guba



"ASAN Life" complex
in Tovuz



"ASAN Life" complex
in Masalli



"ASAN Life" complex
in Tovuz



"ASAN Life" complex
in Masalli



"ASAN Life" complex
in Imishli



"ASAN Life" complex
in Kurdamir



"ASAN Life" complex
in Imishli



"ASAN Life" complex
in Kurdamir



"ASAN Life" complex
in Aghjabadi



Baku "ASAN service"
center No.7



"ASAN Life" complex
in Aghjabadi

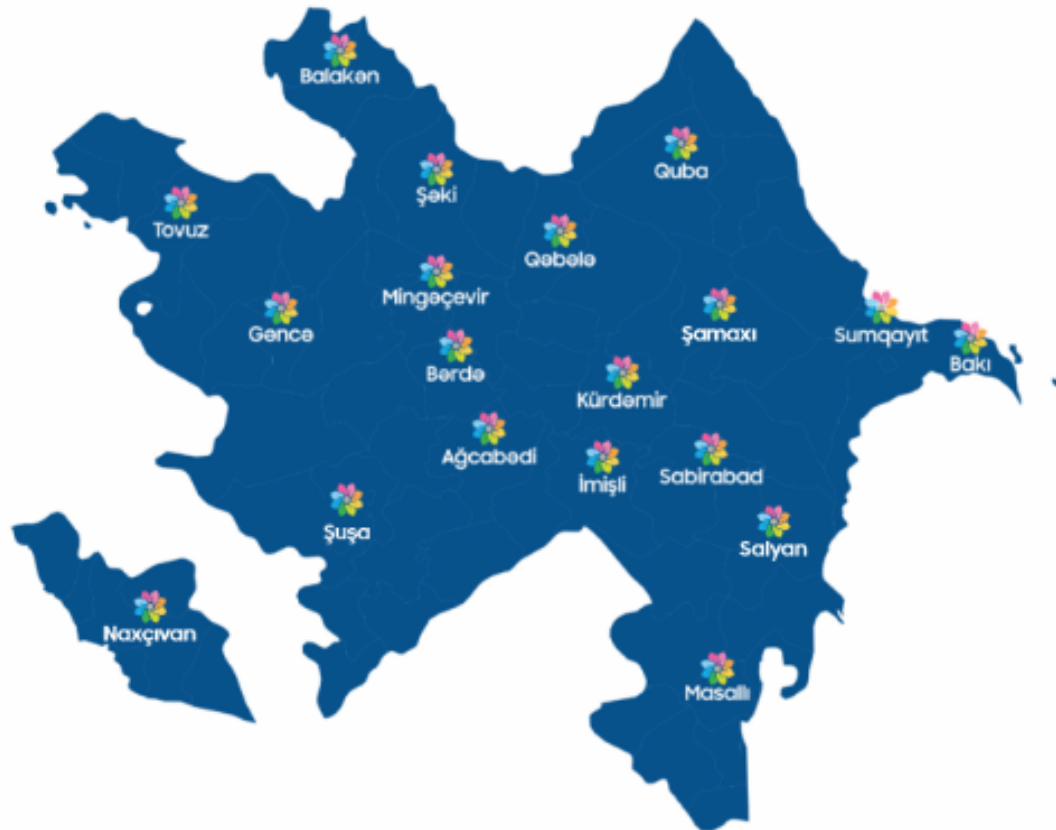


Baku "ASAN service"
center No.7

“ASAN Life” complex in Lankaran



Number of applications by 2025: 85+ mln.



28 SERVICE CENTERS



1 ASAN TRAIN



10 ASAN BUSES

Mobile Services



Sources of feedback mechanisms



Feedback
surveys



Complaints and
suggestions
journal



108

Call
Center



Mobile
application



Direct
application



E-mail



Social
networks

Level of satisfaction:

99.8%

VOLUNTEERS



40000+
VOLUNTEERS

3300+
EMPLOYED



1000+
EMPLOYED
BY ASAN

850+
SOCIAL
PROJECTS

60 VOLUNTEERS WITH DISABILITIES

Registry of Public Services (RPS)

www.dxr.az

Number of state entities:

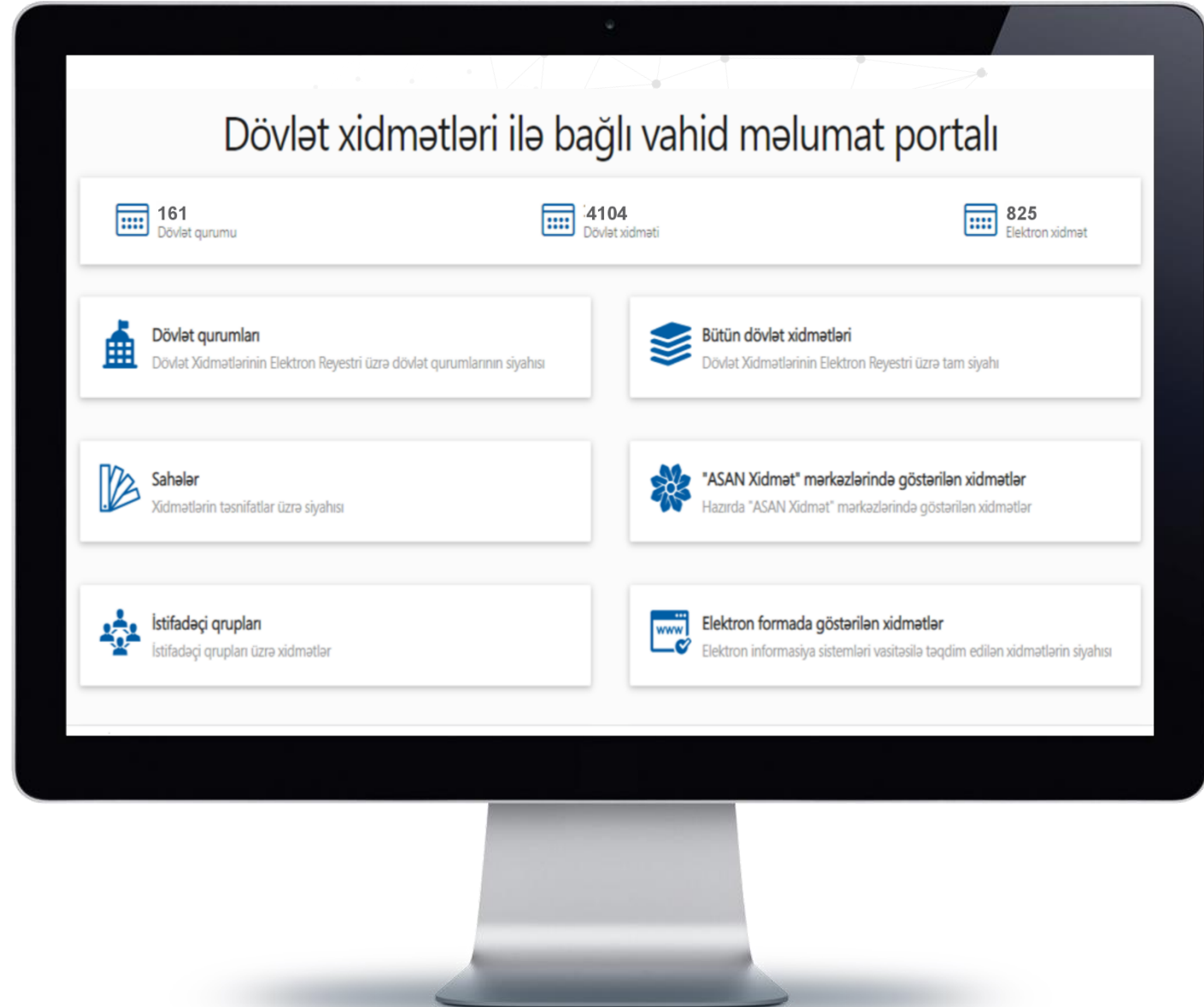
161

Number of public services:

4104

Number of e-service:

825



ASAN Assessment Index

The services that show the best result (5-star service) in all parameters are identified



The screenshot shows the ASAN Assessment Index web application. The title is "1. Xidmət barədə məlumatlandırma" (Information about the service) with a "100 %" status indicator. Below the title, there are fields for "Ulduz" (Star) and "Meyar" (Criterion), and a section for "X/T -nin seçimi" (Selection of X/T) with "Seçiminiz" (Your selection) and "Qeydiniz" (Your record) buttons. The main content area is titled "1.1. İnternet informasiya ehtiyatı vasitəsi ilə xidmət haqqında məlumat alma imkanı" (Ability to obtain information about the service through the Internet information reserve). It contains four rows of assessment items, each with a yellow circle containing a number, a green checkmark, a radio button selection (0, 1, N/A), a text input field, and a green checkmark icon. The items are: 1.1.1. Xidmət ilə bağlı məlumatın Dövlət Xidmətlərinin Elektron Reyestrindən (DXER) keçid vasitəsi ilə verilməsi; 1.1.2. Xidmətin DXER-ə daxil edilməsi və təsdiqlənmiş olması; 1.1.3. DXER-də xidmətlə bağlı məlumatların aktuallığı; 1.1.4. Sosial şəbəkələrdə xidmətlə bağlı müəmmadi məlumatların verilməsi.



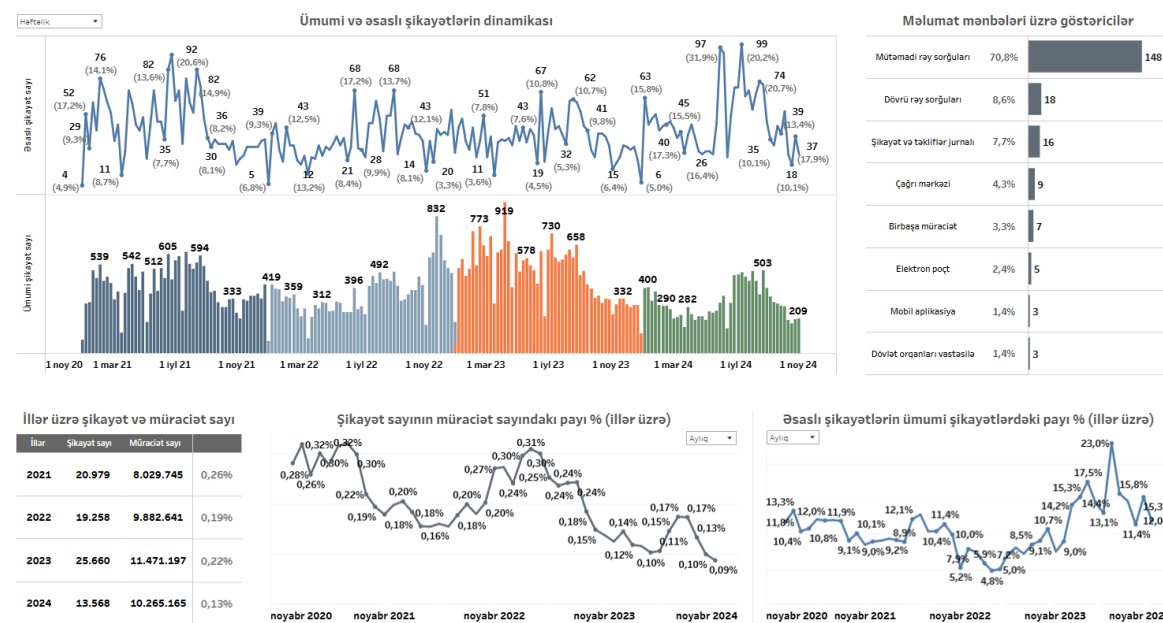
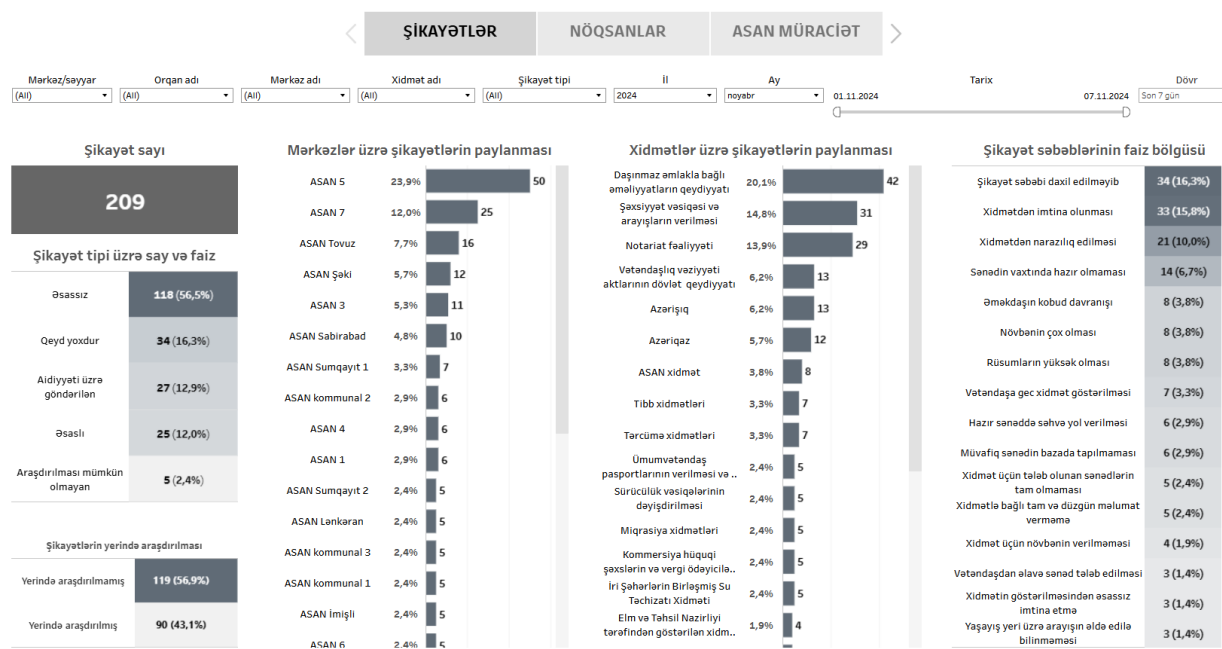
- Awareness of Public Institutions
- Assessment of Services
- Analysis of Assessment
- Announcement of Results



BI TOOLS FOR STANDARDIZATION

COMPLAINTS MANAGEMENT SYSTEM

- 1 Real-time monitoring of the citizens' complaints
- 2 Solution of the complaint while citizen is in the service process
- 3 Immediate correction of discrepancies



MANAGEMENT OF SERVICE DELIVERY STANDARDS

"ASAN xidmət" - İcmal Statistika



Each service has a standart execution time

below than standart
within standart
faster than standart

Operator's service window

The service activity map is prepared by comparing all the data related to each operator

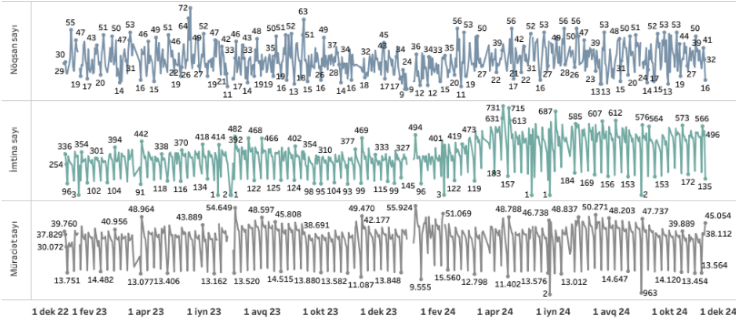
NÖVBƏ SİSTEMİ SİTUASIYA MƏRKƏZİ NƏZARƏT VƏ QIYMƏTLƏNDİRMƏ

Dövr Əməkdaş Mərkəz adı Xidmət adı İl Rüb Ay Tarix
Son 2 il (All) (All) (All) (All) (All) 05.01.2023 07.11.2024

Əməkdaşlar üzrə göstəricilər

	Müraciət sayı	İmtina sayı	İmtina faizi %	Nöqsan sayı
GÜNƏŞ DAŞDƏMİROVA Ə	11.883	1.059	8,9%	7
NƏCMƏDDİN XƏMMƏDOV X	7.529	931	12,4%	5
AYNUR ƏVƏZLİ N	31.543	801	2,5%	9
AYTAC ƏMİRLİ K	20.483	788	3,8%	1
AFAQ SƏFƏROVA V	10.459	752	7,2%	8
NADİR DƏMİROV İ	10.428	709	6,8%	1
TURAL QƏDİMOV M	8.113	681	8,4%	2
ELNURƏ HƏSƏNOVA Q	12.952	659	5,1%	3
ƏZİZƏ İSAYEVA M	17.136	657	3,8%	2
TƏRLAN ƏLƏKBƏROVA N	12.889	612	4,7%	1
GÜLNARƏ MİRZƏZADƏ N	12.022	591	4,9%	12
KÖNÜL ƏSƏDOVA T	8.908	584	6,6%	12
AYSEL AĞASIYEVA T	18.030	583	3,2%	11

Müraciət, imtina və nöqsan sayı dinamikası



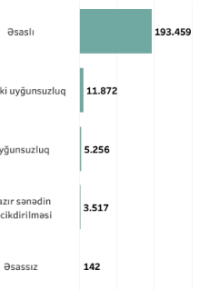
Nöqsan kategoriyası



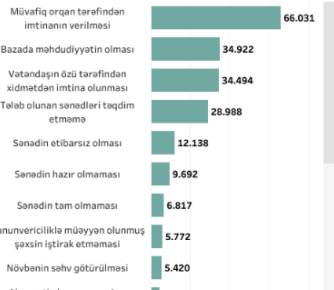
Nöqsanlar üzrə görülmüş tədbirlər



İmtina tipi



İmtina səbəbi



NÖVBƏ SİSTEMİ SİTUASIYA MƏRKƏZİ NƏZARƏT VƏ QIYMƏTLƏNDİRMƏ

Mərkəz adı Xidmət adı İl Rüb Ay Nöqsan tarixi Üst kateqoriya Alt kateqoriya Nöqsanın statusu
(All) (All) (All) (All) (All) 11.01.2019 07.11.2024 (All) (All) (All)

Əməkdaşlar üzrə nöqsanlar

Nöqsan edən əməkdaş	Nöqsan sayı	Əsaslı nöqsan sayı	Əsaslı nöqsanlar..
QEYD YOXDUR	29.514	18.468	62,6%
ÜMUMİ	1.211	750	61,9%
ASANBERDE ASANBERDE ASANBERDE	992	609	61,4%
GÜNAY OSMANOVA XANLAR QIZI	636	546	85,8%
AYNURƏ İSGƏNDƏRLİ RUSLAN QIZI	527	428	81,2%
AYTÖN BAĞIRZADƏ ARIF QIZI	499	355	71,1%
RƏQSANƏ İSMAYILOVA MEHMAN	481	338	70,3%
FƏRIDƏ ZEYNALOVA VAQIF QIZI	475	346	72,8%
MEHRIBAN MƏMMƏDOVA YAQUB QIZI	468	327	69,9%
AYTAC XƏLİLƏVA AZƏR QIZI	463	400	86,4%
AYTÖN ŞİRİNOVA ELŞƏN QIZI	444	333	75,0%
AYTÖN SADIQOVA AĞASADIĞ QIZI	434	314	72,4%
KÖNÜL RƏCƏBOVA BAYRAMLI QIZI	411	241	58,6%
ƏSMAYƏ YƏSƏRİLİ İBRAHİM QIZI	406	366	90,1%

Mərkəzlər üzrə nöqsan sayı

ASAN 4	23.133 (7,1%)
ASAN 5	21.929 (6,8%)
ASAN 1	21.878 (6,7%)
ASAN Gəncə 4	19.131 (5,9%)
ASAN Mingəçevir	18.472 (5,8%)
ASAN Sumqayıt 1	17.295 (5,3%)
ASAN 3	17.018 (5,2%)
ASAN Bərdə	16.721 (5,2%)
ASAN Sabirabad	15.020 (4,6%)

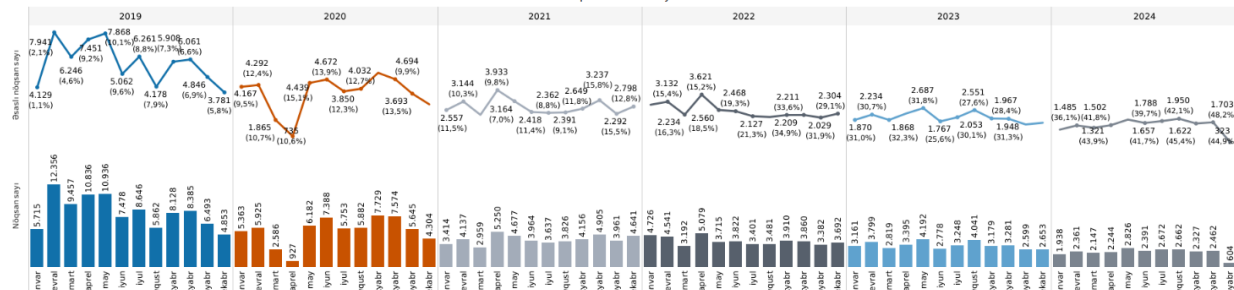
Üst kateqoriyalar üzrə nöqsan sayı

Xidməti davranış qaydalarının pozulması	35,4%	114.755
Vətəndaşın qarşılannması	23,8%	77.313
Geyim qaydasının pozulması	21,7%	70.364
Xidmətin təşkili	10,3%	33.417
Saç düzüümü	4,7%	15.135
Növbə qaydalarının pozulması	2,1%	6.955
Səliqsizlik	1,6%	5.287
Mühafizə xidməti tərəfindən yoxlamanın düzgün..	0,4%	1.284

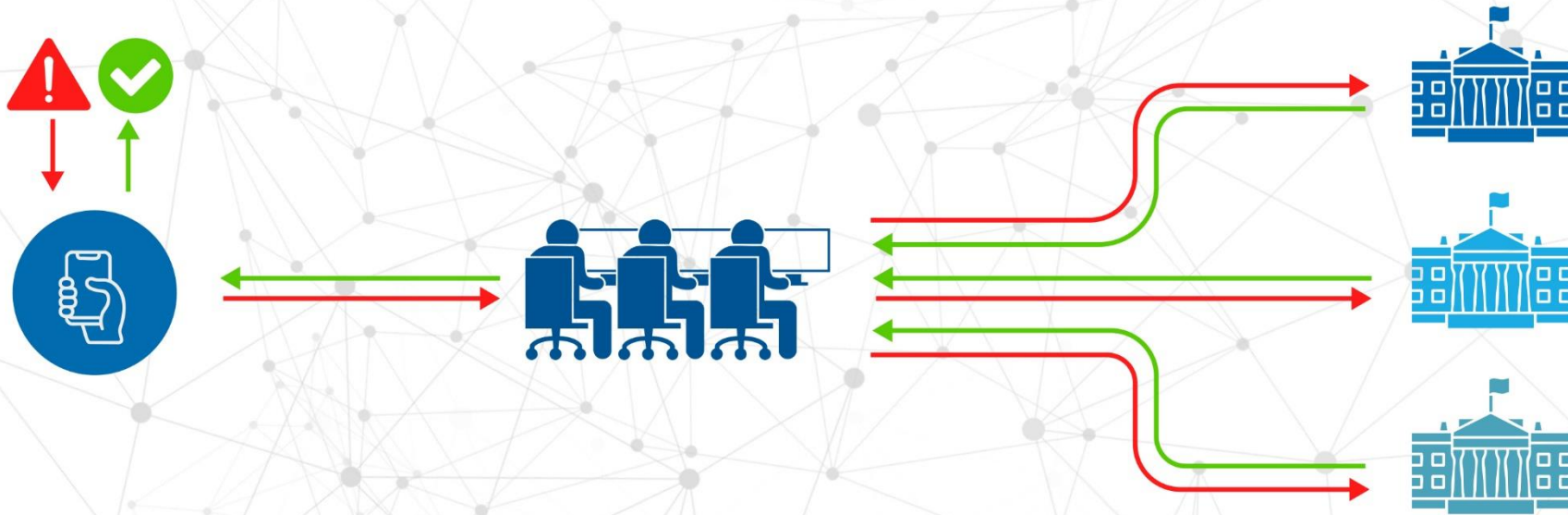
Alt kateqoriyalar üzrə nöqsan sayı

Vətəndaşı qarşılayarkən	11,5%	37.401
Vətəndaş qarşısında söhbət və uyğunsuz hərəkət, mimika v..	7,7%	24.835
Geyimin səliqəsiz olması	5,3%	17.041
Xidmət pəncərəsində mobil telefondan istifadə	5,0%	16.309
Salamlamama	4,0%	12.954
İsimliyin olmaması	3,5%	11.306
İsimliyin olmaması və ya düzgün yerdən taxınmamaq	3,4%	10.921
Xidməti pəncərənin boş olması	3,2%	10.431
Vətəndaş qarşısında söhbət	2,8%	9.002
Xidmət pəncərəsində vətəndaş olmasa belə görün..	2,8%	8.978
Düzgün qarşılanmama (telefonla danışaraq, söhbət ..	2,4%	7.792
Saçın isimliyin üzərini örtməsi	2,3%	7.449
İlgüzar və səliqəli saç	2,3%	7.365

Ümumi və əsaslı nöqsanların illər və aylar üzrə dinamikası



ASAN Appeal Information System



Various problems we encounter in our daily life

Infrastructure problems

Utility problems

Accidents

Other problems





ASAN in International Arena

ACHIEVEMENTS

“Improvement of the public service delivery” United Nations Prize 2015



UN Special Award for Promoting Innovation in the Digital Public Service Delivery 2019



World Government Summit's Global Government Excellence Award program

"Best Government Service in the World" award



“Best Startup Output in Caucasus” award

presented by “StartupBlink” startup ecosystem



INTERNATIONAL RELATIONS

**30 agreements signed for the exchange
of experience and promotion of the ASAN Service model**

 Republic of Türkiye
 United Arab Emirates
 Republic of Uganda
 Republic of Uzbekistan
 Kingdom of Morocco
 Republic of Montenegro
 Republic of Indonesia
 The Federal Democratic Republic of Ethiopia
 Kyrgyz Republic
 Republic of Kazakhstan
 Islamic Republic of Pakistan
 Republic of Senegal

 Kingdom of Eswatini
 Romania
 Federal Republic of Somalia
 United Kingdom of Great Britain
and Northern Ireland
 Republic of Estonia
 Italian Republic
 Republic of Korea
 Republic of Columbia
 Republic of Guinea-Bissau

Centers based on the "ASAN service" concept



**Afghanistan "ASAN
Khedmat" center**

2016



**Indonesian Public
Services Center**

2017



**Center of Public
Services of Uzbekistan**

2019



**Uganda Public
Service Centre**

2023



Resolutions adopted by the United Nations Human Rights Council in 2018 and in 2023 on

“Promoting human rights and the Sustainable Development Goals through transparent, accountable and efficient public services delivery” based on the initiative of the Republic of Azerbaijan

United Nations

A/HRC/37/L.16



General Assembly

Distr.: Limited
19 March 2018

Original: English

Human Rights Council

Thirty-seventh session

26 February–23 March 2018

Agenda item 3

Promotion and protection of all human rights, civil, political, economic, social and cultural rights, including the right to development

Afghanistan, Azerbaijan,* Chile, Ecuador, Georgia, Kenya, Maldives,* Nepal, Philippines, Portugal,* Republic of Moldova,* Saudi Arabia, Spain, Thailand,* Togo,¹ Turkey,* Uruguay:* draft resolution

37/... Promoting human rights and the Sustainable Development Goals through transparent, accountable and efficient public services delivery

United Nations

A/HRC/52/L.6



General Assembly

Distr.: Limited
23 March 2023

Original: English

Human Rights Council

Fifty-second session

27 February–4 April 2023

Agenda item 3

Promotion and protection of all human rights, civil, political, economic, social and cultural rights, including the right to development

Australia,* Azerbaijan,* Canada,* Chile, Costa Rica, Ecuador,* France, Georgia, Germany, Kenya,* Lithuania, Luxembourg, Malaysia, Montenegro, Norway,* Peru,* Portugal,* Romania, Spain,* Thailand,* Türkiye,* Ukraine and United States of America: draft resolution

52/... Promoting human rights and the Sustainable Development Goals through transparent, accountable and efficient public service delivery

Innovative solutions of ASAN recognized by World Economic Forum



Azerbaijan: entrepreneurial governance driving a GovTech transformation

Accessible via web, mobile and 27 processing centers, along with a mobile fleet of buses and a train, ASAN offers services ranging from passport issuance to social welfare applications.

Azerbaijan Service and Assessment Network (ASAN) appeal information system exemplifies the promotion of transparency potential by enhancing participation in public administration.

Azerbaijan's e-visa system has reduced application processing times from several days to just three hours.

ASAN's INNOLAND Incubation and Acceleration Center nurtures Azerbaijan's start-up ecosystem, cultivating innovation and boosting the country's digital economy.



State Agency for Public Service
and Social Innovations under
the President of the Republic of Azerbaijan



United
Nations

Establishment of Trust Fund between the United Nations and the Government of Azerbaijan within COP29





State Agency for Public Service
and Social Innovations under
the President of the Republic of Azerbaijan



**United
Nations**

Through the Trust Fund, global capacity-building initiatives will be supported and citizen-centric public service delivery based on the ASAN model will be promoted.

Develop the potential of "ASAN service" model implementation among the following groups of countries:

Least Developed UN
Member States (LDC)

Landlocked Developing
Countries (LLDC)

Small Island Developing States (SIDS)

"ASAN service" model serving and targeting SDG's

9 INDUSTRY, INNOVATION
AND INFRASTRUCTURE



10 REDUCED
INEQUALITIES



11 SUSTAINABLE CITIES
AND COMMUNITIES



13 CLIMATE
ACTION



16 PEACE, JUSTICE
AND STRONG
INSTITUTIONS



17 PARTNERSHIPS
FOR THE GOALS





Project on Transition to Alternative Energy in "ASAN Service" centers to cover the energy consumption

The project aims the transitioning to renewable energy sources fostering green governance and supporting the President's nomination of the "Year of Solidarity for a Green World"



Reduction of
Carbon Footprints



Meeting Energy
Demand with
renewable Energy



Green Governance



THANK YOU FOR ATTENTION!



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asan.gov.az