

POLICY BRIEF

Public Service Technologies and Social Innovation in Azerbaijan

Insights from the Bureau of Working Group 2 of the
Asia-Pacific Information Superhighway



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Table of Contents

Summary 4

FRONTIER GOVERNMENT TECHNOLOGIES AND IMPLEMENTATION STRATEGIES..... 5

I. The ASAN Service 5

II. The ASAN service index 7

III. The “ASAN Appeal” Information System..... 8

IV. ASAN payment 9

V. ASAN Visa 9

VI. The "Idea Bank" Platform 10

VII. Business Intelligence (BI) Reporting..... 11

VIII. The Smart Queue System 12

IX. Public Data Portal 13

X. Centralized Electronic Document Management System 15

XI. Artificial Intelligence Applications in Government Services..... 16

LESSONS LEARNED AND POLICY IMPLICATIONS FOR ASIA-PACIFIC COUNTRIES..... 18

Summary

In recent years, Asia-Pacific countries have rapidly advanced toward digital societies, harnessing innovative technologies to boost economic growth and enhance public service delivery. Many nations in the region have effectively integrated cutting-edge tools, such as artificial intelligence and big data, to improve access to reliable public information, strengthen healthcare systems, and expand online learning opportunities.

During the Covid-19 pandemic, several Asia-Pacific countries deployed robust digital government services to disseminate credible information on the virus, vaccinations, treatments, and other medical services while facilitating e-learning. These solutions also provided critical licensing and regulatory information for small businesses and streamlined access to public administration services for citizens.

This policy brief highlights successful government initiatives implemented by the Government of Azerbaijan, offering inspiration and actionable policy insights for other Asia-Pacific countries seeking to enhance their public services. As part of the Asia-Pacific Information Superhighway (APIS)¹ Working Group 2 on Digital Technologies and Applications, this brief supports the implementation of the APIS Action Plan 2022-2026.²

¹ For more information on the Asia Pacific Information Superhighway see: <https://www.unescap.org/our-work/ict-and-disaster-risk-reduction/asia-pacific-information-superhighway-platform>

² [AP-IS Action Plan 2022-2026_Final.pdf](#)

FRONTIER GOVERNMENT TECHNOLOGIES AND IMPLEMENTATION STRATEGIES

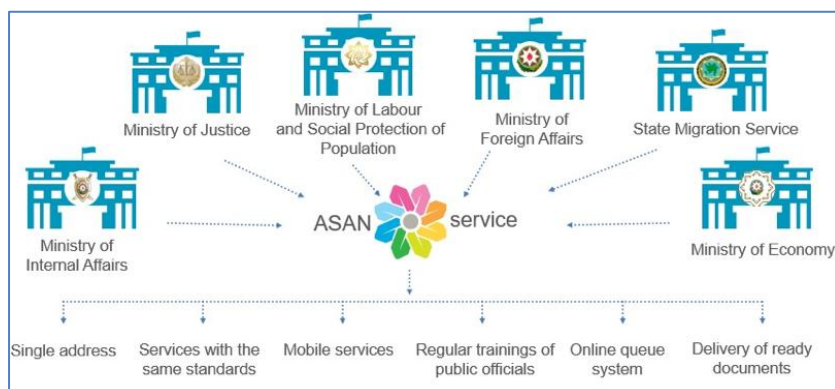
I. The ASAN Service

The ASAN service is a groundbreaking initiative launched under the leadership of the President of Azerbaijan, aimed at enhancing transparency, efficiency, and accessibility in public service delivery.

Services in the "ASAN service" centers are rendered based on the "one-stop shop" approach, allowing citizens to access multiple services within a single administrative facility through a streamlined entry process. The acronym "ASAN" stands for "Azerbaijan Service and Assessment Network," also means "easy" in Azerbaijani, reflecting the agency's core mission of streamlining service delivery for citizens.



The State Agency for Public Services and Social Innovations, under the President of the Republic of Azerbaijan (SAPSSI), is the central executive body that, in accordance with its areas of activity, ensures the unified management of the "ASAN service", coordinates the activities of employees of the entities operating in the service centers, carries out coordination, control and assessment, and improves the management system in the field of public service delivery.



While the SAPSSI manages and regulates the operational framework of "ASAN service" centers, individual government entities retain responsibility for the direct provision of services. This institutional arrangement ensures a clear separation of functions, where the SAPSSI sets service standards and oversees implementation, while line ministries and agencies deliver services

in accordance with these standards. This distinction prevents duplication of responsibilities and conflicts of interest, reinforcing transparency and accountability in public service delivery.

More than 400 services are provided, including civil registration (birth, death and marriage), issuance of identification documents (identity cards, passports, driver licenses), real estate records and immigrant services. In addition to these public services, functional support services, such as banking, insurance, legal support, translation and other services are rendered at the centers. "ASAN Kommunal" centers were established as part of the "ASAN



service” model to serve as a one-stop platform for handling electricity, gas, water supply, and other utility-related requests, payments, and issue resolutions.

By integrating multiple services under one roof, citizens can complete their transactions quickly and without unnecessary complications. Citizens benefit from electronic payment options, online applications, and a smart queuing system, making the service more accessible and user-friendly. The modern infrastructure, comfortable waiting areas, and a customer-oriented approach further enhance the overall service experience.

The number and coverage of the centers have been expanded, ensuring the management and provision of services to citizens within unified standards across **31 centers**, including **28 “ASAN service” centers** and **3 “ASAN Kommunal” centers**.

All necessary facilities have been established to ensure efficient operations and high-quality service delivery. The average **daily number of applications to “ASAN service” centers in 2025 is 40.000**. By integrating advanced digital solutions, streamlining bureaucratic processes, and fostering a culture of transparency, ASAN has revolutionized public service provision. Its success has also set a global example for innovative public service delivery. Recognizing its effectiveness, various international organizations, including the United Nations, have acknowledged ASAN as a model of excellence. As a result, its experience is being actively studied and implemented in different countries. This growing international recognition highlights the “ASAN service” role in shaping the future of efficient, citizen-oriented public services worldwide.

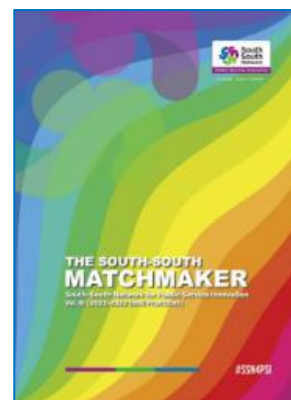
The “ASAN service” was awarded with the United Nations Prize in 2015. The “ASAN Service” was honored with first place and a special prize in the category of **“Improvement of Public Service Delivery”**.



In 2018 and 2023 respectively, the United Nations Human Rights Council adopted the Resolutions on “Promoting human rights and the Sustainable Development Goals through transparent, accountable and efficient public service delivery” (Res. 37/7 (2018)³ and Res. 52/8(2023)⁴), based on the initiative of the Republic of Azerbaijan. The Resolutions highlight the UN Public Service Award as the most prestigious award within the United Nations system in the field of public services and call on the UN Agencies and other international organizations to promote and reward good practices in public services.

The Republic of Azerbaijan was also honored with the UN special award for **promoting innovation in the digital public service delivery** in 2019.

In 2023, the “ASAN service” was honored with the **“Best Government Service in the World”** award at the World Government Summit's Global Government Excellence Award ceremony in Dubai, United Arab Emirates. This award acknowledges outstanding government initiatives, practices, and officials, with the goal of fostering innovation in government operations and promoting the development of prosperous societies.



³ A/HRC/RES/37/7. Available at: https://ap.ohchr.org/documents/dpage_e.aspx?si=A%2FHRC%2FRES%2F37%2F7

⁴ A/HRC/RES/52/8. Available at: <https://digitallibrary.un.org/record/4010259?ln=en&v=pdf#files>

efficiency, transparency, and continuous optimization. These assessments reflect the expansion of governance initiatives and the commitment to enhancing public service standards in Azerbaijan. By continuously optimizing service quality and accessibility, the “ASAN service index” plays a crucial role in the modernization of public administration and the advancement of citizen-oriented governance.

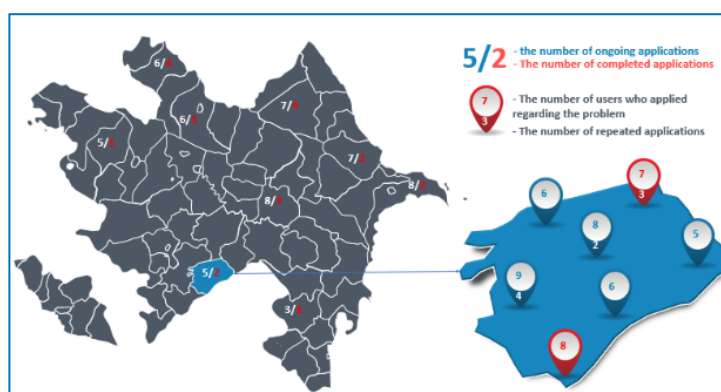
The Electronic Register of State Services has been established to ensure the flexibility of management in this field by consolidating and systematizing information about state services in a unified source, eliminating duplication in service provision, and creating new types of services, as well as enhancing analysis and forecasting capabilities for services. The Electronic Register of State Services encompasses **over 4,000 services provided by 165 state institutions**. Notably, **more than 740 of these services** are categorized as Government-to-Business (G2B) services, while over 650 are delivered in electronic format, reflecting the continued improvement of public service provision.

III. The “ASAN Appeal” Information System

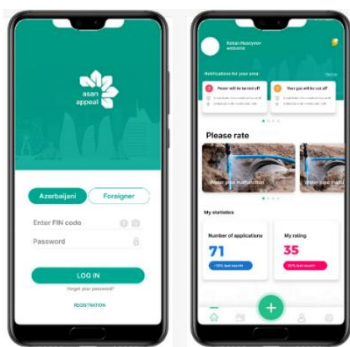
The “ASAN Appeal” information system is a citizen-centric platform that enables citizens to submit requests, regarding public utilities, roads, transportation, infrastructure maintenance, and environmental cleanliness directly to relevant government agencies. The primary objective of this system is to empower citizen engagement in problem-solving, ensuring the efficient and timely resolution of reported issues, thereby improving social welfare and urban livability.

Through an interactive electronic map, citizens can not only report issues but also monitor the progress and resolution of their complaints, ensuring greater transparency and accountability in public service management.

The system addresses the following key challenges:



- Timely resolution of public utility and infrastructure issues, including road, transport problems, current repair, improvement and cleaning of infrastructure and other problems;
- Enhancing civic participation in identifying, resolving and monitoring problems;
- Facilitating direct communication between government agencies and citizens through the mobile application;
- Ensuring citizen satisfaction by promoting responsive service delivery and problem resolution by relevant authorities. Government agencies are required to update the status of requests received through the system and to upload relevant documentation on the resolution process, ensuring accountability and continuous monitoring.



The "ASAN Appeal" Information system, has been recognized as **one of the top 15 best digital solutions by the United Nations South-South Network for Public Service Innovation (SS4NPSI)**. This recognition highlights "ASAN Appeal" as an exemplary model of enhanced transformation in public service delivery, demonstrating its effectiveness in enhancing citizen engagement and streamlining government services. The selection by SS4NPSI underscores its potential for replication and adoption by other countries seeking innovative, efficient, and citizen-centric solutions in public administration.

IV. ASAN payment

The multi-functional "ASAN payment" system provides a fast, secure, and user-friendly platform for paying fines, utility bills, and other public service fees. The system offers nationwide accessibility through "ASAN Payment" terminals, the online portal (www.asanpay.az), and the "ASAN Pay" mobile application, enabling 24/7 transactions without service restrictions.

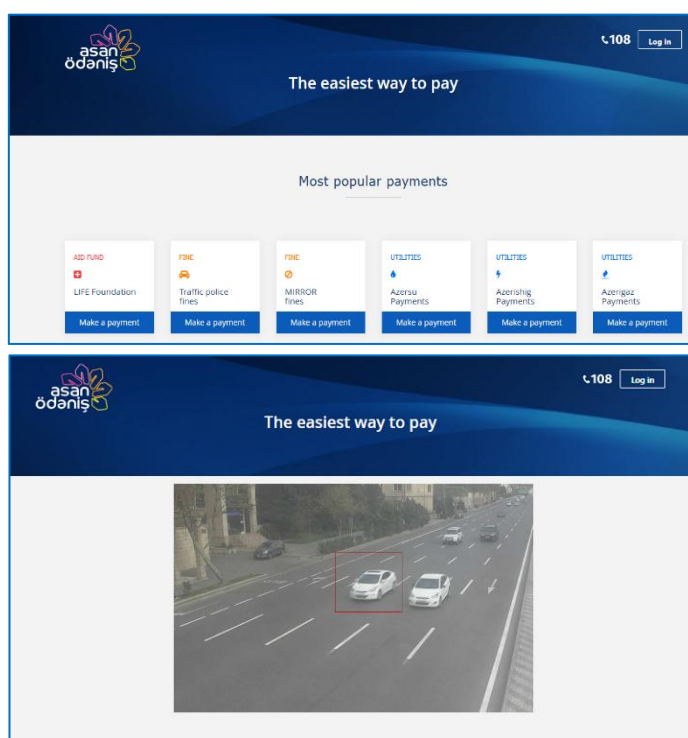
The advantages of "ASAN payment" system:

- Secure transactions, adhering to the highest standards of payment protection;
- Seamless payment options that do not require prior registration;
- A user-friendly interface accessible across web, mobile, and terminal-based platforms;
- 24/7 accessibility, enabling payments at any time without interruptions in service;
- Extensive territorial coverage, with terminals available nationwide.

At present, payments for 753 services across various sectors, including fines, taxes, state duties, utilities, leasing, loans, service fees, and other services from **288 organizations** (central and local executive authorities, judicial authorities, universities, and etc.) are processed through the payment portal www.asanpay.az, as well as the mobile applications and terminals of the "ASAN payment" system.

V. ASAN Visa

The "ASAN Visa" system was implemented to optimize and simplify the visa application process for foreign nationals and stateless individuals seeking to enter Azerbaijan. The platform is seamlessly integrated with



ASAN VIZO

REPUBLIC OF AZERBAIJAN
OFFICIAL ELECTRONIC VISA PORTAL

Urgent e-visa

E-visa to Azerbaijan

Just in 3 steps

- Application
- Payment
- Download

Application

- Information
- Check visa status
- Conditions for issuing electronic visas
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- Issuance of electronic visas through the electronic visa portal: <https://www.evisa.gov.az/en/>;
- Provision of issuing visas at International Airports located in the territory of Azerbaijan.

“ASAN service” uses AI-based sentiment analysis.

- **Precision in Feedback Analysis**
Automatically analyze and summarize large volumes of feedback with high accuracy, providing actionable insights into user satisfaction and concerns.

Monitor user feedback streams in real time, identifying shifts in sentiment and recurring issues promptly to ensure swift corrective actions.

By summarizing sentiment trends and key feedback themes, decision-makers gain a clear, comprehensive understanding of user experiences, aiding in informed strategy and service improvements.

The Idea Bank platform (<https://ideya.az/>) was developed as an innovative tool designed to gather citizen-driven ideas aimed at enhancing the efficiency and quality of public services, particularly within the “ASAN service” centers. The platform fosters direct citizen participation by enabling users to submit proposals,

express their expectations, and contribute innovative solutions that can lead to meaningful reforms in public administration.

Through Idea Bank, individuals and organizations can actively engage with government institutions, ensuring that services are modernized in line with public needs. By leveraging technology adoption, the platform ensures a seamless and transparent process for idea submission, evaluation, and feedback.

A key feature of the Idea Bank platform is its structured, multi-stage evaluation process, which guarantees that submissions undergo thorough scrutiny while maintaining the anonymity of their authors. Ideas are assessed based on predefined criteria such as relevance, creativity, efficiency, and feasibility, which are adjusted dynamically according to the specific requirements of competitions announced by ordering organizations.

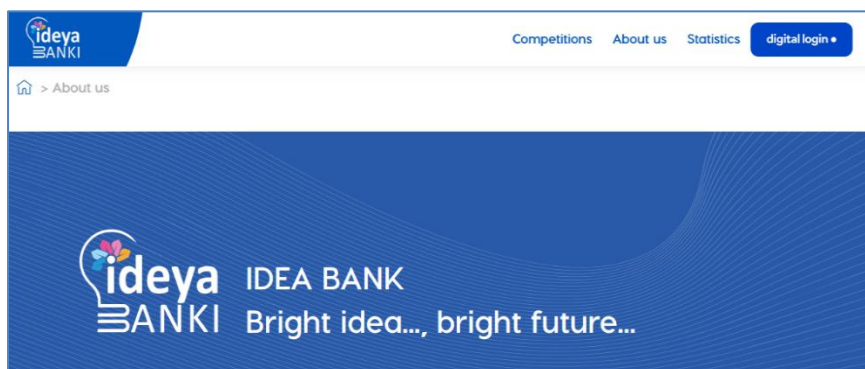
The evaluation process consists of at least two stages: the first stage focuses on the initial assessment of ideas by either the ordering organization's specialists or designated expert reviewers, allowing for constructive feedback to be provided to the submitters, which enables them to refine their ideas before proceeding; the second stage involves a more in-depth assessment carried out by the ordering organization's representatives, ensuring that only the most innovative and impactful ideas move forward for potential implementation. This transparent and structured approach enhances trust in the system and encourages greater participation from the public and relevant stakeholders.

VII. Business Intelligence (BI) Reporting

BI reporting involves the collection, analysis, and presentation of data to help organizations make better decisions. It includes gathering data from databases and other sources, transforming and visualizing it through reports, dashboards, and analytical tools.

Key Components of BI Reporting:

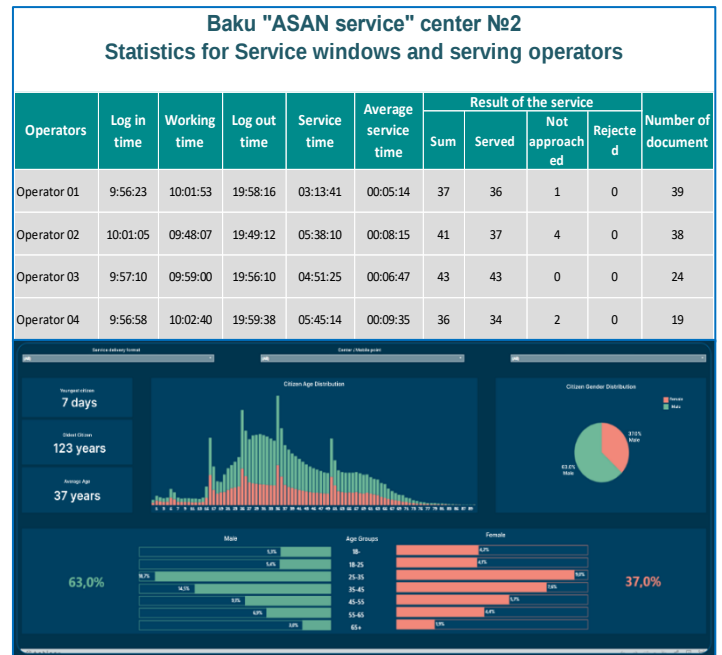
- **Data Collection:** Aggregating data from various organizational sources, such as databases, spreadsheets, and external sources.
- **Data Transformation & Cleansing:** Ensuring data consistency by removing errors, handling missing values, and formatting data for analysis.
- **Visualization:** Presenting data in a graphical format (charts, graphs, tables) to simplify interpretation and identify trends.
- **Analysis:** Identifying patterns, insights, and trends to support decision-making.



- **Automation:** Automating data updates to ensure decision-makers always have access to the latest information.

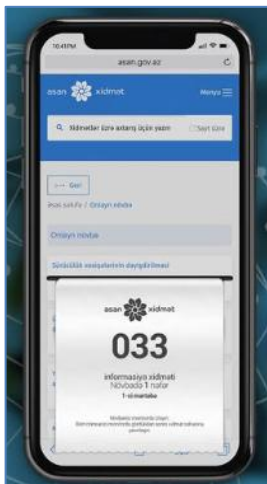
Benefits of BI Reporting:

- **Data-Driven Decision Making:** Provides timely, accurate, and relevant data for strategic decisions rather than relying on intuition.
- **Efficiency:** Automates data analysis and reporting, reducing manual effort and time consumption.
- **Strategic Planning:** Enables access to historical and real-time data for better strategic decision-making.
- **Optimization:** Helps organizations identify inefficiencies, optimize processes, and allocate resources effectively.
- **Competitive Advantage:** Enhances adaptability to market changes and enables quick responses to emerging trends.



BI Reporting integrates various enterprise solutions, including monitoring and control systems, queue management systems, HR systems, and electronic document management.

VIII. The Smart Queue System



The Smart Queue System (SQS) represents a significant innovation implemented to enhance citizen satisfaction and optimize service delivery. The system promotes transparency, efficiency, and convenience in managing citizen requests through a structured and ICT-based approach to queue management.

The Smart Queue System (SQS) enables individuals to schedule appointments online, monitor their queue status, and arrange appointments for future dates. The system also provides real-time updates regarding waiting times and service availability, thereby allowing citizens to plan their visits accordingly. Furthermore, it permits customers to schedule appointments on behalf of others and offers flexibility in rescheduling missed appointments.

The Smart Queue System has the following functionalities:

- **Queue Terminals** – Allows citizens to obtain queue tickets upon arrival.

- **Interface for Information Kiosk Employees** – Enables ASAN volunteers to assist citizens with queue management.
- **Queue Tracking** – Provides real-time updates on queue status and estimated waiting times.
- **Operator Workstation** – A dedicated interface for service operators to manage customer flow efficiently.
- **Feedback Surveys & Feedback Tracking** – Gathers citizen feedback for continuous service improvement.
- **Statistical Reporting** – Generates data-driven insights for performance analysis.
- **Management for Administrators** – Offers system controls and configurations for administrators.
- **Total Counter** – Displays the real-time total number of citizens in the queue across all centers.
- **Online Queue** – Facilitates online appointment booking and queue tracking.
- **Electronic Ticket** – Issues online queue tickets for a seamless and paperless experience.

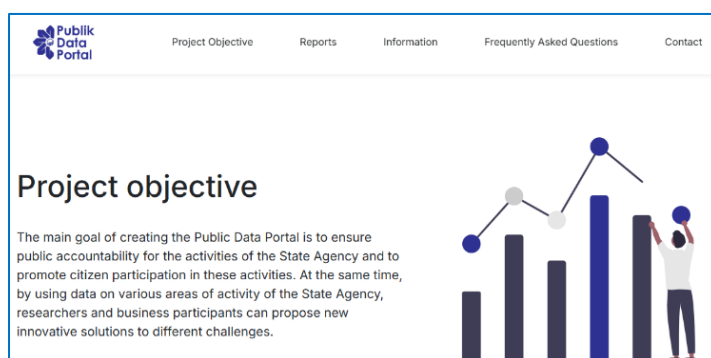
IX. Public Data Portal

The Public Data Portal (<https://opendata.vxsida.gov.az/>) offers transparent access to SAPSSI's open data, promoting accountability and engagement while enabling researchers and businesses to innovate with diverse datasets.

The main reason for creating the Public Data Portal is to ensure public accountability for the activities of SAPSSI and to promote citizen participation in these activities. At the same time, by using data on various areas of activity of SAPSSI, researchers and business participants can propose innovative solutions to different challenges.

The solution therefore addresses demand for institutional openness and public participation in SAPSSI's operations by providing open access to data. It tackles inefficiencies in data sharing, promotes informed decision-making, and encourages innovative solutions to societal challenges. By making data publicly available, it reduces barriers to accessing public information, enhances trust in governance, and supports evidence-based research and business development.

The solution addresses the following UN Sustainable Development Goal(s): 4. Quality Education, 9. Industry Innovation and Infrastructure, 11. Sustainable Cities and Communities, 16. Peace Justice and Strong Institutions, 17. Partnership for the Goals.



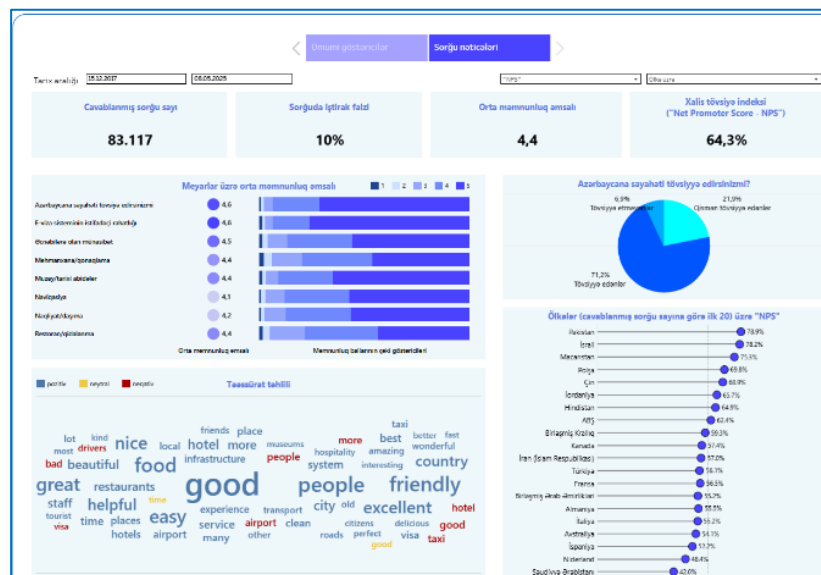
Benefits:

- Citizens benefit by gaining insight into government activities, fostering trust and participation.
- Researchers access datasets for studies, driving academic and policy advancements.
- Businesses leverage data to develop innovative solutions, boosting economic growth.
- Public institutions improve efficiency through data-driven decisions, while the broader community gains from enhanced transparency and accountability.

Features of the Public Data Portal

1. Visual Dashboards for Decision-Making

The “Reports” section of the portal features visual dashboards of SAPPSI’s key operational areas. These visual summaries are particularly helpful for users who may face difficulties analyzing raw data, enabling them to incorporate insights directly into their decision-making processes.



2. Diverse and Relevant Data Sets

The portal provides comprehensive datasets related to various public service domains such as “ASAN Service”, “ASAN Visa”, “ASAN Payment”, “YAŞAT Foundation” and the Electronic Register of State Services. These datasets support transparency and enable evidence-based analysis and decision-making.

3. Timely and Regular Updates

The datasets are regularly updated, with current entries reflecting the latest information. This ensures the relevance and accuracy of the data for research and policy development.

4. User-Centered Interface

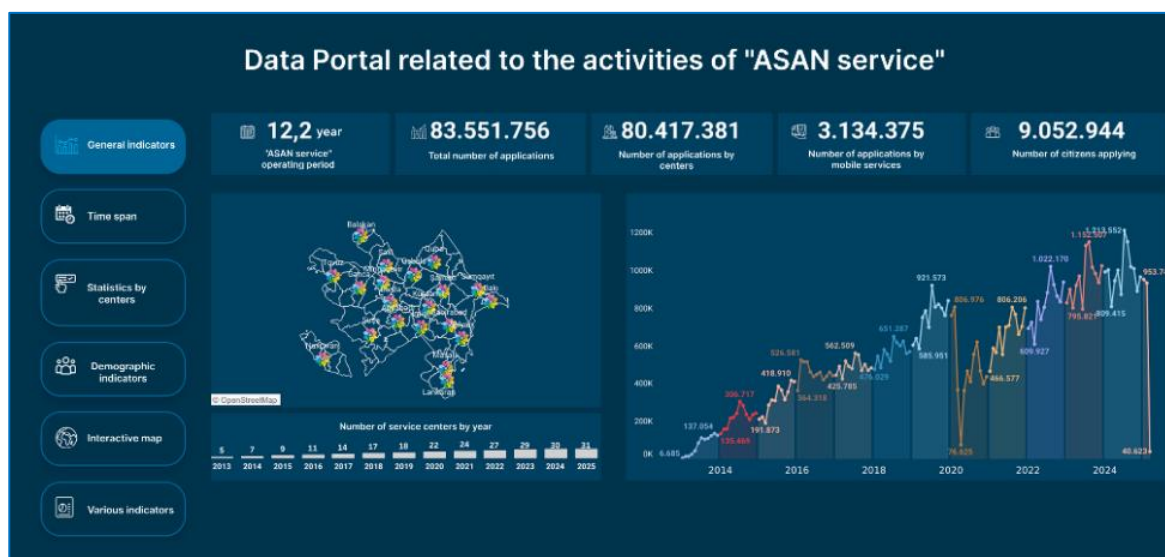
The portal offers a simple, intuitive design that ensures easy navigation and accessibility for users of various technical backgrounds. The clean layout allows users to locate and interact with datasets without friction.

5. Multi-Format Data Availability

Users can download data in several machine-readable formats, including JSON, XML, CSV, and XLS. This flexibility allows integration with diverse software environments and supports both technical and non-technical users.

6. Institution-Specific Focus

By concentrating on the data produced by SAPPSI's activities, the portal delivers a deep and specialized insight into the performance and efficiency of citizen services in Azerbaijan.



X. Centralized Electronic Document Management System

The Centralized Electronic Document Management System (CEDMS) is an electronic solution to manage and streamline document workflows. It facilitates document exchange within organizations, between public entities and other organizations, and between government agencies and citizens, ensuring efficiency, transparency, and security.

Centralized Electronic Document Circulation

New correspondence

Enter
☐ New ☐ Related

Type of application
 Select the type of application
☐ Internal correspondence ☐ Sent to the organization ☐ Sent to the citizen ☐ Organization-Citizen-related ☐ Sent to the Organization-Citizen

Basic information

Content

Note

The importance of correspondence

Sade

Attached correspondence

Correspondence number	Content	Type of application	Correspondence	Organization	Citizen

The system allows multiple users to work simultaneously, supports certified software for security, and ensures data integrity and confidentiality in inter-agency communications. The system automates key processes such as document tracking, approvals, contract management, deadline extensions, and electronic signatures, eliminating manual

paperwork and significantly reducing operational costs. It also provides real-time notifications, contextual search functions, and analytical reporting tools to support decision-making.

The implementation of the CEDMS allows for quick and efficient document searches, ensuring employees can access the necessary files without delays. Additionally, the system accelerates internal information exchange, fostering seamless communication between departments. Moreover, the system has led to a substantial reduction in document storage costs, making electronic archiving more sustainable and allowing for faster retrieval of archived records compared to traditional methods.

Key Functionalities:

- **E-signature and QR code verification** – Ensures document authenticity and security.
- **Task and document flow management** – Facilitates assignment, approvals, contract handling, deadline extensions, and contractor modifications.
- **Complete document circulation tracking** – Provides real-time notifications on document status and actions taken by users.
- **Access control and monitoring** – Restricts unauthorized document access.
- **Advanced contextual search** – Allows quick retrieval of indexed data.
- **Automated reporting** – Generates regular and analytical reports for tracking and optimization.

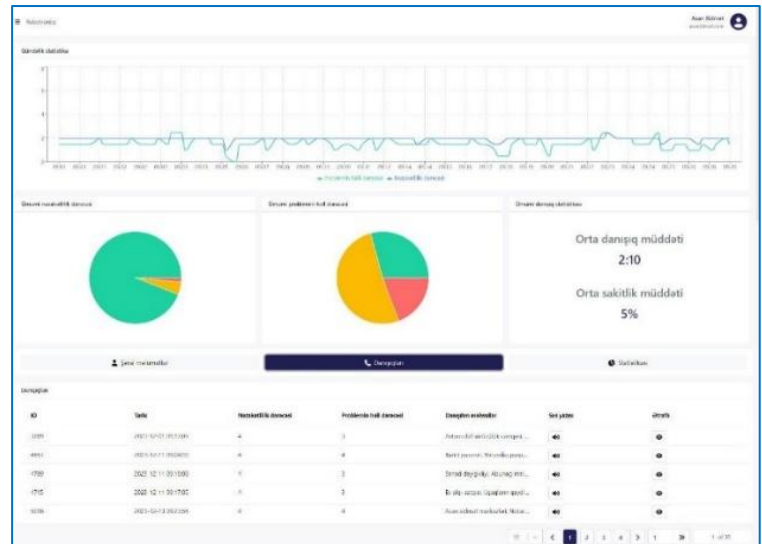
XI. Artificial Intelligence Applications in Government Services

The proactive integration of artificial intelligence in public services enhances operational efficiency, strengthens transparency and accessibility, and ensures the delivery of optimized and up-to-date services to citizens. Additionally, it improves public awareness by providing timely and accurate information, reinforces accountability in governance, and enables data-driven decision-making for more effective service management.

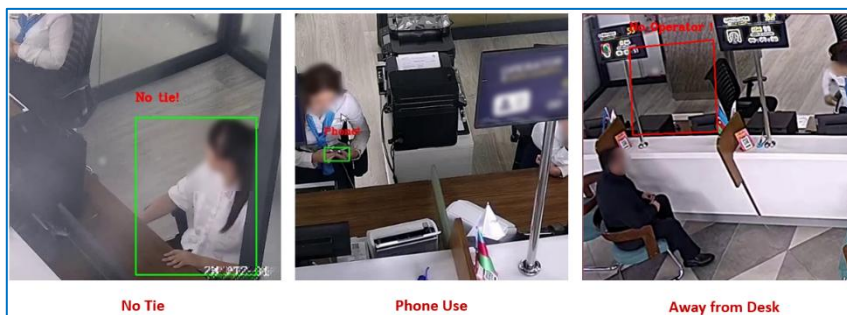
The application of artificial intelligence in the Call Center is being implemented to enhance service delivery, particularly in automating responses to incoming applications. In an effort to improve service quality, a “Voice Bot” has been designed for automatic call handling at the Call Center, along with an analytics tool for analyzing conversations.

The advantages of “Voice bot” system are the following:

- **24/7 availability**
Provides consistent service anytime, anywhere
- **Reduced waiting times**
Improves citizen experience and reduces frustration
- **Increased agent efficiency**
Frees up agents for complex inquiries and personalized support
- **Data-driven insights**
Analyses call data to improve bot performance and service delivery



Automation for Detecting Service Defects



Automation for detecting service defects involves the automatic determination of predefined defects within service organizations with high accuracy, significantly enhancing operational efficiency by ensuring smooth workflows and maintaining public service quality through

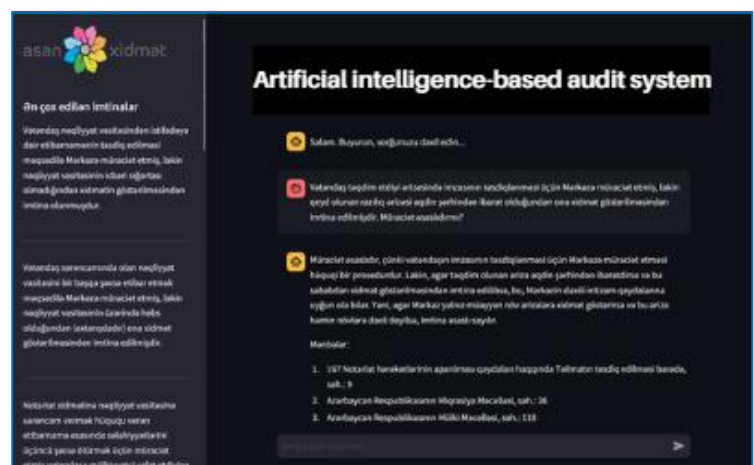
proactive issue resolution via notifications. This approach not only streamlines processes but also fosters customer satisfaction by quickly addressing problems and ensuring consistent, reliable service delivery, ultimately enhancing the overall user experience.

Solutions for refusal cases

Service denials at "ASAN service" centers may occur for various reasons, including missing documents, authorization challenges, or procedural discrepancies. Inaccurate interpretation or outdated understanding of regulations can further complicate service provision. To mitigate these issues, generative AI is utilized to verify the accuracy of denials, ensuring compliance with legal standards, preventing unjust refusals, and keeping staff informed about regulatory updates. This approach supports fair and well-founded decision-making for citizens.

The system offers several key benefits:

- **Verifies denial accuracy before issuance**



The system analyzes each denial using Generative AI to ensure it aligns with legislative requirements and available documentation.

- **Ensures fair and justified decisions for citizens**

By preventing unwarranted denials, the system fosters trust and enhances service quality for the public.

- **Keeps staff informed of legislative updates and exceptions**

Regular insights from the system help educate staff on recent legal changes and special cases, minimizing errors in decision-making.

LESSONS LEARNED AND POLICY IMPLICATIONS FOR ASIA-PACIFIC COUNTRIES

The experience of Azerbaijan offers a compelling demonstration of how strategic investment in technology-driven governance systems can transform public service delivery. The ASAN service model, with its integrated “one-stop-shop” approach, has proven effective in enhancing service accessibility, transparency, and citizen satisfaction. Its success is rooted in strong political commitment, centralized coordination, continuous innovation, and robust public feedback mechanisms. These foundational elements are universally relevant and adaptable, offering a valuable blueprint for Asia-Pacific countries seeking to modernize their public sector.

Key lessons include the importance of maintaining a citizen-centric approach by simplifying administrative processes and integrating services across government departments. The use of real-time feedback systems such as the ASAN Appeal, online payment solutions like ASAN Pay, and AI-driven service monitoring demonstrates how technology can strengthen accountability and responsiveness. The emphasis on data openness and innovation platforms – such as the Public Data Portal and Idea Bank – further reflects a strategic move towards participatory governance and inclusive policy development.

For Asia-Pacific governments, a clear policy implication is the need to institutionalize transformation as a long-term governance priority rather than as isolated or reactive interventions. This involves not only investing in tech backbone infrastructure and capacity-building but also enacting regulatory frameworks that support interoperability, data protection, and inclusive connectivity. Moreover, cross-border collaboration on knowledge sharing – like the training programs initiated under the Azerbaijan-UN agreement – can help countries with varying levels of technological advancement leapfrog into more efficient and citizen-focused public service models.

Overall, the Azerbaijani model underscores the transformative potential of government technology when it is purposefully designed and implemented. By adapting these insights to their national contexts, Asia-Pacific countries can accelerate their own paths toward inclusive, transparent, and resilient tech-enabled governance.

Information and Communications Technology and Disaster Risk Reduction Division



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