



ORGANIZATION OF THE BLACK SEA ECONOMIC COOPERATION

Permanent International Secretariat

REPORT OF THE WEBINAR ON “DEVELOPING AND EMPLOYING EFFECTIVE CITIZEN RELATIONSHIP MANAGEMENT SYSTEMS IN PUBLIC SERVICE DELIVERY

Online, 05 March 2025

1. The Webinar of the BSEC Working Group on Institutional Renewal and Good Governance, entitled “Developing and Employing Effective Citizen Relationship Management Systems in Public Service Delivery” was held online, on 05 March 2025.

2. The webinar was chaired by Ms. Turana Gasimova, Head of International Cooperation Division, Deputy Head of International Relations Department, State Agency for Public Service and Social Innovations, under the President of the Republic of Azerbaijan.

3. The webinar was attended by the representatives of the following BSEC Member States:

Republic of Albania
Republic of Armenia
Republic of Azerbaijan
Republic of Bulgaria
Georgia
Republic of North Macedonia
Romania
Russian Federation
Ukraine

4. The following Related Body participated in the Meeting:

Parliamentary Assembly of the Black Sea Economic Cooperation (PABSEC)

5. The following Observer State also participated in the Meeting:

The Arab Republic of Egypt

6. The following Sectoral Dialogue Partner participated in the Meeting:

Conference of Peripheral Maritime Regions (CPMR)

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7. The List of Participants is attached as **Annex I**.
8. The Opening Remarks were made by:
- Mr. Jeyhun Salmanov. Deputy Chairman of the State Agency for Public Service and Social Innovations under the President of the Republic of Azerbaijan (SAPSSI). He expressed his gratitude to the BSEC Secretariat for the successful organization of the webinar of BSEC Working Group on Institutional Renewal and Good Governance, underlined the importance of the implementation of CRM systems in public sector and mentioned the experience of the SAPSSI in the relevant area and encouraged all the participants to actively participate in discussions, as well as to share their own national experience in the area of implementation of CRM systems.
 - Ambassador Dr. Merve Kavakci, First Deputy Secretary General of BSEC PERMIS on behalf of the Secretariat. She expressed her appreciation to start the activities for 2025 in the field of Institutional Renewal and Good Governance with a webinar dedicated to Citizen Relationship Management (CRM), which is a very important topic, appreciated the efforts of the Country-Coordinator for their dynamic approach and delivery and underlined the importance of Citizen Relationship Management (CRM) systems for enhancing public service delivery by improving communication and interaction between citizens and government agencies. She also encouraged all participants to be active during the webinar, sharing their countries experience in the topic.
9. The Agenda of the Webinar is attached as **Annex II**.

SESSION ON DEVELOPING AND EMPLOYING EFFECTIVE CRM SYSTEMS IN PUBLIC SERVICE DELIVERY

10. Mr. Zohrab Rzazadeh, from the Monitoring and Evaluation Department of the SAPSSI, made a presentation on behalf of the organizers, sharing the Azerbaijani experience in this field. He was joined in the experience sharing by the representative of Armenia, Dr. Anahit Parzyan, Executive Director of "Nork" Technology Center of the Republic of Armenia.

11. The presentations were focused on sharing the experiences of the countries in the monitoring and assessment of the CRM systems (Azerbaijan) and the digital transformation of the social protection sector (Armenia).

12. The representative from the Republic of Azerbaijan delivered a presentation on SAPSSI's monitoring and evaluation regulations, with a focus on the implementation of CRM systems within the organization, highlighted key initiatives in this area, including the 108 Call Center, the Monitoring and Evaluation System, and the Mobile ASAN Application, ASAN Queue system. He also talked about the framework established by the SAPSSI for overseeing and evaluating the activities of institutions operating within the "ASAN service" and elaborated on the proactive monitoring procedures leveraged by the Monitoring and Evaluation Department of the SAPSSI (e.g. real-time tracking of public service delivery metrics, comprehensive documentation of citizen interactions, systematic analysis of response times and

service completions rates etc.). He then presented the Data Analytics procedures implemented in the SAPSSI and talked about the importance of the data-driven decision making for the increase in the level of citizen satisfaction, delved into the capacity building methodologies for the improvement of the employees of the “ASAN service” centers and concluded with the mechanisms of interaction with citizens such as direct communication, surveys, exit-polls, social media, book of complaints and suggestions etc.

13. The representative from the Republic of Armenia outlined the activities and achievements of "Nork" Technology Center, a leading technology center in Yerevan, Armenia, specializing in digital transformation for the social protection sector in the country. With 24 years of experience, they serve over 60% of the RA population, have designed 44+ information systems, and manage over 21,100 pieces of computer-related equipment. Their services include maintenance, design, and development of digital services and platforms, data analytics, business process analysis, IT support, cybersecurity, and educational program development, aiming to enhance digital governance, data-driven policymaking, e-government solutions, data security, predictive analytics, and automated workflows through different digital tools, including the AI to identify long-term beneficiaries, predict exits from assistance programs, segment beneficiaries, and assess employment program effectiveness and they provide support in areas like food, clothing, household items, psychological support, medication and school.