

# REPUBLIC OF AZERBAIJAN

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## ABSTRACT

of the dissertation submitted for the degree of Doctor  
of Philosophy in Political Science

### **THE SPECIFIC FEATURES OF THE INNOVATIVE DEVELOPMENT OF PUBLIC ADMINISTRATION IN THE REPUBLIC OF AZERBAIJAN**

Speciality: 5904.01 – “Political institutions and systems”

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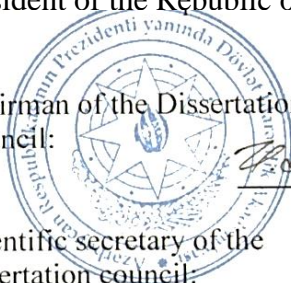
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## GENERAL CHARACTERISTICS OF THE DISSERTATION

**Relevance of the topic and degree of development.** In the contemporary era, issues related to the application of innovation and innovative technologies in the political and economic management sectors of world states are gaining prominence. Analyses indicate that those states have been more successful in aligning and reconciling their national traditions with the innovative values demanded by the modern era. The Republic of Azerbaijan, too, achieves significant successes based on these indicators. Particularly, the steps taken by the Azerbaijani state in the field of innovative development policy in the last decade not only create opportunities for achieving success in this direction but also make this policy the subject of extensive scientific and theoretical research.

The National Leader Heyder Aliyev, who attached great importance to these issues, used to emphasize: *"We strive in our domestic policy to ensure that the statehood, social organization, and economic development of Azerbaijan are based on the experience of world states, and thus the Republic of Azerbaijan can occupy its worthy place on a global scale."*<sup>1</sup> All of this indicates that our Great Leader has always been concerned with the comprehensive development of the Azerbaijani people.

The political experience of the modern world convincingly demonstrates that states that rely on innovative principles in state administration achieve the most significant successes. When the state manages its resources effectively and optimally, ensuring their sustainability, it achieves success. Although the Republic

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<sup>1</sup> Əliyev, H. Müstəqillik yolu: seçilmiş fikirlər / H. Əliyev, tərt. ed., Ə.Şahlar, X.Saləddin. - Bakı: Azərbaycan Universiteti nəşriyyatı, -1997. - 136 s. s. 6.

of Azerbaijan may not belong to the group of countries rich in natural resources, it has achieved high results in economic, social, political, and other spheres through the optimal management of limited resources, intensively increasing its economic potential and competitive advantages. As stated in the Decree of the President of the Country Ilham Aliyev on "Ensuring Coordination in Innovative Development in the Republic of Azerbaijan," "innovative development is based on scientific achievements, knowledge, and digital innovations for the creation, presentation, and use of products, services, technologies, and processes."<sup>2</sup>

Dissertation's relevance and research significance can be generalized with the following points:

- The implementation of innovative mechanisms in public administration fundamentally contributes to a qualitative transformation in state governance as a whole. Generally, the societal and global social, economic, and cultural changes necessitate new approaches in state management. These changes find their expression in innovative mechanisms, making the study of these issues particularly relevant.

- The chosen path of innovative development by the state requires an appropriate state mechanism. The management of innovations within the state mechanism should be organized in line with the fundamental values of national development. The state mechanism for managing innovations, organized in accordance with the fundamental values of national development, determines the achievement of social, economic, financial, transportation and logistics, and scientific goals and the attainment of planned results. The foundation of current and future political, economic, social, and humanitarian programs in

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<sup>2</sup> Azərbaycan Respublikası Prezidentinin "Azərbaycan Respublikasında innovativ inkişaf sahəsində koordinasiyanın təmin edilməsi haqqında" 881 nömrəli Sərəncamı. 10 noyabr, 2019-cu il .  
URL: <https://president.az/articles/31491>

Azerbaijan is based on innovative development, further increasing the relevance of the topic.

- In modern conditions, the role of state administration in ensuring the security of the Republic of Azerbaijan has increased both in its socio-economic activities and in the international arena. In response to global challenges, the determination of fundamental development directions, the realization of national goals, and the implementation of strategies and concepts in the direction of modernizing society have set new objectives for our country, necessitating the development of an innovative development model in the state governance system.

- It is essential to enhance the effectiveness of state administration in the Republic of Azerbaijan, ensuring innovative development by incorporating elements that are in line with new realities. The overall condition of society is directly dependent on the level of innovative development in state administration. In this regard, the implementation of innovations in state administration is recognized as one of the fundamental conditions for increasing its effectiveness.

- The improvement of state administration depends directly on the effective implementation of innovations in the field of management and the successful implementation of personnel policies. In the modern era, the formation of human potential as a guarantor of continuous development on a global scale and its conversion into human capital are crucial. The Republic of Azerbaijan is achieving significant success in this direction.

- The steps taken by the Azerbaijani state in the field of innovative development policy, as well as the implemented projects, not only create opportunities for success in this direction but also necessitate being the subject of scientific and theoretical research.

- The provision of innovative development in various fields of state administration in the Republic of Azerbaijan is

implemented through limited financial resources. Achieving better results with limited resources depends on the use of innovative management technologies, optimal resource management, and the development of human potential, making the study of this issue particularly relevant.

- In the implementation of innovative development in the state administration of the Republic of Azerbaijan, the experience of foreign countries in this field should be creatively utilized, taking into account the political, economic, and social aspects. This requires the study of this experience within the Azerbaijani political science framework and makes the research problem more relevant.

While analyzing the degree of processing the problem, it can be noted that the dissertation work extensively explores various aspects of the topic in Azerbaijani, Turkish, Russian, and English languages, focusing on scientific literature and sources.

In Azerbaijani, researchers and scholars such as U.Elekberov, Z.Habibova, R.Rehimli, R.Mehdiyev, M.Hesenov, S.Qendilov, I.Ismayilov, E.Eliyev, N.Huseynova, R.Meherrremov, E.Hacaliyev, U.Mehdiyev, and others have made significant contributions to the exploration of the research problem.<sup>3</sup>

It is necessary to specifically mention the name of Academic U. Ələkbərov in the field of ensuring innovative development in the public administration system. Academician U. Ələkbərov

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<sup>3</sup> Ələkbərov, U. Müasir dövlət idarəçiliyinin təşkilati əsasları: 15 il innovativ inkişaf yollarında : [Elektron resurs] / 2019. URL: <https://dia.edu.az/arxiv1%C9%99r/11769>; Həbibova, Z. Dəyişikliklərin idarə olunması və dövlət idarəçiliyi : [Elektron resurs] / 2018. URL: <http://www.anl.az/el/Kitab/2019/04/2018-2356.pdf>; Мехтиев, Р. На пути к демократия: размышляя о наследии / Р. Мехтиев. - Баку: Шерг-Герб, - 2007. - 752 с.; Mehdiyev, R. Gələcəyin strategiyasını müəyyənləşdirərkən: modernləşmə xətti / R. Mehdiyev. - Bakı: Şərq-Qərb, - 2008. - 216 s.

has numerous books and articles in this direction. In his works such as "Improving Human Potential for Sustainable Development: The Azerbaijan Model," "Principles of Managing Inclusive Development," as well as articles published in local and international journals such as "Heyder Aliyev's Ideas as the Foundation of Azerbaijan's Innovative Development," "Effective Governance for Sustainable Development: Achievements of the Republic of Azerbaijan in International Organizations' Reports," "Organizational Principles of Modern State Governance: 15 Years of Innovative Development Paths," "Innovative State Governance Technologies in Global Extraordinary Conditions: Azerbaijan's Experience," and "Inclusive Development Index of the Republic of Azerbaijan as an Indicator of the Country's Innovative Development," Academic U. Elekberov explores issues related to innovative development in public administration and expresses his views on the subject.<sup>4</sup>

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<sup>4</sup> Ələkbərov, U. Davamlı inkişaf naminə kədr potensialının təkmilləşdirilməsi: Azərbaycan modeli / U. Ələkbərov. – Bakı: Elmin İnkişafı Fondu, - 2018. - 249 s.; Ələkbərov, U. İnküziv inkişafın idarə edilməsinin əsasları / U. Ələkbərov. – Bakı: Təhsil, - 2018. – 216 s.; Ələkbərov, U. Heydər Əliyev ideyaları Azərbaycanın innovativ inkişafının zəmini kimi: [Elektron resurs] – 5 may, 2017-ci il. URL: [https://www.elibrary.az/docs/QAZET/qzt2017\\_1738.htm](https://www.elibrary.az/docs/QAZET/qzt2017_1738.htm); Ələkbərov, U. Davamlı inkişaf naminə səmərəli idarəetmə: Azərbaycan Respublikasının nailiyyətləri beynəlxalq təşkilatların hesabatlarında adlı məruzə ilə çıxış edib: [Elektron resurs] / 2016. URL: <http://mail.tehsil.im/?m=yazi&id=2448>; Ələkbərov, U. Müasir dövlət idarəçiliyinin təşkilati əsasları: 15 il innovativ inkişaf yollarında : [Elektron resurs] / 2019. URL: <https://dia.edu.az/arkivi/C9%99/11769>; Ələkbərov, U. Qlobal fəvqəladə şəraitdə innovativ dövlət idarəçiliyi texnologiyaları: Azərbaycanın təcrübəsi: [Elektron resurs] / 2020. URL: [https://azertag.az/xeber/Qlobal\\_fovqelade\\_seraitde\\_innovativ\\_dovlet\\_idarec\\_hiliyi\\_texnologiyalari\\_Azerbaycanin\\_tecrubesi-1503967](https://azertag.az/xeber/Qlobal_fovqelade_seraitde_innovativ_dovlet_idarec_hiliyi_texnologiyalari_Azerbaycanin_tecrubesi-1503967); Ələkbərov U.K. Azərbaycan Respublikasının inküziv inkişaf indeksi ölkənin innovativ inkişafının göstəricisi kimi // - Bakı: Dövlət İdarəçiliyi: nəzəriyyə və təcrübə jurnalı, 2018. №1(61), - s.133-144.

Academician Urkan Elekberov's book "Principles of Inclusive Development Management" notes that the successes in the state's development and ensuring the well-being of citizens are among the priority directions of modern state governance. The mentioned passages are related to the application of innovative management technologies in state governance.<sup>5</sup>

We can mention the name of R. Rahimli among the authors who contributed to the improvement of public administration and the introduction of innovations in this field. His "New Stage of Innovations in Civil Service" as well as "Azerbaijan Personnel Management", "Azerbaijan Public Personnel Management", "Strategy of Reconstruction and Innovative Development in the Administrative Field in Azerbaijan" published in Turkey, etc. In such studies, the role of reforms in the improvement of civil service is highlighted.<sup>6</sup>

We can also mention valuable research by Z. Habibov on the development of public administration in the Republic of Azerbaijan. His works such as "Management of Changes and Public Administration" and "Azerbaijan's Successful Formula: Innovative Leadership and Professional Public Service" are important sources on the subject.<sup>7</sup>

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<sup>5</sup> Ələkbərov, U. İnküziv inkişafın idarə edilməsinin əsasları / U. Ələkbərov. – Bakı: Təhsil, - 2018. – 216 s.

<sup>6</sup> Rehimli R. Z. Dövlət qulluğunda innovasiyaların yeni mərhələsi // - - Bakı: Dövlət İdarəçiliyi: nəzəriyyə və təcrübə jurnalı, 2018. № 4(64), - s.225-236.; Rehimli R. Z. Azərbaycanda yönətsel alanda yenidən yapıma ve inovatif gelişim stratejisi // - İstanbul: Türk Disaporu ve Türk Dünyası Vizyon, 2014. - s. 337-355.; Rehimli, R. Azərbaycan Devlet Personel Yönetimi / R. Rəhimli. – Ankara: Kültür Ajans Yayınları, - 2011. - 256 s.; Rehimli, R. Azərbaycan Kamu Personel Yönetimi / R. Rəhimli. – Eskişehir: Anadolu Üniversitesi yayını, - 2016. - 275 s.

<sup>7</sup> Həbibova, Z. Dəyişikliklərin idarə olunması və dövlət idarəçiliyi : [Elektron resurs] / 2018. URL: <http://www.anl.az/el/Kitab/2019/04/2018-2356.pdf>; Həbibova, Z. Azərbaycanın uğurlu formulu: novator lider və peşəkar dövlət qulluğu : [Elektron resurs] – 23 iyun, 2020-ci il. URL:

Another researcher actively exploring issues of public administration and personnel policy in Azerbaijan is N. Huseynov. In his work "Public Service and Personnel Policy," Huseynov analyzes the nature of public service and personnel policy, exploring various aspects of these topics.<sup>8</sup>

Rəşad Meherremov's scientific research paper titled "The Application of Innovative Activity in the Political System (Azerbaijan 2020: Prospects for the Future within the Framework of the Development Concept)" defines the purpose, directions, and forms of innovative activity carried out in our Republic.<sup>9</sup>

Elnur Hacaliyev's scientific research paper, "Political Modernization of Society in the Process of Shaping Political Democracy," is dedicated to portraying the mechanisms of modernization, depending on the current society's socioeconomic and moral-historical competence level. The research emphasizes that Azerbaijan's political modernization is linked to the civil and democratic nature of modernization methods in the country and the involvement of various groups in the political life of the country.<sup>10</sup>

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<https://www.azerbaijan-news.az/index.php/posts/detail/azerbaycanin-ugur-formulu-novator-lider-ve-pesekar-dovlet-qullugu-191798>

<sup>8</sup> Həbibova, Z. Dəyişikliklərin idarə olunması və dövlət idarəçiliyi : [Elektron resurs] / 2018. URL: <http://www.anl.az/el/Kitab/2019/04/2018-2356.pdf>; Həbibova, Z. Azərbaycanın uğurlu formulu: novator lider və peşəkar dövlət qulluğu : [Elektron resurs] – 23 iyun, 2020-ci il. URL: <https://www.azerbaijan-news.az/index.php/posts/detail/azerbaycanin-ugur-formulu-novator-lider-ve-pesekar-dovlet-qullugu-191798>

<sup>9</sup> Məhərrəmov, R.R. İnnovativ fəaliyyətin siyasi sistemdə tətbiqi "Azərbaycan 2020: gələcəyə baxış inkişaf konsepsiyası çərçivəsində): / siyasi elmlər üzrə fəlsəfə doktoru dis.avtoreferatı. / - Bakı, 2017. - 21 s.

<sup>10</sup> Məhərrəmov, R.R. İnnovativ fəaliyyətin siyasi sistemdə tətbiqi "Azərbaycan 2020: gələcəyə baxış inkişaf konsepsiyası çərçivəsində): / siyasi elmlər üzrə fəlsəfə doktoru dis.avtoreferatı. / - Bakı, 2017. - 21 s.

Turkish researchers have published a number of valuable works related to the theoretical and methodological principles of problems such as public administration, innovative development, innovative public administration, etc. Among the researchers of this field, we can specifically cite the authors of Mufit Akyos's "Public Innovation", Onur Aslan's "State Bureaucracy and Public Personnel Regime" and their researches in this field<sup>11</sup>. Gokmen Samra's book "The study of foreign policy in the international arena" comprehensively analyzed the innovative potential of the state and the geopolitical factor and brought it to attention as determining the directions of foreign policy<sup>12</sup>.

Numerous scientific works have been written in Russia in the field of public administration system, innovative development, and innovative public administration. Among the well-known researchers who conducted research in this context, we can name A.I., Prigozhin, V.P. Kolesova, M.N. Osmova and others<sup>13</sup>.

In this direction, the well-known Russian researcher R.A. Fathutdinov can be specially emphasized. R.A. Fathutdinov defined the processes of development and implementation of innovations in the "Innovative Management" textbook<sup>14</sup>.

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<sup>11</sup> Akyos, M. Kamuda İnovasyon / M. Akyos. - İstanbul: - 2007. - 170 s.; Aslan, O. Devlet bürokrasi ve kamu personel rejimi / O. Aslan. - Ankara: İMGE Kitabevi, - 2012. - 432 s.

<sup>12</sup> Akyos, M. Kamuda İnovasyon / M. Akyos. - İstanbul: - 2007. - 170 s.; Aslan, O. Devlet bürokrasi ve kamu personel rejimi / O. Aslan. - Ankara: İMGE Kitabevi, - 2012. - 432 s.

<sup>13</sup> Пригожин, А. Методы развития организаций / А. Пригожин. - Москва: МЦФЭР, - 2003. - 864 с.: 155. Колесова, В.П. Национальные инновационные системы. Монография. / М.Н. Осьмова, В.П. Колесова - Москва: МАКС Пресс, - 2011. - 296 с.

<sup>14</sup> Фатхутдинов, Р. Инновационный менеджмент. Учебник для вузов. 6-е изд / Р. Фатхутдинов. - СПб: Питер, - 2011. - 448 с.

Another well-known Russian researcher A.I. Turchinov is a close investigator of the problem of public administration and innovative development. A.I. Turchinov's research entitled "Personnel security in Russia: formulation of the problem" talks about the impact of innovative activity on the effective development of the country<sup>15</sup>.

In this direction, the well-known Russian researcher Z.O. Adamonova can be mentioned. Z.O. Adamonova's monograph entitled "Innovative strategies of economic development in the conditions of globalization" shows that in order to achieve dynamic social and economic development, the United States must succeed in finding the optimal ratio of market mechanisms and state regulation, taking into account the existing development features to the maximum<sup>16</sup>.

In numerous works of Western authors, there is enough literature devoted to various aspects of the issue we are investigating. English-language authors have made significant and effective contributions to the topics of public administration, innovative development, and innovative activity. Such researchers include D. Kettle, U. Coleman, A. Cole, J. Brodbent, J. Feyk, J. Greenaway, B. Solter, S. Hart, F. Gayne, A. Grantx, D. Norz, G. Stephen, L. Niklas, N. Patrick, N. Petro, R. Linda, L. Kelly, R. Chirsi and others<sup>17</sup>.

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<sup>15</sup> Турчинов, А.И. Кадровая безопасность России: постановка проблемы // - Москва: Государственная служба, - 2010. №4 (66), - с. 18-25. URL: <https://pa-journal.igsu.ru/journal/687/>

<sup>16</sup> Турчинов, А.И. Кадровая безопасность России: постановка проблемы // - Москва: Государственная служба, - 2010. №4 (66), - с. 18-25. URL: <https://pa-journal.igsu.ru/journal/687/>

<sup>17</sup> Reif, L. The Ombudsman, Good Governance and the International Human Rights System / L. Reif. - Boston: Martinus Nijhoff Publishers, - 2004. - 426 p.; Niklas, L. Introduction to Systems Theory / L.Niklas. - Cambridge: Polity Press, - 2013. - 302 p.; Nicolai, P. The Rebirth of Russian Democracy: An Interpretation of Political Culture / P.Nicolai. - Cambridge, Mass: Harvard University Press, - 1995. - 225 p.; O'Neil, P.

In Western scientific literature, one of the selected authors with significant research in innovative state governance and innovative development is K. Pirson. In his work "The Modern State," Christopher P. emphasizes the complexity and dynamism of innovative processes<sup>18</sup>.

In this context, it is worth highlighting the contributions of the renowned Western researcher E. Rogers. In his theory of the "Diffusion of Innovations," Rogers grounds innovations as new ideas or movements accepted by consumers. In the concept of the "Innovation Triad", he positions the state as the regulator of innovative activities, academia as the generator of innovations, and business as the consumer of innovations<sup>19</sup>.

We can mention authors D. Osborn and P. Plastriki, considered to have made a significant contribution to the exploration of the scientific and theoretical foundations of the research problem. Their book, "Bureaucracy-Free Governance: Five Strategies for State Renewal," discusses the necessity of profound changes in state governance, particularly in the conditions of innovative development, to achieve efficiency and competitiveness<sup>20</sup>.

Thus, the analysis of scientific literature in this field shows that various aspects of the considered problem have been investigated by both Azerbaijani and foreign scientists. Despite this, the topic was widely studied for the first time at the

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Essentials of Comparative Politics / P. O'Neil. - Washington: Norton & Company, - 2017. – 367 p.; Douglass, N. Understanding the Process of Economic Change of the Western World / N. Douglass. - New Jersey: Princeton University Press, - 2010. – 200 p.

<sup>18</sup> Christopher, P. The Modern State / P. Christopher. - London: Routledge, - 2004. - 206 p.;

<sup>19</sup> Rogers, E. DIFFUSION OF INNOVATIONS / E.Rogers. - New York: Macmillan Publishing Co, - 2011. - 236 p.

<sup>20</sup> Осборн, Д. Управление без бюрократов: пять стратегий обновления государства / Д.Осборн, П.Пластрик - Москва: Прогресс, - 2001. - 536 с.

dissertation level in Azerbaijani political science. It is all these that determined the selection of the topic of the presented dissertation.

**The object and subject of research:** The object of the research is the innovative development of public administration in the Republic of Azerbaijan and its policy implementation, while the subject is the examination of the main goals of Azerbaijan Republic in the field of innovative development, the characteristics of their implementation policy, and the analysis of the current and future perspectives in the area of innovative development.

**Research goals and objectives:** The main purpose of the research is to explore the characteristics and organizational models ensuring innovative development in public administration, and to investigate the activities aimed at the implementation of the Republic of Azerbaijan's policy on innovative development.

During the research process, we have identified the tasks we need to accomplish in order to achieve the set objectives as follows:

- Analyzing the foundations of innovative development, its specific aspects, and the theoretical-political aspects.

- Exploring the application level of modern mechanisms of innovative development in state governance based on global experience.

- Determining the political nature of innovative development in the Republic of Azerbaijan's state governance and its constitutional-legal regulation.

- Examining the peculiarities of shaping the model of innovative state governance in the Republic of Azerbaijan.

- Analyzing inclusive development in the context of innovative technologies for optimizing state governance in the Republic of Azerbaijan.

- Identifying the directions of the innovative potential and realization of reforms in the political and socioeconomic fields of the Republic of Azerbaijan.

**Research methods:** In the exploration of the researched problem in the dissertation, general logical methods such as analysis, synthesis, induction, deduction, and generalization, as well as systematic analysis, historical and comparative political analysis, content analysis, and other scientific research methods have been utilized.

The application of systematic analysis has allowed for the examination of innovative development in state governance. The method of comparative political analysis has facilitated the comparison of innovative governance models in different countries, leading to generalizations across various aspects.

**The main provisions defended** in defense are as follows:

- The impact of innovative development in the state governance system is strengthening as a dynamic process in political, economic, social, and other areas.

- The implementation of reforms aimed at improving the state governance system conditions the formation of an innovative state governance model.

- The Republic of Azerbaijan, in accordance with its national development strategy, implements a policy that enables innovative development in all spheres of public life. This process is based on innovative state governance mechanisms.

- In Azerbaijan, the implementation of innovative reforms in the state governance system also contributes to the development of information technologies.

- The assurance of innovative development in the state governance of the Republic of Azerbaijan directly conditions a qualitative change in the state governance system.

**Scientific novelty of the study:** The scientific innovation of the research is primarily determined by the formulation of

the problem in the dissertation. More specifically, the scientific innovation of the research can be expressed through the following points:

- For the first time, the systematic exploration of the specific features of innovative development in the state governance of the Republic of Azerbaijan at the dissertation level has been conducted within the political science discourse in Azerbaijan.

- The concepts such as "innovative development," "innovative state governance," "innovative governance technologies," "inclusive development," etc., which are still underutilized in Azerbaijani political science, have been introduced and elaborated on their nature and political aspects.

- Comparative analysis of the possibilities of applying global experience in ensuring innovative development in the Azerbaijani state governance system has been conducted, and models suitable for Azerbaijan's modern innovative development have been presented.

- The formation of innovative state governance in the Republic of Azerbaijan and its developmental tendencies have been explored.

- The analysis of the implementation of tasks set by the President of Azerbaijan, Ilham Aliyev, in improving the quality of services in the social sphere has led to the proposal of a model for the application of innovative technology based on the analysis of the execution of these tasks.

**Theoretical and practical significance of research.** The theoretical and practical significance of the research lies in the fact that the main points and theoretical ideas put forward in the dissertation can serve as a basis for future scientific research and studies on related topics. Additionally, the theoretical ideas of the research can be significant in creating concepts related to innovative development, innovative state governance, innovative governance technologies, etc. The

practical significance of the research is that the materials of the dissertation can be utilized in the teaching of relevant disciplines in the political science departments of bachelor's and master's levels.

**Approval and application.** The main findings of the research process have been presented to the scientific community through the author's presentations at doctoral and dissertation conferences, articles published in national and international press, speeches and presentations at various scientific conferences, and materials published by them. The dissertation has undergone initial discussion and approval at a joint meeting of the "Political Science and Political Governance" and "State Service and Personnel Policy" departments of the State Management Academy under the President of the Republic of Azerbaijan.

**The name of the organization** State Management Academy under the President of the Republic of Azerbaijan.

**The total volume of the dissertation.** The dissertation consists of an introduction with three chapters, seven paragraphs, a conclusion, a list of used literature, and a list of published scientific works reflecting the main results of the dissertation. Introduction - 25052, Chapter I - 70523, Chapter II - 60313, Chapter III - 101428, Conclusion - 17971, the total volume – 275287 signs.

## **THE MAIN CONTENT OF THE DISSERTATION**

In the **introduction** section of the dissertation work, the relevance of the research topic is justified, the extent to which the problem has been explored is analyzed, the research's object, subject, purpose, and objectives are determined, its scientific novelty is highlighted, arguments in support of the defense are presented, as well as its theoretical and practical

significance is demonstrated, and information about the approval and structure of the work is provided.

The first chapter of the dissertation is titled **"Theoretical and Conceptual Aspects of the Problem of Innovative Development in Public Administration"** and consists of three paragraphs. In the first paragraph, titled "Fundamentals and Specific Dimensions of Innovative Development in Public Administration," it is demonstrated that based on the analysis of literature and the results of research, the generalization of findings reveals that innovative development is a systematic process of applying new scientific and technological, political, and socioeconomic ideas and knowledge in practice with the aim of achieving sustainable development in the political sphere, modernization in economic and other fields, and enhancing the social well-being of the community. This process takes into account national and cultural factors and systematically applies new scientific, technological, political, and socioeconomic ideas and knowledge for the purpose of sustainable development in the political sphere, modernization in economic and other fields, and improving the social well-being of the community, considering national and cultural factors. Innovative development is advocated as one of the fundamental principles within the United Nations' "2030 Agenda for Sustainable Development."<sup>21</sup> Innovative development operates as a dynamic process, impacting social, political, economic, and other fields. In other words, innovative development represents the convergence of integrated outcomes, fostering the advancement of knowledge and technology, open markets,

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<sup>21</sup> Повестка дня в области устойчивого развития на период до 2030 года: [Электронный ресурс] – 2015.  
URL:[https://www.unssc.org/sites/default/files/2030\\_agenda\\_for\\_sustainable\\_development\\_-\\_primer\\_russian.pdf](https://www.unssc.org/sites/default/files/2030_agenda_for_sustainable_development_-_primer_russian.pdf)

institutions, and competition. The most important feature of innovative development is that it is present in all sectors and fields.

Furthermore, in this paragraph, the fundamentals and specific aspects of innovative development are discussed, along with the classification and systematization of innovations in the state administration system. The nature and sociocultural characteristics of innovative public administration are also noted.

During the analysis of the specific aspects of innovative development, the complexity and dynamism of innovative processes are commented upon. The analysis of innovative state administration employs both structuralist and process-oriented approaches. In the first approach, innovation is portrayed as a stable and fixed organization consisting of elements. In the second approach, innovations are seen as a dynamic category formed by the influence of social, political, economic, and other factors and engaging in activities.

Moreover, it is emphasized that models of innovative development encompass a complex of legal, economic, and political measures. The implementation of this complex of measures is under the guidance of the state leadership. American political scientist D. Deudney argues that *the character of the political leadership determines the innovative environment*.<sup>22</sup> Innovative development involves a complex process that not only involves the participation of states and business structures in the preparation of strategic decisions but also encompasses the participation of civil society actors. It is not tied to the activities of any specific government agency

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<sup>22</sup> Deudney, D. Dividing Realism: Structural Realism versus Security Materialism on Nuclear Security and Proliferation // Security Studies, - 1993. Vol. 2. № 3/4, - p. 8-36

because it pertains to the development of the entire socio-political system.

**The second paragraph of the first chapter is titled "Improvement of State Governance and Influencing Factors."** In this paragraph, the necessity of improving state governance is discussed. Additionally, internal and external factors influencing this process are identified and explained. Many researchers and scholars' opinions and observations are referenced on this matter.

Simultaneously, the importance of democratic values, norms, and principles in state governance is analyzed, emphasizing the significance of human rights and freedoms. According to L. Kaxaone, "democratic principles should be considered a generalized code for regulating the state governance system. The communicative and integrative functions of democratic factors enhance the effectiveness of state governance."<sup>23</sup>

In this section of the research, it is noted that state governance differs from other forms of administration due to its important specific characteristics, namely its legitimate and legal influence on the administrative object. State governance reflects the typical features of a society's political heritage and presents the national political process as a sociocultural phenomenon, acting as the regulator of all aspects of societal life. Successful state governance is crucial for a country's innovative development because there is a strong interconnection between them. Drawing from global experience, it can be observed that countries with excellent strategic management systems, well-established plans and strategies, and active participation in regulating innovative processes can achieve success in innovative development. In

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<sup>23</sup> Lawrence, C. *The Modern Political Tradition: Hobbes to Habermas* / C.Lawrence. - Virginia.: The Teaching Company, - 2014. - 289 p.

summary, a government's innovative activities aim to discover and achieve new results for the country's successful development.

**The third paragraph of the first chapter is titled "Application of Modern Mechanisms of Innovative Development in State Governance: Global Experience."** In this paragraph, the application of modern mechanisms of innovative development in state governance is discussed, and the exploration of global experience in this field is highlighted. These matters are primarily analyzed in the context of European states. This paragraph also delves into the need for renewal in the existing governance during the 1980s of the last century and the reforms implemented by many states in that direction. Currently, in the conditions of innovative development, profound changes are being made in state governance to achieve greater efficiency and competitive ability. Some theorists of state governance refer to these changes as the "anti-bureaucratic governance revolution."<sup>24</sup>

The research also points out that the implementation of innovative mechanisms in state governance fundamentally leads to a significant change in the quality of state administration. In general, changes occurring in society and on a global scale require new approaches in the field of state governance, which are manifested in innovative mechanisms.

This paragraph particularly emphasizes that the analysis of foreign experience allows for the identification of two main concepts in state governance: "New Public Management" and "Good Governance." The gist, purpose, and characteristics of these concepts are thoroughly explained and analyzed.

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<sup>24</sup> Осборн, Д. Управление без бюрократов: пять стратегий обновления государства / Д.Осборн, П.Пластрик - Москва: Прогресс, - 2001. - 536 с.

At the same time, this paragraph also analyzes Turkey's innovative state governance model. In this part of the research, it is noted that in 2022, Turkey ranked 37th out of 132 countries in the Global Innovation Index.<sup>25</sup> In this regard, the Republic of Azerbaijan can benefit from Turkey's experience in innovative state governance. The application of innovations was necessary to strengthen the Republic of Turkey among global leaders. Under the leadership of President Recep Tayyip Erdogan, the government prepared an ambitious state program called "2023 Vision" for the country's innovative development. The "2023 Vision" program focuses on innovative development in economic, social, educational, and tourism sectors.

Additionally, in this paragraph, the main directions of Azerbaijan's innovative state governance model are analyzed, and the implemented activities in this direction are highlighted.

**The second chapter of the research is titled "The Fundamentals and Specific Aspects of the Formation of Innovative State Governance in the Republic of Azerbaijan." In the first paragraph of this chapter, titled "The Political Nature and Constitutional-Legal Regulation of Innovative Development in State Governance in the Republic of Azerbaijan," the political and legal foundations of innovative development in the state governance of the Republic of Azerbaijan are examined.** It is emphasized that the political nature of innovative development in the state governance of the Republic of Azerbaijan is determined by the internal and external conditions created by state governance. This government ensures the country's political, socioeconomic, moral-cultural development, as well as its

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<sup>25</sup> Küresel İnovasyon Endeksi'nde Türkiye'den tarihi rekor: [Elektronik kaynak] - 29 Eylül, 2022. URL: <https://www.aa.com.tr/tr/ekonomi/kuresel-inovasyon-endeksi-nde-turkiyeden-tarihi-rekor/2698349>

independence, sovereignty, and territorial integrity. The foundation of innovative development in the state governance of the Republic of Azerbaijan was laid by National Leader Heydar Aliyev.

This paragraph notes that in 1991, after regaining independence, our country, facing both external pressures and a lack of competent leaders in governance, couldn't clearly determine its new, historical development path from the very beginning. Political, socio-economic, and governance problems had become acute. In 1993, with the return of Great Leader Heydar Aliyev to power, stability was established, and a favorable economic environment was created in the country, transforming the Republic of Azerbaijan into a significant investment destination in a short period. Additionally, in this paragraph, the period from 1993 to 2003 is discussed, focusing on the state-building efforts of Great Leader Heydar Aliyev and the establishment of the political-legal foundation of governance. The political nature of the oil strategy, the impact of the decrees, orders, and decisions issued by National Leader Heydar Aliyev, as well as the activities in the economic, political, and legal fields, on innovative development, are analyzed in detail.

The research also notes that the innovative development initiated by National Leader Heydar Aliyev in the state governance system has been successfully continued by his worthy political successor, President Ilham Aliyev. The fundamental structural and personnel reforms implemented by President Ilham Aliyev to enhance efficiency, improve the state governance system, and ensure innovative development, including the digitization of state governance and large-scale transport transit projects, have been thoroughly analyzed. It is particularly emphasized that these reforms have created extensive opportunities for innovative development.

**The second paragraph of this section is titled "The Political Analysis of the Formation Process of the Innovative State Governance Model in the Republic of Azerbaijan."** In this paragraph, the process of forming the innovative state governance model in the Republic of Azerbaijan is analyzed with its socio-political characteristics. Additionally, this paragraph provides a detailed classification of innovative governance models. Eastern models such as Japan, China, India, Singapore, and Iran, as well as Western models exemplified by the United States, Canada, Germany, and the United Kingdom, are examined. It is emphasized that Azerbaijan has good opportunities to create a synthesis of Western and Eastern models. This is because Azerbaijan serves as a bridge between the East and the West, having different civilizations coexist, offering a tolerant environment with diverse values, and possessing a variety of national, cultural, and spiritual traditions, while also declaring its modernization and the worldliness of its governance in the constitution as a Muslim-oriented country.

This paragraph notes that in the Western innovative state governance model, economic development is closely related to democratic principles. However, when we look at the application of the Eastern innovative state governance model, we can see that having democracy or democratic principles is not an absolute requirement for innovative development. For instance, democracy developed late in the East, there is virtually no democracy in China, but economic development exists. The main reason for this is the strength of values and the application of innovations through fundamental scientific research. This has been applied by countries such as Japan, China, and other Asian nations, and they have achieved certain results. It's a reality that despite Western economic development, there are serious problems in the West today, such as migration and the degradation of family values, and so

on. Western scholars were trying to find reasons behind the Eastern or Japanese and Chinese miracles in light of their own values weakening. The conclusion is that for innovative development in state governance, there must be a synthesis factor, considering both national mentality and universal values should be taken into account and implemented. This synthesis factor has been extensively analyzed in Azerbaijan's innovative state governance model.

In the research work, numerous models that align with innovative state governance and innovation development criteria are presented, along with their characteristics. Azerbaijan has explored and applied the best innovative state governance models that combine the experiences of Eastern countries like Japan, China, Turkey, Israel, and others, as well as European national experiences.

The third chapter of the dissertation is titled "**Innovative State Governance in the Modern Development Stage of the Republic of Azerbaijan and Its Development Trends.**" The first paragraph of this chapter, "**Innovative Technologies for State Governance Optimization in the Context of Inclusive Development in the Republic of Azerbaijan,**" mentions that Azerbaijan's purposeful policies, the modernization of state governance, and the application of innovative management technologies, considering both national and global interests, have increased the country's economic and political significance on the international stage. The paragraph also analyzes the application of innovative management technologies in the state governance system (Synergetic, Complementary, Compensation) and evaluates the activities of electronic governance. When assessing the effectiveness of innovative management technologies, the inclusion of moral values and leadership approaches is proposed. The moral values approach determines the goals of innovative development based on national priorities and values. The

leadership approach is evident in the preparation of state programs and national projects that respond to Azerbaijan's national interests and strengthen cooperation with regional and global actors in the international arena. An example of the leadership approach is the mention of the National Strategy (Electronic Azerbaijan) developed in 2003 for information and communication technologies in the name of the development of the Republic of Azerbaijan, as well as the oil strategy initiated by National Leader Haydar Aliyev.

The research also explores measures to improve services for citizens. Based on the analysis of the tasks set for improving the quality of services and ensuring accessibility for the general population in the social field, an innovative technology called "Çətir" technology has been introduced. When we mention "Çətir technology," it refers to a fundamental structure that combines several organizations under its leadership. These organizations, based on innovative technologies, provide social services to various segments of the population. The DOST Agency is a highly important component of the "Çətir" technology. For instance, the DOST Agency incorporates several technologies, including "Smart DOST," "DOST Media Space" technology, and others.

This section of the research notes that the successful innovative development strategy plays a significant role in shaping and developing an inclusive society in Azerbaijan. The realization of inclusive development depends on the effective implementation of innovative management technologies in state governance. Successful social policies, economic development, and the training of highly skilled professionals are identified as crucial conditions for inclusive development. In the modern era, inclusive development is a top priority for countries worldwide.

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In the last paragraph of the third chapter entitled "Innovative potential of reforms in the political and socioeconomic spheres of the Republic of Azerbaijan and the directions of its realization", the reforms carried out by the country's president Ilham Aliyev were analyzed. The reforms have resulted in fundamental changes in all spheres of society, emphasizing that Azerbaijan has become one of the most powerful states. It is noted that the policies implemented in the direction of innovative governance development are of particular importance. In this context, the establishment of the position of First Vice President and the institution of "Special Representative" can be highlighted. The establishment of the First Vice President institution was based on the constitutional amendments conducted in a referendum on September 26, 2016. This institution is a new model of state governance within the state governance system. Appointing Mehriban Aliyeva to this position can be considered a new institution of state governance in our country, aiming to ensure gender equality. The institution of the First Vice-Presidency also plays a close role in the successful implementation of projects in all spheres of public life. In accordance with Article 109, paragraph 32 of the Constitution of the Republic of Azerbaijan, the special representation of the President in the liberated territories was established by the Decree of the President of the Republic of Azerbaijan on January 19, 2021. The main goal of establishing the special representation is to rebuild the territories liberated

from occupation, enhance efficiency in governance, and strengthen activities and relations with other organizations and institutions. The first special representation in the liberated territories was established in the city of Shusha by the Decree of President Ilham Aliyev on January 27, 2021. The main goal is to systematically and effectively rebuild Shusha, which is the cultural capital of Azerbaijan, restore its historical and cultural heritage, and fulfill the tasks set for a comfortable and modern urban environment for residents on time and at the required level. This institution created within the state governance system can be considered a new form of governance. This section of the research notes that the victory achieved in the Second Karabakh War and in local anti-terrorism operations has provided extensive opportunities for innovative development.

In this paragraph, reforms in the social sphere are also analyzed, and the activities of "ASAN," "ABAD," and "DOST" services are examined. This section of the research highlights the developments in the energy sector that have contributed to innovative development in the state governance of the Republic of Azerbaijan. Additionally, the economic initiatives are scrutinized, and the decrees, orders, adopted state programs, and strategic road maps in this direction are thoroughly investigated.

In the "Conclusion" section of the dissertation, the scientific research is summarized, and theoretical and practical recommendations are put forward. It is concluded that in the modern era, ensuring innovative development in all areas of state governance is one of the important tasks for every country, including the Republic of Azerbaijan. In this regard, under the leadership of our head of state, Ilham Aliyev, an innovative development strategy that can serve as an example for other countries due to its universality, systematic approach, and consideration of global experience and scientific

achievements is being implemented. This policy creates extensive opportunities for ensuring sustainable socio-economic development, implementing reforms in all areas, forming an inclusive society, and improving the welfare of the population.

In this context, it is recommended to establish a national school of political analysts specializing in predicting innovative development and competitiveness as a means to strengthen Azerbaijan's innovative development in state governance. Building connections with leading universities and research centers in the West in order to advance the development of this field in state governance is proposed. Additionally, it is recommended to implement a series of political and strategic measures for insuring innovative risks and improving the implementation of innovative projects that have great potential.

### **Published scientific works reflecting the main results of the dissertation:**

1. "The Role of Heydar Aliyev in the Formation of State Governance in the Republic of Azerbaijan // Heydar Aliyev and the National Development Strategy of Azerbaijan" - Materials of the Scientific-Practical Conference of Doctoral and Postgraduate Students. - Baku: Aspoliqraf, - 2018, - p. 99-106.
2. "Application of Innovations in Increasing the Efficiency of State Governance in the Republic of Azerbaijan // Materials of the XXII Republican Scientific Conference of Doctoral and Young Researchers." - Baku: ADPU, - 2018, - p. 29-32.
3. "Innovative Management Models and the Problem of Their Efficiency // - Baku: Journal of Works of the

Azerbaijan National Committee for UNESCO's 'Man and Biosphere' Program," - 2019. No. 14, - p. 271-280.

4. "The Conceptual Foundations of Innovative Development in State Governance // - Baku: State Governance: Theory and Practice. Scientific-Theoretical Journal, - 2019. No. 3(67), - p. 177-184.

5. "Application of Mechanisms for Innovative Development in State Governance: A Political Analysis of Global Experience // - Baku: 'Geostrategy' Public-Political, Scientific-Theoretical Journal," - 2019. No. 4(52), - p. 32-36.

6. "Innovative State Governance as a National-State Interest // Odessa: Scientific Journal 'Politicus'," - 2019. No. 5, - p. 44-48.

7. "Formation and Development Trends of the Innovative State Governance System in the Republic of Azerbaijan // - Baku: Journal of Scientific and Pedagogical News of Odlar Yurdu University," - 2020. No. 53, - p. 145-150.

8. "Main Goals of Innovative Development in State Governance in the Republic of Azerbaijan and Means of Implementation // – Baku: State Governance: Theory and Practice. Scientific-Theoretical Journal," – 2020. – No. 3(71). – p. 305-312.

9. "The Role of Innovation Policy in Social and Economic Sectors in the Development of Azerbaijani Society // - Baku: Journal of Works of the Azerbaijan National Committee for UNESCO's 'Man and Biosphere' Program," - 2020. No. 15, - p. 371-384.

10. "Information Aspects of Innovative State Governance in the Republic of Azerbaijan // - Models and Methods for Enhancing the Efficiency of Innovative Research: Collection of Articles Based on the Results of the International Scientific-Practical Conference," - Sterlitamak: AMI, 2020, - p. 46-49.

11. "The Role of President Ilham Aliyev in Ensuring Innovative Development in the State Governance System of the Republic of Azerbaijan // Materials of the Scientific-Practical Conference of Doctoral and Postgraduate Students on the Statehood Ideas of Heydar Aliyev and the Main Factors Determining Our Historic Victory in the Patriotic War. – Baku: Aspoliqraf, 2022, - p. 85-92."

The defence will be held on "21" December 2023 at 14:00 at the meeting of the Dissertation council - FD 2.30 of Supreme Attestation Commission under the President of the Republic of Azerbaijan operating at Academy of Public Administration under the President of the Republic of Azerbaijan.

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