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FOREWORD

*The state is for people, not the people for the state ...
National Leader, Heydar Aliyev*



Nowadays, it is absolutely important that, as a young country, the Republic of Azerbaijan attains the highest possible levels of efficiency and productivity in state building and public administration.

During the last 10 years, Azerbaijan has been improving the delivery capabilities of the Public Sector which remains the principal agent of economic and social progress of the country.

Civil Service Commission under the President of the Republic of Azerbaijan was established in 2005 and has achieved a very significant progress towards reforming and development of civil service in Azerbaijan.

This can be seen in the modernization of administrative and operational management; improved systems and institutions of civil service; development of human resource management through training; the active process of ongoing consultations with international and national community; the construction and continuous upgrading of customer-friendly facilities and improved terms and conditions for efficient recruitment of civil servants.

Very good progress has been made towards e-Government, with the development of comprehensive web-site of the Commission, development of e-register of civil servants, e-recruitment system, automated testing system, application of central platform for communication and collaboration between the Commission and all line ministries and state agencies. Recently, Commission is also working toward making all recruitment services available online.

Continuing effort of the Government of Azerbaijan is to enhance state's organizational capability and capacity in achieving the goals and objectives set by the President of Azerbaijan that are focused on improving internal and external communications among state institutions, application of structural modernization and improvement of administration, fighting against corruption and other strategic activities.

I am confident that these developments have laid the foundation for our particular role in leading the transformation effort in the civil service and improving the delivery of services to our citizens. To this end we will continue to build on our strengths and successes and look positively to the future challenges.



Bahram Khalilov
Chairman

CIVIL SERVICE COMMISSION UNDER THE PRESIDENT OF THE REPUBLIC OF AZERBAIJAN

GENERAL OVERVIEW

*Every civil servant should serve the nation...
Ilham Aliyev, the President of the Republic of Azerbaijan*

In 1999, the President of the Republic of Azerbaijan identified 3 key areas needing fundamental reform, and, starting in 2000 public administration reform has been initiated. These include: (a) the consolidation and re-organization of various state bodies; (b) the adoption of a Law on Civil Service providing for a transparent and democratic system of recruitment; (c) the creation of an ombudsman's office as well as various legal and judicial reforms; and (d) anti-corruption policy. Implementation of these reforms is still underway.

The principal goals of the Law on Civil Service as of 2001 are: *firstly*, to develop clear and transparent procedures for the recruitment, evaluation, promotion, and remuneration of civil servants; *secondly*, to ensure that the civil service corps is able to develop appropriate knowledge and skills; and *thirdly*, to protect civil servants from unfair dismissal. While 3 presidential decrees relating to recruitment were issued in 2001, detailed implementation of the Law was delayed until 2003 and, in September 2004, it was amended in order to resolve several issues that had emerged. In 2005, a presidential decree established the Civil Service Commission under the President of the Republic of Azerbaijan which aims at institutionalize the overall reform process in the civil service field.

On the 3rd June 2005, the regulations formulated for the Civil Service Commission, were approved on the authority of the President of the Republic of Azerbaijan, by Presidential Decree. These confirmed that the Commission would ensure the implementation of Azerbaijan's policy, as set out in legislation, relating to; using a competitive basis to select and place civil service personnel; raising the levels of training and qualifications of civil servants; official procedures for performance evaluation; providing social security, along with addressing other concerns relating to the civil service.



In Brief



The Civil Service Commission under the President of the Republic of Azerbaijan is a central executive power body responsible for organization of the enforcement of standard legal acts adopted in the area of civil service, and implementation of the policy stipulated by the legislation of Azerbaijan in the field of the civil service recruitment on a competitive basis, control over observance of the ethics conduct rules by civil servants, professional development and attestation of civil servants, social protection, and other issues relating to the civil service.

KEY MISSION

- Participation in formation and implementation of common state policy on civil service and human resources issues;
- Organization and conduct transparency and objectivity based competitions and interviews for civil service recruitment of citizens on the administrative positions of the 6th-9th classification;
- Professional development of civil servants;
- Determination of performance evaluation rules of civil servants;
- Defining standards on job descriptions of administrative positions in state bodies;
- Maintaining of Civil Servant Register;
- Coordination and control over following of the ethics conduct rules by civil servants;
- Taking respective actions for enhancement of social protection of civil servants;
- Making proposals on improvement of the civil service legislation and carrying out control over implementation of this legislation by state bodies;
- Implementation of international cooperation on civil service field;
- Solution of other issues provided for by legislation regarding civil service.

KEY VALUES AND PRINCIPLES

KEY VALUES



KEY PRINCIPLES

To value citizens being responsive to their needs

To promote personal and professional development

To measure performance for objective results

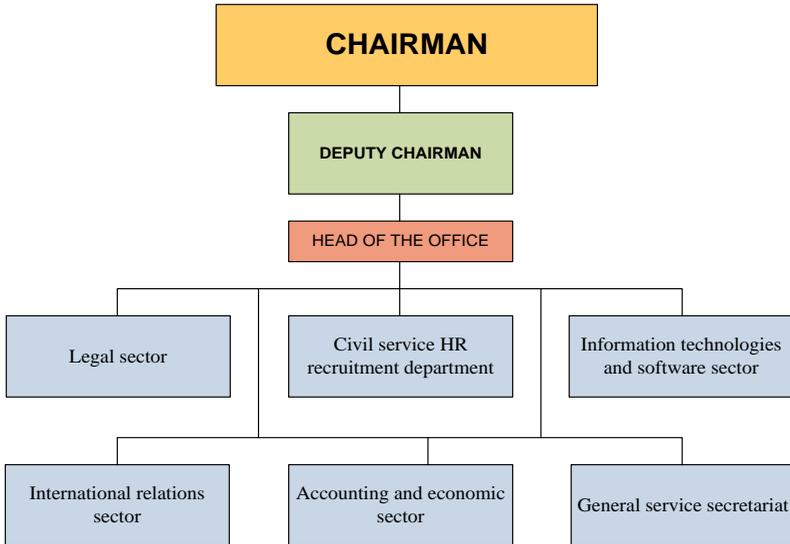
To achieve high quality standards in delivery of services to citizens

To benefit from partnerships with all central executive power bodies and social partners in Azerbaijan

To build sustainable cooperation with similar agencies in other countries and different international organizations

ORGANIZATION STRUCTURE

Civil Service Commission consists of one main department, 5 different sectors, and a general service secretariat.



Civil Service HR recruitment department is responsible for implementation and improvement of the recruitment process to the civil service, professional development, attestation and social protection of civil servants, as well as guaranty of the performance of the policy provided for by the legislation of the Republic of Azerbaijan referring to other issues related to the personnel management in civil service.

5 different sectors are responsible for coordination and development of legal policy, international relations, ICT and general administration issues.

PERFORMANCE OF THE COMMISSION



Another primary function of the CSC is to enhance the professional development of civil servants. The Commission's responsibilities in this field cover the following areas:

- Studying the training needs of civil servants and the preparation of a training strategy;
- Coordinating the performance of state bodies in the field of professional development and additional education; analyzing the current situation and making related proposals;
- Preparing a state order on the re-training and professional development of civil servants;
- Collecting and analyzing information about upon completion of training;
- Approving the lesson plans for civil servant training courses;
- Determining the rules for training;
- Organizing short-term in-field training for basic public administration, management, HR, civil service, etc.

CIVIL SERVICE RECRUITMENT



The Commission regularly conducts competitions and interviews for civil service recruitment of citizens starting from 2007 as a central executive power body ensuring implementation of single

government policy in civil service.

General statistics of competitions held by CSC are given in **Table 1**.

Table 1. General statistics of competitions

Competition held	Number			Index	Succeeded in testing		Eligible to position		Appointed to position	
	State body	vacancy	candidate		in #	in %	in #	in %	in #	in %
1 st competition	15	189	930	4.39	325	34.95	57	17.54	48	84.21
2 nd competition	15	200	910	4.55	96	10.55	26	27.08	26	100
3 rd competition	25	383	1851	4.83	270	14.59	103	38.15	97	94.17
4 th competition	29	476	1717	3.61	324	18.87	113	34.88	100	88.50
5 th competition	33	601	2364	3.93	528	22.34	182	34.47	148	81.32
6 th competition	32	663	2861	4.32	538	18.80	240	44.61	188	78.33
7 th competition	42	771	4111	5.33	1334	32.45	397	29.76	297	74.81
8 th competition	9	32	631	19.72	167	26.47	6	3.59	3	50

9 th competition	97	826	3082	3.73	1298	42.12	333	25.65	213	63.96
Total:		4164	18457	4,43	4880	26.44	1457	29.86	1120	76.87

Table 2. Gender indexes of competitions

2.1. Number of candidates

Competitions	Number of candidates				
	Total	Male		Female	
	Nr	Nr	%	Nr	%
1 st competition	930	733	78.82	197	21.18
2 nd competition	910	756	83.08	154	16.92
3 rd competition	1851	1444	78.01	407	21.99
4 th competition	1717	1287	74.96	430	25.04
5 th competition	2364	1780	75.30	584	24.70
6 th competition	2861	2209	77.21	652	22.79
7 th competition	4111	3138	76.33	973	23.67
8 th competition	631	482	76.39	149	23.61
9 th competition	3082	2352	76.31	730	23.69
Total:	15375	11829	76.94	3546	23.06

2.2. Succeeded in testing

Succeeded in testing				
Total	Male		Female	
Nr	Nr	%	Nr.	%
325	264	81.23	61	18.77
96	77	80.21	19	19.79
270	208	77.04	62	22.96
324	242	74.69	82	25.31
528	390	73.86	138	26.14
538	419	77.88	119	22.12
1334	1010	75.71	324	24.29
167	141	84.43	26	15.57
1298	980	75.50	318	24.50
Total: 3582	2751	76.80	831	23.20

2.3. Eligible to the position

Eligible to the position				
Total	Male		Female	
Nr.	Nr.	%	Nr.	%
57	46	80.70	11	19.30
26	21	80.77	5	19.23
103	79	76.70	24	23.30
113	82	72.57	31	27.43
182	136	74.73	46	25.27
240	188	78.33	52	21.67
397	299	75.31	98	24.69
6	5	83.33	1	16.67
333	260	78.08	73	21.92
Total: 1124	856	76.16	268	23.84

2.4. Appointed to the position

Appointed to the position				
Total	Male		Female	
Nr.	Nr.	%	Nr.	%
48	38	79.17	10	20.83
26	21	80.77	5	19.23
97	73	75.26	24	24.74
100	70	70.00	30	30.00
148	111	75.00	37	25.00
188	150	79.79	38	20.21
297	234	78.79%	63	21.21%
3	3	100.00%	0	0.00%
213	171	80.28%	42	19.72%
Total: 1120	871	77.77	249	22.23

Over last 5 years, there have been hosts of reform initiatives to bring about changes in the civil service recruitment system with a view to providing the central executive power bodies and citizens of Azerbaijan with efficient and responsive services. These reforms have been concentrated on areas of creating an efficient civil service focused on the need for provision of high quality services to the public. Building a well-structured recruitment system received a very

high prioritization. Under the reformation process, the recruitment system had been centralized. To really strengthen the system, the following innovative activities are regularly implemented by the Commission:



- Awareness raising campaigns in relation with civil service recruitment;
- Organization and management of work for preparation of job descriptions for positions in state bodies;
- Regulation and improvement of civil service legislation;
- Establishment of document exchange system in HRM of civil service;
- Broad implementation of the ICT solutions (e-Recruitment, e-Testing, e-Application);
- Development and implementation of position selection system;
- Promotion of continuous trainings on central and regional levels;
- Participation of independent experts in panel of interviewers;
- Video-recording of testing and interviews, etc.

Persons graduated abroad in frame of the “State Program on education of the Azerbaijani youth in foreign countries in 2007-2015” are kept as reserve staff in the data base of the Commission which submits to the relevant state body for recruitment of these persons to civil service out of competition under the legislation.

CIVIL SERVICE LEGISLATION ENFORCEMENT

The Commission makes proposals on improvement of the legislation, prepares drafts of the relevant standard legal acts while defining the problems arisen during enforcement of the Law “On Civil Service” and controls over implementation of the related legislation.

The Commission adopted “Rules of holding interviews for civil service recruitment and filling administrative position”, “Rules of organization, conducting and evaluation of the testing examination for civil service recruitment in state bodies”, “Rules of preparation and expertise of test samples for testing on civil service recruitment state bodies”, “Rules of consideration of appeals for results of interview”, “Rules of consideration of appeals related to the testing results”, “Rules of formation of reserve staff for filling positions corresponding to the 6th-9th classifications of administrative positions”, “Instruction on test examination personal and other persons participating in the examination process”, “Instruction on a candidate participating in the test examination”, and “Rules on requirements for transparency increase in interview and behaviour of member of panel of interviewers”.



ETHICAL BEHAVIOUR IN CIVIL SERVICE

The process of civil service reforming requires more transparent procedures regarding admission to civil service, promotion in civil service, dismissal from the latter, evaluation of the civil servants performance, introducing rotational system into the civil service. According to the current legislation in civil service field, institutional mechanisms and rules governing admissions to the civil service are improving and admission to any fields of the civil service are going in a transparent way and on the basis of competition. All these measures are aimed to promote the reputation of civil service, implementation of special programs for supporting/stimulating civil servants, and recruiting specialized and professional staff members.



Law of the Republic of Azerbaijan
On Rules of Ethics Conduct of Civil Servants

The current Law defines rules and principles of ethics conduct for civil servants and legal mechanisms corresponding to observance of these rules.

Chapter I. General Provisions:

Article 1. Scope of the Law

1.1. These rules shall apply to all persons with a status of a civil servant.

1.2. Each civil servant shall implement provisions of law governing by the law supremacy, human rights, democratic principles and the of high ethics conduct rules.

Article 2. Objectives of the Law

2.0. Objectives of this Law shall be as follows:

2.0.1. increasing the prestige of state bodies and civil service, strengthening citizens' confidence towards state bodies and civil servants;

2.0.2. increasing efficiency and transparency in the performance of state bodies and civil servants;

2.0.3. preventing corruption in state bodies and conflict of interests in the civil servant performance;

2.0.4. guaranty of the ethics conduct rules observance by civil servants;

The Law “On ethics conduct rules of civil servants” came into effect in 2007. The Law establishes a wide range of ethical duties for civil servants, from loyalty and obedience to appropriate use of public property. The primary purpose of the Law is to enforce ethical behaviour and address violations through disciplinary sanctions. The Law broadly supports continuing anti-corruption measures implemented in Azerbaijan last years.

Control over observation of the ethics conduct rules is discharged to the Commission and a head of each state body.

Functions of the Commission in this field are:

- ✓ Regular inquiry on situation with observance of the ethics conduct rules by civil servants;

- ✓ Acceptance of complaints and information about violation of the rules by civil servants and other persons;
- ✓ Making proposals, recommendations and presentations of solution of issues arisen from entered information;
- ✓ Establishment of the ethics attorney institute in state bodies, and others.

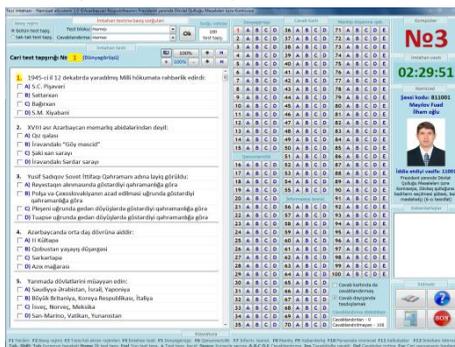
CIVIL SERVANT REGISTER

The Commission jointly with the Administration of the President of the Republic of Azerbaijan maintains the Civil Servant Register of the Republic of Azerbaijan. The Register is a centralized data base of civil servants. Aims of the Register are collection, update and analyzing of the information about civil servants. Such information processing is mainly aimed at the HR management and settlement of other aspects of the civil service. Administration of the Register, collection, updating, protection of data is performed by the special software.

As a result of work carried out jointly with state agencies, shortages encountered during operation of the “Management structure and human resources system” managing the Register were analyzed, systemized and eliminated together with company-manufacturer, new reporting formats were added.

recruitment online “E-recruitment” system was launched on Commission’s website with a purpose of increasing responsiveness and efficiency.

Introduction of computer assisted application and test systems instituted to revolutionize the pen-and-paper style of civil service examinations. The new systems assist to develop the systematic storage, updating, retrieval, checking and scoring of examinee data through specialized computer software. Basically, implementation of the IT systems aims at provision of an individual, through a one-stop process, the opportunity to acquire civil service eligibility, which is now one of the main conditions for entering the civil service in Azerbaijan.



Commission was assigned with implementation of a number of measures jointly with other central executive power bodies (Ministry of Communication and Information Technologies and Ministry of Economic Development of the Republic of Azerbaijan) regarding implementation of “Action Plan on formation of “E-Government” during 2010-2011 in the Republic of Azerbaijan (E-Azerbaijan)” approved by Order No 136 of the Cabinet of Ministers of the Republic of Azerbaijan as of 14 May 2010 with purpose of increasing training level of civil servants, specialists on information and communication technologies. These measures are stated below:

- ✓ Establishment of “E-government” training-education centre;

- ✓ Arrangement of training courses for civil servants on increasing ICT application level;
- ✓ Organization of trainings on increasing vocational development of civil servants working on information and communication technologies, including information safety.

In order to coordinate these measures, Coordination Board was established at the Ministry of Communication and Information Technologies of the Republic of Azerbaijan. The representatives of Commission regularly are taking part in the meetings of the mentioned board.

GSM-based operating system was applied for informing the candidates in real time at different stages of competition and interviews. The system has the capacity informing about date of test examination, result of test examination, schedule of interview, result of interview, etc. via short message – SMS service.

The Commission won the 3rd place in the nomination “E-service” in the contest held by the Ministry of Communication and Informational Technologies on 6 December 2010. The contest was dedicated to the professional holiday of the informational and technological workers.

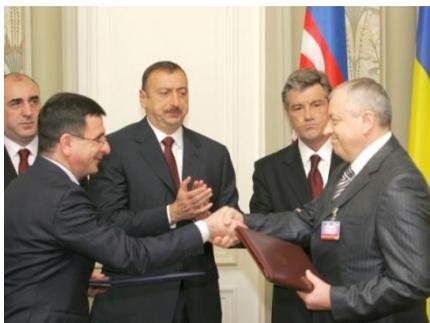
INTERNATIONAL COOPERATION

BILATERAL AND MULTILATERAL COOPERATION

Commission pays special attention to knowledge exchange from practice of civil service and human resources management of different countries in its activity and application of the gained good practice



in public administration of Azerbaijan. Thereupon, bilateral and multilateral cooperation have been established with representatives of different regional and international organizations such as Council of Europe, United Nations Development Program, European Commission, SIGMA, German Society for Technical Cooperation and other bilateral and multilateral organizations dealing with assistance and operations in civil service.



Relevant measures were taken towards establishment of bilateral cooperation in the field of civil service with similar agencies of Turkey, Ukraine, Kazakhstan, France, and People's Republic of China, Korean Republic, Ireland, the United Kingdom

of Great Britain and Northern Ireland and other countries. The

bilateral relations with similar agencies in the field of civil service is secured by signing cooperation agreements towards organization of mutual visits in the field of civil service, exchange of experience and arrangement of training courses and seminars with the mentioned purpose.

Starting from 2007, the Commission is a member of the Working Group on Good Governance and Institutional Renewal of the Organization for the Black Sea Economical Cooperation (BSEC).

DEVELOPMENT PROGRAMS AND PROJECTS

Cooperation with UNDP



The main development goal of the “Good Governance through civil service reform” project of UNDP is to ensure that public services are provided to the people of Azerbaijan by a qualified, competent Civil Service in the most efficient manner.

The objectives of project are as follows:

- ❖ Strengthen the capacity of civil servants from the Commission and State Agencies;
- ❖ Promote greater transparency in performance management and accountability of civil servants through piloting a new modern performance appraisal system;

- ❖ Promote greater gender equality in the civil service by increasing capacity of CSC staff to address gender issues and supporting gender mainstreaming in national legislation related to the civil service.

The Government of Azerbaijan and UNDP are also seeking to prepare and publish a National Human Development Report on the Civil Service. The report should analyze the current state of the civil service of Azerbaijan in terms of its effectiveness and efficiency in achieving human development goals, and provide recommendations on continuing reforms. The report is recently under development by a team of independent foreign and local consultants working in close collaboration with the Commission.

Technical Cooperation with Government of Germany

General objective:



To improve and strengthen friendship relations based of partnership between the Republic of Azerbaijan and Federal Republic of Germany through technical cooperation in order to assist social and economic development of the Republic of Azerbaijan referring to the Protocol on

intergovernmental negotiations held in Baku on 25-26 November of 2008.

“Support to the Civil Service Reforms in Azerbaijan”.

The Civil Service Commission is acting as both the implementing partner, and key beneficiary of the project. GTZ (now GiZ - German International Cooperation (Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH), is providing financial and administrative support to the mentioned project, providing technical assistance through international and local consultants, procurement of goods, organizing language courses for CSC experts, supporting in organization of trainings, round-tables and/or conferences, regional trainings for courts and state bodies.

The project is expected to contribute to overall Public Administration Reforms by provision of:

- ❖ Strengthened institutional capacity of the Civil Service Commission and its acting personnel – including structures, workflow, and management style - as best practice sample for the public sector of Azerbaijan;
- ❖ Draft of Public Administration Reform Strategy with concrete building blocks - such as implementation of recruitment, remuneration schemes, performance stimulation measures, ethics code, civil service training, etc. - for guiding and coordinating the consecutive steps of Civil Service Reform in Azerbaijan with relevant stakeholders and counterparts;
- ❖ Established and formalised policy networks among human resource departments and NGOs, supporting mechanisms for transparency and dissemination of modern civil service management and reform efforts;
- ❖ Established technical prerequisites including computer- and internet software at the Commission to fulfil its obligations

regarding transparent and standardised recruitment in public administration in a timely manner and in line with state of the art standards and methodology;

- ❖ Awareness for Gender Equality issues among public administration.

Cooperation with the European Union / European Commission

On 16 January 2006 co-project of the CSC and TACIS (European Commission) Assistance to Civil Service Reform in Azerbaijan started. This project was a continuation of the previous TACIS project Implementation of Economic Strategy and Pay Policy of the Civil Service in the Republic of Azerbaijan (2002-2004).



Generally aimed at the development and implementation of a comprehensive administrative reform strategy, based on the principles of legal certainty and reliability, transparency, accountability, efficiency and effectiveness, specific objectives of the new project are to develop a modern and efficient Civil Service in Azerbaijan capable of operating to international standards through the introduction of changes in its management style, procedures, attitudes and staffing. The project also helped the effective establishment of the CSC for Civil Service Issues, to achieve a workable testing and civil service recruitment system, and to provide assistance in the implementation of the Civil Service Law.

The previous TACIS project Implementation of Economic Strategy and Pay Policy of the Civil Service in the Republic of Azerbaijan (2002-2004) was covering 3 interrelated specific objectives:

1. to initiate and move forward a comprehensive public administration reform process;
2. to provide advice on the creation of a regulatory and institutional framework for a unified human resources management in the public sector;
3. to help build a knowledge base for Civil Service Management and Public Administration Reform.

During the implementation phase of the project, a paper on public administration with the following presentation to the Office of the President of the Republic of Azerbaijan has been drafted; library of materials on experience of civil service and administrative reform had been developed; database on civil servants was designed and introduces, etc. One of the projects' key outputs was establishment of Civil Service Commission in 2005.

Cooperation with SIGMA



Since 2009 the Civil Service Commission started the cooperation with SIGMA (Support for Improvement in Governance and Management) - a joint initiative of the OECD and the European Union, principally financed by the EU.

During 2009-2010 different activities, such as conference on the theme of “Performance appraisal of civil servants” (*Baku/Azerbaijan*); seminar on “Declaration of the property by the officials as a way of combat against corruption” (*Belgrade/Serbia*); study visit dedicated to the international experience in the field of performance appraisal of the civil servants (*Paris/France* and *Lisbon/Portugal*); seminar on “Legality and discretion in the field of HR management in civil service” (*Baku/Azerbaijan*); were organized in frame of the project.

It is planned to continue cooperation with SIGMA in 2011 in the fields of HRM, e-government, etc.

Cooperation with Council of Europe

In 2007-2009 the Commission was one of the beneficiaries of the Project “Support to the Anti-corruption Strategy of Azerbaijan” (AZPAC)



implemented by the Council of Europe, Commission on Combating Corruption of the Republic of Azerbaijan and the United States Agency for International Development (USAID) as the donor agency.

The Commission is also one of the beneficiaries in the EU Comprehensive Institution Building Programme (CIB) of the Eastern Partnership in the field of strengthening human and institutional

capacities related to negotiating and implementing the future Association Agreement (2011-2013).

LINKS WITH CIVIL SOCIETY AND MASS-MEDIA



The Civil Service Commission is also developing cooperation with civil society and mass media in Azerbaijan through public meetings mainly focused on informing society regarding performance of Commission and development of reforms in civil service

field. The League for Citizen Labour Rights Protection, Entrepreneurs and Manufacturers Union, Transparency Azerbaijan, Media Rights Institute and other non-government organizations are among the most active partners of the Commission. The Commission invites representatives of the NGOs and mass media to participate in test examination and interview processes as observers; organizes regular meetings with the NGOs and mass media to inform the society about reforms in civil service field, to know their opinions and in order to strengthen public monitoring over civil servants; and other.

ACCESS TO INFORMATION/TRANSPARENCY

Transparency is the strongest tool in fighting against corruption. The Commission also pays great attention to access to information and transparency in its performance and constantly informs the society about its activities through own web-site and mass media. So, all reports of the Commission, information about personnel, budgets,

requests for quotations, staff list, statistics, and other comprehensive information are placed on the web-site of the Commission.

It is result of undertaken work that according to the report “Public information access in Azerbaijan” of the Media Rights Institute dedicated to the celebration of the Worldwide Information Society Day on 17 May 2010 the website of the Commission won the 1st place among websites of 45 state institutions and courts for openness of the information on general information about state bodies, legislative base, technical requirements, performance information, budget.

On 17 May 2011 Media Rights Institute held an event in the International Press Centre on the occasion of World Informational Society Day. During the event “On-line Transparency Report of state institutions” covered the results



of web-sites monitoring of state institutions was disclosed. This report was continuation of the work done by Media Rights Institute since 2005 on information freedom, research on access to information,

monitoring, preparation of recommendations, the protection of public interests and enlightenment. The report was prepared on the basis of monitoring of 48 state institution web-sites considering information owner according to the Law on "Access to Information".

According to the results of the evaluation the official web site of the Civil Service Commission under the President of the Republic of Azerbaijan was the 1st with the 52.26% in the rating table covering the information openness.