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Korrupsiyaya Qarşı Mübarizə
ürə QHT-lərin Məlumat və
Əməkdaşlıq Şəbəkəsi

MONITORING REPORT

GOVERNMENT HOTLINE SERVICES IN AZERBAIJAN

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The Civil Society Project is a USAID initiative, implemented by Counterpart International in partnership with the International Center for Not-for-Profit Law. The goal of the project is to assist the citizens of Azerbaijan and the Government of Azerbaijan in institutionalizing pluralistic representative approaches to shaping and implementing economic and social reform.

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Executive Summary

This is the first of three reports to be released by the Coalition of civil society organizations in the framework of the project for Alternative Monitoring of the Implementation of the National Strategy and Action Plan for Combating Corruption in Azerbaijan.

The purpose of this document is to:

- (i) Report on the findings of the monitoring of government hotline services;
- (ii) Examine the level of public awareness of the existence and operation of hotlines;
- (iii) Provide recommendations on how to increase the effectiveness of government hotline programs in Azerbaijan.

1. Project Overview

The project for the Alternative Monitoring of the Implementation of the National Strategy and Action Plan for Combating Corruption is designed to increase the level of participation of the population through civil society organization (CSOs), community-based groups and local authorities in combating corruption. The project is implemented by a Coalition of CSOs with experience in similar initiatives and strong capacity to network with international and national governmental and non-governmental institutions.

The long-term objectives of the project include:

- Increase public awareness by conducting information campaigns;
- Form public opinion to strengthen citizens' position in combating corruption;
- Transform non-systematized activities of CSOs into civil and legal frameworks;
- Increase transparency in government agencies and municipalities through access to information;
- Strengthen cooperation with government agencies to improve the legal base and practices for combating corruption.

To achieve these objectives, the Coalition engages in the following activities (Annex 1):

- Monitors the implementation of the National Strategy and Action Plan;
- Provides recommendations for the review and reevaluation of the Action Plan;
- Discusses the recommendations with all interested parties;
- Discusses the recommendations with government officials for implementation.

2. Problems of Corruption in Azerbaijan

2.1 Recent Efforts to Reduce Corruption

Over the past five years the Government of Azerbaijan (GOAJ) undertook a series of steps to reduce the level of corruption in the country: (i) Established the State Commission for Combating Corruption (SCCC) and an anti-corruption department under the General Prosecutor's Office; (ii) Adopted a number of laws to enhance access to information and transparency and improved

cooperation with NGOs; (iii) Implemented the state program for combating corruption in 2004-2006 and adopted a new national strategy and action plan for 2007-2011.

As a result of these measures Azerbaijan moved up in the Transparency International Corruption Perception Index from the bottom third percentile to the twelfth. Despite this, according to the Global Competitiveness Index released by the World Economic Forum corruption continues to be the top most problematic factor for doing business.

On July 28, 2007 the President of Azerbaijan approved the National Strategy and Action Plan for Combating Corruption. The outcomes and gaps in implementation of the previous strategy for 2004-2006 were analyzed to develop a comprehensive document. NGOs and international experts were invited to participate in drafting the Strategy. According to the Action Plan central and local executive bodies are required to submit annual working plans to the SCCC and provide bi-annual reports to the SCCC and the Government. NGOs have been given broad room for cooperation in combating corruption, particularly in the areas of research, monitoring and capacity building.

The Action Plan represents a broad set of measures and activities across many dimensions, including legislation, governance, asset management, health, education, etc. It includes a list of government agencies accountable for specific activities and sources of funding. Additionally the Action Plan sets broad time frames for implementation and provides for the involvement of partner organizations.

2.2 Project Fit with National Strategy and Action Plan

The project for the Alternative Monitoring of the Implementation of the National Strategy and Action Plan for Combating Corruption helps to “increase the role of civil society institutions in implementing the National Strategy” (Part V, Provision 56 of the Action Plan). Additionally it facilitates the creation of a monitoring system for strategy implementation through alternative monitoring and status reports (Part VI, Provision 59). The Coalition identified the strengthening of public relations (Part II, Provision 16) as an area allowing for immediate involvement.

This document reports on the results of the first part of the project, which includes the following components as focal points for monitoring activities:

- Establish hotlines in government agencies and inform the public of their existence;
- Establish a system of operational response to information received via these hotlines.

In the second part of the project the Coalition will focus on other aspects of Strategy and Action Plan implementation, including:

- Success of government agencies in implementing the Action Plan;
- Progress made as a result of Strategy and Action Plan implementation;
- Impact of civil society involvement on government policy and role in fighting corruption.

3. Government Hotline Services

3.1 Resource Commitments

Hotlines offer an attractive option for policy-makers who would like to be perceived as taking action against corruption. They help demonstrate both intent and action, and are relatively easy to present to the public. The National Strategy provides for the creation of hotlines and a response system to public complaints to enable direct communication between citizens and government officials.

The effectiveness of a hotline program in institutions depends on the existence of policies authorizing it. Lack of endorsement can leave the program open to challenges by organizational elements. A guiding document should authorize the program, define the relationships and responsibilities of the officials involved, and regulate the receipt and processing of information. While the GOAJ expressed commitment to such a program in the Strategy and Action Plan, no general guidelines for the creation of hotlines in government agencies were released. As a result each agency adopted its own approach to developing and implementing the program.

The following technical approaches were found to be most common:

- *Electronic hotline* – a standard form available on the official web site of the agency that can be used by the public to send in inquiries/complaints;
- *Telephone line* – (i) a non-dedicated standard telephone line, which is used among other things for receiving calls from the public during official hours; (ii) a dedicated point-to-point communication link (hotline) for public inquiries/complaints;
- *Three-digit dedicated line* – (i) a three-digit non-automated line for public inquiries/complaints; (ii) a three-digit automated line that operates 24 hours per day;
- *Multi-line telephone instrument* – a three-digit multi-line communication link that can handle multiple simultaneous calls and operates 24 hours per day.

3.2 Public Awareness

In addition to time and managerial commitments each of the approaches described above requires a different level of investment in terms of financial and human resources. Lack of coordination in developing and implementing a hotline system, could lead to the loss of opportunities in generating economies of scale and scope. For example, information processing time can be reduced by creating a national centralized hotline for reporting cases of corruption. This also helps narrow down the scope of training programs for personnel staffing the hotline.

The experience with hotlines in other countries shows that it is important to avoid creating a negative perception of the caller. This can be achieved by informing employees about how the program operates and what should be reported. Information about the hotline should be displayed in highly visible and utilized areas. Another useful measure is to publicize success stories and reward officials who provided the information for them.

For the hotline program to be successful, the public should be continually informed of its operation and existence. A one-time announcement in the press is not sufficient to generate awareness. It is also important to consider the mediums of communication used in campaigns to build public awareness. The internet, considered to be extremely effective in some parts of the world, may only reach a tiny segment of the population in developing countries where internet penetration is quite low.

4. Monitoring Methodology

4.1 Principles of Information Gathering

Prior to the monitoring process, members of the Coalition held consultations with experts and representatives of the civil society, members of parliament and government officials. Sabit Bagirov from the FAR Center for Economic and Political Research and legal expert Alimammed Nuriyev contributed to the development of the monitoring methodology.

Lack of specific deadlines and a standard methodology for establishing the hotlines led to uneven progress. Where possible the following key components were considered in monitoring the implementation of the hotline program in government agencies:

- *Contact details* – the toll-free number that people can call;
- *Location* – the region, institution, department where the hotline is located;
- *Public awareness* – continuously informing the public about the existence and operation of the hotline;
- *Operational procedure* – the handling of incoming calls and registration of inquiries/complaints;
- *Investigative procedure* – the process of analyzing and investigating complaints;
- *Evaluation* – measures, such as the number of calls received, types of inquiries/complaints.

4.2 Anticipated Outputs

The monitoring of the hotline system was conducted in 35 different government agencies to: (i) Determine whether a hotline was established and if so when and how; (ii) Analyze the types of inquiries/complaints submitted via the hotline; and (iii) Evaluate the steps taken to raise public awareness regarding the hotline. The goal was not only to estimate progress in the implementation of the Strategy and Action Plan but also to contribute to the process by introducing participatory mechanisms.

The Coalition conducted a survey in six regions to: (i) Determine the level of public awareness of the existence of government hotline services; (ii) Estimate the frequency of use; and (iii) Evaluate the perceived quality of official responses to public inquiries. A total of 900 community residents were interviewed in the regions of Shaky, Ganja, Lankaran, Guba, Zagatala, and Mingachevir.

From a technical point of view the establishment of a hotline is not a very sophisticated process. However to ensure its successful deployment and use, government agencies must coordinate various inputs and monitor effectiveness by controlling for specific outputs. Among one of the most strategically significant inputs is the training and exposure of personnel assigned to operate the hotline. To determine staff development priorities it is important to establish what the main objectives or anticipated outcomes of the program would be. Given a hotline's potential to generate multiple effects, such as public trust-building, increasing transparency, combating corruption, etc. the inputs and training required may vary with the preferred focus.

5. Hotline Monitoring Results

5.1 Implementation and Use

A total of 35 government agencies (ministries, committees and agencies) were included in the monitoring. Only eight have not undertaken any steps to meet the provisions of the Strategy and Action Plan regarding the establishment of public hotline services (Annex 2). As previously mentioned progress in creating hotlines and generating public awareness has been uneven. Two agencies – the Ministry of Taxes and the Committee on Azerbaijanis Residing Abroad – can be showcased for their effort in developing and deploying hotlines.

The Ministry of Taxes established a toll-free three-digit hotline (195) known as the Telephone Center as early as 2003 in Baku and in 2006 in the regions. The hotline is used to respond to taxpayers' inquiries, provide legal information, and enable citizens to report cases of tax fraud and corruption. The Telephone Center operates 24 hours per day in live and automatic (after hours) modes. The Ministry continuously informs the public about the existence of the hotline through advertising in traditional media and online and by printing information leaflets.

In addition to using the telephone hotline, citizens can send in inquiries/complaints via the FAQ section of the official web site (www.taxes.gov.az) or establish direct contact with a specific department via email addresses provided online. In the period from January to October 2008 the Ministry received 274,519 calls and 2,275 electronic inquiries.

The Committee on Azerbaijanis Residing Abroad implemented a three-digit automated hotline (140) in 2007. The public was informed about its operation and existence through announcements in the mass media. This hotline operates like a multi-line telephone instrument and has the capacity to handle ten simultaneous calls, redirect calls to relevant departments and provide automatic responses to standard questions.

Government hotlines in Azerbaijan offer the following benefits to the public:

- Reinforce public interests by providing access to information and enabling citizens to submit complaints in a more efficient and straightforward manner;

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- Promote a more customer-oriented approach and better service in government agencies through a stronger sense of responsibility;
 - Contribute to a sense of equity and fairness in the resolution of conflicts and empower citizens to seek and obtain information.

Hotlines offer the following benefits to government agencies in Azerbaijan:

- Government agencies with an established and operating hotline system are better positioned to strengthen relations with the public and build trust in institutions;
- Help improve transparency in institutions and reduce corruption, improving the reputation of government officials;
- Reduce the costs associated with receiving and processing public complaints by transitioning away from written appeals to calls and emails.

5.2 Public Awareness Survey

The Coalition conducted a survey among 900 respondents in six regions of Azerbaijan to determine the level of awareness regarding the existence of government hotlines (Annex 3). The results indicate that there are some gaps in the implementation of the provisions of the Action Plan pertinent to this area. While some agencies, such as the Ministry of Taxes, undertake activities to increase public awareness, for others the scope of such efforts is still quite narrow and short-lived.

High indicators of use in certain agencies, such as the Ministry of Internal Affairs (1,599 hotline inquiries made in the first ten months of 2008) and Ministry of Labor and Social Protection (875 hotline inquiries made in the first nine months of 2008), show that citizens often make an effort to obtain information about the existence of inquiry/complaint mechanisms with government agencies.

The majority of respondents (63.6%) stated that they had not received any information about the existence of hotlines in government agencies. Those who had were able to do so via television, newspapers and billboard advertising. In particular, the respondents emphasized that they knew about the hotline in the Ministry of Taxes through advertisements. Only 7.6% of respondents said that they often use hotlines. Another 29% said they use hotlines from time to time. In the majority of cases (52.6%), hotlines were used for obtaining information and in 38.6% of cases for complaints.

A large majority (78.2%) stated that they were able to obtain a response and the inquiry/complaint was satisfactorily resolved. Further analysis showed that several government agencies have a good mechanism of responding to public inquiries. This mechanism is more effective for inquiries made via hotlines than for any other form of appeal (e.g. written appeal, appointments). Many (53.1%) respondents believe that hotlines can help increase transparency in government agencies.

6. Recommendations

Indicators of use for well-functioning government hotlines suggest that such systems are an effective tool for improving communication flows between government agencies and the public. Such systems can help increase transparency, enhance the accountability of government officials, and strengthen the role of citizens in combating corruption. To expedite the implementation of this component of the Action Plan, it is advisable to establish hotlines at all government agencies and bring existing ones in line with modern standards. As this is being accomplished, information campaigns should be designed with a view to continuously inform the public about the existence of hotlines.

Based on the results of the monitoring and survey, the Coalition developed the following set of recommendations to increase the effectiveness of government hotlines:

- 1) Create provisions for the SCCC to design and distribute a standard methodology for implementing hotlines in government agencies. This methodology should be applied across the board to ensure the effective and timely implementation of the Action Plan.
- 2) Develop a hotline methodology consisting of two distinct parts: (i) Technical specifications of the hotline (e.g. three-digit automated system); and (ii) Data entry and processing requirements for the efficient handling of inquiries/complaints.
- 3) Transform all government hotlines into dedicated toll-free numbers accessible to citizens across the country.
- 4) Improve the quality of customer service and operational response to inquiries/complaints received through the hotlines by demonstrating commitment and allocating sufficient resources to the program.
- 5) Adapt electronic hotlines to the existing level of demand and public needs. Links should be made available on the home pages of official web sites where they are easy to find.
- 6) Encourage government agencies to design and implement campaigns to raise public awareness. Information about the hotlines should be made widely available in government buildings, through the media and in printed form.
- 7) Ensure that government agencies inform the public on a quarterly basis of the outcomes of their activities for that period. Agencies should disclose statistics regarding the number of complaints made through the hotline and the measures taken to address them.
- 8) Add relevant provisions to the Code on Administrative Violations defining the responsibility for non-responsiveness to complaints submitted through the hotline.

Next Steps for the Coalition

The Coalition will continue working with CSOs and policy-makers in the framework of the project for the Alternative Monitoring of the Implementation of the National Strategy and Action Plan for Combating Corruption through the coming year. It recently developed a twelve-month implementation plan for the second part of the project, which will focus on the overall progress and outcomes of the Strategy and Action Plan.

The Coalition will continue to engage in discussions with government officials to ensure that the recommendations regarding the creation of public hotline services provided in this report are adopted and implemented. It will maintain the strength of its effort to engage broader segments of the population in the fight against corruption through awareness building campaigns and public opinion surveys. At the conclusion of the second part of the project the Coalition will develop a list of recommendations for the GOAJ. It will advise on the ways to fill gaps in strategy implementation and contribute to the reevaluation of the Action Plan for achieving maximum effectiveness in the fight against corruption.

Project Implementation Plan

Annex 1

		Year 1												
		Other	M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	M11	M12
	Activity/Sub-activity	Lead												
1	Preoperational stage to form the project working group and conduct meetings with policy-makers.	CLRPL, AYLU, ELA	Other allies											
2	Project presentation to government agencies, media and international organizations.	ELA	NGOs, media, government, international orgs											
3	Monthly meetings of the Coalition and project experts	AYLU	Other coalition members, partners											
4	Develop the monitoring methodology for the implementation of the National Strategy and Action Plan	CLRPL	Other coalition members, partners											
5	Define the monitoring tools with project experts	CLRPL	Other coalition members, partners											
6	Conduct the monitoring of the National Strategy and Action Plan implementation	CLRPL, AYLU, ELA, ALC	Other partners and allies											
7	Process the results of the monitoring and develop recommendations	CLRPL, AYLU, ELA, ALC	Baku Law Centre, Anticorruption NGO Network											
8	Organize public discussions of the recommendations and press conference.	ELA	Coalition members, media, all stakeholders											
9	Release the monitoring report in English and Azeri. Distribute to government agencies and all interested parties.	CLRPL	Other coalition members, partners											
10	Evaluate results and determine which project outputs instigated positive changes.	CLRPL AGHB	Other coalition members, partners											

Abbreviations: CLRPL Citizens Labor Rights Protection
 ALC Azerbaijan Lawyers Confederation
 ELA Eurasian Lawyers Association
 AYLU Azerbaijan Young Lawyers Union

Annex 2 Government Hotline Services Progress Matrix

Agencies that have not undertaken any measures to establish hotlines or increase public awareness: Ministry of Defense, Ministry of Finance, Ministry of Industry and Energy, Ministry of Agriculture, Ministry of Health, Ministry of Emergency Situations, State Committee on Work with Religious Organizations, State Procurement Agency.

Agency	Activities	Outcomes	Measures	Comments
Ministry of Foreign Affairs	Regular updates on activities on the web site and in press conferences. The head of the press service holds weekly meetings with representatives of the mass media.	Information available via Web site: www.mfa.gov.az Phone: 492 96 92; Fax: 498 84 80 Email: secretariat@mfa.gov.az		No established hotline. A three-digit toll-free dedicated line for public inquiries is required.
Ministry of Internal Affairs	Two numbers 590 90 21 and 590 90 73 were created for public appeals in September 2005. This was communicated to the press. Information is made available on the web site www.mia.gov.az .	Continued receipt of citizen appeals via the two numbers and investigation of reports.	A total of 1,599 appeals were made over 10 months in 2008; 1,294 contained sufficient information; 305 were reported to management. Following an investigation 141 cases were discarded; 91 were settled; 73 called for follow-up.	No dedicated line created and calls often remain unanswered. A three-digit toll-free dedicated number is required.
Ministry of National Security	Operating units established to implement a hotline. The Ministry provides regular information to the public. There is one number 405 99 99 for citizen complaints.			No dedicated line created. A three-digit toll-free dedicated number is required.
Ministry of Defense Industry	Provisions to establish a hotline were made in the Ministry's action plan for 2009.	Information available via Web site: www.mdi.gov.az Email: info@mdi.gov.az		No established hotline. A three-digit toll-free dedicated line for public inquiries is required.
Ministry of Justice	A hotline was established in 2005 at the Penitentiary Service and Center for work with Municipalities. Citizens can apply to the Human Rights Division and the Inspection on Control over Execution of Sentences via phone, email or post. Contact information is placed on bulletin boards.	Hotline at the Ministry of Justice: 510 21 59 or 510 21 58 Hotline at the Penitentiary Service 493 24 86 or 498 89 50 Hotline at the Center for Work with Municipalities 596 34 08.	In the first half of 2008, there were 121 inquiries via the hotline at the Ministry and 35 at the Center.	The hotline is operational and there is an effective response mechanism to inquiries. A three-digit toll-free dedicated number is required.

Agency	Activities	Outcomes	Measures	Comments
Ministry of Taxes	A toll-free three-digit hotline (195) known as the Telephone Center was established in 2003 in Baku and in 2006 in the regions to respond to appeals by taxpayers, provide information on legislation, and enable citizens to report cases of tax fraud and unlawful actions by officials. Public awareness of the Center is raised through the mass media, official web site and information leaflets and booklets.	The Telephone Center operates 24 hours per day in live (9am to 6pm) and automatic (after hours) modes. The official web site (www.taxes.gov.az) provides: (i) direct contact with the Minister; (ii) direct contact with the Internal Security Department for reporting unlawful actions on the part of officials; (iii) direct contact with the Internal Audit Department and guidelines to businesses on how to report tax violations; (iv) contact with HR Department and guidelines on how to report unethical behavior. In addition the web site has an FAQ section.	From Jan to Oct 59,590 calls were received by the inspector-operator and 214,929 by the electronic operator; 5,747 tax payers applied for information about their tax debt, 106 complaints were filed and forwarded to appropriate agencies for further action. In the same period 2,275 questions regarding tax legislation were submitted and answered via the FAQ section of the web site.	Enhance the training of personnel staffing the hotline and responding to inquiries.
Ministry of Economic Development	Complaints can be submitted to the Ministry via telephone.	Appeals made via the Ministry number 492 41 10 are registered and processed.	From Jan to Oct 2008, 200 appeals were placed, mainly with the central apparatus of the Ministry, the Department of Entrepreneurship Development Policy, Anti-monopoly State Service, and State Service on Control over Consumer Market.	No established hotline. A three-digit toll-free dedicated line for public inquiries is required.
Ministry of Labor and Social Protection	A three-digit helpline (142) was created in May 2007 but it is difficult to contact the Ministry on this number. Appeals are processed, redirected to the appropriate departments and submitted to management once per month in the form of a summary.	Internal phone lines provide information on the following: 101 – labor legislation; 102 – social assistance; 103 – disability grades and rehabilitation; 104 – employment and labor migration.	In the first 9 months of 2008, 875 appeals were made via the helpline, of which 375 related to social assistance; 226 to employment services; 155 to labor laws; 60 to medical-social expertise and disabilities.	No operational hotline. A three-digit toll-free dedicated line for public inquiries is required.

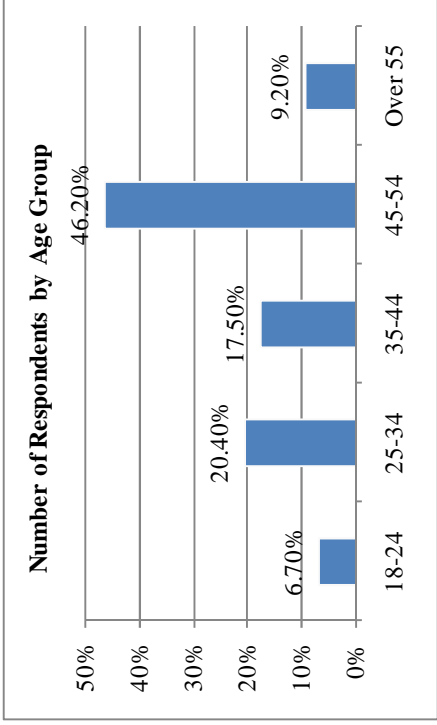
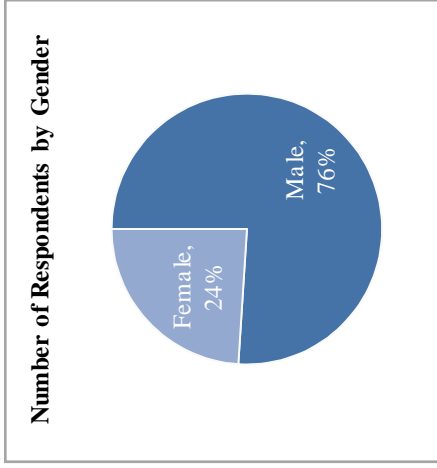
Agency	Activities	Outcomes	Measures	Comments
Ministry of Ecology and Natural Resources	Two numbers 439 18 63 and 438 13 35 were established for public inquiries. An announcement was made in state newspapers and broadcast on TV. Both numbers are published on the web site.	According to the Ministry the numbers are operational 24 hours per day. In practice these numbers cannot be reached.	In 2008, 35 appeals were made with the Ministry, of which 28 have been resolved and the rest were in the process of settlement.	No operational hotline. A three-digit toll-free dedicated line for public inquiries is required.
Ministry of Culture and Tourism	An official web site was launched in November 2007. It contains sections such as the Hotline, Getting an Appointment, FAQ, etc. Inquiries from these sections are directed to the appropriate departments and responded to by email.	The Ministry is in the process of establishing a three-digit (147) dedicated line for public inquiries and tourists.	37 inquiries were made via the electronic hotline, of which 19 were answered and the rest discarded as spam.	A hotline is being established.
Ministry of Education	A hotline was established in 2001. Twice per year information about the hotline is disseminated among academic institutions and mass media, and publicized on TV, radio, and internet.	There are two dedicated numbers 469 37 61 and 496 34 82. A room was assigned for the hotline. Computer equipment is used to register calls. Inquiries can be sent by email office@edu.gov.az.	The calls made via the hotline are investigated in cooperation with NGOs in the working group. About 20-30 complaints are received monthly and registered using standard forms. Anonymous and incorrect information is rejected.	Several seven-digit numbers have been created for the hotline. This service only registers complaints regarding examinations. A three-digit toll-free dedicated line for multi-profile public inquiries is required.
Ministry of Communication and IT	A hotline 598 08 98 has been operational since November 2004.	The hotline functions along with receptions, repair bureaus, and inquiry service.	In 2008, 122 calls were made via the hotline. About half were requests for information. The rest related to technical issues, such as the installation of fixed lines or operating problems.	Calls are not responded to. A three-digit toll-free dedicated line for public inquiries is required.
Ministry of Youth and Sports	A hotline 465 64 42 was established.		No data currently available.	The hotline does not meet modern standards but calls are answered. A three-digit toll-free dedicated line is recommended.

Agency	Activities	Outcomes	Measures	Comments
Ministry of Transportation	A hotline 430 99 41 was established in March 2005. Updates on activities are provided through the mass media.	To handle inquiries regarding the transportation system, a hotline was created at the Baku Passenger Conveyance LLC.	In the first ten months of 2008, 862 inquiries were made, directed to relevant departments and investigated. 441 inquiries were submitted via the Baku Passenger Conveyance.	The hotline does not meet modern standards. A three-digit toll-free dedicated line for public inquiries is recommended.
State Committee for Securities	A hotline 493 50 58 was established in 2004. The Committee has a web site www.scs.gov.az .	Inquiries are registered and directed to relevant departments. Inquiries can be sent by email info@scs.gov.az .	In the current year 53 inquiries were made. Information was provided in all cases, except those prohibited by law (47).	No dedicated line created and calls often remain unanswered. A three-digit toll-free dedicated number is required.
State Committee on Refugees and IDPs	A web site was launched in May 2005 and an electronic hotline created for public inquiries.	Electronic hotline inquiries are directed to relevant departments and settled. Certain Committee phone numbers are provided on the web site.	126 inquiries were made via the electronic hotline, of which 75% were positively settled while the rest were not related to the work of the Committee.	No established hotline. A three-digit toll-free dedicated line for public inquiries is required.
State Committee on Town Planning and Architecture	Telephone numbers are open to the public. Most employees have emails. Information updates are provided to the mass media.	An official web site, which will include an electronic hotline, is being developed.	66 public inquiries were addressed. Appointments were arranged for 21 citizens.	No established hotline. A three-digit toll-free dedicated line for public inquiries is required.
State Customs Committee	A three-digit hotline (192) was established in June 2006 covering all the regions. An electronic hotline was also made available.	Appeals made are directed to relevant departments, investigated and resolved.	46 appeals were made via the hotline and investigated.	The hotline is not automated. Improvements to bring it in line with modern standards are recommended.
State Committee on Land and Cartography	A hotline 432 21 59 was established in August 2008. An announcement was made in the mass media and online.	The Committee has a functional web site www.dtxk.gov.az .	The majority of inquiries made via the hotline constituted requests for information.	The hotline does not meet modern standards but calls are answered. A three-digit toll-free dedicated line is recommended.
State Committee on Family, Women and Children	A hotline 498 00 92 was established to handle public inquiries. Information about the hotline is available on the web site.		In the first half of this year 701 inquiries were made, of which more than half via the hotline.	The number does not operate as a hotline but calls are answered. A three-digit toll-free dedicated line is recommended.

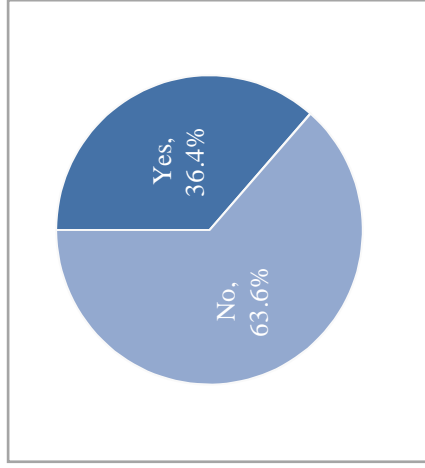
Agency	Activities	Outcomes	Measures	Comments
State Statistical Committee	A hotline 438 87 83 was established and staffed in 2008. The number is available on the official web site www.azstat.org .	Complaints are analyzed and addressed on an ongoing basis. Outcomes are discussed at bi-annual meetings.	In the first 9 months of 2008, 73 appeals were made including 7 complaints and 63 requests for information or certification.	The hotline does not meet modern standards but calls are answered. A three-digit toll-free dedicated line is recommended.
State Committee on Azerbaijanis Residing Abroad	A three-digit automated hotline (140) was established in August 2007. The public was provided with information about the hotline through the media.	The hotline handles up to ten calls, receives international calls, redirects calls to relevant departments, and provides automatic responses.	Appropriate measures are taken to address public inquiries.	The hotline operates normally.
State Committee on Management of State Property	A three-digit hotline (193) was established in February 2006.	The hotline operates in line with government provisions.	In 2008 about 250 calls were made via the hotline mostly on the management and privatization of property.	The hotline is not automated. Improvements to bring it in line with modern standards are recommended.
Real Estate State Registrar Service	The Service recently moved into a new building. A three-digit number for the hotline has already been requested.	Inquiries are made via phone 510 84 93 or Appeals section on the web site www.dedrx.gov.az .	No data currently available.	A hotline is being established.
State Social Protection Fund	A centralized telephone information system was established in October 2008. The three-digit hotline (190) is advertised in the media.	The hotline operates 24 hours per day in live (9am to 6pm) and automatic (after hours) modes.	The telephone hotline is new. In 2008, over 2,000 inquiries were received via the electronic hotline on the web site.	A hotline was established. Campaign to raise public awareness is recommended.
State Agency on Standardization, Metrology and Patent	An electronic hotline was established via the web site in 2007.	Phone: 449 99 59; 449 84 89; 449 84 91; 449 84 92 Fax: 440 52 24 Email: azs@azstand.gov.az .	In 2008, 8 appeals were made via the hotline, investigated, and addressed.	The numbers do not operate as a hotline but calls are answered. A three-digit toll-free dedicated line is recommended.
Copyright Agency	Three numbers 493 39 44; 493 66 87 and 493 33 89 were created to handle public inquiries. Information regarding the fight against piracy is provided in the mass media and online. The Agency organizes seminars and discussions on TV and radio.	A Monitoring Group was established to prevent the violation of copyright law and strengthen the fight against piracy.	In 10 months of 2008, 409 appeals were made, of which 43 related to registration of artistic work, 24 to restoration of rights, 192 to royalties. 403 cases were settled and the rest were forwarded to other agencies.	The hotline does not meet modern standards but calls are answered. A three-digit toll-free dedicated line is recommended.

Annex 3 Public Awareness Survey Results

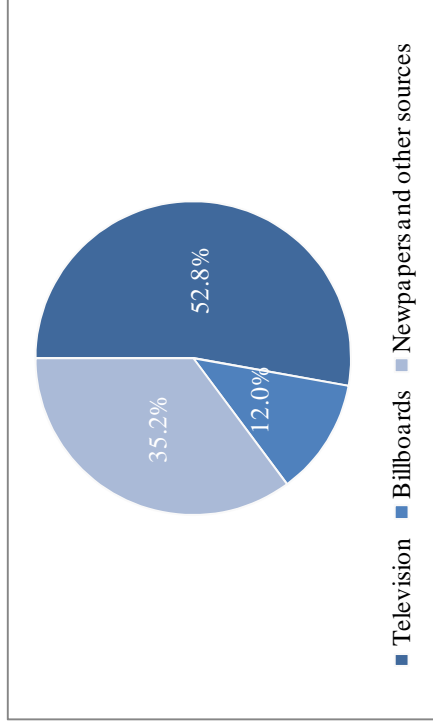
Demographics of the sample:



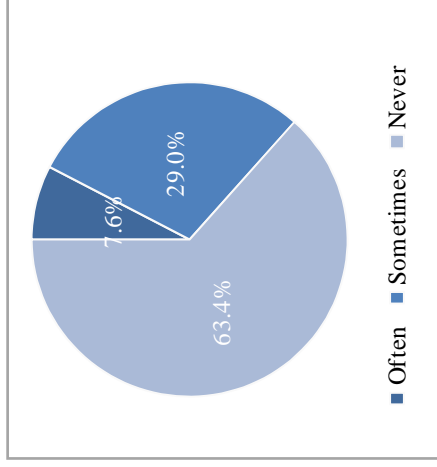
3. Do you receive information about the existence of government hotlines?



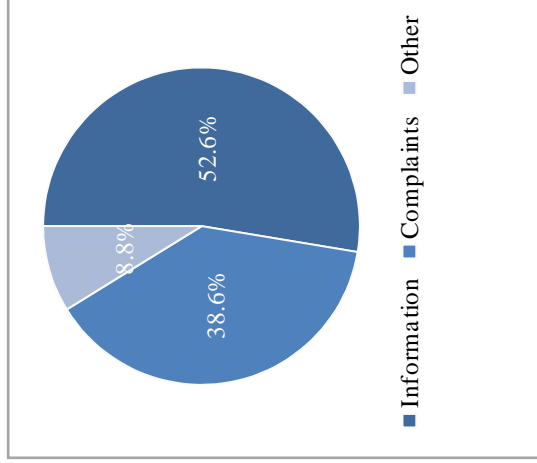
2. How did you hear about the hotlines?



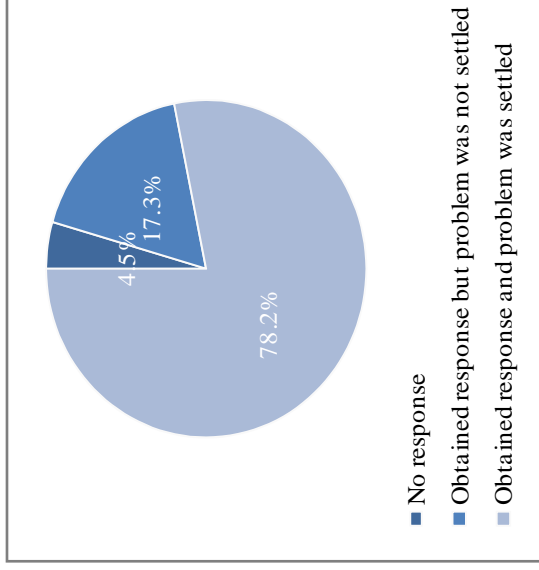
1. How often do you use hotlines?



6. For what purpose do you use hotlines?



5. What is the outcome of your inquiry made via a hotline?



4. What will be the effect of hotlines on government agencies?

