UNITED NATIONS DEVELOPMENT PROGRAMME

PROJECT DOCUMENT
UZBEKISTAN

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Project Title:	"Preventing corruption through effective, accountable and transparent governance institutions in Uzbekistan"
Project Number:	**00110970**
Implementing Partner:	Ministry of Justice of the Republic of Uzbekistan
Start Date: 01/05/2018	**End Date:** 31/12/2021 **PAC Meeting date:** 19/04/2018

Brief Description

The five priority areas of Uzbekistan's Action Strategy for 2017-2021 emphasize new legal and rule of law reforms and the enhancement of the organizational and legal mechanisms for countering corruption and increasing the efficiency of anti-corruption measures.

These reforms are linked to the efforts of the Government of Uzbekistan to increase the legal culture and legal awareness of the population, and ensure effective interaction between government agencies and civil society organizations and the media.

In line with Uzbekistan's Action Strategy, this Project will contribute to the effective implementation of the Law of Uzbekistan on Anti-Corruption, as well as, its improvement, UNCAC requirements and OECD/ACN Istanbul Plan of Actions with regard to prevention of corruption in the public sector.

The Project will be implemented in partnership with the General Prosecutor's Office and the Ministry of Justice of the Republic of Uzbekistan. In addition, the Project will provide a platform for implementation of joint activities under the National Anti-Corruption Plan, ensure the engagement of stakeholders from government institutions, think-tanks, civil society, academia and mass media.

This Project aims to implement the donor agreement signed in March 2017 between UNDP and the Government of Uzbekistan to provide anti-corruption policy and programme support to the Republic of Uzbekistan. It is implemented with the support of the Global Project on Anti-Corruption for Peaceful and Inclusive Societies (ACPIS), the UNDP Istanbul Regional Hub and the UNDP Country Office. Funding for the project is channeled through the Global ACPIS project.

UNDAF 2016-2020 (United Nations Development Assistance Framework for the Republic of Uzbekistan)	**Total resources required:**		**USD 8,000,000**
Outcome 7. By 2020, the quality of public administration is improved for equitable access to quality public services for all.	**Total resources allocated:**	**Government of Uzbekistan:**	USD 8,000,000
UNDP SP 2018-2021. 1.2.3 Institutions and systems enabled to address awareness, prevention and enforcement of anti-corruption measures to maximize availability of resources for poverty eradication. GEN1		**In-Kind by MoJ:**	Office premises, communications (landline phone, Internet)

Agreed by:

UNDP

Ms. Helena Fraser,
UNDP Resident Representative
in Uzbekistan

Date: 19.04.2018

Ministry of Justice of the Republic of Uzbekistan

Mr. Ruslanbek Davletov,
Minister of Justice of the Republic of
Uzbekistan

Date: 19.04.2018

Content

I. DEVELOPMENT CHALLENGE

Context of reforms

Uzbekistan has put forward an ambitious goal to become an upper-middle-income country by 2030 with a specific focus on promoting decent work and improved well-being of the most disadvantaged groups. Resilient, agile and adaptive government institutions are needed to cope smartly with current social and economic transformations, and to ensure sustainable development and the inclusion of the entire society in the benefits of development. Therefore, in 2016-2017 the new President initiated a full-scale reform of Uzbekistan's governance system. The need for an efficient, responsive, transparent and accountable public administration was acknowledged by the Government of Uzbekistan as one of the main preconditions for sustainable development and a key component for achieving the Action Strategy 2017-2021. The new leadership of the country has set forth the mid-term priorities on public administration reform, access to quality public services and public information, and judicial and legal reform. The Government adopted the Concept of Administrative Reform that outlines steps to create an effective and transparent public administration system. The UN Development Assistance Framework (2016-2020), as well as, the Action-oriented Roadmap (2017-2020) signed between the Government of Uzbekistan and United Nations are guided by the Government's people-centered development vision "to build an open democratic and law-governed state with a stable developing economy".[1]

One of the key elements of the improved governance and effective public administration reform is the establishment of an effective and efficient anti-corruption system, which includes competent, strong and independent state bodies, comprehensive anti-corruption programmes and initiatives, active civil society organizations and citizens, as well as, a culture of intolerance towards corruption in the society.

These priorities closely reflect the targets included in Goal 16 of the Sustainable Development Goals (SDGs), particularly, target 16.3 "Promote the rule of law at the national and international levels and ensure equal access to justice for all"; target 16.5 "Substantially reduce corruption and bribery in all their forms"; and 16.6 "Develop effective, accountable and transparent institutions at all levels". In broader terms, SDG 16 aims to promote peaceful and inclusive societies for sustainable development, provide access to justice for all, and build effective, accountable and inclusive institutions at all levels.

The Republic of Uzbekistan adopted the United Nations Convention Against Corruption (UNCAC) in 2008 and went through the first cycle of review. The country is scheduled to be reviewed in the year 5 for the second cycle of the UNCAC review. After the adoption of UNCAC, the Republic of Uzbekistan has been adopting judicial and legal reforms with special focus on introduction of commonly accepted provisions of UNCAC and other international laws into the national legislation of Uzbekistan.

Moreover, in 2010, Uzbekistan acceded to the Istanbul Anti-Corruption Action Plan of the OECD Anti-Corruption Network in Fighting Corruption (ACN)[2]. In March 2015, OECD issued the first review report on Uzbekistan by providing an assessment of anti-corruption legal and institutional framework and a set of recommendations to support anti-corruption reforms efforts in Uzbekistan in three areas: anti-corruption policies; criminalisation of corruption; and prevention of corruption. The Republic of Uzbekistan is currently in the process of implementing these recommendations. The third round of monitoring of Uzbekistan, which was finalized in 2017 showed the successes of the implementation of set recommendations and defined only two "Lack of Progress" marks out of 23 provided recommendations[3].

The Government of Uzbekistan demonstrates substantial political will to tackle the problem with

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[1] Uzbekistan, UN Development Assistance Framework (UNDAF) 2016-2020.

[2] The Istanbul Anti-Corruption Action Plan is a sub-regional peer-review programme launched in 2003 in the framework of the ACN. It supports anti-corruption reforms in Armenia, Azerbaijan, Georgia, the Kyrgyz Republic, Kazakhstan, Mongolia, Tajikistan, Ukraine and Uzbekistan through country reviews and continuous monitoring of participating countries' implementation of recommendations to assist in the implementation of UNCAC and other international standards and best practice.

[3]https://www.oecd.org/corruption/acn/OECD-ACN-Uzbekistan-Progress-Update-2017-ENG.pdf

corruption at all levels. At the initiative of the President Shavkat Mirziyoyev, the draft law of the Republic of Uzbekistan "On Combating Corruption"[4] was introduced in the Parliament of the country, which was adopted on January 4, 2017. The law determines the legislative framework of the country's anti-corruption policy and consists of 6 chapters and 34 articles. The goal of the law is the comprehensive legal regulation of social relations in the sphere of prevention and counteraction of corruption. The law includes definitions of "corruption", "corruption offense" and "conflict of interest", as well as, the basic principles of countering corruption, including the role of citizens, openness and transparency, the importance of a systematic approach to preventing and combating corruption.

In pursuance of this law, the President of the Republic of Uzbekistan issued two Resolutions – "On Measures to Implement the Provisions of the Law of the Republic of Uzbekistan "On Combating Corruption"[5] (No. PP-2752 of February 2, 2017) and "On Measures for Further Improvement of the System of Crime Prevention and Combating Crime"[6] (No. PP-2833 of March 14, 2017).

The abovementioned Resolution of the President (No. PP-2752 of February 2, 2017) approved the State Anti-Corruption Programme for 2017-2018 (State Programme), which is the comprehensive policy instrument for the prevention and combating of corruption, as well as, countrywide coordination of all effort in this area. Representatives of all public authorities and bodies of state administration, as well as, civil society institutions, academia, and the business community took an active part in the drafting process of the State Programme. The State Programme provides implementation of the 51 anti-corruption measures in five related areas[7]. The State Programme is publicly available through the National Database of Legislation of the Republic of Uzbekistan and could be monitored by the general public, specialists/experts and international community.

The Law "On Combating Corruption" (Article 8) envisaged creation of a special coordination body in the sphere of combating and preventing corruption all over the country – a Republican Anti-Corruption Interagency Commission (Commission). In this regard, the Commission, chaired by the General Prosecutor's Office was established by the Resolution of the President of the Republic of Uzbekistan "On Measures to Implement the Provisions of the Law of the Republic of Uzbekistan "On Combating Corruption" (No. PP-2752 of February 2, 2017) to fulfill the requirements of the law. The Commission consists of managers and experts of the related state bodies and institutions, representatives of civil society and scientific circles (43 members in total).

The functions of the working body of the Commission are entrusted to the General Prosecutor's Office, in particular to the Department for Combating Organized Crime and Corruption. The functions of the Interagency Commission are as follows:

- organization of elaboration and timely implementation of related state and other programs in the field of counteracting corruption;
- coordination of activities and ensuring interaction of the state bodies and related organizations responsible for and participating in anticorruption activities all over the country;
- organization of development and implementation of measures to increase the legal awareness and legal culture of the population, the formation of the culture of an intolerance towards corruption in the society;
- ensuring the effectiveness of measures to prevent, detect and suppress corruption offenses, eliminate their consequences, as well as, the causes and conditions that contribute to them;
- collection and analysis of related information on the status and trends of corruption (in the regions, sectors, etc.);
- monitoring implementation of anticorruption measures, assessing the effectiveness of existing organizational, practical and legal mechanisms in this area;

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[4] http://lex.uz/pages/getpage.aspx?lact_id=3088013

[5] http://lex.uz/pages/getpage.aspx?lact_id=3105127

[6] http://lex.uz/pages/getpage.aspx?lact_id=3141184

[7] 1. Further improvement of anti-corruption legislation (envisage enactment of 9 laws and 1 national program);
2. Increase of the legal awareness and legal culture of the population, formation of an intolerant attitude towards corruption in the society (provides for the adoption of 5 plans, a set of measures, schedules and 4 other organizational and practical measures);
3. Measures to prevent corruption in all spheres of the life of the state and society (envisage implementation of 6 related plans, a set of preventive measures);
4. Timely detection, suppression of corruption offences, elimination of their consequences, causes and conditions that contribute to them (consist of 8 different organizational and practical measures);
5. Organizational measures, research, international cooperation in the field of preventing corruption (envisage adoption of 1 plan and implementation of additional 5 organizational and practical measures on corruption prevention).

- development of proposals on further improvement of the national legislation on combating corruption and improving specific activities in the area;
- coordination of activities of territorial branches of the Interagency Commission".

Decisions of the Republican Interagency Commission on issues within its competence are legally binding for all public authorities and the state administration, public associations and other organizations.

On March 30, 2017 at the meeting of the Commission, regional branches of the anti-corruption interagency commission, chaired by respective regional prosecutors, were established countrywide to coordinate all efforts on combating and preventing corruption across Uzbekistan. Moreover, an Expert Group was created under the Commission to compile and analyze the information on the implementation of anti-corruption measures by all public agencies and bodies, public associations and other organizations involved, as well as, elaborate organizational, practical and legal mechanisms in the field.

The new Anti-Corruption Law indicates respective state bodies responsible for developing and coordinating the national anti-corruption policies and prevention activities. In particular, Article 7 defines the General Prosecutor's Office, the Ministry of Internal Affairs, the National Security Service, the Ministry of Justice (MoJ) and the Department under the General Prosecutor's Office as responsible bodies for the development and implementation of specific measures to prevent corruption.

Government programmes and efforts on anti-corruption covered both public and private sectors, and highlighted the need for a holistic approach in terms of the prevention of corruption in all areas and in all forms. In particular, the Government accelerated e-government initiatives in the legislature, the executive and the judiciary to streamline the interaction with citizens and eliminate direct contacts of officials with clients in order to reduce red-tape. The administrative reform will be supported by the recently adopted Law on Administrative Procedures to handle citizens requests and appeals within ministries, while disputes between citizens and public officials on violations of rights and legitimate interests will be handled by the newly created Administrative Courts in accordance with the newly adopted Code of Administrative Court Procedures. The upcoming new laws on Civil Service and Public Oversight will provide the basis for a merit-based and transparent civil service system, and civil society organizations (CSOs) and non-government organizations (NGOs) will be engaged in the monitoring of public procurement, activities of state agencies at national and local levels and get access to public information. With support of international partners, the Government has started a massive information campaign to tackle corruption in public education and public health sectors, which are traditionally prone to high levels of petty corruption risks. These initiatives and results could be upgraded and replicated in other sectors, including public services delivery mechanisms, citizens' feedback and complaints handling mechanisms in administrative authorities.

The introduction of e-government tools was another initiative aimed at reducing direct contacts between recipients of public services and the state bureaucracy, thus saving time and resources for receiving/delivering public services, as well as decreasing corruption risks. One of the elements of e-government is the Virtual reception room of the President of the Republic of Uzbekistan. The President Shavkat Mirziyoyev signed the Decree "On measures to core improvement of the system of work with appeals of individuals and legal entities" (№ UP-4904 of December 28, 2016). In the structure of the Presidential Office, the Service for Control and Coordination of Work with Applications of Individuals and Legal Entities has been established. In May 2017, it was reorganized into the Service for the Protection of Citizens' Rights, control and coordination of work with appeals of individuals and legal entities. More than 1.6 million appeals were received from the citizens in the President's virtual reception room to date. The virtual reception rooms of the heads of about 30 public bodies and agencies have been established in the country to raise effectiveness of solving related issues, including corruption, in an efficient and timely manner.

All of this is aimed to further improve the economic, social, financial and legal analysis of the current situation, as well as to resolve issues submitted by individuals and legal entities to the Prime Minister and the President of the Republic of Uzbekistan.

The public opinion survey, conducted by Centre "Ijtimoiy Fikr" in all 14 regions of Uzbekistan in 2017, revealed that 56,8% respondents answered that corruption existed in the society. The public

healthcare (37,6%) and education (31,4%) were highlighted as the most corrupt sectors, with 25% of respondents noting that some officials of law enforcement agencies are also corrupt. Other public sectors, that were perceived to face corruption risks, were the following: employment centers, social protection offices, communal utilities, banks, tax and customs authorities and local governments.[8]

The strong political will to continue the comprehensive reforms in the sphere of preventing corruption is being reiterated and highlighted by the Government of Uzbekistan. On December 22, 2017, for the first time the President Shavkat Mirziyoyev addressed both houses of the country's parliament, Oliy Majlis[9]. During his speech he stressed that "…*it is necessary to reform the civil service institution, introduce effective mechanisms to combat corruption. Today, life itself requires us to form a professional, mobile and result-oriented system of public service, to develop an effective system that opens a broad path for initiative-minded people who think in a new way, devoted to the homeland and the people*." He also said that "…*in order to effectively combat corruption in the country, a separate law was adopted. A corresponding state program is consistently implemented, which includes measures aimed at achieving specific goals in this area. As a result, for 9 months of this year, the number of crimes related to corruption, compared to the same period last year decreased by 33 percent. We should consider such indicators as the first results of our long struggle against corruption and even more resolutely to work in this direction*".

Further support in preventing and countering corruption is essential. In fact, although caution should be exercised while interpreting perceptions indices, Uzbekistan is still ranked 157 out of 180 countries included in the 2017 Corruption Perception Index (CPI) of Transparency International (TI).

According to World Bank data for 2016, out of ten priority areas to eliminate poverty identified by the Uzbekistan Systemic Country Diagnostic (SCD) three relate to areas that this Project will try to address: 1) modernizing public infrastructure; 2) mitigating spatial inequities in access to social services; and 3) making public administration more transparent and accountable.[10]

In this context, this Project offers comprehensive support for the implementation of effective anti-corruption prevention measures including: 1) legislative, institutional and policy support; 2) streamlining and digitalizing the public service delivery and interaction among and within government entities; 3) capacity building of the civil service in the area of integrity and ethics, and a broad awareness-raising campaign to ensure public accountability and transparency of government bodies. These interventions are critical to address the root causes and drivers of corruption in the country. The proposed activities are anchored in a broader framework of enhancement of the rule of law, which includes strengthening of the rule of law framework at the national level; adoption and implementation of clear and consistent legal frameworks; strong institutions of governance, justice, law enforcement and human rights that are well structured, financed, trained and equipped; and a public and civil society that contribute to strengthening of the rule of law and holding public officials and institutions accountable. These are the norms, policies, institutions and processes that form the core of a society in which individuals feel safe and secure, where disputes are settled peacefully and effective redress mechanisms are in place, and where all who violate the law are held to account.

Support that this Project offers will promote a culture of zero tolerance towards corruption in the society through strengthening knowledge and skills of employees of state bodies and agencies, active involvement of citizens and civil society institutions to prevent corruption, conduct country-wide anti-corruption awareness-raising campaigns, as well as, introduce effective anti-corruption and corporate governance tools and methodologies for private sector daily activities. It is important to raise awareness of various stakeholders on the laws related to the fight against corruption that will be conducive to attracting the support of those who can help deliver this strategy. The project will actively involve academia, media and communications specialists who will help to implement the awareness raising activities, as well, as involvement of grassroots practitioners, legal advisers, lawyers, teachers, youth and community workers and many others who, through their daily interact with wider public, are most aware of the need for public legal education, especially among disadvantaged groups of the population. Capacitated and knowledgeable citizens who know well their rights are better equipped to avoid legal problems and disputes in the future. They will be able

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[8] https://www.gazeta.uz/ru/2017/06/16/corruption/

[9]http://www.ut.uz/en/politics/for-the-first-time-in-the-history-of-our-country-the-president-of-the-republic-of-uzbekistan-shavkat/

[10] http://documents.worldbank.org/curated/en/537091467993490904/pdf/105771-CAS-P153590-OUO-9-R2016-0098-Box360260B.pdf
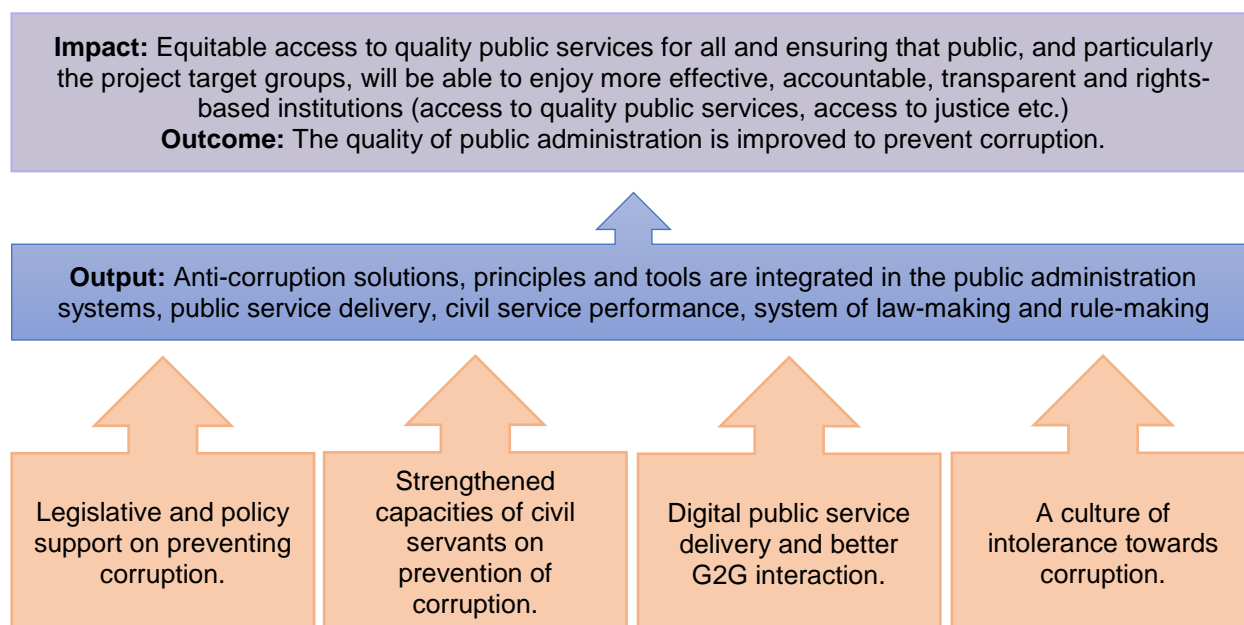
to take early preventive measures to address the issue and prevent its escalation. This is also in line with the Law on transparency of state bodies and authorities adopted in Uzbekistan in 2014.

The special focus on the public administration reform with strong attention to the digitalization process of public services shall be given during implementation of the anti-corruption measures by the Republic of Uzbekistan. It will enhance access to quality public services through expansion of the scale of ICT introduction. In particular, the latter can include introduction of e-government tools into the streamlined procedures for accepting, considering and monitoring citizen's complaints cases through interactive web-based systems, which can provide a two-way efficient communication mechanism and raise the legal compliance of stakeholders and the broader population.

II.   STRATEGY

The project takes a multi-dimensional and cross-sectoral approach to prevent corruption and aims at providing a long-term process that progressively transforms the effectiveness and efficiency of governance systems and institutions in the country, building on current national efforts to reform public administration systems, towards realizing the SDGs and embedding and entrenching the reforms currently under way, in a manner that strengthens the relationship between the citizens and the state.

Impact: Equitable access to quality public services for all and ensuring that public, and particularly the project target groups, will be able to enjoy more effective, accountable, transparent and rights-based institutions (access to quality public services, access to justice etc.)
Outcome: The quality of public administration is improved to prevent corruption.

Output: Anti-corruption solutions, principles and tools are integrated in the public administration systems, public service delivery, civil service performance, system of law-making and rule-making

| Legislative and policy support on preventing corruption. | Strengthened capacities of civil servants on prevention of corruption. | Digital public service delivery and better G2G interaction. | A culture of intolerance towards corruption. |

The theory of change behind this project posits that if Uzbekistan implements anti-corruption policies in an integrated manner, with a strong focus on capacity development and raising public awareness on the negative impact of corruption, strengthening the relevant anti-corruption legislation, high quality public service delivery through innovative methodologies and e-governance, enhanced civic space and freedom of expression and media for inclusive decision making, inclusive citizen participation, oversight and monitoring, this will result in minimizing corruption risks and establishing transparent, accountable and responsive governance institutions. This approach will support the overall implementation and effectiveness of the broader reforms enacted under the Action Strategy while accelerating implementation of a range of SDGs, including SDG 3,4, 5, 8, 10, 11 and 16. It is important to note that SDG targets 16.6. (effective, accountable and transparent institutions at all levels), 16.7. (responsive, inclusive, participatory and representative decision-making at all levels), 16.10. (public access to information and protect fundamental freedoms, in accordance with national legislation and international agreements), 16.a. (strengthen relevant national institutions, including through international cooperation, for building capacities at all levels, in particular in developing countries, for preventing violence and combating terrorism and crime), 16.b. (promote and enforce non-discriminatory laws and policies for sustainable development) will be addressed in the project implementation strategy

and corresponding activities and will be aligned with overall SDGs localization process in the country.

The key UNDAF outcome, to which the project will be contributing is the following: "By 2020, the quality of public administration is improved for equitable access to quality public services for all". The project will implement activities to ensure that the project target groups will be able to enjoy more effective, accountable, transparent and rights-based institutions (access to quality public services, access to justice etc.).

The key output of the project is "Anti-corruption solutions, principles and tools are integrated in the public administration systems, public service delivery, civil service performance, system of law-making and rule-making".

To support this output four strands of activities, addressing the key drivers and root causes of corruption, will be supported through the project:

Activity 1. Providing legislative and policy support to integrate anti-corruption solutions into the process of law-making, rule-making, legislation drafting and policy advice, including drafting legal and policy documents on preventing corruption.

Activity 2. Strengthening human resource capacities of civil servants aimed at further improvement of knowledge and skills in the area of preventing corruption.

Activity 3. Streamlining and digitalizing public service delivery and interaction among and within government entities to ensure effective document-flow and transparency of public services for effective corruption preventing.

Activity 4. Developing a culture of intolerance towards corruption in the society through knowledge and advocacy to support anti-corruption efforts, as well as, active cooperation between the government, civil society and private sector.

All related elements of developing a culture of intolerance for corruption in Uzbekistan shall be improved to ensure comprehensive and effective influence of the project. Strengthening national anti-corruption programmes and initiatives, legal and institutional frameworks on preventing corruption is an important prerequisite to create an enabling environment and necessary mechanisms (toolbox) to tackle corruption issues in an effective and comprehensive manner. Strengthening human resources capacity of the civil servants will help to improve the quality of public services and minimize the influence of corruption on the citizens' daily life. Strengthening technological capacity of the civil service aimed at increasing transparency of public services and eliminating corruption risks related to management processes, such as, human resources, budget planning, payroll, and the direct contact with service providers. Strengthening knowledge sharing and advocacy to support anti-corruption efforts, as well as, active cooperation between the government, civil society and the private sector will support efforts related to increasing the legal culture in the society and mobilize public and civil society institutions, as well as, private sector representatives for the implementation of anti-corruption measures in all spheres of life.

Different levels of stakeholders (e.g. – private sector and civil society groups/NGOs, media) and practitioners should enhance their voice, participate in policy debates and in public dialogue, and be better organized to ensure efficient communication. There is a need to build trust between policy makers and civil society, the private sector, and other societal actors through a long-term, sustained and participatory dialogue.

Identification of the right stakeholders from relevant state bodies is a key element to the success of the project. In this regard, the Commission, the Ministry of Justice; the Prosecutor General's Office; the Ministry of Foreign Affairs; Tashkent State University of Law; the Ministry of Internal Affairs; the Supreme Court; the Academy for Public Administration under the President of the Republic of Uzbekistan; the Ministry for Development of Information Technology and Communication, the Parliamentary Studies Institute, the NGO "Development Strategy" Center, and the Ministry of Finance should be actively involved in the implementation of the Project. Other relevant stakeholders could be involved in implementation of specific activities in the framework of the Project. The Project could also suggest that new institutions are created and that new functions are proposed for the existing institutions (e.g. oversight of public expenditures and prevention of corruption by the Ministry of Finance, establishment of the Anti-Corruption Agency). The active involvement of the

abovementioned national counterparts will guarantee timely implementation of the planned activities, reaching the right target audience and ensure sustainability of the project results.

An important enabling factor for this process is a nationwide campaign for e-governance and ICT modernization of public administration as a whole-of-government approach. This policy line proved highly favorable for the promotion of a number of innovative approaches such as public services, administrative procedures, open data and open government which would be extremely useful to effectively and efficiently tackle corruption countrywide. Development of these innovative approaches to prevent corruption under the e-government policy umbrella would contribute to mainstreaming anti-corruption into broader public administration reforms as well.

All activities related to the implementation of anti-corruption measures in the country shall be covered widely through all media channels to increase openness and transparency of the process. The comprehensive media strategy will be elaborated and implemented in cooperation with national stakeholders in the framework of the Project to achieve sustainable access to information for the general public and all target audiences. The strategy will include massive awareness-raising campaigns, use of all types of public relations and outreach activities to ensure access of citizens to public information and promote the culture of intolerance to corruption.

All proposed activities in the framework of the Project are in line with the Action Strategy of Uzbekistan for 2017-2021, related State Programmes aimed at effective and timely implementation of the Strategy, as well as, the State Anti-Corruption Program for 2017-2018 and other related policy frameworks to ensure national ownership of the initiatives and guaranty their sustainability in the future.

The Action Strategy for further development of Uzbekistan in five areas for 2017-2021 and the State Anti-Corruption Programme for 2017-2018 is the policy framework for future collaboration with all national counterparts. The project will contribute to the implementation of this strategic policy document.

To achieve the above the Project will support the government in the following areas:

1. elaboration of proposals on further improvement of the national legal and institutional framework to ensure compliance with international anti-corruption standards;

2. support to the development and adoption of various legal acts on legal regulation in the sphere of public administration, state-private partnership, dissemination of and access to legal information, public control, administrative procedures, public procurement, etc.;

3. capacity building of civil servants to strengthen professional knowledge and ethical skills of employees of state bodies and agencies in the area of preventing corruption in the public sector;

4. support further improvement of anti-corruption education in all educational and advanced training institutions, as well as, knowledge creation and sharing in the area of preventing corruption;

5. research activities to support further improvement of national anti-corruption legal and institutional frameworks, elaboration of related anti-corruption programmers and measures, development of recommendations on further improvement of preventing measures in various area (e.g. civil service, public procurement, administrative procedures, liability of legal entities, etc.);

6. increase technical capacity of the civil service to improve efficiency of the public service and transparency of the state bodies and agencies;

7. ensure implementation of a comprehensive media strategy and awareness-raising campaign to develop a culture of zero tolerance towards corruption in the society;

8. mobilize efforts of the general public, civil society institutions and the private sector to tackle existing corruption issues in a timely and effective manner;

9. ensure sustainable cooperation between the government, civil society and the private sector to prevent corruption in all areas of life;

10. promote cooperation with international and regional organizations in countering corruption (UNODC, UNDP, OECD, OSCE, SCO, EAG, EU etc.) to strengthen the position of Uzbekistan in international rankings.

11. provide ad hoc support related to state initiatives on preventing corruption.

The Project will also focus on further implementation of e-government tools and ICT through equipping the relevant state bodies with hardware and elaboration of a common strategy (protocols, databases, connectivity and interoperability) on the development of digital solutions and related software programmes. In addition, more attention on capacity development will be given through the arrangement of trainings, development of a wide range of knowledge products and integrated knowledge events (seminars, workshops and study visits).

III. RESULTS AND PARTNERSHIPS

Expected Results

In line with Action Strategy 2017-2021 and UNDAF 2016-2020, the Project will contribute to improvement of the quality of public administration for equitable access to quality public services for all and ensuring that public, and particularly the project target groups, will be able to enjoy more effective, accountable, transparent and rights-based institutions (access to quality public services, access to justice etc.).

The key output of the project is "Anti-corruption solutions, principles and tools are integrated in the public administration systems, public service delivery, civil service performance, system of law-making and rule-making". This output will be attained through four strands of activities, addressing the key drivers and root causes of corruption.

The following main activities will be implemented to achieve abovementioned output:

Activity 1. Providing legislative and policy support to integrate the anti-corruption solutions into the process of law-making, rule-making, and policy advice, including drafting legal and policy documents on preventing corruption.

The Project will support national stakeholders' efforts on strengthening national anti-corruption programmes, measures and initiatives to prevent and tackle corruption, as well as, further improvement of the legal and institutional framework of preventing corruption and active involvement of the private sector, civil society institutions and citizens in these activities.

Main indicative actions:

1.1.   Conducting comprehensive analysis of the national anti-corruption legislation concerning its compliance with international standards (e.g. UNCAC, recommendations of the Istanbul Anti-Corruption Action Plan, EAG, etc.) and existing best legal practices of foreign countries (e.g. Singapore, The Republic of Korea, the Netherlands, etc.).
1.2.   Conducting a comparative analysis of the Law of the Republic of Uzbekistan "On Combatting Corruption" with similar laws of other countries from the Europe and CIS region, as well as identifying gaps related to international norms and standards.
1.3.   Organizing national dialogues among high-level experts to discuss the outcomes of the comparative analysis of the Law "On Combatting Corruption" with state bodies and other organizations.
1.4.   Analyzing legislative acts (regulatory impact assessment in terms of anti-corruption) of the Republic of Uzbekistan. Supporting the ex-ante and ex-post anti-corruption expertise in the review of a number of legal documents applicable to the public sector.
1.5.   Support comprehensive scientific research and practical studies on further improvement of the national anti-corruption legal and institutional framework, elaboration of related anti-corruption programmes and measures, development of recommendations on further improvement of prevention measures in various areas (e.g. civil service, public procurement, administrative procedures, liability of legal entities and conflict of interests).
1.6.   Strengthening civil service legislation regarding conflicts of interest, incompatibility in the civil service, principle of "revolving doors", prohibition on accepting gifts, code of conduct, introduction of asset declarations system for public officials etc.

1.7. Introduction of Civil Service Commission for the overall coordination of the civil service reform and also in charge of reviewing cases related to violations of ethics, rules on conflicts of interest and whistleblower reports.

1.8. Support a study on the effective and context-relevant models of an anti-corruption agency.

1.9. Strengthening the legal framework with regards to full human resources cycle, including, recruitment, remuneration, salary and bonuses, promotion, and dismissal.

1.10. Amending the legislation to deregulate most of the high corruption risk business activities, which currently require licenses, permits, certificates etc.

1.11. Organizing knowledge transfers through study tours for national stakeholders to learn best practices of foreign countries (e.g. Singapore, the Republic of Korea, Malaysia, the Netherlands etc.) on countering corruption, identification and elimination of corruption risks and their causes, as well as implementation of the effective and efficient measures for preventing corruption in all spheres (e.g. public procurement, conflict of interests, public-private partnership, public information disclosures, administrative procedures, liability of legal entities, public oversight mechanisms).

1.12. Support in the elaboration of proposals and development of the legal framework aimed at introducing legal mechanisms for protection of witnesses and whistleblowers who uncover the corruption offences in public and private sectors.

1.13. Encourage a private sector to adopt an internal code of ethics and other compliance mechanisms to prevent corruption. Support in organization of the contest for the best code of business ethics and elaboration of model programs for countering corruption in private sector.

1.14. Support analytical research aimed at the development of recommendations for further improvement of the organizational structure, transparency and openness of public services in accordance with the international standards and national laws "On Openness of Activities of State Administration and Management Bodies", "On Administrative Procedures" and "On E-Government".

1.15. Developing new and improving existing methodologies and anti-corruption tools for the Interagency Anti-Corruption Commission aimed at the identification and elimination of corruption risks at public institutions and/or different sectors of the social and economic life.

1.16. Support to the elaboration and implementation of various legal acts (e.g. On Civil Service, On State-Private Partnership, On the Dissemination of and Access to Legal Information, on Public Control, On Administrative Procedures, etc.) and programmes (e.g. On Combating and Preventing Corruption, On Improvement of Legal Culture in Society, On Increasing Legal Literacy and Legal Knowledge of Civil Servants, On Further Improvement of Anti-Corruption Scrutiny of Draft Legal Acts, etc.) aimed at further improvement of legal and institutional framework on preventing corruption countrywide.

1.17. Elaborating various corporate governance tools and procedures aimed at preventing corruption in the state-owned companies. The procedures will address the corporate management bottlenecks as well as corruption-prone challenges in interaction with clients while delivering public services.

1.18. Support in drafting a law "On the National Directory of Resources" and drafts of other normative-legal acts deriving from this law.

1.19. Support to the elaboration of national standards of State Financial Control, classification of offenses and methodology of their identification, methods of evaluation of audit risks, as well as legal acts aimed at scrutiny of implementation of the State Budget, customs and tax rules.

1.20. Develop methodologies to assess corruption risks in various public institutions and sectors and conduct corruption risk assessments.

1.21. Support analysis of the national legislation with respect to improvement of interaction of the banking system with the private sector.

1.22. Promote cooperation with international and regional organizations in preventing corruption (UNODC, UNDP, OECD, OSCE, SCO, EAG, EU, IFIs etc.) to strengthen the position of Uzbekistan in the international rankings, as well as bringing to the attention of the international community of the results of reforms in the sphere of anti-corruption in Uzbekistan.

National partners: Interagency Commission, Ministry of Justice, General Prosecutor's Office, Ministry of Foreign Affairs, Ministry of Finance, Ministry of Internal Affairs, Supreme Court, Ministry for Development of Information Technology and Communication, National Agency for Project Management, Independent Institute for Monitoring the Formation of Civil Society, Center "E-Government" and other related ministries and agencies.

Indicative deliverables:

1. Comparative analytical report on the best practices on preventing corruption
2. Series of drafts of legal documents on preventing corruption in public and private sectors
3. Anti-corruption screening (expertise) conducted for the key legal documents included in the Action Strategy 2017-2021
4. Policy recommendations available for further improvement of organizational structure, transparency and openness of public services in accordance with the international standards and laws

Activity 2. *Strengthen human resource capacities of civil servants aimed at further improvement of knowledge and skills in the area of preventing corruption.*

In this regard, the Project will support national stakeholders in capacity building of the civil servants, strengthening their professional knowledge and ethical skills to effectively tackle corruption in the public sector. The activities in this regard will address issues from early stage and will include specific anti-corruption measures in education to shape the culture of zero tolerance towards corruption from educational institutions responsible for civil service training. These activities will take into account the principles of civil service management to be enshrined in the upcoming new law on Civil Service.

Main indicative actions:

2.1.   Support to further improvement of the state educational standards for the development of special training programs for legal education in the field of countering corruption and further strengthening of anti-corruption topics in the curricula of educational institutions of public education system, secondary specialized, professional and higher education.

2.2.   Support further improvement of the training programs in relevant training institutions of respective state bodies for the provision of the special training programs and courses in the field of countering and preventing corruption.

2.3.   Introduction of mandatory certificate courses for existing and new civil servants on basics of anti-corruption, integrity and conflicts of interest.

2.4.   Elaboration of training, methodological and scientific materials on combating and preventing corruption.

2.5.   Conducting various training events for civil servants, teachers of educational institutions, officials of law enforcement bodies and judiciary, trainers of advance training facilities of the state bodies and agencies to enhance effectiveness and efficiency of anti-corruption education.

2.6.   Development of a specific methodology for conducting monitoring over compliance with the rules of ethical conduct for civil servants.

2.7.   Conducting contests among teachers of higher and secondary specialized education institutions on combatting corruption.

2.8.   Support in drafting model departmental instructions on improving the organizational and legal framework for preventing conflict of interest in the public sector, including in the area of public procurement, public finance, internal oversight and external audit, public information disclosure and services delivery.

National partners: Interagency Commission, Ministry of Justice, General Prosecutor's Office, Ministry of Higher Education, Ministry of People Education, Tashkent State University of Law, Academy for Public Administration, University of World Economy and Diplomacy, High Training Courses of the General Prosecutor's Office, Lawyer Training Center and other related ministries and agencies.

Indicative deliverables:

1. Anti-corruption Training Programmes, curriculum, and handbooks

2. Model departmental instructions on improving the organizational and legal framework for preventing conflict of interest in public sector
3. Knowledge materials, infographics, videos and awareness raising materials, both printed and digital, on prevention of corruption.

Activity 3. Support to streamlining and digitalizing the public service delivery and interaction among and within government entities to ensure effective documents flow and transparency of public services for effective corruption preventing.

The Project will support national stakeholders' efforts on strengthen technical capacity of the relevant state bodies and agencies aimed at introduction of e-governance tools and modern ICT into the public service and state governance, as well as, further improvement of transparency of the state bodies and wider coverage of anti-corruption measures countrywide. The necessary hardware equipment and software programs will be purchased/elaborated in the framework of the current Project.

Main indicative actions:

3.1. Documenting the existing e-governance solutions in the country and conducting needs assessment to determine the most critical e-services and make a prioritization.
3.2. Development of the strategy on e-governance and unified registry/catalogue of all e-services (existing and future ones) and their technical descriptions (protocols, databases, connectivity and interoperability).
3.3. Developing specialized software and website, to ensure transparency and open data and prevent corruption level in government entities, selected sectors of social life and regions of the country (geographic mapping of corruption of regions). Piloting blockchain for some sectors.
3.4. Creating and maintaining of the informational website of the Interagency Commission to increase its transparency and openness, as well as, ensure the access to information related to the implemented anti-corruption measures.
3.5. Equipping the Interagency Commission and Ministry of Justice with equipment for video conferencing with the regional branches of the commission. Equipping headquarter of the Interagency Commission with modern ICT equipment and support to publishing relevant PR materials to increase efficiency and media coverage of the work of the body.
3.6. Fully digitizing public procurement, tenders, requests for proposals, price requests, registration of direct contracts and auctions with all stages of the process, including, announcement, bidding and allocation of contracts.
3.7. Launching corruption reporting tools in order to make it easy for citizens to safely submit corruption reports:
    3.7.1. Website "www.i-report.uz" (web and mobile versions), which shall have an option to submit information and pin it to the map as well as link it to the alleged agency.
    3.7.2. Dedicated short SMS number.
    3.7.3. Dedicated phone line.
    3.7.4. Citizen complaint boxes at every service delivery points.
    3.7.5. Dedicated Facebook page with all the information on how to report corruption and messenger chat to report corruption.
    3.7.6. All these different channels shall be integrated into one software platform with a function to track the progress of each individual complaint.
3.8. Developing special informational portal and mobile software for children and adults, with interactive methods of anti-corruption education (games, educational apps, etc.), which would include patterns of behavior in certain corruption situations in order to highlight the issues of preventing corruption, tracing corruption risks, etc.
3.9. Revamping the Unified Portal of Interactive Public Services (www.mygov.uz) in order to minimize the direct contact of the population with the employees of the state bodies and reduce red tape.
3.10. Support in equipping of the Public Service Centers in the field to ensure their transparent and effective provision of public services for citizens.

3.10.1. Technical support for the organization of mobile public services and purchase of equipment for organizing an electronic queue for public service centers.

3.10.2. Implementing citizen feedback mechanisms, such as, follow-up with the customer after receiving the service, using face-to-face exit interviews, phone calls, emails, SMS, website, citizen experience boxes etc.

3.10.3. Gradually placing all possible remaining public services under Public Service Centers.

3.11. Development of a dashboard software called "Monitoring" which allows the systematic monitoring of anti-corruption measures taken by ministries and agencies in accordance the national anti-corruption legislation.

3.12. Support in developing a unified electronic archive of records of acts of civil status in order to ensure timely and effective issuance of documents at the request of citizens to reduce risks of corruption in the provision of public services by Civil Status Registrar's Offices.

3.13. Support in integration of the Ministry of Finance with the information systems and databases of the business entities that provide services to the population and entrepreneurs in getting relevant data from the billing systems of heat, water, gas and electricity supplies.

3.14. Support in the elaboration of special software programs aimed at monitoring of targeted use of budget funds and its implementation, as well as, insurance of transparent and open utilization of state budget in accordance with international open budget standards.

3.15. Purchasing and installation of GPS navigation system and equipment, computer equipment, tracking devices and software programs for electronic document flow of divisions and bodies of internal affairs, which may ensure transparency, openness to further support anticorruption efforts.

3.16. Purchasing modern ICT equipment for activities of the Bureau of Mandatory Enforcement under the General Prosecutor's Office. The equipment will ensure availability of the open data of the Bureau thus contributing to transparency and preventing corruption.

3.17. Support in further improvement of lex.uz website – the National Legislation Database of the Republic of Uzbekistan to ensure access for legal information for citizens, investors, and other users.

3.18. Development of electronic database and library with anti-corruption literature in Uzbek, Russian, and English in the area of countering corruption.

3.19. Providing training courses for respective representatives of the state bodies and agencies to maximize effectiveness of the use of modern ICT to fight and prevent corruption.

3.20. Develop national rankings and local rating systems to monitor the different aspects of prevention of corruption (portal ochiqlik.uz on transparency of government entities, e-tools on open/citizen budget, online surveys integrated within my.gov.uz, lex.uz and other portals of state entities, khokimiyats etc).

National partners: Ministry of Justice, Interagency Commission, General Prosecutor's Office, Ministry of Internal Affairs, Ministry for Development of Information Technology and Communication, Ministry of Finance and other related ministry and agencies.

Indicative deliverables:

1. Development of a National E-government Strategy and unified registry of all e-services/tools.
2. Comprehensive analysis for further improvement Unified Portal of Interactive Public Services
3. The websites of the Interagency Commission, Ministry of Justice are providing open data and transparent information to prevent corruption
4. Open Budget software program
5. Mobile apps and e-services for citizens and business.
6. Corruption reporting tools, such as, website, mobile application, phone and SMS lines, citizen complaint boxes, Facebook page etc.
7. Electronic asset declaration portal.

Activity 4. Developing a culture of intolerance towards corruption in the society through knowledge and advocacy to support anti-corruption efforts, as well as, active cooperation between government, civil society and private sector.

The main efforts of the Project will be focused on provision of support to the national partners on strengthening anti-corruption knowledge, awareness and capacities within the general public, as well as increasing partnership of state bodies with private sector, non-profit organizations and civil society institution to prevent corruption.

Main indicative actions:

4.1.   Elaborating and supporting the implementation of a comprehensive media strategy and awareness-raising campaign aimed at developing a culture of zero tolerance towards corruption in the society.

4.2.   Supporting the organization of various public events (Open Doors Day, conferences, seminars, round tables, workshops, etc.) related to raising awareness, knowledge and legal culture of population.

4.3.   Organizing a media forum dedicated to "International Anti-Corruption Day" at the International Press Club and the Media Hall of the National Association of Electronic Media of Uzbekistan.

4.4.   Organize annual awareness raising campaigns, including on 9 December International Anti-Corruption Day, on prevention of corruption in collaboration with national mass media, ministries and state agencies as well as educational institutions and NGOs.

4.5.   Support the organization of a series of thematic TV programmes, interviews, debates, press conferences, and other events, elaboration of related social advertisement, movies, TV shows, aimed at various target groups on the basis of real criminal case materials, as well as, conduction of different contests for "Best Video Scenario", "Best Audio Scenario", "Best Poster" related to developing culture of intolerance towards corruption.

4.6.   Equipping Media Center in the Ministry of Justice to develop awareness-raising materials (brochures, flyers, posters, video clips, TV and radio shows, etc.) for different target groups on countering and preventing corruption.

4.7.   Support the distribution of legal and public information related to the implementation of anti-corruption activities on billboards, LED tabloids and widescreens in the most populated locations to cover the wide range of population with respective information in the sphere.

4.8.   Support the translation and publishing of the relevant Uzbek anti-corruption legislation into the English for more wide dissemination among foreign investors, tourists and international community.

4.9.   Facilitating comprehensive dialogues between government, private sector, civil society institutions and citizens on fighting and preventing corruption in public life through the organization of different systematic joint events (round tables, discussions, forums, etc.) aimed at discussing existing problems in the area.

4.10.   Elaborating code of ethics, internal control mechanisms and other corporate governance tools aimed at preventing corruption in private sector as well as piloting a comprehensive user satisfaction surveys in selected public agencies.

4.11.   Support conduction of various researches and surveys that will provide the full picture related to the corruption issues on national, local and sectorial levels, as well as the nature, extent, dynamics and trends of corruption countrywide.

4.12.   Support local authorities in development and implementation of anti-corruption methodologies and tools for further improvement of preventing corruption at local level, as well as establishing sustainable mechanisms for full-fledged dialogue between local government, the local population and the private sector to promote sustainable development in the regions.

4.13.   Support the organization of youth integrity campaigns, social camps, school integrity initiatives to developing a culture of intolerance towards corruption in society.

National partners: Interagency Commission, Ministry of Justice, General Prosecutor's Office, Ministry of Foreign Affairs, Tashkent State University of Law Academy for Public Administration and other related ministry and agencies.

Indicative deliverables:

1. Media Strategy for full fledge awareness raising campaign
2. Surveys that demonstrate extent, dynamics and trends of corruption
3. Media/information awareness raising products

Resources required for achieving the expected results

The estimate total budget to provide policy and programme support on anti-corruption to the Republic of Uzbekistan for a four-year period (2018-2021) is about USD 8 million.

Partnerships

The General Prosecutor's Office and the Ministry of Justice of the Republic of Uzbekistan will be the main national implementing partners to this project. The General Prosecutor's Office and the Ministry of Justice will also make sure to coordinate and partner with other relevant national and international key stakeholders to implement this project. The project will adopt a flexible approach that will, if necessary, include new partners, stakeholders, and adjust project activities. To improve donor coordination, this approach will also include close cooperation with international donor organizations, implementing programs and projects in the prevention of corruption.

The **Ministry of Justice** is one of the key organizations in countering and preventing corruption and the project's national coordinator, which provides advice, guidance, expert opinion or even alternative versions of the draft laws, if necessary. It has a clear leadership role in legal and anti-corruption scrutiny of legislation in all areas, raising awareness, knowledge and legal culture, as well as improvement and provision of public services for population. Therefore, the main role of the ministry is not only coordination of the Project's activities and communication with various stakeholders, but also provision of expert support, piloting and implementation of jointly developed tools and involvement of the Project to work on topical issues of anti-corruption policy taking into account on-going changes, political and economic priorities and needs for building capacity.

Implementing partners:

General Prosecutor's office of Uzbekistan is the leading agency for prevention and countering corruption. It is also a national coordination agency for UNCAC and leads the activities of the Inter-Agency Commission on Anti-Corruption. The project will cooperate with GPO on harmonization of national legislation in line with UNCAC and the OECD's Istanbul Ani-Corruption Action Plan's requirements and recommendations and conduct joint activities as foreseen in the National Anti-Corruption Programme.

Risks and Assumptions

Risk 1. Inadequate cross-sectorial coordination on prevention of corruption that may hamper speed of legal, rule of law and anti-corruption reforms. To overcome this risk the project will organize regular meetings with all interested national partners to identify the potential activities and support that project can provide. Moreover, it is planned that representative of all national partners will be included into the Project Board.

Risk 2. Low level of ICT/e-government penetration in the regions and line ministries and insufficient level of ICT knowledge among civil servants may cause delays and certain difficulties with timely project implementation. The project will optimize training process and events on awareness raising in order to increase e-government knowledge of civil servants, lawyers, and other specialists.

Risk 3. Lack or absence of strategic planning of national partners often result in performing tasks on the request from the higher bodies. As a result, national partners might request the project to conduct activities on ad hoc basis. The project will work with national partners to identify their annual priorities and plans, which fall under scope of the project to cooperate on implementation of these activities.

Stakeholder Engagement

Since the primary beneficiaries are the General Prosecutor's Office and the Ministry of justice of the Republic of Uzbekistan and key actors on prevention of corruption, the project aims to work with all bodies and agencies responsible for the implementation of the Law on Anti-Corruption and activities foreseen in the National Anti-Corruption Programme. Therefore, the target group includes law enforcement personnel and civil servants on the one hand, and consumers of public services including citizens and businesses who use the services provided by public sector institutions on the other hand.

Knowledge

The project is expected to produce manuals, guidelines and analytical briefs and a number of other publications. Public sector statistics, budget information, public procurement data, a total number and types of applications to the Virtual Reception of the President as well as number and types applications to online receptions of the involved ministries will be analysed to identify actual issues/topics for the publications of the project and knowledge materials on anti-corruption. The publications, awareness raising materials and knowledge/media products will be produced in a easy to understand and user-friendly manner to widen their target audience. Whenever possible, the project will conduct presentations of project publications with a variety of project stakeholders. Project publications will be disseminated via Peoples' Receptions, territorial divisions of Ministry of Justice, other line ministries, Public Services Centers as well as NGOs.

Sustainability and Scaling Up

In addressing the identified challenges on prevention and countering corruption, the project will be using existing long-term partnership contacts with the Ministry of Justice, the General Prosecutor's Office, and sustainable relations with the Lawyer Training Centre and Law University, which will enable the project to implement proposed activities in the framework of equal rights-based cooperation with aforementioned institutions in all 4 components of the project, rather than as an external executor. This will also guarantee the sustainability of the results of project activities in the future, as aforementioned government institutions will be directly involved in the formulation and realization of the actions proposed under the project and can influence the process of its implementation in future.

IV. PROJECT MANAGEMENT

Cost Efficiency and Effectiveness

Within many previous joint initiatives and projects UNDP had already effectively cooperated with the Ministry of Justice and all other partners of the project, including through the joint project "Public Administration Reform and Digital Transformation" that is being undertaken now.

The new project strategy is built on the knowledge, experience, lessons learned and findings gained through previous and ongoing projects of UNDP in e-Governance, private sector development, trade and investment, civil service training, think-tank development, lawmaking, rule-making, regulatory impact assessment, public administration, rule of law and justice. The project focus areas and planned activities are aligned to the needs of the national partner that were also proposed and discussed at a number of meetings on the project "Public Administration Reform and Digital Transformation". The full UNDP support to National Implementation Modality (NIM) has been selected in order to strengthen the local ownership and further foster engagement of national authorities in the new project planning and execution.

UNDP will be working on aid coordination among other international organizations within regular meetings with participation of all major actors involved in supporting project activities to identify synergies and avoid overlaps.

Project Management

The project will be implemented under the full UNDP support to NIM. The Ministry of Justice of the Republic of Uzbekistan will be the Implementing Partner.

The project will be physically located in the Tashkent city. To ensure synergies and consolidation of efforts the project will and will work closely with other on-going UNDP projects, including:

- The project "Public Administration Reform and Digital Transformation" (in public sector management, e-services and digitalization of public services, drafting the legislative acts on public administration reform and overall e-governance strategy);

- "Support to Enhancement of Lawmaking, Rulemaking and Regulatory Impact Assessment/Phase 2" (impact assessment of draft legislation, legal review of draft laws in Parliament, anti-corruption screening of legislation etc.);

- the Project "Support to Public Finance Management Reforms in Uzbekistan" (in application of methodologies and techniques on career incentives, remuneration, etc.);

- the Project "Support to Civil Service Training in Uzbekistan" (in training and awareness rising of civil servants on PAR and Digital Transformation, etc.);

- "Empowering Women to Participate in Public Administration and Socio-Economic Life" (in such areas as gender equality issues, ensuring women's access to public administration etc.);

- the Project "Business Climate in Uzbekistan" (in such areas as promotion of e-services for businesses, attraction of foreign investments and venture funds into IT market, strategies on enhancing friendly environment for IT businesses, etc.).

Activities related to the study tours and involvement of international experts will be supported by the UNDP Anti-corruption for Peaceful and Inclusive Society (ACPIS) global project. ACPIS team will also provide policy and programme support to the Government of Uzbekistan through this project to share global best practices related to corruption prevention and legislative reform and facilitate South-South and triangular cooperation and knowledge exchange. ACPIS will showcase the experience of Uzbekistan in the fight against corruption in different high-level fora, such as International Anti-Corruption conferences, UN General Assembly, Conference of States Parties to UNCAC, regional events, etc. In addition, ACPIS team will also provide advisory support to organize advocacy events on raising awareness of public on negative impact of corruption, support in developing media strategy, training programs, anti-corruption curriculum, etc.

The procurement of goods and services and the recruitment of project personnel by the UNDP Country Office shall be in accordance with the UNDP regulations, rules, policies and procedures. The goods procured within the framework of the Project and necessary for the implementation of its activities, in particular IT equipment, software & office furniture shall be transferred to the ownership of the Implementing Partner, unless the Project Board decides otherwise or the goods have been procured from the funds provided by third parties and the agreements with them stipulate other arrangements. The relevant provisions of the Standard Basic Assistance Agreement (SBAA) between the Government of Uzbekistan & the UNDP, signed by Parties on 10 June 1993, incl. the provisions on liability and privileges & immunities, shall apply to the provision of such support services.

Any claim or dispute arising under or in connection with the provision of support services by the UNDP country office in accordance with this document shall be handled pursuant to the relevant provisions of the SBAA.
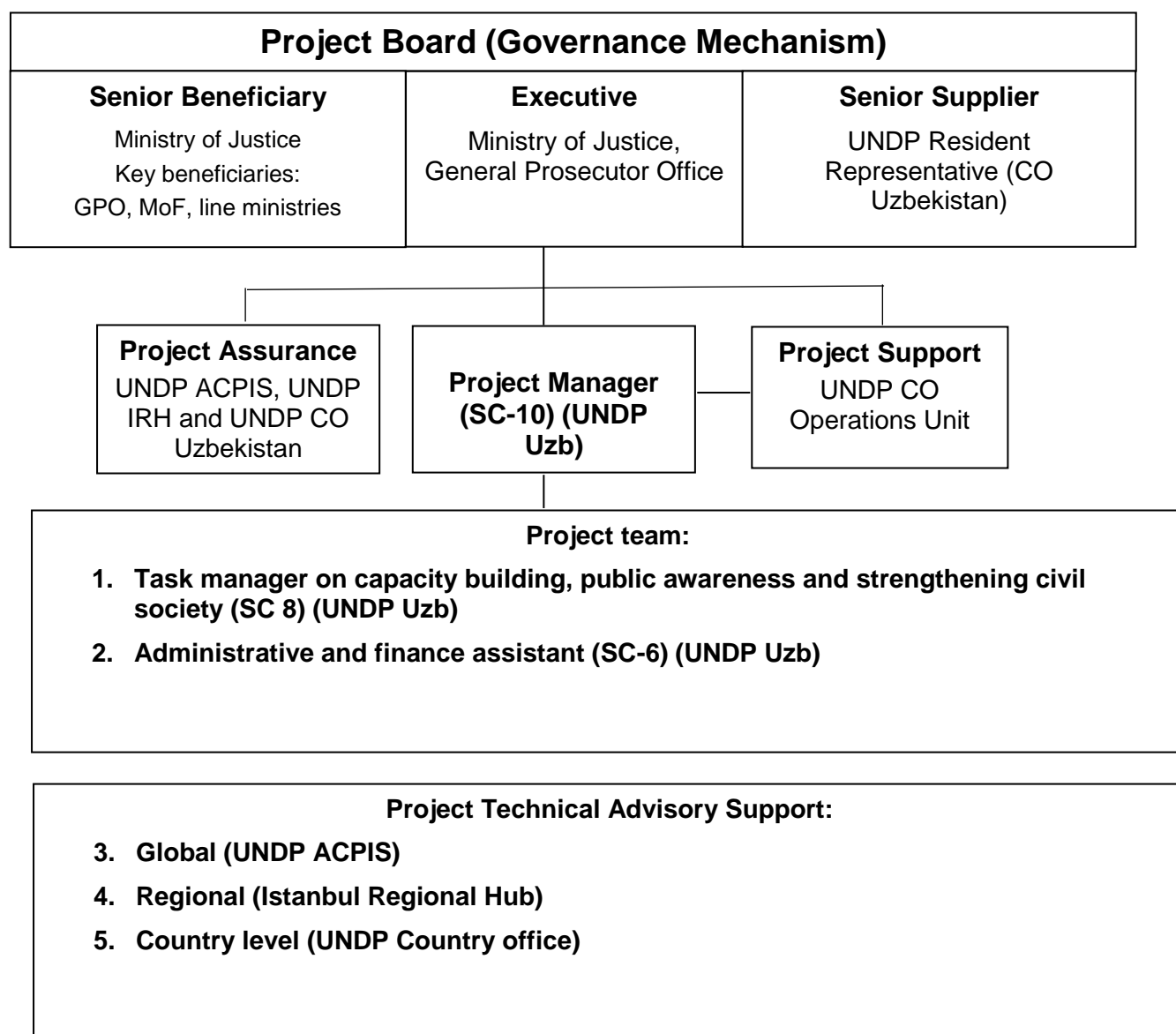
Audit Arrangements: The Audit will be conducted in accordance with the established UNDP procedures set out in the Programming and Finance manuals by the legally recognized auditor.

Use of institutional logos on project deliverables: In order to accord proper acknowledgement to UNDP for providing funding, UNDP should appear on all relevant project publications, including among others, project hardware purchased with UNDP funds. Any citation on publications regarding projects funded by UNDP should also accord proper acknowledgement to UNDP. The UNDP logo should be more prominent – and separated from any other logo, if possible, as UN visibility is important for security purposes. The Project will not develop its own logo.

V. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

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   Project Organization Structure
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Project Board (Governance Mechanism)		
Senior Beneficiary Ministry of Justice Key beneficiaries: GPO, MoF, line ministries	**Executive** Ministry of Justice, General Prosecutor Office	**Senior Supplier** UNDP Resident Representative (CO Uzbekistan)

Project Assurance UNDP ACPIS, UNDP IRH and UNDP CO Uzbekistan	**Project Manager (SC-10) (UNDP Uzb)**	**Project Support** UNDP CO Operations Unit

Project team:

1. **Task manager on capacity building, public awareness and strengthening civil society (SC 8) (UNDP Uzb)**

2. **Administrative and finance assistant (SC-6) (UNDP Uzb)**

Project Technical Advisory Support:

3. **Global (UNDP ACPIS)**

4. **Regional (Istanbul Regional Hub)**

5. **Country level (UNDP Country office)**

The Project Board will be co-chaired by the General Prosecutor, the Minister of Justice and the UNDP Resident Representative. The Project Board will be responsible for making by consensus management decisions for the project when guidance is required by the Project Manager, including recommendation for UNDP/MoJ approval of project workplans, budget and revisions. In order to ensure UNDP's ultimate accountability, Project Board decisions should be made in accordance with standards that shall ensure best value for money, fairness, integrity transparency and effective international coordinating. Detailed roles and responsibilities of the Project Board are provided in Annex 2 of this Project Document.

This Board contains three roles, including:

1)   An Executive: Ministry of Justice and the General Prosecutor's Office representing the project ownership.

2)   Senior Supplier: UNDP Resident Representative (CO Uzbekistan) representing the interests of the parties concerned which provide funding and/or technical expertise to the project (UNDP CO, UNDP ACPIS and UNDP Istanbul Regional Hub). The Senior Supplier's primary function within the Board is to provide guidance regarding the technical feasibility of the project.

3)   Senior Beneficiaries: Ministry of Justice and the General Prosecutors Office representing the interests of those who will ultimately benefit from the project. The Senior Beneficiary's primary function within the Board is to ensure the realization of project results from the perspective of project beneficiaries. To benefit from inputs and expertise of international organizations, the Project Board will invite UNODC, EU, and other relevant partners to join the Board as observers.

Project Assurance is the responsibility of each Project Board member, however the role can be delegated. The Project Assurance role supports the Project Board by carrying out objective and independent project oversight and monitoring functions. This role ensures appropriate project management milestones are managed and completed. UNDP will have a key role in the quality assurance of the project, including from ACPIS, Regional Hub and CO Uzbekistan.

The Project Support role provides project administration, management and technical support to the Project Manager as required by the needs of the project. It is necessary to keep Project Support and Project Assurance roles separate in order to maintain the independence of Project Assurance.

The Project Board will convene at least annually to hold regular project reviews to assess the performance of the project, achievement of targets and review of the Multi-Year Work Plan to ensure realistic budgeting over the life of the project. In advance of such meetings, UNDP shall provide an Annual Status Report on the project's progress and financial expenditures/budget.

An independent mid-term review shall be conducted, and in the project's final year, the Project Board shall commission an independent end-of project evaluation on the quality of project deliverables, sustainability of results, capture lessons learned and discuss opportunities for scaling up and sharing project results with relevant audiences. It will also assess Final Project Review Report during a formal meeting organized at least one month prior to the completion date of the project.

As per the Donor Agreement signed between UNDP and the Government of Uzbekistan (March 17, 2017), UNDP will provide to the Government of Uzbekistan an Annual status report on the project progress and financial expenditures/budget. (Article III (2) (a) of the donor agreement)

VI. RESULTS FRAMEWORK

Intended Outcome as stated in the UNDAF/Country Programme Results and Resource Framework: UNDAF Outcome 7: By 2020, the quality of public administration is improved for equitable access to quality public services for all.

Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets:

Indicator: Availability of institutional capacities at central government for policy coherence/planning/resource management/operational coordination (roadmaps) for better public service provision.

Baseline: Limited.

Target: Yes.

Indicator: Improvement of unified national system of civil service (merit based system for appointment/promotion/performance evaluation).

Baseline: requires improvement

Target: System of professional/ transparent recruitment and promotion of civil servants improved (2020).

Indicator: Ranking of Uzbekistan in United Nations e-government development index.

Baseline: 100th (2014)

Target: 80th (2020)

Indicator: Extent to which data accessible, including through open government/open data national mechanism, and used by media/CSOs for public oversight.

Baseline: Data scarce; open data mechanism partially reflected in legislation (2014).

Target: Data accessible/used to large extent (2020).

Applicable Output(s) from the UNDP Strategic Plan 2018-2021:

Strategic Plan Outcome 1. Advance poverty eradication in all its forms and dimensions

Strategic Plan Outcome 2: Accelerate structural transformations for sustainable development;

Output 1.2.3 Institutions and systems enabled to address awareness, prevention and enforcement of anti-corruption measures to maximize availability of resources for poverty eradication

Output 2.2.1 Use of digital technologies and big data enabled for improved public services and other government functions

Project title and Atlas Project Number: "Preventing corruption through effective, accountable and transparent governance institutions in Uzbekistan"

Project ID: 00110970

Output ID: 00110170

EXPECTED OUTPUTS	OUTPUT INDICATORS	DATA SOURCE	BASELINE		TARGETS[11] (by frequency of data collection)				DATA COLLECTION METHODS & RISKS
			Value	Year 2018	Year 2019	Year 2020	Year 2021	FINAL	
Output 1. Anti-corruption solutions, principles and tools are integrated in the public administration systems, public service delivery, civil service performance, system of law-making and rule-making. *GEN 1.*	*Ranking of country in WB's Control of Corruption index under Worldwide Governance Indicators*	*WB report*	Ranking	10[12]	12	14	16	16	*World Bank report*
	Number of laws and by-laws (both draft and enacted ones) went through anti-corruption screening	*Government reports*	Number	1534[13]	1600	1700	1800	1800	*MoJ report*
	Number of digital services by government agencies using frameworks that leverage digital technologies and big data for: *a) Delivery and monitoring of services* *b) Public engagement* *c) Access to and protection of information* *d) Legal identity and civil registration* *e) Critical public services (e.g. public procurement)*	*Government reports, my.gov.uz, data.gov.uz*	*Number*	a) 1 (my.gov.uz) b) 1 (regulation.gov.uz) c) 1 (data.gov.uz) d) 0 e) 1 (www.uzex.uz)	a) 2 b) 2 (e-petitions portal) c) 1 d) 1 e) 2	a) 3 b) 2 c) 2 d) 1 e) 2	a) 3 b) 2 c) 2 d) 2 e) 3	a) 3 b) 2 c) 2 d) 2 e) 3	*Government reports, UNDP reports*
	Number of corruption cases reported in the local media	*Media reports*	*Number*	1	2	3	4	4	*Local mass media reports, press-offices of state authorities*
	Number of civil servants and law enforcement officials who advanced their professional skills and knowledge on prevention and countering of corruption in public and private sectors	*Government, UNDP reports*	*Number*	0	Men: 40 Women:10	Men: 70 Women:20	Men: 100 Women: 40	Men: 100 Women: 40	UNDP reports

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[11] Targets are not cumulative;

[12] As of 2016 report. Percentile Rank (0-100). Indicates rank of country among all countries in the world. 0 corresponds to lowest rank and 100 corresponds to highest rank.

[13] As of October 2017 report of MoJ. www.minjust.uz

VII. MONITORING AND EVALUATION

In accordance with UNDP's programming policies and procedures, the project will be monitored through the following monitoring and evaluation plans: *[Note: monitoring and evaluation plans should be adapted to project context, as needed]*

Monitoring Plan

Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (if any)
Track results progress	Progress data against the results indicators in the RRF will be collected and analysed to assess the progress of the project in achieving the agreed outputs.	Quarterly, or in the frequency required for each indicator.	Slower than expected progress will be addressed by project management.		
Monitor and Manage Risk	Identify specific risks that may threaten achievement of intended results. Identify and monitor risk management actions using a risk log. This includes monitoring measures and plans that may have been required as per UNDP's Social and Environmental Standards. Audits will be conducted in accordance with UNDP's audit policy to manage financial risk.	Quarterly	Risks are identified by project management and actions are taken to manage risk. The risk log is actively maintained to keep track of identified risks and actions taken.		
Learn	Knowledge, good practices and lessons will be captured regularly, as well as actively sourced from other projects and partners and integrated back into the project.	At least annually	Relevant lessons are captured by the project team and used to inform management decisions.		
Annual Project Quality Assurance	The quality of the project will be assessed against UNDP's quality standards to identify project strengths and weaknesses and to inform management decision making to improve the project.	Annually	Areas of strength and weakness will be reviewed by project management and used to inform decisions to improve project performance.		
Review and Make Course Corrections	Internal review of data and evidence from all monitoring actions to inform decision making.	At least annually	Performance data, risks, lessons and quality will be discussed by the project board and used to make course corrections.		

Project Report	A progress report will be presented to the Project Board and key stakeholders, consisting of progress data showing the results achieved against pre-defined annual targets at the output level, the annual project quality rating summary, an updated risk long with mitigation measures, and any evaluation or review reports prepared over the period.	Annually, and at the end of the project (final report)			
Project Review (Project Board)	The project's governance mechanism (i.e., project board) will hold regular project reviews to assess the performance of the project and review the Multi-Year Work Plan to ensure realistic budgeting over the life of the project. In the project's final year, the Project Board shall hold an end-of project review to capture lessons learned and discuss opportunities for scaling up and to socialize project results and lessons learned with relevant audiences.	Specify frequency (i.e., at least annually)	Any quality concerns or slower than expected progress should be discussed by the project board and management actions agreed to address the issues identified.		

Evaluation Plan

Evaluation Title	Partners (if joint)	Related Strategic Plan Output	UNDAF/CPD Outcome	Planned Completion Date	Key Evaluation Stakeholders	Cost and Source of Funding
Mid-Term & Final Evaluation	ACPIS, IRH Governance team	1.2.3. 2.2.1.	Outcome 7	31.12.2021	Ministry of Justice	USD 100,000

VIII. MULTI-YEAR WORK PLAN[14]

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year				RESPONSIBLE PARTY	PLANNED BUDGET		
		Y1 2018	Y2 2019	Y3 2020	Y4 2021		Funding Source	Budget Description	Amount
Output 1: Anti-corruption solutions, principles and tools are integrated in the public administration systems, public service delivery, civil service performance, system of law-making and rule-making *Gender marker: GEN1*	**Activity 1.** Providing legislative and policy support to integrate the anti-corruption solutions into the process of law-making, rule-making, drafting of the legislation, and policy advice; drafting legal and policy documents on preventing corruption.	$ 178,000	$ 350,000	$ 300,000	$ 300,000	UNDP	Government	Staff costs, event management, printing, consultants, travel	$ 1,128,000
	Activity 2. Strengthen human resource capacity of the civil servants aimed at further improvement of knowledge and skills in the area of preventing corruption.	$ 100,000	$ 300,000	$ 300,000	$ 300,000	UNDP	Government	Staff costs, event management, printing, consultants, travel	$ 1,000,000
	Activity 3. Support to streamlining and digitalizing the public service delivery and interaction among and within government entities to ensure effective documents flow and transparency of public services for effective corruption preventing.	$ 300,000	$ 1,168,000	$ 1,174,000	$ 525,000	UNDP	Government	Staff costs, event management, printing, consultants, travel, procurement of hardware	$ 3,167,000

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[14] Changes to a project budget affecting the scope (outputs), completion date, or total estimated project costs require a formal budget revision that must be signed by the project board. In other cases, the UNDP programme manager alone may sign the revision provided the other signatories have no objection. This procedure may be applied for example when the purpose of the revision is only to re-phase activities among years.

	Activity 4. Developing a culture of intolerance towards corruption in the society trough knowledge and advocacy to support anti-corruption efforts, as well as active cooperation between government, civil society and private sector.	$ 100,000	$ 200,000	$ 200,000	$ 300,000	UNDP	Government	Staff costs, event management, printing, consultants, travel	$ 800,000
	Cross-cutting support (study tours, international experts, advocacy events at global level etc)	$ 340,000	$ 340,000	$ 340,000	$ 190,000	UNDP	Government	Consultants, travel, printing	$ 1,210,000
Evaluation *(Independent Mid-term Review and Final evaluation)*	EVALUATION		50,000		$ 50,000	UNDP	Government	Consultants	$ 100,000
General Management Support	GMS	$ 82,000	$ 192,000	$ 186,000	$ 135,000	UNDP	Government		$ 595,000
TOTAL:									**$ 8,000,000**

IX. LEGAL CONTEXT

1. Legal Context:

□ Uzbekistan has signed the Standard Basic Assistance Agreement (SBAA)

□ Uzbekistan has signed UNDAF Legal Annex in 2016

2. Implementing Partner:

□ Ministry of Justice of the Republic of Uzbekistan, Government Entity (NIM)

This project document shall be the instrument referred to as such in Article 1 of the Standard Basic Assistance Agreement (SBAA) between the Government of Uzbekistan and UNDP, signed on June 10, 1993. All references in the SBAA to "Executing Agency" shall be deemed to refer to "Implementing Partner."

This project will be implemented by the Ministry of Justice of the Republic of Uzbekistan ("Implementing Partner") in accordance with its financial regulations, rules, practices and procedures only to the extent that they do not contravene the principles of the Financial Regulations and Rules of UNDP. Where the financial governance of an Implementing Partner does not provide the required guidance to ensure best value for money, fairness, integrity, transparency, and effective international competition, the financial governance of UNDP shall apply.

X. RISK MANAGEMENT

Government Entity (NIM)

1. Consistent with the Article III of the SBAA, the responsibility for the safety and security of the Implementing Partner and its personnel and property, and of UNDP's property in the Implementing Partner's custody, rests with the Implementing Partner. To this end, the Implementing Partner shall:

   a) put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;

   b) assume all risks and liabilities related to the Implementing Partner's security, and the full implementation of the security plan.

2. UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of the Implementing Partner's obligations under this Project Document.

3. The Implementing Partner agrees to undertake all reasonable efforts to ensure that no UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via http://www.un.org/sc/committees/1267/aq_sanctions_list.shtml.

4. Social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (http://www.undp.org/ses) and related Accountability Mechanism (http://www.undp.org/secu-srm).

5. The Implementing Partner shall: (a) conduct project and programme-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the project or programme to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP will seek to ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.

6. All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any programme or project-related commitments or compliance with the UNDP Social and Environmental Standards. This includes providing access to project sites, relevant personnel, information, and documentation.

7. The Implementing Partner will take appropriate steps to prevent misuse of funds, fraud or corruption, by its officials, consultants, responsible parties, subcontractors and sub-recipients in implementing the project or using UNDP funds. The Implementing Partner will ensure that its financial management, anti-corruption and anti-fraud policies are in place and enforced for all funding received from or through UNDP.

8. The requirements of the following documents, then in force at the time of signature of the Project Document, apply to the Implementing Partner: (a) UNDP Policy on Fraud and other Corrupt Practices and (b) UNDP Office of Audit and Investigations Investigation Guidelines. The Implementing Partner agrees to the requirements of the above documents, which are an integral part of this Project Document and are available online at www.undp.org.

9. In the event that an investigation is required, UNDP has the obligation to conduct investigations relating to any aspect of UNDP projects and programmes. The Implementing Partner shall provide its full cooperation, including making available personnel, relevant documentation, and granting access to the Implementing Partner's (and its consultants', responsible parties', subcontractors' and sub-recipients') premises, for such purposes at reasonable times and on reasonable conditions as may be required for the purpose of an investigation. Should there be a limitation in meeting this obligation, UNDP shall consult with the Implementing Partner to find a solution.

10. The signatories to this Project Document will promptly inform one another in case of any incidence of inappropriate use of funds, or credible allegation of fraud or corruption with due confidentiality. Where the Implementing Partner becomes aware that a UNDP project or activity, in whole or in part, is the focus of investigation for alleged fraud/corruption, the Implementing Partner will inform the UNDP Resident Representative/Head of Office, who will promptly inform UNDP's Office of Audit and Investigations (OAI). The Implementing Partner shall provide regular updates to the head of UNDP in the country and OAI of the status of, and actions relating to, such investigation.

11. Should UNDP refer to the relevant national authorities for appropriate legal action any alleged wrongdoing relating to the project, the Government will ensure that the relevant national authorities shall actively investigate the same and take appropriate legal action against all individuals found to have participated in the wrongdoing, recover and return any recovered funds to UNDP.

XI. ANNEXES

1. **Risk Analysis**

2. **Project Board Terms of Reference**

3. **ToRs of Project Team**

4. **Programme for Support of Policy and Measures on Combating Corruption in the Republic of Uzbekistan within the framework of the Global Project of the UNDP Anti-Corruption for Peaceful and Inclusive Societies (ACPIS) (2017-2020)**

5. **Project Quality Assurance Report (Monitoring and Implementation stage)**

6. **Letter of Agreement for the Provision of Support Services**

Annex 1. RISK ANALYSIS

#	Description	Category	Impact & Probability	Countermeasures / Management response	Owner
1.	Technical assistance projects of donors on countering corruption may lack multilateral aid coordination that can result in duplication of certain efforts, lower resource mobilization opportunities and the level of impact	Strategic	May effect on the efficiency of the project's outputs and outcomes Probability = 3 Impact = 3	Constantly monitor donor activities in the field and organize regular meetings and consultations with relevant donors to avoid possible overlapping in anti-corruption initiatives	Project Manager
2.	Delay of the government's request and technical specifications for procurement of hardware for MoJ	Financial	May effect on the project's annual budget delivery rate Probability = 1 Impact = 3	Consultations with MoJ on open tender process managed by UNDP and advice on technical specifications for ICT equipment	Project manager
3.	Low level of commitment of government organizations on prevention of corruption in public sector	Organizational	May hinder timely and effective implementation of certain project activities Probability = 1 Impact = 3	Regular advocacy, high-level consultations, training & awareness raising activities on prevention of corruption	Project manager
4.	Inability to move beyond capacity development support as compared to application of anti-corruption solutions due to reluctance of key state organizations and lack of administrative / legal provision	Legal/political	May effect on the efficiency of the project's outputs and outcomes Probability = 2 Impact = 4	Support with policy advice and constant dialogue with key government organizations to sensitize on anti-corruption benefits and to strengthen the ownership of the process	Project Manager

Annex 2. Project Board Terms of Reference

I. PROJECT BOARD

Overall responsibilities

The Project Board is the group responsible for making by consensus management decisions for a project when guidance is required by the Project Manager, including recommendation for UNDP/MoJ approval of project plans and revisions. In order to ensure UNDP's ultimate accountability, Project Board decisions should be made in accordance to standards that shall ensure best value to money, fairness, integrity transparency and effective international competition. In case a consensus cannot be reached, final decision shall rest with the UNDP Resident Representative. Project reviews by this group are made at designated decision points during the running of a project, or as necessary when raised by the Project Manager. This group is consulted by the Project Manager for decisions when (Project Manager tolerances (normally in terms of time and budget) have been exceeded.

Based on the approved annual work plan (AWP), the Project Board may review and approve project quarterly plans when required and authorizes any major deviation from these agreed quarterly plans. It is the authority that signs off the completion of each quarterly plan as well as authorizes the start of the next quarterly plan. It ensures that required resources are committed and arbitrates on any conflicts within the project or negotiates a solution to any problems between the project and external bodies. In addition, it approves the appointment and responsibilities of the Project Manager and any delegation of its Project Assurance responsibilities.

Composition and organization: This group contains three roles, including:

1) **An Executive**: individual representing the project ownership to chair the group.

2) **Senior Supplier**: individual or group representing the interests of the parties concerned which provide funding and/or technical expertise to the project. The Senior Supplier's primary function within the Board is to provide guidance regarding the technical feasibility of the project.

3) **Senior Beneficiary**: individual or group of individuals representing the interests of those who will ultimately benefit from the project. The Senior Beneficiary's primary function within the Board is to ensure the realization of project results from the perspective of project beneficiaries.

Potential members of the Project Board are reviewed and recommended for approval during the LPAC meeting. Efforts should be made to extent possible to ensure gender balance among the members of the Project Board.

I. Specific responsibilities

1. Initiating a project:

- Agree on PM's responsibilities, as well as the responsibilities of the other members of the Project Management team;
- Delegate any Project Assurance function as appropriate;
- Review and appraise detailed Project Plan and AWP, including Atlas reports covering activity definition, quality criteria, issue log, updated risk log and the monitoring and communication plan.

2. Running a project:

- Provide overall guidance and direction to the project, ensuring it remains within any specified constraints;
- Address project issues as raised by the Project Manager;
- Provide guidance and agree on possible countermeasures/management actions to address specific risks;
- Agree on Project Manager's tolerances in the Annual Work Plan and quarterly plans when required;
- Conduct regular meetings to review the Project Quarterly Progress Report and provide direction and recommendations to ensure that the agreed deliverables are produced satisfactorily according to plans.
- Review Combined Delivery Reports (CDR) prior to certification by the Implementing Partner;
- Appraise the Project Annual Review Report, make recommendations for the next AWP, and inform the Outcome Board about the results of the review.
- Review and approve end project report, make recommendations for follow-on actions;
- Provide ad-hoc direction and advice for exception situations when project manager's tolerances are exceeded;
- Assess and decide on project changes through revisions;

3. Closing a project:

- Assure that all Project deliverables have been produced satisfactorily;
- Review and approve the Final Project Review Report, including Lessons-learned;
  Make recommendations for follow-on actions to be submitted to the Outcome Board;

II. EXECUTIVE

The Executive is ultimately responsible for the project, supported by the Senior Beneficiary and Senior Supplier. The Executive's role is to ensure that the project is focused throughout its life cycle on achieving its objectives and delivering outputs that will contribute to higher level outcomes. The Executive has to ensure that the project gives value for money, ensuring a cost-conscious approach to the project, balancing the demands of beneficiary and supplier.

Specific Responsibilities (as part of the above responsibilities for the Project Board)

- Ensure that there is a coherent project organization structure and logical set of plans
- Set tolerances in the AWP and other plans as required for the Project Manager
- Monitor and control the progress of the project at a strategic level
- Ensure that risks are being tracked and mitigated as effectively as possible
- Brief Outcome Board and relevant stakeholders about project progress
- Organize and chair Project Board meetings

If the project warrants it, the Executive may delegate some responsibility for the project assurance functions.

III. SENIOR BENEFICIARY

The Senior Beneficiary is responsible for validating the needs and for monitoring that the solution will meet those needs within the constraints of the project. This role represents the interests of all those who will benefit from the project, or those for whom the deliverables resulting from activities will achieve specific output targets. The Senior Beneficiary role monitors progress against targets

and quality criteria. This role may require more than one person to cover all the beneficiary interests. For the sake of effectiveness, the role should not be split between too many people.

Specific Responsibilities (as part of the above responsibilities for the Project Board)

- Ensure the expected output(s) and related activities of the project are well defined
- Make sure that progress towards the outputs required by the beneficiaries remains consistent from the beneficiary perspective
- Promote and maintain focus on the expected project output(s)
- Prioritize and contribute beneficiaries' opinions on Project Board decisions on whether to implement recommendations on proposed changes
- Resolve priority conflicts

The assurance responsibilities of the Senior Beneficiary are to check that:

- Specification of the Beneficiary's needs is accurate, complete and unambiguous
- Implementation of activities at all stages is monitored to ensure that they will meet the beneficiary's needs and are progressing towards that target
- Impact of potential changes is evaluated from the beneficiary point of view
- Risks to the beneficiaries are frequently monitored

Where the project's size, complexity or importance warrants it, the Senior Beneficiary may delegate the responsibility and authority for some of the assurance responsibilities.

IV. SENIOR SUPPLIER

The Senior Supplier represents the interests of the parties which provide funding and/or technical expertise to the project (designing, developing, facilitating, procuring, implementing). The Senior Supplier's primary function within the Board is to provide guidance regarding the technical feasibility of the project. The Senior Supplier role must have the authority to commit or acquire supplier resources required.

Specific Responsibilities (as part of the above responsibilities for the Project Board)

- Make sure that progress towards the outputs remains consistent from the supplier perspective
- Promote and maintain focus on the expected project output(s) from the point of view of supplier management
- Ensure that the supplier resources required for the project are made available
- Contribute supplier opinions on Project Board decisions on whether to implement recommendations on proposed changes
- Arbitrate on, and ensure resolution of, any supplier priority or resource conflicts

The supplier assurance role responsibilities are to:

- Advise on the selection of strategy, design and methods to carry out project activities
- Ensure that any standards defined for the project are met and used to good effect
- Monitor potential changes and their impact on the quality of deliverables from a supplier perspective
- Monitor any risks in the implementation aspects of the project

If warranted, some of this assurance responsibility may be delegated.

V. PROJECT MANAGER

Overall responsibilities

The Project Manager has the authority to run the project on a day-to-day basis on behalf of the Project Board within the constraints laid down by the Board. The Project Manager is responsible for day-to-day management and decision-making for the project. Project Manager's prime responsibility

is to ensure that the project produces the results specified in the project document, to the required standard of quality and within the specified constraints of time and cost.

Prior to the approval of the project, the project manager role is the UNDP staff member responsible for project management functions during formulation until the PM is in place.

Specific responsibilities would include:

Overall project management:

- Manage the realization of project outputs through activities;
- Provide direction and guidance to project team/responsible parties;
- Liaise with the Project Board or its appointed Project Assurance roles to assure the overall direction and integrity of the project;
- Identify and obtain any support and advice required for the management, planning and control of the project;
- Responsible for project administration;
- Liaise with any suppliers;
- May also perform Team Manager and Project Support roles.

Running a project

- Plan the activities of the project and monitor progress against the initial quality criteria.
- Mobilize goods and services to initiative activities, including drafting TORs and work specifications;
- Monitor events as determined in the Monitoring & Communication Plan, and update the plan as required;
- Manage requests for the provision of financial resources by UNDP, using advance of funds, direct payments, or reimbursement using the FACE (Fund Authorization and Certificate of Expenditures);
- Monitor financial resources and accounting to ensure accuracy and reliability of financial reports;
- Manage and monitor the project risks as initially identified in the Project Brief appraised by the LPAC, submit new risks to the Project Board for consideration and decision on possible actions if required; update the status of these risks by maintaining the Project Risks Log;
- Be responsible for managing issues and requests for change by maintaining an Issues Log.
- Prepare the Project Quarterly Progress Report (progress against planned activities, update on Risks and Issues, expenditures) and submit the report to the Project Board and Project Assurance;
- Prepare the Annual Review Report, and submit the report to the Project Board and the Outcome Board;
- Based on the review, prepare the AWP for the following year, as well as Quarterly Plans if required.

Closing a Project

- Prepare Final Project Review Reports to be submitted to the Project Board and the Outcome Board;
- Identify follow-on actions and submit them for consideration to the Project Board;
- Manage the transfer of project deliverables, documents, files, equipment and materials to national beneficiaries;
- Prepare final CDR/FACE for signature by UNDP and the Implementing Partner.

VI. PROJECT ASSURANCE

Overall responsibility: Project Assurance is the responsibility of each Project Board member; however, the role can be delegated. The Project Assurance role supports the Project Board by carrying out objective and independent project oversight and monitoring functions. This role ensures appropriate project management milestones are managed and completed.

Project Assurance has to be independent of the PM; therefore, the Project Board cannot delegate any of its assurance responsibilities to the PM. A UNDP Programme Officer typically holds the Project Assurance role.

The implementation of the assurance responsibilities needs to answer the question "What is to be assured?". The following list includes the key suggested aspects that need to be checked by the Project Assurance throughout the project as part of ensuring that it remains relevant, follows the approved plans and continues to meet the planned targets with quality:

- Maintenance of thorough liaison throughout the project between the members of the Project Board.
- Beneficiary needs and expectations are being met or managed
- Risks are being controlled
- Adherence to the Project Justification (Business Case)
- Projects fit with the overall Country Programme
- The right people are being involved
- An acceptable solution is being developed
- The project remains viable
- The scope of the project is not "creeping upwards" unnoticed
- Internal and external communications are working
- Applicable UNDP rules and regulations are being observed
- Any legislative constraints are being observed
- Adherence to RMG monitoring and reporting requirements and standards
- Quality management procedures are properly followed
- Project Board's decisions are followed and revisions are managed in line with the required procedures

Specific responsibilities would include:

1. Initiating a project

- Ensure that project outputs definitions and activity definition including description and quality criteria have been properly recorded in the Atlas Project Management module to facilitate monitoring and reporting;
- Ensure that people concerned are fully informed about the project
- Ensure that all preparatory activities, including training for project staff, logistic supports are timely carried out

2. Running a project

- Ensure that funds are made available to the project;
- Ensure that risks and issues are properly managed, and that the logs in Atlas are regularly updated;
- Ensure that critical project information is monitored and updated in Atlas, using the Activity Quality log in particular;
- Ensure that Project Quarterly Progress Reports are prepared and submitted on time, and according to standards in terms of format and content quality;
- Ensure that CDRs and FACE are prepared and submitted to the Project Board and Outcome Board;
- Perform oversight activities, such as periodic monitoring visits and "spot checks".
- Ensure that the Project Data Quality Dashboard remains "green"

3. Closing a project

- Ensure that the project is operationally closed in Atlas;
- Ensure that all financial transactions are in Atlas based on final accounting of expenditures;
- Ensure that project accounts are closed and status set in Atlas accordingly.

VII. PROJECT SUPPORT

Overall responsibilities: The Project Support role provides project administration, management and technical support to the Project Manager as required by the needs of the individual project or Project Manager. The provision of any Project Support on a formal basis is optional. It is necessary to keep Project Support and Project Assurance roles separate in order to maintain the independence of Project Assurance.

Specific responsibilities: Some specific tasks of the Project Support would include:

Provision of administrative services:

- Set up and maintain project files;
- Collect project related information data;
- Update plans;
- Administer the quality review process;
- Administer Project Board meetings.

Project documentation management:

- Administer project revision control;
- Establish document control procedures;
- Compile, copy and distribute all project reports.

Financial Management, Monitoring and reporting

- Assist in the financial management tasks under the responsibility of the Project Manager;
- Provide support in the use of Atlas for monitoring and reporting.

Provision of technical support services

- Provide technical advices;
- Review technical reports;
- Monitor technical activities carried out by responsible parties.

Annex 3. TORs of project team

1. **PROJECT MANAGER**

I. JOB INFORMATION

Job title:	Project Manager
SC range:	SC-10
Project Title/Department:	Preventing corruption through effective, accountable and transparent governance institutions in Uzbekistan
Duration of the service:	6 months (with possible extension)
Work status (full time / part time):	Full time
Reports to:	Head of Cluster on Good Governance

II. FUNCTIONS/KEY OUTPUTS EXPECTED

Project Manager will work under the direct supervision of the UNDP Cluster Leader on Good Governance, Policy and Communication and the overall guidance of the National Project Coordinator. The Project Manager will ensure smooth and timely delivery of operations in accordance with annual and quarterly work plans of the Project through performing the following duties and responsibilities:

- Responsible for day-to-day management, administration and decision-making for the project;
- Oversees strategic planning process for the project and ensures its implementation in accordance with the signed project document;
- Responsible for ensuring that the project produces the results specified in the project document, to the required standard of quality and within the specified constraints of time and cost;
- Organize the procurement of hardware and software on prevention of corruption in response to the needs to the project beneficiaries
- Manage the realization of project outputs through activities;
- Ensures that project contributes to the promotion of gender equality by reaching, involving and benefiting both women and men in its activities (gender mainstreaming);
- Provide direction and guidance to project team(s)/ responsible party (ies);
- Identifies partnership strategies with regard to providers of specialised expertise and possible co-financiers, and leads resource mobilisation for project components;
- Identify and obtain any support and advice required for the management, planning and control of the project;
- Plan the activities of the project and monitor progress against the initial quality criteria;
- Mobilize goods and services to initiative activities, including drafting TORs and work specifications;
- Manage requests for the provision of financial resources by UNDP, using advance of funds, direct payments, or reimbursement using the IPSAS;
- Regularly updates project progress information about activities and results against annual targets in Atlas;
- Manage and monitor the project risks as initially identified in the Project Document, submit new risks to the Project Board for consideration and decision on possible actions if required; update the status of these risks by maintaining the Project Risks Log;

- Be responsible for managing issues and requests for change by maintaining an Issues Log;

- Prepare the Quarterly Project Report (progress against planned activities, update on Risks and Issues, expenditures in UNDP format) and Quarterly Operational Report and submit the reports to the Project Assurance team;

- Prepare the Annual Review Report (UNDP format), Project Implementation Report and submit reports to the Project Assurance team;

- Based on the project board meeting minutes and ARR, prepare the Annual Work Plan (AWP) and Annual Plan of Activities and Procurement Plan for the project years;

- Monitors the implementation of project components, analyses problems that hamper their implementation and takes appropriate measures to ensure timely delivery of required inputs and achievement of project-wide results;

- Monitor financial resources and accounting to ensure accuracy and reliability of financial reports, including proper utilization of funds and delivery, budget revisions, availability of funds, reconciliation of accounts, establishment of internal control mechanisms. Acts as a focal point to liaise with auditors and ensures follow-up actions. Ensures the accuracy and reliability of financial information and reporting;

- Monitors and facilitates advocacy and mass media outreach activities, writing of success stories, newspapers coverage, PR campaigns;

- Organize workshops, seminars and round tables to introduce project outputs to all stakeholders involved. Render support to related UNDP thematic activities such as publications, sharing of knowledge and group discussions;

- Undertake resource mobilization activities to be built on the project achievement that contribute to project scaling-up and replication

- In cooperation with the UNDP CO and national project experts, develop a suitable project exit strategy during the last year of the project;

- Ensure proper operational, financial and programmatic closure of the project;

- Prepare Final Project Review Reports to be submitted to the Project Board;

- Identify follow-on actions and submit them for consideration to the Project Board; Manage the transfer of project deliverables, documents, files, equipment and materials to national beneficiaries;

- Prepare final CDR for signature by UNDP and the Implementing Partner

- Perform other duties related to the scope of work of the PM as required.

III. COMPETENCIES

1. Corporate Competencies:
- Demonstrates commitment to UNDP's mission, vision and values;
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability;
- Demonstrating/safeguarding ethics and integrity;
- Demonstrate corporate knowledge and sound judgment;
- Self-development, initiative-taking, managing conflict;
- Acting as a team leader and facilitating team work;
- Facilitating and encouraging open communication in the team, communicating effectively;
- Creating synergies through self-control;
- Learning and sharing knowledge and encourage the learning of others;
- Informed and transparent decision making

2. Functional Competencies:
1) Communications and Networking

- Has excellent oral communication, presentation skills and conflict resolution competency to manage inter-group dynamics and mediate conflicting interests of varied actors;
- Has excellent written communication skills, with analytic capacity and ability to synthesize project outputs and relevant findings for the preparation of quality project reports;
- Maturity and confidence in dealing with senior and high ranking members of national and international institutions, government and non-government.

2) Knowledge Management and Learning

- Promotes a knowledge sharing and learning culture in the team through leadership and personal example;
- Actively mentoring project staff under her/his supervision;
- Leadership and Self-Management;
- Focus on result for the client and responds positively to feedback;
- Consistently approaches work with energy and a positive, constructive attitude;
- Remains calm, in control and good humored even under pressure;
- Competent in leading team and creating team spirit, stimulating team members to produce quality outputs in a timely and transparent fashion.

3) Development and Operational Effectiveness

- Ability to organize and complete multiple tasks by establishing priorities;
- Ability to handle a large volume of work possibly under time constraints.

4) Job Knowledge/Technical Expertise

- Understands the main processes and methods of work regarding to the position
- Strives to keep job knowledge up-to-date through self-directed study and other means of learning;
- Demonstrates good knowledge of information technology and applies it in work assignments.

5) Leadership and Self-Management

- Builds strong relationships with clients, focuses on impact and result for the client and responds positively to feedback;
- Consistently approaches work with energy and a positive, constructive attitude;
- Demonstrates good oral and written communication skills.

IV. QUALIFICATION REQUIREMENTS

Education:	Masters' degree in Law, Public Administration, Public Policy or other related fields;
Experience:	Proven track of at least 4 years of professional experience in project management in the field of anti-corruption with focus on civil service reform, public services delivery, rule of law and e-governance. Previous experience in international development organizations would be considered as an asset.
Language Requirements:	Fluency in English, proficiency in Uzbek and Russian
Others:	Ability to use information and communication technology as a tool and resource;
	Experience in working and collaborating with governments;
	Initiative and strong leadership skills;
	Result and client-orientations;
	Strong analytical, communication, writing, presentation and communication skills;

Excellent interpersonal and cross cultural communication skills, ability to work in a team and to work under pressure and with tight deadlines, ethics and honesty;

2. **TASK MANAGER** ON CAPACITY BUILDING, PUBLIC AWARENESS AND STRENGTHENING CIVIL SOCIETY

I. JOB INFORMATION

Job title:
Task manager on capacity building, public awareness and strengthening civil society

SC range:
SC-8

Project Title/Department:
Preventing corruption through effective, accountable and transparent governance institutions in Uzbekistan

Duration of the service:
6 months (with possible extension)

Work status (full time/part time):
Full time

Reports to:
Project Manager

II. FUNCTIONS/KEY OUTPUTS EXPECTED

Under the guidance and direct supervision of Project Manager and working in close collaboration with other team members, Task Manager will provide support to national stakeholders in capacity building of the civil servants, strengthening their professional knowledge and ethical skills to effectively tackle corruption in the public sector. The activities in this regard will address issues from early stage and will include specific anti-corruption measures in education to shape the culture of zero tolerance towards corruption from educational institutions responsible for civil service training. These activities will take into account the principles of civil service management to be enshrined in the upcoming new law on Civil Service. The Task Manager will undertake the following specific duties:

- Review and analyze the state educational standards for the development of special training programs for legal education in the field of countering corruption and further strengthening of anti-corruption topics in the curricula of educational institutions capacity;
- Design training programs in cooperation with the in-house training institutions of respective state bodies for the provision of the special training programs and courses in the field of countering and preventing corruption;
- Review the best practices on certificate courses for civil servants on basics of anti-corruption, integrity and conflicts of interest and provide analytical support to prepare the necessary documents for introduction of such courses within partner institutions
- Coordinate a team of local and international experts to prepare a manual "Combatting Corruption" for higher educational institutions
- Organize a series of training events for civil servants, teachers of educational institutions, officials of law enforcement bodies and judiciary, trainers of advance training facilities of the state bodies and agencies to enhance effectiveness and efficiency of anti-corruption education
- Coordinate a team of local and international experts to prepare a specific methodology for conducting monitoring over compliance with the rules of ethical conduct for civil servants
- Organize, in close coordination with national partners, annual contests among teachers of higher and secondary specialized education institutions on combatting corruption
- Provide informational and analytical support in drafting model departmental instructions on improving the organizational and legal framework for preventing conflict of interest in the public sector, including in the area of public procurement, public finance, internal oversight and external audit, public information disclosure and services delivery
- Provide elaborated and evidence-based content for project's knowledge materials, infographics, videos and awareness raising materials, both printed and digital, on prevention of corruption

- Organize a series of training courses for respective representatives of the state bodies and agencies to maximize effectiveness of the use of modern ICT to fight and prevent corruption
- Ensure that project contributes to the promotion of gender equality by reaching, involving and benefiting both women and men in its activities (gender mainstreaming);
- Assist in providing necessary contribution and input into the annual planning process for the project and its implementation in accordance with the signed project document;
- Assist project team in monitoring of the implementation of certain project components, analysing emerging problems that hamper their successful implementation and take appropriate measures to ensure timely delivery of required inputs and achievement of project-wide results;
- Support the project manager in project management, planning and implementation.
- Perform other relevant duties as required in accordance with AWP of the project.

III. COMPETENCIES AND CRITICAL SUCCESS FACTORS

1. Corporate Competencies:

- Demonstrates commitment to UNDP's mission, vision and values;
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability;
- Demonstrating/safeguarding ethics and integrity;
- Demonstrate corporate knowledge and sound judgment;
- Self-development, initiative-taking;
- Acting as a team leader and facilitating team work;
- Facilitating and encouraging open communication in the team, communicating effectively;
- Creating synergies through self-control;
- Managing conflict;
- Learning and sharing knowledge and encourage the learning of others;
- Informed and transparent decision making

2. Functional Competencies:

1) Communications and Networking

- Strong persuading, influencing, communications and writing skills;
- Conflict resolution competency to manage inter-group dynamics and mediate conflicting interests of varied actors;
- Has excellent written communication skills, with analytic capacity and ability to synthesize project outputs and relevant findings for the preparation of quality project reports;
- Understanding of government partners' workflows and agendas;
- Maturity and confidence in dealing with senior and high ranking members of national and international institutions, government and non-government.

2) Knowledge Management and Learning

- Promotes a knowledge sharing and learning culture in the team through leadership and personal example;
- Actively mentoring project experts and consultants under her/his supervision;
- Leadership and Self-Management;
- Focus on result for the client and responds positively to feedback;
- Consistently approaches work with energy and a positive, constructive attitude;
- Competent in leading team and creating team spirit, stimulating team members to produce quality outputs in a timely and transparent fashion.

3) Development and Operational Effectiveness

- Ability to organize and complete multiple tasks by establishing priorities;
- Ability to handle a large volume of work possibly under time constraints.

4) Job Knowledge/Technical Expertise

- Understanding of technology industry;
- Strives to keep job knowledge up-to-date through self-directed study and other means of learning;
- Demonstrates good knowledge of information technology and applies it in work assignments.

5) Leadership and Self-Management

- Demonstrated sense of initiative and problem-solving skills;
- Builds strong relationships with clients, focuses on impact and result for the client and responds positively to feedback;
- Consistently approaches work with energy and a positive, constructive attitude;
- Demonstrates good oral and written communication skills.

IV. QUALIFICATION REQUIREMENTS

Education:	Master's degree in social sciences, international development, public administration, law, economics, or related area.
Experience:	At least 3 years of relevant work experience, preferably with international development organizations;
Language Requirements:	Fluency in English, proficiency in Uzbek and Russian
Others:	Ability to use information and communication technology as a tool and resource;

3. ADMINISTRATIVE / FINANCE ASSISTANT

I. JOB INFORMATION

Job title:	Administrative/Finance Assistant
SC range:	SC-6
Project Title/Department:	Preventing corruption through effective, accountable and transparent governance institutions in Uzbekistan
Duration of the service:	6 months (with possible extension)
Work status (full time/part time):	Full time
Reports to:	Project Manager

II. FUNCTIONS/KEY OUTPUTS EXPECTED

Under the guidance and direct supervision of Project Manager, the Administrative Finance Assistant provides financial services ensuring high quality, accuracy and consistency of work. The Administrative Finance Assistant works in close collaboration with the Government Counterparts, project, operations, and UNDP Programme's personnel in the Country Office to exchange information and ensure consistent service delivery.

- Be responsible for office logistics, travel arrangements as well as recruitment/extension/separation of the project personnel;
- Encourage awareness of and promotion of gender equality among project staff and partners;
- Based on consultations with Project Manager and UNDP Operations Team to perform procurement related operations in accordance with UNDP rules and procedures;
- Prepare all financial and administrative documents related to the project implementation in accordance with the UNDP rules and procedures, maintain project's expenditures and commitments shadow budget;

- Develop quarterly and annual budget plans for recruitment of personnel; maintain financial records and monitoring systems to record and reconcile expenditures, balances, payments and other data for day-to-day transaction and reports;
- Advise and assist Project staff, experts and consultants on all respects of allowances, salary advances, travel claims and other financial and administrative matters, and calculate and authorize payments due for claims and services;
- Prepare detailed cost estimates and participates in budget analysis and projections as required to handle all financial operations of the project office, make cash payments and reconcile all accounts in required time frame;
- Maintain, update and transmit inventory records of non-expendable equipment in accordance with UNDP rules;
- Perform cash custodian's duties being primarily responsible for project's cash disbursements and maintain project's petty cash book and payrolls related to the regional offices;
- Ensure leave monitoring of project staff, check the accuracy and proper completion of monthly leave reports;
- Analyze the potential problems concerning administrative-financial issues and take respective measures to provide adequate project's resources in time for implementation of the project activities;
- Define the cost-effective measures for optimal use of resources of the project;
- Ensure full compliance of administrative and financial processes and financial records with UNDP rules, regulations, policies and strategies.

III. COMPETENCIES

Corporate Competencies:
- Demonstrates commitment to UNDP's mission, vision and values;
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability;

Functional Competencies:
- Result-oriented to meet the needs of client;
- Excellent leadership, self-management, communications and presentation skills;
- Good analytical and writing skills;
- Computer literacy and ability to use modern technology and social media as a tool in every-day work;
- Ability to share knowledge and experience;
- Consistently approaches work with energy and a positive, constructive attitude;
- Remains calm, in control and good humored even under pressure;
- Demonstrates openness to change and ability to quick learning;
- Ability to organize and complete multiple tasks by establishing priorities;
- Ability to handle a large volume of work possibly under time constraints;
- Responds positively to feedback and different viewpoints.

Core competencies:
- Demonstrating ethics and integrity;
- Self-development, initiative and,
- Acting as a team player and facilitating team work;

IV. QUALIFICATION REQUIREMENTS

Education:	University degree in Business Administration, Management, Finance and/or Economics;
Experience:	At least 3 years of relevant work experience;
Language Requirements:	Fluency in English and Russian (both written and spoken), knowledge of Uzbek is an asset.

Others: Ability to use information and communication technology as a tool and resource;
              Understanding of development issues, human rights (including women's rights), basic gender concepts and gender issues in the country;
              Knowledge of and experience in gender mainstreaming is an asset;
              Experience in handling web-based management systems.

ANNEX 4. Programme for Support of Policy and Measures on Combating Corruption in the Republic of Uzbekistan within the framework of the Global Project of the UNDP Anti-Corruption for Peaceful and Inclusive Societies (ACPIS) (2017-2020)[15]

№	Measures	Implementation deadlines	Agencies responsible for implementation
	**I. Evaluation of execution of the Law of the Republic of Uzbekistan "On Combating Corruption" and improvement of legislation in area of combating corruption in the country**		
1.	Inspecting legislative acts of the Republic of Uzbekistan concerning their compliance with international legal acts in the area of combating corruption.	During 2017-2020	Republican Inter-agency Commission for Combating Corruption (Inter-agency Commission), MJ Prosecutor General's Office, Institute for Monitoring of Current Legislation (IMCL), Ministry of Foreign Affairs (MFA)
2.	Conducting a comparative analysis of the Law of the Republic of Uzbekistan "On Combating Corruption" with similar laws of other countries, as well as concerning its compliance with international rules and standards.	May of 2018	Prosecutor General's Office, Ministry of Justice (MJ), Ministry of Foreign Affairs, IMCL, Tashkent State University of Law (TSUL), Ministry of Internal Affairs (MIA), Supreme Court, State Customs Committee (SCC), State Tax Committee (STC)
3.	Organizing national dialogue among high-level experts to discuss the outcomes of comparative analysis of the Law of the Republic of Uzbekistan "On Combating Corruption" with state bodies and other organizations.	2nd quarter of 2018	Inter-agency Commission
4.	Conducting scientific-applied, theoretical and practical research on issues of improvement of legislation in order to take measures to prevent corruption in various areas (improving the legislative framework of civil service, public procurement, administrative procedures, liability of legal entities, etc).	according to separate schedule for the duration of the Programme	Inter-agency Commission, Prosecutor General's Office, MJ, Ministry of Economy, Ministry for Development of Information Technology and Communication (MDITC), STC, SCC, Centre "Public Opinion"

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[15] Note: deadlines mentioned in the Programme will be reconsidered through annual project work plans.

			("Ijtimoiy Fikr"), Chamber of Commerce and Industry (CCI), Independent Institute for Monitoring the Formation of Civil Society (IIMFCS)
5.	Organizing study tours for civil servants to study best practices of foreign countries in the area of combating corruption.	During 2017-2020	Inter-agency Commission, MJ, Prosecutor General's Office
6.	Development of proposals on introduction of legislative mechanisms for protection of witnesses and persons reporting information about corruption offences.	During of 2018	Supreme Court, MJ, MIA, Prosecutor General's Office
7.	Conducting research on the topic: "Improving Organizational Structure of Public Services in accordance with the Laws "On Openness of Activities of State Administration and Management Bodies", and "On E-Government".	1st quarter of 2018	MDITC, Center "E-Government", Public Council for Coordination and Monitoring of Activities for Ensuring Transparency of Activities of State Administration and Management Bodies Academy of Public Administration (APA), TSUL, Higher Training Courses (HTC) of the Prosecutor General's Office, Academy of Science
8.	Analysis of the national legislation with respect to improvement of interaction of the banking system with the private sector.	January of 2018	Association of Banks Inter-agency Commission
9.	Drafting: national standards of State Financial Control; Classification of offenses and methodology of their detection; Methods of evaluation of audit risks; documents regulating conducting of financial and economic examination of legal acts affecting the balance of income and expenditures of the State budget, as well as evaluation of effectiveness of provided customs and tax benefits	1st quarter of 2018	Ministry of Finance, Inter-agency Commission
10.	Development of methodology of assessment of corruption risks at public institutions and sectors, which are subject to risk.	January of 2019	MJ, TSUL

11.	Preparation of draft of Law "On the National Directory of Resources" and drafts of other normative-legal acts arising from this law (National Directory of Resources by harmonizing with the CPA 2008). Technical support of the Directory (filling content with goods and manufacturers).	During 2017-2018	National Agency for Project Management under the President of the Republic of Uzbekistan
II. Legal propaganda events in support of efforts for combating corruption, and development of a culture of intolerance towards corruption in the society			
12.	Holding at ministries and agencies Doors Open Day dedicated to "9 December – International Anti-Corruption Day".	December of 2017–2020	Prosecutor General's Office, MJ, NTRC, NIA, ministries and agencies
13.	Organizing a media forum dedicated to "9 December – International Anti-Corruption Day" at the International Press Club and the Media Hall of the NAEM.	December of 2017–2020	Prosecutor General's Office, MJ, NTRC, NIA, ministries and agencies
14.	Developing and implementing a media strategy for propaganda of combating corruption by involving television, radio, press and electronic media.	December of 2017 – 2020	MJ, Prosecutor General's Office, Uzbek Agency for Press and Information (UAPI), National Television and Radio Company of Uzbekistan (NTRC), National Association of Electronic Media of Uzbekistan (NAEM)
15.	Organizing thematic programmes, interviews, debates, press conferences, and other events. Shooting themed commercials, movies, TV shows, aimed at various target groups on the basis of real criminal case materials. Funding contests on the nominations: "Best Video Scenario", "Best Audio Scenario", "Best Poster" on the topics aimed at combating corruption.	According to separate schedule for the duration of the Program	Inter-agency Commission, MJ, Prosecutor General's Office, UAPI, NTRC, NAEM
16.	Holding in the Republic of Uzbekistan conferences, workshops, and round tables with participation of international experts for getting familiar with best practices of foreign countries in the area of combating corruption.	According to separate schedule for the duration of the Program	Prosecutor General's Office, MJ, MIA, National Security Service (NSA)
17.	Conducting a contest of creative works among students of academic lyceums, colleges, and higher educational institutions on the theme: "Youth for Honesty and Law-abiding in the Service of the Homeland".	According to separate schedule for the	Youth Union of Uzbekistan, Prosecutor General's Office, Ministry of Higher Education, NTRC, National Information Agency of

		duration of the Program	Uzbekistan (NIA), NAEM
18.	Preparation, publication and distribution of brochures, flyers, postcards, posters and other outreach materials aimed at raising legal awareness and legal culture of the population, aimed at forming in the society intolerant attitude towards corruption (about 100-200 thousand copies of each reading material).	For the duration of the Programme	Prosecutor General's Office, MJ, UAPI, NTRC, NAEM
19.	Coverage of outcomes of activities in the area of combating corruption on television, radio, press and electronic media, including through regular organization of thematic programmes, interviews, debates, press conferences and other events.	Monthly for the duration of the Programme	Inter-agency Commission, NIA, NTRC, NAEM
20.	Organization of large-scale media forum by inviting foreign experts in order to present outcomes of implementation of this Programme and inform the international community about the anti-corruption measures being taken in the Republic of Uzbekistan.	Annually in December	Inter-agency Commission, NIA, NTRC, NAEM
21.	Development of training programmes on the issues of prevention of corruption, contemporary mechanisms of combating corruption for various target groups (secondary school students, secondary special and vocational education institutions, university students, civil servants, etc.), conducting on their basis trainings for teachers. Preparation and publication of a textbook and manual "Combating Corruption" for higher education institutions of legal and general profile.	during 2017-2018	Ministry of Higher Education, Ministry of Education, MJ, Prosecutor General's Office, APA, University of World Economy and Diplomacy (UWED), Academy of Science
22.	Creating a list of most relevant legal acts, preparing their English language versions, publishing them in the National Database of Legislation of the Republic of Uzbekistan Lex.uz and creating conditions for foreign investors, tourists and others for getting familiar with the legal framework of the Republic of Uzbekistan.	For the duration of the Programme	MJ, MFA, Prosecutor General's Office, State Investment Committee
23.	Formation and maintenance of an electronic database of foreign experience in the area of combating corruption, as well as a library (including electronic one) with anti-corruption literature in Uzbek, Russian, and English under the Interdepartmental Commission.	during 2017-2018	Inter-agency Commission, HTC of the Prosecutor General's Office, Academy of Public Administration (APA), TSUL, UWED, CPKYu under the MJ, Academy of Science, Ministry of Education, Ministry of Higher Education, MJ
III. Strengthening knowledge and skills of employees of state bodies and other organizations in the area of combating corruption			
24.	Further improvement and implementation of set of measures on improving legal literacy and legal knowledge of officials and employees of state institutions and organizations in the area of combating corruption.	1st quarter of 2018	Inter-agency Commission, MJ, Prosecutor General's Office,

			APA
25.	Development of methodology of conducting monitoring over compliance with the rules of ethical conduct for employees of state bodies and preparation of proposals on improvement of legislation and law enforcement practice in this area.	1st quarter of 2018	Prosecutor General's Office, MJ, Ministry of Labor
26.	Organizing and conducting by higher education institutions training courses on the topic "Combating Corruption" by using modern ICT and visual teaching materials at the events "Hours Dedicated to Learning Morale" ("Ma'naviyat Soatlari") and "Hours Dedicated to Learning News" ("Ahborot Soatlari"), which are provided for temporary and permanent staff of higher educational institutions.	1st quarter of 2018	Ministry of Higher Education, Ministry of Education, MJ, HTC of the Prosecutor General's Office
27.	Developing training-methodological and scientific reading materials on combating corruption.	According to separate schedule during 2017-2018	Inter-agency Commission, MJ, Prosecutor General's Office, MIA, Ministry of Higher Education, Ministry of Education, SCC, STC, NSA, MFA
28.	Introduction of special topics on combating corruption in the study modules and curriculums of training and retraining courses of teachers of higher, secondary special, and vocational educational institutions.	January of 2018	Ministry of Higher Education, Ministry of Education, MJ
29.	Development and implementation of training courses and practical measures for providing training to officials of law enforcement bodies and courts in the area of combating corruption.	during 2017-2018	Inter-agency Commission, MJ, Prosecutor General's Office, MIA, SCC, STC, Supreme Court
30.	Drafting departmental instructions on improving the organizational and legal framework for preventing conflict of interest of public officials.	April of 2018	Inter-agency Commission
31.	Drafting and endorsing departmental regulations that establish performance criteria, standards and system of evaluating the quality of compliance by officials and other employees with their official duties.	2nd quarter of 2018	Inter-agency Commission, Prosecutor General's Office, MJ, Ministry of Labor
32.	Training of employees of law enforcement bodies on the issues of maximum utilization of modern information and communication technologies in combating corruption.	4th quarter of 2018	Prosecutor General's Office, MIA, NSA, MDITC
33.	Conducting competitions among teachers of higher and secondary special education institutions on combating corruption.	For the duration of the Programme	Ministry of Higher Education, Youth Union of Uzbekistan, Prosecutor General's Office, MJ, NTRC, NIA
IV. Strengthening partnership between state bodies and private sector, non-profit organizations and civil society in combating corruption			
34.	Conducting workshops and dialogues with the business sector on corporate responsibility in the area of combating corruption.	on a quarterly basis, for the duration of the Programme	CCI, Association of Banks, Council of Labor Union Federation, State Competition Committee

35.	Development and adoption of codes of ethics, internal control mechanisms and other measures, which would contribute to compliance with anti-corruption legislation by business associations and other associations of non-governmental organizations. Conducting contest for nomination: "The Best Code of Business Ethics". Developing and disseminating model programs for combating corruption for businesses entities.	during 2017-2018	CCI, Association of Banks, Council of Labor Union Federation, State Competition Committee, Inter-agency Commission
36.	Monitoring and assessment of openness of activities of state administration and management bodies.	quarterly	Public Council for Coordination and Monitoring of Activities for Ensuring Openness of Activities of State Administration and Management Bodies
37.	Implementation by state bodies together with non-governmental organizations and other civil society institutions of joint projects for combating corruption within the framework of social partnership.	during 2017-2019	Inter-agency Commission, ministries and agencies
38.	Conducting research aimed at creating fair conditions and equal opportunities for the population in education, health, social security, utility services, and other areas of socio-economic development, prevention of corruption offenses.	during 2017-2019	Cabinet of Ministers, Inter-agency Commission
39.	Conducting sociological, special, scientific and other research in the field of combating corruption, which will provide for conducting at national, regional and sectoral levels research of the state of corruption, its nature, extent, dynamics, and trends, as well as efficiency of implementation of state policy in the field of combating corruption. Conducting surveys in each region (at the local level, in the centers "single window", higher education institutions, organizations, etc.). Preparation of proposals based on the outcomes of research.	during 2017-2018	Inter-agency Commission, Center "Public Opinion", CCI, IIMFCS
40.	Conducting constant dialogue between the population and representatives of law enforcement bodies, administrations (khakimiats) of regions, cities, and districts about the issues of prevention of corruption.	monthly for the duration of the Programme	Inter-agency Commission, Council of Ministers of the Republic of Karakalpakstan, administrations (khakimiats) of regions and Tashkent city
V. Strengthening the material and technical state of the state bodies in order to improve their activities related to fighting and prevention of corruption			
41.	Development of a specialized software and web-site, which would enable tracing the level of corruption of a state body, industry, and regions (geographic map of corruption of regions).	4th quarter of 2018	Inter-agency Commission
42.	Creating a dedicated information web-site of the Inter-agency Commission. Further technical and other kind of maintenance of the web-site.	February of 2018	MDITC, Inter-agency Commission

		continuously	
43.	Development in the prescribed manner of special information portal (mobile software) for children and adults, with interactive methods of anti-corruption education (games, educational apps), which would include patterns of behavior in certain corruption situations in order to highlight the issues of combating corruption, tracing corruption risks, etc. Further technical and other kind of maintenance of developed portals.	March of 2018 Continuously	MDITC, Prosecutor General's Office, MJ, Inter-agency Commission
44.	Improving the Unified Portal of Interactive Public Services in order to minimize contact of the population with the state bodies (set of measures for development of special public services, and information systems through which citizens will be able obtain contactless public services).	2nd quarter of 2018	MDITC, Center "E-Government", ministries and agencies
45.	Creating a unified electronic archive of records of acts of civil status in order to ensure rapid and effective issuance of documents at the request of citizens, reduce risks of corruption in the provision of public services by Registrar's Office.	1st quarter of 2019	MJ
46.	Equipping the Inter-agency Commission with equipment for video conferencing with the local commissions on the basis of the Department for Combating Organized Crime and Corruption under the Prosecutor General's Office of the Republic of Uzbekistan.	1st quarter of 2018	Inter-agency Commission, MDITC
47.	Equipping in the prescribed manner the headquarter of the Inter-agency Commission with: computers (10 PCs) and printers (10 PCs); laptops (10 PCs); color printers (2 PCs); software for electronic document flow; modems, server, and network for maintaining the software for electronic document flow; office printing devices (copiers, machines for binding, supplies). official vehicle of domestic production. Coverage of activities of the Inter-agency Commission in the media by publishing brochures, flyers, etc. handouts (100-200 thousand PCs.).	2nd quarter of 2018	Prosecutor General's Office, MDITC
48.	Development of software called "Monitoring" for monitoring of anti-corruption measures taken by ministries and agencies by analogy with the software "Omnibus".	1st quarter of 2018	MDITC, Inter-agency Commission
49.	Publishing specialized publication about the results of execution of the Programme and activities of the Inter-agency Commission (in the quantity of 1000 copies).	Once every six months for the duration of the Programme	Inter-agency Commission

50.	In the prescribed manner, equipping single window centers (194 centers), notaries (541 offices), and Registrar's offices (244 Registrar's offices) with the necessary equipment for video surveillance, which would allow to ensure transparency in their activities, improve public services, and prevent corruption.	1st quarter of 2018	MDITC, MJ
51.	Installation of equipment for video conferencing in the Ministry of Justice and the regional offices required to conduct staff training, including on combating corruption, increasing transparency and quality of public services, as well as reception of citizens by the top management of the Ministry.	1st quarter of 2018	MDITC, MJ
52.	Development of terms of reference for the following software: "Laboratory control" over the targeted use of budget funds and its implementation in activities; "Open budget".	December of 2018	MDITC, Ministry of Finance
53.	Ensuring integration of the Ministry of Finance of the Republic of Uzbekistan with the information systems and databases of the business entities that provide services to the population in the analysis of data from the billing systems of heat, water, gas and electricity supply.	December of 2018	MDITC, Ministry of Finance
54.	Purchasing and installation of GPS navigators (10 PCs), computer equipment (10 sets), tracking devices (10 sets), and software for electronic document flow for activity of divisions of bodies of internal affairs. Purchasing modern computers (1000 PCs) for activities of the Enforcement Bureau under the Prosecutor General's Office.	December of 2017	MIA, Enforcement Bureau under the Prosecutor General's Office
55.	Modernizing the software of the National Legislation Database of the Republic of Uzbekistan Lex.uz, taking into consideration advanced technologies to create more convenience for citizens, investors, and other users for rapid familiarization with the adopted legislation and the process of creating a government framework.	1st quarter of 2018	MJ, MDITC
	VI. International cooperation in the area of combating corruption		
56.	Preparation and holding the fourth round of monitoring under the Istanbul Action Plan on Fighting against Corruption of the OECD, by covering all costs related to conducting country visit of the monitoring group.	during 2017-2018	Prosecutor General's Office, MJ, MFA
57.	Preparation and holding second round of monitoring under the UN Convention against Corruption, by covering all costs related to conducting country visit of the monitoring group.	during 2018-2019	Prosecutor General's Office, MJ, MFA
58.	Ensuring participation of representatives of the Republic of Uzbekistan in presenting interim reports of Uzbekistan at the plenary meetings of the Istanbul Action Plan of the OECD.	during 2018-2020	Prosecutor General's Office, MJ, MFA

59.	Organizing measures for establishing cooperation with the International Association of Prosecutors on exchange of experience in the area of combating corruption, and consideration of the issue of accession of Uzbekistan at the expense of the project.	during 2017 – 2018	HTC of the Prosecutor General's Office, MJ, MFA
60.	Taking measures for covering costs associated with payment of annual cash contributions of Uzbekistan to the Istanbul Action Plan of the OECD.	during of 2017 – 2020	Prosecutor General's Office, MJ, MFA