

UNITED NATIONS DEVELOPMENT PROGRAMME

PROJECT DOCUMENT

Uzbekistan



**Project Title:** Support to enhancement of law making, rulemaking and regulatory impact assessment/Phase-2

**Project Number:** 00103887

**Implementing Partner:** Institute for Monitoring of Current Legislation under the President of the Republic of Uzbekistan

**Start Date:** 01/01/2017    **End Date:** 31/12/2020    **PAC Meeting date:** 28/04/2017

Brief Description
<p>The project aims to enhance the quality of legislation by improving the regulatory environment through participatory and transparent processes, alignment with evidence-based policy and international standards, and efficient parliamentary oversight mechanisms.</p> <p>In line with the Priority No.1 "Enhancement of the state and public administration" of the Action Strategy on five priorities of development of the Republic of Uzbekistan for 2017-2021, the project will contribute to the achievement of the national priorities of Uzbekistan on further strengthening the role of Oliy Majlis in legislative drafting and oversight, incorporation of international treaties into national legislation, as well as the introduction of innovative tools on regulatory impact assessment.</p>

**UNDAF OUTCOME 7:** By 2020, the quality of public administration is improved for equitable access to quality public services for all

**UNDAF OUTCOME 8:** Legal and judicial reforms further ensure strong protection of rights, freedoms and legitimate interests of citizens

**Country Programme Document:**

**Output 3.3.** Public policy / new legislation development processes reflect international standards.

**Output 4.3.** Parliament is able to adopt legislation of high quality, reflecting citizens' inputs/international standards. GEN1.

<b>Total resources required:</b>	\$ 1,500,000	
<b>Total resources allocated:</b>	<b>UNDP TRAC:</b>	\$ 600,000
	<b>IMCL in-kind:</b>	Project Office premises, Telephone lines
<b>Unfunded:</b>	\$ 900,000	

Agreed by:

UNDP:  
  
 Stefan Priesner  
 Resident Representative  
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Date:

16 MAR 2017

Implementing Partner:

  
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22 Mar 2017

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## ACRONYMS

AWP	Annual Work Plan
CDTA	Capacity Development Technical Assistance
CDR	Combined Delivery Report
CO	Country Office
CPD	UNDP Country Programme Document
NIM	National Implementation Modality
CGGPC	UNDP Cluster of Good Governance, Policy and Communications
LPAC	Local Project Appraisal Committee
M&E	Monitoring & Evaluation
IMCL	Institute for Monitoring of Current Legislation under the President of Uzbekistan
MFA	Ministry of Foreign Affairs of the Republic of Uzbekistan
MoJ	Ministry of Justice
NPC	National Project Coordinator
PAC	Project Appraisal Committee
PATA	Policy and Advisory Technical Assistance (PATA)
PM	Project Manager
PR	Public Relations
QPR	Quarterly Progress Reports
RIA	Regulatory Impact Assessment
RMG	Results Management Guide
RMU	UNDP Resource Mobilization Unit
SBAA	Standard Basic Assistance Agreement
TOR	Terms of Reference
UN	United Nations
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme
UPL	Universal Price List

## Context of reforms

Uzbekistan has prioritized the sustainable economic growth to double its GDP by 2030, become high middle-income country and ensure social protection of the most disadvantaged groups. The sustainable and inclusive economic development requires strengthening the rule of law and respect for human rights, transparency and accountability of government institutions, effective regulatory policy, parliamentary oversight, prevention of corruption and the independence of judiciary. In the Action Strategy of Uzbekistan for 2017-2021, the new leadership of the country has set forth the mid-term priorities on public administration reform, judicial and legal reform, liberalization of economy, development of social sector and inter-ethnic tolerance.

These priorities closely reflect the Goal 16 of Sustainable Development Goals (SDG), particularly target 16.3 **“Promote the rule of law at the national and international levels and ensure equal access to justice for all”** and target 16.7 **“Ensure responsive, inclusive, participatory and representative decision-making 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 reform agenda of the Government needs to be transformed into intended results, making difference for people and business, through the legislative and enforcement mechanism, constituting the whole cycle of policy-making and implementation with necessary institutional arrangements, resources, capacities and drivers of change.

In this regard, one of the most development challenges for Uzbekistan is a poor quality of legislation that often does not comply with international standards and does not reflect the genuine voice and concerns of citizens. Parliamentary oversight and public control, as evolving institutions, have not become yet the effective elements of checks and balances system.

In fact, the majority of adopted laws only contain basic guidelines and framework umbrella rules, while the basic mechanisms and procedures for implementation of legally binding norms are left for discretion of the secondary legislation (regulations and by-laws). The lack of self-executing laws and mechanisms of direct action in laws results in agency-led rulemaking, which can create excessive, even unintentional, administrative and fiscal burdens on all parties, citizens, and businesses. As a result of adoption systematized acts in a package proposal by thematic areas and specific sectors, the total number of laws decreased fourfold within the last 10 years and hence the share of laws is only 5 % in the overall regulatory system.

Due to intensification of drafting by-laws to ensure the execution of provisions of laws, the share of Government decisions is 38% and departmental acts - 26% respectively. For example, in 2015, Cabinet of Ministers adopted 378 resolutions, which means more than one resolution a day. The pace of departmental and government rulemaking has increased more than twice. This creates a large workload of the government bodies due to the continuous drafting of legal acts and consideration of those received for vetting and approval within a short timeframe, which might adversely affect the quality of the decision-making and create legal uncertainty in those sectors subject to regulatory policy. In particular, over the past three years the government bodies have taken 157 decisions based on the laws that were void.

**President of Uzbekistan has declared** *“the impact of the laws on the effectiveness of the reforms remains low, their role in the direct regulation of public relations is not sufficient”*<sup>1</sup>.

As a key driver of legislative quality assurance process, the capacity of both Chambers of the Oliy Majlis to scrutinize a draft legislation needs to be further improved. There is no specialized structure in the Oliy Majlis that could provide consultation services to parliamentarians as well as research and analytical studies in the area of lawmaking. Internal rules of procedures, administrative work procedures and methodological framework need to be updated in line with new priorities stated by President to improve institutional and individual capacities of MPs on law drafting, scrutiny of enacted legislation, participatory

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<sup>1</sup> <http://president.uz/ru/news/5384/>

consultations with public and expert community as well as sharing information on results of parliamentary work to public and media.

In addition to legislative and representation functions, parliamentary oversight functions are carried over fragmented and often disconnected from the local oversight activities of deputies of Local Kengashes. Although a new **Law “On parliamentary oversight” was adopted on 11 April 2016**, the specific mechanisms for implementation of oversight powers were not envisaged in the Law.

Another challenge is to ensure holistic implementation of international treaties into national legislation and domestic jurisdiction as an integral part of the quality law-making process. Since 1995, national legislation in 90% of the cases stipulates that international law has a priority over national laws, if the latter contradict to the former. However, parliamentary, administrative and judicial procedures to enforce this supremacy principle in the practice are yet to be established.

Approximately 70% of the international treaties were signed between 1991 and 2005, during the early stages of development of Uzbekistan as an independent country, when accession and implementation procedures were just evolving leading to the fact that many of those treaties might not have been fully implemented in a proper manner. Moreover, to date a clear mechanism and procedure have not been adopted for the implementation of legal obligations arising from the ratified UN conventions and international treaties of the Republic of Uzbekistan. Neither regulatory standards for the implementation of a treaty into national law nor uniform oversight system over the implementation of treaties exist in the domestic legal system.

According to expert estimations, there are nearly 4000 international treaties, to which Uzbekistan is a party, including 3000 inter-agency<sup>2</sup> ones. The majority of texts of these treaties, especially inter-agency agreements, is difficult to access due to lack of their availability through printed and/or electronic sources for public. The lack of a comprehensive electronic database and/or Public Register makes it difficult for government officials, parliamentarians, judges and the public to understand and effectively implement the international legal obligations of Uzbekistan.

Evidence-based policy making tools have not become standard full-fledged instruments in the lawmaking and rulemaking processes in Uzbekistan. Although Government Resolution No. 345 as of October 17, 2016 envisages certain requirements for legislative analysis, it is often limited to the assessment of the impact on the state budget only, and not on the impact on other stakeholders, i.e., businesses, citizens, and environment and socially vulnerable groups. The lack of methodologies for assessing the costs and benefits for stakeholders as well as justification for initiating the regulations and other issues does not allow for the sufficiently quality review of the draft legal act, as well as its potential impacts.

Despite ex-ante and ex-post public consultations as a mandatory procedure have been integrated into lawmaking process of ministries and Government has launched online consultations platform at [www.regulation.gov.uz](http://www.regulation.gov.uz), there are still a number of challenges in effectively carrying out of public consultations. For instance, timely and adequate consideration of the proposals and comments received from citizens by legal acts drafters remains poor. As of 1 December 2016, consultations were conducted on 760 draft legal acts at [www.regulation.gov.uz](http://www.regulation.gov.uz) 53% comments out of 1647 received proposals were not considered.

Newly created Business Ombudsperson can facilitate regulatory impact assessments and speed up the pace of implementing RIA tools and other innovative methods of evidence-based policy development. The best practices from other jurisdictions (e.g. United Kingdom, Germany, the Netherlands, and South Korea) demonstrate that a central governmental unit in charge of RIA could facilitate its implementation and effectiveness. Moreover, it is essential to design and develop ex-ante and ex-post RIA mechanisms into the bill scrutinizing process of the Legislative Chamber of Oliy Majlis.

In addition, due to lack of constant knowledge transfer on innovative evidence-based policymaking tools, it is necessary to enhance regularly the professional skills and capacity of staff of respective operating units

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<sup>2</sup> Inter-agency treaties are concluded on behalf of ministries, committees and other agencies of Uzbekistan with the relevant state bodies of foreign countries or international organizations

of ministries and agencies, responsible for the legislative development, in the quality drafting of legal acts and conducting a RIA.

Public consultations of the draft legislation faces barriers due to lack of enabling environment that was stressed by the President of Uzbekistan as “...*government has forgotten about communication with people*”<sup>3</sup>. These barriers fueled by the lack of a standard format of reporting on public consultation, highly **sophisticated questionnaire for citizens, uncertain status of citizen’s comments and lack of opportunity to appeal the decision of a drafter on rejection of proposals**. Therefore, participation of business entities, citizens and experts in the online consultation of drafts of legal acts remains low. To date, people submitted suggestions and comments only for 30 % of all draft legal acts passed through online public consultations.

In line with priorities set forth in **State Programme “Year of Dialogue with People and Human Interest, the taking into account the voice and legitimate interests of vulnerable groups (PWDs, youth, women, and elderly) of population is key aspect of lawmaking and rulemaking to ensure the equal rights and opportunities as well as ensure the equal access to public services without any discrimination**. When enforcing regulatory actions, there are no procedures to require the assessment on how anticipated regulatory reforms will impact on **vulnerable groups’** access to services and promote equitable treatment of these groups in all spheres, including their active participation of in the economy, decision-making, public life, and society in general.

Fully incorporating **vulnerable groups’** concerns into the regulatory reform is a challenging process in any socioeconomic or political setting. This difficulty arises not only from the barriers to the full and equal participation of vulnerable groups in many areas of public life, reflecting the different social and historical circumstances within the country, but also from the constraints to public participation in political and administrative decision-making processes, limitations on the availability of disaggregated data, and insufficiently arranged management systems in the public sector.

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<sup>3</sup> <http://president.uz/ru/news/5384/>

## II. STRATEGY

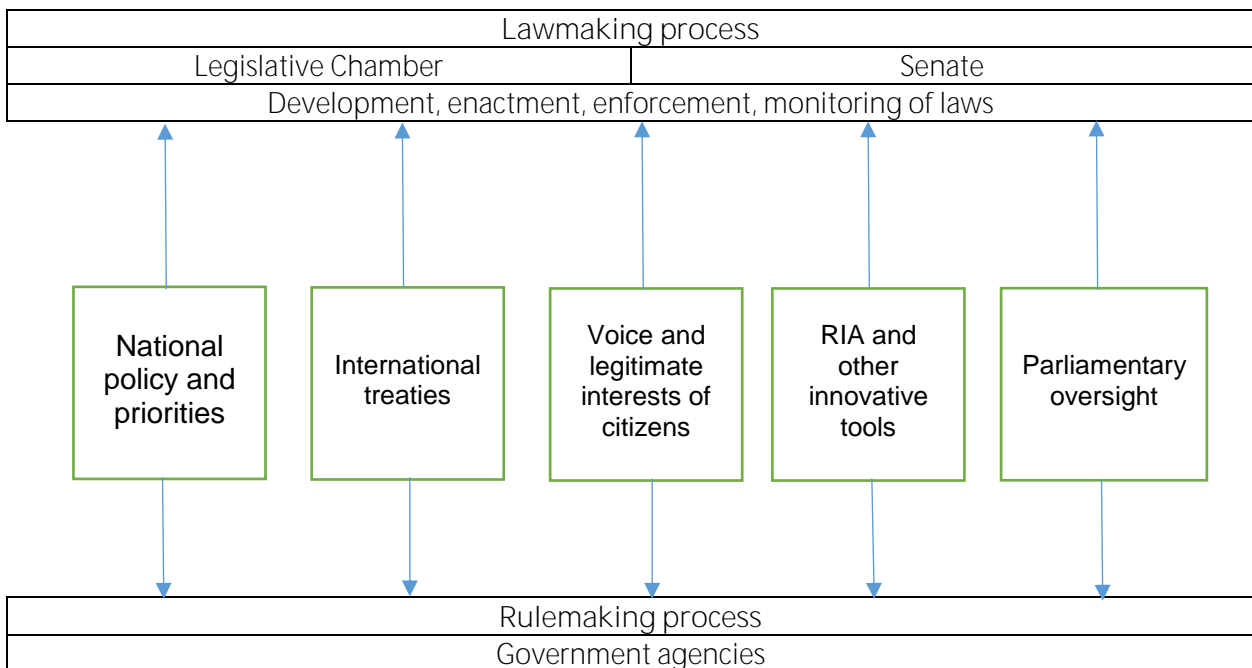
The objective of regulatory policy is to ensure that regulations support societal objectives, such as economic development, social welfare, environmental sustainability, and the respect of the rule of law. It addresses the core governance and development challenge to ensure that regulations and regulatory frameworks are justified, of high quality and achieve policy objectives.

Regulatory transparency involves a range of actions including standardized procedures for making and changing laws and regulations, regulatory oversight and reporting to ensure that they are applied consistently by regulators and ministries, effective communication and publication of regulations and plain language drafting, consolidation and codification, controls on administrative discretion, and effective appeals processes.

With the introduction of professional and bicameral Parliament, Government has set in place the checks and balances system for lawmaking process. Procedures for drafting and submitting the bill to Parliament have been developed with a view to take into account the different opinions, voice and interests of vulnerable groups.

Five key factors that significantly influence the substantive direction and quality of lawmaking and rulemaking are national policies and priorities, international treaties, voice and legitimate interests of citizens, evidence based policy tools, and oversight mechanisms.

Figure 1. Factors influencing lawmaking and rulemaking



National policies, outlined in Constitution and laws of Uzbekistan as well as in the Action Strategy 2017-2021 constitute the normative framework for the essence of the lawmaking process. This is enhanced by commitments stemming from international treaties. In this regard, rights-based approach, taking into account the precepts of the fundamental human rights and freedoms, will be key to ensure the quality of laws and regulations from a substantive perspective. Alignment with international treaties has also become more important as the world's interdependence has intensified. Continuing technological innovation, economic globalization and the growth of transnationalism has resulted in an enormous increase in the frequency of global interaction. Such challenges require both national and international responses. For this reason, international treaties influence national lawmaking process.

As shown from the chart above, the project's theory of change will be built upon the assumption and one of the key national priorities such as a two-way communication with **people to strengthen citizens' voices** and enable their active participation as a space where individuals are stimulated to be part of the processes leading to change. Achieving this priority requires rethinking the approach to communication and a different kind of thinking about communication in lawmaking and rulemaking processes.

Different levels of stakeholders (e.g. - the private sector and civil society groups/NGOs) 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.

Public information and consultation ahead of the adoption of legislature can help to engage citizens and improve the quality of regulations. In this regard, the contribution of e-government to improve regulatory transparency is of growing importance.

To improve the effectiveness of laws, Regulatory Impact Assessment (RIA) can be harnessed as a systemic approach to critically assessing the positive and negative effects of proposed and existing regulations and non-regulatory alternatives. It is an important element of an evidence-based approach to policy making.

A well functioning RIA system can make transparent the trade-offs inherent in regulatory proposals. An open analysis, engaging the wider public, will identify who is likely to benefit from the distribution of impacts from a law or a regulation and who is likely to bear the costs.

One of the important aspects typical for RIA is the scrutinizing of draft legislation. According to the legislation of Uzbekistan each draft is necessarily subject to legal scrutiny and also may be subject to economic, financial, scientific, environmental, and other types of expertise - such scrutinizing is carried out by independent experts, including international experts.

Parliamentary oversight is instrumental to ensure the spirit of laws are translated into bylaws and actions of state executive agencies, promote checks and balances system and channel the voice of citizens directly onto the legislative drafting process.

Forms of parliamentary oversight include consideration and adoption of the state budget and budgets of state trust funds, hearings by the committees of both chambers of messages of executive bodies officials, scrutinizing the efficiency of law enforcement by committees of both chambers, enforcement practices and monitoring of adoption of by-laws, parliamentary investigation, approval of course of tax and budget policy for the next year, as well as review of the state budget execution, consideration of annual reports of the Cabinet of Ministers on key issues of social and economic life of the country, hearing information of members of the government on their activities, report of the Chamber of Accounts, report of the Prosecutor General, report of Chairman of the State committee for environment protection, report of Chairman of the Central Bank, parliamentary inquiry, requests of the deputy of the Legislative Chamber or of the Senate member.

To pursue the policy of improving the business environment, during the past decade, there have been continuous efforts to restrain administrative interference in business activities, reduce the administrative burden of business and improve the institutional framework for business development. The policy for a better business environment reached its peak in 2012 and has remained a priority issue on the reform agenda until now, which was a favorable institutional factor for promoting regulatory reform. This is key factor for effective rulemaking process.

Another enabling factor for both processes is a nationwide campaign for e-governance and ICT modernization of public administration as a whole-government approach. This policy line proved highly favorable for promotion of a number of innovative institutions such as public services, administrative procedures, open data and open government. Development of these innovative institutions for evidence-based and data-driven policymaking under the e-government policy umbrella would contribute to mainstreaming the issue of regulatory reform as well.



Previous support of UNDP

**UNDP “Support to enhancement of law making, rulemaking and regulatory Impact Assessment”** Project supported national partners in drafting of full- fledged legislation and methodology for enhancement of rulemaking and Regulatory Impact Assessment.

The success of the previous phase of the project is the fact that RIA was officially introduced in Uzbekistan. In December 2014 the Government adopted the resolution #328 **“On Measures to introduce the system of assessment of legal acts’ impact on business activities”**. This result shows high relevance of the project’s respective outputs to the needs of the national context.

Another significant achievement of the project is adoption of Government resolution #345 dated October 17, 2016 **“On measures to further improve law-drafting activity of the government”** which introduced a number of important improvements in the law-drafting mechanism. This new regulation of law-drafting activities in administrative agencies promotes evidence-based approach to law-making and the quality of draft laws.

Moreover, the project successfully promoted anti-corruption screening of draft laws and regulations. The methodology for this kind of expertise was endorsed by the Order of the Minister of Justice on December 25, 2015. Today all draft laws and regulations passing the legal expertise in the Ministry of Justice are scrutinized for corruption risks as well.

As an example of sustainability of results achieved, Ministry of Justice after adoption of Methodology of anticorruption screening, conducted screening of over 800 draft legal acts of all levels in 2016, and only 40 % of those have been passed to further adoption process.

In response to the lack of specialized training courses for capacity building of staff of government ministries and agencies on drafting of legal acts (especially laws) and conducting a RIA, within the framework of previous Phase of the Project, and in collaboration with the Lawyers Training Center under the Ministry of Justice, short-term training courses on RIA and anti-corruption screening were developed and integrated into the current syllabus in 2016. Since then, more than 1000 representatives of government ministries and agencies attended these training programs.

Support to Parliament and government in boosting of public consultations of new laws and regulations through assistance in launching and enhancement of public consultations platform on Unified Portal of Interactive Public Services and [www.regulation.gov.uz](http://www.regulation.gov.uz) web-site. As a result, as of today, over 50 % of all legal acts adopted annually pass through public consultations.

UNDP supported Parliament in drafting of the Law on Parliamentary oversight, introduction of impact assessment of draft laws into legislative process in Legislative Chamber of Parliament as well as **successfully supported Senate’s efforts to improve international treaties system**.

Lessons learned

After a decade of parliamentary development assistance, it has become clear that law-making can be quite effectively improved through contributions to pre-legislative consultations with MPs besides direct capacity building efforts in the Parliament. A good option is to support *ad hoc inter-agency working groups*, which are usually set up by the government for significant law drafting tasks. It has become a good practice to invite MPs to participate in pre-legislative consultations held by such working groups. Providing analytical and consultancy support to such pre-legislative consultations may prove much more effective and efficient than direct contributions to parliamentary activities. A working group format is convenient for open-minded knowledgeable and detailed dialogue with MPs, which raises their awareness and understanding of conceptual issues of a draft law.

Besides, parliamentary oversight is a promising issue-area for UNDP intervention because apart from clear **relevance to the national partner’s needs it creates additional opportunities for promoting** other lines of the project activities. Parliamentary oversight for implementation will be a perfect follow-up for RIAs and anti-corruption reviews of newly drafted laws after their adoption ensuring best results of regulatory policy.

Moreover, promotion of parliamentary oversight could foster public participation through engagement of independent experts, academic scholars and CSOs in respective parliamentary activities.

Besides reinforcing collaboration with the Parliament it is reasonable to build on the achievements of the initial phase of the project. The staging ground pioneered by the project in promotion of RIA will be used for introducing a comprehensive RIA methodology and further enhancing evidence-based policy-making. The project will support the inter-agency working group in holding pilot regulatory impact assessments and drafting the new government resolution.

The anti-corruption screening institutionalized in the Ministry of Justice as a component of legal expertise has a good chance now to develop into a full-fledged institution. The Law "On Combating Corruption" adopted recently creates new opportunities for strengthening the anti-corruption screening mechanism and extending its scope to include the active legislation as well.

In addition, it is important to continue national capacity building for evidence-based participatory policy-making. To this end the project activities should encompass not only key government agencies but also academic institutions and policy centers, as well as independent experts participating in law-drafting and other public policy work. This approach will promote knowledgeable public participation and at the same time strengthen the national capacity for independent policy advice to the policy-makers.

### Implementation Strategy

As the priority for government in the governance sector remains reducing administrative and regulatory barriers to business, building capacities in relevant ministries, reviewing existing legislation and improving regulatory frameworks, the project intends to achieve the following main goal:

*The quality of legislation is enhanced by improving the regulatory environment through participatory and transparent processes, alignment with evidence-based policy and international standards, and efficient parliamentary oversight mechanisms.*

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

For achieving above the Project will support government in following:

- Use of analytical tools and procedures of the RIA for both drafting laws and secondary legislation (government decisions, departmental acts, programs, etc.);
- Anti-corruption screening of draft legislation;
- Compliance with international standards through a comparative analysis and study of best practices, involvement of international experts, knowledge and expertise of international organizations;
- Harmonization of national legislation with the international legal obligations of Uzbekistan.

To address these challenges the Project aims to concentrate on:

- Citizens' e-participation in the consultations on draft legislative acts through enhancement of online platforms of the executive and legislative branches of government;
- Broader involvement of experts, scientists, representatives of NGOs, the private sector and the media for the consultations on draft legislation, as well as parliamentary and public oversight over the implementation of adopted laws;
- enhancing the activities of representative bodies at national and local levels aimed at dialogue with people and businesses on adopting and enforcing laws;
- Consideration of the views of the most vulnerable groups of the population through different mechanisms and monitoring of the impact of legal acts on improvement of their welfare and legal protection;
- Introduction of innovative forms and methods of interaction between different branches of power and **"state-citizens" in decision-making** (design and piloting of analytical tools to be used in RIA of normative legal acts for entrepreneurship in cooperation with Business Ombudsperson, analytical support of standing representative of the Cabinet of Ministers at Oliy Majlis, analysis of systemic issues, which require legislative regulation identified through studying appeals by citizens to online receptions of government officials, "People's reception", as well as parliamentary oversight at local level etc. ).

- Dissemination of open data on lawmaking and rulemaking, raising the legal culture and legal conscience;
- Arrange dialogue with regional and international organizations for promoting transparency and exchanging experience.

*The new priorities perfectly fit the current UNDAF 2016-2020 and CPD as well as the outcome 2 of UNDP Strategic Plan for 2014-2017.*

For this purpose, Project will emphasize on further implementation of new, well-established rule making instruments from developed countries such as

- The concept of **“one - in, one - out”** that is an approach where drafter has to remove one existing regulation if it proposes new one for decreasing administrative burden on business or citizens;
- **“Sunset clauses”** mean measures within a law or regulation which provide that legal act shall cease to have effect after a specific date, unless further legislative action is taken to extend it;
- **“Common commencement dates (dates (usually, two dates per year) on which new regulation may be commenced, this aims to increase awareness of business on new legal obligations thus improving compliance levels” and others.**

The project will also focus on further implementation of evidence-based public policymaking in executive branch through implementation of full set of impact assessment tools, including cost-benefit analysis, further enhancement of anti-corruption screening of legislation, boosting of public consultations both in executive and legislative branch. Besides, more attention on capacity development will be paid through arrangement of trainings, development of wide range knowledge products and integrated knowledge events (seminars, workshops and study visits).

Parliamentary oversight will be fostered through increasing acceptance of the importance and validity of effective control over executive, including the fostering of constructive dialogue between legislative and executive branches.

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### III. RESULTS AND PARTNERSHIPS

#### Expected results

It is generally accepted that there are three major components in the development of public policy and new legislation and this natural division is also reflected in the setup of this project.

*The first component* is the work of the executive branch of the government in developing public policy and new legislation. Within this stage of the process there are generally accepted standards for how public policy is developed. These include:

- The need for a rigorous analytical process by which evidence is gathered and options are developed as to how to address perceived public policy problems;
- The standardized use of RIA as a means of presenting the public policy problem and the evidence and options for addressing this problem;
- Ensuring all proposals is considered in light of international governance standards. For example as related to anti-corruption screening of draft laws and regulations;
- Engaging citizens in an inclusive manner to reflect the perspectives of various stakeholders before proposals are endorsed;
- **Introduction of new tools for enhancing rulemaking, such as “one in – one out” principle, “regulatory guillotine”, “sunset clause” and others with a view at preventing excessive departmental rulemaking.**

*The second component* of the law-making process starts when the executive has endorsed a legislative proposal and it has been introduced in the Parliament for consideration and review. During the first part of the process the parliament takes the lead in reviewing what the executive has developed and considers amendments and changes before determining whether or not to adopt the legislation.

The second part, which comes after adoption of Law, Parliament is empowered to exercise parliamentary oversight on its implementation. With the adoption of the Law "On parliamentary oversight" of April 11,

2016, specific forms of parliamentary oversight and the powers of deputies and senators for its exertion were precisely defined.

Key aspects of this component include:

- Broad and inclusive public consultations over draft laws;
- Access to technical expertise owing to which Parliament can consider in detail probable positive and negative consequences of a draft law;
- Development of corresponding regulations on effective exercising of powers and functions of parliamentary oversight.

*The third component* of the legislative process is the implementation of treaties into national legislation. To date, the Ministry of Foreign Affairs is authorized to coordinate the process of concluding treaties, their implementation and carries out inventory and monitoring of the progress of their implementation. At the same time, mechanisms and tools used are not effective enough, and the law on treaties requires improvement. In the course, the previous Phase of the Project, UNDP has provided technical assistance in support of the Interagency Working Group on enhancement of mechanisms for inventory and implementation of treaties into national legislation, which was established in collaboration with IMCL and the Senate of Oliy Majlis of Uzbekistan. In the light of drafting Law "On Treaties of the Republic of Uzbekistan" in new edition and of the relevant regulations, UNDP will continue its assistance to further improve treaties implementation system.

The main objective of this component is to enhance the mechanism of analytical and expert maintenance in development of national legal framework in the field of treaties, and to promote training of personnel, specialized in the application of international law provisions in foreign political and economic activities of the country.

Output. The process ensuring the quality of legislation is improved through evidence-based policymaking tools, broadening of public participation and the efficient parliamentary oversight over enforcement of laws in line with international standards.

Activity 1. Strengthening the capacity of the IMCL in the development and scrutinizing of new legislation

The project will assist the IMCL in transferring knowledge with regard to policy- and lawmaking standards as well as support the key role of the IMCL in overseeing the development of public policy and legislation. Moreover, the project will enhance its capacity to provide impact assessment, anti-corruption screening, technical advice as well as perform legislation expertise in terms of gender equality to ensure all policies and legislation comply with international standards and create a standard process by which rational, comprehensive decision making is implemented within the public administration.

*Main indicative actions<sup>4</sup>:*

- 1.1. Developing and establishing the Procedural Guidelines and Standards for efficiency assessment of legislation that is being adopted.
- 1.2. Establishing a group of national experts to further enhancement of regulatory policy including RIA, anti-corruption screening of legislative acts, establishing an effective system for monitoring quality of law-making and rule-making.
- 1.3. Regulatory impact assessment (ex-ante and ex-post) of draft laws and regulations to be adopted according to Action Strategy for further development of Uzbekistan for 2017-2021.
- 1.4. Support in drafting Law on Public oversight in line with the international standards;
- 1.5. Developing software, which allows measuring the level of administrative and financial burden on business deriving from new or current legislation.
- 1.6. Support in conducting international conferences, seminars and trainings on further improvement of quality of law-making and rule-making (RIA, anti-corruption law expert scrutinizing, etc.).
- 1.7. Organizing regulatory policy study tours for government officials (RIA, anti-corruption law screening, etc.).

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<sup>4</sup> Actions under para 1.5, 1.7, 1.8, and 1.9 are subject to funding availability from international donors.

- 1.8. Analyzing impact of current legislation on entrepreneurial activity and competition in pilot areas.
- 1.9. Conducting research on impact of regulatory environment on competitiveness of national economy in line with the best international practices.

*National partners: IMCL, Business Ombudsperson, the Ministry of Justice, other relevant ministries and agencies*

*Indicative deliverables:*

1. Draft Procedural Guidelines and Standards for efficiency assessment of legislation
2. Comparative analytical report on the best practices on evidence-based legislative drafting

Activity 2. Support of executive branch in ensuring the development of high quality regulations in line with international standards and using full-fledged RIA tools for the benefit of vulnerable groups.

The project will assist in transferring knowledge with regard to international best practices on RIA and assist in development of procedures for enhancing efficiency and providing synergy between Annual work **plans by the Cabinet of Ministers to implement the President's annual address on the next year priorities** and annual legal drafting plans. For this end, the project will provide support in the establishment of standard practices and procedures for the use of RIA for each legislative or policy proposal. The project will pilot the development of legislation based on broad expert inputs and a multi-stakeholder approach, including by broad public consultations, including vulnerable groups, on selected legislative proposals.

Project will support analytical and methodological support to Authorized Person on protection of **entrepreneur's rights (Business Ombudsperson)** in building its institutional capacity on regulatory impact assessment of enacted legislation for performing the entrepreneurship activities.

One key area, where assistance of the project will be needed is to establish a standard methodology for reviewing policies and draft laws with regard to anti-corruption. Additionally, the project will look for an opportunity to support the development and institutionalization of administrative procedures that reflect best practices, including any organizational or legislative changes.

The project will assist the Ministry of Justice the transfer of knowledge and the development of new standard procedures and methodologies for the qualitative review of draft legal acts, the integrated use of RIA and anti-corruption screening.

In light of recent Law "On anti-corruption " Project will support Ministry of Justice in the development of legal acts required for the implementation of law effectively.

At the same time, project will facilitate research of international best practice to support the efforts to **improve Uzbekistan's index within the World Bank's Global Indicators of Regulatory Governance**<sup>5</sup>.

In addition, the project will continue to contribute to the Ministry of Justice, represented by the Center for professional development of lawyers in the educational process to strengthen the capacity of staff of ministries and departments in legislative drafting, impact assessment of legislation and anti-corruption screening. In addition, the project will contribute the adoption of standard procedures for the consideration and drafting legislative proposals.

*Main indicative actions*<sup>6</sup>:

- 2.1. Developing Procedural guidelines to implement new law-making and rule-making tools used internationally including **'one- in, one-out' principle, common commencement dates for regulations, 'sunsetting' clauses.**
- 2.2. Developing the system of indicators of regulatory policy quality with due consideration of international standards.

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<sup>5</sup> [http://rulemaking.worldbank.org/data/explorecountries/uzbekistan#cer\\_consultation](http://rulemaking.worldbank.org/data/explorecountries/uzbekistan#cer_consultation)

<sup>6</sup> Actions under para 2.5, 2.6, 2.7, 2.8, 2.10, and 2.13 are subject to funding availability by international donors.

- 2.3. Developing draft laws to provide legislative framework for direct effect principle during drafting and codification stage as well as implementation of the principle of drafting of package legislation.
- 2.4. Supporting in elaboration of legal framework for broadening public consultations, ensuring public disclosure of draft laws and other legal acts via Internet in every stage of lawmaking and rulemaking process;
- 2.5. Supporting in institutional implementation of Law on Combating corruption, elaboration of necessary legal framework;
- 2.6. **Improving the Uzbekistan's performance data in the Global Indicators of Regulatory Governance of the World Bank<sup>7</sup>**
- 2.7. Support in implementation of the Procedural Guidelines for cost-benefit analysis of draft legislation in the rule-making process of the executive branch (ministries and agencies)
- 2.8. Further improving the mechanism for public consultations on legislation (including [www.regulation.gov.uz](http://www.regulation.gov.uz));
- 2.9. Reviewing of laws and regulations in selected areas using the Regulatory Guillotine approach.
- 2.10. Assessing an increase in public awareness of anti-corruption efforts and organizing consultations with the public and experts.
- 2.11. Developing a strategic plan to detect and eliminate the corruption risks in pilot areas. Anti-corruption screening of legislation in selected sectors.
- 2.12. Improving training programme on legislation drafting, anti-corruption screening and RIA for **government officials of specialized educational facilities (Lawyers' Training Center, Academy of Public Administration and other)**.
- 2.13. Support in elaborating necessary tools to ensure timely delivery of laws and regulations adopted through enhancement of National legislation database [www.lex.uz](http://www.lex.uz), providing free access to citizens.
- 2.14. Assist to development of relevant legislation and institutional arrangements for functioning of Business Ombudsperson in order to its capacity development to apply the RIA tools with regard to legislation affecting business environment.

*National partners: Cabinet of Ministers, Ministry of Justice, Business Ombudsperson, other relevant ministries and agencies, Lawyers Training Center*

*Indicative deliverables:*

1. Draft Procedural guidelines to implement new law-making and rule-making tools
2. Concept note on system of indicators for regulatory policy quality
3. Policy proposals on improvement of **Uzbekistan's performance data in the** WB Global Indicators of Regulatory Governance
4. Draft training programme on legislation drafting, anti-corruption screening and RIA for government officials

Activity 3. Capacity building for both Chambers of the Parliament to review draft legislation in accordance with international standards and implementation of parliamentary control in priority areas as indicated in the UN Sustainable Development Goals.

After adopting a law "On parliamentary oversight" in April 11, 2016, Parliament has power to carry out parliamentary oversight over law enforcement in various forms. Project will provide technical assistance in line with priorities of the state on support of public participation in legislative drafting process and enhancement of Parliamentary oversight. Web-sites of both Chambers of Parliament can be also used as additional platforms for discussion of draft laws pending in consideration of relevant Committees of Parliament.

The project will work with both Chambers of the Oliy Majlis, where it will support in review of draft laws, conducting public consultations (e.g. - online feedback; hearings; field visits), accessing expertise and independent evidence in scrutinizing legislation and establish a standard procedures and necessary methodological framework for implementing powers to exercise parliamentary oversight, ensure that

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<sup>7</sup> <http://rulemaking.worldbank.org/>

ratified UN Conventions are domesticated as well as build the capacity of MPs to conduct impact assessment and anti-corruption screening of draft laws.

Parliamentary monitoring of SDGs implementation and localization is another area to bring support by Project as it is stipulated by the current biennial joint work plan between UNDP and Government of Uzbekistan.

Project will provide methodological and analytical support to new established "Business Ombudsperson", under the Oliy Majlis to strengthen its capacity to assess the effectiveness and the impact of the adopted legislative acts on entrepreneurship. This support will be provided in line with the Government priority on promotion of public participation in **the legislative process and parliamentary oversight**. The chambers' web-sites can be used for online discussion of bills being considered in the Parliament.

Development of a new National Action Plan on Raising Legal Awareness of the Public, which was entrusted to the Parliament, entails additional opportunities for Project to collaborate with MPs to promote public awareness and participation.

*Main indicative actions<sup>8</sup>:*

- 3.1. Analytical support in conducting expert scrutinizing of draft legislation with due consideration of international practices.
- 3.2. Support in developing draft legislation for ensuring efficient parliamentary oversight in line with the best international practices.
- 3.3. Involvement of international experts, at the request of Chambers of Oliy Majlis, for conducting international legal review of draft legislation.
- 3.4. Assistance to the Parliament in monitoring of effective implementation of the United Nations Sustainable Development Goals (SDGs);
- 3.5. Developing guidelines and manuals to allow the Parliament to effectively monitor on timely delivery of laws adopted to executives and other stakeholders and ensure their enforcement with due consideration of international best practices.
- 3.6. Developing proposals to change and amend current legislation to allow the Committees of the Legislative Chamber of Oliy Majlis to broaden public consultations on draft laws.
- 3.7. Support in conducting an analysis of legislative framework to identify inactive provisions and gaps.
- 3.8. Support in conducting critical analysis and comprehensive review of legislation, which will result in designing reference materials and briefs, methodological toolkits by thematic classification of legislative activity of Legislative Chamber of Oliy Majlis. Thematic classification will allow to cluster laws, international agreements and draft legislation within thematic areas and structure **them in accordance with national priorities of country's development**.
- 3.9. Analytical support to the Parliament to develop draft standard procedures in order to implement ratified United Nations Conventions into domestic legislation.
- 3.10. Support in establishing research and analytical units in both Chambers of Parliament to enhance quality of lawmaking and oversight activities of Parliament.
- 3.11. Provision of methodological and analytical support to Standing Representative of Government in Parliament to be newly established in Parliament to strengthen effectiveness of interaction of the Government and the Parliament in lawmaking activities.
- 3.12. **Support in launching "e-Parliament" information system to provide better interaction and dialogue of Parliament with citizens, business and NGOs.**
- 3.13. Support in elaboration of legal framework to strengthen Parliament's powers and role in foreign policy, oversight on international treaties implementation into national legislation, establishing inter-parliamentary relations, and enhancement of parliamentary diplomacy;
- 3.14. Support in elaboration of necessary legal framework to ensure systematic reporting of law enforcement bodies to the citizens as a part of public and parliamentary oversight;
- 3.15. Support in conducting international conferences to exchange experience, transfer knowledge and formulate policy proposals on enhancing the quality of draft legislation in line with the best international standards and practices.

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<sup>8</sup> Actions under para 3.3, 3.4, 3.10, 3.11, 3.12, 3.13, and 3.15 are subject to availability of funds by international donors.

*Indicative deliverables:*

1. Comparative analytical report on the best practices for monitoring of SDGs by Parliaments
2. Draft standard procedures to implement ratified UN Conventions into domestic legislation
3. Policy proposals to enhance quality of lawmaking and oversight activities of Parliament

Activity 4. Enhancement the mechanism of international treaties implementation and legal base of **Uzbekistan’s foreign policy and international activity in line with international standards.**

The project will assist the Ministry of Foreign Affairs in further enhancement of the procedures of implementation of international treaties, the development of measures on improved mechanisms for control and monitoring over the implementation of the international legal obligations. In addition, Project will involve all national stakeholders, responsible for coordination of the implementation of international treaties, in enhancement of the domestic legislation, procedures and institutional arrangements required for full-fledged implementation of international legal commitments.

Beside, Project will assist in the development of proposals on the accession of the Republic of Uzbekistan to the multilateral treaties adopted within the framework or under the auspices of the UN. Project will support the participation and involvement of **national counterparts in UN GA’s Sixth Committee and learn** the international best practices during annual International Law Week events organized by different UN agencies in HQs and their partner organizations.

Moreover, Project will support UWED in enhancement of analytical and expert support for establishing national legal framework in the field of international treaties, and to strengthen the capacity of personnel involved in the application of international law on foreign policy and foreign economic activities of the country.

*Main indicative actions<sup>9</sup>:*

- 4.1. Developing proposals to improve current legislation on foreign policy and international activity of the Republic of Uzbekistan.
- 4.2. **Conducting researches to improve the country’s legal and regulatory base for foreign policy and international activity**, the mechanism for implementation of international legal norms into domestic legislation.
- 4.3. Developing proposals to allow Uzbekistan to join multilateral international treaties under the auspices of the United Nations.
- 4.4. Support in systematization of current international treaties of the Republic of Uzbekistan (upon request from national partners).
- 4.5. Preparing analytical and guidance papers in the areas of international treaties, international and consular law and diplomatic service (upon request from national partners).
- 4.6. Support in translation of texts of international treaties and other legal documents of the United Nations into official or other languages (upon request from national partners).
- 4.7. Support in conducting conferences and seminars to include activities as per Model United Nations, the most relevant issues of international relations, foreign policy and international law.
- 4.8. Developing the programme of ongoing advanced trainings for employees of ministries and agencies on topics of observation, control, overseeing and monitoring of compliance with international treaties, their inventory tracking, implementation into domestic legislation and assessment of implementation efficiency.
- 4.9. Conducting seminars for members of Parliament on the most relevant issues of implementation of international treaties and monitoring the progress of implementation of the United Nations Sustainable Development Goals adopted in 2015.
- 4.10. Updating personnel training programs for foreign policy and foreign economic activity organizations.
- 4.11. Developing proposals to implement the internship and mentorship programs (legal clinic education on international law) for undergraduate and graduate students majoring on international law in government agencies of the Republic of Uzbekistan.

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<sup>9</sup> Actions under para 4.5, 4.6, 4.8, 4.10, and 4.11 are subject to availability of funds by international donors.



## *The National Partners: MFA, Senate of Oliy Majlis and UWED*

### *Indicative deliverables:*

1. Proposals to improve current legislation on foreign policy and international activity of the Republic of Uzbekistan
2. Analytical and guidance papers in the areas of international treaties and implementation thereof
3. Draft updated curriculum on international law for students and civil servants

### Resources required achieving the expected results

Since the majority of planned activities fall under policy advisory component dealt with analytical research, data gathering, information processing and preparation of Policy Papers, reports, preparing of draft legislative acts and other documents, etc., the Project will involve leading local and international experts in the main areas of activities.

For this reason, Project is focused on establishing effective dialogue among national partners, ministries and departments, academia, local and foreign experts and for these activities, it is planned to allocate 40% of the total budget.

The project will also provide technical assistance to IMCL, Legislative Chamber of Oliy Majlis, Cabinet of Ministers and other national partners. For example, analytical unit of IMCL will be provided with necessary IT equipment, modern scientific and professional literature and subscriptions to leading international periodicals in enhancement of lawmaking, regulatory policy and implementation of international treaties. In addition, Legislative Chamber of the Parliament and Ministry of Justice will be provided with servers with a view to integrating the websites of the Legislative Parliament and national database of legislation [www.lex.uz](http://www.lex.uz) with [www.regulation.gov.uz](http://www.regulation.gov.uz) (e-consultation web-portal) to launch a single on-line resource for the public consultations on draft legal acts, as well as technical modernization of international treaties database. For these activities is envisioned to spend about 15% of allocated funds. Given the fact that Project needs additional funding USD 900,000 to complete all its intended activities and achieve targets, UNDP will mobilize resources from international donors and partners.

### Partnerships

A comprehensive approach at the multilateral level: All stakeholders should be involved in developing and making important government decisions, but their impact and involvement in the process differs significantly at the various levels of state apparatus and sectors. As part of the project, an attempt will be made to bring to a common standard different agendas and positions of those who make government decisions. These actions will be undertaken to both promote the principles or modern mechanisms of making government decisions and increasing odds that the proposed actions and plans will be adopted, implemented and they will bring favorable results. In view of this, developing a platform of efficient public administration in partnership with all concerned parties on horizontal and vertical levels is of paramount importance to build accountability for the expected project outcome, capacity building and achieving consensus on long term goals and results of government decisions which is also critical for creating the efficient legislation.

Considering that the main area of focus for the new phase of the Project is to improve regulatory policy implementation which is conducted by appropriate government agencies, the Project will aim its efforts at effective collaboration with its national partners. Having said that, a consideration will be given not only to bilateral cooperation but also to multilateral interaction among various government agencies in order to reach synergies while making government decisions. The Project will make every effort to involve into this process all concerned parties.

### *Overall coordination and parliamentary activities*

**The IMCL is one of the key organizations in the law making process and the project's national coordinator**, which provides advice, guidance, expert opinion or even alternative versions of the draft law, if necessary. It has a clear leadership role in monitoring of the entire process by which policy and legislation is developed. **Therefore, the main role of the IMCL 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 over topical issues of**

regulatory policy taking into account on-going changes, political and economic priorities and needs for building capacity.

The IMCL under the President of the Republic of Uzbekistan is a public research institution.

It was established on April 2, 2005 by the Presidential Decree №-3590, on the basis of the Institute for Monitoring of Current Legislation under the Oliy Majlis (Parliament) of Uzbekistan.

In an effort to increase the effectiveness of informational-analytical and organizational activity of the Institute, the IMCL was assigned new tasks and responsibilities in the field of legal review of draft laws and preparing proposals aimed at improving the law-making process, state and public administration systems in accordance with the Presidential Decree # UP-4952 **“On measures to enhance the efficiency of the Institute of monitoring of current legislation under the President of the Republic of Uzbekistan”**

The main objectives of IMCL are:

- to develop mod-term and long-term recommendations on priority areas of national legislation considering requirements of the democratic reforms in the country and international best practice;
- based on contemporary theoretical and methodological researches to conduct a comprehensive legal review of the draft laws, to prepare sound and well justified expertise on the draft laws at all stages of their consideration and adoption;
- monitoring of the implementation of laws in the field, public opinion surveys of efficiency of adopted laws and law-enforcement practice, designing recommendations on ways of improvement;
- to develop recommendations on enhancing the effectiveness of legislative activity of Chambers of Oliy Majlis of the Republic of Uzbekistan and actors entitled to initiate legislation;
- to study compliance of legislation of the Republic of Uzbekistan with international norms and standards, developing recommendations of their implementation into national legislation;
- to conduct research in legal areas, designing recommendations to implementation of their result into national legislation.

Hence, the IMCL is also supposed to make a significant input into promotion of quality law-making and democratic reforms with the help of the Project in ensuring compliance of local laws with international standards, implementing advanced tools of evidence based policy, etc.

#### *The Parliament and quality of laws*

Oliy Majlis. The Constitution of Uzbekistan requires strict separation of powers and envisages the implementation of the principle of checks and balances among the Legislative, Executive and Judiciary. Achievements in reforms have necessitated continuous efforts to improve the legal framework and to promote the rule of law consistent with international norms, principles and practices. In this connection, since 2004 parliamentary reforms have been at the core of political transformations in Uzbekistan and the Government declared as a key objective to gradually increase the role of the Legislature in the national development. In 2005 a bicameral parliament, consisting of Legislative Chamber (Lower House) and the Senate (Upper house), was formed that led to the creation of a permanent legislative structure and significant improvement of law-making activities.

As noted, the Legislative Chamber currently has 150 seats, of which 135 are elected through national party lists elected in a proportional representation system. Currently those seats are distributed amongst four political parties that have been allowed to offer candidates during parliamentary elections. A further 15 seats are elected by the Ecological Movement, a non-governmental organization with a mandate to pursue environmental awareness. The Legislative Chamber has 11 standing committees, 2 commissions, Council of Legislative Chamber, a Chairperson of the Chamber and five Vice-Chairpersons.

The five political parties/movements with seats in the Uzbekistan parliament sit as parliamentary **“factions”** that meet regularly and provide a venue for policy debate and consultations before the factions engage within the Chamber.

The Senate consists of 100 seats, of which 84 are elected by the sub-national assemblies (Kengash) and the Republic of Karakalpakstan and whose members are members of those assemblies. The President of Uzbekistan appoints another 16 seats. The Senate has a Chairperson and one Vice-Chairperson and has 8 standing committees.

It is expected that the Parliament would participate in creation of improved legislative standards through joint research activities and drafting amendments to primary legislation in order to change existing processes and increase the number of codified and self-executing laws.

### *Centre "Development Strategy"*

The resolution of President as of 14 February 2017 has stipulated the organizational measures on **implementation of Action Strategy. According to this Resolution, the new Centre "Development Strategy"** was created to organize expert and public discussions of activities set forth in Action Strategy and involvement of CSOs in democratization of the country. Centre has NGO status and founded by NIMFOGO, IMCL, CCI, Bar Association, Academy of Public Administration, NAESMI, and NANNOUZ.

Centre will study the best practices in order to apply them in the implementation of Action Strategy, organize expert discussions about results of Strategy and develop concrete measures on drafting of laws, key policy documents and legislative acts as foreseen in the Action Strategy.

### *Authorized Person on protections of rights of entrepreneurs (Business Ombudsperson)*

Business Ombudsperson is independent body and accountable to President of Uzbekistan. It has the following functions:

- Participation in development and implementation of public policy on business environment, protection of rights and interests of entrepreneurs
- Oversight on ensuring the rights and legitimate interests of entrepreneurs by state bodies, including law enforcement and controlling authorities
- Legal support to businesses during check-ups of their activities
- Analysis of practical implementation of legislation on freedom of business activities
- Regulation impact assessment of enacted legislation on business environment
- Preparation of policy proposals on enhancement of legislation aimed at strengthening the legal guarantees for business entities and encourage their development.

### *The Executive*

*Cabinet of Ministers* - as an executive power is an equally important project partner and one of the key players in the rule making process and a drafter of most draft laws. According to the national legal database [www.lex.uz](http://www.lex.uz), **the Cabinet's resolutions make up 38% of total number of laws and regulations.** The Cabinet is responsible for conducting effective policies in all areas of public life, protecting economic, social and other rights and lawful interests of citizens. The Cabinet also coordinates and manages the work of government and economic entities. The key task of the Government is to ensure the execution of laws, resolutions of the Parliament and the President.

The project activity will be aimed at supporting the development and adoption of government decisions based on clear understanding of the context of current system of public administration including the role of the Cabinet of Ministers, which works with Oliy Majlis.

*Ministry of Justice* - part of the Cabinet of Ministers and one of the key project partners since it conducts legal scrutinizing including anti-corruption screening of legal acts and monitoring the execution of their norms. One of the main tasks and the areas of business of the Ministry is implementation of state policy in rulemaking and law enforcement practice, development of proposals to improve the legislative framework **for democratic, social, economic, public and political reforms; identification of "white spots" in current legislation which allow for corruption, violations of laws in the system of public administration as**

well as oversight and coordination of efforts in training and capacity building of lawyers in line with contemporary requirements and democratization processes in public administration.

*Ministry of Foreign Affairs* – a foreign policy agency that coordinates execution of treaties and agreements with appropriate government agencies and foreign policy bodies of other countries as well as international organizations. The Ministry takes measures to ensure compliance oversight over obligations of parties on international treaties of Uzbekistan. The Ministry also develops draft laws on foreign policy, prepares proposals to make legal changes and amendments to legislation.

Any future support to the law-making process should include these national actors, in addition to the role played by the Oliy Majlis.

Moreover, the UNDP project will establish a platform for collaboration among various UNDP projects such as Local Governance Support Program – Phase 2 (the Cabinet of Ministries), Business Forum Uzbekistan – Phase 3 (the Chamber of Commerce and Industry) and E-government Development (Ministry for Information Technologies Development and Communications).

### Collaboration under the UN and UNDP global system

*The Oslo Governance Centre (OGC)* is one of six UNDP Global Policy Centres, established in 2002 and working since May 2015 with a renewed mandate. OGC is part of the UNDP Governance and Peacebuilding Cluster in the Bureau for Policy and Programme Support (BPPS). It works closely with its New York based Headquarters and other relevant UN and UNDP units strengthening the overall analytical and learning ability in the area of Governance and Peacebuilding. The **OGC draws on UNDP's expertise in human development, democratic governance and conflict prevention** to support policy development and applied research with an overarching focus on democratic governance and peacebuilding in crisis, conflict and transitional contexts.

*UNDP Global Center for Public Service Excellence (Singapore)* is engaged in the process of defining the trends and innovations in improving government decision making. It includes government officials, leaders, regulatory bodies and experts to discuss and collaborate on the most relevant issues and challenges of social development.

*UNDP Istanbul Regional Hub for Europe and Central Asia* has broad knowledge and technical expertise on governance, rule of law and anticorruption to support and actively involve partners from Europe and CIS on development issues.

### *Interaction with other donor communities and coordination of efforts*

*Organisation for Economic Co-operation and Development (OECD)*. Partnership with OECD will be pursued for top notch expertise in policy tools and methods in order to jointly assess regulatory management capacities in Uzbekistan, to describe trends in their development, and to identify gaps in relation to good practice in the context of OECD Policy Guidelines and Principles. This partnership will also include support to Uzbekistan in its aim to improve regulatory quality in support of public policy objectives by providing tailor-made recommendations and training.

It should be noted that such partnership will promote enhancement of the effectiveness for fulfilling recommendations under the Istanbul Anti-Corruption Action Plan – OECD to which Uzbekistan joined in 2010. Planned activities will help Uzbekistan to improve its positions under the regular reports for monitoring of implementation of the United Nations Convention against Corruption and other international anti-corruption norms and standards as outlined in OECD instruments. They will also help to implement international best practices in this area and improve legislation and institutional framework for fighting corruption.

*European Commission represented by the EU Delegation*. This representative office promotes implementation of bilateral relations in the area of political, economic and trade cooperation as well as financial and technical collaboration, specifically, to implement the provisions of Partnership and Cooperation Agreement as well as the EU strategy in Central Asia.

*Organization for Security and Cooperation in Europe (OSCE)*. **OSCE's activities include ad hoc assistance in strengthening legislation; conducting training courses; organizing seminars, conferences, and study visits; and providing advice on improving the performance of state authorities, government agencies, and civil society organizations.**

*German Agency for International Cooperation (GIZ)*. As part of its mandate, GIZ supports reforms in the economy, health care, education and natural resources protection. Sustainable economic development and health care are priority areas for cooperation between Germany and Uzbekistan.

*US Agency for International Development (USAID)*. The US Government agency that is focused on promoting democracy, human rights and effective governance as well as support in private sector development and sustainable economic growth.

The Project will also collaborate with Embassies of Austria, UK, Germany, France, Korea, Japan, Poland, Czech Republic, Switzerland and other bilateral donors to learn the best international practices and knowledge on lawmaking and rulemaking.

Despite the progress in institutional development of parliamentary system and technical support to improve the process of development and implementation of government decisions by UNDP and other international donors, the problem of government decision making and parliamentary oversight in Uzbekistan remains unsolved. In response to request from IMCL, UNDP will coordinate the efforts of donors in the area of support in law-making and rule-making as well as using modern decision-making methods.

### Risks and assumptions

It is obvious that in addition to human (professional) resources on which the project depends, **there's** a number of other factors that may affect its outcomes.

First of all, it is the risk associated with staff fluctuation and dependence on political will. On the one hand, frequent staff fluctuation at the managerial level can lead to improper perception of submitted document or simply getting lost. On the other hand staff fluctuation at the executive level can lead to difficulties with presenting the prepared document to manager due to lack of interest. Given that mostly the project will work with national partners at the level of experts and mid-level managers, achievement of project results depends on the methods and contexts of transfer of jointly prepared information to decision makers. In this regard, it is important not only to competently bring the proposed changes/legal acts drafts and other documents to executives, but also to determine in advance whether the ongoing activities/research/analysis comply with policy undertaken by this government body/state.

In addition, the success of the project also depends on changes in legislation, which can dramatically change the course of the reforms and shift the focus to those areas which have not been taken into account while drafting the project document.

Finally, the project depends on financial support from donors.

Risk Log

#	Type	Date Identified	Description	Impact & Probability	Countermeasures / Management response	Owner	Last Update /if solved Solution date	Status/Solution flag
	Organizational		Difficulties in interagency coordination and delays in project activities	P=4 I=5	Coordination by IMCL of involved government bodies	National coordinator, Effective governance cluster of UNDP Project manager	constantly	No change
	Organizational		Fluidity of personnel causing lack of attention of newly hired personnel to documents prepared by previous staff. Document may result to be left aside without due attention	P=5 I=5	Signing joint action plans with partnering organizations	Project manager Effective governance cluster of UNDP	constantly	No change
	Political		Personnel changes in the Government and the Parliament (elections, new appointments, etc.)	P=5 I=5	Signing joint action plans with partnering organizations	Project manager Effective governance cluster of UNDP	constantly	No change
	Political		Lack of expertise and engagement of government actors/institutions and commitment to the project strategy.	P=5 I=5	Involving government officials in the work of the project as consultants	Project team	constantly	No change

	Political		Changes in legislation	P=5 I=5	Maintaining close contacts with the bodies involved for timely obtaining information and taking adequate measures	Project manager	constantly	No change
	Financial		Lack of co-financing by donors	P=3 I=5	Advance submission of project applications and diversification of donors	Project manager	constantly	No change
	Political		Providing sustainability of project results	P=3 I=5	Nailing down of developed methodologies in legal acts and departmental documents	National coordinator, Project manager	constantly	No change

## Stakeholder engagement

*Parliament:* it is assumed to fulfill the activities envisaged by the Strategic Action Plan for the further development of the Republic of Uzbekistan for 2017-2021 years in terms of further strengthening the role of the Oliy Majlis in the implementation of reforms, and to carry out the work reflected in the Joint action plan of the Legislative Chamber of Oliy Majlis and UNDP in 2016, but remained without implementation due to workload caused by recent political processes in the country. Along with the Legislative Chamber it is planned to involve the Senate of the Oliy Majlis in the framework of activities to strengthen mechanisms of parliamentary oversight and monitoring system on the part of the Parliament over bringing the adopted laws to the executive branch, as well as other joint activities.

*Executive (policy makers):* The Cabinet of Ministers, Ministry of Justice, Ministry of Foreign Affairs, IMCL, and others.

The main tool for involving these bodies is to conduct joint research, preparation of analytical reports and development of draft legal acts. In addition, in the framework of the Project it is planned to organize training courses and seminars, with public servants as the main audience. International experts in their respective fields will be involved in order to strengthen public service capacity and disseminating knowledge on best regulatory policy tools. Finally, the project will actively participate in events organized by national partners during which it is planned to exchange experience and views on the project's mandate.

*Business community / citizens and associations:* to involve them in the process of improving regulatory environment the project will seek to strengthen dialogue between citizens, business and government by organizing joint events to discuss emerging draft legal acts, gaps/conflicts and ways to improve regulatory environment, and strengthen economic potential of Uzbekistan. At the same time, analytical materials **prepared by the project will be available on [www.uz.undp.org](http://www.uz.undp.org) and on the project's page** of the facebook social network. The web-site for consultation of legal acts drafts [www.regulation.gov.uz](http://www.regulation.gov.uz) will be developed further, for that strengthening of legal basis of its functioning is expected. Also publications on topical issues will be prepared for electronic media and will be available for a wide range of users. Dissemination of knowledge products about best international practices, advanced tools of regulatory policy as well as ongoing events in the country will increase the awareness of citizens and businesses and enhance their legal culture.

## South-South and Triangular Cooperation (SSC/TrC)

### South-South

It is expected that the project will involve resources the most of those countries with which Uzbekistan has a long-term strategic relationship.

First of all, it is planned to continue to cooperate with government authorities of Korea, its Parliament, and research services, which have extensive experience in the context of improvement of legislation and the regulatory environment. This is primarily National Assembly Research Service of Korea, the Ministry of government legislation and others.

Also, it is planned to study and disseminate information about the experience of Singapore, which is one of the leaders in the area of regulatory reform, in particular, opportunities to interact with the Ministry of Law<sup>10</sup> will be explored. The ministry is responsible for ensuring clear, efficient and transparent legal infrastructure of Singapore, intellectual property infrastructure and optimization of land resources in support of national objectives.

As it has been noted, with the assistance of the Global Centre for improvement of public services of UNDP Project will study and develop proposals in improving government decision making, learning the best international practices, conduct comparative legal analysis, and exchanging the experience with experts from Uzbekistan.

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<sup>10</sup> <https://www.mlaw.gov.sg/content/minlaw/en.html>



Regional hub for Europe and Central Asia in Istanbul, which has qualified personnel and experience of working with the countries of Central Asia and the CIS, is to become an important partner in dissemination of best practices and techniques.

Another potential project partner is the World Bank which cooperates with Uzbekistan in the framework of the concept of partnership in the 2016-2020 in such areas as increasing the country's competitiveness and improving business environment, cooperation can become effective in development of necessary legislative mechanisms and improving regulatory environment for business.

### Knowledge

In addition to soft component which includes capacity building for government officials and other concerned parties through trainings, round tables and seminars, knowledge and experience sharing will be carried out by the project through:

- Purchase of professional literature for the needs of government agencies;
- Internet posting analytical information prepared by Project;
- Printing and publishing analytical materials, brochures, infographics and other digital content developed by Project;
- Professional translation of international treaties, except UN treaties texts and other documents into Russian and Uzbek languages;
- Upgrade of websites of the national partners to increase their value, make them more user friendly and improve their content;
- Press coverage of national partners and UNDP events supported by Project.

### Sustainability and scaling up

The analytical materials, laws, regulations and methodologies prepared as part of the Project activities should become a solid methodological framework for further development of institutional tools such as RIA, anti-corruption screening of legislation, parliamentary oversight, public consultations, the system of international treaties and overall modernization of government decision making system as well as further expansion of application of evidence-based policy.

Upgraded online tools as public consultation web-site ([regulation.gov.uz](http://regulation.gov.uz)) and national legislation database [www.lex.uz](http://www.lex.uz), web-resources of national partners (IMCL, Chambers of Parliament) will become a platform for ensuring transparent and equal access to all stakeholders for necessary information on regulatory policy framework and legislation.

From organizational standpoint, after the project completion, the tools (methods, programs, online platforms for public consultations and information exchanges, info graphics, brochures and other literature) created with the **Project's support and intellectual contributions of experts** will remain with the national partners for their use.

The success of the introduction of new legislation and methodology is highly interconnected with the human resource capacity of the ministries and agencies, the level of knowledge and the availability of appropriate skills to apply new methodologies. To ensure sustainability and scale-up of project results the Project will maintain a close relationship with its national partner, Lawyers Training Center under the Ministry of Justice, in preparing training materials, textbooks and training of trainers, who could continue training and ensure wide dissemination of knowledge products produced during the project implementation.

Enhancement of the Government decision-making process and development of legislation in line with best international practices will be closely related to **Uzbekistan's progress** of its positions rankings and indices such as Doing Business, Global Regulatory Policy Indicators and others. This will serve the national partners as indicators to continue further regulatory policy reforms.

In the work with the Parliament and for ensuring the adoption of high quality laws that take into account citizens' opinions in line with international standards and exercising parliamentary oversight, it is necessary to actively introduce the platforms of public consultation as well as setting internal rules of procedure for quality lawmaking of Parliament. It is anticipated to scaling up this practice nationwide.

Activities aimed to enhance the implementation of international treaties implementation and legal framework for foreign policy and international activities of Uzbekistan will be reinforced by scientific, research and practical workshops, consultations and discourses, training courses, and analytical materials, methodologies etc.

The results envisaged in the attached matrices are designed to accomplish outcomes that will significantly reduce the need for external technical assistance and donor support – especially in the areas of parliamentary support and lawmaking of Executive . By the end of the Project in December 2020, the exit strategy should be defined by a) institutions that have the capacity to perform their functions through in-house/domestic resources and b) local capacity, and levels of awareness and civic literacy that ensure sustained momentum for increases in voice and accountability with minimal need for external technical assistance.

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#### IV. PROJECT MANAGEMENT

##### Cost Efficiency and Effectiveness

- The project activities will be identified and endorsed by IMCL in consultation with relevant government agencies and UNDP in Uzbekistan.
- The IMCL will help mobilize other donors and international partners to cost-share the project activities, especially, with regard to study-tours and visiting experts, as well as preparation of knowledge products.
- Regarding all handbooks and analytical papers prepared by this project and to be published, IMCL will take all necessary measures to clear necessary endorsements and permits in line with national legislation of Uzbekistan, and with respect to copyright laws, including international copyrights and principles of academic integrity.
- UNDP will partner UNV as well as other international organizations in order to involve international volunteers on fully or partially cost-shared basis. In addition, UNDP will collaborate with multi-lateral and bilateral donors to share the costs of study tours and visiting international experts.

In-House, Multi-Disciplinary Approach will be used, which envisages **UNDP's ability to leverage a range of** in-house expertise within its Good Governance Unit diminishes the need to bring in international consultants, resulting in a significant reduction in overall project costs.

Cost-effectiveness has been factored into all planned project activities. Project will work to maximize the impact of each spent unit funds and to get quality results at the lowest possible cost.

##### Project Management

The project will be implemented under National Implementation Modality (NIM). IMCL will be the Implementing Partner. IMCL shall retain overall responsibility for this nationally managed project and will appoint the National Project Coordinator (NPC). Direct responsibility of the NPC will be provision of strategic advice and coordination of the project activity taking into account interests of IMCL.

IMCL and UNDP will be represented in the Project Board. The overall guidance and strategic decisions related to the project implementation will be made by the Project Board. The Project Board will be responsible for making by consensus management decisions for a project when guidance is required by the Project Manager, including recommendations for UNDP/ IMCL approval of project plans and revisions. All other Project management roles are presented in ANNEX II. Project Management Roles.

Project Board contains three roles, including:

- 1) An Executive: individual (National Project Coordinator from IMCL) representing the project ownership to chair the group.
- 2) **Senior Supplier: UNDP (1 representative): The Senior Supplier's primary function** within the Board is to provide guidance regarding the technical feasibility of the project.
- 3) **Senior Beneficiary: IMCL (1 representative) 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.

In accordance with provisions of MoU signed in October, 2013 approved Country Programme Document 2016-2020, the UNDP Country Office shall provide services for the Project as described below.

The IMCL will provide office premises for the project team as well as telephone communication lines, and the required expertise and services of their corresponding staff.

##### Direct UNDP Country office Support Services to the Programme Implementation

In accordance with Letter of Agreement between UNDP and IMCL for the provision of support services, the UNDP Country Office may provide, at the request of the IMCL following support services:

- (a) Identification and/or recruitment of project and programme personnel and consultants;
- (b) Identification and facilitation of training activities, seminars and workshops;

- (c) Procurement of goods and services;
- (d) Processing of payments, disbursements and other financial transactions;
- (e) Administrative services including travel authorization, visa requests and other arrangements; Detailed description of services is provided in the Annex of this project document.

The UNDP Country Office may provide support services for assistance with reporting requirements and direct payment. In providing such support services, the UNDP country office shall ensure that the capacity of the IMCL is strengthened to enable it to carry out such activities directly.

When providing the above support services, the UNDP Country Office will recover the costs for providing Implementation Support Services on the basis of actual costs and transaction fee based on the latest Universal Price List. According to the corporate guidelines, these costs are an integral part of project delivery and, hence, will be charged to the same budget line (account in AWP) as the project input itself.

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. If the requirements for support services by the country office change during the life of a project, the list UNDP Country Office support services is revised with the mutual agreement of the UNDP Resident Representative and the IMCL.

The goods procured within the framework of the Project and necessary for the implementation of the its activities, in particular IT equipment & office furniture shall be transferred to the ownership of the IMCL, 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. The UNDP logo should be more prominent - and separated from any other logo, if possible, as UN visibility is important for security purposes. Only IMCL **and UNDP's** logo will be used in events and publications to be funded under this Project. In case of co-hosting of public events by other partner organizations, their official logo will also be listed in agenda, informational and promotional materials related to the event.

The Project will not develop its own logo.

## V. RESULTS FRAMEWORK

Intended Outcome as stated in the UNDAF/Country Programme Results and Resource Framework:

UNDAF OUTCOME 7/ CPD OUTCOME 3: By 2020, the quality of public administration is improved for equitable access to quality public services for all

UNDAF OUTCOME 8/ CPD OUTCOME 2: Legal and judicial reforms further ensure strong protection of rights, freedoms and legitimate interests of citizens

Outcome indicators as stated in the Country Programme [or Global/Regional] Results and Resources Framework, including baseline and targets:

UNDAF OUTCOME 7:

Output 3. Public policy/new legislation development processes reflect international standards.

a. Indicator 3.a: Number of bills/laws reviewed applying anti-corruption screening and regulatory impact assessment. Baseline: 0 (2014). Target: 3 (2016). Source/ frequency: Government decision (annual).

b. Indicator 3.b: Number of draft laws and regulations developed/reviewed by applying evidence-based policymaking tools. Baseline: 0 (2014). Target: 2 (2016). Source/frequency: Government decision (annual).

UNDAF OUTCOME 8:

Output 3. Parliament is able to **adopt legislation of high quality, reflecting citizens' inputs/international standards**

a. Indicator 3.a: Availability of feedback loop mechanism for consulting constituencies on draft laws. Baseline: Public consultations are non-systemic (2014). Target: Websites of both chambers enable public consultations (2016).

b. Indicator 3.b: Availability of Parliament's institutional/legal framework to encourage its members to make effective use of their powers of budget oversight. Baseline: legal framework needs revision, monitoring of budget spending is weak (2014) Target: Yes (2020).

c. Indicator 3.c: Extent to which Parliament plays role in coordination of achieving SGDs. Baseline: Parliament is not engaged in monitoring development programmes Target: Parliament holds annual reviews on the progress made and issues recommendations to the Government.

Applicable Output(s) from the UNDP Strategic Plan: Outputs 2.1, 2.2 and 2.4

Project title and Atlas Project Number: Support to enhancement of lawmaking, rulemaking and regulatory Impact Assessment/Phase-2

Expected Outcome	Indicators	Source	Baseline Information		Targeted Indicators					Data and Risk Collection Methods
			Index	Year	2017	2018	2019	2020	Итого	
Output 1. The process ensuring the quality of legislation is improved through evidence-based policymaking tools,	Indicator 1.1.: Percentage ratio of laws and legal regulations, reviewed by the Institute for Monitoring of Current Legislation (IMCL) using cost-benefit analysis.	Annual report of IMCL	0	2016	10%	20%	25%	30%		Annual statistical data provided by IMCL

broadening of public participation and the efficient parliamentary oversight over enforcement of laws in line with international standards.	Indicator 1.2.: Percentage ratio of laws and legal regulations, which were scrutinized to ensure anti-corruption compliance and endorsed by the Ministry of Justice.	Annual Report of the Ministry of Justice	17%	2016	20%	25%	30%	35%		Annual statistical data provided by the Ministry of Justice
	Indicator 1.3.: Availability of government/departmental regulation on the use of a regulatory impact assessment (RIA) instrument such as benefit-cost analysis of new legislation or any other instrument in compliance with international best practices.	Legal act	Only public consultations are set forth by law and reflected in the official government decree #328 dated 2.12.2014	2014		Set forth by law				<a href="http://www.lex.uz">www.lex.uz</a>
	Indicator 1.4.: Percentage ratio of reviewed proposals and comments received from the users on the website <a href="http://www.regulation.gov.uz">www.regulation.gov.uz</a>	<a href="http://www.regulation.gov.uz">www.regulation.gov.uz</a>	55%	2016	60%	65%	70%	75%		Statistical data on public consultations
	Indicator 1.5.: Number of accepted proposals on improving draft laws, which were sent to the public consultations section of the website of the Legislative Chamber of Oliy Majlis.	<a href="http://www.parliament.gov.uz">www.parliament.gov.uz</a>	(Public consultations section of LC Oliy Majlis website is not available)	2016	(Public consultations section created)	200	250	350		
	Indicator 1.6: Number of public activities on monitoring the implementation of the Sustainable Development Goals.	Resolution of the Oliy Majlis Chambers	0	2016	3	7	9	12		In accordance with the forms of parliamentary control established by the Law on Parliamentary Control

	Indicator 1.7. Number of inventoried multilateral international agreements in terms of their implementation into national legislation	<i>Action plan of the Ministry of Foreign Affairs</i>	0	2016	50	75	100	150		
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VI. MONITORING AND EVALUATION

In accordance with UNDP's programming policies and procedures, the project will be monitored through the following:

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 to facilitate tracking and resolution of potential problems or requests for change which can be raised at the Project Board meetings;  Periodic monitoring visits: Monthly Project visits will be conducted by the Head of Good Governance Unit and/or Focal point in the Good Governance Unit to discuss overall performance of the project, plans for future and other project issues.		
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 <b>may have been required as per UNDP's Social and Environmental Standards</b> . Audits will be conducted <b>in accordance with UNDP's audit policy to manage financial risk</b> .	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.	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 <b>UNDP's quality standards to identify project</b>	Annually	Areas of strength and weakness will be reviewed by project management		



	strengths and weaknesses and to inform management decision making to improve the project.		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 prepared by the Project Manager and presented to the Project Board.	Annually, and at the end of the project (final report)	Report should consist 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 log with mitigation measures, and any evaluation or review reports prepared over the period.		
Project Review (Project Board)	<b>The project's governance mechanism (i.e., project board)</b> 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. <b>In the project's final</b> 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.	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.		

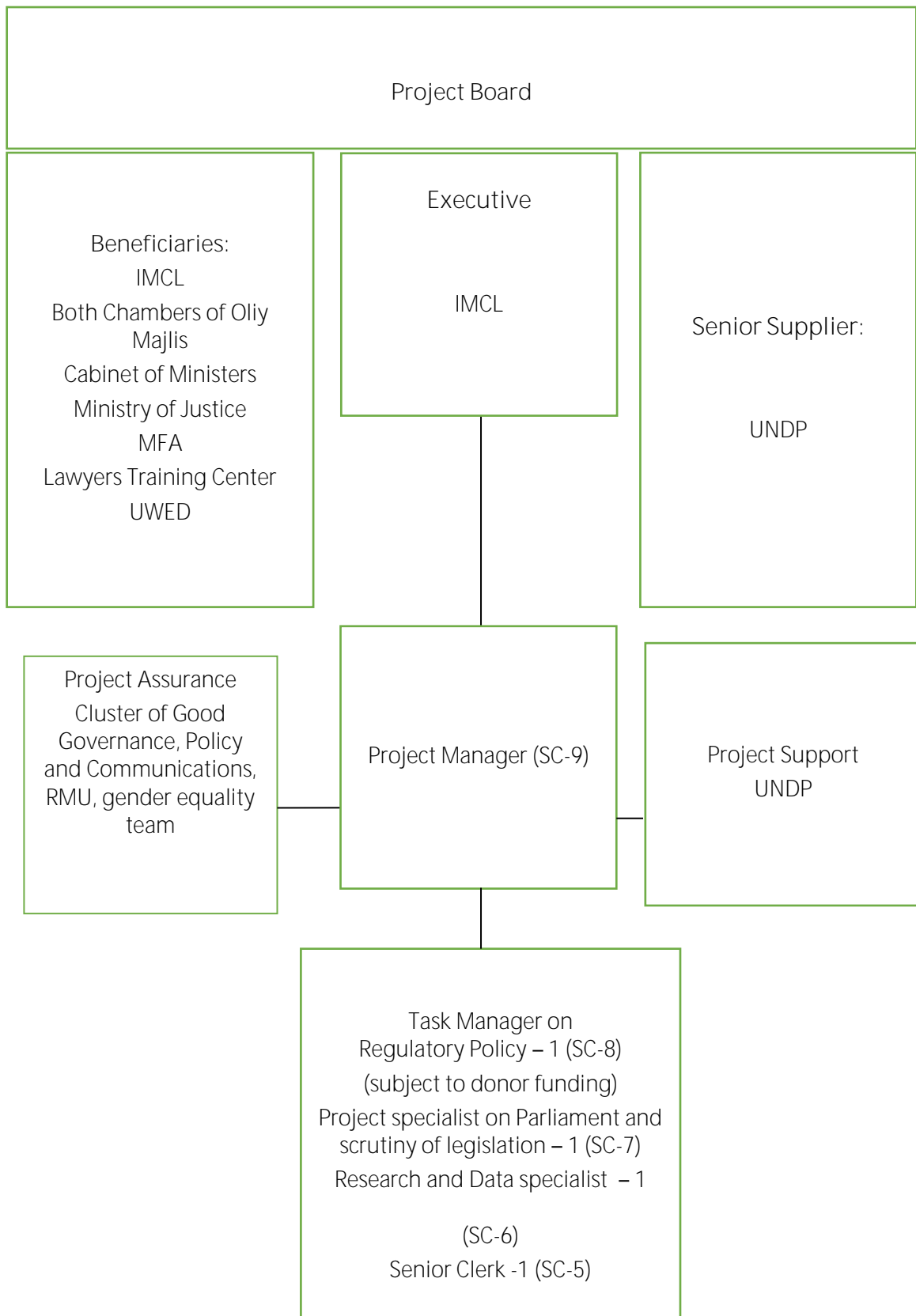
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VII. MULTI-YEAR WORK PLAN

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year				RESPONSIBLE PARTY	PLANNED BUDGET		
		2017	2018	2019	2020		Funding Source	Budget Description	Amount
Output 1. The process ensuring the quality of legislation is improved through evidence-based policymaking tools, broadening of public participation and the efficient parliamentary oversight over enforcement of laws in line with international standards.	1. Activity Strengthening the capacity of the IMCL in the development and scrutinizing of new legislation.	45 000	45 000	45 000	37 500	UNDP	TRAC		172 0
	2. Activity Support of executive branch in ensuring the development of high quality legislation in line with international standards and using full-fledged RIA tools to reduce regulatory burden.	37 500	37 500	37 500	35 000	UNDP	TRAC		147 0
	3. Activity Capacity building for both Chambers of the Parliament to review draft legislation in accordance with international standards and implementation of parliamentary control in priority areas as indicated in the UN Sustainable Development Goals.	30 000	30 000	32 500	35 000	UNDP	TRAC		127 0
	4. Activity Enhancement the mechanism of international treaties implementation and legal base of Uzbekistan's foreign policy and international activity in line with international standards.	30 000	30 000	27 500	25 000	UNDP	TRAC		112 500

	MONITORING								
	Sub-Total for Output 1								
Evaluation ( <i>as relevant</i> )	EVALUATION				10 000				10 000
ISS	5%	7500	7500	7500	7500				30 000
TOTAL									600 000

VIII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS



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## IX. LEGAL CONTEXT AND RISK MANAGEMENT

### Legal Context:

- Country has signed the Standard Basic Assistance Agreement (SBAA)
- Country has signed UNDAF Legal Annex in 2016

### 2. Implementing Partner:

- Institute for monitoring of current legislation under the President of the Republic of Uzbekistan, Government Entity (NIM)

This project document shall be the instrument referred to as such in Article I 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 IMCL (“**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.

Consistent with the Article III of the SBAA, the responsibility for the safety and security of the executing **agency and its personnel and property, and of UNDP’s property in the Executing Agency’s custody, rests** with the Executing Agency.

The executing agency 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 executing agency’s security, and the full implementation of the security plan.**

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 this agreement.

The executing agency agrees to undertake all reasonable efforts to ensure that none of the 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/Docs/sc/committees/1267/1267ListEng.htm>. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.

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## X. ANNEXES

1. Project Management Roles: Project Board Terms of Reference
2. **TORs of Project’s key management positions**

## ANNEX I. PROJECT MANAGEMENT ROLES

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### 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/Institute for Monitoring of Current Legislation 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 Task Manager (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.

#### Specific responsibilities:

##### *Initiating a project*

- **Agree on Project Manager'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.

##### *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 AWP 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 UNDP;
- Appraise the Project Annual Review Report, make recommendations for the next AWP, and inform the Project 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.

#### *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;
- 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. The 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 outputs 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;
- **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 that 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 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 assurance responsibilities of the Senior Supplier 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 Developer 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 Project Manager, therefore, the Project Board cannot delegate any of its assurance responsibilities to the Project Manager.

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;
- Gender mainstreaming policy embedded into project and implemented;
- 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:

#### *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.

#### *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”.**

#### *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.

Specific responsibilities 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 II. TORs for key project personnel

1) Project Manager (SC-9)

I. Job Information	
Job title:	Project Manager
Project Title/Department:	Support to Enhancement of Lawmaking, Rulemaking and Regulatory Impact Assessment/Phase-2 (RIA project)
SC range:	SB4-4/SC-9
Duration of the service:	6 months with possible extension (subject to satisfactory performance)
Work status (full time / part time):	Full time
Duty station:	Tashkent
Expected places of travel	n/a
Reports To:	Head of Good Governance Cluster
II. Background information	
<p>Overall goal of the RIA project is to strengthen national capacity for public policy development through sustainably increase the quality of public policy content, introduction of tools for evidence-based policy making (RIA, anti-corruption expertise), and contribution to the overall public policy agenda by promoting multi stakeholders involvement in public policy development and law drafting processes, support to Parliament on conducting effective parliamentary oversight and improve international treaties system.</p> <p>The first component of the RIA project is aimed to strengthen the capacity of the Institute for Monitoring of Current Legislation (IMCL) in the development and scrutinizing of new legislation. It implies transferring knowledge with regard to policy- and law making standards as well as supporting in overseeing the development of public policy and legislation. Moreover, the project will enhance capacity of IMCL to provide impact assessment, anti-corruption proofing, technical advice as well as perform legislation scrutiny in terms of gender equality to ensure all policies and legislation comply with international standards and create a standard process by which rational, comprehensive decision making is implemented within the public administration.</p> <p>The second component envisages support of executive branch in ensuring the development of high quality legislation in line with international standards and using full-fledged RIA tools to reduce regulatory burden. There are generally accepted standards for how public policy is developed which include:</p> <ul style="list-style-type: none"> <li>•<b>The need for a rigorous analytical process by which evidence is gathered and options are developed as to how to address perceived public policy problems;</b></li> <li>•<b>The standardized use of Regulatory Impact Assessment (RIA) as a means of presenting the public policy problem and the evidence and options for addressing this problem;</b></li> <li>•<b>Ensuring all proposals is considered in light of international governance standards. For example as related to anti-corruption expertise of draft laws and regulations;</b></li> <li>•<b>Engaging citizens in an inclusive manner to reflect the perspectives of various stakeholders before proposals are endorsed.</b></li> </ul> <p>The third component of the Project deals with capacity building for both Chambers of the Parliament to review draft legislation in accordance with international standards and implementation of parliamentary oversight in priority areas as indicated in the UN Sustainable Development Goals. Key aspects of this component include:</p>	

- **promotion of broad and inclusive public consultations** to ensure all interested citizens, civil society groups and other stakeholders have a chance to provide feedback on the content of the draft law;
- **analytical support in conducting expert scrutinizing of draft legislation with due consideration** of international practices;
- **support in developing relevant legal/regulatory and institutional foundation to establish the** institute of business Ombudsperson;
- **support in enhancement of legislation on provision of efficient parliamentary oversight;**
- **support in conducting analysis of legislative framework to identify inoperative provisions and “white spots”;**
- **analytical support of the Parliament to develop draft standard operating procedures in order** to implement ratified United Nations Conventions into domestic legislation;
- **developing guidelines and manuals to allow the Parliament to effectively monitor on timely** delivery of adopted laws to executive branches of power and ensure their enforcement.

The final component of the Project is designed to enhance the mechanism of treaties **implementation and legal base of Uzbekistan’s foreign policy and international activity in line** with international standards. Assistance will be provided for further enhancement of the procedures of implementation of treaties, the development of measures to further improve the mechanisms for oversight and monitoring the implementation of the international legal obligations.

Under direct supervision of the UNDP Head of Good Governance Unit and overall guidance of the Project Board, the Project Manager will be responsible for the operational management of the project according to the project document, UNDP corporate rules and procedures and for fulfilling the following:

### III. Functions / Key Outputs Expected

- 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;
- 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;
- Liaise with any suppliers;
- 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;

- 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 (AF format) and submit the reports to the Project Assurance team;
- Prepare the Annual Review Report (UNDP format) and Project Implementation Report (AF format) and submit reports to the Project Assurance team;
- Based on the 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.

#### IV. Competencies

<p>Corporate Competencies:</p>	<ul style="list-style-type: none"> <li>• <b>Demonstrates commitment to UNDP's mission, vision and values;</b></li> <li>• Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability;</li> <li>• Demonstrating/safeguarding ethics and integrity;</li> <li>• Demonstrate corporate knowledge and sound judgment;</li> <li>• Self-development, initiative-taking;</li> <li>• Acting as a team leader and facilitating team work;</li> <li>• Facilitating and encouraging open communication in the team, communicating effectively;</li> <li>• Creating synergies through self-control;</li> <li>• Managing conflict;</li> <li>• Learning and sharing knowledge and encourage the learning of others;</li> <li>• Informed and transparent decision making</li> </ul>
<p>Functional Competencies:</p>	<p><i>Communications and Networking</i></p> <ul style="list-style-type: none"> <li>• Has excellent oral communication skills and conflict resolution competency to manage inter-group dynamics and mediate conflicting interests of varied actors;</li> <li>• Has excellent written communication skills, with analytic capacity and ability to synthesize project outputs and relevant findings for the preparation of quality project reports;</li> <li>• Maturity and confidence in dealing with senior and high ranking members of national and international institutions, government and non-government.</li> </ul> <p><i>Knowledge Management and Learning</i></p> <ul style="list-style-type: none"> <li>• Promotes a knowledge sharing and learning culture in the team through leadership and personal example;</li> <li>• Actively mentoring project staff under her/his supervision;</li> <li>• Leadership and Self-Management;</li> <li>• Focuses on result for the client and responds positively to feedback;</li> <li>• Consistently approaches work with energy and a positive, constructive attitude;</li> <li>• Remains calm, in control and good humored even under pressure;</li> <li>• Competent in leading team and creating team spirit, stimulating team members to produce quality outputs in a timely and transparent fashion.</li> </ul> <p><i>Development and Operational Effectiveness</i></p> <ul style="list-style-type: none"> <li>• Ability to organize and complete multiple tasks by establishing priorities;</li> <li>• Ability to handle a large volume of work possibly under time constraints.</li> </ul> <p><i>Job Knowledge/Technical Expertise</i></p> <ul style="list-style-type: none"> <li>• Understands the main processes and methods of work regarding to the position</li> <li>• Strives to keep job knowledge up-to-date through self-directed study and other means of learning;</li> </ul>



	<ul style="list-style-type: none"> <li>• Demonstrates good knowledge of information technology and applies it in work assignments.</li> </ul> <p><i>Leadership and Self-Management</i></p> <ul style="list-style-type: none"> <li>• Builds strong relationships with clients, focuses on impact and result for the client and responds positively to feedback;</li> <li>• Consistently approaches work with energy and a positive, constructive attitude;</li> <li>• Demonstrates good oral and written communication skills.</li> </ul>
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**V. Qualifications Requirements**

Education:	University Degree in Law, Public Policy, Public Administration, Economics or Political Science is required.
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Experience:	Proven track of at least 4 years of analytical and research work experience or practical experience in project management in the field of Public Policy, Legal Policy and Reform, and/or Public Administration in governmental or non-governmental organizations is required. Previous experience in international development organizations would be considered as an asset.
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Language Requirements:	Fluency in English, Uzbek and Russian is required
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Others:	<p>Knowledge of and experience in gender mainstreaming is an asset;</p> <p>Experience in working and collaborating with governments;</p> <p>Initiative and strong leadership skills;</p> <p>Result and client-orientations;</p> <p>Strong analytical, communication, writing, presentation and communication skills;</p> <p>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;</p> <p>Ability to use information and communication technology as a tool and resource</p> <p>Willingness to travel as appropriate</p>
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**V. Signatures- Post Description Certification**

Incumbent <i>(if applicable)</i>		
Name	Signature	Date
Name / Title	Signature	Date
Supervisor		
Name / Title	Signature	Date

2) Task Manager on Regulatory Policy (SC-8)

I. Job Information	
Job title:	Task Manager on Regulatory Policy
Project Title/Department:	Support to Enhancement of Lawmaking, Rulemaking and Regulatory Impact Assessment/Phase-2 (RIA project)
SC range:	SB4-1/SC-8
Duration of the service:	6 months with possible extension (subject to satisfactory performance)
Work status (full time / part time):	Full time
Duty station:	Tashkent
Expected places of travel	None
Reports To:	Project Manager

II. BACKGROUND INFORMATION
<p>Overall goal of the RIA project is to strengthen national capacity for public policy development through sustainably increase the quality of public policy content, introduction of tools for evidence-based policy making (RIA, anti-corruption expertise), and contribution to the overall public policy agenda by promoting multi stakeholders involvement in public policy development and law drafting processes, support to Parliament on conducting effective parliamentary oversight and improve international treaties system.</p> <p>The first component of the RIA project is aimed to strengthen the capacity of the Institute for Monitoring of Current Legislation (IMCL) in the development and scrutinizing of new legislation. It implies transferring knowledge with regard to policy- and law making standards as well as supporting in overseeing the development of public policy and legislation. Moreover, the project will enhance capacity of IMCL to provide impact assessment, anti-corruption proofing, technical advice as well as perform legislation scrutiny in terms of gender equality to ensure all policies and legislation comply with international standards and create a standard process by which rational, comprehensive decision making is implemented within the public administration.</p> <p>The second component envisages support of executive branch in ensuring the development of high quality legislation in line with international standards and using full-fledged RIA tools to reduce regulatory burden. There are generally accepted standards for how public policy is developed which include:</p> <ul style="list-style-type: none"> <li>•<b>The need for a rigorous analytical process by which evidence is gathered and options are developed as to how to address perceived public policy problems;</b></li> <li>•<b>The standardized use of Regulatory Impact Assessment (RIA) as a means of presenting the public policy problem and the evidence and options for addressing this problem;</b></li> <li>•<b>Ensuring all proposals is considered in light of international governance standards. For example as related to anti-corruption expertise of draft laws and regulations;</b></li> <li>•<b>Engaging citizens in an inclusive manner to reflect the perspectives of various stakeholders before proposals are endorsed.</b></li> </ul> <p>The third component of the Project deals with capacity building for both Chambers of the Parliament to review draft legislation in accordance with international standards and implementation of parliamentary oversight in priority areas as indicated in the UN Sustainable Development Goals. Key aspects of this component include:</p> <ul style="list-style-type: none"> <li>•<b>promotion of broad and inclusive public consultations to ensure all interested citizens, civil society groups and other stakeholders have a chance to provide feedback on the content of the draft law;</b></li> <li>•<b>analytical support in conducting expert scrutinizing of draft legislation with due consideration of international practices;</b></li> <li>•<b>support in developing relevant legal/regulatory and institutional foundation to establish the institute of business Ombudsperson;</b></li> <li>•<b>support in enhancement of legislation on provision of efficient parliamentary oversight;</b></li> </ul>

- support in conducting analysis of legislative framework to identify inoperative provisions and “white spots”;
- analytical support of the Parliament to develop draft standard operating procedures in order to implement ratified United Nations Conventions into domestic legislation;
- developing guidelines and manuals to allow the Parliament to effectively monitor on timely delivery of adopted laws to executive branches of power and ensure their enforcement.

The final component of the Project is designed to enhance the mechanism of treaties implementation and **legal base of Uzbekistan’s foreign policy and international activity in line with international standards**. Assistance will be provided for further enhancement of the procedures of implementation of treaties, the development of measures to further improve the mechanisms for oversight and monitoring the implementation of the international legal obligations.

Under guidance and direct supervision of the Project Manager and in close consultation with GGC Programme Analyst on Rule of Law, the Task Manager on Regulatory Policy will be responsible for the satisfactory achievement of the entrusted tasks according to UNDP corporate rules and procedures, as described below:

### III. FUNCTIONS / KEY OUTPUTS EXPECTED

1. Conducts research and analysis of the current legislation related to the lawmaking and rulemaking processes and provide comprehensive recommendations on its further development;
2. Develops analytical papers and policy briefs on the advancement of regulatory policy in Uzbekistan;
3. Facilitates research, situation analysis and compile recommendations on best-practices in regulatory policy reform **for the Government’s** consideration;
4. Advises **project team and project’s main beneficiaries** on the impact of the changing regulatory policies to the system of lawmaking and rulemaking in Uzbekistan, as well as on methodologies of Regulatory Impact Assessment (RIA) and Anti-Corruption expertise of legislation;
5. Builds and maintains strong relationships and networks with government institutions, civil servants, legal experts, and national NGOs involved in legislative drafting process;
6. Organizes trainings, conferences, roundtables and workshops on a range of regulatory issues including: RIA methodology, evidence-based policy making, public consultations, transparency and integrity in legislative drafting process, anti-corruption analysis of legislation etc;
7. Assists in the development of draft laws and regulations on institutionalization of RIA and other advanced methodologies of evidence-based policy making based on international best practices, including production of proposals with international partners (OECD, EU institutions etc) and the identification of opportunities for constructive engagements with MPs, key senior civil servants, policy analysts and decision-makers;
8. Coordinates the development and promotion of unified database of international treaties of the Republic of Uzbekistan with key national stakeholders based on the best foreign practice;
9. Supports Project team and involved international and local consultants on achieving project targets, producing key outputs and organizing planned events jointly with national partners;
10. Provides Project team with brief review of domestic and foreign legislation updates on core research topics of RIA project on a regular basis;
11. Reviews analytical papers and policy briefs prepared within RIA project for consistency, completeness and compliance with international standards;
12. Provides expert knowledge on the conceptual areas of the regulatory policy and key legal issues affecting lawmaking and rulemaking processes;
13. Develops and maintains constructive relationships with key stakeholders such as Institute for Monitoring of Current Legislation, Oliy Majlis, Cabinet of Ministers, Ministry of Justice and other ministries and agencies in order to support awareness raising on key issues of regulatory reform in Uzbekistan;
14. Ensures that project contributes to the promotion of gender equality by reaching, involving and benefiting both women and men in its activities (gender mainstreaming);
15. Prepares draft quarterly and annual project reports, contributes to the preparation of annual work plans, procurement plans, M&E plans and documents on other programmatic issues related to successful implementation of RIA project in accordance with UNDP rules and procedures;

16. Participates in elaboration and supervising execution of the Project's Annual Plan of Activities, work plan, analyze emerging problems and propose adequate measures to ensure timely fulfillment of envisioned tasks;
17. Identifies partnership strategies with regard to providers of specialized expertise, with special encouragements for providers with gender mandate/gender knowledge, and possible co-financiers, and leads resource mobilization for project components;
18. Coordinates recruitment process of the qualified full-time and part-time local and international consultants and ensures timely delivery of services and payments, format and supervise their activities;
19. Collaborates closely with government bodies, research think-tanks, private sector, civil society and other development actors;
20. Contributes to preparation/drafting of research and analytical papers planned within the Project;
21. Assists in arranging and accomplishment of international experts missions;
22. Assists Project Manager on day-to-day management of project activities;
23. Performs other duties related to the scope of work of the Task Manager on Regulatory Policy as required.

*Corporate Competencies:*

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

- *Functional Competencies:*

- Self-management, communications and presentation skills;
- Good analytical, legal drafting and writing skills;
- Computer literacy and ability to use modern technology as a tool in every-day work;
- Result-oriented;
- 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 reasonable risk taking,
- Acting as a team player and facilitating team work;
- Informed and transparent decision making.

IV. Qualification Requirements	
Education:	University degree in law, public policy, public administration, economics, and other related fields is required.
Experience:	At least 4 years of policy analysis and legal (normative-legal acts) drafting experience in the governmental or non-governmental organization is required; Familiarity with the concept of regulatory impact assessment is an asset; Experience in providing policy advice to policy makers on better enforcement of regulations for the private sector is an asset.
Language Requirements:	Fluency in English and Russian is required. Fluency in Uzbek is an asset
Others:	Ability to use ICT as a tool and resource; Initiative, analytical judgment, ability to work under pressure, ethics and honesty; Strong organizational and communication skills, ability to work in a team;

	Ability to meet deadlines in a result-oriented environment; Ability to learn and adapt quickly.
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V. Signatures- Post Description Certification		
Incumbent (if applicable)		
Name	Signature	Date
Name / Title	Signature	Date

3) Project specialist on Parliament and scrutiny of legislation (SC-7)

I. Job Information	
Job title:	Project specialist on Parliament and scrutiny of legislation
Project Title/Department:	Support to Enhancement of Lawmaking, Rulemaking and Regulatory Impact Assessment /Phase-2 (RIA project)
SC range:	SB3-3/SC-7
Duration of the service:	6 months with possible extension (subject to satisfactory performance)
Work status (full time / part time):	Full time
Duty station:	Tashkent
Expected places of travel	None
Reports To:	Project Manager

II. BACKGROUND INFORMATION
<p>Overall goal of the RIA project is to strengthen national capacity for public policy development through sustainably increase the quality of public policy content, introduction of tools for evidence-based policy making (RIA, anti-corruption expertise), and contribution to the overall public policy agenda by promoting multi stakeholders involvement in public policy development and law drafting processes, support to Parliament on conducting effective parliamentary oversight and improve international treaties system.</p> <p>The first component of the RIA project is aimed to strengthen the capacity of the Institute for Monitoring of Current Legislation (IMCL) in the development and scrutinizing of new legislation. It implies transferring knowledge with regard to policy- and law making standards as well as supporting in overseeing the development of public policy and legislation. Moreover, the project will enhance capacity of IMCL to provide impact assessment, anti-corruption proofing, technical advice as well as perform legislation scrutiny in terms of gender equality to ensure all policies and legislation comply with international standards and create a standard process by which rational, comprehensive decision making is implemented within the public administration.</p> <p>The second component envisages support of executive branch in ensuring the development of high quality legislation in line with international standards and using full-fledged RIA tools to reduce regulatory burden. There are generally accepted standards for how public policy is developed which include:</p> <ul style="list-style-type: none"> <li>•The need for a rigorous analytical process by which evidence is gathered and options are developed as to how to address perceived public policy problems;</li> <li>•The standardized use of Regulatory Impact Assessment (RIA) as a means of presenting the public policy problem and the evidence and options for addressing this problem;</li> <li>•Ensuring all proposals is considered in light of international governance standards. For example as related to anti-corruption expertise of draft laws and regulations;</li> </ul>

•**Engaging citizens in an inclusive manner to reflect the perspectives** of various stakeholders before proposals are endorsed.

The third component of the Project deals with capacity building for both Chambers of the Parliament to review draft legislation in accordance with international standards and implementation of parliamentary oversight in priority areas as indicated in the UN Sustainable Development Goals. Key aspects of this component include:

- promotion of broad and inclusive public consultations to ensure all interested citizens, civil society groups** and other stakeholders have a chance to provide feedback on the content of the draft law;
- analytical support in conducting expert scrutinizing of draft legislation with due consideration of** international practices;
- support in developing relevant legal/regulatory** and institutional foundation to establish the institute of business Ombudsperson;
- support in enhancement of legislation on provision of efficient parliamentary oversight;**
- support in conducting analysis of legislative framework to identify inoperative provisions and “white spots”;**
- analytical support of the Parliament to develop draft standard operating procedures in order to implement** ratified United Nations Conventions into domestic legislation;
- developing guidelines and manuals to allow the Parliament** to effectively monitor on timely delivery of adopted laws to executive branches of power and ensure their enforcement.

The final component of the Project is designed to enhance the mechanism of treaties implementation and **legal base of Uzbekistan’s** foreign policy and international activity in line with international standards. Assistance will be provided for further enhancement of the procedures of implementation of treaties, the development of measures to further improve the mechanisms for oversight and monitoring the implementation of the international legal obligations.

Under guidance and direct supervision of the Project Manager and in close consultation with GGC Programme Analyst on Rule of Law, the Project specialist on Parliament and scrutiny of legislation will be responsible for the satisfactory achievement of the entrusted tasks according to UNDP corporate rules and procedures, as described below:

### III. FUNCTIONS / KEY OUTPUTS EXPECTED

1. Conducts research and analysis of the current legislation related to the law making, parliamentary oversight and legislative scrutiny processes as well as of the needs assessment of the Parliament and provide comprehensive recommendations thereto;
2. Develops analytical papers and policy briefs on the enhancement of law making of Parliament, parliamentary oversight and scrutiny of legislation in Uzbekistan as well as on building capacity of the Parliament;
3. Facilitates research, situation analysis and compile recommendations based on best-practices in the sphere of parliamentary reforms and legislative scrutiny for consideration of the Parliament and other stakeholders;
4. Advises **project team and project’s main beneficiaries** on the impact of enhancing the system of law making in Uzbekistan (adoption of self-executing laws, systematization of legislation, parliamentary oversight etc.) introducing treaties monitoring methodologies and implementing international standards as well as on building capacity of the Parliament;
5. Builds and maintains strong relationships and networks with the parliament, MPs and senators, civil servants, legal experts, and national NGOs involved in law making and scrutiny of legislation;
6. Participates in organization of trainings, conferences, roundtables and workshops on a range of parliamentary issues including: law making practice, parliamentary oversight and legislative scrutiny, treaties implementation issues, monitoring the observance of international legal obligations, public consultations and discussions, transparency and integrity in legislative drafting process, etc;

7. Assists in drafting and scrutinizing of legal acts for enhancement of legislative scrutiny, parliamentary oversight, self-executing laws, systematization of legislation, etc. based on international best practices, including production of proposals with international partners (OECD, EU institutions etc) and the identification of opportunities for constructive engagements with MPs, key senior civil servants, policy analysts and decision-makers;
8. Supports Project team and involved international and local consultants on achieving project targets, producing key outputs and organizing planned events jointly with national partners;
9. Provides Project team with brief review of domestic and foreign legislation updates on core research topics of Project on a regular basis;
10. Ensures that project contributes to the promotion of gender equality by reaching, involving and benefiting both women and men in its activities (gender mainstreaming);
11. Participates in drafting quarterly and annual project reports, contributes to the preparation of annual work plans of project;
12. **Participates in execution of the Project's Annual Plan of Activities**, work plan, analyze emerging problems and propose adequate measures to ensure timely fulfillment of envisioned tasks;
13. Collaborates closely with the Parliament, government bodies, research think-tanks, private sector, civil society and other development actors;
14. Assists in arranging and accomplishment of international experts missions;
15. Performs other duties related to the scope of work of the Project specialist on Parliament and scrutiny of legislation as required.

*Corporate Competencies:*

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

- *Functional Competencies:*

- Self-management, communications and presentation skills;
- Good analytical, legal drafting and writing skills;
- Computer literacy and ability to use modern technology as a tool in every-day work;
- Result-oriented;
- Consistently approaches work with energy and a positive, constructive attitude;
- Remains calm, in oversight 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 reasonable risk taking,
- Acting as a team player and facilitating team work;
- Informed and transparent decision making.

IV. Qualification Requirements	
Education:	University degree in law, public policy, public administration, economics, and other related fields is required.
Experience:	At least 3 years of policy analysis and legal drafting experience in the parliamentary, governmental or non-governmental organization is required;  Familiarity with the concept of systematization of legislation, self-executing laws is an asset;  Experience in providing policy advice to policy makers on better enforcement of laws for the private sector is an asset.

Language Requirements:	Fluency in English and Russian is required. Fluency in Uzbek is an asset
Others:	Ability to use ICT as a tool and resource; Initiative, analytical judgment, ability to work under pressure, ethics and honesty; Strong organizational and communication skills, ability to work in a team; Ability to meet deadlines in a result-oriented environment; Ability to learn and adapt quickly.

V. Signatures- Post Description Certification		
Incumbent (if applicable)		
Name	Signature	Date
Head of Unit/Division	Signature	Date
Supervisor	Signature	Date

4) Research and Data specialist (SC-6)

I. Job Information	
Job title:	Research and Data specialist
Project Title/Department:	Support to Enhancement of Lawmaking, Rulemaking and Regulatory Impact Assessment /Phase-2 (RIA-II project)
SC range:	SC-6
Duration of the service:	6 months with possible extension (subject to satisfactory performance)
Work status (full time / part time):	Full time
Duty station:	Tashkent
Expected places of travel	None
Reports To:	Project Manager

II. BACKGROUND INFORMATION
<p>Overall goal of the RIA project is to strengthen national capacity for public policy development through sustainably increase the quality of public policy content, introduction of tools for evidence-based policy making (RIA, anti-corruption expertise), and contribution to the overall public policy agenda by promoting multi stakeholders involvement in public policy development and law drafting processes, support to Parliament on conducting effective parliamentary oversight and improve international treaties system.</p> <p>The first component of the RIA project is aimed to strengthen the capacity of the Institute for Monitoring of Current Legislation (IMCL) in the development and scrutinizing of new legislation. It implies transferring knowledge with regard to policy- and law making standards as well as supporting in overseeing the development of public policy and legislation. Moreover, the project will enhance capacity of IMCL to provide impact assessment, anti-corruption proofing, technical advice as well as perform legislation scrutiny in terms of gender equality to ensure all policies and legislation comply with international standards and create a standard process by which rational, comprehensive decision making is implemented within the public administration.</p>



The second component envisages support of executive branch in ensuring the development of high quality legislation in line with international standards and using full-fledged RIA tools to reduce regulatory burden. There are generally accepted standards for how public policy is developed which include:

- **The need for a rigorous analytical process by which evidence is gathered and options are developed as to how to address perceived public policy problems;**
- **The standardized use of Regulatory Impact Assessment (RIA) as a means of presenting the public policy problem and the evidence and options for addressing this problem;**
- **Ensuring all proposals is considered in light of international governance standards. For example as related to anti-corruption expertise of draft laws and regulations;**
- **Engaging citizens in an inclusive manner to reflect the perspectives of various stakeholders before proposals are endorsed.**

The third component of the Project deals with capacity building for both Chambers of the Parliament to review draft legislation in accordance with international standards and implementation of parliamentary oversight in priority areas as indicated in the UN Sustainable Development Goals. Key aspects of this component include:

- **promotion of broad and inclusive public consultations to ensure all interested citizens, civil society groups and other stakeholders have a chance to provide feedback on the content of the draft law;**
- **analytical support in conducting expert scrutinizing of draft legislation with due consideration of international practices;**
- **support in developing relevant legal/regulatory and institutional foundation to establish the institute of business Ombudsperson;**
- **support in enhancement of legislation on provision of efficient parliamentary oversight;**
- **support in conducting analysis of legislative framework to identify inoperative provisions and “white spots”;**
- **analytical support of the Parliament to develop draft standard operating procedures in order to implement ratified United Nations Conventions into domestic legislation;**
- **developing guidelines and manuals to allow the Parliament to effectively monitor on timely delivery of adopted laws to executive branches of power and ensure their enforcement.**

The final component of the Project is designed to enhance the mechanism of treaties implementation and **legal base of Uzbekistan’s foreign policy and international activity in line with international standards.** Assistance will be provided for further enhancement of the procedures of implementation of treaties, the development of measures to further improve the mechanisms for oversight and monitoring the implementation of the international legal obligations.

Under guidance and direct supervision of the Project Manager, Research and Data Specialist will be responsible for the satisfactory achievement of the entrusted tasks according to UNDP corporate rules and procedures, as described below:

### III. FUNCTIONS / KEY OUTPUTS EXPECTED

1. **Conducts research and analysis of Parliament’s activity and institutions, think-tanks on monitoring of legislation;**
2. **Data collection and initial systemization of information related to international best practice in enhancement of law making of Parliament, parliamentary oversight and legislative scrutiny processes;**
3. **Explores international best practices, compiles and analyses cutting edge research produced by leading think-tanks and providing assistance in designing tailor-made recommendations;**
4. **Provides Project team with brief review of domestic and foreign legislation updates and new developments on core research topics of the Project on a regular basis;**

5. Gathering and systematization of information, international experience, countries performance data in WB Global Indicators of Regulatory Governance;
6. Assistance in development of analytical papers and policy briefs on the enhancement of law making of Parliament, parliamentary oversight in Uzbekistan, building capacity of the Parliament;
7. Builds and nurtures strong relationships and networks with international counterparts and organizations;
8. Maintains, updates electronic and documentation data base of informational and analytical materials;
9. Organization and ensuring easy and effective access to various data bases of publications and research papers;
10. Conducting of official mass-media monitoring and analysis in publicly available sources on a wide range of issues including: law making practice, parliamentary oversight and legislative scrutiny;
11. Participates in drafting quarterly and annual project reports, contributes to the preparation of annual work plans of the project;
12. **Participates in execution of the Project's Annual Plan of Activities, work plan, analyze emerging problems and propose adequate measures to ensure timely fulfillment of envisioned tasks;**
13. Supports Project team and involved international and local consultants on achieving project targets, producing key outputs and organizing planned events jointly with national partners;
14. Undertake other tasks consistent with the level of the post and/ or assigned by the supervisors.

*Corporate Competencies:*

- **Demonstrates commitment to UNDP's mission, vision and values;**
- Promotes the vision, mission, and strategic goals of UNDP;
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability

*Functional Competencies:*

- Ability to leverage information technology, executive information systems, management techniques and tools in daily work;
- Excellent analytical and report writing skills;
- Capacity to gather comprehensive information on complex problems or situations, a large volume of work possibly under time constraints;
- Ability to organize and complete multiple tasks on time by establishing priorities;
- Maturity and confidence in communications with senior government counterparts, high-level representatives of public and international organizations, as well donors and NGO partners;
- Evaluates information accurately and identifies key issues for attention and necessary action;
- Generates new ideas and approaches, researches and documents best practices and proposes new, more effective ways of doing things;
- Self-management, communications and presentation skills;
- Responds positively to critical feedback and different viewpoints.

*Core competencies:*

- Demonstrates/safeguards ethics and integrity;
- Demonstrate corporate knowledge and sound judgement;
- Planning and organizing: Proven ability to plan strategic direction and ability to organize and service meetings;
- Acting as a team player and facilitating team work;
- Informed and transparent decision making: Fair and appropriate decision-making, calculated and reasonable risk-taking.
- Knowledge sharing: Sharing knowledge across the organization and building a culture of knowledge sharing and learning.

- Commitment to continuous learning; Willingness to keep abreast of new developments in the field of regulatory reform and seeks to develop him/herself professionally;

IV. Qualification Requirements	
Education:	University degree in law, public policy, public administration, social science, information technologies, economics, and other related fields is required.
Experience:	<p>At least 3 years of proven professional experience in data collection and research field, as well as thematic consolidation of information-analytical and legislation data;</p> <p>Experience of working with academia / think tanks / research institutions and such will be preferred;</p> <p>Familiarity with the working environment and professional standards of international organizations and national think-tanks, government organizations;</p> <p>High quality reports and knowledge products (samples may be requested as reference);</p> <p>Experience in providing policy advice to policy makers on better enforcement of laws for the private sector is an asset.</p> <p>Advanced knowledge of spread sheet, database and research packages will be an asset;</p>
Language Requirements:	Fluency in Russian is required. Good knowledge in English and Uzbek is an asset
Others:	<p>Ability to use ICT as a tool and resource;</p> <p>Initiative, analytical judgment, ability to work under pressure, ethics and honesty;</p> <p>Ability to meet deadlines in a result-oriented environment;</p> <p>Ability to learn and adapt quickly;</p> <p>Professional experience of working in and cooperation with public institutions</p>

V. Signatures- Post Description Certification		
Incumbent <i>(if applicable)</i>		
Name	Signature	Date
Head of Unit/Division	Signature	Date
Supervisor	Signature	Date

#### 5) Senior Clerk on Administrative and Financial Issues (SC-5)

I. Job Information	
Job title:	Senior Clerk
Project Title/Department:	Support to Enhancement of Lawmaking, Rulemaking and Regulatory Impact Assessment/ Phase -2 (RIA project)
SC range:	SB3-2/SC-5

Duration of the service:	6 months with possible extension (subject to satisfactory performance)
Work status (full time / part time):	Full time
Duty station:	Tashkent
Expected places of travel	None
Reports To:	Project Manager

## II. BACKGROUND INFORMATION

Overall goal of the RIA project is to strengthen national capacity for public policy development through sustainably increase the quality of public policy content, introduction of tools for evidence-based policy making (RIA, anti-corruption expertise), and contribution to the overall public policy agenda by promoting multi stakeholders involvement in public policy development and law drafting processes, support to Parliament on conducting effective parliamentary oversight and improve international treaties system.

The first component of the RIA project is aimed to strengthen the capacity of the Institute for Monitoring of Current Legislation (IMCL) in the development and scrutinizing of new legislation. It implies transferring knowledge with regard to policy- and law making standards as well as supporting in overseeing the development of public policy and legislation. Moreover, the project will enhance capacity of IMCL to provide impact assessment, anti-corruption proofing, technical advice as well as perform legislation scrutiny in terms of gender equality to ensure all policies and legislation comply with international standards and create a standard process by which rational, comprehensive decision making is implemented within the public administration.

The second component envisages support of executive branch in ensuring the development of high quality legislation in line with international standards and using full-fledged RIA tools to reduce regulatory burden. There are generally accepted standards for how public policy is developed which include:

- **The need for a rigorous analytical process by which evidence is gathered and options are developed as to how to address perceived public policy problems;**
- **The standardized use of Regulatory Impact Assessment (RIA) as a means of presenting the public policy problem and the evidence and options for addressing this problem;**
- **Ensuring all proposals is considered in light of international governance standards. For example as related to anti-corruption expertise of draft laws and regulations;**
- **Engaging citizens in an inclusive manner to reflect the perspectives of various stakeholders before proposals are endorsed.**

The third component of the Project deals with capacity building for both Chambers of the Parliament to review draft legislation in accordance with international standards and implementation of parliamentary oversight in priority areas as indicated in the UN Sustainable Development Goals. Key aspects of this component include:

- **promotion of broad and inclusive public consultations** to ensure all interested citizens, civil society groups and other stakeholders have a chance to provide feedback on the content of the draft law;
- **analytical support in conducting expert scrutinizing of draft legislation with due consideration of international practices;**
- **support in developing relevant legal/regulatory and institutional foundation to establish the institute of business Ombudsperson;**
- **support in enhancement of legislation on provision of efficient parliamentary oversight;**
- **support in conducting analysis of legislative framework to identify inoperative provisions and “white spots”;**
- **analytical support of the Parliament to develop draft standard operating procedures in order to implement ratified United Nations Conventions into domestic legislation;**

•developing guidelines and manuals to allow the Parliament to effectively monitor on timely delivery of adopted laws to executive branches of power and ensure their enforcement.

The final component of the Project is designed to enhance the mechanism of treaties implementation and **legal base of Uzbekistan's foreign policy and international activity in line with international standards.** Assistance will be provided for further enhancement of the procedures of implementation of treaties, the development of measures to further improve the mechanisms for oversight and monitoring the implementation of the international legal obligations.

Under guidance and direct supervision of the Project Manager and in close coordination with Task Manager on Regulatory Policy, the Senior Clerk will be responsible for the satisfactory achievement of the entrusted tasks according to UNDP corporate rules and procedures, as described below:

### III. FUNCTIONS / KEY OUTPUTS EXPECTED

1. Arranges office logistics, travel as well as recruitment/extension/separation of the Project personnel, and Project consultants;
2. Assists in performing procurement related operations in accordance with UNDP rules and procedures based on consultations with Project Manager and UNDP Operations;
3. Drafts all financial and administrative documents related to the project in accordance with the **UNDP rules and procedures, maintains project's expenditures and commitments shadow budget;**
4. Prepares quarterly and annual budget plans for recruitment of personnel; maintains financial records and monitoring systems to record and reconcile expenditures, balances, payments and other data for day-to-day transaction and reports;
5. Assists Project staff, experts and consultants on all respects of allowances, salary advances, travel claims and other financial and administrative matters, and calculates and authorizes payments due for claims and services;
6. Prepares detailed cost estimates and participates in budget analysis and projections as required to handle all financial operations of the project office, makes cash payments and reconciles all accounts in required time frame;
7. Maintains, updates and transmits inventory records of non-expendable equipment in accordance with UNDP rules;
8. **Performs cash custodian's duties being primarily responsible for Project's cash disbursements and maintains Project's petty cash book;**
9. Prepares leave monitoring tables for Project staff, checks the accuracy and proper completion of monthly leave reports;
10. Observes the challenges related to administrative-financial issues and advises to Project Manager **to take respective measures to provide adequate project's resources in time for implementation of the Project activities;**
11. Assist Project Manager to define the cost-effective measures for optimal use of resources of the Project;
12. Performs administrative and financial processes and financial records in compliance with UNDP rules, regulations, policies and strategies;
13. Translates Project related documents, when needed (Eng/Rus/Uzb);
14. Maintains filing system for project documents and materials;
15. Performs other duties related to the scope of work of the Senior Clerk as required.

*Corporate Competencies:*

- **Demonstrates commitment to UNDP’s mission, vision and values;**
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability
- *Functional Competencies:*
  - Self-management, communications and presentation skills;
  - Good analytical and writing skills;
  - Computer literacy and ability to use modern technology as a tool in every-day work;
  - Result-oriented;
  - 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 reasonable risk taking,
  - Acting as a team player and facilitating team work;
  - Informed and transparent decision making.

IV. Qualification Requirements	
Education:	University degree in economics, business administration, marketing, finance and other related fields is required.
Experience:	At least 2 years of experience in the area of finance and administration in private company or government organization or NGO is required; Relevant experience with UNDP - funded projects is an asset;
Language Requirements:	Proficiency in English, Uzbek and Russian is required.
Others:	Ability to use ICT as a tool and resource; Initiative, analytical judgment, ability to work under pressure, ethics and honesty; Strong organizational and communication skills, ability to work in a team; Ability to meet deadlines in a result-oriented environment; Ability to learn and adapt quickly.

V. Signatures- Post Description Certification		
Incumbent <i>(if applicable)</i>		
Name	Signature	Date
Name / Title	Signature	Date
Name / Title	Signature	Date

### ANNEX III. RISK MANAGEMENT

1. Consistent with the Article III of the SBAA *[or the Supplemental Provisions to the Project Document]*, 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](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](http://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. Each contract issued by the Implementing Partner in connection with this Project Document shall include a provision representing that no fees, gratuities, rebates, gifts, commissions or other payments, other than those shown in the proposal, have been given, received, or promised in connection with the selection process or in contract execution, and that the recipient of funds from the Implementing Partner shall cooperate with any and all investigations and post-payment audits.
12. 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.
13. The Implementing Partner shall ensure that all of its obligations set forth under this section entitled **"Risk Management"** are passed on to each responsible party, subcontractor and sub-recipient and that **all the clauses under this section entitled "Risk Management Standard Clauses"** are included, *mutatis mutandis*, in all sub-contracts or sub-agreements entered into further to this Project Document.