

UNITED NATIONS DEVELOPMENT PROGRAMME

PROJECT DOCUMENT
UZBEKISTAN



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Project Title: "Rule of Law Partnership in Uzbekistan"
Project Number: 00081933
Implementing Partner: Supreme Court of the Republic of Uzbekistan
Start Date: 01/11/2014 **End Date:** 31/12/2021 **PAC Meeting date:** 22/12/2017

Brief Description

US Agency for International Development (USAID), Supreme court of the Republic of Uzbekistan and UNDP in Uzbekistan have agreed to extend the duration of project till September 30, 2021 with focus on following two objectives of the current program with particular activities specified further in Project document:

1. Increased systemic, institutional and procedural judicial independence of civil, criminal, economic and administrative courts, as well as strengthened public access to justice, achieved through providing strategy and policy advice to key decision makers;
2. Increased integrity, efficiency and competency of the judiciary through upgrading the continuous education system for judges, providing a wider application of e-justice tools, and improving court administration systems and performance.

US Agency for International Development (USAID) and UNDP in Uzbekistan has also agreed to provide additional funding for the extended period of project implementation in the amount of USD 1,1 mln., including USAID's share USD 1 mln. and UNDP's share USD 100,000 thus increasing overall contributions as specified below.

Supreme court of the Republic of Uzbekistan and UNDP in Uzbekistan have also agreed that while project activities should be finalized by abovementioned date, project will remain operational till December 31, 2021 (with limited number of project personnel), to finalize project closure activities including transfer of project assets to national partner, preparation of final project report, organization of final project board meeting, etc.

UNDAF 2016-2020 (United Nations Development Assistance Framework for the Republic of Uzbekistan)

Outcome 8. By 2020, legal and judicial reforms ensure strong protection of rights, freedoms and legitimate interests of citizens.

Indicator 8.2 extent to which transparency of court administration and judicial independence strengthened and increase public trust in courts.

GEN2

Total resources required:	\$ 6 481 177,27	
Total resources allocated	UNDP TRAC:	\$ 1 019 194,95
	USAID:	\$ 5 461 982,32
	In-kind: Supreme court	Office premises, communications (landline phone)

UNDP

Agreed by:
Supreme court of the Republic of Uzbekistan

Matilda Dimovska

Ms. Matilda Dimovska,
UNDP Resident Representative
in Uzbekistan

Date: 27-Dec-2020

[Signature]
Mr. Kozimdjan Kamilov,
Chairperson of the Supreme Court of the
Republic of Uzbekistan

Date: 28.12.2020

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I. DEVELOPMENT CHALLENGE

Ensuring the rule of law is a top prerogative for all democracies and a primary goal of judicial reform. A goal of ensuring the rule of law depends largely on whether positive results achieved on the range of its interconnected elements. One of these elements is poor efficiency and quality of the administration of justice resulting inadequate protection of rights and freedoms. As petitions analysis to the virtual reception of the President of Uzbekistan has shown, citizens' complaints against the judicial authorities are ranked number 3 among all others¹ (63,357 petitions for 10 months). Another such element is an ineffective, non-transparent mechanism for selection and appointment (reassignment) of judges that results in the form of insufficient independence of the judiciary. Insufficient transparency of court activities may have negative effects on citizens' confidence in the courts and the dignity of justice. The profound inconsistency between national standards of administration of justice and international standards results in diminishing Uzbekistan's rate in the international arena. The given impact can be observed in the ranking of Uzbekistan in international studies such as 'Doing Business' (38th in 2017 and 37 rate in 2016 to 22nd in 2019 on 'Enforcing contracts') and the Rule of Law Index (steady score over 0.7 in Rule of Law Index's 'Civil justice is not subject to unreasonable delay' sub-factor whereas regional average on this sub-factor is around 0.5, from 0.38 on Rule of Law Index's 'Access to Civil Justice' sub-factor in 2016 to 0.46 in 2020 on the same sub-factor).

Uzbekistan's national legislation and international human rights law recognize that the rule of law cannot be ensured without an independent, transparent and efficient judiciary. The courts entrusted with ensuring compliance with the Constitution and, therefore, the fundamental rights and freedoms of citizens. The rule of law combined with an effective and independent judiciary are certainly important prerequisites in order for human rights and interests to be of the highest value. In light of this, there is a need to give further impetus to reforms, both in the field of ensuring the rule of law and the independence of the judiciary.

The right to a fair trial is fundamental to the rule of law and its inalienable part. This right applies to criminal, civil, administrative and economic cases, is absolute, and cannot be limited. The right to a fair trial requires a fair and public hearing within a reasonable time by an independent and impartial tribunal established by law. The procedural requirements of a fair hearing might differ according to the circumstances of the accused. UN human rights treaty bodies have pointed out on some discrepancies between best international practices and its implementation in Uzbekistan. President of Uzbekistan has initiated a serious legal and judicial reform agenda to align national legislation with best international standards in the area of rule of law and fair trial principles.

Diego Garcia-Sayan, UN Special Rapporteur on the independence of judges and lawyers, visited Uzbekistan from September 19 to 25, 2019. The Special Rapporteur pointed the progress made by Uzbekistan in strengthening the independence of the judiciary and the free exercise of the legal profession. Namely, the establishment of the Supreme Judicial Council, the reorganization of the court system, the new procedures for the selection and appointment of candidates to judicial offices, and the enactment of various measures to improve judicial training and security of tenure could be regarded as positive steps towards the establishment of a truly independent and impartial justice system. As a result of his visit he prepared the list recommendations to be implemented in Uzbekistan related to strengthening judicial independence, selection and appointment of judges, security of tenure, ensuring the independence of Supreme Judicial Council, disciplinary proceedings and the role of women in the judiciary.

'Rule of Law Partnership in Uzbekistan' project is planning to assist its national partners in implementing the activities aimed at fulfilment of the recommendations of Special Rapporteur in the following areas:

- Facilitate strategic planning of Supreme Judicial Council and improved working methods and coordination with other judicial administration bodies, as well as provide technical assistance to strengthen its institutional competencies and capacity;
- Enhance public outreach to inform citizens of their legal rights;

¹ <https://pm.gov.uz/ru/news/view?id=37>

- Continue to gauge public perception about judicial processes and rights, Build judicial capacity and processes for developing and publicly disseminating annual reporting on judicial activities, data, and priorities;
- Increase integrity, efficiency and competency of judiciary through upgrading continuous education system for judges and wider application of e-justice tools. Improve court Administration Systems and Performance;
- Support the gender mainstreaming in the judiciary and other activities.

International practice shows that focusing on legal empowerment, which enables disadvantaged groups to access justice and realize their basic rights is a way to improve both access to justice and the quality of justice women and other vulnerable groups receive. Legal empowerment entails improving legal education of vulnerable groups through raising their awareness on their rights and remedies available to them to claim violations of their rights, availability of legal aid services, as well as supporting non-discriminatory dispute resolution.

In this regard, in the final observations on the fifth periodic report of Uzbekistan (para. 8 (a, b)), the Committee on the Elimination of Discrimination against Women (CEDAW) recommended to ensure that Convention and the Committee's General Recommendations are sufficiently known and applied by all branches of government, including the judiciary, as a framework for laws, court decisions and policies on advancement of women, and make special focus on enhancing women's awareness of their rights and the remedies available to them to claim violations of their rights under the Convention, including provision of information on the Convention and the Committee's general recommendations to all women, including women living in rural regions.²

In the last two years, there has been significant progress in mainstreaming gender equality in all branches of the country. The Commission on Gender Equality was established in accordance with the Resolution of the President of the Republic of Uzbekistan dated March 7, 2019 "On measures to further strengthen guarantees of labor rights and support for women's entrepreneurship." The Committee on Women and Gender Equality was formed in the Senate of the Oliy Majlis of Uzbekistan on July 30. In 2019, two laws were adopted in Uzbekistan: The Law of the Republic of Uzbekistan 'On guarantees of equal rights and opportunities for women and men' and the Law of the Republic of Uzbekistan 'On protection of women against oppression and violence'.

According to the established laws, a person who believes that he or she has been subjected to direct or indirect gender-based discrimination has the right to apply to the authorized bodies or court. The right of recourse to the courts is an important guarantee of compliance with the law. The Supreme Court, the Supreme Judicial Council, the Commission on Gender Equality of the Republic of Uzbekistan and the Senate Committee on Women and Gender Equality of the Oliy Majlis developed and signed a program of joint actions to introduce mechanisms for ensuring gender equality among judges.

Besides, a constructive dialogue was also held between the Commission on Gender Equality, the Senate Committee on Women and Gender Equality of the Oliy Majlis and the Supreme Court, the joint project of the United States Agency for International Development (USAID), United Nations Development Program (UNDP) "Rule of Law Partnership in Uzbekistan". During the dialogue, it was discussed to include additional measures in the Action plan to increase the representation of women judges.

In his latest speech, President Sh.Mirziyoyev pointed out that the Government's main goal '*... is to strengthen public trust in judicial system by protection of rights and freedoms of citizens and turning the court into a true abode of justice*'. Thus, the reform agenda reflected in a number of Decrees of President of the Republic of Uzbekistan has set following mid- and long term priorities for the judicial system of Uzbekistan:

- Ensuring true independence of the judiciary, increasing the authority of courts, democratization and improvement of the judicial system by full realization of the principles of independence and impartiality of the court, equal and adversary nature of the judicial process, further specialization of courts, strengthening of their staff, taking effective measures to prevent unlawful influence on judges;
- Providing guarantees of protection of civil rights and freedoms by ensuring unhindered access to justice and improving the efficiency of enforcement of judicial acts and acts of other bodies;

² Adopted at the 62nd session of CEDAW, 26 October-20 November 2015, CEDAW / C / UZB / CO / 5

- Improving the efficiency and quality of justice, improvement of procedural bases on of administrative, criminal, civil and economic justice by improvement of procedure of consideration of criminal, civil and commercial cases, reducing duplication of powers and authorities, introduction of modern forms and methods of e-proceedings and enforcement proceedings;
- Improving the legal culture and legal awareness of the population, organization of effective cooperation of state structures and civil society institutions, the mass media in this area;
- Improving the system of training, recruitment, training, retraining and advanced training, rotation of the judges and court personnel;
- Improving the efficiency of mechanisms of public control over the courts and judiciary and regulatory authorities' activities, the strengthening of public confidence in the judicial system;
- Improving the systems of legal aid and legal service by improving the efficiency of the legal services of public authorities, development of the legal profession, enhancing the role of a lawyer in criminal, civil, administrative and economic cases.

The Decree of the President of the Republic of Uzbekistan dated July 24, 2020 sets a range of new priorities for the judicial system, such as creation of courts of general jurisdiction, transfer of the jurisdiction of administrative courts to try cases on administrative offenses to criminal courts; granting the right to appeal to the Supreme Judicial Council decisions of the Supreme Qualification Collegium of Judges of the Republic of Uzbekistan,; the abolition of the institution of consideration of judicial cases in the order of supervision, the abolition of the right of the chairman of the Supreme Court, the General Prosecutor of the Republic of Uzbekistan and their deputies to lodge a protest in the order of supervision over decisions, sentences and rulings of the court (It is necessary to note that it was one of the most important recommendations of Special Rapporteur); introduction of the preliminary hearing stage; exclusion of the participation of the prosecutor on his own initiative in the trial of civil and economic cases in courts initiated by other persons; establishment in the structure of the Supreme Court of the Judicial Panel for the trial of investment disputes and competition cases.

The administrative division of courts has also being amended in accordance with the Decree: the position of the Chief of Staff of the Supreme Court of the Republic of Uzbekistan, accountable to the Plenum of the Supreme Court of the Republic of Uzbekistan is going to be introduced; the regional courts will have press services. Moreover all judicial staff is considered to be paid solely from State budget.

Therefore based on current progress made by the country with the support of international donors to enhance the activities of the courts of Uzbekistan, namely, through skills-building training, providing policy advice and technical assistance, and the creation of the pilot e-justice system, the 'Rule of Law Partnership in Uzbekistan' project will focus on strengthening the capacity of the Supreme Court in ensuring transparency of judiciary, strengthening the judicial independence, involvement of representatives of civil society and experts' community in judicial and legal reforms in Uzbekistan as well as establishing institutional grounds for implementation of international standards and best foreign experiences in criminal and civil court proceedings, further improvement of efficiency and competencies of judiciary. During the extended period of the project (October 1, 2020 till December 31, 2021) project will continue its activities in the areas of strengthening the capacity of the Supreme Court in ensuring transparency of judiciary, strengthening the judicial independence, involvement of representatives of civil society and experts' community in judicial and legal reforms in Uzbekistan.

One of the priority directions of development of the social area, outlined in the Strategy of Action for the five priority development directions of the Republic of Uzbekistan in 2017-2021, is the increase in the socio-political activity of women, the strengthening of their role in the governance of the state and society, the employment of women, graduates of professional colleges, wide involvement of them in entrepreneurial activities, further strengthening of the foundations of the family (4.2.). This priority area of the Strategy of Action coincides with the recommendation of the UN Committee on the Elimination of Discrimination against Women, according to which the Republic of Uzbekistan is recommended to take measures to increase the participation of women in political and public life at all levels and their representation in elected and appointed leadership positions.

This project will contribute to the objectives as set out in the United Nations Development Assistance Framework for Uzbekistan 2016-2020 and will be implemented within the UNDP Country Programme Document for 2016-2020 and Roadmap on Further Cooperation between Uzbekistan and the United Nations System for 2017-2020. The project activities are expected to contribute to the achievement of UNDP Strategic Plan's Outcome 2: Accelerate structural transformations for sustainable development and Output 2.2.3 Capacities, functions and financing of rule of law and national human rights institutions and systems strengthened to expand access to justice and combat discrimination, with a focus on women and other marginalised groups. At UN in Uzbekistan level, the Project will contribute to the achievement of current UNDAF outcome 8 'Legal and judicial reforms further ensure strong protection of rights, freedoms and legitimate interests of citizens.'

II. STRATEGY

Ensuring the rule of law and further reforming of legal and judicial system aimed at strengthening true independence of judicial system and guaranties of reliable protection of rights and freedoms of citizens, enhancement of administrative, criminal, civil and economic legislation, increasing the efficiency of the combating crimes and prevention of offenses, full implementation of adversarial principle in courts, improving the system of provision of legal services are among the priority areas declared in 'Strategy of actions on five priority areas of development of Uzbekistan in 2017-2021' (Decree of the President of the Republic of Uzbekistan #4947).

Based on national priorities and the best international experience, ROL project will provide assistance in elaboration of strategic and legal framework to improve accessibility of court information and transparency of judiciary, in strengthening research and analytical capacity of Supreme Court in order to implement judicial and legal reforms, wide involvement of representative of civil and expert society as well as donor organizations in open discussion of reforms and provision of assistance in strengthening rule of law in Uzbekistan.

'Rule of Law Partnership in Uzbekistan' project will focus on strengthening the capacity of Supreme Court in ensuring transparency of judiciary, strengthening the judicial independence, involvement of representatives of civil society and experts' community in judicial and legal reforms in Uzbekistan as well as establishing institutional grounds for implementation of international standards and best foreign experiences in criminal and civil court proceedings, further improvement of efficiency and competencies of judiciary.

To achieve the set goals, the ROL project's approach is to codify the lessons learned, consolidate the best practices and replicate the improved court administration operations while also making Uzbekistan's judicial institutions and mechanisms more knowledgeable, independent and responsive to citizen needs. This will include more refined and adaptive capacity development approaches and creating strategic partnerships with other institutions, such as the Supreme judicial council, Ministry of Justice and other government and non-government agencies and civil society institutions.

The set goal has three interrelated dimensions: judicial independence, fair trial and efficient judiciary. These dimensions fall under scope of different bodies (for instance, appointment of judges is scope of Supreme judicial council, financing of court activities is the scope of the Supreme court with strong oversight from the Ministry of finance, training of judges under the scope of Ministry of Justice, etc.) which will require project to adapt and use approaches where lessons learned from previous interventions are codified, best achievements and successful interventions are further developed and replicated. This approach will include more refined and adaptive capacity development approaches and creating strategic partnerships with other institutions, such as the Supreme judicial council, Ministry of Justice and other government non-government agencies and civil society institutions.

One of the dimensions of the set goal covers the judicial independence. According to the Constitution of the Republic of Uzbekistan, the judicial authority in the Republic of Uzbekistan shall function independently from the legislative and executive authorities, political parties, and other public associations. Judicial independence has several dimensions including internal dimension according to which judges are independent in deciding on their cases and external independence from other branches of power especially in such questions as budgeting court activities and appointment of new judges. Thus, judicial independence is a key to the efficient court system and effective administration of justice. Therefore strengthening judicial independence as one of the key

priority areas reflected in the Development Strategy for 2017 – 2021. Project will work on such pillars of judicial independence as term of service, selection, appointment and removal of judges from the office. Disciplinary actions against judges are of special importance since they can be used as an influence instrument and harm the independence of judicial system. Another pillar of the judicial independence is financial independence of judicial system. Project will contribute to identification of the best foreign practices in ensuring financial independence (judicial planning, budgeting, administering) of judicial system and provide policy advice in this area.

Diego Garcia-Sayan, UN Special Rapporteur on the independence of judges and lawyers in her report on Uzbekistan underlined the importance of judicial independence and identified following recommendations:

- The judicial reform should focus on strengthening its independence and impartiality and should be carried out in accordance with existing norms and standards relating to the independence of the judiciary, the separation of powers and the rule of law, as well as with the recommendations of relevant international and regional bodies,
- The organization and functioning of the judiciary should be regulated solely by law, it should regulate all aspects of the judicial activity. Secondary legislation should only be used to regulate technical and procedural matters in accordance with the law.
- Judiciary should be free from any influence of any person, including prosecution and court authorities. Appropriate sanctions should be imposed against persons seeking to influence judges in an improper manner.
- Judicial decisions should not be subject to any revision other than judicial review before a higher court or reopening of the proceedings in exceptional circumstances previously established by law.
- The competences of the President of the Republic in relation to the appointment of senior judges and the approval of the court system should be transferred to the Supreme Judicial Council or to the judiciary itself.

In this regard project will conduct overview of best foreign experiences on strengthening and increasing independence of judicial system and introducing effective mechanisms of term of service, selection, appointment and removal of judges from the office. Overview of foreign experience together with analyses of national legislation will serve as basis for elaboration of proposals on improving legislation. Moreover, In order to prepare high quality proposals, they will be discussed on seminars and 'round tables' with participation of representative of civil society organizations, mass media, legal experts, lawyers, state bodies, etc. Within the framework of judicial and legal reforms conducted by the initiative of the President of the Republic of Uzbekistan, as well as assistance to the Supreme Court in carrying out tasks to increase the social and political activity of women, strengthening their role in the governance of the state and society as part of their activities to further improve the selection mechanisms and appointing judges, in accordance with the best practices, the project plans to develop recommendations aimed at promoting more women judges in senior positions in the courts. In addition, as part of the implementation of international standards for fair trial and due process, the project plans to develop proposals for the judicial protection of women's rights. In addition, during the events (seminars, trainings, round tables, etc.), the project plans to pay attention to the gender balance among the participants of these events.

Promotion of human rights and universally accepted international standards of delivering justice in line with the core international human rights conventions is one of the development focus areas of UNDP Uzbekistan. Rule of law cannot be achieved without ensuring the effective implementation and use of the right to a fair trial one of the basic human rights declared in Universal Human Rights Declaration and International covenant on civil and political rights. The concept, principles and elements of a right to a fair trial set in a number of international human right treaties are constantly evolving. Despite the criticism Uzbekistan has been receiving from UN human rights Treaty Bodies, latest Presidential Decrees #4848, #4850, #4947, #4966 contains some provisions that can result in improving the performance of the Republic of Uzbekistan on implementation of such international standards of fair trial as accessibility of justice and equality in administration of justice; the right for cases being reviewed by the competent, independent and impartial court, established in accordance with law; equality of parties and guarantees for fairness of trial proceedings; conviction and acquittal in the trial process; the right for public, motivated and timely decision of the court; right to appeal; the minimum standards in the field of administration of justice involving minors and etc. A review of foreign experience has shown that mechanisms for providing free legal assistance to women are

most relevant because: (a) women's income is often lower than men's; and b) when marriage and family disputes arise, a woman cannot use the means earned by her husband or means of the family budget to pay for the services. In this regard, it would be worthwhile to examine the principles and guidelines of the United Nations concerning access to legal assistance in criminal justice systems.

Certain provisions of the Decrees of the President of Uzbekistan providing for timely consideration of appeals of individuals, ensuring unhindered access of individuals to justice, improving the efficiency and quality of procedural frameworks, are in line with the requirements of the principle of justice availability and equality in administration of justice (paragraph 1, article 14, ICCPR). The Decree also provides for ensuring the inevitability of punishment for allowing procrastination, bureaucracy and indifference to the consideration of appeals, which is also aimed at improving the availability of justice. In accordance with the Decree of the President of the Republic of Uzbekistan 'On the approval of the National Strategy of the Republic of Uzbekistan on Human Rights' namely point of the Road Map on implementation of this Strategy as well as the Annual Plan of Activities of the Project for Y2020 the Project in cooperation with Supreme Court, NHRC and OSCE has held the regional practical seminars on usage of provisions of UN Human Rights conventions by national courts in court decisions. The participants were presented information about main UN Human Rights conventions as well as were able to practice direct implementation of them in court decisions.

As follow-up of its previous activities Project will focus in providing policy analysis and support to national partners in aligning national legislation with international standards and best international practices, as well as in effective monitoring of implementation of these rights in national courts.

Third dimension of the set goal is to increase efficiency of judiciary by upgrading continuous education system for judges and wider application of e-justice tools. Within 2014-2017, Rule of Law partnership in Uzbekistan project has provided significant technical and methodological contribution in elaboration and implementation of E-SUD information system. As of November 2017, all first instance inter-district courts on civil cases are connected to the system. In order to implement of the Resolution of the President of the Republic of Uzbekistan "On measures for the further introduction of modern information and communication technologies in court activities" from August 30, 2017 №PP-3250 in April 2019 information system E-SUD was integrated with information system of the Compulsory Enforcement Bureau of the Prosecutor General's Office of the Republic of Uzbekistan. This integration of two systems allowed courts to send executive documents in electronic form for their further consideration and making an appropriate decision. As a result, the quality of execution of court decisions was increased. Moreover, it has proved possible to track the status of execution court document, review and obtain decision on execution court order and development statistical and analytical reports, etc.

As 01.01.2020, the total number of external users of information system E-SUD – 22 349, including individuals – 17 917, of which 8 881 – women, 3 127 – legal entities and 725 – lawyers.

In addition, more than 260 judges, all chairmen of regional and inter-district courts, all heads of chancellery offices, as well as more than 640 employees of courts of civil cases also were registered in information system E-SUD.

For the period 2013-2019 through information system E-SUD a total of 1 255 686 petitions for the issue court orders, 520 516 claims, 5 718 appeals and 7 400 cassation complaints were sent to courts of civil cases.

For 01.01.2019 - 01.01.2020 a total of 239805 claims and 133512 petitions for issue court orders were received through information system E-SUD, including:

- 35 785 (14.9%) claims is submitted by external users information system E-SUD;
- 77 359 (57.9%) petitions is submitted by external users information system E-SUD.

From April 16, 2019 to January 1, 2020, a total of 108 813 execution documents and 125 683 court orders were sent for executive authorities to execution through information system E-SUD.

In 2018-2019, using information system E-SUD system, more than 37 thousand women in remote regions of Uzbekistan resolved their cases related to the recovery of alimony for maintenance of minor children, which is 11 times higher than the same number in 2017.

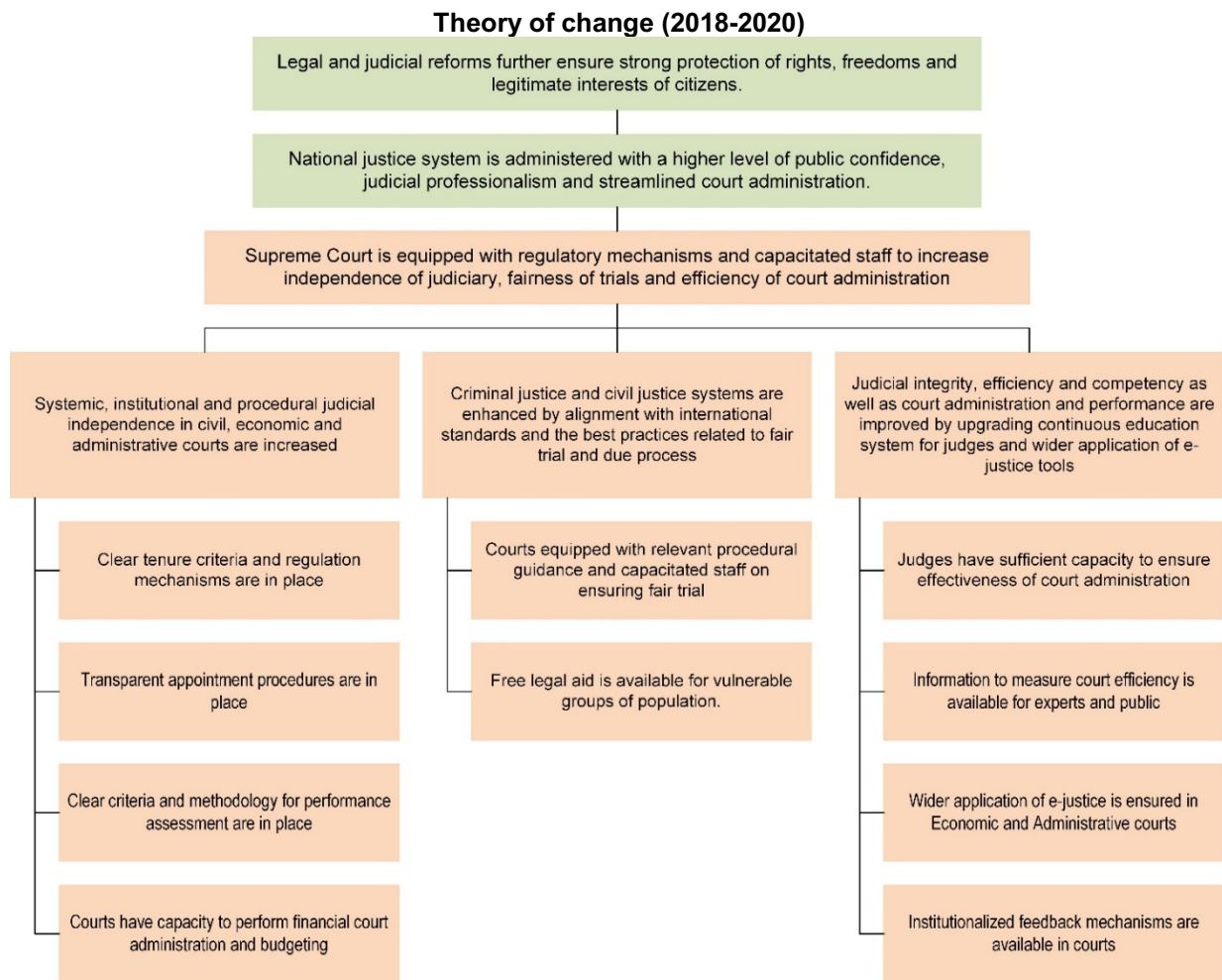
It should be noted that information system E-SUD was presented in the finals of the competition "World Justice Challenge 2019: Access to Justice Solutions", which was held as part of the VI World Justice Forum VI) from April 29 to May 2, 2019 in Hague (Kingdom of the Netherlands).

Under implementation the Resolution of the President of the Republic of Uzbekistan №PP-3250 from August 30, 2017, as well as in order to develop unified E-court information system in February, 2020 information E-SUD information system was transferred to E-court information system the Supreme Court of the Republic of Uzbekistan and transferred to the Supreme Court of the Republic of Uzbekistan for further information and technical support.

Currently information system E-SUD is functioning in terms of formation and sending for execution of executive documents for civil cases considered up to December 12, 2019.

Also, judges and responsible specialists courts of civil cases use information system E-SUD to obtain information on civil cases proceeded by courts in 2018-2019.

In order to digitalize activities in judiciary, courts system, as well as to improve interaction with information systems of the state bodies, companies and courts, the further improve the activities of courts and to increase the efficiency of justice the Resolution of the President of the Republic of Uzbekistan № PP-4818 from September 3, 2020 was adopted.

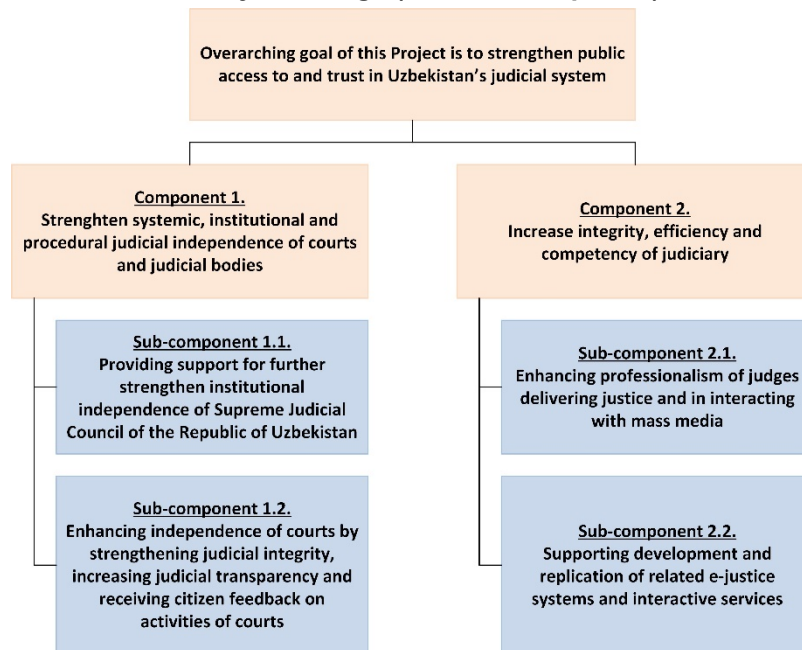


One of the main tasks of this document is development and launch from January 1, 2021 unified E-court information system “Adolat”. This information system will use the database of information system E-SUD, as well as the modules and functions previously developed under information system E-SUD, such as confirmation of court document using QR-code, development court decisions, orders and other court documents, as well as sending court documents to participants in trial of in electronic form, etc.

Development and introduction of modern ICT tools in courts, evolving legislation as well need for implementation of principle of competence and diligence of judges (value 6 of the Bangalore principles of judicial conduct ‘A judge shall take reasonable steps to maintain and enhance the judge's knowledge, skills and personal qualities necessary for the proper performance of judicial duties, taking advantage for this purpose of the training and other facilities which should be made available, under judicial control, to judges’) require project to conduct systematic activities related to

preparation and increasing qualifications of judges and court personnel. Thus thoroughly designed and consistent legal education will enable the judiciary to enhance critical human capital for development of professional, effective, and independent judicial system in Uzbekistan. Growing number of new technologies, especially those focused on automation of courts and information and communications technologies (ICT), demand further modification of judicial process, which affects judicial administration and management. To this end, it is essential to focus on enhancing the transparency, effectiveness of judicial processes, equipping the judges and judicial staff with essential tools to ensure judicial integrity and professionalism. In January, 6, 2019 the Resolution of the President of the Republic of Uzbekistan # PP-4096 On Measures on Cardinal Improvement of System of Candidates for Judge Post Training, Retraining, Increasing of Qualification of Judges and Court Staff has been adopted. It has established the Higher Judicial School under the Supreme Judicial Council, approved its Charter, organizational structure, RoadMap on assuring of effective activity and strengthening of material and technical base of the School and solved other organizational issues of the School's functioning. Supporting the activity of Higher School of Judges of the Republic of Uzbekistan the 'Rule of Law partnership in Uzbekistan' project has conducted Training of Trainers and Training on Adults' Educational Needs Assessment, based on the methodology. The project also has conducted the research on the Best Experiences of System of Judicial Education in Advanced Foreign Countries as well as developed a set of Psychological Trainings for Judges, including Stress Management, Judicial Psychology and Psychology of Communication for Judges. These informational and methodological materials were published and transferred to the School for further application.

Theory of change (for extended period)



One of the mechanisms for building public confidence is the effective interaction of courts with the population, increasing the transparency of the courts, as well as the constant study of public opinions in regards to the activities of the courts and developing comprehensive programs to increase the level of people's trust in the courts. In this regard, the project plans to expand its assistance in introducing mechanisms for studying public opinions as part of work of the Supreme Court on strategic planning. In particular, along with conducting surveys of population on satisfaction of court activities, the project also plans to assist in improving the existing mechanisms on collecting information coming to courts through boxes for studying the opinions of the population, processing and analysis of the information received. At the same time, the project plans to develop a methodology that provides various types of data analysis to formulate strategic proposals for improving the activities of the courts.

Thousand respondents (811 litigants and 189 lawyers) participated in survey conducted by project in 2017. Gender balance among respondents was at focus of the project and thus 49% of the respondents were women. Survey showed that 44% of male respondents are not satisfied with

impartiality of judges and their knowledge of case materials, whereas 18% of the female respondents are not satisfied with expertise of the judges. Analyses of the survey results showed that female respondents more often apply to civil courts with cases arising out of matrimonial disputes (57,1%), housing disputes (51,3), inheritance and pension refund cases, whereas male respondents more often apply to civil courts with cases arising out of labor, property, debt recovery, compensation and administrative disputes, etc. In other words, females apply to court with cases related to in-family conflicts, whereas male respondents apply to courts with cases related to social activities and job. This observation correlates with total number of cases heard in civil courts, where number of cases arising out of matrimonial disputes consist around 30% of all cases heard by courts in 2016. This the survey provided evidence that women need effective instruments of protection of their rights in matrimonial and housing disputes. Introduction of free legal aid mechanisms can create conditions where women will receive qualified legal aid and ensure effective protection of their rights. Besides this project activities related to organization and conduction of user satisfaction survey (despite need for further enhancement of this mechanism), allowed to identify and gather evidenced data which is not gathered by other tools. In other words, survey is an instrument that enables project to identify actual issues related to court activities and is requires to conduct these surveys on a systematic basis, with possible widening the scope of the survey to other types of courts.

In order to assess accessibility, efficiency and quality of justice and level of public trust in courts, project is organizing a new survey in 2020. To achieve the goals set, the study involves solving the following tasks:

- identify respondents' perceptions of access to judicial services in terms of access to information about services; territorial access; convenience and comfort of court buildings and premises, including for visitors with disabilities; financial accessibility;
- identify respondents' opinions on the organization of court work at all stages of the process – applying to the court, conducting the trial, making and executing court decisions;
- identify respondents' opinions on the validity of court decisions, the competence, qualifications and integrity of judges and non-judicial personnel;
- identify respondents' perceptions of the fairness and objectivity of the trial;
- identify respondents' perceptions of the independence and impartiality of the court and judges;
- record the level of respondents' confidence in the court and judges and satisfaction with the court decision;
- identify respondents' opinions on changes in the judicial system and the success of judicial reforms.

The questionnaires use a single system of criteria and indicators (except for the questionnaire for the population) that reflect the goals and objectives of the survey. The questions are coded in such a way as to ensure comparability of indicators for different cohorts of respondents.

The proposed package of research tools is designed to conduct a comprehensive assessment of the work of grass-roots courts (district\inter-district\city) of General jurisdiction (civil, criminal, administrative courts, economic and military courts). If necessary, after conducting a pilot study, the tools can be used for evaluating courts of General jurisdiction at the regional level.

The Toolkit package includes survey forms for conducting a quantitative survey of several categories (cohorts) of respondents:

- participants in the trial - plaintiffs and defendants, or their legal representatives;
- lawyers;
- employees of the Prosecutor's office;
- judges;
- non-judicial staff;
- representatives of the academic community of lawyers – University professors, employees of research institutes.

It is assumed that an Autonomous database will be formed based on the results of the survey of each cohort of respondents. At the same time, the proposed sampling schemes are representative for each cohort on the scale of Uzbekistan.

Improving the collection of data disaggregated by sex and other relevant factors will facilitate the assessment of the impact and effectiveness of policies and programs in the judicial sector aimed at achieving gender equality and fuller enjoyment by women of their rights in the judicial process³.

³ Recommendation of the CEDAW on elaboration of gender markers. Adopted at the 62nd session of CEDAW, 26 October-20 November

Project will cooperate with Supreme Judicial Council in the area of further strengthening its institutional capacities, establishing anticorruption mechanisms in courts, strengthening judicial integrity, increasing judicial transparency and receiving citizen feedback on activities of courts. With regards to Higher School of Judges project will focus on strengthening capacities of School in teaching courses related to international dispute resolution mechanisms such as WTO and ICSID.

III. RESULTS AND PARTNERSHIPS

Expected Results

Based on results of the successful cooperation between UNDP and Supreme court of Republic of Uzbekistan in 2014-2020 as well as legal and judicial reforms agenda for 2017-2021, the overarching goal of this Project is to strengthen public access to and trust in Uzbekistan's judicial system, focusing on the wider range of courts. The project will work with all three judicial bodies of Uzbekistan: a) the Supreme Court, b) The Supreme Judicial Council, c) the Higher School of Judges, based on the priorities set forth in the country's Action Strategy 2017-2021 related to strengthening judicial independence, improving judicial transparency and accessibility of judicial information, enhancing court responsiveness to user needs and increasing judicial professionalism. For this purpose project aims to implement following main tasks:

- 1) Increase systemic, institutional and procedural judicial independence in civil, economic and administrative courts through providing strategy policy advice to key decisions makers;
- 2) Enhance criminal justice and civil justice systems in line with international standards and the best practices related to fair trial and due process;
- 3) Increase integrity, efficiency and competency of judiciary through upgrading continuous education system for judges and wider application of e-justice tools. Improve court Administration Systems and Performance.

During the extended period of the project project will focus on activity 1 and activity 3 of the project tasks as described below.

Activity 1. Increase systemic, institutional and procedural judicial independence in civil, economic and administrative courts through providing strategy policy advice to key decisions makers.

According to the Constitution of the Republic of Uzbekistan, the judicial authority in the Republic of Uzbekistan shall function independently from the legislative and executive authorities, political parties, and other public associations. Judicial independence has several dimensions including internal dimension according to which judges are independent in deciding on their cases and external independence from other branches of power especially in such questions as budgeting court activities and appointment of new judges. Thus, judicial independence is key to the efficient court system and effective administration of justice. For this reason, the President declared strengthening judicial independence as one of the priorities in the Strategy of Action for 2017 – 2021.

An effective and transparent mechanism for preparation, selection, appointment, reappointment of judges is one of the key elements of the judicial independence and ensuring the advancement of women participation in judicial and court staff positions. Thus, project will be exploring and studying best foreign experiences in establishing effective appointment mechanisms as well as measures in strengthening the independence on judicial system. Studied foreign experience and analyses of current situation and acting legislation will serve as ground for elaboration of proposals appropriate for Republic of Uzbekistan. Furthermore, the elaborated proposals and other project results are planned for discussion at the round table discussions with wide participation of government authorities as well as civil society organizations, Bar association, representatives of academia, practitioners as well as legal experts.

Interaction of judicial system with executive and legislative branches require separate and specific attention, because insufficient regulation of interaction with them can negative affect judicial independence. In this regard, project will conduct research and analyses of existing interaction mechanisms court and judicial system as whole with executive and legislative branches. Project will

also engage in preparation of proposals aimed at increasing efficiency of interaction between judicial, executive branch and legislative branches.

Since administrative courts are newly established and have jurisdiction of disputes arising out of administrative relations between citizens and government bodies, project will also specifically focus on interaction of administrative courts with state bodies.

The Uzbek system of organizations conducting judicial expertise are under jurisdiction of executive branch (via Ministry of Justice of the Republic of Uzbekistan) project will work on mechanisms of interaction of courts with these organizations as well as executive branch on evaluation of evidence, conduction of judicial expertise by preparation and publication of manuals and methodologies.

Financial independence of judicial system is one of the pillars of judicial independence. Financial independence requires more efficient court management and court budget planning activities. Project will conduct research of best international experience on this topic with its activities on elaboration of proposals on further strengthening judicial independence.

Project will also contribute to national partners in elaboration and implementation of proposals on strategic areas of legal and judicial reforms. In particular project will provide assistance in international evaluation of legislation of Republic of Uzbekistan regarding the alternative dispute resolution mechanisms, as well as provide support in piloting alternative dispute resolution mechanisms in courts.

During the previous stages of the project implementation in 2014-2020, the project implemented a number of initiatives in strengthening institutional and procedural independence of the judiciary, including researching national mechanism for selection and appointment of judges, national system for assessing effectiveness of courts, etc.

At the same time, important transformations that have taken place in the judicial system of Uzbekistan since beginning of Action Strategy implementation and assistance by the United States Agency for International Development (USAID) and UNDP in Uzbekistan to the judicial system of the Republic of Uzbekistan, show importance of continuing to assist in strengthening the institutional independence of the Supreme Judicial Council of the Republic Uzbekistan, as well as in further strengthening the independence of the courts through strengthening judicial integrity, increasing judicial transparency and receiving citizen feedback on activities of courts.

Since judicial reform started, the structure of the judicial system of the Republic of Uzbekistan has experienced major changes. In particular, the Supreme Judicial Council of the Republic of Uzbekistan, administrative courts, the Higher School of Judges under the Supreme Judicial Council of the Republic of Uzbekistan and others were created. The judicial authorities created at the beginning of the reforms began to implement their priorities, dictated again by the era of reforms without regard to the formation of long-term development prospects.

Specially, the main task of the Supreme Judicial Council of the Republic of Uzbekistan at the time of creation was to ensure the effective functioning of the courts through the timely selection and appointment of judges in courts, the number and types of which also grew simultaneously with the creation of the Supreme Judicial Council. Since this excitement related to filling the judicial system with personnel is already behind (as of January 1, 2020, the number of vacant judges is 187 (13%), now it is time for Supreme Judicial Council strengthen its institutional independence. This will be achieved by:

- incorporation strategic planning tools in its activities;
- monitoring implementation of international HR conventions including recommendations by Special Rapporteurs (in the area of judiciary);
- ensuring gender equality in judiciary;
- strengthening its technical capacities by equipping with modern IT and communication equipment, etc.

One of the issues of weak linkages between the Supreme Court and Supreme Judicial Council is different levels of ICT in these judicial institutions. Supreme court has taken the digitalization path and has achieved significant progress in this area: including introduction of e-justice systems, tools for monitoring activities of judges, tools for automated gathering judicial statistics, etc. Whereas Supreme Judicial Council has never taken digitalization path and seriously depends on paper based communication with Supreme Court. The mere example is the website of Supreme Judicial Council, which is not accessible as located on the computer of one of its employees. Procurement of ICT for the Supreme Judicial Council will enable it to switch to electronic interaction with Supreme Court. In

addition, new equipment will allow Supreme Judicial Council to access databases of courts used in Supreme Court. This will increase Supreme Judicial Council's capacity to effectively monitor judicial practice, activities of judges and react when needed, as well as increase transparency of activities of Supreme Judicial Council.

The need for procurement of ICT equipment for administrative courts is based on need to increase mobility of these courts. As the experience of introducing quarantine in response to COVID-19 showed, administrative courts were the only courts that had to continue to function to consider cases related to violations of quarantine rules: judges and employees of these courts continued working at risk of their health.

Another need is increasing efficiency of visiting court sessions that are conducted in administrative courts. Currently judges of administrative courts do not use laptops when they organize visiting court sessions. Instead they use paper to prepare required procedural acts during the visiting court sessions. After their return from visiting court session they spend additional time to rewrite paper based court decision to enter information into unified court system implemented by Supreme Court. Improving the technical capacity of administrative courts will allow them to more actively introduce methods of remote court administration and adjudication.

The level of confidence of the population of Uzbekistan in the judicial system continues to remain at an inadequate level, and moreover, despite the successful initiatives of a joint project to conduct limited surveys of public satisfaction with the activities of the courts in certain types of courts (2017-2018), such studies did not become systematic and regular. This situation does not comply with the principle of judicial accountability to the people and, as the European Court of Human Rights has noted, "public trust in the judiciary ... is one of the main components of a state based on the rule of law"⁴. In this regard, as well as in accordance with principle 12 of the Measures for the Effective Implementation of the Istanbul Declaration on Judicial Process, the project will continue its efforts to organize and conduct surveys of public satisfaction with the activities of the courts to identify key issues that negatively affect the level of public confidence in the activities of the courts.

One of the main factors that reduce the level of public confidence in the judicial system is the lack of transparency in the administration of justice. Measures and actions to increase the transparency of the courts and the availability of information on court activities, including organizing press/media tours, preparation and publication of manuals and brochures aimed at increasing level of legal awareness of population, publication of a report on courts activities, etc., implemented within the joint project was supported by national partners during 2014–2020.

As a result, targeted activities in this direction have shown their effectiveness and contributed to improving Uzbekistan's assessment of the factor 'Access to Civil Justice' of the Rule of Law Index from 0.38 points in 2016 to 0.46 points in 2020. Taking into account the success of this determined efforts of the project in civil courts, the project will continue to provide assistance in increasing the transparency of the courts and judicial bodies, in improving interaction with the media and specialized NGOs, extending the positive experience of the project to both the Supreme Judicial Council and the administrative and criminal courts. The project will also continue the successful practice of preparing and publishing various manuals, brochures and flyers for the public aimed at improving the level of legal literacy.

Wide engagement of specialized NGOs, civil society and media is also vital for successful implementation of legal and judicial reforms in Uzbekistan. NGOs and civil society organizations are considered to be primary alternative source of information for public, different stakeholders, and international organizations including those who administer various surveys and indices. Therefore, it is critical that ROL project will actively involve them as supporters and beneficiaries of project. During the course of project implementation, UNDP will ensure that NGO experts are a) invited in development of project publications, b) invited to roundtable discussions, c) invited as trainers and trainees to the trainings related to gender sensitivity of justice as well as providing legal consultations/services.

Currently women make up 12% of judges in judiciary of Uzbekistan with no women judges in top leadership positions in both Supreme Court and in regional courts. Taking into importance of increasing number of women judges to increase gender equality reflected in recommendations of UN Special Rapporteur on independence of judges and lawyers, as well as taking in account that two gender laws were adapted in 2019, during the final year gender issues will be focused via

⁴ ECHR, 2013 "Guide on Article 6 - right to a fair trial (civil limb)", www.echr.coe.int

following activities aimed at training judges to deliver gender sensitive justice, trainings for empowering women-judges, trainings for students of TSLU and UWED on gender issues as well as dissemination of information on gender issues. Project will also focus on bringing the gender issues into the agenda of Supreme Judicial Council when providing recommendations to improve its capacities for strategic planning.

Uzbekistan is a party to the UN Convention against Corruption, Article 11 of which imposes an obligation on participating states to take measures to strengthen judicial integrity. According to Article 25 of the Law of the Republic of Uzbekistan “On Combating Corruption”, “Ensuring the independence and autonomy of the courts, the openness of their activities” is one of the measures for the timely detection and suppression of corruption offenses.

Corruption in courts of general jurisdiction erases the basic principles of justice, reduces the authority of the judiciary and undermines the confidence of the people to justice and law enforcement. Distrust of the court on the part of citizens is most often formed on the basis of negative examples, which in fact may be few.

There are no official statistics on corruption in the judicial system. In June 2017, the President, during a video conference on the state of justice in the judiciary, noted: “... in recent years, about 50 judges have been prosecuted. In the six months of this year (2017), 7 judges were brought to justice.”⁵. According to the Rule of Law Index, Uzbekistan ranks very low for factors such as “Civil justice is free from corruption” and “Criminal justice is free from corruption”.

	2019						2020					
	Global Rank	Regional Rank	Income Rank	Score	Global Average	Regional Average	Global Rank	Regional Rank	Income Rank	Score	Global Average	Regional Average
7.3. Civil justice is free of corruption	111/126	11/13	23/30	0.30	0.52	0.34	112/128	12/14	24/30	0.34	0.56	0.44
8.5 Criminal system is free of corruption	103/126	9/13	19/30	0.38	0.56	0.46	109/128	10/14	17/30	0.39	0.56	0.46

Taking into account that at present, issues of honesty and integrity of judges are included in the rules of ethical conduct of judges of the Republic of Uzbekistan (<http://sud.uz/ru/codes-ethical-conduct-judges/>) the project will assist the Supreme Judicial Council of the Republic of Uzbekistan in wide dissemination of issues related to the honesty and integrity of judges, as well as on the ethical conduct of judges. UNDP will ensure that project activities related to judicial integrity will be based and linked to the global platforms in the judiciary, the Global Judicial Integrity Network, and Bangalore Principles of Judicial Conduct, etc.’ For this purpose, it will leverage the knowledge and expertise on prevention of corruption, available globally, regionally and nationally throughout the anti-corruption projects of UNDP.

Activity 2. Enhance criminal justice and civil justice systems in line with international standards and the best practices related to fair trial and due process.

Promotion of human rights and universally recognized international standards of delivering justice in line with the core international human rights conventions is one of the development focus areas of UNDP Uzbekistan.

Despite the criticism Uzbekistan has been receiving from UN human rights Treaty Bodies, latest Presidential Decrees #4848, #4850, #4947, #4966 contains some provisions that can result in improving the performance of the Republic of Uzbekistan on implementation of such international standards of fair trial as accessibility of justice and equality in administration of justice; the right for cases being reviewed by the competent, independent and impartial court, established in accordance with law; equality of parties and guarantees for fairness of trial proceedings; conviction and acquittal in the trial process; the right for public, motivated and timely decision of the court; right to appeal; the minimum standards in the field of administration of justice involving minors and etc.

Certain provisions of the Decrees of the President providing for timely consideration of appeals of individuals, ensuring unhindered access of individuals to justice, improving the efficiency and quality of procedural bases, meet the requirements of the principle of justice availability and equality in

⁵ <https://tj.sputniknews.ru/asia/20170614/1022569171/mirziyoev-rasskazal-korrupsii-sudebnoy-sisteme-uzbekistana.html>

administration of justice (paragraph 1, article 14, ICCPR). The Decree also provides for ensuring the inevitability of punishment for allowing procrastination, bureaucracy and indifference to the consideration of appeals, which is also aimed at improving the availability of justice.

The principle of the accessibility of justice and equality in administration of justice includes the possibility of obtaining access to the relevant processes. In this connection, Paragraph 16 Appendix №1 of PD-4850 providing for ensuring openness and transparency of the activity, broad application of effective mechanisms for interaction with civil society institutions, the media and the population, improvement of press-service to make the population aware of the activities aim to ensure a broad access to the information about courts' work. The measures for the implementation of modern ICT into courts' performance are aimed at eliminating practical limitations of access to justice and increasing the accessibility of justice.

Taking into account the fact that further enhancement of national legislation are part of the legal and judicial reforms declared by President of the Republic of Uzbekistan, project will provide assistance to national partners in this area. Project's assistance in this area will primarily focus on criminal and civil courts, since these courts are more often under scrutiny of UN treaty bodies. Thus project will provide assistance to Supreme court and other national partners in more detailed research of international standards of delivering justice for further enhancement of criminal and civil procedural legislation (as well as elaboration of draft decrees of Plenums of the Supreme court when needed) with particular focus on right to fair trial as well as demanding, presentation and evaluation of evidences.

Taking into account the novelty of the Code on administrative court proceedings, project will support its international expertise as well as further enhancement of provisions of economic procedural legislation related to recognition and enforcement of foreign arbitral awards.

Project has contributed and will continue its support to Supreme court in increasing accessibility of court, access to justice for vulnerable groups of population remains an important issue. Large number of petitions to 'People's reception' established through-out the country in accordance with state program of 2017 year which was declared 'Year of dialogue with people and interests of citizens' is the evidence of need for free legal aid mechanisms. Project will provide support in establishing cooperation between Supreme court and Legal clinics of the Tashkent State Law University, as well as in providing methodological and technical support to legal clinics. In addition, the project will conduct a research on other mechanisms of providing free legal aid to population. By assisting in supporting legal clinics, the project will also assist in piloting other mechanisms for providing free legal assistance to vulnerable groups of the population, including women. In this regard, the project plans to work closely with the UNDP Women Empowerment Project to identify the range of legal problems that women face. In addition, within the framework of this cooperation, a broad discussion of the draft law as well as the dissemination of information on the law among women is planned.

Further enhancement of the legislation of the Republic of Uzbekistan and bringing it in conformity with international best standards must result in improving ratings of Uzbekistan in various international reports and research reports. In this regard, project will closely cooperate with Chamber of commerce and industry of the Republic of Uzbekistan in improving national legislation in accordance with the methodology of the World Bank's Doing Business methodology.

Besides this, in order to increase efficiency of analytical and research capacities of courts and other national partners of the project, as well as in order to ensure unified implementation of provisions of national legislation by courts, project will conduct researches and prepare analytical reports in various topics. Proposals elaborated under this activity as well as latest developments in national legislation will be discussed in seminars and 'round tables' organized by project on regular basis in all regions of the republic of Uzbekistan.

As per agreement with USAID, during the extended period project will focus on activities 1 and 3 and on ensuring sustainability of project activities in 2014-2020. Therefore it is agreed that during the extended period of the project project will not focus on activity 2.

Activity 3. Increase integrity, efficiency and competency of judiciary through upgrading continuous education system for judges and wider application of e-justice tools. Improve court Administration Systems and Performance.

Within 2014-2017, Rule of Law partnership in Uzbekistan project has provided significant technical and methodological contribution in elaboration and implementation of E-SUD information system. At the same time, development of e-government in Uzbekistan as well as general usage of ICT tools in government bodies, require project to continue elaboration of additional features and modules of the E-SUD system aimed at enhancing interoperability of E-SUD system with information systems of government bodies. Usage of E-SUD enables project to develop additional interactive services aimed at increasing accessibility and transparency of courts. Taking into account establishment of ICT department in Supreme court as well as establishment of new additional courts will require project to provide technical support to Supreme court in equipping Department and courts with modern ICT equipment that will simplify the usage of E-SUD system and interactive services by courts. Another activity of the project will cover creation of instruments of gathering, systematizing and publication of big data, which will enable Government of Uzbekistan and Supreme court of Uzbekistan to adopt evidence based decisions supported by statistical data. Project will continue its support in introduction of audio-video recording system in courts by elaboration of software which will cover both audio-video recording and remote participation on court proceedings functions (video-conferencing functions).

Development and introduction of modern ICT tools in courts require activities related to preparation and increasing qualifications of judges and court personnel on usage of ICT tools as well as on other topics of delivering justice. Besides this, within 2014-2017, Rule of Law partnership in Uzbekistan project has significantly contributed to further development of system for continuous education and increasing qualification of judges and court personnel. Contributions of the project were reflected in several Presidential Decrees envisaging judicial and legal reforms undertaken by Government of Uzbekistan. The main change in the system is that the authority of training of judges and court personnel is being transferred to the Higher school of judges under Supreme Judicial Council of the Republic of Uzbekistan.

In this regard project will continue its technical assistance in systematic identification of training needs of judges and court personnel, in order to conduct specific training. As part of this activity project will continue preparation and publication of manuals and handbooks on different topics of delivering justice.

Increasing transparency of courts for civil society organizations, increasing participation of civil society organizations in judicial activities are also priority areas of the project. Thus, project will continue its contribution to increase participation of civil society organizations in judicial activities and in discussion of judicial reforms.

During the previous stages of the project implementation in 2014-2020, the project implemented a number of initiatives in the areas of increasing integrity, efficiency and competency of judiciary through upgrading continuous education system for judiciary, wider application of e-justice tools and improving court administration and performance.

In order to improve the efficiency and quality of the administration of justice, the judicial and legal reforms of 2017 envisaged further improvement of judicial training mechanisms and widespread integration of ICT into the activities of courts.

As part of the first direction implementation in Y2019, the Higher School of Judges under the Supreme Judicial Council of the Republic of Uzbekistan was established, designed to replace the inefficient, resource-intensive, and outdated training system for judges and court staff in the Judges' Advanced Training Center under the Ministry of Justice of the Republic of Uzbekistan.

As part of the program for the ICT integration into the activities of courts, information systems and interactive services were created aimed at using Internet for interaction of trial participants with the courts.

During its activity, the ROL project actively collaborated with national partners to develop and conduct specialized trainings for judges and court staff in such areas as administrative justice, development of professional skills of judges and courts' staff, etc. In the context of updating legislation caused by broad reforms in all sectors, such specialized trainings were in demand and received many positive responses.

As part of its particular activity, the project developed and implemented the E-SUD e-justice system in all civil courts, which was recognized at the World Justice Forum. In 2020, the project completed the development of the E-SUD system and transferred the software to the Supreme Court of the Republic of Uzbekistan for further integration into the unified information system of the judicial system, with replication of individual elements of the E-SUD in this system.

Taking into account the incompleteness of judicial and legal reforms, as well as the systematic revision of legislation in the field of doing business and administrative justice, the project will continue to assist national partners in improving the professionalism and qualifications of judges and court staff through specialized training and events for judges of administrative and economic courts. Project is planning to organize winter school for judges of administrative courts to increase efficiency of judges in delivering justice and writing court decisions. The topic of winter school will be built on methodological recommendations on writing court decisions on public disputes. Project is also planning to organize spring school for judges of economic courts which will be built on handbook 'Hearing cases with participation of foreign investors' and training materials on WTO and ICSID dispute settlement mechanisms. ROL project is also planning to organize gender mainstreaming trainings for judges and court staff of administrative and economic courts as well as summer school on women empowerment for women-judges. Project will continue to support increasing capacities of judges of administrative and economic courts in using modern ICT and e-justice tools by organizing regional trainings.

Besides, taking into account the increase in the personnel potential of the Higher School of Judges, the project will work with teachers and students of the School to introduce modern methods of training and teaching of judges and court staff into the educational program. Taking into account the importance of courts' communication with mass media, the project also will work with judges and the mass media to improve collaboration between the courts and the mass media, as well as to improve the quality of information on courts' activities. The project will also work with Law Schools and Universities to organize competitions and trainings in order to increase their interest in becoming judges, improve their knowledge and skills.

The project will also continue to assist the Supreme court in the transformation of individual modules of the E-SUD system for integration into the unified information system of the Supreme court and the development of additional interactive services of the judicial system, as well as in improving the professionalism of judges and court staff in the use of modern ICT.

Resources Required to Achieve the Expected Results

Main activities of the 'Rule of Law Partnership in Uzbekistan' project (ROL) are related to the soft outputs including research of foreign experience, preparation of analytical papers, drafting new legislation, etc. These activities will require both international and local consultants. Project also envisages publication of various types of documents and publications. In order to ensure wide discussion of legal and judicial reforms, issues related to effectiveness of courts, as well as wide dissemination of information on project activities, project envisages conduction of trainings, round table discussions, seminars and conference. In the extended period project expenses related to purchase of some ICT equipment for selected courts and judicial bodies will not exceed 10% of the total project budget allocated for the extended period.

Partnerships

'Rule of Law Partnership in Uzbekistan' project (ROL) was developed to provide technical assistance to the Supreme Court and support in implementing current systemic and institutional reforms aimed at further deepening democratization and liberalizing of judicial and legal system. ROL project will adopt a flexible approach that will, if necessary, include new partners, stakeholders, and adjust project activities.

The main national partner for the implementation of ROL project will be the Supreme Court of the Republic of Uzbekistan. At the same time, project's separate components will be implemented in cooperation with such partners as the Supreme Judicial Council of the Republic of Uzbekistan, Institute for Monitoring of Current Legislation under the President of the Republic of Uzbekistan, the Bureau of Compulsory Enforcement at the General Prosecutor's Office of the Republic of Uzbekistan, 'Strategy development' Center, Lawyer Training Center under the Ministry of Justice of the Republic of Uzbekistan, Tashkent State Law University, The Research Center for the Study of Problems of Justice under the Supreme Judicial Council and etc.

Due to working with a number of partners, the Project can achieve maximum impact, as well as a strategic, coordinated and holistic approach in increasing public access and improving peoples' confidence in the judicial system of Uzbekistan. To improve donor activities coordination this

approach will also include close cooperation with international donor organizations, implementing programs and projects in the judicial and legal sphere.

In the extended period, At the suggestion of the United States Agency for International Development (USAID) during the extended period, the joint project will focus on close cooperation with all three national partners of the project (Supreme Court, Supreme Judicial Council, Higher School of Judges) and increase their involvement in the project. In addition, the project will also cooperate with TSLU, UWED on issues of increasing students' potential, with NGO 'Madad' and other NGOs in providing free legal assistance, as well as with the media.

The Supreme Court of the Republic of Uzbekistan: The project will be implemented by the Supreme Court through appropriate court collegiums and departments/divisions of the Supreme Court (Particularly, Introducing ICT and ensure information security department, International-law division, Case generalization and analysis department), Judicial acts implementation monitoring department. There are strong links between UNDP and the Supreme Court, which is the basis for future activities in this area. In addition, the Supreme Court has reasonable opportunities for the implementation of the project. The Supreme Court has the opportunity to implement new project activities at the national level.

The Supreme Judicial Council of the Republic of Uzbekistan is an organ of the judicial community and assists in ensuring compliance with the constitutional principle of independence of the judiciary in the Republic of Uzbekistan. The main tasks of the Council are establishing the judiciary on the basis of candidates competitive selection for judges position, appointment of judges among the most qualified and responsible specialists, as well as giving recommendations for senior judicial positions nomination; taking measures to prevent immunity violation of judges and interference in their activities in the administration of justice; professional training organization, judges qualification improvement, evaluation of their performance, as well as initiating the issue of encouraging judges; interaction with the media, establishment of a dialogue with public, consideration of appeals from individuals and legal entities on issues of compliance by judges with ethical conduct; proposals preparation for further improvement of the legislation in the judicial and legal sphere, ensuring true independence of the judiciary and single judicial practice, increasing the level of access to justice and the quality of its administration; consideration of the issue of disciplining judges, as well as giving a conclusion on bringing them to criminal and administrative responsibility. In accordance with the Decree of the President of the Republic of Uzbekistan dated July 24, 2020, Supreme Judicial Council got the right to consider appeals on decisions of the Supreme Qualification Collegium of Judges.

The Higher School of Judges under the Supreme Judicial Council of the Republic of Uzbekistan is an independent judicial training institution designed to replace the inefficient, resource-intensive, and outdated training system for judges and court staff in the Judges' Advanced Training Center under the Ministry of Justice of the Republic of Uzbekistan. The Research Centre for the Study of Problems of Justice under the Supreme Judicial Council of the Republic of Uzbekistan which was established in 2017 was transferred and is operating under the Higher School of Judges as an information-analytical institution under the Supreme Judicial Council of the Republic of Uzbekistan. The main tasks of the research centre are the analysis of legislation in the field of judicial activity, the study and compilation of judicial practice with the purpose of developing proposals for further legislation improvement in the judicial and legal sphere, judicial practice and the judicial system; the identification of problems in the field of ensuring the true independence of the courts, individuals and legal entities access to justice, administration quality, cases timely consideration, implementation of measures to eliminate the identified problems aimed at eradicating the facts of interference in court activities and increasing citizens' trust in the judicial system; proposals preparation on ensuring single judicial practice and uniform application by courts of the norms of the current legislation; study of universally recognized principles and norms of international law in the field of civil, criminal, economic and administrative legislation, ensuring the independence of the courts, developing proposals for their implementation in national legislation.

The Higher School of Judges under the Supreme Judicial Council of the Republic of Uzbekistan is established as the training center for the future judges as well as current ones to increase their qualification. It is necessary to mention that the majority of the staff of the School are former judges with scientific degrees. The teaching staff of the Higher School of Judges are subject to the conditions of remuneration established for judges of the Supreme Court of the Republic of

Uzbekistan and other staff of the Supreme Court. The term of work at the School for those hired from among judges and persons equated to them is included in the judicial experience.

During the meeting between Ms. M. Dimovska (UNDP RR) and Mr. Kh. Yodgorov (Chairperson of Supreme Judicial Council) on October 22, 2020, the following areas for cooperation (in addition to activities stated below) were identified:

- developing a software that will allow monitoring performance and efficiency of courts
- developing a software for psychological testing of judges that will allow choosing test questions randomly;
- assist in establishing and institutionalizing Judge Clubs (Civil judges club, Criminal judges club, Women judges club) by organizing their initial conference to discuss draft Gender strategy of judiciary
- developing a manual on Rule of Judicial conduct instead of developing new edition of Rule of Judicial conduct.

Taking into account the academic and scientific experience as well as background on preparation of textbooks and manuals of Higher Judicial School, the project is planning to involve it as responsible party to implement project activity 1 specifically in developing a manual on Rule of Judicial conduct with Higher School of Judges under RPA modality. This is subject to due-diligence check, risk and capacities assessment in line with UNDP procedures for concluding RPA agreements.

The Bureau of Compulsory Enforcement at the General Prosecutor's Office of the Republic of Uzbekistan.

The Bureau was established in 2017 with a primary function of ensuring timely and effective enforcement of court decisions. Prior to 2017 this function was with Judicial Department for the execution of judicial acts and material, technical and financial support under Ministry of justice. As part of strategy to increase efficiency of enforcing court decisions (in cases related to recovering debts for communal utilities), the Bureau was also assigned with functions and tasks to ensure timely collection of payments for communal utilities. After two years, in 2019, this function of the Bureau was abolished. During 2014-2020 project conducted number of researches in the area of improving mechanism for enforcing court decisions. Taking into account that during the extended period project will focus mainly on judicial bodies, Project will not work with The Bureau of Compulsory Enforcement at the General Prosecutor's Office of the Republic of Uzbekistan during the extended period in 2021.

'Strategy development' Centre is a non-governmental non-commercial organization created under the foundation of the Independent Institute for Monitoring the Formation of Civil Society, Institute for Monitoring of Current Legislation under the President of the Republic of Uzbekistan, Chamber of Commerce and Industry, Chamber of Advocates of Uzbekistan, Academy of Public Administration under the President of the Republic of Uzbekistan, National Association of Non-governmental Non-commercial Organizations of Uzbekistan. The Centre is intended to serve as a kind of platform for a consistent discussion of the essence and significance, reforms results envisaged in the Strategy of Action, ensuring an open dialogue between state bodies and people, and effective organization of public control.

NGO MADAD was established in 2019 by 'Strategy Development' Centre and Ministry of justice and aims to provide free legal aid services to population. Project will work with this NGO to improve the skills of the legal service providers.

Lawyers Training Centre under the Ministry of Justice of the Republic of Uzbekistan: In order to increase knowledge and technical skill level of judges, lawyers and other employees of the judiciary, new training courses and materials will be developed and implemented in conjunction with the Lawyer Training Centre. This Centre is a state educational institution that provides advanced training and retraining for the bailiffs and Bar Association members, lawyers and specialists in the legal services of government, mediators. In accordance with the Resolution of the Cabinet of Ministers of the Republic of Uzbekistan dated September 8, 2020 the Center is going to open its branches in all regions of Uzbekistan which is aimed at easing the system of lawyers training. Project will not work with Lawyers Training Centre during the extended period in 2021.

Tashkent State Law University is the basic higher educational, scientific and methodological institution for the training of legal personnel in Uzbekistan. As per the Decree of the President of the Republic of Uzbekistan # UP-5987 of April 29, 2020 the Tashkent State Law University has been identified as the basic highest educational and scientific methodological institution in law sphere as well as law faculties are to be opened in Samarkand, Namangan and Termez cities. The Decree also provides establishment of the Institute of state and Law of the Academy of Sciences of the Republic of Uzbekistan for conduction of practical and fundamental legal researches. The new priorities of TSLU for further development of legal education and legal science in Uzbekistan are the following:

- ensuring the training of highly qualified, creative and honest personnel based on modern requirements, advanced international legal experience and the needs of the labor market;
- improvement of the credit-modular system of education and methods of assessing students' knowledge, wide application of modern information and communication technologies in the educational process and modernization of the educational base;
- ensuring a close connection between the educational process and law enforcement practice through the development of clinical legal training;
- activation of cooperation, joint legal research, exchange of teaching staff and students with leading educational and scientific institutions of developed foreign countries;
- conducting scientific and innovative research in the field of state and law with the development of legal information technologies and systems (Legal Tech);
- implementation of joint educational programs for legal training (double degree) with foreign partners, active involvement of foreign scientists and specialists in the educational process;
- creating an open, transparent, free from subjectivity and abuse of educational environment with the introduction of the "E-University" system;
- improving the competitiveness of domestic legal education by implementing measures to include TSLU and law faculties in the ratings of internationally recognized educational institutions.

The Legal Clinic of TSLU has been working for the whole period of COVID-19 pandemic (50 students) presenting the pro bono legal services for vulnerable groups of population by means of popular messenger and social networks.

The Centre for Legal Studies was established in the University, the main tasks of which are development scientific and teaching materials, based on research results conducted by the Centre, for their further implementation in the curricula and programs of the University, legal education institutions, devoted to improve the quality and level of teaching of legal disciplines, development of information and analytical materials and recommendations on topical problems of legal science and practice for their use in law-making, law enforcement bodies of state power and administration, courts, law enforcement and other areas of socio-economic and socio-political development, and others.

The University of World Economy and Diplomacy has founded the Legal Clinic in 2000. The legal clinic provides free legal assistance to low-income groups of population on civil, family, labor and economic cases. The purpose of the clinic is to improve the knowledge of University students, their practical readiness, create a permanent system of communication between the educational process and practice, expand cooperation between the University and the bar, the court and legal protection bodies, ensure that the educational process corresponds to theory and practice, develop a sense of responsibility for the work done and its result. The Legal Clinic is equipped by the XXI century courtroom that makes it possible to directly record the entire trial and helps students later re-listen to the recording and analyze it. The activity of this clinic provides a rich material for conducting research in the field of legal education not only for students, but also for qualified University teachers. The material and technical base of the clinic makes it possible to use modern technologies in education. The Legal Clinic has experience in cooperation with universities and legal clinics at the universities in the USA, Germany, Great Britain, South Korea, Poland, Bulgaria, Hungary, China, Russia, Kazakhstan, Tajikistan, Belarus, Kyrgyzstan and other countries.

'UNICON.UZ' State Unitary Enterprise is a commercial software developer which has been successfully cooperating with Supreme court since 2017. This company is the only company in Uzbekistan that is licenced to develop cryptography software and crypto protection software. For these reasons, as per recent Decree of the President 'On digitalization of activities of courts' **UNICON.UZ** has been identified as the sole contractor to develop a new unified ADOLAT e-justice

system. Project activities with both Supreme court and Supreme Judicial Council include activities related to developing software, namely:

- software that will allow monitoring performance and efficiency of courts (SJC)
- software for psychological testing of judges that will allow choosing test questions randomly (SJC);
- 'Judicial notices' interactive service (SC)
- software that will enable sending judicial correspondence in electronic format via SMS and email (SC)
- module of the unified ADOLAT e-justice system for blind case distribution in appeal and cassation instances.

In order to ensure sustainability of project activities in the area e-justice development project is planning to develop abovementioned software with UNICON.UZ under RPA modality subject to successful due diligence, risk and capacity assessments in line with UNDP rules and regulations.

Risks and Assumptions

Risk 1. Inadequate cross-sectorial coordination that may hamper speed of reform. The legal and judicial reforms in Uzbekistan resulted in reorganization and liquidation of major national stakeholders in the area of rule of law. Majority of these bodies as well as their decision makers' are new to the system and have little idea on how to cooperate with UNDP and/or donor organizations. Additionally, duplicated functions of some beneficiaries might lead to conflict of interests between these national partners. To overcome this risk project will organize regular meeting with all interested national partners to identify the potential activities and support that project can provide. Moreover it is planned that representative of all national partners will be included into Project Board.

Risk 2. Low level of ICT knowledge of population (especially in regions) and insufficient level of ICT knowledge among judges, as well as inefficient ICT infrastructure of courts may cause certain difficulties with timely project implementation. Project will optimize training process and events on awareness raising in order to increase knowledge of judges, lawyers, and other specialists.

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

Risk 4. Low number of NGOs specialized in judicial sector and unsatisfactory mechanisms of publication of court decisions on Supreme court website may result in hampering the project activities related to partnering with local NGOs to strengthen their capacities to study and analyse the judicial practice. The project will approach existing NGOs and work with them to ensure timely implementation of project activities in this area. In addition project will try to establish linkages between such NGOs and specific departments of Supreme court.

Risk 5. Overall perception of gender roles in the society as well as low number of women-judges and women judicial staff, can lead to low efficiency of project activities in the area of gender mainstreaming in judiciary. The project will focus on priority activities in this area and work with Supreme Judicial Council to implement gender mainstreaming activities.

Stakeholder Engagement

Since the primary beneficiary is the judicial system of the Republic of Uzbekistan, project aims to work for all bodies and agencies responsible in the judiciary. Therefore, while target group includes judges and court personnel at one hand, clients of the judiciary including ordinary population and lawyers who use the services provided by courts are on the other hand. Therefore project will scrutinize its activities so the improving judicial activities result in benefits for clients of the judiciary. In addition, project is planning to work with Higher School of Judges and UNICON.UZ under RPA modality.

Knowledge

Project is expected to produce over 12 manuals, guidelines and analytical briefs and number of other publications. Court statistics, number and types of applications to the Virtual Reception of the President as well as number and types applications to online reception of the Supreme court will be analysed to identify actual issues/topics for the publications of the project. The publications will be produced in a easy to understand and user-friendly manner to widen the focus group of the publications. Whenever possible, project will conduct presentations of project publications. Project publications will be disseminated via Peoples' Receptions as well as NGOs.

Sustainability and Scaling Up

In addressing the identified challenges, the project will be using existing long-term partnership contacts with the Supreme Court of Uzbekistan, Supreme Judicial council, Higher School of Judges, Tashkent State Law University, University of World Economy and Diplomacy, NGO MADAD, UNICON.UZ, which will enable the project to implement proposed activities in the framework of equal rights-based cooperation with aforementioned institutions, rather than as an external executor. This will also guarantee the sustainability of the results of project activities in future, as aforementioned government institutions will be directly involved in the formulation and realization of the actions proposed under the project and can influence the process of its implementation in future.

IV. PROJECT MANAGEMENT

Cost Efficiency and Effectiveness

The new project strategy is built on the knowledge, experience, lessons learned and findings gained through previous and ongoing projects of UNDP in rule of law and governance area. The project focus areas and planned activities are aligned to the needs of the national partner that were also proposed and discussed during the Project Board Meeting of joint project "Rule of Law partnership in Uzbekistan" on 22 December 2017. National Implementation Modality (NIM) has been selected in order to strengthen the local ownership and further foster engagement of national judicial authorities in the new project planning and execution.

The Supreme Court of Uzbekistan will be the Implementing partner and will be represented in the Project Board. The Supreme court as Implementing partner will be responsible for overall coordination of the project. The Supreme Court will appoint National Project Coordinator (NPC). Overall responsibilities of NPC are providing strategic guidance and strategic coordination of activities with consideration of interests of all national partners of the project including (but not limited to): Supreme Court of the Republic of Uzbekistan (Implementing Partner), Supreme Judicial Council of the Republic of Uzbekistan, Higher School of Judges under Supreme Judicial Council of the Republic of Uzbekistan, Development Strategy Centre, Tashkent State Law University, UWED, NGO MADAD, UNICON.UZ etc. Overall coordination and strategic decisions regarding implementation of project will be conducted 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 recommendation for UNDP/Supreme Court (and other partners) 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 coordinating.

UNDP will be working on aid coordination among other international organizations, including UN Agencies, within regular meetings with participation of all major actors involved in supporting rule of law and justice sector reform agenda to identify synergies and avoid overlaps.

Project Management

The project will be implemented under the National Implementation Modality (NIM). The Supreme Court of Republic of Uzbekistan will be the Implementing Partner.

The project will be physically located in the Tashkent city. The Supreme Court of Uzbekistan will provide office premises for the project team (in the premises of its headquarters), ensure full access of project staff (as well as project visitors) to the allocated offices. Moreover, Supreme court of the Republic of Uzbekistan will provide to the project a separate storage space as well as ensure full and uninterrupted functioning of the office premises (including telephone communication lines and electricity) and the required expertise and services of their corresponding staff.

To ensure synergies and consolidation of efforts, the project will work closely with other on-going UNDP projects, including:

- “Support to Enhancement of Lawmaking, Rulemaking and Regulatory Impact Assessment/Phase 2” (impact assessment of draft legislation, legal review of draft laws in Parliament, etc.);
- “Empowering Women to Participate in Public Administration and Socio-Economic Life” (in such areas as gender equality issues, ensuring women’s rights in courts and etc.);
- “Support to implementation of Charter-based and Treaty Bodies recommendations in Uzbekistan” project is a joint initiative of the National Human Rights Centre of the Republic of Uzbekistan (NHRC) and UNDP Uzbekistan. The project aims to support the implementation of the National Action Plan for the Implementation of the Charter-based bodies Recommendations and the Treaty Bodies, focused on concrete results in the implementation of the recommendations, in particular in such areas as rule of law and development of civil society, the reform of the judicial system, and the economic and social rights, with emphasis on vulnerable groups.

In accordance with the Letter of Agreement between UNDP and the Supreme Court of the Republic of Uzbekistan for the provision of support services, the UNDP Country Office in Uzbekistan may provide, at the request of the Supreme Court, the following support services for the activities of the project:

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

Any claim or dispute arising under or in connection with the provision of support services by the UNDP country office in accordance with this document shall be handled pursuant to the relevant provisions of the SBAA.

Audit Arrangements: The Audit will be conducted in accordance with the established UNDP procedures set out in the Programming and Finance manuals by the legally recognized auditor.

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

In all public communications (including communication for dissemination among mass media), prepared by project one of the following titles of the project will appear:

In Uzbek:	Ўзбекистон Республикаси Олий суди, USAID ва БМТТДнинг “Ўзбекистонда қонун устуворлиги соҳасида ҳамкорлик” қўшма лойиҳаси
In Uzbek (latin):	O‘zbekiston Respublikasi Oliy sudi, AQSh Xalqaro taraqqiyot agentligi (USAID) va BMT Taraqqiyot dasturining “O‘zbekistonda qonun ustuvorligi sohasida hamkorlik” qo‘shma loyihasi
In Russian:	Совместный Проект Верховного суда Республики Узбекистан, Агентства США по международному развитию (USAID) и Программы развития ООН «Партнерство в сфере верховенства закона в Узбекистане»
In English:	The joint project of the Supreme Court of the Republic of Uzbekistan, the United States Agency for International Development (USAID), and the United Nations Development Programme (UNDP) ‘Rule of Law Partnership in Uzbekistan’

In order to represent financing of the project by the UNDP and USAID, logos of these organization must be used in all project publications and events including but not limited to equipment purchased under this project

When using the USAID logo, the project will use the guidance set in the USAID Graphic Standards Manual, which includes standards for colour, design, and typeface and the equipment to use the tagline “from the American people”; while for UNDP logo, the statement “Empowered Lives. Resilient Nations.” will be used.

Only USAID, UNDP and Supreme Court’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.

Disclaimer Language for Publications

All studies, reports, publications, websites and all informational and promotional products will contain the following provision:

In Uzbek:	Мазкур нашр/тадқиқот/ҳисобот/аудио/видео/бошқа ахборот маҳсулот Ўзбекистон Республикаси Олий суди, АҚШ Халқаро тараққиёт агентлиги (USAID) ва БМТ Тараққиёт дастурининг “Ўзбекистонда қонун устуворлиги соҳасида ҳамкорлик” қўшма лойиҳаси доирасида БЕПУЛ ТАРҚАТИШ УЧУН ТАЙЁРЛАНГАН . Нашр/тадқиқот/ҳисобот/аудио/видео/бошқа ахборот маҳсулот мазмуни бўйича масъулият муаллифларга юклатилади ва Ўзбекистон Республикаси Олий суди, АҚШ Халқаро Тараққиёт Агентлиги (USAID), АҚШ ҳукумати ёки БМТ Тараққиёт дастурининг расмий нуқтаи назарини акс эттириши шарт эмас.
In Uzbek (latin):	Mazkur nashr/tadqiqot/hisobot/audio/video/boshqa axborot mahsulot O‘zbekiston Respublikasi Oliy sudi, AQSh Xalqaro taraqqiyot agentligi (USAID) va BMT Taraqqiyot dasturining “O‘zbekistonda qonun ustuvorligi sohasida hamkorlik” qo‘shma loyihasi doirasida BEPUL TARQATISH UCHUN TAYYORLANGAN . Nashr/tadqiqot/hisobot/audio/video/boshqa axborot mahsulot mazmuni bo‘yicha mas‘uliyat mualliflarga yuklatiladi va O‘zbekiston Respublikasi Oliy sudi, AQSh Xalqaro taraqqiyot agentligi (USAID), AQSh hukumati yoki BMT Taraqqiyot dasturining rasmiy nuqtai nazarini aks ettirishi shart emas.
In Russian:	Данный/ое/ая публикация/исследование/отчет/аудио/видео/другой информационный продукт подготовлен/а/о в рамках совместного проекта Верховного суда Республики Узбекистан, Агентства США по международному развитию (USAID) и Программы развития ООН «Партнерство в сфере верховенства закона в Узбекистане» для бесплатного распространения . Ответственность за содержание публикации/исследования/отчета/аудио/видео/другого информационного продукта возлагается на авторов и может не совпадать с точкой зрения Верховного суда Республики Узбекистан, Агентства США по международному развитию (USAID), правительства США или Программы развития ООН.

In English:	This publication/research/report/audio/video/other informational product has been prepared within the joint project of the Supreme Court of the Republic of Uzbekistan, the United States Agency for International Development (USAID), and the United Nations Development Programme 'Rule of Law Partnership in Uzbekistan' FOR FREE DISTRIBUTION . The contents of publication/research/report/audio/video/other information product are the sole responsibility of the authors and do not necessarily reflect the views of the Supreme Court, the United Nations Development Programme, the United States Government or the UNDP.
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V. RESULTS FRAMEWORK

Intended Outcome as stated in the UNDAF/Country Programme Results and Resource Framework: UNDAF Outcome 8: Legal and judicial reforms further ensure strong protection of rights, freedoms and legitimate interests of citizens.

Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets: Extent to which transparency of court administration/judicial independence strengthened and increase public trust in courts.

Baseline: Current legal/policy mechanisms have gaps in court administration/public trust in courts/judicial independence (2014).

Target: Fully strengthened (2020).

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

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

Output 2.2.3. Capacities, functions and financing of rule of law and national human rights institutions and systems strengthened to expand access to justice and combat discrimination, with a focus on women and other marginalised groups

Project title and Atlas Project Number: Rule of Law partnership in Uzbekistan; Project ID: 00081933; Output ID: 00091042

EXPECTED OUTPUTS	OUTPUT INDICATORS	DATA SOURCE	BASELINE		TARGETS ⁶ (by frequency of data collection)					DATA COLLECTION METHODS & RISKS
			Value	Year 2017	Year 2018	Year 2019	Year 2020	Year 2021	FINAL	
Output 1 <i>Supreme Court is equipped with knowledge, regulatory mechanisms and capacitated staff to increase independence of judiciary, fairness of trials and efficiency of court administration</i>	<i>1.1 Availability of proposals on further improvement of the procedures on transparency in the appointment of judges for the second (and subsequent) periods, integrating the favorable conditions for the advancement of women judges.</i>	Supreme Court	Availability	No	No	Yes	Yes	Yes	Yes	<i>Published comparative analyses of national mechanisms and best foreign experiences in selection and appointment of judges with concrete proposals;</i>
	<i>1.2 Availability of a methodology with clear criteria, which inter alia promotes gender balance among judges and court personnel, for assessing the activities of courts in accordance with international standards.</i>	Supreme Court	Availability	No	No	Yes	Yes	Yes	Yes	<i>Supreme court reports</i>
	<i>1.3 Availability of comparative analysis of national and best international practice on established mechanisms of judicial planning, court administration and budgeting</i>	Supreme Court and UNDP	Availability	No	No	Yes	Yes	Yes	Yes	<i>Published overview of foreign experience of court administration and budgeting;</i>
	<i>1.4 Number of analytical papers⁷ with proposals on further enhancement of:</i>	Supreme Court and UNDP	Number					n/a		<i>Published and/or posted analytical papers, news</i>

⁶ Targets are not cumulative;

⁷ Gender equality and women empowerment issues will be reflected in each analytical paper, where it is context-relevant and applicable;

	<i>i) criminal and criminal procedural legislation; ii) civil and civil procedural legislation; iii) Code of proceedings in administrative courts</i>			i) 0 ii) 2 iii) 0	i) 1 ii) 2 iii) 1	i) 2 ii) 2 iii) 2	i) 2 ii) 2 iii) 2		i) 5 ii) 6 iii) 5	<i>articles on discussion of analytical papers, etc.;</i>
	1.5 Number of comparative analyses ⁸ of the best international practices of ensuring right to a fair trial with national legislation	Supreme Court	Number	1	2	2	2	0	6	Published and/or posted comparative analyses
	1.6 Number of individuals who have access to formal justice ⁹ (disaggregated by gender and vulnerable groups) including: A) through free legal aid mechanisms; B) through interactive services of courts.	Supreme Court and UNDP	Number	-	50	150	250	0	450	Project reports, news articles
	1.7 Number of training courses elaborated based on results of needs assessment of judges and court personnel	Supreme Court and UNDP	Number	4	2	2	2	2	8	Project reports, news articles
	1.8 Number of: i) applications submitted (processed) to courts through the E-SUD (sex-disaggregated) information system; ii) Interactive services of electronic judicial systems.	Supreme Court and UNDP	Number	i) 350 000 ii) 3	i) 450 000 ii) 2	i) 550 000 ii) 2	i) 650 000 ii) 3	i) n/a ii) 1	i) 1 650 000 ii) 7	E-SUD web-site, court reports, news articles
	1.9 Number of published statistics (sex-disaggregated as applicable) on court activities.	Supreme Court and UNDP	Number	-	-	1	1	2	4	Project reports, news articles
	1.10 Number of: i) courts and ii) participants (sex-disaggregated) in the judicial system who participated in a survey on satisfaction with court activities	Supreme Court and UNDP	Number	i) 8 ii) 1000	i) 12 ii) 1300	i) 16 ii) 1600	i) 20 ii) 2000	i) 24 ii) 2200	i) 24 ii) 2200	Annual court surveys
	1.11 Number of judicial personnel trained with USAID funded assistance (disaggregated by sex)	Supreme Court and UNDP	Number	0	0	0	0	100	100	Project reports, news articles
	1.12 Number of activities designed to promote or strengthen the civil participation of women (funded by USAID)	Supreme Court and UNDP	Number	0	0	0	0	3	3	Project reports, news articles

⁸ Comparative analysis will incorporate gender equality and women empowerment as a cross-cutting issue using the best practices.

⁹ Indicator for output 2.2.3 of of UNDP Strategic Plan 2018-2021.

VI. MONITORING AND EVALUATION

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

Monitoring Plan

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

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

Evaluation Plan

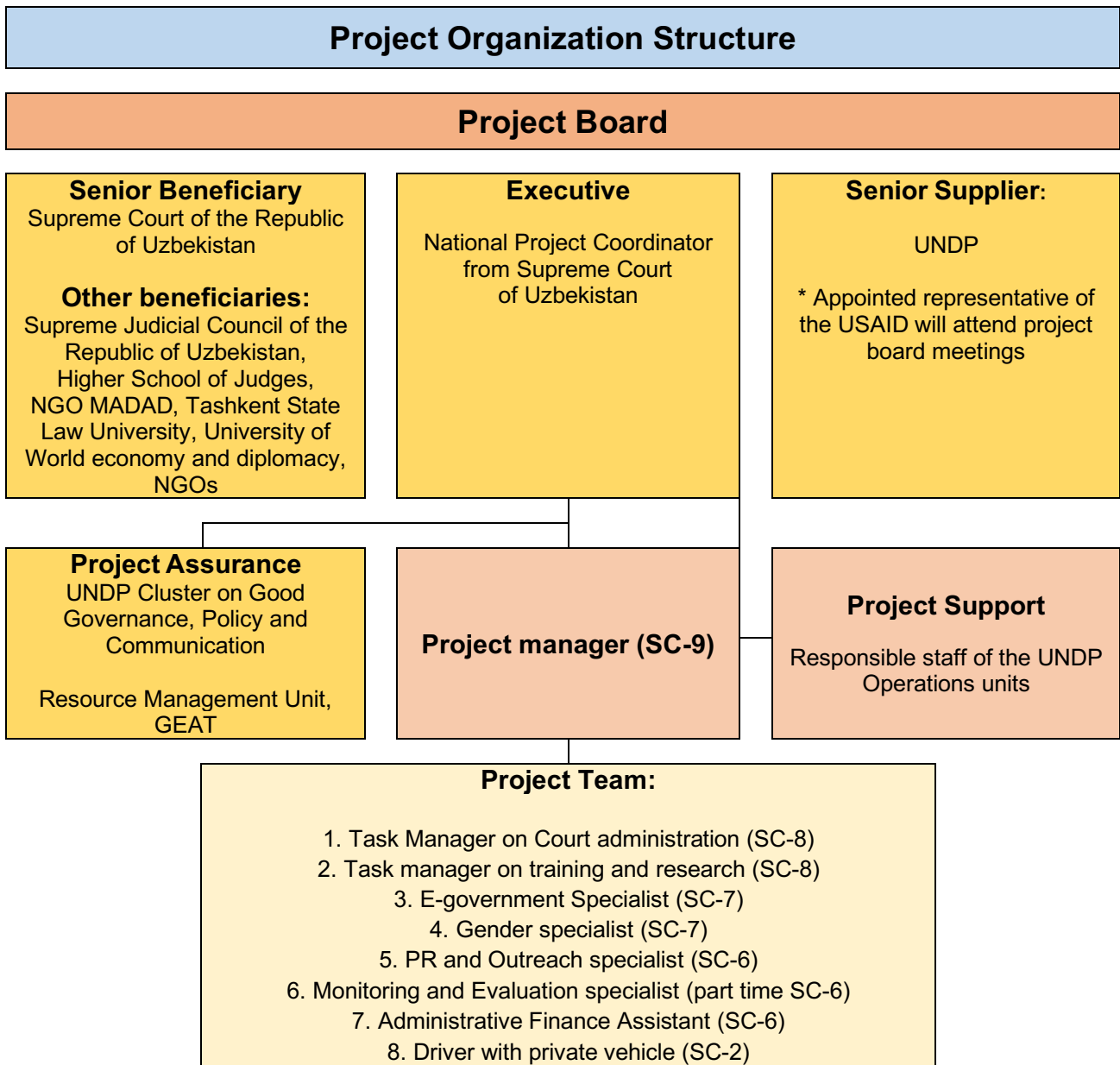
Evaluation Title	Partners (if joint)	Related Strategic Plan Output	UNDAF/CPD Outcome	Planned Completion Date	Key Evaluation Stakeholders	Cost and Source of Funding
Final Evaluation		2.2.3.	Outcome 8	31.08.2021	Supreme Court	USD 30,000

VII. MULTI-YEAR WORK PLAN¹⁰

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year								RESP. PARTY	PLANNED BUDGET			
		Y1 (2014)	Y2 (2015)	Y3 (2016)	Y4 (2017)	Y5 (2018)	Y6 (2019)	Y7 (2020)	Y8 (2021)		Funding Source	Budget Description (Y4)	Amount	
Output 1: Supreme Court is equipped with knowledge, regulatory mechanisms and capacitated staff to increase independence of judiciary, fairness of trials and efficiency of court administration. Gender marker: GEN2	Activity 1.1. Increase systemic, institutional and procedural judicial independence in civil, economic and administrative courts through providing strategy policy advice to key decisions makers on strategic directions of legal and judicial reforms	4 274,71	243 187,73	90 664,69	164 907,46	290 527,14	567 211,54	218 051,80	557 746,30		UNDP	33 708,84	392 007,60	
											USAID	524 037,46	1 744 565,59	
	Activity 1.2. Enhance criminal justice and civil justice systems in line with international standards and the best practices related to fair trial and due process	1 819,57	80 958,54	113 524,08	238 317,67	155 834,33	461 075,77	131 819,00	0		UNDP	0	320 804,73	
											USAID	0	862 544,23	
	Activity 1.3. Increase integrity, efficiency and competency of judiciary through upgrading continuous education system for judges and wider application of e-justice tools. Improve court Administration Systems and Performance	2 014,58	319 706,41	193 223,36	420 938,32	467 916,91	783 503,62	111 042,20	421 287,27		UNDP	66 291,16	306 382,62	
											USAID	354 996,11	2 413 250,05	
	MONITORING	0,00	0,00	0,00	0,00	0,00	0,00	0,00	10 000,00		UNDP	0	0	
											USAID	10 000,00	10 000,00	
	Evaluation (as relevant)	EVALUATION	0,00	0,00	0,00	0,00	0,00	0,00	0,00	30 000,00		UNDP	0	0
												USAID	30 000,00	30 000,00
General Management Support		0,00	37 024,10	18 778,88	50 491,07	65 067,11	135 756,27	24 311,60	70 193,42		UNDP	0	0	
											USAID	70 193,42	401 622,45	
Subtotal		8 108,86	680 876,78	416 191,01	874 654,52	979 345,49	1 947 547,20	485 224,60	1 089 226,99		UNDP	100 000,00	1 019 194,95	
											USAID	989 226,99	5 461 982,32	
TOTAL:									1 089 226,99			1 089 226,99	6 481 177,27	

¹⁰ Changes to a project budget affecting the scope (outputs), completion date, or total estimated project costs require a formal budget revision that must be signed by the project board. In other cases, the UNDP programme manager alone may sign the revision provided the other signatories have no objection. This procedure may be applied for example when the purpose of the revision is only to re-phase activities among years.

VIII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS



The Supreme court as Implementing partner will be responsible for overall coordination of the project. The Supreme court will appoint National Project Coordinator (NPC). Overall responsibilities of NPC are providing strategic guidance and strategic coordination of activities with consideration of interests of all national partners of the project including (but not limited to): Supreme court of the Republic of Uzbekistan (Implementing Partner), Supreme Judicial Council of the Republic of Uzbekistan, Higher School of Judges, NGO MADAD, Tashkent State Law University, University of World economy and diplomacy, NGOs, etc. Overall coordination and strategic decisions regarding implementation of project will be conducted 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 recommendation for UNDP/Supreme Court (and other partners) 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 coordinating. Detailed roles and responsibilities of the Project Board are provided in Annex 2 of this Project Document.

The project Board contains three roles, including:

- 1) An Executive: individual (National Project Coordinator from Supreme Court of Uzbekistan) representing the project ownership to chair the group.
- 2) Senior Supplier: UNDP (1 representative) and USAID (1 representative): 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: Supreme Court (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. Other beneficiaries also include Supreme Judicial Council of the Republic of Uzbekistan, Higher School of Judges, NGO MADAD, Tashkent State Law University, University of World economy and diplomacy, NGOs, etc. (1 representative from each agency).

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.

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

The Project Board will convene at least annually to hold regular project reviews to assess the performance of the project, achievement of target and review the Multi-Year Work Plan to ensure realistic budgeting over the life of the project.

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

IX. LEGAL CONTEXT

1. Legal Context:

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

2. Implementing Partner:

- Supreme Court of the Republic of Uzbekistan, Government Entity (NIM)

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

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

X. RISK MANAGEMENT

1. Consistent with the Article III of the SBAA, the responsibility for the safety and security of the Implementing Partner and its personnel and property, and of UNDP’s property in the Implementing Partner’s custody, rests with the Implementing Partner. To this end, the Implementing Partner shall:
 - a. put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
 - b. assume all risks and liabilities related to the Implementing Partner’s security, and the full implementation of the security plan.
2. UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of the Implementing Partner’s obligations under this Project Document.
3. The Implementing Partner agrees to undertake all reasonable efforts to ensure that no UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via http://www.un.org/sc/committees/1267/aq_sanctions_list.shtml.
4. The Implementing Partner acknowledges and agrees that UNDP will not tolerate sexual harassment and sexual exploitation and abuse of anyone by the Implementing Partner, and each of its responsible parties, their respective sub-recipients and other entities involved in Project implementation, either as contractors or subcontractors and their personnel, and any individuals performing services for them under the Project Document.
 - (a) In the implementation of the activities under this Project Document, the Implementing Partner, and each of its sub-parties referred to above, shall comply with the standards of conduct set forth in the Secretary General’s Bulletin ST/SGB/2003/13 of 9 October 2003, concerning “Special measures for protection from sexual exploitation and sexual abuse” (“SEA”).
 - (b) Moreover, and without limitation to the application of other regulations, rules, policies and procedures bearing upon the performance of the activities under this Project Document, in the implementation of activities, the Implementing Partner, and each of its sub-

parties referred to above, shall not engage in any form of sexual harassment (“SH”). SH is defined as any unwelcome conduct of a sexual nature that might reasonably be expected or be perceived to cause offense or humiliation, when such conduct interferes with work, is made a condition of employment or creates an intimidating, hostile or offensive work environment.

5. a) In the performance of the activities under this Project Document, the Implementing Partner shall (with respect to its own activities), and shall require from its sub-parties referred to in paragraph 4 (with respect to their activities) that they, have minimum standards and procedures in place, or a plan to develop and/or improve such standards and procedures in order to be able to take effective preventive and investigative action. These should include: policies on sexual harassment and sexual exploitation and abuse; policies on whistleblowing/protection against retaliation; and complaints, disciplinary and investigative mechanisms. In line with this, the Implementing Partner will and will require that such sub-parties will take all appropriate measures to:
 - i. Prevent its employees, agents or any other persons engaged to perform any services under this Project Document, from engaging in SH or SEA;
 - ii. Offer employees and associated personnel training on prevention and response to SH and SEA, where the Implementing Partner and its sub-parties referred to in paragraph 4 have not put in place its own training regarding the prevention of SH and SEA, the Implementing Partner and its sub-parties may use the training material available at UNDP;
 - iii. Report and monitor allegations of SH and SEA of which the Implementing Partner and its sub-parties referred to in paragraph 4 have been informed or have otherwise become aware, and status thereof;
 - iv. Refer victims/survivors of SH and SEA to safe and confidential victim assistance; and
 - v. Promptly and confidentially record and investigate any allegations credible enough to warrant an investigation of SH or SEA. The Implementing Partner shall advise UNDP of any such allegations received and investigations being conducted by itself or any of its sub-parties referred to in paragraph 4 with respect to their activities under the Project Document, and shall keep UNDP informed during the investigation by it or any of such sub-parties, to the extent that such notification (i) does not jeopardize the conduct of the investigation, including but not limited to the safety or security of persons, and/or (ii) is not in contravention of any laws applicable to it. Following the investigation, the Implementing Partner shall advise UNDP of any actions taken by it or any of the other entities further to the investigation.
- b) The Implementing Partner shall establish that it has complied with the foregoing, to the satisfaction of UNDP, when requested by UNDP or any party acting on its behalf to provide such confirmation. Failure of the Implementing Partner, and each of its sub-parties referred to in paragraph 4, to comply of the foregoing, as determined by UNDP, shall be considered grounds for suspension or termination of the Project.
6. 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>).
7. 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.
8. 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.
9. 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.

10. 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.
11. 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.
12. 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.
13. 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.
14. 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.

XI. ANNEXES

1. **Social and Environmental Screening Template** [\[English\]](#) [\[French\]](#) [\[Spanish\]](#), including additional Social and Environmental Assessments or Management Plans as relevant. *(NOTE: The SES Screening is not required for projects in which UNDP is Administrative Agent only and/or projects comprised solely of reports, coordination of events, trainings, workshops, meetings, conferences, preparation of communication materials, strengthening capacities of partners to participate in international negotiations and conferences, partnership coordination and management of networks, or global/regional projects with no country level activities).*
2. **Risk Analysis**
3. **Project Board Terms of Reference**
4. **ToRs of Project Team**
5. **Project Quality Assurance Report (Monitoring and Implementation stage)**

6. Letter of Agreement for the Provision of Support Services

Annex I. Risk analysis

#	Description	Category	Impact & Probability	Countermeasures / Management response	Owner
1.	Inadequate cross-sectorial coordination that may hamper speed of reform. The legal and judicial reforms in Uzbekistan resulted in reorganization and liquidation of major national stakeholders in the area of rule of law. Majority of these bodies as well as their decision makers' are new to the system and have little idea on how to cooperate with UNDP and/or donor organizations. Additionally, duplicated functions of some beneficiaries might lead to conflict of interests between these national partners.	Strategic	May effect on the efficiency of the project's outputs and outcomes Probability = 3 Impact = 4	To overcome this risk project will organize regular meeting with all interested national partners to identify the potential activities and support that project can provide. Moreover it is planned that representative of all national partners will be included into Project Board.	Project Manager
2.	Lack or absence of strategic planning of national partners often result in performing tasks on the request from the higher bodies. As a result, national partners can request project to conduct activities on ad hoc basis.	Organizational	May effect on the efficiency of the project's outputs and outcomes Probability = 3 Impact = 3	Project will work with national partners to identify their annual priorities and plans, which fall under scope of the project to cooperate on implementation of these activities.	Project manager
3.	Low level of ICT knowledge of population (especially in regions) and insufficient level of ICT knowledge among judges, as well as inefficient ICT infrastructure of courts may cause certain difficulties with timely project implementation	Operational	May create difficulties and delays in implementation of planned activities with direct effect on the project's annual budget delivery rate Probability = 4 Impact = 3	Project will optimize training process and events on awareness raising in order to increase knowledge of judges, lawyers, and other specialists.	Project Manager

Annex II. Project Board Terms of Reference

I. PROJECT BOARD

Overall responsibilities

The Project Board is the group responsible for making by consensus management decisions for a project when guidance is required by the Project Manager (PM), including recommendation for UNDP/Supreme Court 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 PM. This group is consulted by the PM for decisions when PM 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 PM 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 PM's responsibilities, as well as the responsibilities of the other members of the Project Management team;
- Delegate any Project Assurance function as appropriate;
- Review and appraise detailed Project Plan and AWP, including Atlas reports covering activity definition, quality criteria, issue log, updated risk log and the monitoring and communication plan.

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.

I. 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.

II. 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.

III. 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.

IV. PROJECT MANAGER

Overall responsibilities

The PM 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 PM is responsible for day-to-day management and decision-making for the project. The PM'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.

V. PROJECT ASSURANCE

Overall responsibility

Project Assurance is the responsibility of each Project Board member, however the role can be delegated. The Project Assurance role supports the Project Board by carrying out objective and independent project oversight and monitoring functions. This role ensures appropriate project management milestones are managed and completed. Project Assurance has to be independent of the PM, therefore, the Project Board cannot delegate any of its assurance responsibilities to the PM. 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.

VI. 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 III. ToRs of Project Team

1. Project manager (SC-9)

I. Job Information:	
Job Title:	Project Manager
SC range:	SC-9
Project Title/Department:	Rule of Law Partnership (RoL) Project
Duration of the assignment:	6 months (with possible extension subject to satisfactory performance)
Duty station:	Tashkent
Work status (full time / part time):	Full time
Reports To:	Cluster Leader, Cluster on Good Governance, Policy and Communication, UNDP CO

II. Background
<p>Joint Supreme court of the Republic of Uzbekistan, UNDP and USAID 'Rule of law partnership in Uzbekistan' (ROL) project has been implementing since 2014. The overarching goal of this joint project is to strengthen public access to and trust in Uzbekistan's judicial system, with focus on all four types of courts (civil, economical, criminal, and administrative) and the whole justice chain. The project will work towards this goal through a primary partnership with the Supreme Court and, as appropriate, other justice sector stakeholders, building on these institutions' political will to strengthen public trust and achieve greater alignment with internationally recognized standards of accountability and performance. Based on national priorities declared in Strategy of Action for 2017-2021 and the best international experience, ROL project will provide assistance to Supreme court of the Republic of Uzbekistan as well as other partners in elaboration of strategic and legal framework to improve accessibility of court information and transparency of judiciary, in strengthening research and analytical capacity of Supreme Court in order to implement judicial and legal reforms, wide involvement of representative of civil and expert society as well as donor organizations in open discussion of reforms and provision of assistance in strengthening rule of law in Uzbekistan. For this purpose project aims to implement following tasks:</p> <ol style="list-style-type: none"> 1) Increase systemic, institutional and procedural judicial independence in civil, economic and administrative courts through providing strategy policy advice to key decisions makers; 2) Enhance criminal justice and civil justice systems in line with international standards and the best practices related to fair trial and due process' 3) Increase integrity, efficiency and competency of judiciary through upgrading continuous education system for judges and wider application of e-justice tools. Improve court Administration Systems and Performance. <p>The ROL project will identify concrete challenges and implement corresponding activities that can measurably strengthen judicial independence, enhance transparency and accessibility of courts and improve efficiency of court administration. Through agreed upon interventions, this project will help strengthen judicial independence and accountability, a critical step towards improving the rule of law in Uzbekistan and ensuring the nations' further progress towards a democratic society. The project will work on improving services, making citizens feel invested in the court system and increasing citizen access to the courts (civil and economic). This will be achieved through improving judicial system performance, enhancing the knowledge and technical skills of judges, lawyers and court personnel and increasing responsiveness to citizen feedback regarding the judicial process.</p> <p>While the project envisions the Supreme Court of the Republic of Uzbekistan as its primary point of contact, it will also closely collaborate with Supreme Judicial Council of the Republic of Uzbekistan, Research Center for the Study of Justice under Supreme Judicial Council of the Republic of Uzbekistan, Bureau for</p>

enforcement under the General Prosecution Office of the Republic of Uzbekistan, Development Strategy Center, Lawyers' training Center under the Ministry of Justice of the Republic of Uzbekistan, Tashkent State Law University, Institute for monitoring Current legislation under the President of the Republic of Uzbekistan and other justice sector reform champions which possess the political will to implement reforms. Through working with a number of partners, the project can ensure that maximum impact is achieved, as well as a strategic, coordinated and holistic approach to increasing public access to and trust in Uzbekistan's judicial system. The approach will not only include GOU partners, but will also cooperate with international organizations and donors, to provide for a coordinated response to national development needs.

Under direct supervision of the UNDP Cluster Leader, Cluster on Good Governance, Policy and Communications 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. Description of Responsibilities

- Provide necessary contribution and input into the strategic planning process for the project and its implementation in accordance with the signed project document;
- Ensure timely formulation, preparation and submission of the documents on project planning and financial oversight;
- Monitor the implementation of certain project components, analyses emerging problems that hamper their successful implementation and takes appropriate measures to ensure timely delivery of required inputs and achievement of project-wide results;
- 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;
- Ensure 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);
- Identify 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);
- Prepare the Annual Review Report;
- Based on the ARR, prepare the Annual Work Plan (AWP) and Annual Plan of Activities and Procurement Plan for the project years;
- Prepare Quarterly and Annual Performance Reports in USAID format, which, among others, shall address a) Participant training reports; b) Marking and branding; c) Gender reporting;
- Organize quarterly meetings with national partners and USAID to review the activity workplan
- Coordinate with USAID all planned public events;
- Monitor 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;

- Sign annual CDRs with UNDP and the Implementing Partner national agency;
- Monitor 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;
- Liaise with other UNDP projects to implement possible synergies and reports to UNDP Programme Officer and NPC on conducted activities;
- 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, and present it for approval to the UNDP;
- Ensure proper operational, financial and programmatic closure of the project;
- Prepare Final Project Review Reports to be submitted to the Project Board;
- Prepare Final Report in USAID format;
- 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

Corporate competencies:

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

Functional Competencies:

Communications and networking

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

Knowledge Management and Learning

- Promotes a knowledge sharing and learning culture in the team through leadership and personal example;
- Actively mentoring project staff under her/his supervision;
- Leadership and Self-Management;
- Focuses on result for the client and responds positively to feedback;

- Consistently approaches work with energy and a positive, constructive attitude;
- Remains calm, in control and good humored even under pressure;
- Competent in leading team and creating team spirit, stimulating team members to produce quality outputs in a timely and transparent fashion.

Development and Operational Effectiveness

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

Job Knowledge/Technical Expertise

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

Leadership and Self-Management

Builds strong relationships with clients, focuses on impact and result for the client and responds positively to feedback;

Consistently approaches work with energy and a positive, constructive attitude;

Demonstrates good oral and written communication skills.

Core competencies:

- Demonstrating ethics and integrity;
- Self-development, initiative and reasonable risk taking,
- Acting as a team player and facilitating team work;

V. Qualification Requirements

Education:	Bachelor degree in Law.
Experience:	At least 3 years of experience in legal research, legal analyses, national court/judiciary system; Strong record of managerial skills, 1 year of managerial experience is required; experience in civil courts and economic courts, at least 1 year will be an asset
Language requirements:	Good command of English, fluent written Russian and oral Uzbek language
Others:	Proven ability to plan, execute, and report on projects Deep knowledge of legal system and justice sector in Uzbekistan Proven ability to manage staff and coordinate partner activities Experience planning and facilitating public events Advanced ability to use ICT as a tool and resource
UNDP is an equal opportunity employer. Qualified female candidates, people with disabilities, and minorities are highly encouraged to apply.	

VI. Signatures- Post Description Certification

Incumbent (if applicable)		
Name	Signature	Date
Head of Unit/Division Cluster Leader on Good Governance, Policy and Communication	Signature	Date

2. Terms of reference for Task manager on training and research (SC-8)

I. Job Information:	
Job Title:	Task manager on training and research
SC range:	SC-8
Project Title/Department:	Rule of Law Partnership (ROL) Project
Duration of the assignment:	6 months (with possible extension subject to satisfactory performance)
Duty station:	Tashkent
Work status (full time / part time):	Full time
Reports To:	Project manager

II. Background
<p>Joint Supreme court of the Republic of Uzbekistan, UNDP and USAID 'Rule of law partnership in Uzbekistan' (ROL) project has been implementing since 2014. The overarching goal of this joint project is to strengthen public access to and trust in Uzbekistan's judicial system, with focus on all four types of courts (civil, economical, criminal, and administrative) and the whole justice chain. The project will work towards this goal through a primary partnership with the Supreme Court and, as appropriate, other justice sector stakeholders, building on these institutions' political will to strengthen public trust and achieve greater alignment with internationally recognized standards of accountability and performance. Based on national priorities declared in Strategy of Action for 2017-2021 and the best international experience, ROL project will provide assistance to Supreme court of the Republic of Uzbekistan as well as other partners in elaboration of strategic and legal framework to improve accessibility of court information and transparency of judiciary, in strengthening research and analytical capacity of Supreme Court in order to implement judicial and legal reforms, wide involvement of representative of civil and expert society as well as donor organizations in open discussion of reforms and provision of assistance in strengthening rule of law in Uzbekistan. For this purpose project aims to implement following tasks:</p> <ol style="list-style-type: none"> 1) Increase systemic, institutional and procedural judicial independence in civil, economic and administrative courts through providing strategy policy advice to key decisions makers; 2) Enhance criminal justice and civil justice systems in line with international standards and the best practices related to fair trial and due process' 3) Increase integrity, efficiency and competency of judiciary through upgrading continuous education system for judges and wider application of e-justice tools. Improve court Administration Systems and Performance. <p>The ROL project will identify concrete challenges and implement corresponding activities that can measurably strengthen judicial independence, enhance transparency and accessibility of courts and improve efficiency of court administration. Through agreed upon interventions, this project will help strengthen judicial independence and accountability, a critical step towards improving the rule of law in Uzbekistan and ensuring the nations' further progress towards a democratic society. The project will work on improving services, making citizens feel invested in the court system and increasing citizen access to the courts (civil and economic). This will be achieved through improving judicial system performance, enhancing the knowledge and technical skills of judges, lawyers and court personnel and increasing responsiveness to citizen feedback regarding the judicial process.</p> <p>While the project envisions the Supreme Court of the Republic of Uzbekistan as its primary point of contact, it will also closely collaborate with Supreme Judicial Council of the Republic of Uzbekistan, Research Center for the Study of Justice under Supreme Judicial Council of the Republic of Uzbekistan, Bureau for enforcement under the General Prosecution Office of the Republic of Uzbekistan, Development Strategy Center, Lawyers' training Center under the Ministry of Justice of the Republic of Uzbekistan, Tashkent State Law University, Institute for monitoring Current legislation under the President of the Republic of Uzbekistan</p>

and other justice sector reform champions which possess the political will to implement reforms. Through working with a number of partners, the project can ensure that maximum impact is achieved, as well as a strategic, coordinated and holistic approach to increasing public access to and trust in Uzbekistan's judicial system. The approach will not only include GOU partners, but will also cooperate with international organizations and donors, to provide for a coordinated response to national development needs.

Under direct supervision of the Project manager and overall guidance of the UNDP Cluster on Good Governance, Policy and Communications, the Task manager on training and research will be responsible for the satisfactory achievement of the entrusted tasks, as described below:

III. Description of Responsibilities

- Conduct desk research of the situation in legal and judicial sector, including analysis of key stakeholders and dynamics between them and changes, desk research of the best international practices in areas specific to the project tasks and goals;
- Conduct regular research and keep up-to-date list of potential international experts in the area of rule of law, judicial independence, judicial trainings, best international practices, etc.;
- Coordinate activities of the project related to research of best foreign experience including monitoring activities of recruited international experts, analyse and provide results submitted to the project by international experts, etc.;
- Organize training needs assessments;
- Coordinate organization and conduction of training sessions;
- Coordinate with trainers and other participants of the training sessions that will participate in each session;
- Monitor and keep the budget for training activities up to date;
- Coordinate a pre- and post-testing for participants of the training sessions together with the trainers to collect data on learning results;
- Review and analyse the trainers' reports;
- Monitor learning results of trainings and compile training evaluation records;
- Provide recommendations for improving the capacity building activities;
- Provide Project Manager with project training data for further submission in quarterly and annual reports;
- Ensure that all training data on project trainings is collected and entered to USAID's TraiNet database on a quarterly basis;
- Enter data into USAID's TraiNet database for project-funded travel to the USA;
- Provide assistance to the project Monitoring, evaluation and gender specialist in promotion of gender equality by reaching, involving and benefiting both women and men in its activities (gender mainstreaming);
- Collect, analyse and submit sex disaggregated data for all training activities;
- Provide necessary contribution and input into the strategic planning process for the project and its implementation in accordance with the signed project document;
- Monitor the implementation of certain project components, analyse emerging problems that hamper their successful implementation and take appropriate measures to ensure timely delivery of required inputs and achievement of project-wide results;
- Perform other duties related to the scope of work of the Training Specialist as required.

IV. Competencies

Corporate Competencies:

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

Functional Competencies:

- Must be capable of combining efficient implementation of UNDP values on Democratic Governance, ensuring and facilitating the coordination and collaboration of diverse stakeholder groups and good team work with national and international consultants;
- Result-oriented to meet the needs of client;
- Excellent leadership, self-management, communications and presentation skills;
- Good analytical and writing skills;
- Computer literacy and ability to use modern technology and social media as a tool in every-day work;

- Ability to share knowledge and experience;
- Consistently approaches work with energy and a positive, constructive attitude;
- Remains calm, in control and good humored even under pressure;
- Demonstrates openness to change and ability to quick learning;
- Ability to organize and complete multiple tasks by establishing priorities;
- Ability to handle a large volume of work possibly under time constraints;
- Responds positively to feedback and different viewpoints.

Core competencies:

- Demonstrating ethics and integrity;
- Self-development, initiative and reasonable risk taking,
- Acting as a team player and facilitating team work.

V. Qualification Requirements

Education:	University degree in Law, Public Administration, International Relations or related field.
Experience:	At least 3 years of work experience in developing and implementing training programs, conducting researches. Previous experience in international development organizations and government agencies would be considered as a strong asset.
Language requirements:	Fluency in Russian. Good command of English. Uzbek language is an asset.
Others:	Strong project management and events coordination skills Legal training and teaching background is an advantage Ability to use ICT as a tool and resource

UNDP is an equal opportunity employer. Qualified female candidates, people with disabilities, and minorities are highly encouraged to apply.

VI. Signatures- Post Description Certification

Incumbent (if applicable)		
Name	Signature	Date
'Rule of law partnership in Uzbekistan' Project Manager	Signature	Date
Head of Unit/Division Cluster Leader on Good Governance, Policy and Communication	Signature	Date

3. Terms of reference for Task Manager on Court administration (SC-8)

I. Job Information:	
Job Title:	Task manager on court administration
SC range:	SC-8
Project Title/Department:	Rule of Law Partnership (ROL) Project
Duration of the assignment:	6 months (with possible extension subject to satisfactory performance)
Duty station:	Tashkent
Work status (full time / part time):	Full time
Reports To:	Project manager

II. Background
<p>Joint Supreme court of the Republic of Uzbekistan, UNDP and USAID 'Rule of law partnership in Uzbekistan' (ROL) project has been implementing since 2014. The overarching goal of this joint project is to strengthen public access to and trust in Uzbekistan's judicial system, with focus on all four types of courts (civil, economical, criminal, and administrative) and the whole justice chain. The project will work towards this goal through a primary partnership with the Supreme Court and, as appropriate, other justice sector stakeholders, building on these institutions' political will to strengthen public trust and achieve greater alignment with internationally recognized standards of accountability and performance. Based on national priorities declared in Strategy of Action for 2017-2021 and the best international experience, ROL project will provide assistance to Supreme court of the Republic of Uzbekistan as well as other partners in elaboration of strategic and legal framework to improve accessibility of court information and transparency of judiciary, in strengthening research and analytical capacity of Supreme Court in order to implement judicial and legal reforms, wide involvement of representative of civil and expert society as well as donor organizations in open discussion of reforms and provision of assistance in strengthening rule of law in Uzbekistan. For this purpose project aims to implement following tasks:</p> <ol style="list-style-type: none"> 1) Increase systemic, institutional and procedural judicial independence in civil, economic and administrative courts through providing strategy policy advice to key decisions makers; 2) Enhance criminal justice and civil justice systems in line with international standards and the best practices related to fair trial and due process' 3) Increase integrity, efficiency and competency of judiciary through upgrading continuous education system for judges and wider application of e-justice tools. Improve court Administration Systems and Performance. <p>The ROL project will identify concrete challenges and implement corresponding activities that can measurably strengthen judicial independence, enhance transparency and accessibility of courts and improve efficiency of court administration. Through agreed upon interventions, this project will help strengthen judicial independence and accountability, a critical step towards improving the rule of law in Uzbekistan and ensuring the nations' further progress towards a democratic society. The project will work on improving services, making citizens feel invested in the court system and increasing citizen access to the courts (civil and economic). This will be achieved through improving judicial system performance, enhancing the knowledge and technical skills of judges, lawyers and court personnel and increasing responsiveness to citizen feedback regarding the judicial process.</p> <p>While the project envisions the Supreme Court of the Republic of Uzbekistan as its primary point of contact, it will also closely collaborate with Supreme Judicial Council of the Republic of Uzbekistan, Research Center for the Study of Justice under Supreme Judicial Council of the Republic of Uzbekistan, Bureau for enforcement under the General Prosecution Office of the Republic of Uzbekistan, Development Strategy Center, Lawyers' training Center under the Ministry of Justice of the Republic of Uzbekistan, Tashkent State Law University, Institute for monitoring Current legislation under the President of the Republic of Uzbekistan</p>

and other justice sector reform champions which possess the political will to implement reforms. Through working with a number of partners, the project can ensure that maximum impact is achieved, as well as a strategic, coordinated and holistic approach to increasing public access to and trust in Uzbekistan's judicial system. The approach will not only include GOU partners, but will also cooperate with international organizations and donors, to provide for a coordinated response to national development needs.

Under direct supervision of the Project manager and overall guidance of the UNDP Cluster on Good Governance, Policy and Communications, the Task manager on court administration will be responsible for the satisfactory achievement of the entrusted tasks, as described below:

III. Description of Responsibilities

- Conduct participatory review of court pricing, budgeting and workflow analysis of existing court procedures to optimize cost and operations;
- Participate in coordinating activities related to creating/updating court management systems (including E-SUD) through administration manuals for the judges and court administration staff;
- Conduct observation research and analysis on the division and flow of work between court administration and judges;
- Assist courts in designing and administering user satisfaction surveys;
- Provide technical support to legal clinics/courts in piloting the use of free legal aid services and advisors in the criminal, economic, administrative and civil courts to provide citizens with legal and administrative assistance in court cases;
- Assist with organizing at least two international conferences on ICT in the courts and improved court administration;
- Assist with design and training for judicial secretaries and court technical staff;
- Assist Project Manager in day-to-day Project activities and submitting monthly, quarterly and annual reports on programmatic activities and events;
- Participate in elaboration and supervising execution of the Project's Annual Plan of Activities, work plan, analyses emerging problems and proposes adequate measures to ensure timely fulfilment of envisioned tasks;
- Coordinate recruitment process of relevant local and international consultants and ensures timely delivery of services and payments;
- Ensure that project contributes to the promotion of gender equality by reaching, involving and benefiting both women and men in its activities (gender mainstreaming);
- Identify teams of qualified full-time and part-time national consultants, format and supervise their activities;
- Collaborate closely with national partners, international organizations and donors;
- Assist PR and outreach specialist in dissemination of reports & outcomes of meetings to traditional media, websites and via social media;
- Contribute substantially to preparation/drafting of research and analytical papers planned within the project, including submission and discussion of analytical reports with local beneficiaries;
- Provide necessary contribution and input into the strategic planning process for the project and its implementation in accordance with the signed project document;
- Ensure timely formulation, preparation and submission of the documents on project planning and financial oversight;
- Monitor the implementation of certain project components, analyses emerging problems that hamper their successful implementation and takes appropriate measures to ensure timely delivery of required inputs and achievement of project-wide results;
- Perform other duties related to the scope of work of the Task manager on Court Administration as required.

IV. Competencies

Corporate Competencies:

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

Functional Competencies:

- Must be capable of combining efficient implementation of UNDP values on Democratic Governance, ensuring and facilitating the coordination and collaboration of diverse stakeholder groups and good team work with national and international consultants;
- Result-oriented to meet the needs of client;
- Excellent leadership, self-management, communications and presentation skills;
- Good analytical and writing skills;
- Computer literacy and ability to use modern technology and social media as a tool in every-day work;
- Ability to share knowledge and experience;
- Consistently approaches work with energy and a positive, constructive attitude;
- Remains calm, in control and good humored even under pressure;
- Demonstrates openness to change and ability to quick learning;
- Ability to organize and complete multiple tasks by establishing priorities;
- Ability to handle a large volume of work possibly under time constraints;
- Responds positively to feedback and different viewpoints.

Core competencies:

- Demonstrating ethics and integrity;
- Self-development, initiative and reasonable risk taking,
- Acting as a team player and facilitating team work;

V. Qualification Requirements	
Education:	Bachelor degree in Law
Experience:	At least 3 years prior experience in the national court system as a judge or court secretary or other court personnel or attorney at law is required
Language requirements:	Proficiency in Russian and Uzbek. Good command of English
Others:	Detailed knowledge of the justice sector and understanding of challenges in access to justice Demonstrated understanding of best practices in case management mechanisms and current trends in establishing modern court system Ability to use ICT as a toll and resource
UNDP is an equal opportunity employer. Qualified female candidates, people with disabilities, and minorities are highly encouraged to apply.	

VI. Signatures- Post Description Certification		
Incumbent (if applicable)		
Name	Signature	Date
'Rule of law partnership in Uzbekistan' Project Manager	Signature	Date
Head of Unit/Division Cluster Leader on Good Governance, Policy and Communication	Signature	Date

5. Terms of reference for E-government Specialist (SC-7)

I. Job Information:	
Job Title:	E-government Specialist
SC range:	SC-7
Project Title/Department:	Rule of Law Partnership (ROL) Project
Duration of the assignment:	6 months (with possible extension subject to satisfactory performance)
Duty station:	Tashkent
Work status (full time / part time):	Full time
Reports To:	Project manager

II. Background
<p>Joint Supreme court of the Republic of Uzbekistan, UNDP and USAID 'Rule of law partnership in Uzbekistan' (ROL) project has been implementing since 2014. The overarching goal of this joint project is to strengthen public access to and trust in Uzbekistan's judicial system, with focus on all four types of courts (civil, economical, criminal, and administrative) and the whole justice chain. The project will work towards this goal through a primary partnership with the Supreme Court and, as appropriate, other justice sector stakeholders, building on these institutions' political will to strengthen public trust and achieve greater alignment with internationally recognized standards of accountability and performance. Based on national priorities declared in Strategy of Action for 2017-2021 and the best international experience, ROL project will provide assistance to Supreme court of the Republic of Uzbekistan as well as other partners in elaboration of strategic and legal framework to improve accessibility of court information and transparency of judiciary, in strengthening research and analytical capacity of Supreme Court in order to implement judicial and legal reforms, wide involvement of representative of civil and expert society as well as donor organizations in open discussion of reforms and provision of assistance in strengthening rule of law in Uzbekistan. For this purpose project aims to implement following tasks:</p> <ol style="list-style-type: none"> 1) Increase systemic, institutional and procedural judicial independence in civil, economic and administrative courts through providing strategy policy advice to key decisions makers; 2) Enhance criminal justice and civil justice systems in line with international standards and the best practices related to fair trial and due process' 3) Increase integrity, efficiency and competency of judiciary through upgrading continuous education system for judges and wider application of e-justice tools. Improve court Administration Systems and Performance. <p>The ROL project will identify concrete challenges and implement corresponding activities that can measurably strengthen judicial independence, enhance transparency and accessibility of courts and improve efficiency of court administration. Through agreed upon interventions, this project will help strengthen judicial independence and accountability, a critical step towards improving the rule of law in Uzbekistan and ensuring the nations' further progress towards a democratic society. The project will work on improving services, making citizens feel invested in the court system and increasing citizen access to the courts (civil and economic). This will be achieved through improving judicial system performance, enhancing the knowledge and technical skills of judges, lawyers and court personnel and increasing responsiveness to citizen feedback regarding the judicial process.</p> <p>While the project envisions the Supreme Court of the Republic of Uzbekistan as its primary point of contact, it will also closely collaborate with Supreme Judicial Council of the Republic of Uzbekistan, Research Center for the Study of Justice under Supreme Judicial Council of the Republic of Uzbekistan, Bureau for enforcement under the General Prosecution Office of the Republic of Uzbekistan, Development Strategy Center, Lawyers' training Center under the Ministry of Justice of the Republic of Uzbekistan, Tashkent State Law University, Institute for monitoring Current legislation under the President of the Republic of Uzbekistan and other justice sector reform champions which possess the political will to implement reforms. Through working with a number of partners, the project can ensure that maximum impact is achieved, as well as a strategic, coordinated and holistic approach to increasing public access to and trust in Uzbekistan's judicial system. The approach will not only include GOU partners, but will also cooperate with international organizations and donors, to provide for a coordinated response to national development needs.</p>

Under direct supervision of the Project manager and overall guidance of the UNDP Cluster on Good Governance, Policy and Communications, the E-government Specialist will be responsible for the satisfactory achievement of the entrusted tasks, as described below:

III. Description of Responsibilities

- Identify and analyse relevant and applicable to Uzbekistan's context experience and best practices of e-governance;
- Plan, initiate and follow up on the research studies, documents formulation related to the national e-Governance strategies, policies, action plans leading towards the enhancement of easy and "24/7" access to the justice services (G2C, G2B services) using any possible ICT means for better delivery of civil justice to citizens, improved interactions with civil society, citizen empowerment through access to information, and more efficient E-justice management;
- Promote awareness raising on E-Governance (including E-justice) importance in Uzbekistan by conducting conferences/seminars/round tables on the status of E-Governance development, summary of achievements, its potential for growth, identification of vital needs, resources and infrastructure required for its further development in Uzbekistan;
- Contribute to replication and unification of e-justice system through targeted investments, applying the best international practices to local circumstances and undertaking follow-up activities;
- Conduct analysis on methods of uniting all court and state agencies databases and e-justice systems into one online platform, including identification of communication systems to link all courts and enforcement bodies;
- Assist courts in designing and administering user satisfaction surveys using e-justice system and social media.
- Assist with organizing at least two international conferences on ICT in the courts and improved court administration.
- Assist Project Manager in day-to-day Project activities and submitting monthly, quarterly and annual reports on programmatic activities and events;
- Participate in elaboration and supervising execution of the Project's Annual Plan of Activities, work plan, analyses emerging problems and proposes adequate measures to ensure timely fulfilment of envisioned tasks;
- Coordinate recruitment process of relevant local and international consultants and ensures timely delivery of services and payments;
- Ensure that project contributes to the promotion of gender equality by reaching, involving and benefiting both women and men in its activities (gender mainstreaming);
- Identify teams of qualified full-time and part-time national consultants, format and supervise their activities;
- Collaborate closely with national partners, international organizations and donors;
- Assist PR Specialist in dissemination of reports & outcomes of meetings to traditional media, websites and via social media;
- Contribute substantially to preparation/drafting of research and analytical papers planned within the project, including submission and discussion of analytical reports with local beneficiaries;
- Assist in arranging and accomplishment of international experts missions;
- Provide necessary contribution and input into the strategic planning process for the project and its implementation in accordance with the signed project document;
- Ensure timely formulation, preparation and submission of the documents on project planning and financial oversight;
- Monitor the implementation of certain project components, analyses emerging problems that hamper their successful implementation and takes appropriate measures to ensure timely delivery of required inputs and achievement of project-wide results;
- Perform other duties related to the scope of work of the E-governance Specialist as required.

IV. Competencies

Corporate Competencies:

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

Functional Competencies:

- Must be capable of combining efficient implementation of UNDP values on Democratic Governance, ensuring and facilitating the coordination and collaboration of diverse stakeholder groups and good team work with national and international consultants;
- Result-oriented to meet the needs of client;
- Excellent leadership, self-management, communications and presentation skills;
- Good analytical and writing skills;
- Computer literacy and ability to use modern technology and social media as a tool in every-day work;
- Ability to share knowledge and experience;

- Consistently approaches work with energy and a positive, constructive attitude;
- Remains calm, in control and good humored even under pressure;
- Demonstrates openness to change and ability to quick learning;
- Ability to organize and complete multiple tasks by establishing priorities;
- Ability to handle a large volume of work possibly under time constraints;
- Responds positively to feedback and different viewpoints.

Core competencies:

- Demonstrating ethics and integrity;
- Self-development, initiative and reasonable risk taking,
- Acting as a team player and facilitating team work.

V. Qualification Requirements

Education:	Bachelor Degree in e-Governance, IT Science, Computer Telecommunication Engineering, Business administration or related field
Experience:	At least 2 years of professional experience in developing, implementing, managing and overseeing e-governance projects, data policy, interoperability and enterprise architecture, business process engineering, and system designing process
Language requirements:	Proficiency in Russian and Uzbek. Working knowledge of English
Others:	Demonstrates solid experience in training Experience in working and collaborating with government institutions Understanding of court administration process
UNDP is an equal opportunity employer. Qualified female candidates, people with disabilities, and minorities are highly encouraged to apply.	

VI. Signatures- Post Description Certification

Incumbent (if applicable)		
Name	Signature	Date
'Rule of law partnership in Uzbekistan' Project Manager	Signature	Date
Head of Unit/Division Cluster Leader on Good Governance, Policy and Communication	Signature	Date

6. Terms of reference for Gender specialist (SC-7)

I. Job Information:	
Job Title:	Gender specialist
SC range:	SC-7
Project Title/Department:	SB3Rule of Law Partnership (ROL) Project
Duration of the assignment:	6 months (with possible extension subject to satisfactory performance)
Duty station:	Tashkent
Work status (full time / part time):	Full time
Reports To:	Project manager

II. Background
<p>Joint Supreme court of the Republic of Uzbekistan, UNDP and USAID 'Rule of law partnership in Uzbekistan' (RLP) project has been implementing since 2014. The overarching goal of this joint project is to strengthen public access to and trust in Uzbekistan's judicial system, with focus on all four types of courts (civil, economical, criminal, and administrative) and the whole justice chain. The project will work towards this goal through a primary partnership with the Supreme Court and, as appropriate, other justice sector stakeholders, building on these institutions' political will to strengthen public trust and achieve greater alignment with internationally recognized standards of accountability and performance. Based on national priorities declared in Strategy of Action for 2017-2021 and the best international experience, RLP project will provide assistance to Supreme court of the Republic of Uzbekistan as well as other partners in elaboration of strategic and legal framework to improve accessibility of court information and transparency of judiciary, in strengthening research and analytical capacity of Supreme Court in order to implement judicial and legal reforms, wide involvement of representative of civil and expert society as well as donor organizations in open discussion of reforms and provision of assistance in strengthening rule of law in Uzbekistan. For this purpose project aims to implement following tasks:</p> <ol style="list-style-type: none"> 1) Increase systemic, institutional and procedural judicial independence in civil, economic and administrative courts through providing strategy policy advice to key decisions makers; 2) Enhance criminal justice and civil justice systems in line with international standards and the best practices related to fair trial and due process' 3) Increase integrity, efficiency and competency of judiciary through upgrading continuous education system for judges and wider application of e-justice tools. Improve court Administration Systems and Performance. <p>The RLP project will identify concrete challenges and implement corresponding activities that can measurably strengthen judicial independence, enhance transparency and accessibility of courts and improve efficiency of court administration. Through agreed upon interventions, this project will help strengthen judicial independence and accountability, a critical step towards improving the rule of law in Uzbekistan and ensuring the nations' further progress towards a democratic society. The project will work on improving services, making citizens feel invested in the court system and increasing citizen access to the courts (civil and economic). This will be achieved through improving judicial system performance, enhancing the knowledge and technical skills of judges, lawyers and court personnel and increasing responsiveness to citizen feedback regarding the judicial process.</p> <p>While the project envisions the Supreme Court of the Republic of Uzbekistan as its primary point of contact, it will also closely collaborate with Supreme Judicial Council of the Republic of Uzbekistan, Supreme School of Judges under Supreme Judicial Council of the Republic of Uzbekistan, Bureau for enforcement under the General Prosecution Office of the Republic of Uzbekistan, Development Strategy Center, Lawyers' training Center under the Ministry of Justice of the Republic of Uzbekistan, Tashkent State Law University and other justice sector reform champions which possess the political will to implement reforms. Through working with a number of partners, the project can ensure that maximum impact is achieved, as well as a strategic, coordinated and holistic approach to increasing public access to and trust in Uzbekistan's judicial system. The approach will not only include GOU partners, but will also cooperate with international organizations and donors, to provide for a coordinated response to national development needs.</p>

Under direct supervision of the Project manager and overall guidance of the UNDP Cluster on Good Governance, Policy and Communications, the Gender specialist will be responsible for the satisfactory achievement of the entrusted tasks, as described below:

III. Description of Responsibilities

- Monitor project activities as well as contribution of project activities to achievement of gender equality in judiciary;
- Advise project manager and Cluster team in designing and planning project activities that contribute to the goals related to achieving gender equality and participation;
- Conduct periodic analyses of the judiciary's current gender policies to identify bottlenecks and issues that hamper achieving gender equality in judiciary and to develop justifications and proposals for improving gender policy of the judicial system of Uzbekistan;
- Develop and update gender indicators for judiciary, as well as monitoring tool to measure performance of judiciary in achieving set gender indicators;
- Develop a database of women judges, court personnel and lawyers in justice sector to identify the success stories of female champions;
- Conduct research and analyses of judicial practices in protection of women's rights in courts during court hearings;
- Take lead and coordinate project activities that aim to improve collection of data disaggregated by sex and other relevant factors that facilitate the assessment of the impact and effectiveness of policies and programs in the judicial sector aimed at achieving gender equality and fuller enjoyment by women of their rights in the judicial process;
- Conduct research and track implementation of Recommendations of the CEDAW Committee related to judiciary by Supreme court of the Republic of Uzbekistan;
- Ensure monitoring and evaluation of project activities and outcomes related to gender marker of the project are in consistency with the project documents as well as in consistence with UNDP and USAID requirements;
- Ensure that project contributes to the promotion of gender equality by reaching, involving and benefiting both women and men in its activities (gender mainstreaming);
- Advice and support to project and stakeholders on gender issues;
- Advice policy and facilitation of knowledge building on gender issues;
- Conduct various types of researches and develop reports covering gender issues in legal and judicial system;
- Conduct training and capacity building support for project staff and national partners on gender issues;
- Management of events and publications on gender issues.
- Collect, analyse and submit sex disaggregated data for all training activities, etc.
- Develop a gender mainstreaming strategy and guidelines for the project implementation plan for the duration of the project;
- Develop a monitoring tool for gender mainstreaming in all the project activities, including indicators for assessing progress with gender mainstreaming, adapted to the project outcome, outputs and activities;
- Undertake capacity building activities on gender analysis and mainstreaming tools, including trainings of the project team and other stakeholders in the justice sector on the use of guidelines to mainstreaming gender in the project activities;
- Provide guidance to project staff and staff of national partners of the project on gender issues;
- Perform other duties as assigned by Project manager in the scope of current position.

IV. Competencies

Corporate Competencies:

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

Functional Competencies:

- Must be capable of combining efficient implementation of UNDP values on Democratic Governance, ensuring and facilitating the coordination and collaboration of diverse stakeholder groups and good team work with national and international consultants;
- Result-oriented to meet the needs of client;
- Excellent leadership, self-management, communications and presentation skills;
- Good analytical and writing skills;
- Computer literacy and ability to use modern technology and social media as a tool in every-day work;

- Ability to share knowledge and experience;
- Consistently approaches work with energy and a positive, constructive attitude;
- Remains calm, in control and good humored even under pressure;
- Demonstrates openness to change and ability to quick learning;
- Ability to organize and complete multiple tasks by establishing priorities;
- Ability to handle a large volume of work possibly under time constraints;
- Responds positively to feedback and different viewpoints.

Core competencies:

- Demonstrating ethics and integrity;
- Self-development, initiative and reasonable risk taking,
- Acting as a team player and facilitating team work.

V. Qualification Requirements

Education:	University degree in one of the following areas: Law, Legal studies, Gender studies, International Relations, Economics or related Social Sciences
Experience:	At least 2 years' experience of work on gender mainstreaming is required. Hands on experience in promoting gender issues in legal and judicial systems is an asset.
Language requirements:	Proficiency in English and Russian, working level of Uzbek
Others:	Excellent conceptual and analytical abilities; Familiarity with the UN and UNDP system would be a strong asset; Proven ability work under pressure and with very demanding deadlines
UNDP is an equal opportunity employer. Qualified female candidates, people with disabilities, and minorities are highly encouraged to apply.	

VI. Signatures- Post Description Certification

Incumbent (if applicable)		
Name	Signature	Date
'Rule of law partnership in Uzbekistan' Project Manager	Signature	Date

7. Terms of reference for M&E specialist (part time) (SC-7)

I. Job Information:	
Job Title:	M&E specialist (part time)
SC range:	SC-7
Project Title/Department:	Rule of Law Partnership (ROLRoL) Project
Duration of the assignment:	6 months (with possible extension subject to satisfactory performance)
Duty station:	Tashkent
Work status (full time / part time):	Full time
Reports To:	Project manager

II. Background
<p>Joint Supreme court of the Republic of Uzbekistan, UNDP and USAID 'Rule of law partnership in Uzbekistan' (ROL) project has been implementing since 2014. The overarching goal of this joint project is to strengthen public access to and trust in Uzbekistan's judicial system, with focus on all four types of courts (civil, economical, criminal, and administrative) and the whole justice chain. The project will work towards this goal through a primary partnership with the Supreme Court and, as appropriate, other justice sector stakeholders, building on these institutions' political will to strengthen public trust and achieve greater alignment with internationally recognized standards of accountability and performance. Based on national priorities declared in Strategy of Action for 2017-2021 and the best international experience, ROL project will provide assistance to Supreme court of the Republic of Uzbekistan as well as other partners in elaboration of strategic and legal framework to improve accessibility of court information and transparency of judiciary, in strengthening research and analytical capacity of Supreme Court in order to implement judicial and legal reforms, wide involvement of representative of civil and expert society as well as donor organizations in open discussion of reforms and provision of assistance in strengthening rule of law in Uzbekistan. For this purpose project aims to implement following tasks:</p> <ol style="list-style-type: none"> 1) Increase systemic, institutional and procedural judicial independence in civil, economic and administrative courts through providing strategy policy advice to key decisions makers; 2) Enhance criminal justice and civil justice systems in line with international standards and the best practices related to fair trial and due process' 3) Increase integrity, efficiency and competency of judiciary through upgrading continuous education system for judges and wider application of e-justice tools. Improve court Administration Systems and Performance. <p>The ROL project will identify concrete challenges and implement corresponding activities that can measurably strengthen judicial independence, enhance transparency and accessibility of courts and improve efficiency of court administration. Through agreed upon interventions, this project will help strengthen judicial independence and accountability, a critical step towards improving the rule of law in Uzbekistan and ensuring the nations' further progress towards a democratic society. The project will work on improving services, making citizens feel invested in the court system and increasing citizen access to the courts (civil and economic). This will be achieved through improving judicial system performance, enhancing the knowledge and technical skills of judges, lawyers and court personnel and increasing responsiveness to citizen feedback regarding the judicial process.</p> <p>While the project envisions the Supreme Court of the Republic of Uzbekistan as its primary point of contact, it will also closely collaborate with Supreme Judicial Council of the Republic of Uzbekistan, Research Center for the Study of Justice under Supreme Judicial Council of the Republic of Uzbekistan, Bureau for enforcement under the General Prosecution Office of the Republic of Uzbekistan, Development Strategy Center, Lawyers' training Center under the Ministry of Justice of the Republic of Uzbekistan, Tashkent State Law University, Institute for monitoring Current legislation under the President of the Republic of Uzbekistan and other justice sector reform champions which possess the political will to implement reforms. Through working with a number of partners, the project can ensure that maximum impact is achieved, as well as a strategic, coordinated and holistic approach to increasing public access to and trust in Uzbekistan's judicial system. The approach will not only include GOU partners, but will also cooperate with international organizations and donors, to provide for a coordinated response to national development needs.</p>

Under direct supervision of the Project manager and overall guidance of the UNDP Cluster on Good Governance, Policy and Communications, the M&E and Gender specialist will be responsible for the satisfactory achievement of the entrusted tasks, as described below:

III. Description of Responsibilities

In the area of monitoring and evaluation:

- Facilitate and substantively contribute to the incorporation of monitoring and reporting into project implementation and ensuring RBM standards are integrated in project activities;
- Facilitate and substantively contribute to the development of monitoring indicators, monitoring calendars, and field monitoring plans and quality assurance processes of the project activities in criminal, civil, economic and administrative courts;
- Include inputs from relevant monitoring findings, conclusions and recommendations into project reporting and planning of activities;
- Provide expert support in ensuring the compliance of analytical products of the project with UN Uzbekistan Common Standards for Quality Assurance of Data as well as quality inputs with verified data for communication materials in line with the annual workplan, UNDP Strategic Note, CPD, RLP project document and the United Nations Development Assistance Framework (UNDAF);
- Contribute to annual work plan monitoring, reviews and reporting of RLP project;
- Provide technical support to donor reporting and national partners in developing Performance Monitoring Frameworks (PMFs), systems and plans, and Baseline Surveys;
- Contribute substantively to the monitoring and tracking of project results against country / regional level targets and UNDP Strategic Plan (IRRF);
- Coordinate with project team to ensure that data collection and analysis from field court visits are coordinated, standardized and comply with UN Uzbekistan Common Standards for Quality Assurance of Data;
- Monitor data from court statistics, user satisfaction surveys, e-case management system (E-sud etc) on a quarterly basis and provide substantive inputs to regular project and Cluster management briefs to inform decision-making and to strengthen gender disaggregated evidence-base of project reports;
- Monitor the spending of donor funds and other programme expenditures and disbursements against planned activities and targets;
- Draft and monitor the RLP project's Monitoring, Evaluation, and Research Plan.
- Facilitate the reporting of results to internal (UNDP senior management) and external (Project Board, donors) audiences;
- Review donor and project reports (both narrative and financial) to provide quality assurance;
- Identify relevant evaluation findings, conclusions and recommendations and input them into project planning, implementation and reporting;
- Review progress and analytical reports submitted by experts and provide feedback to improve quality and timeliness of reporting;
- Collect and maintain gender disaggregated data for country, regional and global corporate reports related to justice sector reform;
- Provide guidance to project staff on monitoring and evaluations;
- Contribute to knowledge building and capacity building on RBM and M&E for RLP project team members;
- Identify and disseminate good practices, lessons and knowledge, as identified through RLP project implementation, monitoring and evaluation activities;
- Contribute to the development of capacity development tools, including training materials and packages for national partners related to RBM and M&E in justice sector in close consultation with CO M&E focal point;
- Promote the awareness and understanding of the shared responsibility of Monitoring and Evaluation (M&E) among all project staff members through communication, training, learning and development activities.

IV. Competencies

Corporate Competencies:

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

Functional Competencies:

- Must be capable of combining efficient implementation of UNDP values on Democratic Governance, ensuring and facilitating the coordination and collaboration of diverse stakeholder groups and good team work with national and international consultants;
- Result-oriented to meet the needs of client;
- Excellent leadership, self-management, communications and presentation skills;
- Good analytical and writing skills;
- Computer literacy and ability to use modern technology and social media as a tool in every-day work;
- Ability to share knowledge and experience;
- Consistently approaches work with energy and a positive, constructive attitude;
- Remains calm, in control and good humored even under pressure;
- Demonstrates openness to change and ability to quick learning;
- Ability to organize and complete multiple tasks by establishing priorities;
- Ability to handle a large volume of work possibly under time constraints;
- Responds positively to feedback and different viewpoints.

Core competencies:

- Demonstrating ethics and integrity;
- Self-development, initiative and reasonable risk taking,
- Acting as a team player and facilitating team work.

V. Qualification Requirements

Education:	University degree in one of the following areas: Law, Legal studies, International Relations, Economics or related Social Sciences
Experience:	At least 2 years experience of work on results based management and M&E is required. At least 1 year experience in gender mainstreaming at programme or project level in such relevant areas as governance, rule of law area, etc is required.
Language requirements:	Proficiency in English/Russian, working level of Uzbek
Others:	Excellent conceptual and analytical abilities; Excellent technical skills in measurement and evaluation, including grasp of methodological and operational dimensions and the ability to link corporate and country level issues; Familiarity with the UN and UNDP system would be a strong asset; Proven ability work under pressure and with very demanding deadlines
UNDP is an equal opportunity employer. Qualified female candidates, people with disabilities, and minorities are highly encouraged to apply.	

VI. Signatures- Post Description Certification

Incumbent (if applicable)		
Name	Signature	Date
'Rule of law partnership in Uzbekistan' Project Manager	Signature	Date

8. Terms of reference for PR and Outreach specialist (SC-6)

I. Job Information:	
Job Title:	PR and Outreach specialist
SC range:	SC-6
Project Title/Department:	Rule of Law Partnership (ROL) Project
Duration of the assignment:	6 months (with possible extension subject to satisfactory performance)
Duty station:	Tashkent
Work status (full time / part time):	Full time
Reports To:	Project manager

II. Background
<p>Joint Supreme court of the Republic of Uzbekistan, UNDP and USAID 'Rule of law partnership in Uzbekistan' (ROL) project has been implementing since 2014. The overarching goal of this joint project is to strengthen public access to and trust in Uzbekistan's judicial system, with focus on all four types of courts (civil, economical, criminal, and administrative) and the whole justice chain. The project will work towards this goal through a primary partnership with the Supreme Court and, as appropriate, other justice sector stakeholders, building on these institutions' political will to strengthen public trust and achieve greater alignment with internationally recognized standards of accountability and performance. Based on national priorities declared in Strategy of Action for 2017-2021 and the best international experience, ROL project will provide assistance to Supreme court of the Republic of Uzbekistan as well as other partners in elaboration of strategic and legal framework to improve accessibility of court information and transparency of judiciary, in strengthening research and analytical capacity of Supreme Court in order to implement judicial and legal reforms, wide involvement of representative of civil and expert society as well as donor organizations in open discussion of reforms and provision of assistance in strengthening rule of law in Uzbekistan. For this purpose project aims to implement following tasks:</p> <ol style="list-style-type: none"> 1) Increase systemic, institutional and procedural judicial independence in civil, economic and administrative courts through providing strategy policy advice to key decisions makers; 2) Enhance criminal justice and civil justice systems in line with international standards and the best practices related to fair trial and due process' 3) Increase integrity, efficiency and competency of judiciary through upgrading continuous education system for judges and wider application of e-justice tools. Improve court Administration Systems and Performance. <p>The ROL project will identify concrete challenges and implement corresponding activities that can measurably strengthen judicial independence, enhance transparency and accessibility of courts and improve efficiency of court administration. Through agreed upon interventions, this project will help strengthen judicial independence and accountability, a critical step towards improving the rule of law in Uzbekistan and ensuring the nations' further progress towards a democratic society. The project will work on improving services, making citizens feel invested in the court system and increasing citizen access to the courts (civil and economic). This will be achieved through improving judicial system performance, enhancing the knowledge and technical skills of judges, lawyers and court personnel and increasing responsiveness to citizen feedback regarding the judicial process.</p> <p>While the project envisions the Supreme Court of the Republic of Uzbekistan as its primary point of contact, it will also closely collaborate with Supreme Judicial Council of the Republic of Uzbekistan, Research Center for the Study of Justice under Supreme Judicial Council of the Republic of Uzbekistan, Bureau for enforcement under the General Prosecution Office of the Republic of Uzbekistan, Development Strategy Center, Lawyers' training Center under the Ministry of Justice of the Republic of Uzbekistan, Tashkent State Law University, Institute for monitoring Current legislation under the President of the Republic of Uzbekistan and other justice sector reform champions which possess the political will to implement reforms. Through working with a number of partners, the project can ensure that maximum impact is achieved, as well as a</p>

strategic, coordinated and holistic approach to increasing public access to and trust in Uzbekistan's judicial system. The approach will not only include GOU partners, but will also cooperate with international organizations and donors, to provide for a coordinated response to national development needs.

Under direct supervision of the Project manager and overall guidance of the UNDP Cluster on Good Governance, Policy and Communications, the PR and Outreach specialist will be responsible for the satisfactory achievement of the entrusted tasks, as described below:

III. Description of Responsibilities

- Establish and maintain cooperative relationships with national partners, government agencies, international organizations, private sector, UN agencies and other development partners, to keep them informed on Project activities and encourage for active partnership;
- Design, develop and contribute to implementation of comprehensive communication strategy of the Project;
- In consultation with Project Manager organizes various PR events including roundtable discussions, workshops, seminars and forums;
- Monitor Project's web-portal to make sure that it is kept up-to-date; upload materials of the events according to set requirements;
- Liaise with UNDP Communication and Outreach Specialist to ensure regular and timely publicity of the Project's activities and outputs in the UNDP web-site;
- Develop and submit to Project Manager recommendations on new feasible solutions for increasing overall visibility of the Project's activities;
- Report to Project Manager on achieved results within PR and Outreach activities;
- Ensure wide coverage of the events in the media through involvement of representatives from print and broadcast mass media to these events;
- Prepare and publish news, articles and press-releases on the Project's activities and accomplishments for national/international printed and electronic media;
- Ensure that all publications and promo-materials are designed in line with UNDP and USAID Style and Graphic Standards;
- Ensure compliance with USAID's Marking and Branding Guidelines as required by USAID Automated Directive System Chapter 320 Branding and Marking (ADS320);
- Prepare quarterly list of public events to be organized by the project for submission to USAID;
- Submit two success stories a year with photographs using USAID template;
- Collect clippings of press articles that mention the project and photographs that illustrate project's achievements for further submission to USAID;
- Assist national partners with developing a media strategy, enhancing websites and public outreach activities;
- Assist with organizing at least two international conferences on ICT in the courts and improved court administration.
- Ensure that project contributes to the promotion of gender equality by reaching, involving and benefiting both women and men in its activities (gender mainstreaming);
- Provide necessary contribution and input into the strategic planning process for the project and its implementation in accordance with the signed project document;
- Monitor the implementation of certain project components, analyse emerging problems that hamper their successful implementation and take appropriate measures to ensure timely delivery of required inputs and achievement of project-wide results;
- Perform other duties related to the scope of work of the PR Specialist as required.

IV. Competencies

Corporate Competencies:

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

Functional Competencies:

- Must be capable of combining efficient implementation of UNDP values on Democratic Governance, ensuring and facilitating the coordination and collaboration of diverse stakeholder groups and good team work with national and international consultants;
- Result-oriented to meet the needs of client;
- Excellent leadership, self-management, communications and presentation skills;
- Good analytical and writing skills;
- Computer literacy and ability to use modern technology and social media as a tool in every-day work;
- Ability to share knowledge and experience;
- Consistently approaches work with energy and a positive, constructive attitude;

- Remains calm, in control and good humored even under pressure;
- Demonstrates openness to change and ability to quick learning;
- Ability to organize and complete multiple tasks by establishing priorities;
- Ability to handle a large volume of work possibly under time constraints;
- Responds positively to feedback and different viewpoints.

Core competencies:

- Demonstrating ethics and integrity;
- Self-development, initiative and reasonable risk taking,
- Acting as a team player and facilitating team work.

V. Qualification Requirements

Education:	University degree in journalism, public relations, or other related field
Experience:	Proven track of at least 3 years of work experience in the field of PR, outreach or mass media communication and/or Public Administration is required. Previous experience in international development organizations and government agencies would be considered as a strong asset.
Language requirements:	Fluency in English, Russian and Uzbek
Others:	Excellent editing and presentation skills Excellent interpersonal and cross cultural communication skills Initiative, analytical judgment, ability work under pressure, ethics and honesty Understanding of development and rule of law issues
UNDP is an equal opportunity employer. Qualified female candidates, people with disabilities, and minorities are highly encouraged to apply.	

VI. Signatures- Post Description Certification

Incumbent (if applicable)		
Name	Signature	Date
'Rule of law partnership in Uzbekistan' Project Manager	Signature	Date
Head of Unit/Division Cluster Leader on Good Governance, Policy and Communication	Signature	Date

9. Terms of reference for Administrative Finance Assistant (SC-6)

I. Job Information:	
Job Title:	Administrative Finance Assistant
SC range:	SC-6
Project Title/Department:	Rule of Law Partnership (ROL) Project
Duration of the assignment:	6 months (with possible extension subject to satisfactory performance)
Duty station:	Tashkent
Work status (full time / part time):	Full time
Reports To:	Project manager

II. Background
<p>Joint Supreme court of the Republic of Uzbekistan, UNDP and USAID 'Rule of law partnership in Uzbekistan' (ROL) project has been implementing since 2014. The overarching goal of this joint project is to strengthen public access to and trust in Uzbekistan's judicial system, with focus on all four types of courts (civil, economical, criminal, and administrative) and the whole justice chain. The project will work towards this goal through a primary partnership with the Supreme Court and, as appropriate, other justice sector stakeholders, building on these institutions' political will to strengthen public trust and achieve greater alignment with internationally recognized standards of accountability and performance. Based on national priorities declared in Strategy of Action for 2017-2021 and the best international experience, ROL project will provide assistance to Supreme court of the Republic of Uzbekistan as well as other partners in elaboration of strategic and legal framework to improve accessibility of court information and transparency of judiciary, in strengthening research and analytical capacity of Supreme Court in order to implement judicial and legal reforms, wide involvement of representative of civil and expert society as well as donor organizations in open discussion of reforms and provision of assistance in strengthening rule of law in Uzbekistan. For this purpose project aims to implement following tasks:</p> <ol style="list-style-type: none"> 1) Increase systemic, institutional and procedural judicial independence in civil, economic and administrative courts through providing strategy policy advice to key decisions makers; 2) Enhance criminal justice and civil justice systems in line with international standards and the best practices related to fair trial and due process' 3) Increase integrity, efficiency and competency of judiciary through upgrading continuous education system for judges and wider application of e-justice tools. Improve court Administration Systems and Performance. <p>The ROL project will identify concrete challenges and implement corresponding activities that can measurably strengthen judicial independence, enhance transparency and accessibility of courts and improve efficiency of court administration. Through agreed upon interventions, this project will help strengthen judicial independence and accountability, a critical step towards improving the rule of law in Uzbekistan and ensuring the nations' further progress towards a democratic society. The project will work on improving services, making citizens feel invested in the court system and increasing citizen access to the courts (civil and economic). This will be achieved through improving judicial system performance, enhancing the knowledge and technical skills of judges, lawyers and court personnel and increasing responsiveness to citizen feedback regarding the judicial process.</p> <p>While the project envisions the Supreme Court of the Republic of Uzbekistan as its primary point of contact, it will also closely collaborate with Supreme Judicial Council of the Republic of Uzbekistan, Research Center for the Study of Justice under Supreme Judicial Council of the Republic of Uzbekistan, Bureau for enforcement under the General Prosecution Office of the Republic of Uzbekistan, Development Strategy Center, Lawyers' training Center under the Ministry of Justice of the Republic of Uzbekistan, Tashkent State Law University, Institute for monitoring Current legislation under the President of the Republic of Uzbekistan</p>

and other justice sector reform champions which possess the political will to implement reforms. Through working with a number of partners, the project can ensure that maximum impact is achieved, as well as a strategic, coordinated and holistic approach to increasing public access to and trust in Uzbekistan's judicial system. The approach will not only include GOU partners, but will also cooperate with international organizations and donors, to provide for a coordinated response to national development needs.

Under direct supervision of the Project manager the Administrative Finance Assistant will be responsible for the satisfactory achievement of the entrusted tasks, as described below:

III. Description of Responsibilities

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

IV. Competencies

Corporate Competencies:

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

Functional Competencies:

- Must be capable of combining efficient implementation of UNDP values on Democratic Governance, ensuring and facilitating the coordination and collaboration of diverse stakeholder groups and good team work with national and international consultants;
- Result-oriented to meet the needs of client;
- Excellent leadership, self-management, communications and presentation skills;
- Good analytical and writing skills;
- Computer literacy and ability to use modern technology and social media as a tool in every-day work;
- Ability to share knowledge and experience;
- Consistently approaches work with energy and a positive, constructive attitude;
- Remains calm, in control and good humored even under pressure;

- Demonstrates openness to change and ability to quick learning;
- Ability to organize and complete multiple tasks by establishing priorities;
- Ability to handle a large volume of work possibly under time constraints;
- Responds positively to feedback and different viewpoints.

Core competencies:

- Demonstrating ethics and integrity;
- Self-development, initiative and reasonable risk taking,
- Acting as a team player and facilitating team work.

V. Qualification Requirements

Education:	University degree in one of the following areas: Economic, Business administration, Marketing, Finance, Law or management.
Experience:	At least 2 years of progressive work experience in the field of administrative services including finance. Previous experience in international development organizations would be considered as a strong asset.
Language requirements:	Proficiency in English and Russian. Working knowledge of Uzbek is asset.
Others:	Strong project management and events coordination skills Understanding of development issues, especially related to the ROL field
UNDP is an equal opportunity employer. Qualified female candidates, people with disabilities, and minorities are highly encouraged to apply.	

VI. Signatures- Post Description Certification

Incumbent (if applicable)		
Name	Signature	Date
'Rule of law partnership in Uzbekistan' Project Manager	Signature	Date
Head of Unit/Division Cluster Leader on Good Governance, Policy and Communication	Signature	Date

10. Terms of reference for Driver with private vehicle (SC-2)

I. Job Information:	
Job Title:	Driver with private vehicle
SC range:	SC-2
Project Title/Department:	Rule of Law Partnership in Uzbekistan (ROL)
Duration of the assignment:	6 months (with possible extension subject to satisfactory performance)
Duty station:	Tashkent
Work status (full time / part time):	Full time
Reports To:	Project Manager

II. Background
<p>Joint Supreme court of the Republic of Uzbekistan, UNDP and USAID ‘Rule of law partnership in Uzbekistan’ (ROL) project has been implementing since 2014. The overarching goal of this joint project is to strengthen public access to and trust in Uzbekistan’s judicial system, with focus on all four types of courts (civil, economical, criminal, and administrative) and the whole justice chain. The project will work towards this goal through a primary partnership with the Supreme Court and, as appropriate, other justice sector stakeholders, building on these institutions’ political will to strengthen public trust and achieve greater alignment with internationally recognized standards of accountability and performance. Based on national priorities declared in Strategy of Action for 2017-2021 and the best international experience, ROL project will provide assistance to Supreme court of the Republic of Uzbekistan as well as other partners in elaboration of strategic and legal framework to improve accessibility of court information and transparency of judiciary, in strengthening research and analytical capacity of Supreme Court in order to implement judicial and legal reforms, wide involvement of representative of civil and expert society as well as donor organizations in open discussion of reforms and provision of assistance in strengthening rule of law in Uzbekistan. For this purpose project aims to implement following tasks:</p> <ol style="list-style-type: none"> 1) Increase systemic, institutional and procedural judicial independence in civil, economic and administrative courts through providing strategy policy advice to key decisions makers; 2) Enhance criminal justice and civil justice systems in line with international standards and the best practices related to fair trial and due process’ 3) Increase integrity, efficiency and competency of judiciary through upgrading continuous education system for judges and wider application of e-justice tools. Improve court Administration Systems and Performance. <p>The ROL project will identify concrete challenges and implement corresponding activities that can measurably strengthen judicial independence, enhance transparency and accessibility of courts and improve efficiency of court administration. Through agreed upon interventions, this project will help strengthen judicial independence and accountability, a critical step towards improving the rule of law in Uzbekistan and ensuring the nations’ further progress towards a democratic society. The project will work on improving services, making citizens feel invested in the court system and increasing citizen access to the courts (civil and economic). This will be achieved through improving judicial system performance, enhancing the knowledge and technical skills of judges, lawyers and court personnel and increasing responsiveness to citizen feedback regarding the judicial process.</p> <p>While the project envisions the Supreme Court of the Republic of Uzbekistan as its primary point of contact, it will also closely collaborate with Supreme Judicial Council of the Republic of Uzbekistan, Research Center for the Study of Justice under Supreme Judicial Council of the Republic of Uzbekistan, Bureau for enforcement under the General Prosecution Office of the Republic of Uzbekistan, Development Strategy Center, Lawyers’ training Center under the Ministry of Justice of the Republic of Uzbekistan, Tashkent State Law University, Institute for monitoring Current legislation under the President of the Republic of Uzbekistan and other justice sector reform champions which possess the political will to implement reforms. Through working with a number of partners, the project can ensure that maximum impact is achieved, as well as a strategic, coordinated and holistic approach to increasing public access to and trust in Uzbekistan’s judicial system. The approach will not only include GOU partners, but will also cooperate with international organizations and donors, to provide for a coordinated response to national development needs. Under direct supervision of the Project Manager , the Driver will be responsible for the satisfactory achievement of the entrusted tasks, as described below:</p>

III. Description of Responsibilities
- Drive project vehicle for the transport of authorized personnel, including international experts, and delivery and collection of mail, documents and other items within Tashkent and other regions when required;

- Meet official personnel at the airport and facilitates immigration and custom formalities as required;
- Responsible for the day-to-day maintenance of the assigned vehicle, checks oil, water, battery, brakes, tires, electrolyte levels etc., performs minor repairs which does not require special tools; ensures that the vehicle is kept clean;
- Log official trips, daily mileage, gas consumption, oil changes, greasing, etc. and report to PM on a monthly basis;
- Ensure that all necessary action is taken in timely manner in case of involvement in accidents and traffic rules violations in accordance with UNDP rules and regulations and full respect of local laws;
- Drive safely and responsibly at all times;
- Perform other duties related to the scope of work of the Driver as required.

IV. Competencies

- Corporate Competencies:**
- Demonstrates commitment to UNDP's mission, vision and values;
 - Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability.
- Functional Competencies:**
- Good communications and interpersonal skills;
 - 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.

V. Qualification Requirements

Education:	Secondary education
Experience:	At least 1 year of professional driving experience (experience of working with governmental structures is an asset)
Language requirements:	Working knowledge in Russian and Uzbek. Basic knowledge of English
Others:	Previous work for an international organization and embassies would be considered as an advantage. Availability of a third party liability insurance is a must; Ability to take trips outside Tashkent.

UNDP is an equal opportunity employer. Qualified female candidates, people with disabilities, and minorities are highly encouraged to apply.

VI. Signatures- Post Description Certification

Incumbent (if applicable)		
Name	Signature	Date
'Rule of law partnership in Uzbekistan' Project Manager	Signature	Date
Head of Unit/Division Cluster Leader on Good Governance, Policy and Communication	Signature	Date