



TECHNICAL SPECIFICATIONS

1. Subject of the tender

Subject of the tender is conducting corruption and integrity risk assessments (CIRA) in selected sectors and improving conflict of interest management systems.

In conjunction with the project »Improving Governance and Transparency in Uzbekistan«,¹ contracting authority aims to support the national and sectoral corruption risk assessments. The project supports the Overall Objective "Inclusive Corruption Prevention", which is to promote strategic, long-term and multi-dimensional administrative and anti-corruption reforms in the Republic of Uzbekistan and support the creation of enabling regulatory environment for trade and economic development in the country.

2. Background information

Since President Mirziyoyev's coming to power in 2016, political and legislative changes and policy interventions in governance have been taking place at a very fast pace. This resulted in civil society, including independent media, enjoying gradually increased freedom to discuss and influence the decisions of central and local government and reduced fear of reprisal for criticizing government actions. Notably, corruption in the country has ceased to be a "tabu" topic and a number of anti-corruption (AC) initiatives in the field of prevention and enforcement/criminal justice has taken place in recent years, including the setting up of the central Anti-corruption Agency of Uzbekistan (ACA) and (limited) reform of the Criminal Code and Criminal Procedure Code in 2023 notable reforms were applied in the framework of the constitutional amendments, including many elements with the capacity to strengthen democratic principles, such as the introduction of the direct effect of the Constitution and the principle of proportionality for government measures, which can be considered important milestones in the comprehensive transformation of the country. One of the main principles of Uzbekistan's financial system is also transparency, as the Constitution states (Article 148.) that "the procedures for the formation and execution of the state budget of the Republic of Uzbekistan shall be carried out on the basis of the principles of openness and transparency". This gives ground to setting up a participatory approach to state budget planning and spending.

The same principles are embedded in the new "Uzbekistan 2030 Strategy", beginning with the main priority of "Ensuring the rule of law, establishing a public administration "at the service of the people"" and the goal to acquire at least 50th position in the Corruption Perceptions index of Transparency International. The strategy also sets a goal to increase by at least three times the number of projects implemented in social partnership and to guarantee the citizen's rights to receive, use and disseminate information. These strategic goals support both the transparency of the government and increased involvement of the civil society actors in governing the state.

Although the new Constitution and development strategy set forth several principles regarding the civil society and mandates the government to take measures to support the institutions of civil society and ensure their participation in the development of relevant state programs, there is still a noticeable isolation of the governmental administration from the society. This is detected also in the Rule of Law Index of the World Justice Project, rating Uzbekistan as "not free" in the Freedom in the World Index 2023, and with Freedom House stating that "the legislature and judiciary effectively serve as instruments of the executive branch, which initiates reforms by decree, and the media are still tightly controlled by the authorities". Civil society institutions that draw attention to government deficits continue to be met with mistrust by the state. Uzbekistan's state agencies do not engage with independent civil society groups on anti-corruption issues,

¹ <https://www.giz.de/en/worldwide/129655.html>

as, according to UNCAC Coalition, they instead use so-called government-organized non-governmental organizations (GONGOs) to “mimic genuine civil society participation”². Thus, the enormous potential of civil society for Uzbekistan's state and economic development remains virtually untapped.

Uzbekistan also faces endemic corruption in public office, which is a major obstacle to the implementation of the principles of good governance in administrative reform and the achievement of the country's development goals. Although Uzbekistan is slowly improving its ranking in Transparency International's Corruption Perception Index (CPI) - between 2016 and 2023, the country's CPI score improved from 21 to 33 - it still ranks at 121 out of 180 countries.

Taking these facts into account and given the gap in the country's strategic priorities on one side and the reality on the other, the purpose of the proposed project is to build capacity of state anti-corruption sector (ACA, Prosecutor General's Office of Uzbekistan and Law Enforcement Academy of Uzbekistan) to identify corruption risks in the most corruption-burdened sectors, flag out apparent irregularities and become a better voice for a change in practice.

3. Contracting Authority requirements

The successful tenderer will be required to provide the following services to ACA and other relevant Uzbek stakeholders (such as Prosecutor General's Office of Uzbekistan and Law Enforcement Academy of Uzbekistan) upon request and prior consultation with the Contracting Authority:

- **Corruption and integrity risk assessments (CIRA):** The experts will assist in conducting up to two comprehensive local integrity system's assessments (CIRA) to examine the local government bodies' operations in terms of anti-corruption systems and systems for preventing conflict of interest. They will develop a set of recommendations based on these findings.
- **Technical Assistance and Advice:** The experts will provide specialized knowledge to relevant Uzbek stakeholders and assist them in implementing the recommendations set forth in CIRA by elaborating sectoral Integrity Plans.
- **Policy Analysis and Evaluation:** The experts will assist in assessing the implications of various legal drafts and policy proposals (sectoral Integrity Plans), assessing their compliance with the recommendations set forth in CIRA and international legal standards.
- **Capacity Building:** The experts will support the capacity development activities of the ACA and other relevant Uzbek stakeholders' skills and knowledge on conducting CIRA and developing sectoral Integrity Plans through training and workshops.

The contractor is responsible for achieving the objectives and indicators described in this document.

The **objectives** of the assignment are:

1. To support Uzbek anti-corruption sector stakeholders in gaining knowledge and skills on conducting CIRA, elaborating sectoral Integrity Plans and improving conflict of interest management systems.
2. To strengthen the technical and regulatory capacity of Uzbek stakeholders to successfully implement anti-corruption reforms in Uzbekistan.

The **objective indicators** of the assignment are:

- Number of CIRA conducted.
- Number of developed recommendations based on CIRA.
- Number of sectoral Integrity Plans.
- Number of trainings and workshops for Uzbek stakeholders conducted.

The **outputs** of the assignment are:

1. Work plan outlining the tasks to be undertaken in the assignment.
2. 1-2 significant and in-depth corruption and integrity risk assessments (CIRA) in selected sectors.
3. A set of recommendations for the Uzbek stakeholders based on CIRA.
4. Developed sectoral Integrity Plans.
5. Trainings on conducting CIRAs, implementing the recommendations based on them and developing sectoral Integrity Plans for the relevant Uzbek stakeholders.

² [New Civil Society Report on Uzbekistan calls for independent institutions as well as enhanced transparency and CSO participation in asset recovery processes | UNCAC Coalition](#)

4. Methodology and approach

Given the fact that the Contracting Authority has a long-standing working relationship with the relevant Uzbek stakeholders and a full functioning office established in Uzbekistan, the Contractor will be provided with logistical support in terms of traveling and accommodation arrangements in Uzbekistan for the required on the ground working days. The Contractor will also be provided with the needed support in communicating with the beneficiaries of this project on the planned activities and on the follow-up to these activities. Contractor is expected to engage in consultation and training sessions with the Uzbek stakeholder's teams based on the needs assessed both by the Contractor and the Contracting Authority and coordinate with the Contracting Authority on the planned activities (both remote and on the ground) at least 30 days ahead (for the administrative and registration purposes).

The terms of engagement will be coordinated during the first kick-off meeting and detailed in a working plan provided by the Contractor after the kick-off meeting with the Contracting Authority's leading experts in this project.

5. Project management and reporting to the Contracting Authority

Contractor is expected to coordinate on the planned activities with the Contracting Authority and the Uzbek beneficiaries through a single point of contact (Leading Expert).

The Contractor is expected to provide the Contracting Authority with periodic progress reports detailing the activities carried out and results achieved. Each progress report shall address the main objectives and indicators and explain the necessity and appropriateness of the activities undertaken. The final report should describe the implementation and results of the project with regards to the contractually agreed objectives. Reports shall be submitted for a period of three months each all the way up to the final period of the project (end of August 2026) with a final report submitted in October 2026.

6. Human/personnel resources

The tenderers are required to provide personnel (Leading Expert and Assisting Expert) who are suited to filling the positions described, on the basis of their CVs, the range of tasks involved and the required qualifications. Below are the specified tasks for both experts:

The **Leading Expert** will be responsible for overall project oversight and the timeliness and quality of the assistance delivered to the Uzbek stakeholders. Specific tasks include:

- a) **Project Planning and Initiation**
 - Lead the development of the project plan, timeline, and work breakdown structure.
 - Conduct initial meetings with Contracting authority and stakeholders to define objectives, scope, and expectations.
 - Set quality standards and benchmarks for the advisory process and deliverables.
- b) **Policy and Regulatory Analysis**
 - Oversee in-depth analysis of relevant policies, regulations, and organizational frameworks.
 - Provide expert guidance on risk assessment, conflict of interest management and Integrity plans based on best practices.
- c) **Strategic Advisory and Recommendations**
 - Develop high-level recommendations and solutions tailored to the Uzbek stakeholder's specific needs.
 - Facilitate discussions with Contracting Authority's staff and Uzbek stakeholder's representatives to ensure alignment.
- d) **Capacity Building and Knowledge Transfer**
 - Design and lead capacity-building workshops, seminars, and training sessions upon requests and/or prior approval from the Contracting Authority.
 - Create training materials, including manuals and guides for long-term use if needed.
- e) **Quality Assurance and Final Deliverables**
 - Review and validate all deliverables for accuracy, relevance, and quality.
 - Lead the presentation of results, reports, and recommendations to the Contracting Authority.

The **Assisting Expert** supports the Leading Expert in executing specific project tasks, providing technical analysis, and facilitating workshops and training sessions, including translation of materials when needed. Specific tasks include:

a) **Data Collection and Analysis**

- Conduct background research and data gathering to support policy and compliance analysis.
- Analyze collected data and assist in identifying key trends, issues, and risks relevant to the project objectives.
- Prepare data summaries, charts, and initial reports for review by the Leading Expert.

b) **Drafting Reports and Documentation**

- Draft initial versions of assessments, reports, and findings under the direction of the Leading Expert.
- Create templates, presentation materials, and handouts for stakeholder meetings and training sessions.
- Edit and proofread documents to ensure clarity, accuracy, and consistency.

c) **Capacity Building Support**

- Assist in the preparation and delivery of training sessions, including logistical coordination, setup, and follow-up.
- Provide support during workshops, including facilitating group discussions, answering participant questions, and gathering feedback.
- Update and adapt training materials as needed based on participant input and evolving project needs.

d) **Project Coordination and Communication**

- Coordinate with internal and external stakeholders, ensuring timely communication and scheduling of meetings.
- Document meeting minutes, action items, and decisions, and circulate them to relevant parties.
- Assist the Leading Expert in preparing regular progress updates, collecting information on milestones and tasks completed.

e) **Technical Support and Documentation Management**

- Organize and maintain all project-related documentation, ensuring easy access and reference for both the project team and client.
- Support the Leading Expert in conducting technical reviews, such as quality checks on data and documents.
- Monitor the implementation of tasks to ensure they align with the project's quality and timeline requirements.

To implement the activities set out for this assignment, the contractor is expected make use of the following number of working days for the project:

Expert	Expert days outside the country of assignment	Expert days in the country of assignment (Uzbekistan)	Expert days in total
<i>Leading expert</i>	150	50	200
<i>Assisting expert</i>	100	0	100

Depending on the result of engagement and achieved outputs, it may not be necessary to make use of the total number of proposed expert days.

7. Deadlines

Selected tenderer will be required to coordinate and attend a kick-off meeting with the contracting authority's lead expert on the anti-corruption within 7 days of the signing of the contract to prepare a detailed work plan for the implementation of the project.

Development of the CIRA(s) and elaboration of sectoral Integrity Plans must be completed by the end of August 2026.