



Islands of Integrity

in Vobkent District (Bukhara Region)

Strategic Roadmap Summary 2025–2026

1. Process

The action plan was developed through four participatory workshops:

Dec 20, 2024

Introduction to methodology
& initial diagnostics

Dec 26, 2024

Identification of corruption-
prone areas

Jan 10, 2025

Development of anti-corruption
strategies

Jan 17, 2025

Finalization of roadmap and
action plan 2025-2026

2. Diagnosis

General Diagnosis

High corruption vulnerability was identified in four service clusters:

Area

Risk Factors

Urban Planning and Public Assets Management

- Zoning and Land Use Planning
- Building and Construction Permits
- Construction of Public Infrastructure Projects
- Public Real Estate Management

Public Procurement and Contract Management

- Budget Allocation for Projects
- Tendering & Awarding Contracts
- Contracts Monitoring
- Internal Financial Audits

Public Services Management

- Utility Services (Water, Electricity, Gas)
- Waste management
- Social Welfare
- Public Housing

Administration and Regulation

- Business Licenses
- Environmental Permits
- Human Resources and Work conditions Management
- Inspections

Key Stakeholders:

- **Anti-Corruption Practitioners Team** (facilitation)
- **UNDP Uzbekistan** (technical support)
- **Anti-Corruption Agency of Uzbekistan** (oversight)
- **Vobkent Hokimiyat** (implementation)

Local Institutions Represented:

29 local departments participated, representing sectors such as economy, finance, education, health, utilities, justice, ecology, cadastre, construction, taxation, emergency services, social protection, youth policy, employment, licensing, public housing, environmental regulation, and spiritual-educational affairs.

In-Depth Diagnosis

Key corruption drivers:

- Bureaucratic delays in permitting and tenders
- Weak digital oversight
- Inconsistent regulation enforcement
- Low public awareness of governance processes

In-depth Diagnosis Results

1. Building & Construction Permits

Common issues included bribery, falsified reports, favoritism, ignoring construction flaws, unauthorized permitting, unjustified denial of permits, manipulation of inspections, and abuse of authority for personal benefit.

2. Tendering & Contracts

Corruption risks involved conflicts of interest, forged documents, inflated bid scores, favoritism, awarding tenders for personal gain, accepting substandard work, monopolistic practices, lack of transparency, and manipulation of processes to favor certain companies.

3. Utility Services (Water, Electricity, Gas)

Reported issues included illegal connections, collusion with citizens to hide usage, document forgery, bribery, failure to track usage or register users, unjustified application rejections, deliberate damage to equipment, and misuse of authority to grant unauthorized access.

4. Inspections

Identified practices included bribery, falsified reports, favoritism, exaggerating or ignoring flaws, abuse of office, hiding deficiencies, self-serving actions, and acceptance of substandard services and goods.



3. Vision & Objectives

Vision:

Vobkent as a Model of Integrity and Transparency – fostering justice, digital transformation, ethical leadership, and citizen trust.

Strategic Objectives:

Limit monopoly & discretion

Enhance accountability & transparency

Promote integrity & consequences for corruption



4. Strategic Actions

Examples of Tailored Measures per Priority Area:

Area/Risk

Construction Permits



Limiting Discretion

- Rotate inspectors regularly
- Strengthen legislation
- Control permit issuers as a group
- Compensate damage tenfold for illegal actions

Increasing Transparency

- Publish inspection results
- Digital monitoring and fair inspection process
- Collect feedback from employees and public

Integrity Measures

- Raise salaries
- Impose strict penalties
- Recognize honest employees
- Eliminate distrust among staff

Public Procurement



- Use e-platforms and digital tools
- Hide bidder identities
- Accept certified suppliers only
- Attract international competition

- Publicly share bid results
- Interdepartmental oversight
- Transparent evaluation processes

- Reward fair implementers
- Sanction misconduct
- Balance quality, price, and competition
- Ensure legal consequences

Utility Services



- Formalize connections via mobile apps
- Rotate local utility staff
- Ensure multiple employee review
- Evaluate inspections

- Open access to documents
- Digital tracking of meter readings and bills
- Public reporting mechanisms

- Penalize document manipulation
- Transparent rejection reasons
- Monitor equipment remotely
- Promote accountability

Inspections



- Conduct online inspections
- Regularly update and rotate commissions
- Form expert product quality groups

- Publish results on sector websites
- Avoid human interference
- Report to higher institutions

- Reward accurate inspectors
- Penalize false reporting or bribes
- Correct rejected documents legally



5. Achievements & Evaluation

This evaluation reflects participants' feedback on the Islands of Integrity programme implemented in Vobkent, assessing its relevance, effectiveness, and overall impact.

Recommendation Score:

9.7/10 – most participants rated the program a perfect 10

Understanding of Objectives:

4.9/5 – strong grasp of key concepts

Goal Fulfillment:

4.8/5 – objectives largely achieved

Trainer Competence:

4.7/5 – slightly lower due to suggestions for more practical content

Usefulness of Knowledge,

Collaboration & Satisfaction:

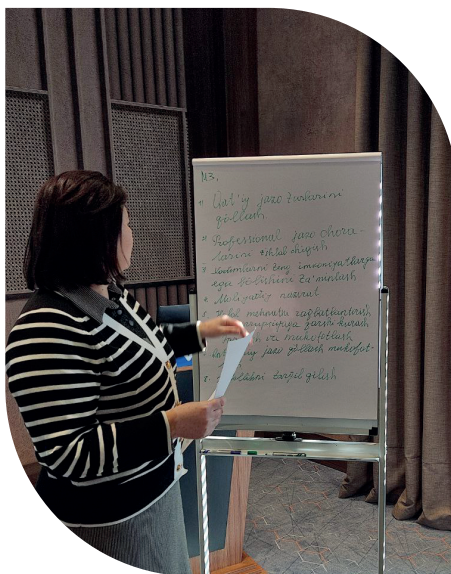
All averaged **4.9/5**

Qualitative feedback highlighted the program's strong structure, case-based learning, expert facilitation, and interactive problem-solving methods.

Suggestions for improvement:

- Expand to other regions
- Increase frequency of sessions
- Include more anonymized case studies, role-plays, and video examples

Overall, the program proved highly effective in building local anti-corruption capacity and offering actionable solutions.



6. Conclusion & Future Outlook

The Vobkent District roadmap has laid a solid foundation for sustainable anti-corruption reforms.

To maintain and scale this momentum, future priorities should include:



Expanding digital governance tools



Institutionalizing best practices



Enhancing public awareness campaigns



Sustaining civic engagement and political will



Conducting post-program assessments to evaluate long-term impact

The initiative reinforces the critical role of local governance in upholding integrity and transparency.