16 PEACE, JUSTICE AND STRONG INSTITUTIONS

Justice Begins with Knowledge

16 PEACE, JUSTICE AND STRONG INSTITUTIONS

INCLUSIVE EXTERNAL GOVERNANCE AT TSUULL

"Strong institutions begin with transparent, participatory governance. At TSUULL, our University Council and Board of Trustees ensure that faculty, students, and community stakeholders have a real voice in shaping our future. Through democratic elections, open dialogue, and shared responsibility, we uphold academic integrity and strengthen our contribution to SDG 16. This inclusive governance model is the foundation of our university's progress and public trust."

Professor Shuhrat SIROJIDDINOV
Rector, TSUULL

TSUULL demonstrates strong SDG 16 performance through its inclusive governance model, centred on the Board of Trustees, which functions as the University's main external oversight body and formal public accountability mechanism. The Board comprises representatives from Parliament, municipal authorities, ministries, civil society organisations, employers, media, youth structures, and agencies working with vulnerable groups, ensuring that more than 50% of its membership comes from outside the university. Meeting at least four times per year, the Board plays a decisive role in institutional governance: all major strategic decisions require a three-fourths (75%) supermajority vote, including approval of long- and medium-term development programmes, business plans, admission quotas, and the use of extra-budgetary funds. During 2024, the Board reviewed and endorsed three strategic plans, evaluated annual KPIs of university leadership, and approved budget allocations for community-engagement and outreach projects benefiting over 4,800 school students and 210 teachers.

All decisions are formally recorded, with minutes finalised within five working days, ensuring full transparency and public accountability. Through this structure, TSUULL positions itself not merely as an academic institution but as a civic partner, embedding community voices directly into high-level decision-making. This governance approach—reinforced by elected representation on the University Council and active participation of students, academic staff, and administrative employees—aligns with international benchmarks for transparency, participatory governance, and institutional integrity. By integrating diverse societal stakeholders in university governance, TSUULL advances SDG 16 by strengthening inclusive decision-making, promoting accountability, and ensuring that its development is directly responsive to community and national priorities.

UNIVERSITY COUNCIL: SUPREME DECISION-MAKING AUTHORITY

The University Council is the highest governing authority of TSUULL, responsible for approving all major academic, financial, and strategic decisions of the institution. In line with international principles of democratic governance, transparency, and inclusive representation, TSUULL ensures that key constituencies of the university community elect their own representatives to serve on the Council.

Elected Members Include:
- *Academic staff, elected directly by all faculty members*
- *Researchers and teaching assistants, chosen through peer voting*
- *Administrative and support staff, elected through formal internal elections*
- *Undergraduate and postgraduate students, elected through the Student Government and the Youth Parliament structures*

These elections occur on a regular cycle, ensuring that every segment of the university community has a meaningful and influential role in shaping university policies. Through this mechanism, staff and students contribute to decisions on academic programs, annual budgets, hiring priorities, and the long-term institutional development strategy. This structure guarantees that the University Council reflects the collective voice of the academic community, ensuring that governance is transparent, participatory, and aligned with the needs of TSUULL stakeholders

16 PEACE, JUSTICE AND STRONG INSTITUTIONS

TSUULL's Global & NGO Partnerships: DRIVING EVIDENCE-BASED SDG ACTION ACROSS CENTRAL ASIA

TSUULL's global engagement is reinforced through long-term collaboration with leading NGOs and international networks, enabling the University to transform research excellence into tangible development impact. As an active member of the **Sustainable Development Solutions Network (SDSN)**, the HERE Network, the Turkic Council States Orkhon Exchange Programme, and more than *110 partner universities across six continents,* TSUULL contributes to cross-border research, policy dialogue, and capacity-building that directly strengthens SDG implementation. Regionally, the University's strategic partnership with the **Association of Central Asia (ACARO)** — led in Uzbekistan by a TSUULL professor and researcher — positions the institution as a key contributor to national consultations on gender equality, educational inclusion, and democratic governance. Through joint initiatives with ACARO, NGOs, ministries, and international experts, the University has delivered *20+ policy consultations, 40+ public SDG lectures,* and community projects benefiting *4,800 schoolchildren, 250 teachers, and 500 civil-society representatives.* These collaborations ensure that TSUULL's academic expertise translates into evidence-based solutions, civic empowerment, and regional leadership in sustainable development.
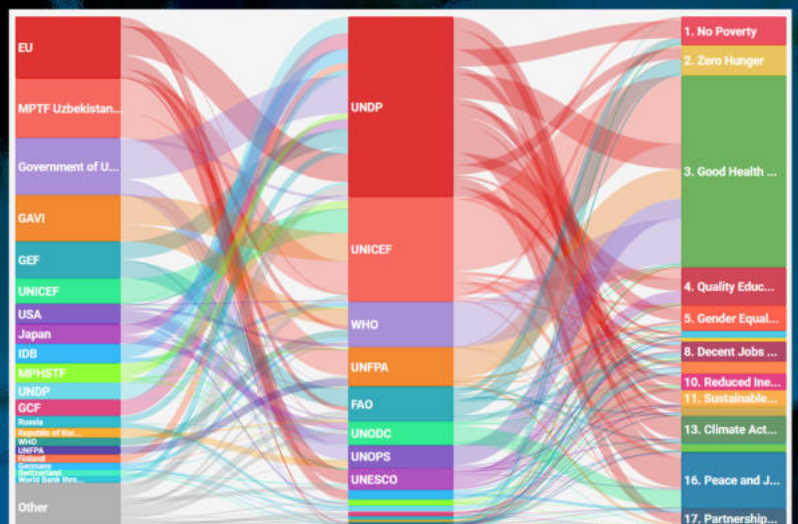
TSUULL also actively contributes to international SDG data-gathering efforts, participating in global comparative studies and providing national datasets for use in UNESCO and SDSN reports. The University's scholars serve as experts on multiple SDG-related working groups, ensuring Uzbekistan's perspective is represented in global sustainability dialogues. Through this multidimensional cooperation ecosystem, TSUULL strengthens both national capacity and regional integration, positioning itself as a Central Asian hub for sustainable development research and policy innovation.

16 PEACE, JUSTICE AND STRONG INSTITUTIONS

TSUULL AS A NATIONAL SAFE PLATFORM FOR NEUTRAL CIVIC AND POLITICAL DIALOGUE

TSUULL provides one of Uzbekistan's strongest and most documented examples of a **neutral, protected, and academically governed space** for open political and civic dialogue. Guided by its Academic Freedom and Scholarly Independence Policy—which guarantees that *"academic work, public lectures, and scholarly speech shall not be restricted or influenced for ideological, political, or administrative reasons"*—the University hosts structured, impartial forums where government representatives, NGOs, civil-society leaders, diplomatic missions, youth groups, and policy experts can engage in frank, evidence-based debate on sensitive national issues. Through its TSUULL Public Talks Series alone, the University has organized **40+ open, free, publicly advertised events,** featuring speakers from UN-affiliated organizations, national ministries, regional NGOs, human-rights institutions, and independent research centers. All events are institutionally hosted, professionally moderated, and confidentially registered, ensuring that participants can speak without political pressure, censorship, intimidation, or institutional interference. TSUULL's collaboration with the Association of Central Asia (ACARO)—whose national director is also a TSUULL professor—further strengthens its role as a **trusted, non-partisan platform** for discussions on equality reform, human rights, discrimination in education, and democratic governance.
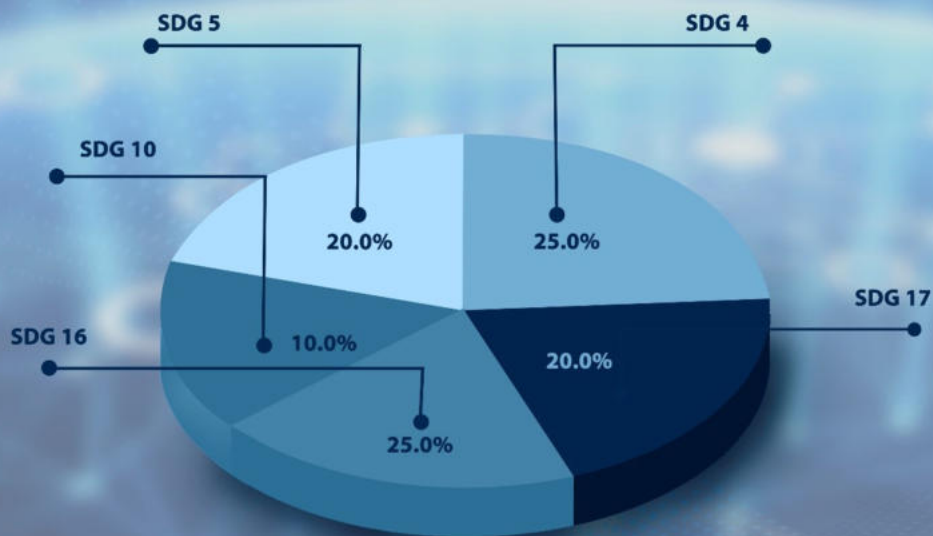
16 PEACE, JUSTICE AND STRONG INSTITUTIONS

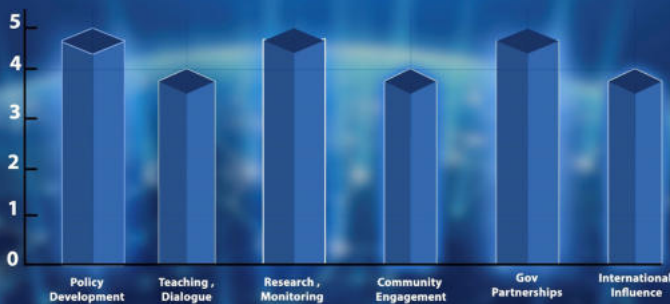# TSUULL AS A NATIONAL HUB FOR POLICY EXPERTISE, RESEARCH, AND REFORM LEADERSHIP

TSUULL has established itself as one of Uzbekistan's most influential university-based policy hubs, providing structured expertise, research, and high-level advisory input to government institutions and national reform programmes. In 2023–2025 alone, TSUULL faculty contributed to **30+ ministerial working groups,** produced **45+ policy papers and analytical briefs,** and supported the development or review of **12 national strategies** in education, language planning, digitalisation, youth policy, and cultural heritage preservation. Through its leadership role in the EU-funded **HERE Network** and the SPHERE programme, TSUULL delivers expert guidance on higher education governance, quality assurance, Bologna alignment, and digital transformation—benefiting **more than 60 universities** across Uzbekistan. The University's researchers and reform experts provide evidence-based consultations to the Ministry of Higher Education, Science and Innovation; Ministry of Preschool and School Education; Agency for Public Service; State Test Center; and regional administrations, supporting policy decisions that affect **over 1.4 million learners nationwide.** TSUULL also contributes to gender equality, linguistic policy, and SDG implementation through its Gender Studies Platform, Digital Linguistics Laboratory, and the SDG5 Equality Hub, delivering *200+ training hours* for civil servants, teachers, and community leaders annually. By combining academic research, international benchmarking, and direct government collaboration, TSUULL plays a decisive role in shaping Uzbekistan's reform agenda and strengthening the evidence base behind national policy-making.

TSUULL Contribution Across SDGs (Conceptual)

SDG 5 — 20.0%
SDG 4 — 25.0%
SDG 10
SDG 17 — 20.0%
SDG 16 — 10.0%
25.0%

TSUULL SDG Engagement Intensity (Conceptual)

Policy Development · Teaching , Dialogue · Research , Monitoring · Community Engagement · Gov Partnerships · International Influence

TSUULL Contribution Across SDG Policy Cycle (Conceptual)

Problem ID · Policy Development · Intervention Modelling · Monitoring · Adaptive Management