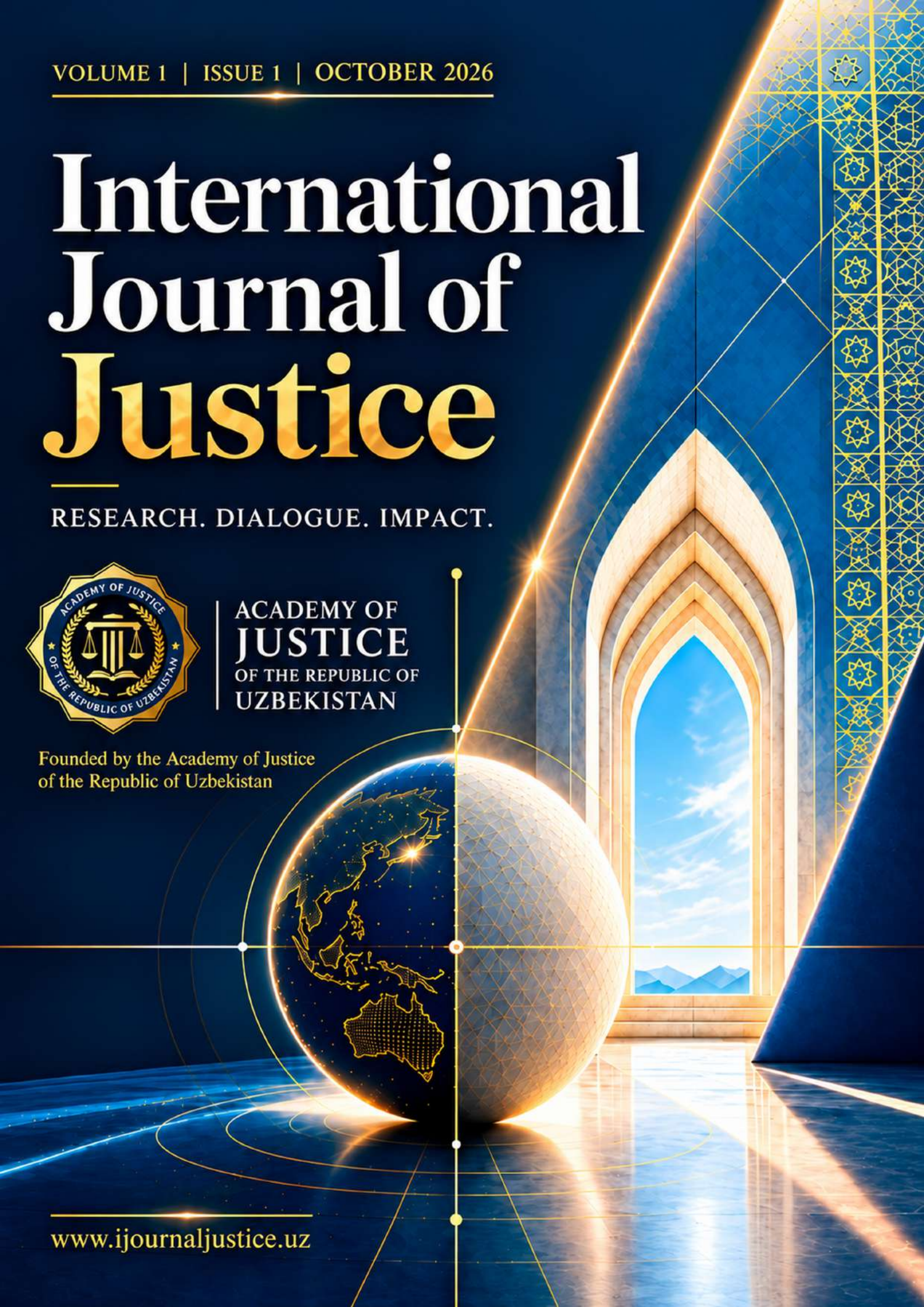
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# CONTENTS

**IMPROVING THE INSTITUTION OF APPEALS: TIME LIMITS, RESPONSE QUALITY, MONITORING** **10**
*Achilova Liliya Ilkhomovna; Rozmetova Asal Anvarzoda*

**LEGAL ASPECTS OF INVESTIGATIVE JOURNALISM** **18**
*Jahonov Shohruh Shuhrat ugli*

**LEGAL BASIS OF CIVIL SOCIETY INSTITUTIONS IN THE LEGISLATION OF THE REPUBLIC OF UZBEKISTAN** **25**
*Sharipov Asrorjon Safar ugli*

**DIGITAL TRANSFORMATION OF INTERNATIONAL COMMERCIAL ARBITRATION IN UZBEKISTAN: LEGAL AND INSTITUTIONAL PROSPECTS** **30**
*Otakhonov Foziljon Khaydarovich*

**THE LEGAL NATURE OF SUBSIDIARY LIABILITY IN INSOLVENCY PROCEEDINGS INVOLVING AGRICULTURAL BUSINESS ENTITIES** **39**
*Rakhmatjon Tojinorovich Berdiyarov*

**CIVIL LAW ASPECTS OF GOODS DELIVERY BY SELF-EMPLOYED COURIERS** **49**
*Ruzinazarov Shukhrat Nuralievich*

**NATIONAL AND INTERNATIONAL EXPERIENCE IN LEGAL PROTECTION OF A COMPANY NAME: IMPROVING THE LEGISLATION OF UZBEKISTAN** **63**
*Allayarova Maftuna Almardanovna*

**ORGANIZATIONAL AND LEGAL MECHANISMS FOR COMPENSATION OF CONSTRUCTION CONTRACT DAMAGES** **69**
*Donayev Abduqodir Haydarovich*

**JURISDICTION AND VENUE OF CIVIL CASES ARISING FROM INHERITANCE RELATIONS: A NATIONAL AND FOREIGN ANALYSIS** **76**
*Soliyeva Kamola Rustamjon-qizi*

**ISSUES OF USING COURT NOTICES IN ENSURING THE OPENNESS OF CIVIL PROCEEDINGS IN COURTS** **84**
*Sabirov Erkinjon Kuchkarbaevich*

**DIGITAL EVIDENCE IN SUPPLY-CONTRACT DISPUTES BEFORE ECONOMIC COURTS: AUTHENTICATION, INTEGRITY AND EVIDENTIARY RISK IN UZBEKISTAN** **91**
*Mahmudova Saida Rayimjonovna*

# CONTENTS

**FROM HUMAN CAPITAL TO INSTITUTIONAL TRANSFORMATION: A NEW STAGE IN THE STRATEGIC DEVELOPMENT OF THE JUDICIAL PERSONNEL TRAINING SYSTEM** 104
*Aripov Dilshod Urinbaevich*

**THE ROLE OF INTERNATIONAL STANDARDS IN GOVERNING ARTIFICIAL INTELLIGENCE IN JUDICIAL SYSTEMS: A COMPARATIVE AND CRITICAL ANALYSIS** 109
*Sadikov Khurshid Primkulovich*

**INDEPENDENCE — A SOLID FOUNDATION OF JUSTICE AND HUMAN DIGNITY** (35 years of the evolution of the judicial and legal system of the Republic of Uzbekistan) 117
*Israilov Dilshod Shavkatovich*

**INSTITUTIONAL MODELS OF JUDICIAL QUALIFICATION BOARDS: INTERNATIONAL STANDARDS AND FOREIGN EXPERIENCE** 128
*Jamolov Azizjon Nodir ugli*

**THE DEATH OF FREE WILL. WHO BEARS CULPABILITY WHEN ARTIFICIAL INTELLIGENCE INDUCES A PERSON TO COMMIT A CRIME?** 140
*Salaev Nodirbek Saparbaevich*

**ON EUROPEAN CRIMINAL-LAW INTEGRATION – FROM MUTUAL RECOGNITION TO LIMITED SUPRANATIONAL CRIMINAL POWER** 148
*Krisztina Karsai*

**CRIMINAL LIABILITY OF OFFICIALS OF NON-GOVERNMENTAL COMMERCIAL ORGANIZATIONS: PROBLEMS OF THEORY AND PRACTICE** 158
*Akramova Muazzam Turdikul qizi*

**DISTINGUISHING OFFENCES AGAINST SEXUAL FREEDOM FROM RELATED OFFENCES IN UZBEKISTAN** 162
*Achilov Izzat Tulkinovich*

**CRIMINAL-LAW MEASURES AGAINST THE LEGALIZATION OF PROCEEDS OBTAINED THROUGH MISAPPROPRIATION OR EMBEZZLEMENT: QUALIFICATION, EVIDENCE AND ASSET RECOVERY** 170
*Sadullaev Bokhodir Oybekovich*

**CONCEPT OF HELPLESSNESS AND ITS SIGNIFICANCE IN THE QUALIFICATION OF CRIMES** 178
*Khalilova Zarnigor Zafar qizi*

**LEGAL SIGNIFICANCE OF THE INSTITUTION OF CRIMINAL RECORDS IN PROTECTING HUMAN RIGHTS** 182
*Yoqubjonov Omonjon Burkhonjon ugli*

# CONTENTS

**THE APPLICATION OF CRIMES WITH BLANKET NORMS: CURRENT STATUS AND ISSUES** 189
*Pulatov Bekzod Adilbaevich*

**THE FORMATION AND DEVELOPMENT OF THE INSTITUTION OF CRIMINAL LIABILITY IN THE FIELD OF PUBLIC PROCUREMENT: A HISTORICAL-LEGAL ANALYSIS** 202
*Shukurova Shahnoza Mukumjonovna*

**ATTORNEY'S PARTICIPATION IN THE PRE-TRIAL STAGE OF CRIMINAL PROCEEDINGS: LEGAL AND PRACTICAL ASPECTS** 214
*Medetbaeva Aksungul Sharapatdin kizi*

**INTERNATIONAL COOPERATION IN OBTAINING ELECTRONIC EVIDENCE: THE EUROPEAN PRODUCTION AND PRESERVATION ORDERS** 221
*Bujosa Vadell, Lorenzo Mateo*

**COOPERATION BETWEEN THE SUBJECTS OF INVESTIGATION IN CROSS-BORDER INTERNET FRAUD CASES** 230
*Khabibiddinov Nodirjon Musinjon ugli*

**PROBLEMS OF PROCEDURAL REALITY IN CRIMINAL PROCEEDINGS** 238
*Aykhan Khankishi Rustamzade, Matanat Pasha Asgarova*

**DETENTION OF FOREIGN NATIONAL PRISONERS IN PENITENTIARY INSTITUTIONS: A COMPARATIVE ANALYSIS OF INTERNATIONAL PRACTICES AND NATIONAL LEGISLATION** 246
*Rikhsimov Komron Abrorovich*

**CRIMINALISTIC FOUNDATIONS FOR INTEGRATING GAIT IDENTIFICATION WITH FORENSIC PORTRAIT EXAMINATION** 249
*Nizomova Shahrigul Karimboy qizi*

**INTERNATIONAL LAW CRISIS: UN PEACE OPERATIONS AND INSTITUTIONAL REFORM** 258
*Kudaybergenov Bakhtiyar Abdumajit-ugli*

**ARTIFICIAL INTELLIGENCE AND CHILDREN'S RIGHTS: PROTECTION OPPORTUNITIES AND EMERGING LEGAL RISKS** 267
*Ergashev Gayrat Shavkatovich*

**ACTIVITIES OF INTERNATIONAL NON-GOVERNMENTAL ORGANIZATIONS IN THE FIELD OF HUMAN RIGHTS** 276
*Nosirova Marjona Negmat kizi*

# FROM HUMAN CAPITAL TO INSTITUTIONAL TRANSFORMATION: A NEW STAGE IN THE STRATEGIC DEVELOPMENT OF THE JUDICIAL PERSONNEL TRAINING SYSTEM

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The independence of the judiciary and the fairness of the administration of justice depend, first and foremost, on the knowledge, outlook, moral integrity and practical expertise of the individual sitting on the bench. Building on the successful experience accumulated in the country's judicial sector, Uzbekistan is continuing at a rapid pace to enhance the professional competencies of judicial personnel in line with international standards and to modernise the training system fundamentally.

Decree of the President of the Republic of Uzbekistan No. DP-160 of 14 August 2026, On the "Justice-2030" Strategy: building a people-centered and fair judicial system in the New Uzbekistan that reliably protects human rights, was adopted as a systemic solution for achieving these ambitious objectives. The tasks set out in the Decree were formulated following a thorough analysis of the formation of the corps of judges and of judicial practice, as well as an in-depth study of international standards.

To understand the substance of the conceptual objectives established by the Decree, an empirical analysis of the Academy's recent activities and achievements is required. In particular, traditional lecture-based formats have been phased out within the system of professional retraining for candidates for judicial office and continuing professional development for judges and court staff, and replaced by modern, practice-oriented and differentiated (individualised) teaching methods. The following innovative approaches and methodologies are being widely applied in this process:

- Interactive and practice-oriented learning (Case-based & Problem-based Learning): to develop judgment-writing skills, 4,000 real court cases were analysed and more than 125 procedural simulations (mock trials) based on complex case scenarios were conducted. This enabled participants to apply theoretical knowledge directly in simulated court proceedings.
- Critical analysis and learning from errors in practice: judicial decisions quashed or varied by the Supreme Court, together with the interpretative guidance of the Plenum of the Supreme Court, were examined individually during academic sessions, and case studies aimed at preventing systemic errors in practice were conducted.
- Digitised and intensive learning (Micro-learning & Blended Learning): targeted intensive online sessions covering more than 50 topics relating to complex categories of cases

were launched through the "Judge-edu" Telegram bot, enabling judges to pursue continuous professional development without interrupting their official duties. In addition, a distance-learning platform comprising 135 video lectures and electronic resources was introduced.

- Differentiated and category-based approach: continuing professional development courses were differentiated according to judges' length of service, area of work and performance ratings. In particular, separate needs-based curricula were developed for judges appointed for five-year and ten-year terms or for an indefinite term, members of the leadership of regional courts, and judges with low performance ratings.
- Psychological training and non-verbal communication skills: psychological training was delivered on assessing the verbal and non-verbal behaviour of participants in judicial proceedings, managing stress and preventing occupational deformation; psychological profiles of participants were also developed.

Despite these substantial results, analysis of practice demonstrated the need to consolidate the personnel-training system at both the systemic and institutional levels. It was precisely for this reason that Decree No. DP-160 set the following targeted objectives for the Academy of Justice and the judicial system.

First, introducing a continuous judicial personnel training pipeline (Pipeline Model) for the justice system.

A coherent and robust foundation has been laid for the systematic development of human capital in the judiciary and the consistent enhancement of personnel's professional capacity. The continuous judicial personnel training pipeline defined by the Decree unites every stage of education and practice around a single objective and comprises the following sequential stages: master's degree programme – professional retraining – practical internship – assessment – recommendation for appointment as a judge – continuing professional development – postgraduate education.

The implementation of this model:

enables continuous monitoring of a candidate's knowledge and practical skills from the moment of admission to the Academy until appointment to office and throughout the individual's subsequent career;

guarantees the phased and specialised professional development of candidates for judicial office and serving judges on the basis of their needs;

enables individuals who do not meet professional requirements to be screened out objectively at the assessment stage.

Second, launching a programme to develop professional competency profiles for candidates for judicial office, judges and court staff.

The Academy's development of psychological profiles for 160 participants, together with regional psychological training on "The Significance of the Verbal and Non-verbal Behaviour of Participants in Court Proceedings", revealed cases of emotional strain (burnout) and low stress tolerance among personnel as a result of the high psycho-emotional demands of judicial work. Accordingly, the Decree provides for the launch of a programme to develop professional competency profiles. The programme is intended not merely to assess theoretical knowledge, but also to provide an objective evaluation of the following specific personal attributes. It further provides for continuous monitoring of the emotional stability of judges

and court staff and for the broad introduction of psychological rehabilitation programmes into practice. In particular:

intellectual capacity and critical thinking: the ability to resolve complex conflicts between legal rules and reach logical conclusions;

emotional intelligence (EQ) and verbal/non-verbal communication: skills in communicating with participants in judicial proceedings, interpreting non-verbal signals and managing the situation;

stress resilience: stability in decision-making under psychological strain and in critical situations;

anti-corruption resilience and compliance: personal integrity and zero tolerance for conflicts of interest.

In this regard, the Academy's two state-funded projects, "Development of the 'Court Trial Simulation' Electronic Platform" and "An Electronic System for Developing the Psychological Profile of Candidates for Judicial Office", will provide the practical foundation for developing these professional competency profiles objectively and in digital form.

Third, transforming the Academy of Justice on the basis of international standards and advanced foreign experience.

The new functions assigned to the Academy under the Decree and the structures being established reflect advanced models used in developed countries. Training sessions at the Academy involving more than 50 international experts from Spain, Germany, Türkiye and Japan, as well as experts from the United Nations, UNICEF and the OSCE, have demonstrated the need to incorporate elements of foreign models into national practice. In accordance with the Decree, key performance indicators (KPIs) for the Academy's transformation through 2030 were established:

secure the Academy's inclusion among the world's top 1,000 educational institutions in at least two international rankings;

increase the annual number of learners to 500;

ensure 100 per cent coverage of judges and court staff by professional competency profiles;

arrange overseas internships for at least 10 per cent of personnel (in cooperation with the "El-Yurt Umidi" Foundation).

The practices of the world's leading countries are also being incorporated into the Academy's transformation. In particular, it is planned to establish the operation of the following structures and mechanisms at the Academy:

Synergistic integration: initial training and continuing professional development within a single institution.

Foresight Center: introducing a mechanism to forecast disputes likely to come before the courts and, on that basis, comprehensively updating curricula.

The Endowment Fund (Target Capital Fund) is intended to achieve the following objectives:

- financial independence and sustainability: reducing the Academy's dependence on the state budget and creating a secure source of financing for long-term strategic projects;
- support for research and innovation: establishing independent grant mechanisms and a research fund for the digitalisation of the judicial system, artificial-intelligence research and foresight studies;
- support for talented participants: awarding special grants and scholarships to candidates requiring social support or demonstrating high academic performance;

• modernisation of facilities and infrastructure: establishing modern libraries and financing digital simulation classrooms and laboratories.

The principal aims and functions of the Alumni Association are as follows:

• career monitoring within the Pipeline Model: long-term tracking of alumni's service in the judicial system, their professional growth, and errors and shortcomings in their work, and using the resulting evidence to evaluate and adjust the Academy's curricula;

• mentoring and knowledge transfer (Mentorship): alumni with extensive experience - including veteran and serving judges of regional courts and the Supreme Court - will be assigned to Academy participants as mentors and coaches;

• practice-based feedback (Feedback Loop): promptly communicating to the Academy new categories of problematic issues emerging in judicial practice, thereby ensuring the continuing relevance of professional retraining and development courses;

• support for the Endowment Fund: in national and international practice, members of alumni associations are among the leading contributors to the endowment funds of their alma maters through donations and grants.

Fourth, establishing a system for upgrading knowledge and skills in relation to issues of current relevance.

In contemporary conditions, in which judicial practice is changing rapidly, traditional teaching methods can no longer meet the demands of the time. Accordingly, the Decree institutionalises a system for rapidly enhancing the knowledge and skills of judges and court staff in relation to current issues. The principal pillars of this system are as follows:

rapid and modular learning (Micro-learning): expanding the geographical reach and thematic scope of online sessions delivered through the "Judge-edu" Telegram bot on current and complex categories of cases arising in practice;

digital monitoring and artificial intelligence: introducing the electronic information system "Management of Corruption Risks in the Judicial System" in order to identify and eliminate corruption risks. Artificial-intelligence algorithms will enable automated monitoring based on systematic data inventories, while excluding human intervention and subjective approaches from decision-making;

financial and academic incentives: in order to involve specialists holding academic degrees more extensively in practice and teaching, financial incentives for employees holding a PhD or DSc degree will be introduced from 1 September 2026.

Fifth, organising overseas internships for judges and court staff.

The Decree gives priority, in particular, to arranging overseas internships for judges and court staff working in lower courts (district, inter-district and city courts). The process is envisaged as follows:

undertaking internships at foreign educational institutions that train judicial personnel, specialised research institutes and bodies of the judicial community;

organising the process systematically and on the basis of allocated quotas in cooperation with the "El-Yurt Umidi" Foundation;

ensuring that, by 2030, at least 10 per cent of candidates, judges and court staff are covered by overseas professional development and internship programmes.

Sixth, ensuring the well-being and protection of the health of judges and court staff on the basis of a United Nations resolution.

As an important component of personnel reform, the Decree has successfully incorporated into the national legal system the recommendations of United Nations General Assembly resolution 79/266 of 4 March 2025, entitled "International Day for Judicial Well-being". Just as the German Judicial Academy's centres in Trier and Wustrau provide dedicated infrastructure for judges' rest and psychological recovery, Uzbekistan has established measures to:

protect the physical and mental health of judges and court staff;

regularly organise creative, cultural, educational and sporting activities;

provide psychological rehabilitation and well-being under conditions of high workload.

Decree of the President of the Republic of Uzbekistan No. DP-160 is designed to transform the justice system fundamentally not merely in administrative and organisational terms, but through human capital, digital technologies and scientific forecasting mechanisms. The document takes the accumulated practical and methodological experience in the training and appointment of judicial personnel to a new institutional stage, turning it into a coherent and continuous state strategy.

The systematic and consistent implementation of the prescribed tasks will provide a firm foundation for forming, by 2030, an independent, highly qualified and fair-minded corps of judges capable of reliably protecting human rights and freedoms in Uzbekistan.

