Project Title: **The Project for Strengthening Water Resource Governance and Resilience to Climate Change in the Aral Sea Region**
Project Number: 01005622
Implementing Partner: UNDP in Uzbekistan
Start Date: 9 March 2026 **End Date:** 8 March 2028 **PAC Meeting date:** December 4, 2025

Brief Description
Karakalpakstan, in Uzbekistan's Aral Sea region, faces severe and worsening water scarcity driven by outdated and inefficient irrigation infrastructure, poor water management systems, and escalating impacts of climate change. These challenges have resulted in reduced agricultural productivity, land degradation, and increased vulnerability of rural livelihoods, with many communities lacking reliable access to adequate water for farming and household needs. Despite Uzbekistan's policy efforts, significant gaps remain in institutional capacity, infrastructure modernization, and the adoption of modern water-saving technologies at the local level. The project will deliver comprehensive improvements across water governance, infrastructure, digital innovation, and community resilience. It will strengthen institutional frameworks and local capacities for climate-resilient, transparent water management through policy reform, training, and the introduction of centralized GIS systems and digital water monitoring platforms. Investments in rehabilitating irrigation infrastructure, alongside the promotion of precision irrigation, climate-smart agriculture, and innovative technologies like wastewater reuse and renewable-powered desalination, will improve water efficiency and agricultural productivity for over 1,000 farmers and households. Additionally, the project will foster stronger cooperation between farmers and water management bodies through participatory governance mechanisms.s At the regional level, the project will advance cross-border cooperation and knowledge exchange on sustainable water management through dialogue platforms and partnerships with Kazakhstan, Japan, and other stakeholders. It will enhance public awareness and advocacy through communication campaigns, documentary production, and regional forums such as the Aral Sea Culture Summit. These efforts will contribute to positioning Karakalpakstan as a model for integrated, climate-resilient water management, generating solutions that can be scaled up across Uzbekistan and adapted by other countries affected by the Aral Sea crisis. The project will adopt a gender-responsive approach by ensuring the active participation of women in water governance, capacity-building, and decision-making processes. Targeted support will improve women's access to water-related knowledge, technologies, and livelihood opportunities. Gender-disaggregated data will be used to guide planning and monitor inclusive outcomes.

Contributing Outcome (UNSDCF, CPD, RPD): UNSDCF Outcome 4, SP Outcome 3 , CPD Outcome 4 Indicative Output(s) with gender marker[1]: Output 4.2. Enhanced capacities for sustainable use of terrestrial and water ecosystems promoted through conservation policies Output 4.4. Systems innovations advanced for integrated solutions in the Aral Sea region (CPD 2021-2025) **GEN 2**

Total resources required:		USD 4.6 million
Total resources allocated:		
	UNDP TRAC:	
	Donor:	US 4.6 million
	Government:	
	In-Kind:	
Unfunded:		

Agreed by (signatures)[2]:

Government	UNDP
First Deputy Minister of Water Resources of the Republic of Uzbekistan Mr.Zokir Ishpulatev	Resident Representative of UNDP in Uzbekistan Ms.Akiko Fujii
Date: 27 February 2026	Date: 27 February 2026

[1] The Gender Marker measures how much a project invests in gender equality and women's empowerment. Select one for each output: GEN3 (Gender equality as a principle objective); GEN2 (Gender equality as a significant objective); GEN1 (Limited contribution to gender equality); GEN0 (No contribution to gender quality)

[2] Note: Adjust signatures as needed

I. DEVELOPMENT CHALLENGE (1/4 PAGE – 2 PAGES RECOMMENDED)

Water scarcity is an urgent issue in Uzbekistan, with the country ranked 29th out of 167 in the World Resources Institute's ranking of countries suffering from water stress in 2040.[3] Experts project that by 2030, the country could face a water deficit of 15 billion cubic meters.[4] By 2050, this deficit is expected to double, creating significant challenges for water security and resource management.

It is expected that the water supply will decrease in the future that can be attributed to:

- **climate change and shrinking glaciers**. Higher temperatures, changing precipitation patterns, and more frequent and prolonged droughts are driving long-term declines in Uzbekistan's water supply by accelerating glacier and snowmelt, reducing river flows, and increasing water salinity. These impacts are particularly acute in Karakalpakstan, one of the regions experiencing the highest rates of warming alongside Tashkent and the Zeravshan Valley. Climate projections indicate that by 2050, flows in the Syr Darya and Amu Darya Rivers—the primary sources of Uzbekistan's surface water—could decrease by 5% and 15% respectively, compared to current levels. As a result, Uzbekistan's total water shortage is expected to reach 7 km³ per year by 2030 and 15 km³ by 2050.[5] These reductions in supply will further exacerbate water stress in already vulnerable regions like Karakalpakstan, where shrinking water resources threaten not only agriculture but also drinking water availability and public health.
- **Completion of the Qosh Tepa Canal in Afghanistan is expected to significantly reduce downstream water availability in Uzbekistan**. The Qosh Tepa Canal could divert up to 20 percent of the flow of the Amu Darya River, a key source of water in Central Asia. Flowing through Tajikistan and Afghanistan, it supplies water downstream to Uzbekistan and Turkmenistan. With the construction of the Qosh Tepa canal, Uzbekistan's water supply from Amu Darya could decrease by 15%.[6] In addition, experts warn that due to rudimentary construction standards, the canal could suffer from high levels of seepage and inefficiency, exacerbating regional water management challenges.
- **Uzbekistan's irrigation infrastructure is outdated, inefficient, and increasingly unsuited to the country's needs in the face of growing water scarcity**. Built largely during the Soviet era, the system was designed for large-scale agriculture and has seen little modernization. As a result, water losses through seepage and evaporation are high, with overall efficiency at just 66%. Nearly half of irrigated land suffers from salinization, further reducing productivity. The irrigation sector also relies heavily on energy-intensive pumping, consuming 15% of the country's electricity and contributing to 2–3% of CO_2 emissions.[7]

It is expected that the water demand will increase in the future that can be attributed to:

- **Population growth**. Uzbekistan's population has reached 38 million (of them 49.6% women) as of 2025 and Karakalpakstan's population has reached 2.05 million (of them 49.7% women). Uzbekistan is set for significant demographic changes over the next three decades, with its population projected to grow by approximately 44 per cent between 2022 and 2050, reaching 40 million by 2028, and surpassing 50 million before 2050.[8] Population growth is expected to drive demand for quality water from 2.3 billion cubic meters to between 2.7 and 3.0 billion cubic meters by 2030, being an 18 to 20% increase.[9] This demographic expansion, combined with a youthful population—over 60% of whom are under 30—will contribute to rising demand for clean water, sanitation, and other essential public services.
- **Uzbekistan's sustained economic growth**—averaging 5–6% annually over the past five years—has been propelled by sweeping economic reforms and growing private and foreign investment, notably in agriculture, manufacturing, and services. This economic dynamism has intensified pressure on water resources, with agriculture consuming about 90% of the country's total water withdrawals (~50 km³ of ~56 km³ annually). Irrigated farming, which accounts for nearly 25–28% of GDP and employs a large portion of the workforce, relies heavily on water-intensive irrigation methods delivered via extensive canal networks. The region's dependence on water is significant, with agriculture accounting for 79% of total water use—much of which is lost to inefficient irrigation methods. As economic activities expand across all sectors, water demand is escalating not just in agriculture but also in manufacturing, energy, and urban infrastructure, intensifying competition for finite water supplies. The combined

[3] World Resource Institute, Ranking the World's Most Water-Stressed Countries in 2040.
[4] https://president.uz/ru/lists/view/6894
[5] World Bank. (2023). Uzbekistan: Policy Perspectives for Irrigation and Drainage Sector Reform. Washington, DC: World Bank
[6] Jamestown Foundation. (2023). Central Asia faces potential water shortage as Afghanistan's canal project nears completion
[7] World Bank. (2023). Uzbekistan: Policy Perspectives for Irrigation and Drainage Sector Reform. Washington, DC: World Bank
[8] Kuchera T., Akhmedov D., Burtsin B., Kadatskaya N., Kuranda Ya., Ivlev A., Kurilo I., Akramova Sh., Alimukhamedov B., Golychev V., Maksakova L., Umurzakov B. "Projections of the Demographic Development of the Republic of Uzbekistan and Its Regions Until 2050. Main Principles, Premises, and Results of Projections." - Publisher "Complex Print"-Tashkent, 2023. (Кучера Т., Ахмедов Д., Бурцин Б.,Кадатская Н., Куранда Я., Ивлев А., Курило И., Акрамова Ш., Алимухамедов Б., Голышев В., Максакова Л., Умурзаков Б. Прогнозы демографического развития Республики Узбекистан и ее регионов до 2050 года. Основные принципы, предпосылки и результаты прогнозов. – Издательство «Complex Print»-Ташкент, 2023.)
[9] Decree of the President of the Republic of Uzbekistan No. UP-6024: Approval of the Water Sector Development Concept for 2020–2030 (July 10, 2020)

impact of rising production levels, inefficient water use, and accelerated infrastructure development underscores a clear trend: water consumption is projected to rise across all sectors, further straining Uzbekistan's limited water reserves unless usage patterns change.

- Gender equality and women's empowerment (osnovnie paratemry, problemy, representativnost v upravlenii regiona etc)

Water scarcity remains the most pressing and immediate constraint for livelihoods, food security, and resilience in the Aral Sea region. Karakalpakstan, located in the northwestern part of Uzbekistan, is the country's most water-stressed and environmentally vulnerable region. The drying of the Aral Sea, once the world's fourth-largest inland lake, has devastated local ecosystems and communities. Reduced water flows from the Amu Darya River, primarily diverted for upstream irrigation, have significantly worsened water scarcity across the region. Agriculture, which dominates the economy of Karakalpakstan, is particularly affected, as it is heavily reliant on irrigation and accounts for over 90 percent of water consumption in Uzbekistan. Yet, the irrigation infrastructure remains highly inefficient, with outdated, poorly maintained systems causing excessive water losses through evaporation and leakage, resulting in an **estimated 17.7 km³ of water lost annually — nearly four times the combined industrial and municipal use**. At the same time, water quality remains a serious concern due to pollution from agricultural runoff and poorly managed wastewater, further constraining the availability of usable water for both agriculture and households.[10] Uzhydroment Agency has documented that in May 2025 heat waves breaks temperature record in the country history - in Aral Sea region in some areas temperature reached 44°.

Water scarcity has had a cascading impact on agriculture, food security, and livelihoods in Karakalpakstan. High groundwater salinity, coupled with deteriorating irrigation infrastructure, has severely affected agricultural productivity. Approximately 64 percent of irrigated lands have groundwater tables at depths of just 1–2 metres, necessitating between six and ten irrigation cycles and up to four soil leaching cycles per season to prevent salt accumulation, which in turn exacerbates soil salinization and reduces land productivity.[11] These challenges are further compounded by climate change, which is driving more frequent droughts, higher temperatures, and increasingly erratic rainfall patterns, making water availability less predictable and agricultural planning more difficult. As the viability of agriculture declines, poverty and food insecurity have deepened, particularly among rural populations who are highly dependent on agriculture for their livelihoods and have limited alternative income opportunities.

The Republic of Karakalpakstan has the highest share of multidimensionally poor adults in Uzbekistan, with 29.9% of adults experiencing poverty across multiple dimensions. This is significantly higher than in other regions, such as Sirdarya (13.7%), Fergana (12.4%), and Tashkent city (2.4%). The intensity of deprivation among the poor in Karakalpakstan is also among the highest, at 45.7%, meaning that those identified as poor are deprived in nearly half of the measured indicators.[12] Additionally, national studies highlight that 40–50% of households in environmentally degraded rural districts of Karakalpakstan, such as Moynaq, Bozataw, and Kegeyli, experience compounded deprivations across the dimensions of infrastructure, health, employment, and financial inclusion.

Uzbekistan has recognized water as a strategic priority for achieving its Sustainable Development Goals (SDGs). Under its nationalized SDG framework adopted in 2018, Uzbekistan has integrated targets and indicators related to sustainable water management, efficient use of water resources, and expanded access to clean and safe water services. In particular, SDG 6 (Clean Water and Sanitation) is a key focus, given the country's vulnerability to water scarcity, outdated infrastructure, and growing demand driven by population growth and climate change. The proposed project will contribute directly to SDG 6 by improving water governance, modernizing infrastructure, and promoting efficient water management systems. In addition, the project supports SDG 13 (Climate Action) by enhancing climate resilience in water and agricultural systems, SDG 2 (Zero Hunger) by increasing agricultural productivity through climate-resilient, water-efficient practices, and SDG 17 (Partnerships for the Goals) through strengthened regional cooperation, partnerships with Japanese agencies, and knowledge exchange at the national and regional levels. To operationalize these commitments, Uzbekistan is finalizing its Strategy for Improving Drinking Water Supply and Sanitation until 2030, which aims to ensure 90% access to safe drinking water and expand sewerage coverage to 32.6% by 2030.[13] The strategy also emphasizes the importance of integrated water resources management, the promotion of water recycling, and efficiency measures to reduce water losses to below 25% and cut energy use per cubic meter by up to 25%. These priorities align with Uzbekistan's broader transition towards a green economy, which seeks to strengthen water security, reduce environmental pressures, and enhance the resilience and sustainability of infrastructure. In this context, policy reforms place growing emphasis on advancing sustainable agricultural practices, promoting water-

[10] Global Green Growth Institute. (2022). Climate-Resilient Green Growth Assessment for the Republic of Karakalpakstan. Tashkent: GGGI Uzbekistan.

[11] United Nations Economic Commission for Europe. (2024). Illustrative summary: National State of the Environment Report – Uzbekistan

[12] Center for Economic Research and Reforms, & UNDP Uzbekistan. (2023). Uzbekistan Pilot Multidimensional Poverty Index Report 2023

[13] Ministry of Water Resources of the Republic of Uzbekistan. (2022). Water Sector Development Concept of Uzbekistan for 2020–2030 (Decree No. PP-5005).

saving technologies, and fostering a shift towards more climate-resilient water governance, recognizing water as a cross-cutting enabler for achieving long-term environmental sustainability, food security, and economic diversification.

In parallel with its efforts to achieve the SDGs, Uzbekistan is also advancing its climate commitments under the United Nations Framework Convention on Climate Change process. As part of the region-wide preparations for the third-round Nationally Determined Contributions, Uzbekistan is set to strengthen its climate ambition. Under its current second-round Nationally Determined Contribution, the country has committed to reducing greenhouse gas emissions by 35 percent by 2030 compared to 2010 levels.[14] Ongoing discussions within the government suggest a potential upward revision of this target to a 45 percent reduction, with final endorsement anticipated ahead of the 30th Conference of the Parties. Uzbekistan actively participated in the 29th Conference of the Parties in November 2024 alongside its Central Asian neighbours (Kazakhstan, Kyrgyzstan, Tajikistan, and Turkmenistan), highlighting regional collaboration on climate action, green technologies, and enhanced transparency measures. Building on this momentum, Uzbekistan hosted the Central Asian Climate Change Forum in April 2025, where the Green Development Concept was presented. This strategic document aims to establish a common regional vision for sustainable development, promote integrated environmental measures, and strengthen cooperation on green growth and climate resilience. Uzbekistan's third-round Nationally Determined Contribution is being prepared with more ambitious targets, building on the current 35 percent emissions reduction goal by 2030 and aiming to further align with enhanced climate action and low-carbon development priorities. The updated commitment is expected to reflect stronger measures across key sectors, including energy, agriculture, and water, to accelerate progress toward net-zero pathways.[15]

The Government of Uzbekistan has demonstrated strong and sustained commitment to the integrated and sustainable development of the Aral Sea region through significant investments, strategic planning, and high-level leadership. As part of these efforts, Uzbekistan is currently finalizing a dedicated Aral Sea Region Development Strategy, which will serve as a comprehensive framework guiding long-term environmental, economic, and social recovery in the region. This strategy will build on the country's national climate commitments, including its updated Nationally Determined Contributions (NDCs) and National Adaptation Plans (NAPs), both of which prioritize resilience building, sustainable water resource management, climate-smart agriculture, and ecosystem restoration within the Aral Sea basin.

In addition, in 2022, the Cabinet of Ministers, with support from UNDP, adopted a resolution approving *the Integrated Roadmap for the Sustainable Development of the Aral Sea Region*. This roadmap reinforces the government's commitment to a systemic, cross-sectoral approach to addressing the region's complex socio-economic and environmental challenges, with a detailed action plan extending through 2026.[16] These policy instruments reflect Uzbekistan's recognition that sustainable water management is central to the future of the Aral Sea region and demonstrate strong political will to align resources, partnerships, and governance reforms toward integrated water resource management (IWRM) and climate resilience.

In Karakalpakstan, significant gaps in integrated water management critically undermine the region's capacity to address escalating climate and water-related risks. While the **Water Sector Development Concept of Uzbekistan for 2020–2030 (Decree No. UP-6024)** sets clear national priorities for modernizing water infrastructure, promoting water-saving technologies, and adopting ICT-based management systems to strengthen resilience—particularly in vulnerable regions like the Aral Sea basin[17]—the government itself acknowledges substantial capacity, institutional, and financial constraints in operationalizing these reforms. These constraints are especially acute in areas such as the application of modern monitoring technologies, the integration of climate risks into water planning, and the implementation of innovative financing models such as public-private partnerships. Assessments further highlight that in Karakalpakstan, these gaps are even more pronounced. Despite the existence of national strategies, their implementation at the regional level remains weak, hindered by severely outdated on-farm irrigation infrastructure, fragmented and outdated data systems, and limited access to modern technologies. Poorly maintained irrigation networks contribute to substantial water losses, while weak monitoring systems and inadequate management of wastewater and agricultural runoff continue to degrade water quality. Additionally, local technical capacities to utilize forecasting tools, early warning systems, and integrated water resources management approaches remain underdeveloped. As the CRGG Assessment underscores, these capacity gaps leave Karakalpakstan ill-equipped to cope with growing pressures on water resources and to build resilience against the impacts of climate change.[18]

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[14] Government of Uzbekistan. (2021, October). Updated Nationally Determined Contribution of the Republic of Uzbekistan under the Paris Agreement (NDC 2.0). United Nations Framework Convention on Climate Change

[15] United Nations Development Programme. (2025, March 6). Uzbekistan reaffirms its climate commitments: NDC 2.0 stocktake and roadmap for NDC 3.0 development. UNDP Uzbekistan

[16] UNDP. (2022). Integrated Roadmap for the Sustainable Development of the Aral Sea Region. United Nations Development Programme, Uzbekistan.

[17] Decree of the President of the Republic of Uzbekistan No. UP-6024: Approval of the Water Sector Development Concept for 2020–2030 (July 10, 2020).

[18] Global Green Growth Institute. (2022). Climate-Resilient Green Growth Assessment for the Republic of Karakalpakstan. Tashkent: GGGI Uzbekistan.

In Karakalpakstan, access to WASH services remains below the national average. In the Western Region of Uzbekistan, which serves as a proxy for Karakalpakstan in the MICS, access to WASH services remains below the national average. Only 93.0% of the population uses improved sources of drinking water, compared to the national average of 96.8%. Access to improved sanitation facilities is markedly lower at 85.7%, while the national figure stands at 93.6%.[19] These disparities underline significant inequalities in access to safe water, sanitation, and hygiene for Karakalpakstan's population compared to the rest of Uzbekistan. Limited access to improved WASH services disproportionately affects women and girls, who bear primary responsibility for water collection and household-level water purification. In the absence of reliable and safely managed water services, women and girls spend additional time fetching water and ensuring its safety, increasing their unpaid care burden and limiting opportunities for education, income generation, and participation in community life. Improving WASH access is therefore critical to reducing women's time poverty and advancing gender equality.

While a number of initiatives are already underway in the Aral Sea region—supported by the Government of Uzbekistan, the Government of Karakalpakstan, international financial institutions (IFIs), and development partners such as the **French Development Agency (Agence Française de Développement, AFD)**, the **German Agency for International Cooperation (Deutsche Gesellschaft für Internationale Zusammenarbeit, GIZ)**, and the **Food and Agriculture Organization of the United Nations (FAO)**—these efforts, though valuable, tend to focus on specific components of the broader challenge. AFD has prioritized water demand assessments, transboundary water cooperation, and ecosystem restoration;[20] GIZ supports ecological and economic resilience through climate-smart agriculture, water-saving technologies, and integrated land management;[21] while FAO promotes sustainable land restoration, agro-ecosystem rehabilitation, and nature-based solutions in degraded areas.[22] These initiatives are undertaken in close collaboration with the Government of Karakalpakstan, which remains an active partner in efforts to revitalize the region's water and land resources. However, **these actions remain fragmented, geographically limited, and pilot-based, without fully addressing the interconnected nature of water scarcity, land degradation, and climate vulnerability in Karakalpakstan**. This underscores the continued need for a **more integrated and coordinated approach to water resource management**—one that bridges technical solutions with institutional strengthening, policy alignment, and sustainable financing. The United Nations Development Programme (UNDP), through its new Country Programme Document (CPD) for 2026–2030, is well-positioned to advance this agenda by linking local-level innovation with national strategies, ensuring interventions are coherent, scalable, and capable of delivering long-term resilience for both people and ecosystems in Karakalpakstan.

In sum, there is an urgency of action in Karakalpakstan to **transform regional water management system by enhancing water governance, boosting water use efficiency, and empowering farmers and communities to adopt sustainable water efficient practices**. The region remains the most water-stressed and environmentally vulnerable in Uzbekistan, facing declining water availability due to climate change, deteriorating irrigation systems, high salinity, and reduced flows from the Amu Darya—further threatened by the construction of Afghanistan's Qosh Tepa Canal. Despite Uzbekistan's progressive water policies, including the Water Sector Development Concept 2020–2030, implementation in Karakalpakstan is hampered by outdated infrastructure, fragmented data systems, weak water quality management, and limited technical capacities to integrate climate risks or modern monitoring technologies. These gaps leave the region increasingly exposed to escalating water scarcity, declining agricultural productivity, and worsening poverty and food insecurity.

II. STRATEGY (1/2 PAGE - 3 PAGES RECOMMENDED)

The proposed project aims to transform water resource management in the Aral Sea region of Uzbekistan through an integrated, innovation-driven approach that strengthens governance, modernizes infrastructure, leverages digital solutions, and empowers communities to adopt sustainable, climate-resilient practices. Recognizing the complex and interconnected drivers of water scarcity, land degradation, and vulnerability in Karakalpakstan, the project combines institutional reform, technological innovation, and regional cooperation to deliver scalable solutions that can serve as a model for replication across Uzbekistan and other water-stressed regions of Central Asia.

The proposed project is fully aligned with and directly supports Uzbekistan's national and regional priorities for sustainable development, water security, and climate resilience. Specifically, it responds to the Government's commitment to strengthen water resource governance, modernize infrastructure, and build resilience to climate-induced water challenges in the Aral Sea region, as outlined in key policy frameworks such as the "Uzbekistan 2030"

[19] UNICEF. (2023). Multiple Indicator Cluster Survey 2021–22: Survey Findings Report - Uzbekistan. Tashkent: UNICEF Uzbekistan

[20] Agence Française de Développement (AFD). (2024). AFD supports sustainable water management in the Aral Sea region through IFAS partnership.

[21] Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ). (2024). ECO ARAL project: Ecological and economic development of the Aral Sea region.

[22] Food and Agriculture Organization of the United Nations (FAO). (2024). Innovative Ecosystem Restoration and Capacity Building in the Aral Sea Region

Strategy, the Aral Sea Region Development Strategy, and the forthcoming Strategy for Improving Drinking Water and Sanitation until 2030. The project's integrated and innovation-driven approach—combining institutional reform, technological advancement, and community empowerment—addresses the complex and interconnected drivers of water scarcity, land degradation, and vulnerability in Karakalpakstan. In doing so, it complements and advances Uzbekistan's efforts to ensure the availability and sustainable management of water for all.

At the same time, the project is fully aligned with the priorities of the United Nations Sustainable Development Cooperation Framework (UNSDCF) 2026–2030 and directly contributes to the implementation of the UNDP Uzbekistan Country Programme Document (CPD) 2026–2030, particularly its outcomes related to climate resilience, green growth, and inclusive governance. It reflects UNDP's strategic commitment to delivering tangible, scalable solutions that advance sustainability, strengthen institutional capacities, and promote community-led adaptation to climate change. Through these interventions, the project will contribute directly to the achievement of Uzbekistan's SDGs—particularly SDG 1. No Poverty – through its work on building capacities of farmers and households relying on agriculture; SDG 2. Zero Hunger – through its work on improving effectiveness and sustainability of agro-production; SDG 3. Good Health and Well-being – through its interventions providing access to clean drinking water and agricultural support promoting variety and focus on good nutrition; SDG 5. Gender Equality - through gender mainstreaming across all Project interventions; SDG 6. Clean Water and Sanitation – through improved access to clean water and sanitation; SDG 7. Affordable and clean energy – through expanding infrastructure and technology upgrates; SDG 11. Sustainable cities and communities – through promotion of climate smart innovative agriculture practices focusing on sustainability - and its national climate commitments, while positioning the Aral Sea region as a model for innovative, resilient, and sustainable development in Central Asia.

Output 1 will strengthen institutional frameworks and technical capacities at national, regional, and local levels to enable more transparent, efficient, and climate-resilient water governance. This includes advancing policy reforms aligned with integrated water resource management (IWRM) principles, modernizing cadastres and hydrotechnical inventories through centralized GIS systems, and introducing clear procedures for water allocation. Practical innovations will include digital tools for pumping stations, GIS-based monitoring of irrigation infrastructure, and piloting wastewater reuse technologies such as Johkasou for agricultural purposes. Capacity-building programs will empower government officials, technical specialists, farmers, and communities to adopt these innovations, ensuring sustainable institutional and behavioural change aligned with UNDP's CPD objectives.

Output 2 will pioneer a comprehensive digital transformation of water management systems in four of Karakalpakstan's most water-stressed districts—Kegeyli, Bozatau, Chimbay, and Karauzyak. The project will deploy an integrated suite of Smart Water technologies, including real-time monitoring sensors, GIS platforms, remote sensing, and Digital Twin modelling. These digital innovations will generate actionable, real-time data to optimize water allocation, monitor infrastructure performance, and enhance drought preparedness. By demonstrating how digital tools can improve efficiency, transparency, and adaptive management, this component will provide a replicable model that informs future policy and investments, fully aligned with the CPD's focus on digital solutions for climate resilience.

Output 3 will strengthen resilience at the community level through infrastructure upgrades and the promotion of sustainable on-farm water management. By rehabilitating irrigation infrastructure and introducing efficient irrigation methods, the project will reduce water losses, enhance agricultural productivity, and improve food security. Demonstration plots and trials of drought- and salt-tolerant crops will promote climate-smart agriculture, while innovative technologies such as renewable energy-powered desalination systems will be piloted for remote communities. Capacity-building, technical support, and partnerships with research institutions will empower over 1,000 farmers, with a focus on women and youth, to adopt water-efficient, climate-resilient practices, advancing the CPD's commitment to inclusive, community-led climate action.

Output 4 will foster regional cooperation, gender-responsive knowledge sharing, and advocacy to amplify the project's impact beyond Karakalpakstan with **gender equality and women's empowerment**. Through partnerships with Kazakhstan and other regional actors, engagement with academia and the private sector (including Japanese innovation networks) will prioritize women's leadership and participation in climate resilience dialogues. Pigh-profile platforms like the Aral Sea Culture Summit, will feature **women climate champions, women researchers, and women-led community initiatives**, ensuring visibility and influence at regional and global levels. Public awareness campaigns, a regional documentary will feature **women climate champions, women researchers, and women-led community initiatives**, ensuring visibility and influence at regional and global levels., and a knowledge platform hosted at the International Innovation Center for the Aral Sea Region will will curate **sex-disaggregated data, gender-sensitive research, and case studies of women-led innovations**, positioning Karakalpakstan as a hub for community-driven, innovative solutions. These efforts align with the CPD's emphasis on regional cooperation, knowledge exchange, and positioning Uzbekistan as a leader in climate-resilient development.

Through this proposed project, UNDP will leverage its long-standing presence and trusted partnerships in Karakalpakstan, combined with its global expertise in integrated water resource management, climate resilience,

and digital innovation, to help Uzbekistan translate its national and regional priorities into practical, sustainable, and scalable solutions. Drawing on its proven track record of supporting complex water governance reforms and climate adaptation initiatives worldwide, UNDP will bring international best practices, technical knowledge, and innovative solutions to address the region's pressing water challenges. UNDP's regional networks and partnerships in Central Asia, particularly its collaboration with Kazakhstan and other countries of the Aral Sea basin, will further strengthen the project's impact by facilitating cross-border knowledge exchange, aligning approaches with regional frameworks, and promoting joint action on shared water and climate risks. Through this integrated and forward-looking approach, UNDP will help strengthen national and local capacities to design, implement, and sustain modern, climate-resilient water management systems that contribute to long-term water security, environmental sustainability, and resilient livelihoods in one of Uzbekistan's most vulnerable regions.

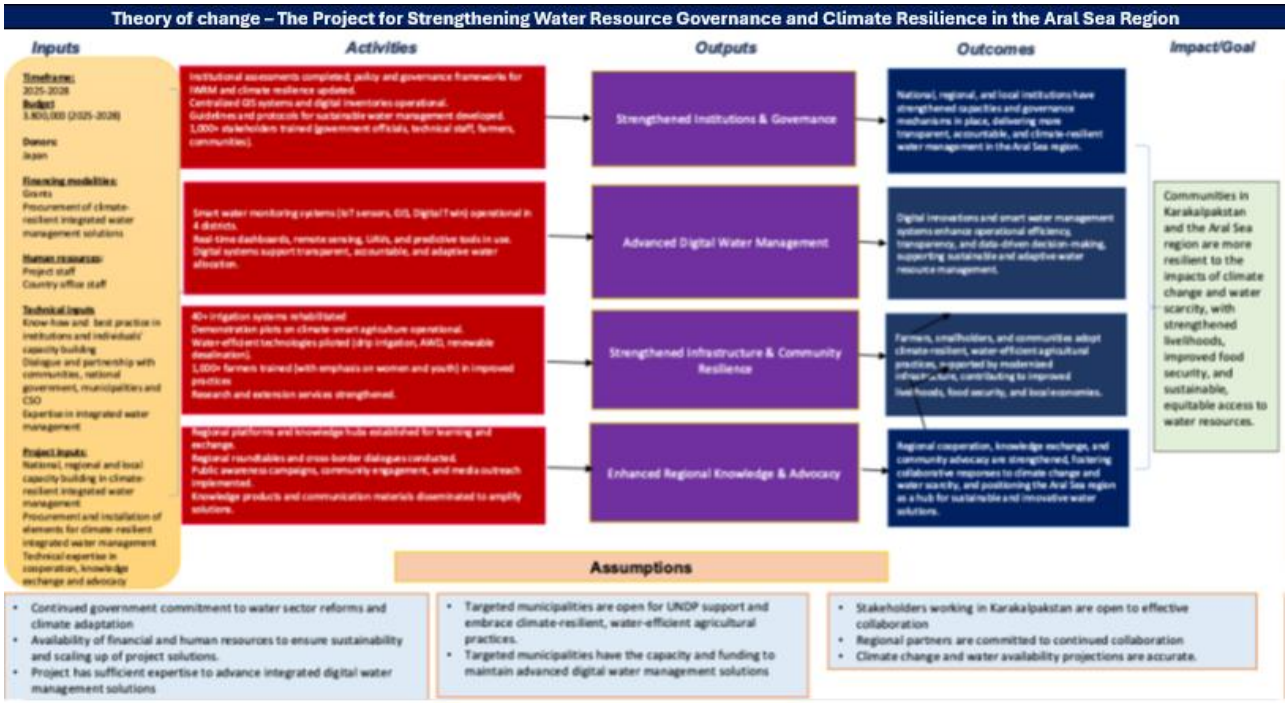
The proposed project builds directly on the tangible results and lessons learned from the ongoing **Japan-funded UNDP project "Supporting Self-Reliance through Climate-Resilient Agriculture in the Aral Sea Region" (2023–2025)**, implemented in partnership with the Ministry of Agriculture of Uzbekistan. That project has demonstrated clear success in enhancing the self-reliance and livelihoods of vulnerable communities through the introduction of climate-resilient agricultural practices, small-scale infrastructure, and innovative technologies, benefiting over 376,000 people. Notable achievements include the establishment of agricultural processing units, climate-resilient fruit gardens, smart agriculture solutions using treated drainage water, and the installation of **Johkasou wastewater treatment systems** to promote circular water use in water-stressed communities. However, through the course of implementation, it has become evident that while such interventions improve livelihoods, **the chronic shortage of irrigation water and the poor condition of irrigation infrastructure remain fundamental constraints** to sustaining and scaling agricultural productivity in Karakalpakstan's most affected districts. Farmers and communities continue to suffer from declining yields, degraded lands, and a lack of modern irrigation solutions necessary for resilience in the face of climate change.

In response to these identified gaps, the proposed project will focus on scaling and deepening efforts to address the foundational issue of water management, with a particular emphasis on modernizing irrigation infrastructure and introducing a diverse range of advanced, water-saving technologies. Building on the outcomes of the Japan–Central Asia Regional Dialogue on Water Issues (March 2025), the project will strengthen cooperation with Japanese partners, including JICA, the Ministry of Land, Infrastructure, Transport and Tourism of Japan, and civil society organizations. These partnerships will bring to Uzbekistan a comprehensive package of Japanese innovations, including precision irrigation systems (such as drip and micro-irrigation), smart water monitoring solutions using IoT sensors and AI for real-time data-driven decision-making, and water-saving cultivation techniques like Alternate Wetting and Drying (AWD). The project will also promote the adoption of energy-efficient water pumps, agro-environmental modeling tools for adaptive water use planning, and wastewater recycling technologies, including the Johkasou system, for agricultural and community use. Additionally, Japan's rich experience in participatory water management and community-led governance will inform the creation of water user groups to ensure sustainable and equitable resource management. By integrating these diverse, proven Japanese innovations with UNDP's long-standing experience in the Aral Sea region and its human security approach, the project will deliver a comprehensive, future-oriented response to the region's interconnected water, agriculture, and climate vulnerabilities, ensuring sustainable infrastructure, enhanced capacities, and resilient livelihoods for communities most affected by water scarcity.

Theory of Change (TOC)

The Theory of Change assumes continued government commitment to water governance reforms, effective inter-institutional coordination, and active participation of local communities and stakeholders. It also assumes sufficient institutional capacity, data availability, and financial resources to support digitalization, infrastructure upgrades, and climate-resilient practices. Key risks include delays in policy enforcement, capacity constraints at sub-national levels, limited adoption of new technologies, operation and maintenance challenges, and the potential impacts of extreme climate events or external economic shocks, which may affect the achievement and sustainability of project results.

As presented in Figure 1 below, this project is based on the understanding that strengthened water governance, modernized water management systems, improved infrastructure, and enhanced regional cooperation are essential to address the water scarcity and climate vulnerabilities in Karakalpakstan. If national and local institutions are strengthened (Output 1), digital solutions are deployed to increase efficiency and accountability (Output 2), infrastructure and climate-resilient practices are adopted at the community level (Output 3), and knowledge exchange and cooperation are fostered (Output 4), then water resources will be managed more sustainably and equitably. This will enhance resilience to climate change, strengthen livelihoods, and improve food security.



Gender Equality and Social Inclusion

The project is designed to ensure gender-responsive and socially inclusive approaches across all components, recognizing the differentiated impacts of water scarcity and climate change on women, men, and marginalized groups in the Aral Sea region. A specific target of at least 48% women's participation will be maintained across capacity-building, field demonstrations, community engagement, and knowledge-sharing activities. Particular attention will be given to engaging young women in rural areas, recognizing their vital role in agricultural production, water use, and household resilience.

Capacity-building interventions will be tailored to address the distinct roles, needs, and constraints of women and men in agriculture, water management, and climate adaptation. Training will promote equitable access to information, technologies, and resources, ensuring that both women and men are equally equipped to adopt innovative, water-efficient, and climate-resilient practices. Communications and outreach activities will apply gender-sensitive messaging, while monitoring and reporting will collect disaggregated data by gender, age, and disability to track the inclusivity and effectiveness of project outcomes.

By strengthening the agency of women and persons with disabilities in water governance and climate resilience, the project will directly contribute to advancing SDG 5 on gender equality and align with Uzbekistan's commitments under its National SDG Framework and national gender strategies.

Environmental Sustainability and Social and Environmental Safeguards

The project will adhere to the highest standards of environmental sustainability, integrating UNDP's Social and Environmental Standards (SES) to ensure that all activities contribute to positive environmental and social outcomes. Key interventions — including the rehabilitation of irrigation infrastructure, the introduction of smart water management systems, and the promotion of sustainable agriculture — will be carefully designed to minimize environmental risks and enhance resource efficiency.

Building on global and regional best practices, the project will promote technologies and approaches that reduce water losses, improve energy efficiency, and mitigate soil degradation. These will include precision irrigation systems, renewable energy-powered desalination pilots, and nature-based solutions to improve soil health and water retention. Digital tools introduced under the project, such as GIS, Digital Twins, and smart sensors, will enhance transparency and support data-driven management of water resources while minimizing the environmental footprint.

Safeguards will be mainstreamed through environmental and social risk assessments conducted prior to infrastructure works or technological deployment. These will ensure that interventions are aligned with local capacities, avoid adverse impacts, and promote environmental sustainability.

Through collaboration with national and local authorities, the project will support the integration of environmentally sustainable and socially inclusive approaches into policies, planning, and sector strategies, contributing to Uzbekistan's broader climate resilience agenda. Community consultations will be integral to identifying vulnerabilities and ensuring that project benefits reach those most affected by climate-induced water stress, including women-headed households, smallholders, and persons with disabilities.

By fostering inclusive participation, building local capacity with focus on women and youth, and embedding sustainability principles throughout implementation, the project aims to leave a legacy of strengthened resilience, sustainable livelihoods, and climate-smart water management practices in the Aral Sea region.

III. RESULTS AND PARTNERSHIPS (1.5 - 5 PAGES RECOMMENDED)

Expected Results

The proposed project will have the **four outputs** as follows:

Output 1. Strengthening national institutions and enhancing regional and local capacities for improved water management in the Aral Sea Region of Uzbekistan.

Under Output 1, the project will implement a sequenced and integrated set of activities aimed at addressing the systemic governance and institutional challenges undermining sustainable and climate-resilient water resource management in Karakalpakstan. The approach reflects a step-by-step process that combines institutional strengthening, digital innovation, infrastructure modernization, and human capacity development, drawing on international best practices and Japanese innovations where applicable.

The first step will involve conducting a comprehensive diagnostic assessment of the existing water governance landscape. This will include a detailed review of policies, regulatory frameworks, institutional mandates, and enforcement mechanisms at national, regional, and local levels. The assessment will identify critical barriers, institutional fragmentation, and areas of overlap, while also mapping opportunities for aligning with integrated water resources management (IWRM) and climate-resilient governance frameworks. Japanese expertise in regulatory reform and water governance modernization will inform this process, ensuring alignment with best practices in efficiency, accountability, and climate adaptation. Assessment will include review water-related laws and policies for gender-sensitive provisions and assess institutional capacity for gender-responsive planning and budgeting. Stakeholder mapping will identify women's organization and ensure their representation in consultations. Gender-disaggregated data on water access, usage and decision-making roles will be reviewed. Analysis of gendered impacts of water scarcity, pricing policies and infrastructure will be provided.

Based on these findings, the project will work with government partners to update and strengthen policy frameworks, institutional mandates, and coordination mechanisms. New or revised regulations will explicitly promote transparency, accountability, and participatory approaches in water governance, including clearer mandates for subnational authorities and water user associations. Gender responsive indictors for monitoring water governance will be developed and proposal on capacity building of institutions on gender-sensitive planning. These reforms will serve as the foundation for a more integrated, people centric and climate-resilient governance architecture.

Parallel to these institutional reforms, the project will modernize the technical infrastructure underpinning water governance through the establishment of a centralized GIS-based digital water management system. This platform will consolidate fragmented data systems and standardize water resource maps and cadasters of hydrotechnical infrastructure across the region. Drawing from Japan's advanced water data systems, the GIS platform will enable authorities to access real-time, accurate data, supporting evidence-based decision-making, monitoring, and planning. This system will integrate predictive modeling tools and remote sensing technologies to strengthen climate risk management and enhance transparency in water allocation.

At the operational level, the project will introduce digital innovations at key water infrastructure points. IoT sensors, Digital Twin technologies, and automated monitoring tools—reflecting Japanese best practices in precision water management—will be installed at pumping stations and critical distribution nodes to optimize efficiency, reduce losses, and ensure adaptive management based on real-time data flows. These technologies will be linked to the centralized GIS system, creating a fully integrated monitoring and management ecosystem.

To ensure consistent application of these modern systems, the project will develop and institutionalize clear technical guidelines, operational protocols, and standard operating procedures for water management authorities and service providers. These documents will draw on Japanese models for quality assurance, operational safety, and maintenance protocols, ensuring sustainability beyond the project lifecycle.

Capacity-building will be a cornerstone of the approach. Tailored training programmes will be developed for key stakeholder groups, including government officials, water managers, technical staff, farmers, and local communities. These programmes will enhance skills in digital water management, climate-resilient irrigation techniques, and participatory governance, with modules adapted from Japan's experience in human resource development and decentralized water governance. Special emphasis will be placed on engaging women, youth, and marginalized groups to ensure inclusive capacity strengthening. Gender sensitive planning in water management and monitoring.

Additionally, the project will pilot innovative water-saving technologies, including the Johkasou wastewater recycling system, widely used in Japan for decentralized water treatment. This pilot will demonstrate practical, scalable solutions for enhancing water efficiency in agriculture and small communities, supporting the broader goals of climate adaptation and resource optimization.

Finally, the project will work to strengthen participatory governance models by facilitating platforms for dialogue between farmers, water management bodies, and local authorities. Transparent decision-making mechanisms for water allocation will be institutionalized, promoting accountability and fostering trust among stakeholders. These platforms will reflect Japan's successful experiences with water user associations and collaborative management structures.

Output 2. Digitalization for improved water management systems.

Under Output 2, the project will implement an integrated and innovative digitalization approach to transform water management in four of the most water-stressed districts of the Aral Sea region: Kegeyli, Bozatau, Chimbay, and Karauzyak. This component aims to enhance the operational efficiency, transparency, and climate resilience of water resource management through the deployment of a comprehensive suite of Smart Water technologies, drawing on international and Japanese expertise in digital water systems.

The intervention will introduce a fully integrated digital water management system encompassing smart sensors, GIS platforms, remote sensing technologies, and Digital Twin simulations. These technologies will be strategically deployed across the irrigation infrastructure of the target districts, including primary and secondary canals, pumping stations, and water gates, ensuring comprehensive monitoring and control across the entire water distribution network.

Smart sensors and automated control devices will capture real-time data on key parameters such as water levels, flow rates, pressure, pump performance, and water quality. This data will feed into dynamic digital dashboards, allowing water management authorities to undertake precise, data-driven water accounting, minimize losses, and optimize operational performance. Informed by Japanese practices in precision water management, these systems will enable near real-time adjustments, improving the reliability and efficiency of water distribution.

Geographic Information Systems (GIS) will be operationalized to integrate and visualize spatial data, offering water managers accessible, layered digital maps for infrastructure status, irrigation coverage, soil health, and salinity conditions. These tools will strengthen evidence-based planning and resource allocation decisions. The project will also leverage remote sensing technologies, such as Sentinel and Landsat satellite imagery, to monitor long-term trends in land use, crop health, soil moisture, and vegetation. These technologies will enhance the capacity of water authorities to anticipate climate risks, strengthen drought preparedness, and adapt irrigation practices accordingly. If appropriate, these technologies will be studied to integrate with Government existing GIS and project will collaborate with the Agency of Strategic reforms and under President of Uzbekistan.

The Project will pilot advanced GPS and sensor technologies for precision agriculture, offering features like terrain leveling, crop management, and field mapping by introducing and utilizing various field management solutions (K-TRAC, Kokusan, Trimble field level etc.) that involve automated agricultural machinery and geographic information systems, offering farmers tools for efficient land use and productivity.

The project will further pioneer the use of Digital Twin technology in Uzbekistan's water sector. Digital Twins will create virtual replicas of physical water systems, integrating real-time sensor data with predictive analytics. This will allow authorities to model various water distribution scenarios, assess infrastructure vulnerabilities, optimize maintenance schedules, and improve risk management practices. These technologies mirror approaches successfully used in Japan to enhance the efficiency and resilience of water management systems. Gender mainstreaming will be ensured through collection of gender -disaggregated data (age, rural/urban, disability) on water access, usage patterns, and decision-making roles, including gendered socio-economic indicators (e.g., time spent fetching water, income from water-related activities). Gender-sensitive parameters will be incorporated in DT models through a) household water demand differentiated by gender roles; b) labor burden shifts under different water scenarios; c) simulate policy impacts on women and men separately (e.g., tariff changes, irrigation scheduling).

All these digital systems will be integrated into user-friendly dashboards providing actionable insights to local authorities, enhancing transparency and accountability in water allocation decisions. Practical training will be provided to water management bodies, gender analysis, gender responsive policies (focused on women), equipping them with the skills to utilize these advanced tools effectively, ensuring the sustainability of the digital systems beyond the project's lifecycle. Project will engage women's organizations and local communities in DT development

Through these interventions, the project will establish a tested and scalable model for digital, gender responsive climate-resilient water management, offering valuable lessons for replication across other regions of Uzbekistan facing similar water stress challenges. This digital transformation will not only modernize the management of scarce water resources but also contribute to broader efforts to enhance gender equality, climate resilience and agricultural productivity in the Aral Sea region.

Output 3. Strengthening capacity and enhancing water infrastructure for farmers, smallholders, and households to build climate resilience and promote water efficiency for food security in the Aral Sea region of Uzbekistan

Under Output 3, the project will implement a comprehensive package of gender sensitive interventions to strengthen the resilience of farmers, smallholders, and rural households in the Aral Sea region by enhancing water infrastructure, improving on-farm water management, and building institutional and individual capacities. These efforts are aimed at supporting more efficient, sustainable, and climate-resilient agricultural practices to strengthen food security and livelihoods in water-scarce communities.

The starting point for this component will be a detailed gender sensitive assessment of the needs and capacities of farmers, water users, and local institutions, by gathering sex-disaggregated on land ownership and water rights; access to irrigation, technology, and credit and participation in water user associations and local governance. Based on this, a strategic action plan will be developed to guide targeted interventions. This plan will outline practical measures to reduce water losses, improve infrastructure performance, and promote the adoption of climate-resilient agricultural practices and strengthen gender responsive indicators for monitoring process. It will ensure that investments are demand-driven, tailored to local contexts, and aligned with broader water resource management strategies.

A core activity under this component will focus on the rehabilitation and modernization of irrigation infrastructure at the community level, including the upgrade of secondary canals, farm-level water distribution systems, and pumping stations. This will be done in participatory manners, considering diverse needs of women, men, people with disabilities. These improvements will reduce water losses, enhance delivery reliability, and improve the efficiency of water use for agriculture, directly contributing to the resilience of rural livelihoods.

Simultaneously, the project will establish demonstration plots in pilot districts to showcase practical, water-efficient agricultural techniques, such as drip and furrow irrigation, supported by the installation of water metering devices. These plots will serve as learning platforms for farmers to observe and adopt innovative approaches to water management and crop production. On-farm trials will introduce drought- and salt-tolerant crop varieties alongside sustainable soil management practices, including crop rotation, intercropping, and the use of soil conditioners like siderite to improve water retention and soil fertility.

Targeted capacity-building activities will reach up to 1,000 farmers and smallholders, with a strong focus on empowering women and youth. Training will cover climate-smart agriculture, water-saving technologies, and efficient irrigation methods, complemented by the development of educational materials and awareness campaigns to encourage wider community engagement. Hands-on technical support will ensure that farmers have the knowledge and tools to implement these practices effectively.

To strengthen the enabling environment, the project will collaborate with universities, research institutes, and agricultural extension services to enhance their capacity to deliver relevant, practical training and support for farmers. These partnerships will foster applied research on water-efficient technologies and promote the dissemination of innovations across the region.

As an innovation pilot, the project will explore the feasibility of small-scale, container-based desalination systems powered by renewable energy. These solutions will target remote communities with limited access to clean water and electricity, providing sustainable options to address localized water scarcity.

Through this integrated package of infrastructure improvements, capacity-building, and technological innovation, the project will deliver tangible benefits to farmers and communities. It will enhance agricultural productivity, improve water-use efficiency, reduce land degradation, and build resilience to the growing impacts of climate change, ultimately contributing to more secure and sustainable livelihoods in the Aral Sea region.

Output 4. Promoting regional level knowledge management, advocacy, and communication.

Under Output 4, the project will advance regional cooperation, knowledge management, advocacy, and communication to address shared water management and climate resilience challenges in the Aral Sea region. This component builds on Uzbekistan's leadership in promoting regional dialogue and cooperation on water security through initiatives such as the Aral Sea Strategy and Investment Plan, and aligns with broader efforts to position the region as a hub for innovative, community-driven solutions to environmental and socio-economic challenges.

The project will establish platforms and mechanisms for knowledge exchange and collaboration at both national and regional levels. These efforts will also focus on the participation and leadership of women and youth, alongside convening policymakers, technical experts, civil society, and international partners through targeted events, such as regional roundtables, study tours, and exchange visits. One of the flagship activities will be a regional roundtable on water management issues and initiatives, including women-led organized as part of the Aral Sea Culture Summit, which will bring together stakeholders from Uzbekistan, and other Central Asian countries. The event will facilitate dialogue, foster partnerships, and showcase solutions that strengthen resilience to water scarcity and climate change.

To promote public awareness and engagement, the project will implement advocacy and communication campaigns aimed at amplifying the voices of communities most affected by the water-climate crisis including women and people with disabilities. These campaigns will include the production of knowledge products such as documentaries, short videos, infographics, and educational materials. A centerpiece will be the production of a regional television documentary, "Restoring the Aral: Climate, Water, and Hope," which will highlight community-driven innovations, the leadership of women and youth, and the power of cross-border cooperation. The documentary and associated materials will be disseminated through multiple channels, including television, social media, educational institutions, and UNDP platforms.

The component will also promote grassroots engagement by organizing dialogues and storytelling initiatives to capture and amplify local perspectives. In collaboration with UNDP, the project may facilitate a visit by a UN Goodwill Ambassador to the Aral Sea region to draw international attention to local efforts and innovations. Community dialogues, media engagements, and a "Voices from the Aral Sea" social media campaign will ensure that the lived experiences of affected populations are heard and reflected in regional and global discussions.

In support of continuous learning and innovation, the project will establish a digital Knowledge Platform and Regional Learning Network, hosted by the International Innovation Center for the Aral Sea Region. This platform will serve as a centralized hub for sharing best practices, policy recommendations, project results, and training resources including sex-disaggregated and gender-sensitive data. It will facilitate ongoing collaboration with global experts and partners, ensuring that Uzbekistan and the wider region benefit from international knowledge and experience in addressing water and climate challenges.

Through these activities, the project will strengthen regional cooperation, enhance the visibility of the Aral Sea crisis, and foster a culture of innovation, learning, and collaboration for sustainable water management and climate resilience. It will empower communities, particularly women and youth, to take an active role in shaping solutions and will help position the Aral Sea region as a leader in advancing resilient, inclusive, and sustainable development.

Resources Required to Achieve the Expected Results

The successful achievement of the project's results will require a combination of financial, technical, human, and institutional resources. UNDP Uzbekistan will provide dedicated staff time at the country office level, supported by regional and HQ technical teams to ensure quality assurance, knowledge sharing, and alignment with international best practices in integrated water resources management, digital innovation, and climate resilience. UNDP's role will also include project coordination, stakeholder engagement, and oversight of monitoring, evaluation, and reporting processes.

The project will engage a wide range of national and international consultants and technical service providers to deliver specialized expertise across water governance, digital technologies, infrastructure rehabilitation, and climate-resilient agriculture. This includes experts in IoT systems, GIS, Digital Twins, precision irrigation, wastewater reuse, and renewable-powered desalination technologies. Partnerships with key government counterparts — including the Ministry of Water Resources, Ministry of Agriculture, the Government of Karakalpakstan, and the International Innovation Center for the Aral Sea Region — will ensure institutional ownership, alignment with national strategies, and sustainability of project outcomes.

Substantial resources will be allocated for capacity-building initiatives at national, regional, and community levels. This will include training programs, workshops, and demonstration activities targeting government officials, technical water specialists, farmers, and community members, with a particular focus on empowering women and youth. Procurement of advanced technologies and equipment — such as smart sensors, GIS platforms, digital dashboards, and modern irrigation systems — will underpin efforts to modernize water management and improve operational efficiency. Rehabilitation of critical irrigation infrastructure, including pumping stations, secondary canals, and water gates, will be a key investment to strengthen water resilience at the community level.

Resources will also support knowledge management, communications, and advocacy activities, including the production of knowledge products, awareness campaigns, a regional knowledge platform, and high-profile events such as the Aral Sea Culture Summit. Strategic partnerships with Japanese agencies (JICA and MLIT) and regional stakeholders (Kazakhstan and others in Central Asia) will bring valuable technical expertise, technologies, and opportunities for regional cooperation and knowledge exchange.

Operational budgets will cover logistics, travel, stakeholder consultations, monitoring missions, and other essential project management activities. To ensure efficiency and avoid duplication, the project will coordinate closely with ongoing UNDP and partner initiatives in Karakalpakstan. Local expertise will be mobilized wherever feasible to strengthen ownership and build sustainable capacities. The project workplan will be reviewed and updated annually to reflect evolving needs, stakeholder feedback, and lessons learned throughout implementation.

Partnerships

The project will leverage strategic partnerships with national, regional, and international stakeholders to achieve its expected results. These partnerships are fully aligned with the Theory of Change, recognizing that the complexity of water management and climate resilience challenges requires collective, coordinated efforts and cannot be addressed by UNDP alone.

At the national level, the project will work closely with the Ministry of Agriculture, Ministry of Water Resources, the Government of Karakalpakstan, and the International Innovation Center for the Aral Sea Region (IICAS) to strengthen institutional capacities, modernize systems, and ensure sustainability through alignment with government strategies and investment plans.

The project will also build synergies with other UNDP-led initiatives under the Multi-Partner Human Security Trust Fund for the Aral Sea Region (MPHSTF), notably:

- "Unleashing the creativity and innovation of youth and vulnerable populations to strengthen resilience to economic and food insecurities in the Aral Sea region (MPTF-2)".
- "Enhancing the resilience of the local population and promoting green, inclusive development of vulnerable communities in the Aral Sea region".

These initiatives provide an important foundation for collaboration, ensuring coherence, complementarity, and avoidance of duplication, particularly in areas of livelihoods, resilience building, and community empowerment.

The project will further strengthen partnerships with Japanese counterparts — including JICA and the Ministry of Land, Infrastructure, Transport and Tourism (MLIT) — to introduce advanced technologies such as precision irrigation, IoT-based water monitoring, wastewater recycling (Johkasou), and participatory water governance models. These partnerships are critical for transferring knowledge and innovation to support scalable, context-appropriate solutions.

Regionally, the project will foster cooperation with Kazakhstan and other Central Asian countries to promote cross-border dialogue, knowledge exchange, and joint approaches to addressing the shared water and climate challenges of the Aral Sea basin.

Finally, the project will explore complementarity with World Bank and Asian Development Bank initiatives in Karakalpakstan focused on water infrastructure, irrigation efficiency, and sustainable agriculture, ensuring resources are used efficiently and existing investments are reinforced.

Risks and Assumptions

The project will apply UNDP's Enterprise Risk Management (ERM) Strategy and Social and Environmental Standards (SES) to systematically identify, monitor, and manage risks throughout implementation. Risk management will be tracked through UNDP's corporate project risk dashboard, ensuring a structured approach aligned with ISO 31000:2018 principles. Environmental and social risks have been screened through UNDP's Social and Environmental Screening Procedure (SESP), and mitigation measures are integrated into the project design. A detailed risk log is provided in Annex I.

The success of the project relies on several critical assumptions: sustained government commitment at both national and regional levels to water sector reform and climate resilience; the willingness of farmers and communities to adopt innovative water-saving and climate-smart solutions; and the stability of the political and operational environment in Karakalpakstan.

A key external risk is the potential for institutional restructuring, particularly ongoing public administration reforms that may alter the mandates or leadership of ministries responsible for agriculture and water resources. Such changes could delay decision-making or weaken institutional ownership of the project. To mitigate this, the project will maintain strong engagement with national and regional partners and ensure alignment with Uzbekistan's broader strategies, such as the Uzbekistan 2030 Strategy and the Aral Sea Region Development Strategy. Close coordination with the Ministry of Agriculture, Ministry of Water Resources, and the Government of Karakalpakstan will help safeguard institutional commitment.

Another significant risk concerns the limited technical and financial capacity of local authorities and water management bodies to sustain the digital systems and rehabilitated infrastructure introduced by the project. This challenge will be addressed through tailored capacity-building initiatives, the development of clear operational guidelines, and promotion of practical, low-cost solutions for ongoing infrastructure maintenance, including potential public-private partnerships.

The adoption of innovative technologies and practices by farmers and local communities presents another risk. Without clear incentives, technical support, and evidence of benefits, adoption may be slow. To mitigate this, the project will prioritize hands-on, demonstration-based training and establish pilot sites that showcase tangible improvements in water efficiency, crop yields, and livelihoods. Partnerships with local CSOs and mahalla committees will be leveraged to promote trust, awareness, and ownership.

Economic risks also present a potential barrier. Market access constraints, supply chain disruptions, and fluctuations in demand could impact the profitability and sustainability of climate-resilient agricultural practices promoted by the project. In response, the project will conduct regular market assessments and maintain flexibility to adapt interventions to evolving market conditions, prioritizing resilient crops and water-saving technologies with demonstrated economic viability.

Social inclusion remains a critical consideration. There is a risk that the most vulnerable populations, including women, youth, and marginalized communities, may not fully benefit from the project's interventions unless specifically targeted. This will be mitigated by working through local governance structures and CSOs to ensure inclusive outreach and participation, and by designing activities with tailored support mechanisms to ensure equitable access and benefits.

Finally, **environmental and climate-related risks**—such as droughts, extreme heat, and fluctuating water availability—pose ongoing challenges in Karakalpakstan. These risks will be mitigated through the application of disaster risk reduction (DRR) measures, aligned with the Sendai Framework for DRR and Uzbekistan's National DRR Strategy. Infrastructure investments and agricultural interventions will be designed to withstand extreme climate scenarios and prioritize resilience.

Potential environmental and social impacts of project activities are considered moderate, site-specific, and manageable through standard mitigation measures. These include responsible waste management, environmental monitoring during infrastructure works, and adherence to environmental safeguards under UNDP's SES.

Grievance Redress Mechanism (GRM)

The project will establish a project-level Grievance Redress Mechanism (GRM) in line with UNDP's Social and Environmental Standards (SES) to ensure accountability and timely resolution of concerns. The GRM will provide accessible, safe, and confidential channels for communities, farmers, and other stakeholders to raise grievances related to project activities, including infrastructure works, water allocation, digital systems, and potential environmental or social impacts. Multiple entry points will be available through local authorities, mahalla communities, project focal points, and UNDP channels, with information provided in Karakalpak, Uzbek, and Russian. The GRM will be gender sensitive and inclusive, allowing women, youth and vulnerable groups to raise concerns without fear of retaliation. Grievances will be recorded, reviewed and addressed within defined timelines, with escalation to UNDP's corporate mechanisms where necessary, and monitored as part of project's risk management and M&E system.

Throughout implementation, risks will be monitored, reviewed, and updated regularly to ensure the project remains responsive to emerging challenges and opportunities. This proactive approach to risk management will help ensure the

delivery of sustainable, scalable results in one of Uzbekistan's most climate-vulnerable regions. The full risk log is attached as an Annex 1.

Stakeholder Engagement

The project will prioritize a participatory and inclusive approach to stakeholder engagement, recognizing that long-term success depends on active collaboration with a broad range of actors at national, regional, and community levels. Engagement will be tailored to reflect the specific context of Karakalpakstan and the unique needs of its communities most vulnerable to water scarcity, environmental degradation, and climate-related risks.

The **primary target groups** of the project are farmers, smallholders, and dekhkan households in the districts of Kegeyli, Bozatau, Chimbay, and Karauzyak, whose livelihoods depend on access to reliable and sustainable irrigation systems. These groups will directly benefit from infrastructure improvements, digital water management solutions, and capacity-building on climate-resilient agricultural practices. The project will engage women , youth and people with disabilities if appropriate, actively involved in agriculture and water management, ensuring that interventions address their specific needs and barriers to participation. Recognizing the critical role of water management institutions, the project will work closely with local water authorities and governance bodies to strengthen technical capacity and promote participatory decision-making.

Engagement with these target groups will be integrated throughout all stages of the project, from the design of interventions to implementation and monitoring. The project will facilitate consultations to ensure that planned activities reflect local realities and expectations. Demonstration plots, practical training programs, and peer-to-peer knowledge exchanges will serve as platforms to showcase the benefits of water-efficient technologies and climate-smart practices, fostering greater ownership and uptake. Special attention will be given to ensuring the inclusion of vulnerable households (including women-led households), with local mahalla committees and CSOs playing a key role in outreach and engagement. All project materials and communication tools will be produced in **Karakalpak, Uzbek, Russian, and English** to ensure accessibility for all stakeholders.

The project's approach to stakeholder engagement is grounded in fostering collaboration with national and regional institutions, including the **Ministry of Water Resources**, **Ministry of Agriculture**, the **Council of Ministers of the Republic of Karakalpakstan**, local **khokimiyats**, and **mahalla committees**. Civil society organizations, including women's associations and youth groups, will be integral partners in ensuring inclusive participation and sustainability of results.

Throughout implementation, the project will maintain close coordination with complementary initiatives, including those supported under the **Multi-Partner Human Security Trust Fund (MPHSTF)** and interventions by partners such as **JICA and the World Bank**. By actively documenting lessons learned, promoting knowledge exchange, and creating opportunities for dialogue at all levels, the project will contribute to scaling effective innovations across Uzbekistan and the wider Aral Sea region. These efforts will ensure that the solutions developed are responsive to community needs, build resilience, and foster long-term sustainability through strong local ownership.

South-South and Triangular Cooperation (SSC/TrC)

The project will leverage South-South and Triangular Cooperation (SSC/TrC) to strengthen regional partnerships and promote knowledge exchange among countries affected by the Aral Sea disaster. Given the shared environmental, social, and economic challenges faced by Uzbekistan and Kazakhstan, as the two countries most directly impacted by the degradation of the Aral Sea basin, cooperation with these neighbors will be prioritized to exchange practical experiences, lessons learned, and innovative approaches to integrated water management and climate resilience.

This cooperation will focus on mutual learning and technical exchange in areas such as water governance, digitalization of water management systems, drought resilience, irrigation efficiency, salinity management, and sustainable agricultural practices. The project will facilitate structured dialogues, study tours, and technical workshops between relevant institutions of Uzbekistan and Kazakhstan at both national and local levels. Engagement will include water management authorities, agricultural research centers, and local governments working on practical solutions to address the interconnected challenges of water scarcity, land degradation, and community resilience.

Building on existing regional mechanisms and dialogues, such as the International Innovation Center for the Aral Sea Region (IICAS) and other cross-border platforms, the project will contribute to enhancing regional cooperation frameworks. These efforts will support the alignment of approaches, foster peer-to-peer learning, and promote the dissemination of best practices, including those piloted within this project.

Furthermore, **the project will draw on the outcomes of the Japan–Central Asia Regional Dialogue on Water Issues (March 2025)** and maintain close cooperation with Japanese partners to facilitate triangular cooperation, bringing

international expertise into regional discussions. This will ensure that solutions are informed not only by regional experiences but also by global good practices adapted to the Aral Sea context.

The focus will be on fostering continuous and practical knowledge exchange rather than isolated events, with the goal of embedding successful models and innovations into national strategies and operational practices. In doing so, the project aims to contribute to the broader resilience agenda in the Aral Sea region, ensuring that both Uzbekistan and Kazakhstan can jointly advance towards more sustainable, climate-resilient, and equitable water and land management systems.

Digital Solutions

Digital solutions will be at the core of the project's strategy to strengthen water governance, improve irrigation efficiency, and build resilience to climate risks in the Aral Sea region. These technologies will enable more transparent, efficient, and adaptive management of scarce water resources while empowering farmers, water authorities, and communities with real-time, actionable data.

The project will deploy an integrated digital water management system combining smart sensors, GIS platforms, remote sensing, and Digital Twin technologies to monitor water flows, infrastructure performance, and land conditions. These tools will enhance water accounting, support data-driven decision-making, and enable predictive scenario modelling for drought preparedness. They will also improve transparency in water allocation and strengthen adaptive water governance.

For farmers and communities, digital platforms will provide practical tools to support precision irrigation, inform crop planning, and monitor soil and water conditions. These user-friendly technologies will help reduce water losses, improve productivity, and strengthen resilience to climate shocks. Demonstration plots and training will embed these tools to promote adoption and build digital literacy at the local level.

Capacity-building efforts will leverage blended learning approaches, offering online modules, webinars, and practical training in local languages (Karakalpak, Uzbek, Russian) to ensure broad accessibility. Digital tools will also strengthen project monitoring, enabling real-time tracking, adaptive management, and beneficiary feedback.

Rather than investing in new connectivity infrastructure, the project will build on existing systems to foster a localized digital innovation ecosystem focused on water management, agriculture, and climate resilience. This will create scalable models that can inform broader policy reforms and investments in Uzbekistan and other Aral Sea-affected countries.

To ensure the long-term sustainability and institutional uptake of digital innovations, the project will prioritise interoperability with existing government systems, including those managed by the Ministry of Water Resources, the Hydrometeorological Service (Uzhydromet), and regional agricultural information platforms. Open data standards and APIs will be used where possible to enable seamless data exchange across agencies. In collaboration with national and regional stakeholders, the project will support the development of digital governance protocols, data-sharing agreements, and institutional workflows to embed digital tools in routine decision-making processes. Local universities and innovation centres will be engaged to provide ongoing technical support, ensure knowledge transfer, and contribute to the creation of a national digital water resilience ecosystem.

Knowledge

The project will establish a robust knowledge generation and dissemination strategy to ensure that its results, innovations, and lessons learned inform future policy and practice both within Uzbekistan and in other countries affected by the Aral Sea crisis. **Knowledge management will be fully integrated into the project's implementation, aligned with the objectives of improving water governance, digital transformation, sustainable agriculture, and regional cooperation.**

Knowledge products will target a wide range of audiences — from farmers, water authorities, and community members (women and youth) in Karakalpakstan to national policymakers, CSOs, development partners, and regional actors — with materials tailored to their specific information needs and capacities. All knowledge outputs will be produced in Karakalpak, Uzbek, Russian, and English to ensure accessibility.

A dedicated Communications and Knowledge Management Specialist will lead efforts to capture, curate, and disseminate knowledge, building visibility for project results while supporting sustainability and replication of successful approaches. The project's knowledge work will serve not only to showcase its innovations but also to position Uzbekistan as a source of transferable solutions on integrated water management and climate resilience in arid and drought-prone regions.

Planned Knowledge Products

- Publications and Technical Reports: Guidance on digital water management, precision irrigation, climate-smart agriculture, participatory water governance, and institutional strengthening.
- Operational Manuals and Toolkits: Practical "how-to" resources to support replication by local authorities, farmers, and water management bodies.
- Digital Repositories and Databases: GIS-based water management systems, dashboards for monitoring water flows and infrastructure, and centralized knowledge platforms hosted through national or regional institutions such as the International Innovation Center for the Aral Sea Region (IICAS).
- Media and Outreach Products: Documentaries (e.g., "Restoring the Aral: Climate, Water, and Hope"), short videos, infographics, newsletters, and social media campaigns to reach both technical and general audiences.
- Advocacy Briefs and Case Studies: Targeted knowledge products to influence policy and promote scaling of successful solutions.

Knowledge sharing will be embedded through national and regional dialogue platforms, leveraging existing mechanisms such as the Aral Sea Culture Summit and regional cooperation forums to ensure visibility and uptake of innovations. The project will organize roundtables, webinars, and technical exchanges, with particular focus on cross-border collaboration with Kazakhstan and other Aral Sea basin countries.

Materials will be tailored for diverse audiences, from technical experts to rural communities, ensuring that innovations and good practices are accessible and understandable to all stakeholders.

Throughout implementation, knowledge generation will focus not only on documenting success stories but also on capturing practical lessons learned — both technical and institutional — that can inform future initiatives, strategies, and investments in climate-resilient water management. A final Lessons Learned Report will synthesize key findings, successes, and challenges and will be disseminated widely to government partners, donors, and regional stakeholders to support replication and scaling of project achievements within Uzbekistan and beyond.

Sustainability and Scaling Up

The project is designed to ensure long-term sustainability by embedding its approaches within existing national and local systems and aligning with Uzbekistan's key strategies, including the **"Uzbekistan 2030" Strategy, the Aral Sea Region Development Strategy, the Water Sector Development Concept 2020–2030,** and the forthcoming **Strategy for Improving Drinking Water Supply and Sanitation 2030.** By working through established government institutions and building strong ownership at both national and regional levels, the project will strengthen the institutional foundations required to sustain and scale its results.

The project will enhance the capacities of key partners, including the **Ministry of Water Resources, Ministry of Agriculture, Council of Ministers of the Republic of Karakalpakstan,** and local khokimiyats, to deliver climate-resilient, efficient, and digitalized water management solutions. Targeted training, practical tools, and integrated guidelines will be provided to ensure these bodies have the skills and resources to sustain innovations introduced under the project. Local structures — **mahalla committees, Water Consumer Associations (WCAs), farmers, and communities** — will be empowered through participatory approaches, fostering ownership and responsibility for managing and maintaining improved infrastructure and adopting climate-smart agricultural practices.

Digital tools piloted by the project will be institutionalized within government systems to strengthen data-driven governance, improve transparency, and enhance operational efficiency in water management. Partnerships with local academic and research institutions will ensure continued capacity development and knowledge sharing.
Transition arrangements will be established from the outset, with clear plans to transfer ownership of infrastructure, digital platforms, and knowledge products to responsible government agencies and local authorities. Maintenance schemes, operational guidelines, and capacity-building roadmaps will be developed to ensure sustainability beyond the project's duration.

The project's scalable models will be documented and packaged for replication within Uzbekistan and shared through **regional platforms such as the International Innovation Center for the Aral Sea Region (IICAS)** to support cross-border learning and cooperation, particularly with Kazakhstan and other Aral Sea-affected countries.
Regular monitoring will assess the institutional uptake of innovations and measure progress in strengthening capacities. Through these efforts, the project will foster strong national ownership and create the conditions necessary to sustain and scale its results, contributing to broader resilience and sustainable development goals.

A phased exit and transition plan will be co-developed with government counterparts by the mid-point of implementation. This plan will define responsibilities for institutional ownership of digital platforms, infrastructure assets, and knowledge products, and will include sustainability milestones such as formal budget allocations and

adoption of revised regulatory instruments. The project will work to embed its innovations in national and subnational regulatory frameworks—for example, through revisions to water use regulations or climate-smart agriculture standards—ensuring legal anchoring of its approaches. Moreover, the M&E system will include dedicated sustainability indicators, such as the extent of institutional uptake, ongoing use of digital tools, and budget allocations post-project, to track long-term results and guide adaptive action.

IV. PROJECT MANAGEMENT (1/2 PAGES - 2 PAGES RECOMMENDED)

Cost Efficiency and Effectiveness

The project strategy has been carefully designed to deliver maximum results with available resources by building on the project's Theory of Change, lessons learned from previous initiatives in the Aral Sea region, and UNDP's extensive experience in integrated water resource management, climate resilience, and digital innovation. The approach prioritizes practical, scalable, and cost-effective interventions that are fully embedded within existing institutional systems at the national, regional, and local levels, thereby reducing the need for parallel structures and maximizing efficiency.

Cost efficiency will be achieved through the project's strong alignment with national priorities and its integration into the Government's existing strategies, including the Uzbekistan 2030 Strategy, the Aral Sea Region Development Strategy, and the Water Sector Development Concept. Rather than establishing new systems, the project will leverage and strengthen those already in place, focusing on building capacities, institutionalizing digital tools, and fostering participatory governance mechanisms for water management. Digital solutions—such as GIS systems, smart sensors, and Digital Twin technologies—will enable data-driven, transparent, and efficient water management, reducing resource losses and operational costs over time.

The project will also actively leverage synergies with ongoing UNDP initiatives and other development partners' projects in the Aral Sea region, including those funded by the Multi-Partner Human Security Trust Fund, the Government of Japan, and the Islamic Development Bank. By coordinating activities, aligning objectives, and sharing resources, the project will avoid duplication and ensure complementarity with broader efforts to build resilience, improve infrastructure, and strengthen livelihoods. Joint operations, such as shared monitoring frameworks, procurement processes, and training activities, will further enhance cost-effectiveness by reducing transaction costs and maximizing the use of available expertise and infrastructure. Project will also cooperate with NGOs and private sector as relevant.

Building on existing partnerships with government ministries, academic institutions, and civil society organizations, **the project will rely extensively on national consultants and local experts to ensure relevance, ownership, and cost efficiency**. Gender responsive capacity-building interventions () will combine in-person and digital modalities to minimize costs while expanding reach and accessibility. Knowledge products, training materials, and digital platforms developed through the project will be integrated into national systems, ensuring their long-term use and impact without the need for ongoing external support.

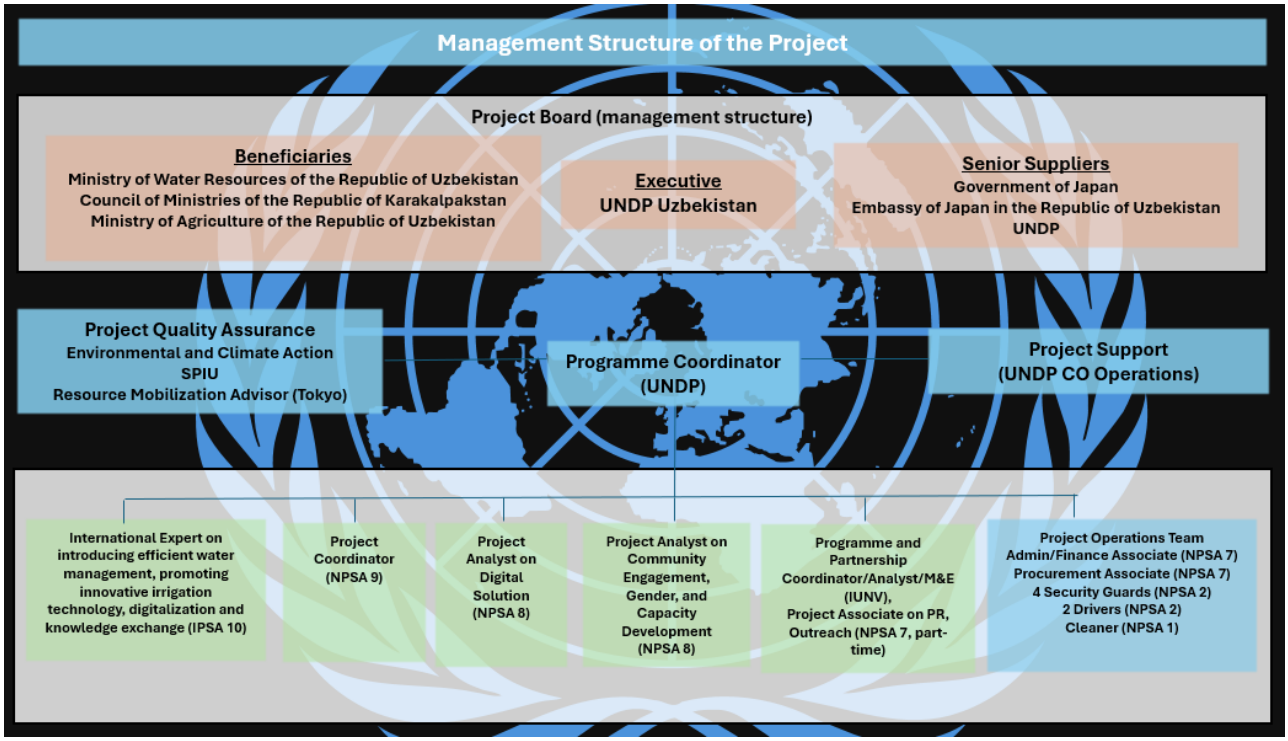
The selected approach reflects international best practice and lessons learned from previous UNDP projects in Karakalpakstan and beyond. By focusing on strengthening existing systems, leveraging partnerships, and embedding innovations within national frameworks, the project ensures that resources are used effectively to deliver transformative, sustainable solutions to the complex water and climate challenges facing the Aral Sea region.

Project Management

The project will be implemented through a dedicated Project Implementation Unit (PIU) based in Nukus, Karakalpakstan, to ensure proximity to target districts—Kegeyli, Bozatau, Chimbay, and Karauzyak—and enable timely, responsive engagement with local stakeholders and beneficiaries. The PIU, led by a UNDP Programme Coordinator, will oversee day-to-day implementation, technical coordination, and collaboration with implementing partners and local authorities.

The PIU will include a multidisciplinary team of International Expert on introducing efficient water management, promoting innovative irrigation technology, digitalization and knowledge exchange (IPSA), national experts under NPSA contracts and an International UN Volunteer (IUNV) serving as Programme and Partnership Coordinator/Analyst/M&E. The team brings expertise across key areas: water management and climate resilience, digital solutions, community engagement, gender, capacity development, communications and outreach, and project operations. Additional short-term national and international experts will be engaged for specialised technical inputs, capacity-building, and knowledge transfer, all of which are fully budgeted within the project structure.

Figure 3: Project Management Structure



The project will leverage UNDP Uzbekistan's established operational infrastructure and systems, including finance, procurement, and human resources management, to ensure cost-effective delivery. Shared services with the UNDP Country Office in Tashkent will cover financial oversight, audits, quality assurance, and reporting, ensuring compliance with UNDP policies and procedures, including those related to environmental and social safeguards.

Project governance will be anchored in a Project Board, comprising representatives from UNDP, the Government of Uzbekistan (likely through the Ministry of Economy and Finance and the Ministry of Water Resources), and potentially donor representatives. The Project Board will provide strategic oversight, endorse annual work plans, review progress, and guide course corrections as needed. Regular coordination will also take place with related UNDP projects and other development partner initiatives to ensure alignment and maximize synergies.

Audit arrangements will adhere to UNDP corporate standards, with annual audits conducted in accordance with UNDP's audit policy. Regular internal monitoring, combined with external evaluations (mid-term and terminal), will ensure transparency, accountability, and learning throughout the project lifecycle. Data management, M&E, and reporting systems will integrate with UNDP's Quantum platform, providing real-time insights on progress, risks, and results.

V. RESULTS FRAMEWORK[23]

Intended Outcome as stated in the UNSDCF/Country [or Regional] Programme Results and Resource Framework: UNSDCF (2021-2025): Outcome 5. By 2025, most at risk regions, and communities of Uzbekistan, especially the most vulnerable people, are more resilient to climate change and disasters, and benefit from increasingly sustainable and gender-sensitive efficient management of natural resources and infrastructure, enhanced climate action, inclusive environmental governance and protection
Outcome indicators as stated in the Country Programme [or Regional] Results and Resources Framework, including baseline and targets: CF OUTCOME (CPD 2021-2025): By 2025, most at risk regions and communities of Uzbekistan are more resilient to climate change and disasters, and benefit from increasingly sustainable and gender-sensitive efficient management of natural resources and infrastructure, robust climate action, inclusive environmental governance and protection
Applicable Output(s) from the UNDP Strategic Plan: SP OUTCOME 3: Resilience built to respond to systemic uncertainty and risk
Project title and Quantum Project Number:

EXPECTED OUTPUTS	OUTPUT INDICATORS[24]	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)						DATA COLLECTION METHODS & RISKS
			Value	Year	Year 1	Year 2	Year 3	Year 4	Year …	FINAL	
Output 1 Strengthened national institutions and enhanced regional and local capacities for improved water management in the Aral Sea Region of Uzbekistan	1.1 Number of comprehensive assessment reports produced with recommendations for strengthening water governance, policy, and institutional frameworks.	Project technical reports; ministry/agency records	0	2025						1 report completed, endorsed by relevant authorities.	Desk review of final assessment; validation with relevant authorities. Risk: Delays in report endorsement.
	1.2 Operational status of a centralized GIS server consolidating digital water management maps and cadasters of	ICT department logs; server usage analytics	0	2025						1 fully operational GIS server established and in use.	Direct inspection and system test; usage data extraction. Risk: Technical downtime or access restrictions.

[23] UNDP publishes its project information (indicators, baselines, targets and results) to meet the International Aid Transparency Initiative (IATI) standards. Make sure that indicators are S.M.A.R.T. (Specific, Measurable, Attainable, Relevant and Time-bound), provide accurate baselines and targets underpinned by reliable evidence and data, and avoid acronyms so that external audience clearly understand the results of the project.

[24] It is recommended that projects use output indicators from the Strategic Plan IRRF, as relevant, in addition to project-specific results indicators. Indicators should be disaggregated by sex or for other targeted groups where relevant.

EXPECTED OUTPUTS	OUTPUT INDICATORS[24]	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)						DATA COLLECTION METHODS & RISKS
			Value	Year	Year 1	Year 2	Year 3	Year 4	Year …	FINAL	
	hydrotechnical infrastructure.										
	1.3 Number of modern digital technologies (IoT sensors, automation tools) operationalized at pumping stations to improve efficiency.	Installation records; contractor reports	0	2025						Systems operationalized in all target districts (Kegeyli, Bozatau, Chimbay, Karauzyak).	Field verification at pumping stations; photo/video evidence. Risk: Malfunction or partial installation.
	1.4 Operational status of digital monitoring systems for the reclamation status of irrigated lands.	System dashboards	0	2025						1 system established, functional across 4 districts.	Real-time system check; interviews with operators. Risk: Connectivity or calibration issues.
	1.5 Number of new or updated procedures and mechanisms introduced to improve transparency and accountability in water allocation decisions.	Official government regulations/ guidelines; internal SOPs	0	2025						At least 1 procedure or mechanism operationalized.	Document review; confirmation from water authorities. Risk: Lack of formal adoption.
	1.6 Number of unified guidelines, technical instructions, and operational protocols developed and disseminated for water management bodies and extension services.	Dissemination lists; print/digital copies	0	2025						Up to 3 key documents developed and distributed.	Desk review; random beneficiary check. Risk: Limited compliance.
	1.7 Number of people trained through capacity-building programmes on modern, climate-	Training attendance sheets; participant feedback	0	2025						Up to 100 engineers, technicians, GIS, and irrigation specialists trained (disaggregated by gender).	Review of training records; post-training surveys. Risk: Inflated attendance reporting.

EXPECTED OUTPUTS	OUTPUT INDICATORS[24]	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)						DATA COLLECTION METHODS & RISKS
			Value	Year	Year 1	Year 2	Year 3	Year 4	Year …	FINAL	
	resilient, and efficient water management.										
	1.8 Number of farmers, dekhkans, and households benefiting from improved water management systems at key irrigation points.	Beneficiary registry; monitoring forms	0	2025						Up to 1,000 beneficiaries (disaggregated by gender) reached across 40 irrigation points in 4 districts.	Household surveys; field spot checks. Risk: Incorrect counting
	1.9 Pilot wastewater recycling technology (e.g., Johkasou) modeled and tested for agricultural water reuse.	Technical reports; pilot site visit logs	0	2025						1 pilot model developed and tested.	On-site inspection; operational test. Risk: Technology underperformance.
	1.10 Number of participatory governance mechanisms established or improved to strengthen cooperation between farmers and water management bodies.	Meeting minutes; membership lists	0	2025						Up to 4 mechanisms (one per district) operational.	Observation of meetings; interviews with members. Risk: Mechanisms inactive after initial launch
Output 2 Digitalization for improved water management systems.	***2.1*** Number of districts where an integrated digital water management system is operational, covering main and secondary irrigation infrastructure.	System architecture documentation; admininstrative records	0	2025						4 districts (Kegeyli, Bozatau, Chimbay, Karauzyak).	Review of system specs; functionality test. Risk: Partial system coverage, poor compliance.
	2.2 Real-time monitoring systems established through smart sensors	Sensor logs; control room records	0	2025						Systems operationalized across all key infrastructure points in 4 districts.	Data download; field verification. Risk: Data gaps due to technical faults.

EXPECTED OUTPUTS	OUTPUT INDICATORS[24]	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)						DATA COLLECTION METHODS & RISKS
			Value	Year	Year 1	Year 2	Year 3	Year 4	Year …	FINAL	
	and control devices providing continuous data on water flows, quality, and infrastructure performance.										
	2.3 Number of functional GIS platforms deployed for spatial data integration and visualization (infrastructure condition, irrigation coverage, soil health).	GIS platform access logs; admin records	0	2025						1 fully functional GIS platform covering the 4 target districts.	Platform demo; verification of coverage. Risk: Outdated layers or incomplete data.
	2.4 Number of remote sensing technologies operational (e.g., Sentinel, Landsat) providing data on land and water use dynamics, crop conditions, and soil moisture.	Satellite imagery archives; analysis reports	0	2025						At least 2 remote sensing platforms fully operational and data integrated.	Review of imagery outputs; interviews with analysts. Risk: Cloud cover affecting imagery quality.
	2.5 Number of Field Management solutions systems operational.	Maintenance records	0	2025						FMS systems operational in 4 districts.	On-site demo; review of data. Risk: Limited capacities of FMS operators.
	2.6 Number of Digital Twin technologies introduced and operational for scenario modelling, maintenance planning, and risk management.	System documentation	0	2025						1 Digital Twin system operational.	Review of modelling scenarios; interviews with operators. Risk: Limited user capacity.

EXPECTED OUTPUTS	OUTPUT INDICATORS[24]	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)						DATA COLLECTION METHODS & RISKS
			Value	Year	Year 1	Year 2	Year 3	Year 4	Year …	FINAL	
	2.7 Number of digital dashboards providing real-time analytics actively used by water management authorities.	Dashboard usage stats; screenshots	0	2025						At least 1 dashboard fully operational and regularly used	Demo session; analytics export. Risk: Low adoption by staff.
	2.8 Number of water management staff trained on digital tools for monitoring, planning, and decision-making.	Training rosters; evaluation forms	0	2025						Up to 100 technical staff trained (disaggregated by gender).	Attendance verification; post-training assessments. Risk: Skills not applied or not consistently applied in practice.
	2. 9 Number of transparent water allocation processes improved through integration of digital technologies and open data platforms.	Official allocation records; system logs	0	2025						Water allocation processes in 4 districts digitalized and operational.	Compare pre- and post-digitalization records. Risk: Manual overrides of allocation processes undermining transparency.
	2. 10 Number of tested and documented scalable models for digitally enabled, climate-resilient water management prepared for replication.]	Model documentation; validation workshop records	0	2025						1 scalable model documented and validated	Desk review; expert peer review. Risk: Lack of institutional buy-in for replication.
Output 3 Strengthened capacity and enhancing water infrastructure for farmers, smallholders, and households to build climate resilience and	***3.1*** Number of irrigation and water distribution infrastructure systems upgraded to reduce water losses and improve water quality.	Contractor completion reports; site inspection	0	2025						Up to 40 systems upgraded.	Physical verification; photographic evidence. Risk: Quality shortfalls or delays.

EXPECTED OUTPUTS	OUTPUT INDICATORS[24]	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)						DATA COLLECTION METHODS & RISKS
			Value	Year	Year 1	Year 2	Year 3	Year 4	Year …	FINAL	
promote water efficiency for food security in the Aral Sea region of Uzbekistan	3.2 Number of farmers, smallholders, and local water users trained and applying water-efficient and climate-resilient agricultural practices.	Training records; follow-up surveys	0	2025						Up to 1,000 individuals (with disaggregation by gender and youth).	Field observation; beneficiary interviews. Risk: Self-reporting bias.
	3.3 Percentage increase in agricultural productivity in target districts due to adoption of improved irrigation technologies and resilient farming practices.	Crop yield records; farm surveys	0	2025						Up to 20% increase over baseline.	Seasonal yield monitoring; comparison with baseline. Risk: Weather variability affecting results.
	3.4 Percentage improvement in soil and water conservation through adoption of sustainable soil management techniques.	Soil testing results; water quality data	0	2025						Up to 25% improvement over baseline.	Laboratory analysis; field sampling. Risk: Seasonal fluctuations masking impact
	3.5 Number of agricultural extension services and research institutions with enhanced capacity to support climate-smart and water-efficient practices.	Institutional reports; MoUs	0	2025						Up to 5 institutions strengthened.	Staff interviews; review of new services offered. Risk: Staff turnover affecting retention.
	3.6 Number of on-farm trials successfully conducted to demonstrate improved irrigation techniques	Trial protocols; monitoring logs	0	2025						On-farm trials conducted in all 4 target districts, with active participation of women and youth.	Site visits; photographic/video records. Risk: Poor trial management or uptake.

EXPECTED OUTPUTS	OUTPUT INDICATORS[24]	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)						DATA COLLECTION METHODS & RISKS
			Value	Year	Year 1	Year 2	Year 3	Year 4	Year …	FINAL	
	and alternative crop varieties.										
	3.7 Number of strategic action plans for enhancing end-user resilience and water management capacity developed and operationalized.	Approved plans; progress reports	0	2025						1 strategic action plan completed and implemented.	Document review; follow-up with implementing agency. Risk: Limited implementation budget.
	3.8 Number of partnerships established with universities and research institutions for training, applied research, and innovation in water-efficient technologies.	Signed agreements; joint activity reports	0	2025						Up to 3 formal partnerships established.	MoU review; confirmation from partners. Risk: Partnerships become inactive after the project completion.
	3.9 Number of educational materials and community awareness campaigns developed and implemented to promote sustainable water use and agricultural practices.	Materials archive; media coverage	0	2025						Up to 3 materials/campaigns delivered.	Content review; beneficiary feedback. Risk: Limited reach to target groups.
	3.10 Number of renewable energy-powered small-scale desalination pilots explored and implemented for	Feasibility study; installation records	0	2025						1 feasibility study and 1 pilot project operational.	Site verification; technical performance check. Risk: High operational costs.

EXPECTED OUTPUTS	OUTPUT INDICATORS[24]	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)						DATA COLLECTION METHODS & RISKS
			Value	Year	Year 1	Year 2	Year 3	Year 4	Year …	FINAL	
	agricultural or household use.										
Output 4 Promoted regional level knowledge management, advocacy, and communication.	4.1 Number of regional knowledge networks and platforms established for sharing best practices on water management and climate resilience.	Platform user data; partner confirmations	0	2025						At least 1 operational knowledge platform.	Review of membership lists; functionality test. Risk: Low engagement and utilization.
	4.2 Number of regional dialogues, forums, study tours, or training programs organized to foster collaboration on shared water and climate challenges.	Event agendas; participant lists	0	2025						At least 3 joint events completed.	Event observation; post-event evaluations. Risk: Attendance without follow-up action.
	4.3 Number of advocacy and awareness initiatives implemented to promote climate resilience and community-led solutions.	Campaign reports; media coverage	0	2025						At least 3 initiatives.	Review campaign materials; media content analysis. Risk: Messages not reaching decision-makers.
	4.4 Number of initiatives integrating local knowledge, traditional practices, and modern technologies to strengthen grassroots resilience.	Case studies; field visit notes	0	2025						At least 3 documented initiatives.	Beneficiary interviews; content review. Risk: some areas of knowledge are overlooked

EXPECTED OUTPUTS	OUTPUT INDICATORS[24]	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)						DATA COLLECTION METHODS & RISKS
			Value	Year	Year 1	Year 2	Year 3	Year 4	Year …	FINAL	
	4.5 Number of media outreach and communication activities conducted to amplify community voices and promote water resilience.	Media monitoring reports; press releases	0	2025						20 media outreach initiatives completed.	Content analysis; media reach metrics. Risk: Low coverage in priority regions
	4.6 Number of documentary films produced and disseminated highlighting resilience and climate adaptation in the Aral Sea region.	Film copies; distribution records	0	2025						1 documentary produced and disseminated.	Review of final product; audience feedback. Risk: Limited distribution reach.

VI. MONITORING AND EVALUATION

In accordance with UNDP's programming policies and procedures, this project will be monitored through a robust and structured monitoring and evaluation (M&E) framework aligned with UNDP Uzbekistan's established results-based management approach and the Country Programme Document (CPD) 2026–2030.

Monitoring Processes

At the Country Programme level, the project will contribute directly to UNDP Uzbekistan's outcomes on climate resilience, sustainable natural resource management, and green growth, aligned with Uzbekistan's **2030 Strategy**, the **Aral Sea Region Development Strategy**, and the nationalized **SDG framework**. Progress will be monitored through the following mechanisms:

- **UN Sustainable Development Cooperation Framework (UNSDCF) 2026–2030** reporting, to which UNDP contributes under the Results Group on **Planet and Prosperity** (or equivalent structure to be confirmed).
- **UNDP Strategic Plan (2022–2025) and subsequent updates (2026–2030)** reporting through Tier 2 indicators relevant to water management, climate adaptation, and inclusive development.
- **Country Programme Document (CPD) 2026–2030** level monitoring, annual reporting through Results Oriented Annual Reporting (ROAR), and output verification exercises.
- **Annual Strategic Note and Integrated Work Plan (IWP)** monitoring and reporting on both operational and programmatic progress.
- **Project-level M&E**, fully aligned with UNDP policies, UNDP's Social and Environmental Standards (SES), and Gender Equality Seal standards.

Project-Level Monitoring Tools

At the **outcome level**:

- Annual reporting against **UN Joint Work Plan** targets where applicable.
- Contribution to **CPD Results Framework** through annual ROAR reporting.
- Monitoring progress towards results contributing to **SDG 6 (Water), SDG 13 (Climate), SDG 2 (Food Security), and SDG 17 (Partnerships)**.
- IWP monitoring and reporting on a yearly basis.
- Periodic stakeholder consultations, surveys, and research to inform adaptive project management and planning.

At the **output level**:

- Quarterly and annual **project monitoring** of implementation progress, risks, issues, and financial delivery through UNDP's corporate platforms (**Quantum / Quantum+**).
- **Annual Project Implementation Reviews (PIR)** and output verification field missions, specifically covering infrastructure, digital systems, and capacity development components.
- **Independent mid-term and end-of-project evaluations**, to assess relevance, effectiveness, efficiency, sustainability, and scalability of project results.
- **Field-based participatory monitoring**, integrating community feedback mechanisms and gender-responsive monitoring approaches.

Monitoring Capacities and Responsibilities

At the **project level**, responsibility for monitoring rests with the **Project Manager** supported by the **M&E focal point (Digital Solutions Specialist)** within the Project Implementation Unit (PIU) in Nukus. This includes day-to-day monitoring of activities, outputs, and risk management, supported by UNDP's established systems.

At the **Country Office level**, the **Climate and Resilience Portfolio team** and the **Strategic Planning and Integration Unit (SPIU)** will provide quality assurance, technical oversight, and strategic alignment with UNDP's M&E standards. These units include a Programme Management Analyst, Programme Associates, and Finance staff, ensuring consistent application of UNDP's corporate M&E framework.

UNDP Uzbekistan ensures access to quality training and continuous capacity building on monitoring and evaluation for its staff through global Communities of Practice and participation in regional M&E knowledge exchanges. The project will leverage **UNDP's corporate digital tools** for monitoring, reporting, and data visualization, including **Quantum, Quantum+, and other relevant platforms**.

Evaluation and Learning

The project will undergo formal **terminal evaluations** in line with UNDP's policies. Lessons learned, best practices, and evidence of impact will inform future programming, contribute to knowledge products, and feed into national and regional dialogue on sustainable water management and climate resilience in the Aral Sea region.

All monitoring data will be disaggregated by **gender, age, and other relevant variables**, ensuring the project's contribution to reducing vulnerabilities and enhancing inclusive development is adequately tracked and reported.

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.	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	Annually, and at the end of the project (final report)			

Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (if any)
	summary, an updated risk long with mitigation measures, and any evaluation or review reports prepared over the period.				
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.	Specify frequency (i.e., 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.		

The project results, as outlined in the Results Framework, will be systematically monitored and reported on an annual basis, with independent evaluations conducted at key stages of implementation to ensure progress toward the achievement of expected outcomes. Where baseline data for specific indicators is not currently available, the project will collect this data during its inception phase and first year of implementation.

The Monitoring and Evaluation (M&E) framework will be fully aligned with UNDP Uzbekistan's monitoring systems and global UNDP standards, ensuring accountability, transparency, and adaptive management throughout the project cycle. The M&E approach will include continuous monitoring of project outputs and outcomes through qualitative and quantitative indicators, drawing from international best practices in results-based management.

Progress will be reviewed regularly through joint monitoring with national partners, including the Ministry of Water Resources, the Ministry of Ecology, Environmental Protection and Climate Change, and the Council of Ministers of the Republic of Karakalpakstan. These periodic reviews will assess risks, identify opportunities for adaptation, and ensure alignment with government priorities. Project Board meetings will be held bi-annually to review results, address implementation challenges, and capture lessons learned. A robust Performance Monitoring Plan (PMP), aligned with the project's Theory of Change, will guide the monitoring process across all components.

The project will use a combination of methods to assess progress, including field monitoring, surveys, focus group discussions, and analysis of administrative data. These efforts will ensure comprehensive and disaggregated tracking of project impact across different population groups, with particular attention to vulnerable communities in Karakalpakstan. Gender-disaggregated data will be collected and analyzed to inform project decision-making and ensure the inclusiveness of interventions.
Digital solutions, including GIS platforms, smart monitoring systems, and dashboards developed under the project's digitalization component, will further strengthen data collection, analysis, and reporting. These systems will support evidence-based decision-making at the local, regional, and national levels and enable real-time adjustments in water management practices.

Monitoring will focus on key project outcomes, including strengthened water governance, improved infrastructure performance, adoption of water-saving technologies, and enhanced community resilience to climate-related risks. Impact will be measured through specific indicators, such as reductions in water losses, increased water use efficiency, and improved livelihoods among targeted communities.

Independent mid-term and terminal evaluations will be conducted following UNDP guidelines and policies, with terms of reference and reports made publicly available through the UNDP Evaluation Resource Center (ERC). These evaluations will adhere to the principles of independence, impartiality, and rigor, and will assess the project's relevance, effectiveness, efficiency, sustainability, and impact. Lessons learned will inform future programming in Uzbekistan and across the Central Asian region.
To ensure robust data management and monitoring, the project will leverage UNDP's Quantum platform for financial and programmatic tracking. The UNDP Uzbekistan Country Office, through its Strategic Planning and Integration Unit (SPIU) and Programme Clusters, will provide technical oversight, ensure coherence with the Country Programme Document (CPD), and align reporting with the UN Sustainable Development Cooperation Framework (UNSDCF) and Uzbekistan's SDG commitments.

A dedicated M&E budget of **$50,000** will cover all project monitoring activities, including baseline data collection, ongoing monitoring, and the terminal evaluation. These resources will support the delivery of high-quality, credible, and actionable monitoring and evaluation products, contributing to the project's success and the broader knowledge base on water management and climate resilience in Uzbekistan.

Evaluation Plan[25]

Evaluation Title	Partners (if joint)	Related Strategic Plan Output	UNSDCF/CPD Outcome	Planned Completion Date	Key Evaluation Stakeholders	Cost and Source of Funding
Final Evaluation			Outcome 5. By 2025, most at risk regions, and communities of Uzbekistan, especially the most vulnerable people, are more resilient to climate change and disasters, and benefit from increasingly sustainable and gender-sensitive efficient management of natural resources and infrastructure, enhanced climate action, inclusive		Government – Ministry of Water Resources, State Committee on Ecology, Ministry of Emergency Situations, Uzhydromet, local authorities in Karakalpakstan and target districts. Implementing Partners – UNDP Uzbekistan, other UN agencies, national research institutions. Civil Society & Communities – Local NGOs, women's groups, youth	

[25] Optional, if needed

			environmental governance and protection		groups, farmers' associations, beneficiary communities. Development Partners – Donors, IFIs, bilateral agencies active in water/climate programmes. Private Sector – Providers of digital solutions, agribusiness partners in climate-resilient pilots.	

VII. MULTI-YEAR WORK PLAN [26][27]

All anticipated programmatic and operational costs to support the project, including development effectiveness and implementation support arrangements, need to be identified, estimated and fully costed in the project budget under the relevant output(s). This includes activities that directly support the project, such as communication, human resources, procurement, finance, audit, policy advisory, quality assurance, reporting, management, etc. All services which are directly related to the project need to be disclosed transparently in the project document.

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year				RESPONSIBLE PARTY	PLANNED BUDGET		
		Y1	Y2	Y3	Y4		Funding Source	Budget Description	Amount
Output 1: Strengthening national institutions and enhancing regional and local capacities for improved water management in the Aral Sea Region of Uzbekistan. *Gender marker: 2*	1.1 Conduct a comprehensive assessment of existing water governance, policies, and institutional frameworks in the Aral Sea region, identifying gaps and providing actionable recommendations aligned with international best practices.							Consultant, workshops (venue/catering, local travel and accommodation.	$290,190
	1.2 Develop and operationalize a centralized GIS-based digital platform for water management, consolidating up-to-date water management maps and cadasters of hydrotechnical infrastructure.							Consultant for GIS platform, procurement of GIS equipment.	$33,075

[26] Cost definitions and classifications for programme and development effectiveness costs to be charged to the project are defined in the Executive Board decision DP/2010/32

[27] 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.

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year				RESPONSIBLE PARTY	PLANNED BUDGET		
		Y1	Y2	Y3	Y4		Funding Source	Budget Description	Amount
	1.3 Introduce and install modern digital technologies at key pumping stations to enhance operational efficiency, reduce water losses, and improve monitoring systems in target districts.							Equipment for digital tech at pumping stations, workshops venue and catering, local travel and accommodation.	$52,900
	1.4 Establish a digital monitoring system for the reclamation status of irrigated lands, integrating GIS tools, sensors, and remote sensing technologies to enable data-driven management and decision-making.							Consultant for water monitoring system, equipment & machinery, workshops venue and catering, local travel and accommodation.	$71,785
	1.5 Develop clear and transparent procedures and mechanisms for water allocation decision-making to improve governance, accountability, and transparency in the distribution of water resources.							Consultant for procedures and mechanisms, printing and publications, workshops venue and catering, local travel and accommodation.	$52,250

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year				RESPONSIBLE PARTY	PLANNED BUDGET		
		Y1	Y2	Y3	Y4		Funding Source	Budget Description	Amount
	1.6 Prepare and disseminate unified guidelines, technical instructions, and operational protocols for national, regional, and district-level water management bodies and agricultural extension services.							Consultant for guidelines and protocols, printing and publications.	$5,335
	1.7 Design and deliver tailored capacity-building programs for key stakeholders, including government officials, water managers, technical specialists, farmers, and communities, focused on digital water management, climate-resilient practices, and efficient irrigation systems.							Consultants and IUNV for capacity-building, printing, workshops, local travel.	$75,600
	1.8 Organize practical training sessions and workshops for up to 100 engineers, technicians, GIS specialists, and irrigation specialists to enhance their knowledge and skills in water management technologies.							Consultants for training, workshops, local travel.	$9,450
	1.9 Engage and train up to 1,000 farmers, dekhkans, and households on improved water distribution, monitoring systems, and operational efficiencies across 40 key irrigation points in four districts.							Consultants for water efficiency training, workshops, local travel.	$9,450

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year				RESPONSIBLE PARTY	PLANNED BUDGET		
		Y1	Y2	Y3	Y4		Funding Source	Budget Description	Amount
	1.10 Pilot and model wastewater recycling technologies (such as Johkasou systems) for potential use in agricultural water saving and improved water reuse practices.							Design and engineering consultants, equipment procurement, local travel.	$52,800
	1.11 Facilitate and strengthen cooperation mechanisms between farmers and water management bodies, promoting participatory governance models for joint decision-making and transparent water allocation processes.							Consultant on farmer–water body cooperation, workshops, travel, DPC charges.	$55,809
	Sub-Total for Output 1								$708,644
Output 2: Digitalization for improved water management systems. *Gender marker: 2*	2.1 Design and implement an integrated digital water management system across Kegeyli, Bozatau, Chimbay, and Karauzyak districts, covering both main and secondary irrigation infrastructure.							Consultant for digital water system, equipment procurement, travel.	$32,474
	2.2 Install and operationalize real-time monitoring systems using smart sensors and control devices to capture continuous data on water flows, water quality, infrastructure performance, and pump efficiency.							Design services, equipment procurement, printing, workshops, travel.	$277,830

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year				RESPONSIBLE PARTY	PLANNED BUDGET		
		Y1	Y2	Y3	Y4		Funding Source	Budget Description	Amount
	2.3 Deploy fully functional Geographic Information Systems (GIS) platforms to support the integration and visualization of spatial data related to infrastructure condition, irrigation coverage, soil health, and salinity.							GIS consulting, equipment procurement, printing, workshops, travel.	$245,030
	2.4 Integrate remote sensing technologies (e.g., Sentinel, Landsat satellites) to systematically monitor land and water use dynamics, crop health, soil moisture levels, and vegetation trends to inform adaptive management strategies.							Remote sensing consulting, license procurement, travel.	$23,230
	2.5 Introduce and utilize Field Management solutions for offering farmers tools for efficient land use and productivity in target districts.							FMS consulting and equipment, printing, workshops, travel.	$264,720
	2.6 Develop and operationalize Digital Twin technologies to create virtual simulations of water systems, supporting predictive scenario modeling, maintenance planning, and risk management at the district and regional levels.							Digital Twin consulting, equipment/software, printing, workshops, travel.	$271,922

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year				RESPONSIBLE PARTY	PLANNED BUDGET		
		Y1	Y2	Y3	Y4		Funding Source	Budget Description	Amount
	2.7 Establish digital dashboards for real-time analytics, enabling water management authorities to monitor and manage water resources transparently and adaptively based on live data inputs.							Equipment & machinery, workshops, travel.	$48,625
	2.8 Deliver targeted, hands-on training for technical specialists and water management bodies on the effective use of digital tools (GIS, remote sensing, Digital Twins) for monitoring, planning, and decision-making							Consultant for technical training, publications, workshops, travel.	$15,120
	2.9 Promote transparency and accountability in water allocation by integrating digital technologies into open data platforms accessible to key stakeholders, including local communities and farmers.							Consultant for water transparency, publications, workshops, travel.	$14,175
	2.10 Document, test, and refine a scalable, replicable model for digital, climate-resilient water management that can be adopted in other water-stressed regions across Uzbekistan and Central Asia.							Consultant for digital water model, publications, workshops, travel, DPC.	$95,652
	Sub-Total for Output 2								$1,288,778

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year				RESPONSIBLE PARTY	PLANNED BUDGET		
		Y1	Y2	Y3	Y4		Funding Source	Budget Description	Amount
Output 3: Strengthening capacity and enhancing water infrastructure for farmers, smallholders, and households to build climate resilience and promote water efficiency for food security in the Aral Sea region of Uzbekistan *Gender marker: 2*	3.1 Conduct technical assessments and develop detailed designs for the rehabilitation and modernization of up to 40 irrigation and water distribution systems at the community level to improve efficiency, reduce water losses, and enhance climate resilience.							Design company, civil engineer, equipment, travel.	$359,100
	3.2 Upgrade and rehabilitate irrigation infrastructure (canals, pumping stations, farm-level water distribution systems) to improve water delivery reliability and water quality.							Design firm, civil engineer, equipment, travel.	$371,835
	3.3 Develop and implement tailored capacity-building programs for up to 1,000 farmers, smallholders, and local water users, focusing on the adoption of water-efficient irrigation technologies and climate-resilient agricultural practices.							Consultant, capacity-building, printing, workshops, travel.	$42,800
	3.4 Promote and demonstrate sustainable farming practices through the establishment of on-farm demonstration plots showcasing advanced irrigation methods (e.g., drip, furrow irrigation), drought- and salt-tolerant crop varieties, and soil conservation techniques.							Consultant, capacity-building, equipment, workshops, travel.	$99,144

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year				RESPONSIBLE PARTY	PLANNED BUDGET		
		Y1	Y2	Y3	Y4		Funding Source	Budget Description	Amount
	3.5 Implement soil and water conservation measures (e.g., crop rotation, intercropping, application of soil-enriching materials like siderite) to reduce land degradation and enhance productivity.							Consultant (soil research), equipment, printing, workshops, travel.	$99,122
	3.6 Strengthen the capacity of agricultural extension services and research institutions to deliver improved advisory and support services on climate-smart and water-efficient agriculture through targeted training and resource development.							Consultant (training/resources), equipment, printing, workshops, travel.	$49,140
	3.7 Conduct on-farm trials to validate and promote best practices in irrigation techniques, alternative crop varieties, and soil management, with particular emphasis on engaging women and youth.							Consultant (on-farm trials), equipment, printing, workshops, travel.	$59,380
	3.8 Develop and operationalize a strategic action plan to enhance the resilience of end-users, improve water management capacity, and scale sustainable practices based on comprehensive capacity needs assessments.							Consultant (action plan), equipment, printing, travel.	$93,875

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year				RESPONSIBLE PARTY	PLANNED BUDGET		
		Y1	Y2	Y3	Y4		Funding Source	Budget Description	Amount
	3.9 Forge partnerships with universities and research institutions to advance applied research, innovation, and practical training on water-efficient and climate-resilient technologies.							Consultant (partnerships), printing, workshops, travel.	$11,340
	3.10 Design and disseminate educational materials and conduct awareness campaigns for farmers and communities on sustainable agricultural and water conservation practices.							Consultant (awareness), printing, workshops, travel.	$8,070
	3.11 Explore and pilot small-scale, renewable energy-powered desalination technologies to provide clean water for agricultural use in remote and water-scarce communities.							Consultant (desalination), equipment, travel, DPC.	$111,750
	Sub-Total for Output 3								$1,305,556
Output 4: Promoting regional level knowledge management, advocacy, and communication. *Gender marker: 2*	4.1 Establish and operationalize regional knowledge platforms and networks to facilitate systematic exchange of best practices, technologies, and lessons learned on integrated water management and climate resilience across Uzbekistan and neighboring countries affected by the Aral Sea crisis.							International UNV (Aral knowledge platform), equipment, publications, workshops, travel.	$87,094

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year				RESPONSIBLE PARTY	PLANNED BUDGET		
		Y1	Y2	Y3	Y4		Funding Source	Budget Description	Amount
	4.2 Organize and facilitate regional dialogue events, including joint forums, technical workshops, and high-level roundtables, such as at the Aral Sea Culture Summit, to foster collaboration on shared water and climate challenges.							International expert (water/climate collaboration), publications, workshops, international & local travel.	$220,513
	4.3 Conduct study tours and exchange visits for policymakers, technical specialists, and community leaders to promote peer learning and transfer of successful approaches in water management and climate adaptation.							Study tours and exchanges, international & local travel.	$72,269
	4.4 Develop and deliver regional training programs for government officials, technical experts, and civil society organizations on climate-resilient water management practices and participatory governance.							Regional training delivery, awareness materials, workshops, and travel.	$5,953
	4.5 Produce and disseminate policy briefs, case studies, and knowledge products to inform decision-making and encourage the adoption of successful approaches across the region.							Graphic design, publications, and local travel.	$4,820

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year				RESPONSIBLE PARTY	PLANNED BUDGET		
		Y1	Y2	Y3	Y4		Funding Source	Budget Description	Amount
	4.6 Design and implement large-scale awareness-raising campaigns on climate change, water conservation, and sustainable agriculture targeting up to 100,000 rural residents, with tailored content for women, youth, and marginalized groups.							Awareness campaigns, publications, workshops, and travel.	$5,670
	4.7 Develop and roll out community-level capacity-building initiatives, such as workshops, participatory planning sessions, and demonstration activities to enhance resilience and promote the use of local knowledge and practices in water management.							Community capacity-building, publications, workshops, and travel.	$5,954
	4.8 Integrate traditional knowledge and local practices into capacity-building activities and communications to ensure culturally appropriate and effective solutions.							Graphic design and publication.	$2,835
	4.9 Produce and distribute diverse media products, including short videos, radio programs, podcasts, and social media content to amplify community voices and promote locally-led solutions for sustainable water management.							Media design, outreach, and communication support.	$13,714

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year				RESPONSIBLE PARTY	PLANNED BUDGET		
		Y1	Y2	Y3	Y4		Funding Source	Budget Description	Amount
	4.10 Develop and broadcast a short documentary film, "From Disaster to Resilient and Sustainable Development," highlighting human stories of resilience and innovation from the Aral Sea region.							Media outreach and workshop facilitation support.	$7,158
	4.11 Implement at least 20 targeted media outreach initiatives, including press releases, articles, and storytelling campaigns to enhance public understanding and generate broad support for project goals.							Creative production and documentation support.	$35,709
	Sub-Total for Output 4								$461,689
Evaluation *(as relevant)*									
Project management									$452,421
General Management Support (8%)									$337,367
TOTAL									$4,600,000

VIII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

"The Project for Strengthening Water Resource Governance and Climate Resilience in the Aral Sea Region" will be implemented by the UNDP Uzbekistan. The implementation will be guided by the Standard Basic Assistance Agreement (SBAA) between UNDP and the Government of Uzbekistan (signed in 1993) and will fully comply with UNDP's Programme and Operations Policies and Procedures (POPP) and Social and Environmental Standards (SES).

The **Ministry of Water Resources of the Republic of Uzbekistan** will serve as the project's Implementing Partner. In this role, the Ministry assumes full responsibility for the effective and timely delivery of project results and for ensuring the efficient use of UNDP-provided resources. The Ministry will lead the coordination, planning, and management of project activities, overseeing financial management, procurement, reporting, and monitoring. It will also ensure alignment of the project's activities with national policies and the integration of results into government systems where possible, including the use of national monitoring and evaluation structures.

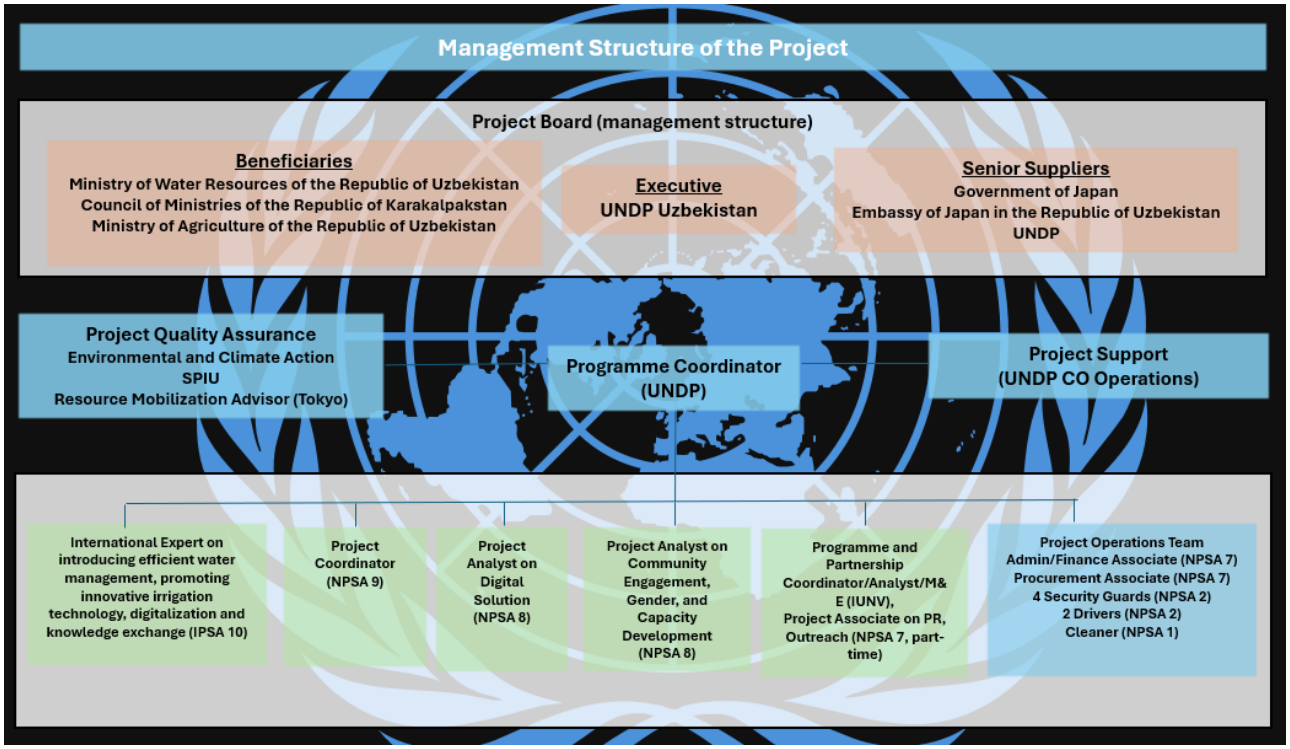
To support the Implementing Partner, UNDP will provide specific operational services as agreed in the Letter of Agreement on Support Services signed with the Ministry. These support services include procurement, financial management, recruitment, and payments, ensuring adherence to UNDP policies and procedures. Through its oversight role, UNDP will provide quality assurance, technical guidance, and risk management, supported by its country office in Uzbekistan and regional and HQ-level structures.

A dedicated **Project Implementation Unit (PIU)** will be established in Nukus, within premises provided by a national partner, to ensure proximity to the target districts of Kegeyli, Bozatau, Chimbay, and Karauzyak in Karakalpakstan. This location will enable close engagement with communities, local authorities, and other stakeholders, ensuring timely field-level support and responsive project management. The PIU will be responsible for day-to-day operations, coordination with implementing partners, technical oversight of activities, and delivery of outputs in line with approved work plans and budgets.

The PIU will be led by a Progremme Coordinator (UNDP) and include key technical positions such as International Expert on introducing efficient water management, promoting innovative irrigation technology, digitalization and knowledge exchange (IPSA 10), a Project Coordinator on Water Management and Climate Resilience (NPSA-9), a Project Analyst on Digital Solutions (NPSA-8), a Project Analyst on Community Engagement, Gender, and Capacity Development (NPSA-8), a Programme and Partnership Coordinator/Analyst/M&E (IUNV), and a Project Associate on PR and Outreach (NPSA-7, part-time). The PIU will be supported by a Project Operations Team comprising an Admin/Finance Specialist (NPSA-7), a Procurement Specialist (NPSA-7), four Security Guards (NPSA-2), two Drivers (NPSA-2), and a Cleaner (NPSA-1). Short-term national and international experts will be mobilised as needed to provide specialised technical inputs, capacity building, and knowledge transfer.

The strategic direction and oversight of the project will be provided by a Project Board (PB), chaired by the Ministry of Water Resources of the Republic of Uzbekistan and comprising representatives from the key beneficiary institutions, senior suppliers, and the project's executive. Members representing beneficiaries on the PB will include the Ministry of Water Resources, the Council of Ministers of the Republic of Karakalpakstan, and the Ministry of Agriculture of the Republic of Uzbekistan. Senior suppliers will be represented by the Government of Japan, the Embassy of Japan in the Republic of Uzbekistan, and UNDP. The Executive role will be held by UNDP Uzbekistan.

The Project Board will meet at least twice a year to review progress, approve work plans and budgets, and provide guidance on strategic and operational issues. It will ensure robust and inclusive governance, foster alignment with national priorities, and facilitate coherence with related initiatives. The Board will also play a critical role in addressing implementation challenges, fostering synergies among partners, and ensuring that project interventions respond effectively to the needs of the Aral Sea region.



UNDP will serve as the **Development Partner** on the Project Board, providing quality assurance and technical oversight in line with its accountability as an accredited entity. UNDP will oversee project quality through regular monitoring, financial audits, and adherence to UNDP's safeguard standards and policies. Oversight will also be ensured through the country office in Uzbekistan, the Regional Hub in Istanbul, and relevant headquarters units. Financial management, procurement, and reporting will be facilitated through **UNDP's Quantum system**, ensuring transparency, accountability, and real-time tracking of expenditures and progress.

Monitoring and evaluation will be integral to project management, with a strong focus on results-based management and adaptive learning. A robust monitoring and evaluation framework will be implemented, aligned with UNDP Uzbekistan's Country Programme Document and the national SDG framework. Regular progress reports will be prepared by the Project Implementation Unit and submitted to the Project Board for review, enabling evidence-based guidance and decision-making.

Quality assurance will be provided through UNDP's Environmental and Climate Action Unit and the Resource Mobilization Advisor in Tokyo, ensuring compliance with corporate standards and integration of global best practices. Project Support will be provided by the UNDP Country Office Operations team, while the Project Manager will coordinate closely with technical analysts, the operations team, and implementing partners to track outputs and outcomes. The terminal evaluations will provide comprehensive assessments of progress, challenges, and lessons learned. The project's financial management and operational processes will be subject to internal and external audits, ensuring full adherence to UNDP's Financial Rules and Regulations, national requirements, and international best practices in transparency and accountability.

Through this governance and management arrangement, the project will ensure strong national ownership, accountability, and effective delivery of results in support of enhanced water and climate resilience in the Aral Sea region.

IX. LEGAL CONTEXT

*[NOTE: Please choose **one** of the following options, as applicable. Delete all other options from the document]*

Option a. Where the country has signed the Standard Basic Assistance Agreement (SBAA)

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

This project will be implemented by [name of entity] ("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

Option a. Government Entity (NIM)

1. Consistent with the Article III of the SBAA *[or the Supplemental Provisions to the Project Document]*, 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, that the recipients of any amounts provided by UNDP hereunder do not appear on the United Nations Security Council Consolidated Sanctions List, and that no UNDP funds received pursuant to the Project Document are used for money laundering activities. The United Nations Security Council Consolidated Sanctions List can be accessed via https://www.un.org/securitycouncil/content/un-sc-consolidated-list.

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. SH may occur in the workplace or in connection with work. While typically involving a pattern of conduct, SH may take the form of a single incident. In assessing the reasonableness of expectations or perceptions, the perspective of the person who is the target of the conduct shall be considered.

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.

10. In the implementation of the activities under this Project Document, UNDP places reasonable reliance upon the Implementing Partner for it to apply its laws, regulations and processes, and applicable international laws regarding anti money laundering and countering the financing of terrorism, to ensure consistency with the principles of then in force the UNDP Anti-Money Laundering and Countering the Financing of Terrorism Policy.

11. The Implementing Partner will ensure that its financial management, anti-corruption, anti-fraud and anti money laundering and countering the financing of terrorism policies are in place and enforced for all funding received from or through UNDP.

12. 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.

13. In the event that an investigation is required, UNDP has the obligation to conduct investigations relating to any aspect of UNDP projects and programmes in accordance with UNDP's regulations, rules, policies and procedures. 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.

14. The signatories to this Project Document will promptly inform one another in case of any incidence of inappropriate use of funds, credible allegation of fraud or corruption or other financial irregularities 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.

15. *Choose one of the three following options:*

Option 1: UNDP shall be entitled to a refund from the Implementing Partner of any funds provided that have been used inappropriately, including through fraud, corruption or other financial irregularity, or otherwise paid other than in accordance with the terms and conditions of the Project Document. Such amount may be deducted by UNDP from any payment due to the Implementing Partner under this or any other agreement. Recovery of such amount by UNDP shall not diminish or curtail the Implementing Partner's obligations under this Project Document.

Option 2: The Implementing Partner agrees that, where applicable, donors to UNDP (including the Government) whose funding is the source, in whole or in part, of the funds for the activities which are the subject of this Project Document, may seek recourse to the Implementing Partner for the recovery of any funds determined by UNDP to have been used inappropriately, including through fraud, corruption or other financial irregularity, or otherwise paid other than in accordance with the terms and conditions of the Project Document.

Option 3: UNDP shall be entitled to a refund from the Implementing Partner of any funds provided that have been used inappropriately, including through fraud, corruption or other financial irregularity, or otherwise paid other than in accordance with the terms and conditions of the Project Document. Such amount may be deducted by UNDP from any payment due to the Implementing Partner under this or any other agreement.

Where such funds have not been refunded to UNDP, the Implementing Partner agrees that donors to UNDP (including the Government) whose funding is the source, in whole or in part, of the funds for the activities under this Project Document, may seek recourse to the Implementing Partner for the recovery of any funds determined by UNDP to have been used inappropriately, including through fraud, corruption or other financial irregularity, or otherwise paid other than in accordance with the terms and conditions of the Project Document.

Note: The term "Project Document" as used in this clause shall be deemed to include any relevant subsidiary agreement further to the Project Document, including those with responsible parties, subcontractors, and sub-recipients.

16. Each contract issued by the Implementing Partner in connection with this Project Document shall include a provision representing that no fees, gratuities, rebates, gifts, commissions or other payments, other than those shown in the proposal, have been given, received, or promised in connection with the selection process or in contract execution, and that the recipient of funds from the Implementing Partner shall cooperate with any and all investigations and post-payment audits.

17. 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.

18. 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. **Project Quality Assurance Report**

2. **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).*

3. **Risk Analysis**. Use the standard Risk Register template. Please refer to the Deliverable Description of the Risk Register for instructions

4. **Capacity Assessment:** Results of capacity assessments of Implementing Partner (including Partner Capacity Assessment Tool (PCAT) and HACT Micro Assessment)

5. **Project Board Terms of Reference and TORs of key positions.** The standard Project Board TOR can be found here**.**

6. **On-Granting Provisions Applicable to the Implementing Partner[28].** On-granting clauses for non-UNDP Implementing Partners can be found here.

[28] Applicable for non-UNDP Implementing Partner as Grant Making Institution facilitating on-granting.

TORs of key positions:

I. Position Information		
Job Title: Programme Coordinator Department: Uzbekistan CO Reports to: Environment and Climate Action Lead/ DRR	Grade Level: NOB Bureau: RBEC/Uzbekistan CO Direct Reports: Programme and project staff	Position Number: Position designation: with no mobility requirement Duty Station: Nukus, Uzbekistan
Career Track: Professional/Expert Career Stream: Policy/Programme – Area Based Development Contract Modality: TA Local Contract Duration: 1 year FTA with possibility of extension		

XII. II. BACKGROUND AND ORGANIZATIONAL CONTEXT

UNDP Uzbekistan has been operating in the country since 1993 and has cooperated with the Government on finding solutions to national development challenges and works in three thematic areas – climate change and environment, inclusive and sustainable growth, inclusive and democratic governance. UNDP successfully addressed development challenges in Aral Sea region within the Country Programme 2021-2025 and will continue contributing to UNSDCF 2026-2030 Aral Sea Region Outcome through its interventions in all programmatic areas, support the connection of UNSDCF outcomes and foster collaboration on joint programmes that drive transformational change in the region.

The UNDP Project Office in Nukus (Aral Sea region, Karakalpakstan) has been operational for nearly three decades, serving as the only UN project office in the region. It functions as a project office that implements several Aral Sea projects and facilitates field missions of various UN agencies and international organizations operating in Karakalpakstan. Over the years, the office has maintained a continuous project presence, with a portfolio funded by multiple partners including the Aral Sea Multi-Partner Trust Fund, the Government of Japan, and the Russia Trust Fund, among others. The office plays a critical role in implementing UNDP's programme priorities in the Aral Sea region, a key focus area under both the UNDP Country Programme and the newly signed UN Cooperation Framework.

In response to the growing scale, complexity, and strategic importance of UNDP's engagement in the Aral Sea region and to support achievement of UNDP strategic objectives in implementing programme strategies, NOB Programme Coordinator position is to be established in the UNDP Nukus Project Office under a Temporary Assignment (TA) modality.

XIII. III. POSITION PURPOSE

Under the overall guidance of the UNDP Deputy Resident Representative and direct supervision of the Head of Environment and Climate Action Cluster, the Programme Coordinator is responsible for management of UNDP programme in Aral Sea region within the thematic/sectoral areas assigned. The Programme Coordinator analyzes social and economic trends; leads formulation, management and evaluation of programme activities in the Aral Sea region; and provides policy advice services.

The Programme Coordinator supervises and leads the programme staff and coordinates activities of the projects' staff in Aral Sea region. The Programme Coordinator works in close collaboration with the Programme and Operations teams in the CO, programme staff in other UN Agencies, technical advisors/experts, external specialists, government officials and partners, donors, and civil society to ensure successful implementation of the UNDP programme.

The Programme Coordinator will be in charge of overall coordination and implementation of the programmes' activities and establish sound cooperation with local and national partners, engaging multiple stakeholders in the programmes activities and attracting donors' attention to support the development process in the Aral Sea region.

XIV. IV. KEY DUTIES AND ACCOUNTABILITIES	
1.) **General Programme management:**	
	• Contribute to operationalizing UNSDCF/ CPD in collaboration with the main partners and other UN Agencies in Aral Sea region. • Ensure implementation of relevant programme Standard Operating Procedures (SOPs) to ensure the effectiveness business processes. • Manage Programme through the implementation of appropriate activities. • Providing directions to Programme personnel and Programme participants. • Interaction with the Programme Board or its representatives to ensure the implementation and quality of the Programme implemented in the Aral Sea region, to ensure the focus and integri of the Programme.
2.) **Programme implementation**	
	• Contribute to translating UNDP priorities into local interventions in Aral Sea region, and oversee programs/projects implementation with the implementing partners within the assigned programme areas. • Ensure effective application of results-based management tools and track achievement of strategic results. • Prepare reports on activities, outputs and outcomes, contribute to donor and corporate reports. • Overseeing the work of projects and project support teams (communications, administration, logistics, security, etc.) and other office management functions in the Aral Sea region to ensure integrated delivery. • Coordinate and manage the day-to-day activities of the Programmes/projects in Aral Sea region and the overall implementation processes, including planning and monitoring in order to optimize the use of resources and to ensure the successful achievement of Programmes/projects objectives in the Aral Sea region. • Monitor the implementation of Programmes/projects work plans, analyze emerging problems and take adequate measures to ensure the timely implementation of the planned tasks. • Mobilize goods and services for the implementation of activities, including the preparation of Terms of References and work specifications. • Ensure that the Programmes/projects in the Aral Sea region contributes to the advancement of gender equality through activities by reaching, engaging and achieving benefits for both women and men (gender mainstreaming). • Monitor the implementation of activities in accordance with the Monitoring and External Relations Plan and updating the plan as necessary. • Monitor the use of financial resources to ensure the correctness and reliability of financial Statements. • Manage and monitor potential Programmes/Projects risks, previously identified in the Programming documents approved by national partners introducing new risks to the Programme Board for consideration and, if necessary, taking actions; updating the status of these risks by constantly filling and managing the table of possible Programmes/Projects risks. • Be responsible for managing issues and requests for changes to the Programme by continually completing and managing the Programme issue table. • Prepare quarterly Programme implementation reports (achieved results in relation to planned goals, updating of risk and problem tables, expense report) and submit to the

	Programme Board and to the unit responsible for Programme Implementation and Quality Assurance (UNDP Environment and Climate Action Cluster). • Prepare the annual Programme reports and its submission to the Programme Board and UNDP Environment and Climate Action Cluster. • Prepare a work plans as well as quarterly work plans as required.
3.) Contribute for the establishment of strategic partnerships and implementation of the resource mobilization strategy.	
	• Support in developing partnerships with the UN Agencies, international financial institutions (IFIs), government institutions, donors, private sector (if applicable to CO), and civil society for the programming focused to the Aral Sea region. • Serving as UNDP's focal point for inter-agency and international organization coordination in the Aral Sea region. • Identify strategic programme areas of cooperation including for joint programming. • Analyze and research information on donors, prepare substantive briefs on possible areas of cooperation, identify opportunities for initiation of new projects, and substantively contribute to Country office resource mobilization efforts into Aral Sea region. • Support development of Country office pipeline for the Aral Sea region including through the inputs to the design of Programme/Project documents, concept notes, proposals, and cross-sectoral coordination in assigned areas to bring resources for projects.
4.) Ensure provision of quality advisory services and facilitation of knowledge building on the Aral Sea related issues and management.	
	• Identify policy-driven issues; and identify and synthesize best practices and lessons learned directly linked to programme Aral Sea policy goals. • Contribute to the establish/strengthen national, Aral Sea region and international advocacy networks. Implement relevant, support high -impact advocacy with key partners on the Aral Sea region. • Provide support in the development of policies and institutions to address Aral Sea related problems and needs in collaboration with the Government and other relevant partners. • Organize training for the operations/ projects staff on programme related matters in assigned areas.
The incumbent performs other duties within their functional profile as deemed necessary for the efficient functioning of the Programme and the Organization in the Aral Sea region.	
Supervisory/Managerial Responsibilities: Supervises programme and project staff.	

XV. V. REQUIREMENTS:
Education
• Advanced university degree (master's degree or equivalent) in Business Administration, Public Policy/Administration, Economics, Political Sciences, Nature Resource Management, Social Sciences, or related field is required or • A first-level university degree (bachelor's degree) in combination with an additional two years of qualifying experience will be given due consideration in lieu of the advanced university degree
Experience, Knowledge, and Skills
• Minimum of 5 years (with master's degree) or 7 years (with bachelor's degree) of relevant experience at the national and/or international level in Programme/Project management in the field of environmental management, economic development / corporate and private enterprise development or rural development. • Experience in demonstrable Programme/Project management / development organization. • Strong leadership, managerial and coordination skills, with a demonstrated ability to effectively coordinate the implementation of large multistakeholder Programmes/Projects, including financial and technical aspects.

- Ability to effectively manage technical and administrative teams, work with a wide range of stakeholders across various sectors and at all levels, to develop durable partnerships with collaborating agencies.
- Strong computer skills, in particular mastery of all applications of the MS Office package and internet.
- Experience in development projects in Aral Sea region is an asset.
- Willingness to travel as appropriate.

Language requirements

- Fluency in English is required
- Fluency in in Uzbek/Karakalpak the language of the duty station is required for local staff
- Knowledge of Russian is desirable

Expected Demonstration of Competencies

Core: Full list of UNDP Core Competencies can be found here

Achieve Results	LEVEL 2: Scale up solutions and simplifies processes, balances speed and accuracy in doing work
Think Innovatively	LEVEL 2: Offer new ideas/open to new approaches, demonstrate systemic/integrated thinking
Learn Continuously	LEVEL 2: Go outside comfort zone, learn from others and support their learning
Adapt with Agility	LEVEL 2: Adapt processes/approaches to new situations, involve others in change process
Act with Determination	LEVEL 2: Able to persevere and deal with multiple sources of pressure simultaneously
Engage and Partner	LEVEL 2: Is facilitator/integrator, bring people together, build/maintain coalitions/partnerships
Enable Diversity and Inclusion	LEVEL 2: Facilitate conversations to bridge differences, considers in decision making

People Management (Insert below standard sentence if the position has direct reports.)

UNDP People Management Competencies can be found in the dedicated site.

Cross-Functional & Technical competencies (insert up to 7 competencies)

Thematic Area	***Name***	***Definition***
Business Management	Results-based Management	• Ability to manage programmes and projects with a focus at improved performance and demonstrable results
Business Management	Project Management	• Ability to plan, organize, prioritize and control resources, procedures and protocols to achieve specific goals
Business Management	Portfolio Management	• Ability to select, prioritize and control the organization's programmes and projects, in line with its strategic objectives and capacity; ability to balance the implementation of change initiatives and the maintenance of business-as-usual, while optimizing return on investment
Business Management	Monitoring	• Ability to provide managers and key stakeholders with regular feedback on the consistency or discrepancy between planned and actual activities and programme performance and results

Business Management	Working with Evidence and Data	• Ability to inspect, cleanse, transform and model data with the goal of discovering useful information, informing conclusions and supporting decision-making
Business Direction & Strategy	System Thinking	• Ability to use objective problem analysis and judgement to understand how interrelated elements coexist within an overall process or system, and to consider how altering one element can impact on other parts of the system
2030 Agenda: Engagement & Effectiveness	Effectiveness	• Project Quality Assurance

VI. Keywords
Development Programme
Programme and project management
Quality assurance and risk management
Results based management
UN Agencies
Aral Sea region

Position Information

Office/Unit/Project	The Project for Strengthening Water Resource Governance and Climate Resilience in the Aral Sea Region
Title	Project Coordinator on Water Management and Climate Resilience
Duty station (City and Country)	Nukus, Uzbekistan
Type (Regular or Short term)	Regular (NPSA 9)
Office- or Home-based	Office
Expected starting date	As soon as possible
Expected Duration	6 months (with possible extension)

1. Office/Unit/Project Description *(max 300 words)*

"The Project for Strengthening Water Resource Governance and Climate Resilience in the Aral Sea Region" funded by the Government of Japan aims to transform water resource management in the Aral Sea region of Uzbekistan through an integrated, innovation-driven approach that strengthens governance, modernizes infrastructure, leverages digital solutions, and empowers communities to adopt sustainable, climate-resilient practices. Recognizing the complex and interconnected drivers of water scarcity, land degradation, and vulnerability in Karakalpakstan, the project combines institutional reform, technological innovation, and regional cooperation to deliver scalable solutions that can serve as a model for replication across Uzbekistan and other water-stressed regions of Central Asia.

The project is fully aligned with and directly supports Uzbekistan's national and regional priorities for sustainable development, water security, and climate resilience. Specifically, it responds to the Government's commitment to strengthen water resource governance, modernize infrastructure, and build resilience to climate-induced water challenges in the Aral Sea region, as outlined in key policy frameworks such as the "Uzbekistan 2030" Strategy, the Aral Sea Region Development Strategy, and the forthcoming Strategy for Improving Drinking Water and Sanitation until 2030. The project's integrated and innovation-driven approach—combining institutional reform, technological advancement, and community empowerment, addresses the complex and interconnected drivers of water scarcity, land degradation and vulnerability in Karakalpakstan. In doing so, it complements and advances Uzbekistan's efforts to ensure the availability and sustainable management of water for all.

UNDP will leverage its long-standing presence and trusted partnerships in Karakalpakstan, combined with its global expertise in integrated water resource management, climate resilience, and digital innovation, to help Uzbekistan translate its national and regional priorities into practical, sustainable, and scalable solutions. Drawing on its proven track record of supporting complex water governance reforms and climate adaptation initiatives worldwide, UNDP will bring the best international practices, technical knowledge, and innovative solutions to address the region's pressing water challenges. UNDP's regional networks and partnerships in Central Asia and other countries of the Aral Sea basin, will further strengthen the project's impact by facilitating cross-border knowledge exchange, aligning approaches with regional frameworks, and promoting joint action on shared water and climate risks. Through this integrated and forward-looking approach, UNDP will help strengthen national and local capacities to design, implement and sustain modern, climate-resilient water management systems that contribute to long-term water security, environmental sustainability and resilient livelihoods in one of Uzbekistan's most vulnerable regions.

The Project has 4 main interconnected components as follows:

Component 1. Strengthening national institutions and enhancing regional and local capacities for improved water management in the Aral Sea Region of Uzbekistan.

Component 2. Digitalization for improved water management systems.

Component 3. Strengthening capacity and enhancing water infrastructure for farmers, smallholders, and households to build climate resilience and promote water efficiency for food security in the Aral Sea region of Uzbekistan.

Component 4. Promoting regional level knowledge management, advocacy, and communication.

The Project will be implemented in four pilot districts of Karakalpakstan: Kegeyli, Chimbay, Karauzyak and Bozatau.

Project Coordinator on Water Management and Climate Resilience will be responsible for the effective coordination and implementation of project activities related to water management and climate resilience. The incumbent ensures alignment with national priorities and UNDP standards, supports stakeholder coordination, oversees planning and monitoring of project outputs, facilitates technical inputs and reporting, and contributes to strengthening climate-resilient and sustainable water management practices at national and local levels.

2. Scope of Work

Substantial Functions:

01. Project Component Management & Implementation

- Be responsible for the achievement and implementation of the project activities focused on capacity building and improvement of water management, access to basic services and social infrastructure through innovative projects (irrigation system, drinking water, renewable energy, digital technology, sewage system, construction/renovation) engaging youth, adolescent and women in communities.
- Coordinate the implementation of project components related to water management, climate resilience, and environmental sustainability in line with the approved Project Document, Annual Work Plans (AWPs), and UNDP rules and procedures.
- Provide technical coordination to ensure timely, coherent, and quality delivery of project outputs, ensuring alignment with national strategies, UNDP Country Programme priorities, and donor requirements.
- Support integration of climate resilience, environmental sustainability, and risk-informed approaches across project interventions.

02. Project Planning & Resource Management

- Contribute to the preparation, revision, and implementation of AWPs, procurement plans, and budgets related to assigned components.
- Support effective use of financial, human, and technical resources, ensuring cost-efficiency and compliance with UNDP financial and operational policies.
- Identify implementation risks and propose mitigation measures to ensure smooth project delivery.
- Provide inputs for annual reports, work plans and any other planning, monitoring documents required by the UNDP.
- Support Programme Coordinator in monitoring implementation of the project outputs for adopting corrective measures in project implementation, when necessary, to ensure timely delivery of required inputs and achievement of results.
- Ensure that all procurement and tendering processes are organized and implemented in the most transparent way and in line with corporate and national regulations.
- Undertake other tasks, necessary for successful management of the project, as required by the supervisor

03. Monitoring, Evaluation & Reporting

- Support the application of UNDP Results-Based Management (RBM) tools to monitor progress against indicators, targets, and milestones.
- Contribute to the development of the relevant M&E tools and conduct progress reviews to recommend adjustments and appropriations to the planned activities as set in the project document.
- Assist the Prorgamme Coordinator in preparing progress reports, lessons learned and provide relevant recommendations and contribute to the donor reporting process providing relevant information and data on conducted activities.
- Facilitate assessment of multi-dimensional changes in communities' lives, focusing on positive externalities across different insecurity domains, and ensure results are publicized.

04. Partnerships & Stakeholder Engagement

- Coordinate engagement with national and local government counterparts, technical agencies, research institutions, civil society, and development partners.
- Support multi-stakeholder coordination mechanisms to ensure coherence, ownership, and sustainability of project interventions.
- Contribute to maintaining multi-stakeholder dialogue platform with the aim to create and enable productive environment and improve basis for project implementation.

- Liaise with relevant stakeholders to obtain support and guidance required for management and implementation of the proposed activities.
- Facilitate collaboration with UN agencies, UNDP Projects and other partners to promote synergies and avoid duplication.

05. Capacity Building, Knowledge Management & Community Engagement

- In coordination with relevant partners, coordinate capacity building activities in various areas as planned for target groups including regional and local authorities and members of target communities and lead the work of consultants involved in the implementation of the given project component.
- Facilitate the development of community development plans through engagement of communities in participatory manner based on human security approach and with focus on different insecurity domains.
- Support implementation of innovative and comprehensive water management and social projects that have multiple positive outcomes on different domains (e.g. improved water management systems, social infrastructure, related to using renewable energy, water supply improvement to address environmental, health and food security, etc.).
- Capture, synthesize and store knowledge on good governance and access to social and environmental services; ensure that knowledge and information generated are institutionalized through creation of relevant knowledge management system.
- Facilitate knowledge and best practices sharing between projects, UN agencies, national implementing partners, government, communities to deeper integrate the work and idea of the project; participate in relevant networks and meetings of practitioners.
- Contribute to development of knowledge products, guidelines, and tools capturing project results and innovations.
- Promote participatory approaches and community engagement in project implementation, ensuring inclusion of vulnerable groups.

06. Gender Equality, Communication & Expertise

- Contribute to the promotion of gender equality by reaching, involving and benefiting both women and men in the project activities (gender mainstreaming).
- Serve as a resource person on community resilience building and human security issues for the project and key stakeholders and beneficiaries.
- Ensure integration of gender equality, human rights, and "Leave No One Behind" principles across project activities.
- Support development of communication materials and visibility products in line with UNDP and donor branding guidelines.
- Provide technical expertise and analytical input on water management and climate resilience issues as required.
- Working with Project Analysts of the Project, facilitate that multi-dimensional changes in communities' lives are assessed with particular attention on how improvement in one domain has had positive externalities in other insecurities, and results are publicized.

Operational Functions:

- ✓ Coordinate day-to-day operational activities related to assigned project components.
- ✓ Liaise with UNDP Operations (Procurement, Finance) to support timely implementation of project activities.
- ✓ Maintain accurate project documentation, files, and records in line with UNDP requirements.
- ✓ Support organization of meetings, trainings, field missions, workshops, and stakeholder consultations.
- ✓ Perform any other duties related to project implementation as required by the Programme Coordinator.

3. Institutional Arrangement

Project Coordinator on Water Management and Climate Resilience will work under the direct supervision of the Programme Coordinator and will be responsible for the coordinated and timely implementation of activities of the related components in accordance with the work plan of the Project. Project Coordinator will also close work with the Project Analysts of the Project.

4. Competencies

Core	
Achieve Results:	LEVEL 1: Plans and monitors own work, pays attention to details, delivers quality work by deadline
Think Innovatively:	LEVEL 1: Open to creative ideas/known risks, is pragmatic problem solver, makes improvements
Learn Continuously:	LEVEL 1: Open minded and curious, shares knowledge, learns from mistakes, asks for feedback
Adapt with Agility:	LEVEL 1: Adapts to change, constructively handles ambiguity/uncertainty, is flexible
Act with Determination:	LEVEL 1: Shows drive and motivation, able to deliver calmly in face of adversity, confident
Engage and Partner:	LEVEL 1: Demonstrates compassion/understanding towards others, forms positive relationships
Enable Diversity and Inclusion:	LEVEL 1: Appreciate/respect differences, aware of unconscious bias, confront discrimination

Cross-Functional & Technical competencies

Thematic Area	***Name***	***Definition***
Business direction & strategy	Business Acumen	-Ability to understand and deal with a business situation in a manner that is likely to lead to a good outcome -Knowledge and understanding of the operational frameworks in the organization and ability to make good judgments and quick decisions within such frameworks
Business Development	Knowledge Generation	Ability to research and turn information into useful knowledge, relevant for content, or responsive to a stated need
Business Management	Monitoring	Ability to provide managers and key stakeholders with regular feedback on the consistency or discrepancy between planned and actual activities and programme performance and results.
Business Management	Evaluation	Ability to make an independent judgement based on set criteria and benchmarks; Ability to anticipate client's upcoming needs and concerns.

5. Minimum Qualifications of the Successful NPSA

Min. Education requirements	Master's degree in management, business administration, law, social/environmental sciences and socio-economic development OR, A first-level university degree (bachelor's degree) in the areas stated above, in combination with an additional two years of qualifying experience will be given due consideration in lieu of the advanced university degree.
Min. years of relevant work experience	– Applicants with a Master's degree (or equivalent) in a relevant field of study are not required to have professional work experience. – Minimum 2 years (with Bachelor's degree) of work experience in the project implementation or management, especially in rural areas, – Experience with projects on social service provision is an asset. – Experience in implementing construction, water projects is an asset. – Experience in rural development, community development is an advantage. – Experience in International as well as foreign organizations is an advantage. – Experience in projects related to Aral Sea region development is an asset. – Knowledge of environmental situation/problems in Aral Sea region is an asset.

Desired skills in addition to the competencies covered in the Competencies section	– Strong analytical and organizational skills, ability to work in a team. – Knowledge and experience with development situation in rural areas. – Initiative, analytical and strong leadership skills, good ability in partnering and networking. – Knowledge on digitalization, social infrastructure and communities. – Excellent interpersonal and cross-cultural communication skills. – Ability to use information technologies as a tool and resource. – Commitment to UN values.
Required Language(s)	Fluency in English and Uzbek/Karakalpak. Good command of Russian is desirable.
Others	Women candidates are strongly recommended to apply
Professional Certificates	*N/A*

6. Travel

Official travel is expected in project target regions of Karakalpakstan while performing the functions of the Project Coordinator for this project.

7. The following documents shall be required from the applicants:

a) **P P11**, indicating all past positions held and their main underlying functions, their durations (month/year), the qualifications, as well as the contact details (email and telephone number) of the Candidate, and at least three (3) the most recent professional references of previous supervisors. References may also include peers.
b) A cover letter (maximum length: 1 page) indicating why the candidate considers him-/herself to be suitable for the position.
c) Managers may ask (ad hoc) for any other materials relevant to pre-assessing the relevance of their experience, such as reports, presentations, publications, campaigns or other materials.

8. Approval

This TOR is approved by:

Name and Designation: Programme Coordinator

Signature: _____

Position Information

Office/Unit/Project	The Project for Strengthening Water Resource Governance and Climate Resilience in the Aral Sea Region
Title	Project Analyst on Digital Solution
Duty station (City and Country)	Nukus, Uzbekistan
Type (Regular or Short term)	Regular (NPSA 8)
Office- or Home-based	Office
Expected starting date	As soon as possible
Expected Duration	6 months (with possible extension)

9. Office/Unit/Project Description *(max 300 words)*

"The Project for Strengthening Water Resource Governance and Climate Resilience in the Aral Sea Region" funded by the Government of Japan aims to transform water resource management in the Aral Sea region of Uzbekistan through an integrated, innovation-driven approach that strengthens governance, modernizes infrastructure, leverages digital solutions, and empowers communities to adopt sustainable, climate-resilient practices. Recognizing the complex and interconnected drivers of water scarcity, land degradation, and vulnerability in Karakalpakstan, the project combines institutional reform, technological innovation, and regional cooperation to deliver scalable solutions that can serve as a model for replication across Uzbekistan and other water-stressed regions of Central Asia.

The project is fully aligned with and directly supports Uzbekistan's national and regional priorities for sustainable development, water security, and climate resilience. Specifically, it responds to the Government's commitment to strengthen water resource governance, modernize infrastructure, and build resilience to climate-induced water challenges in the Aral Sea region, as outlined in key policy frameworks such as the "Uzbekistan 2030" Strategy, the Aral Sea Region Development Strategy, and the forthcoming Strategy for Improving Drinking Water and Sanitation until 2030. The project's integrated and innovation-driven approach—combining institutional reform, technological advancement, and community empowerment, addresses the complex and interconnected drivers of water scarcity, land degradation, and vulnerability in Karakalpakstan. In doing so, it complements and advances Uzbekistan's efforts to ensure the availability and sustainable management of water for all.

UNDP will leverage its long-standing presence and trusted partnerships in Karakalpakstan, combined with its global expertise in integrated water resource management, climate resilience, and digital innovation, to help Uzbekistan translate its national and regional priorities into practical, sustainable, and scalable solutions. Drawing on its proven track record of supporting complex water governance reforms and climate adaptation initiatives worldwide, UNDP will bring the best international practices, technical knowledge, and innovative solutions to address the region's pressing water challenges. UNDP's regional networks and partnerships in Central Asia and other countries of the Aral Sea basin, will further strengthen the project's impact by facilitating cross-border knowledge exchange, aligning approaches with regional frameworks, and promoting joint action on shared water and climate risks. Through this integrated and forward-looking approach, UNDP will help strengthen national and local capacities to design, implement, and sustain modern, climate-resilient water management systems that contribute to long-term water security, environmental sustainability, and resilient livelihoods in one of Uzbekistan's most vulnerable regions.

The Project has 4 main interconnected components as follows:

Component 1. Strengthening national institutions and enhancing regional and local capacities for improved water management in the Aral Sea Region of Uzbekistan.

Component 2. Digitalization for improved water management systems.

Component 3. Strengthening capacity and enhancing water infrastructure for farmers, smallholders, and households to build climate resilience and promote water efficiency for food security in the Aral Sea region of Uzbekistan.

Component 4. Promoting regional level knowledge management, advocacy, and communication.

The Project will be implemented in four pilot districts of Karakalpakstan: Kegeyli, Chimbay, Karauzyak and Bozatau.

Project Analyst on Digital Solution will be responsible for the effective coordination and implementation of project activities related to water management and climate resilience. The incumbent ensures alignment with national priorities and UNDP standards, supports stakeholder coordination, oversees planning and monitoring of project outputs, facilitates technical inputs and reporting, and contributes to strengthening climate-resilient and sustainable water management practices at national and local levels.

10. Scope of Work

Substantial Functions:

07. Support with community development and capacity building

- Organize capacity building activities in target districts on community mobilization for identification of community needs;
- Deliver targeted, hands-on training for technical specialists and water management bodies on the effective use of digital tools (GIS, remote sensing, Digital Twins) for monitoring, planning, and decision-making;
- Promote transparency and accountability in water allocation by integrating digital technologies into open data platforms accessible to key stakeholders, including local communities and farmers.
- Coordinate capacity need assessment and capacity building activities in various areas as planned for different target groups including vulnerable groups of population.
- Document, test, and refine a scalable, replicable model for digital, climate-resilient water management that can be adopted in other water-stressed regions across Uzbekistan and Central Asia;
- Identify and assess barriers to local community development initiatives, including those faced by the vulnerable groups, and develop mitigation strategies to address them;

08. Support with resource mobilization for communities

- Serve as a resource person on economic, food and human security issues for the project and key stakeholders and beneficiaries.
- Assist the Programme Coordinator in identifying partnership strategies with other stakeholders, including developing concepts/proposals to explore co-funding opportunities for joint initiatives in the area of livelihoods improvement.
- Assist the Programme Coordinator in preparing progress reports, lessons learned, monitoring and provide relevant recommendations.
- Ensure that all procurement, and tendering processes are organized and implemented in the most transparent way and in line with corporate and national regulations.
- Streamline the most effective mechanisms for the project facilitation and implementation, elaborate and propose new schemes and effective ways to achieve target indicators.
- Plan and implement the work plan using both human and financial resources available in the most effective and efficient way.

09. Support with learning and knowledge-sharing for communities

- Document, test, and refine a scalable, replicable model for digital, climate-resilient water management that can be adopted in other water-stressed regions across Uzbekistan and Central Asia.
- Contribute to the projects' advocacy campaigns and facilitate the process of increasing visibility of the projects activities and results.
- Promote transparency and accountability in water allocation by integrating digital technologies into open data platforms accessible to key stakeholders, including local communities and farmers.
- Contribute to the promotion of gender approach in the project activities (gender mainstreaming).
- Facilitate knowledge and best practice sharing between projects, UN agencies, national implementing partner, government, communities to deeper integrate the work and idea of the project; participate in relevant knowledge-networks and meetings of practitioners as well as contribute to the policy briefs and analytical reports on the subject.
- Contribute to maintaining multi-stakeholder dialogue platform with the aim to create and enable productive environment and improve basis for project implementation.
- Introduce and utilize Field Management solutions for offering farmers tools for efficient land use and productivity in target districts.
- Facilitate the process of technical and expert assistance to project stakeholders, lead the work of consultants involved in the implementation of the relevant Project activities.

10. Institutional arrangements

- Be responsible for the achievement and implementation of the Project activities related to economic security and income generation.
- Work on development and implementation of the innovative digital projects through establishment of demonstration plots by application of new innovative technologies and practices in the pilot districts with involvement of local farmers, rural women and disabled people that promote social, economic and environmental security.
- Design and implement water management systems such as real-time monitoring systems using smart sensors and control devices, Geographic Information Systems (GIS) platforms and Digital Twin technologies in pilot districts.
- Facilitate in planning and development of analytical reports, information brochures, specific thematic leaflets, infographics and flyers with basic fact sheets and other deliverables aimed at enhancing public awareness of the project activities and results.
- Perform other duties and responsibilities as required.

Operational Functions:

- ✓ Plan and implement the work in accordance with the overall work plan using both human and financial resources available in the most effective and efficient way, elaborate and propose new schemes and effective ways to achieve target indicators;
- ✓ Participate in elaboration and execution of the project's work plans, analyze emerging problems and propose adequate measures to ensure timely fulfilment of envisioned tasks;
- ✓ Provide inputs for annual reports, work plans and any other planning, monitoring documents required by the UNDP;
- ✓ Support Programme Coordinator in monitoring implementation of the project outputs for adopting corrective measures in project implementation, when necessary, to ensure timely delivery of required inputs and achievement of results;
- ✓ Ensure that all procurement, and tendering processes are organized and implemented in the most transparent way and in line with corporate and national regulations;
- ✓ Perform other duties and responsibilities as required..

11. Institutional Arrangement

Project Analyst on Digital Solution will work under the direct supervision of the Programme Coordinator and will be responsible for the coordinated and timely implementation of activities of the related component in accordance with the work plan of the Project. Project Analyst will also work closely with the Project Coordinator of the Project.

12. Competencies

Core	
Achieve Results:	LEVEL 1: Plans and monitors own work, pays attention to details, delivers quality work by deadline
Think Innovatively:	LEVEL 1: Open to creative ideas/known risks, is pragmatic problem solver, makes improvements
Learn Continuously:	LEVEL 1: Open minded and curious, shares knowledge, learns from mistakes, asks for feedback
Adapt with Agility:	LEVEL 1: Adapts to change, constructively handles ambiguity/uncertainty, is flexible
Act with Determination:	LEVEL 1: Shows drive and motivation, able to deliver calmly in face of adversity, confident
Engage and Partner:	LEVEL 1: Demonstrates compassion/understanding towards others, forms positive relationships
Enable Diversity and Inclusion:	LEVEL 1: Appreciate/respect differences, aware of unconscious bias, confront discrimination

Cross-Functional & Technical competencies

Thematic Area	*Name*	*Definition*
Business direction & strategy	Business Acumen	-Ability to understand and deal with a business situation in a manner that is likely to lead to a good outcome -Knowledge and understanding of the operational frameworks in the organization and ability to make good judgments and quick decisions within such frameworks
Business Development	Knowledge Generation	Ability to research and turn information into useful knowledge, relevant for content, or responsive to a stated need
Business Management	Monitoring	Ability to provide managers and key stakeholders with regular feedback on the consistency or discrepancy between planned and actual activities and programme performance and results
Business Management	Evaluation	Ability to make an independent judgement based on set criteria and benchmarks - Ability to anticipate client's upcoming needs and concerns.

13. Minimum Qualifications of the Successful NPSA

Min. Education requirements	Master's degree in management, business administration, engineering, social/environmental sciences and socio-economic development OR, A first-level university degree (bachelor's degree) in the areas stated above, in combination with an additional two years of qualifying experience will be given due consideration in lieu of the advanced university degree.
Min. years of relevant work experience	– Applicants with a Master's degree (or equivalent) in a relevant field of study are not required to have professional work experience. – Minimum 2 years (with Bachelor's degree) of work experience in the project implementation or management, especially in rural areas, – Experience with projects on social service provision is an asset. – Experience in construction/engineering sector is an asset. – Experience in rural development, community development is an advantage. – Experience in International as well as foreign organizations is an advantage. – Experience in projects related to Aral Sea region development is an asset. – Knowledge of environmental situation/problems in Aral Sea region is an asset.
Desired skills in addition to the competencies covered in the Competencies section	– Strong analytical and organizational skills, ability to work in a team. – Knowledge and experience with development situation in rural areas. – Initiative, analytical and strong leadership skills, good ability in partnering and networking. – Knowledge on digitalization of social infrastructure and communities. – Excellent interpersonal and cross-cultural communication skills. – Ability to use information technologies as a tool and resource. – Commitment to UN values
Required Language(s)	Fluency in English and Uzbek/Karakalpak. Good command of Russian is desirable.
Others	Women candidates are strongly recommended to apply
Professional Certificates	*N/A*

14. Travel

Official travel is expected in project target regions of Karakalpakstan while performing the functions of the Project Analyst for this project.

15. The following documents shall be required from the applicants:

d) **P P11**, indicating all past positions held and their main underlying functions, their durations (month/year), the qualifications, as well as the contact details (email and telephone number) of the Candidate, and at least three (3) the most recent professional references of previous supervisors. References may also include peers.
e) A cover letter (maximum length: 1 page) indicating why the candidate considers him-/herself to be suitable for the position.
f) Managers may ask (ad hoc) for any other materials relevant to pre-assessing the relevance of their experience, such as reports, presentations, publications, campaigns or other materials.

16. Approval

This TOR is approved by:

Name and Designation: Programme Coordinator

Signature: _____

Position Information

Office/Unit/Project	The Project for Strengthening Water Resource Governance and Climate Resilience in the Aral Sea Region
Title	Project Analyst on Community Engagement, Gender and Capacity Development
Duty station (City and Country)	Nukus, Uzbekistan
Type (Regular or Short term)	Regular (NPSA 8)
Office- or Home-based	Office
Expected starting date	As soon as possible
Expected Duration	6 months

17. Office/Unit/Project Description *(max 300 words)*

"The Project for Strengthening Water Resource Governance and Climate Resilience in the Aral Sea Region" funded by the Government of Japan aims to transform water resource management in the Aral Sea region of Uzbekistan through an integrated, innovation-driven approach that strengthens governance, modernizes infrastructure, leverages digital solutions, and empowers communities to adopt sustainable, climate-resilient practices. Recognizing the complex and interconnected drivers of water scarcity, land degradation, and vulnerability in Karakalpakstan, the project combines institutional reform, technological innovation, and regional cooperation to deliver scalable solutions that can serve as a model for replication across Uzbekistan and other water-stressed regions of Central Asia.

The project is fully aligned with and directly supports Uzbekistan's national and regional priorities for sustainable development, water security, and climate resilience. Specifically, it responds to the Government's commitment to strengthen water resource governance, modernize infrastructure, and build resilience to climate-induced water challenges in the Aral Sea region, as outlined in key policy frameworks such as the "Uzbekistan 2030" Strategy, the Aral Sea Region Development Strategy, and the forthcoming Strategy for Improving Drinking Water and Sanitation until 2030. The project's integrated and innovation-driven approach—combining institutional reform, technological advancement, and community empowerment, addresses the complex and interconnected drivers of water scarcity, land degradation, and vulnerability in Karakalpakstan. In doing so, it complements and advances Uzbekistan's efforts to ensure the availability and sustainable management of water for all.

UNDP will leverage its long-standing presence and trusted partnerships in Karakalpakstan, combined with its global expertise in integrated water resource management, climate resilience, and digital innovation, to help Uzbekistan translate its national and regional priorities into practical, sustainable, and scalable solutions. Drawing on its proven track record of supporting complex water governance reforms and climate adaptation initiatives worldwide, UNDP will bring the best international practices, technical knowledge, and innovative solutions to address the region's pressing water challenges. UNDP's regional networks and partnerships in Central Asia, and other countries of the Aral Sea basin, will further strengthen the project's impact by facilitating cross-border knowledge exchange, aligning approaches with regional frameworks, and promoting joint action on shared water and climate risks. Through this integrated and forward-looking approach, UNDP will help strengthen national and local capacities to design, implement, and sustain modern, climate-resilient water management systems that contribute to long-term water security, environmental sustainability, and resilient livelihoods in one of Uzbekistan's most vulnerable regions.

The Project has 4 main interconnected components as follows:

Component 1. Strengthening national institutions and enhancing regional and local capacities for improved water management in the Aral Sea Region of Uzbekistan.

Component 2. Digitalization for improved water management systems.

Component 3. Strengthening capacity and enhancing water infrastructure for farmers, smallholders, and households to build climate resilience and promote water efficiency for food security in the Aral Sea region of Uzbekistan.

Component 4. Promoting regional level knowledge management, advocacy, and communication.

The Project will be implemented in four pilot districts of Karakalpakstan: Kegeyli, Chimbay, Karauzyak and Bozatau.

The Project Analyst on Community Engagement, Gender and Capacity Development / Monitoring & Evaluation provides technical and operational support to the implementation of project activities in the Aral Sea region, with a focus on inclusive community participation, gender equality, and capacity strengthening of local institutions and beneficiaries. The position supports the design and delivery of capacity-building interventions related to climate-resilient water management and sustainable livelihoods, ensures gender and LNOB considerations are integrated across project activities, and contributes to effective monitoring, data collection, and reporting against project results. Working under the supervision of Programme Coordinator, the Project Analyst assists in coordination, documentation, knowledge sharing, and evidence-based reporting to support timely delivery of project outputs and achievement of results.

18. Scope of Work

Substantial Functions:

Under the direct supervision of Programme Coordinator and in close collaboration with relevant project partners and UN agencies, the Project Analyst on Community engagement, Gender and Capacity Development will be responsible for the implementation of the project activities aimed at strengthening community resilience, water management, climate adaptation, and social protection, through enhancing the capacities of regional and district authorities, local institutions, and communities.

01 Support with Community Engagement, Gender and Capacity Development

- Plan and implement the work in accordance with the Project work plan using both human and financial resources available in the most effective and efficient way ensuring active participation of communities, households and farmers women, and youth in project implementation.
- Be responsible for provision of necessary organizational support to participating UN agencies in its activities in the region with specific focus on social services, climate-resilient water management, and capacity development.
- Document the results, lessons learned, and good practices, ensuring visibility of the project achievements and supporting upscaling and replication of successful approaches.
- Provide advisory and capacity-building support to relevant government institutions and capacity building on climate change adaptation, disaster risk reduction, and sustainable water governance.
- Facilitate the process of technical and expert assistance to project stakeholders including guidance to consultants and staff implementing activities (Community engagement in climate-resilient water management, sustainable agriculture, capacity building and M&E).
- Contribute to project advocacy and visibility campaigns to enhance awareness on sustainable water and climate-resilient practices.
- Promote gender equality and social inclusion in all project activities, ensuring women's participation and leadership.
- Assist Programme Coordinator in identifying strategic partnerships and resource mobilization for project activities.
- Facilitate knowledge sharing and best practice exchanges between communities, UN agencies, and government partners to strengthen integration and learning.

02 Support with Monitoring and Evaluation

- Support the development and operationalization of the Project M&E framework, including tools, indicators, and guidance for staff, particularly in monitoring the Project Outputs.
- Work closely with respective project team members to ensure timely collection, verification, and analysis of data, including sex-, age-, and vulnerability-disaggregated data.
- Collect, evaluate, and report on social, economic, and environmental data in line with project targets, and prepare statistical reports, internal assessments, and overviews of achievements.
- Report regularly on progress, challenges, and lessons learned, highlighting achievements of communities and government partners engaged in addressing water and climate challenges.
- Support Programme Coordinator in preparing quarterly and annual progress reports, consolidating inputs from UN agencies and government partners, with emphasis on capacity development, community engagement, and gender outcomes.
- Propose and streamline innovative approaches and mechanisms to enhance project facilitation, monitoring, and effectiveness.
- Perform other duties in the scope of the current position.

Operational Functions:

- Plan and implement the work in accordance with the overall project work plan, ensuring effective and efficient

use of human and financial resources, and propose new approaches to achieve target outputs and indicators.
- Participate in elaboration and execution of the project's work plans, analyze emerging problems and propose adequate measures to ensure timely fulfilment of envisioned tasks;
- Provide inputs for annual reports, work plans and any other planning, monitoring documents required by the UNDP;
- Support Programme Coordinator in monitoring implementation of the project outputs for adopting corrective measures in project implementation, when necessary, to ensure timely delivery of required inputs and achievement of results;
- Ensure procurement and tendering processes are organized in a transparent, efficient manner in line with UNDP corporate and national regulations;
- Assist in logistical arrangements for trainings, workshops, and field visits, ensuring smooth implementation of activities with community participation.
- Undertake other tasks, necessary for successful management of the project, as required by the supervisor.

19. Institutional Arrangement

Project Analyst on community engagement, Gender and capacity Development will work under the direct supervision of Programme Coordinator and will be responsible for the coordinated and timely implementation of activities in accordance with the work plan of the project. Project Analyst (Task Manager) will also close work with the Project Analyst of the Component 2 and Project Coordinator. S/he will also supervise the relevant project team based in the target districts.

20. Competencies

Core	
Achieve Results:	LEVEL 1: Plans and monitors own work, pays attention to details, delivers quality work by deadline
Think Innovatively:	LEVEL 1: Open to creative ideas/known risks, is pragmatic problem solver, makes improvements
Learn Continuously:	LEVEL 1: Open minded and curious, shares knowledge, learns from mistakes, asks for feedback
Adapt with Agility:	LEVEL 1: Adapts to change, constructively handles ambiguity/uncertainty, is flexible
Act with Determination:	LEVEL 1: Shows drive and motivation, able to deliver calmly in face of adversity, confident
Engage and Partner:	LEVEL 1: Demonstrates compassion/understanding towards others, forms positive relationships
Enable Diversity and Inclusion:	LEVEL 1: Appreciate/respect differences, aware of unconscious bias, confront discrimination

Cross-Functional & Technical competencies

Thematic Area	***Name***	***Definition***
Business direction & strategy	Business Acumen	-Ability to understand and deal with a business situation in a manner that is likely to lead to a good outcome -Knowledge and understanding of the operational frameworks in the organization and ability to make good judgments and quick decisions within such frameworks
Business Development	Knowledge Generation	Ability to research and turn information into useful knowledge, relevant for content, or responsive to a stated need
Business Management	Monitoring	Ability to provide managers and key stakeholders with regular feedback on the consistency or discrepancy between planned and actual activities and programme performance and results

Business Management	Evaluation	Ability to make independent judgement based on set criteria and benchmarks - Ability to anticipate client's upcoming needs and concerns.

21. Minimum Qualifications of the Successful NPSA

Min. Education requirements	Master's degree in Business Administration, Agriculture, Climate Change, Environmental sciences OR, A first-level university degree (bachelor's degree) in the areas stated above, in combination with an additional two years of qualifying experience will be given due consideration in lieu of the advanced university degree.
Min. years of relevant work experience	– Applicants with a Master's degree (or equivalent) in a relevant field of study are not required to have professional work experience. – Minimum 2 years (with Bachelor's degree) of work experience in the project implementation or management, especially in rural areas, – Experience with projects on social service provision is an asset. – Experience in implementing construction, water projects is an asset. – Experience in rural development, community development is an advantage. – Experience in International as well as foreign organizations is an advantage. – Experience in projects related to Aral Sea region development is an asset. – Knowledge of environmental situation/problems in Aral Sea region is an asset.

Desired skills in addition to the competencies covered in the Competencies section	– Strong analytical and organizational skills, ability to work in a team. – Proven experience in development of research papers and reports, publications and analytical notes; – Understanding of Gender equality concept and women empowerment and youth engagement principles; – Initiative and strong leadership skills; – Knowledge and experience of the development situation in the Aral Sea region is an asset; – Knowledge on digitalization of social infrastructure and communities; – Ability to use information technologies as a tool and resource.
Required Language(s)	Fluency in English and Uzbek/ Karakalpak. Good command Russian is desirable.
Others	Women candidates are strongly recommended to apply
Professional Certificates	*N/A*

22. Travel

Official travel is expected in project target regions of Karakalpakstan with performing the functions of the Task Manager for this project.

23. The following documents shall be required from the applicants:

g) **P P11**, indicating all past positions held and their main underlying functions, their durations (month/year), the qualifications, as well as the contact details (email and telephone number) of the Candidate, and at least three (3) the most recent professional references of previous supervisors. References may also include peers.
h) A cover letter (maximum length: 1 page) indicating why the candidate considers him-/herself to be suitable for the position.
i) Managers may ask (ad hoc) for any other materials relevant to pre-assessing the relevance of their experience, such as reports, presentations, publications, campaigns or other materials.

24. Approval

This TOR is approved by:

Name and Designation: Programme Coordinator

Signature: _____