

United Nations Development Programme Project Document

Project Title:	Every Drop Matters: Inclusive Community Based Water Management and Adaptation to Climate Change Project for Catalyzing Achievement of the MDGs.
Executing Entity:	UNDP
Implementing Agencies:	UNDP / BDP Water Governance Programme
Responsible Party	UNDP Bratislava Regional Center
Strategic Plan	<p>The Every Drop Matters project is fully aligned with the UNDP Strategic Plan, in particular emphasizing support to local and community level capacities for human development and achievement of the MDGs. Every Drop Matters provides support across the four focus areas of UNDP (poverty reduction, democratic governance, crisis prevention and recovery, and environment and sustainable development) through the lens of access to water and sanitation which are in turn central elements of the MDGs and fundamental to social and economic development.</p> <p>Specifically within the context of environment and sustainable development Every Drop Matters will primarily contribute towards the sub-themes of promoting adaptation to climate change and expanding access to environmental services for the poor.</p>
Expected Project Output(s)	<p>The project will primarily be implemented through a series of requests for proposals to NGOs and community based organizations in each of the project beneficiary countries. A detailed Terms of Reference for the project grants will be developed and broadly disseminated and will reflect criteria such as cost effectiveness, efficiency, co-funding, sustainability, public involvement, easy to scale up, gender mainstreaming, ecosystems impacts, linkage to national and/or local development plans /strategies, etc.</p> <ol style="list-style-type: none"> 1. Increases in the numbers of households in select regions of pilot countries that have access to improved water sources and basic sanitation. 2. Adaptive capacity to climate change of the selected communities enhanced and incorporated into water resources management. 3. Improvement in media, government, public awareness about water and sanitation issues in beneficiary countries, as measured by media references, statements by public officials.

Water plays a pivotal role for sustainable development, including poverty reduction. The use and abuse of and competition for increasingly precious water resources have intensified dramatically over the past decades, reaching a point where water shortages, water quality degradation and aquatic ecosystem destruction are seriously affecting prospects for economic and social development, political stability, as well as ecosystem integrity. Furthermore, in areas that are already vulnerable due to their limited water resources, climate change intensifies risks associated with diminishing quantity and quality of water supplies. Water availability is further exacerbated by poor management.

In adopting the Millennium Development Goals (MDGs), the countries of the world pledged to reduce by half the proportion of people without access to safe drinking water, and to stop the unsustainable exploitation of water resources. Water resources also figured prominently at the World Summit on Sustainable Development in Johannesburg in 2002. The Plan of Implementation adopted there reiterated the Millennium Development Goal on water (MDG 7; halve by 2015 the proportion of people without access to safe drinking water), set a new target of halving the proportion of people who do not have access to basic sanitation by 2015, and recognized the key role of water in combating poverty and in the realms of agriculture, energy, health, biodiversity and ecosystems.

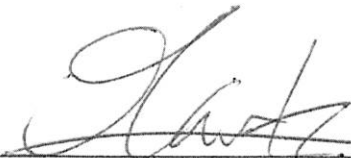
Recognizing the significant challenges related to water, both The Coca-Cola Foundation (CCF) and United Nations Development Programme (UNDP) have committed to identifying and supporting solutions to these challenges. The convergence of this mutual commitment has provided the basis for the development of this partnership and Project. The Every Drop Matters - Inclusive Community Based Water Management and Adaptation to Climate Change project for Catalyzing Achievement of the MDGs will have three main intervention areas:


- 1- Community water stewardship to increase access to safe drinking water and sanitation services;
- 2- Adaptation to climate change and improved water management through inclusive and practical community based approaches, and;
- 3- Advocacy, outreach and awareness raising to promote responsible water management and sanitation/hygiene practices.

UNDP Water Governance Programme - in partnership with The Coca-Cola Foundation - will through the Every Drop Matters project request proposals from either civil society organizations (NGOs, CBOs) or UNDP COs addressing one or several of the focus areas. These small to medium sized projects will support innovative, sustainable water supply, sanitation and climate change adaptation projects over a wide geography including Turkey, Russia, Ukraine, Belarus, Kazakhstan, Pakistan, Uzbekistan, Bangladesh, Nepal, Sri Lanka, Maldives, Iraq, Jordan, Lebanon, Syria, Palestine, UAE, Yemen, S.Arabia, Bahrain and Black Sea(BS) Basin. In the initial period, between 20 and 30 recipient communities in 20 countries and BS basin will benefit through improved access to safe water and sanitation services, improved health, education and livelihoods (due to time savings for water collection, fewer lost school days and sick days, etc.), and through enhanced capacity for community-based management of water supply and sanitation services including cost recovery as appropriate. There is a potential for the project extension beyond the initial period and expansion of participating countries, based on funding availability.

Initial Project Period: 18 months
Key Result Area (Strategic Plan) Strengthened capacity of local institutions to manage the environment and expand environment and energy services, especially to the poor
Atlas Award ID: _____
Project # _____
Start date: 1st April 2011
End Date 30th September 2016
PAC Meeting Date 28th January 2011
Management Arrangements DEX

Total resources required: USD 10,000,000 (inclusive GMS)
Total allocated resources:
UN Foundation USD 2,000,000
Total additional resources to be mobilized: USD 8,000,000

Agreed by (UNDP):  Date: 31 May 2011
Olav Kjørven, Assistant Administrator and Director
Bureau for Development Policy

Agreed by (UNDP):  Date: 31 May 2011
Veerle Vandeweerd, Director, BDP/EEG

Agreed by (UNDP):  Date: _____
Jens Wandel, Deputy Regional Director, RBEC

~~Angkana S.~~
BDP/PSU

Table of Contents

List of Acronyms

- I. Situation Analysis
- II. Strategy
- III. Results & Resources Framework and Budget for the Initial Project Period
- IV. Work Plan for the Initial Project Period
- V. Management Arrangements
- VI. Monitoring Framework and Evaluation
- VII. Legal Context

- Annex I. Indicative Project Criteria and Activities
- Annex II. Initial project risk log
- Annex III. Fast Facts: Water Supply and Sanitation
- Annex IV. Fast Facts: Human Rights Based Approach and Water Governance
- Annex V. Project Guidelines

List of Acronyms

BDP	Bureau for Development Policy (UNDP)
BRC	Bratislava Regional Center (UNDP)
EDM	Every Drop Matters Project (the current project)
EEG	Environment and Energy Group (UNDP)
HDR	(UNDP) Human Development Report
IWRM	Integrated Water Resources Management
MDG	Millennium Development Goals
PIR	Project Implementation Review
RBEC	Regional Bureau of Europe and the Commonwealth of Independent States.
RC	UNDP Regional Centers
RTA	Regional Technical Adviser
TCCF	The Coca-Cola Foundation
UNCT	UN Country Team
UNF	United Nations Foundation
UNDP	United Nations Development Programme
WGF	Water Governance Facility
WSSD	World Summit on Sustainable Development

I. Situation Analysis

In adopting the Millennium Development Goals, 189 countries of the world pledged to reduce by half the proportion of people without access to safe drinking water, and to stop the unsustainable exploitation of water resources. Water resources also figured prominently at the World Summit on Sustainable Development in Johannesburg in 2002. The Plan of Implementation adopted there reiterated the MDG on water (MDG 7), set a new target of halving the proportion of people who do not have access to basic sanitation by 2015, and recognized the key role of water and sanitation access in combating poverty and its importance in the realms of agriculture, energy, health, biodiversity and ecosystems.

2.6 billion people still lack access to improved sanitation, including 1.2 billion without any facilities, practicing open defecation. To achieve the MDG water target, an additional 93 million people need to gain access to safe drinking water from an improved source. Now past the mid-point of the time frame for achieving the MDGs, the world still faces serious challenges in achieving the water supply and, especially, sanitation MDGs. While the world as a whole is on track to meet the water target, there are vast disparities in several regions and in individual countries in all regions. Similarly, while some regions (East Asia/Pacific, Latin America & Caribbean, and Arab States) are on or near to achieving the sanitation target, some regions (Southern, Eastern and South-eastern Asia, Sub-Saharan Africa) and individual countries need significant acceleration if the sanitation MDG is to be met. Even if the water and sanitation MDGs are met, it would still leave an additional 800 million people without access to safe water supply and 1.8 billion people without access to improved sanitation. This underscores that the rate of progress has to increase dramatically and much additional work will remain beyond 2015.

Climate change will aggravate vulnerability and requires the implementation of actions more urgently. Unless major adaptation measures are undertaken as a matter of urgency, the predicted impacts of climate change threaten the achievement of Millennium Development Goals (MDGs) – in particular MDG 1 (Eradicate extreme poverty and hunger), MDG 3 (Promote gender equality and empower women) and MDG 7 (Ensure environmental sustainability). The first priority for adaptation to climate change in water resources management should be to reduce vulnerability of societies. Water availability is likely to be further exacerbated by poor management. Appropriate governance measures are needed at the level of users, because impacts of climate change differ both spatially and socially and at the same time individuals take different actions to adapt to climate change as they have different economic and social constraints.

Resolving the remaining challenges with regards to achieving improved water management and the MDGs must therefore be a key and continuing priority of the international development community. UNDP's response to the water crisis has been to emphasize an integrated approach to water supply, climate change adaptation and water resources management, through effective water governance.

II. Strategy

Specifically, this project supports UNDP's Strategic Plan (2008-2013) under two of its strategic pillars: 1. Environment and Sustainable Development - Expanding access to environmental and energy services for the poor, and 2. Poverty eradication and achievement of internationally agreed development goals, including the MDGs - Promoting inclusive growth, gender equality

and achievement of internationally agreed development goals, including the MDGs. The project also supports regional priorities of, for example, the RBEC RPD for 2011/13 Outcome 1 ([b]y 2013, national and sub-national levels in the region have improved capacity to support the transition to low-emission and climate-resilient economies) and Outcome 2 ([b]y 2013, regional, national and sub-national levels have improved capacity for sustainable conservation and management of ecosystems and natural resources).

UNDP has had a successful private sector partnership experience with the Eurasia and Africa Group of The Coca-Cola Company, between the years of 2006 and 2010, through its Regional Bureau for Europe and CIS (RBEC). Under the partnership programme “Every Drop Matters”, significant community water supply and sanitation service delivery, advocacy and awareness projects have been implemented in countries, including Armenia, Croatia, Kazakhstan, Romania, Turkey, Ukraine and the Black Sea Basin <http://www.everydropmatters.org/>.

“Every Drop Matters - Inclusive Community Based Water Management and Adaptation to Climate Change project for Catalyzing Achievement of the MDGs” is a new and more comprehensive, multi-regional initiative that will benefit from the significant lessons and experience of Every Drop Matters.

The overall goal of the project is to accelerate achievement of the water and sanitation related MDGs including improving resilience and adaptation to climate change of communities in a suite of 20 countries and BS basin. The objectives of the project are three-fold:

1. To provide sustainable access to safe water and/or sanitation services in 22 to 30 communities covering 20 countries in South Asia, Central Europe, C. Asia and the Middle East and Black Sea Basin;
2. To pilot community-based integrated water resources management approaches to enhancing resilience of the communities to the negative impacts of climate change;
3. To facilitate replication and up scaling of effective approaches to increasing access to water and sanitation services through advocacy, outreach and awareness raising.

“Every Drop Matters - Inclusive Community Based Water Management and Adaptation to Climate Change project for Catalyzing Achievement of the MDGs” will be implemented by UNDP/BDP Water Governance Programme with the operational support of the UNDP Bratislava Regional Center (“responsible party” under DEX arrangements). During the initial project period, projects will be carried out in 18 months following the signature of the project document. It is anticipated that the project duration will be automatically extended with the availability of additional funding resources.

The Water Governance Programme has organized an inception workshop to fine-tune and further detail the implementation plan (including project selection criteria) together with the Environment Programme Managers from UNDP Country Offices in the project countries (February 2011, Istanbul). The project will primarily be implemented through a series of Calls for Proposals issued to NGOs and community-based organizations in each of the beneficiary countries or through applications by the UNDP COs. A detailed Terms of Reference for applications will be developed and broadly disseminated and will reflect criteria such as cost effectiveness, efficiency, co-funding, sustainability, affordability, participation and public involvement, accountability, replicability, gender mainstreaming, ecosystem impacts, linkage to national and/or local development plans/strategies, etc (project guidelines are attached as Annex V. and form an integral part of this project document). Where possible, gender disaggregated

indicators would be asked for at the proposal formulation stages for them to be further monitored and reported. National Selection Committees will be formed which will comprise the necessary technical expertise and which will be tasked with review and short-listing of proposed projects towards identification and financing of most suitable projects based on the agreed selection criteria.

Regional Technical Review Committees (RTRC) will be created and be responsible for the final review and selection of proposed projects towards identification and financing of the best proposals according to agreed criteria. The work of the RTRCs will be coordinated by the Global Project Manager, who will be calling for meetings. RTRC's will gather in Turkey and/or Ukraine for RBEC, in UAE and/or Lebanon for RBAS and in Bangkok and/or Pakistan for RBAP regions. The RTRCs are composed of the Global Project Manager, representatives from The Coca Cola Company (TCCC), UNDP Regional Technical Advisors, and may include the UNDP Environment Programme Manager from the host country, and invited water and climate change professionals from the respective regions.

UNDP Country Offices, Environment Programme Managers or other designated staff, will support the entire project cycle in each country, including, start-up, substantive and financial oversight, monitoring, and financial and operational closure and final reporting. The EDM Global Programme Manager will be responsible for the day-to-day coordination and implementation of the project.

Depending on size, the project is expected to disburse up to USD 2.0 million/per year¹ through approximately 20-30 funding awards to projects with the following ceilings per country:

RBEC		RBAS		RBAP	
Country	USD	Country	USD	Country	USD
Belarus	60.000	Iraq	75.000	Bangladesh	120.000
Kazakhstan	100.000	Jordan	75.000	Nepal	100.000
Russia	150.000	Lebanon	75.000	Pakistan	120.000
Turkey	120.000	Palestine	75.000	Sri Lanka	100.000
Ukraine	100.000	Syria	75.000	The Maldives	60.000
Uzbekistan	75.000	Saudi Arabia	60.000		
BS Basin	60.000	U.A.E	60.000		
		Yemen	60.000		
		Bahrain			
Communication					80.000

The call for proposals will be advertised in appropriate print and electronic media in each country as well as on the websites of UNDP, the Every Drop Matters Project (EDM) and the Coca-Cola Foundation (TCCF).

The present project objective will be realized through the following three outputs:

¹ At least during the first year of the project operation. Future funding will depend on the outcome of funding requests submitted by the UNDP to donor(s)

1. Increased number of households in selected regions of pilot countries that have gained access to improved water sources and basic sanitation
2. Improvement of water productivity in various sectors to secure sustainable water access to enhance the resilience of communities to cope with climate change impacts on water resources.
3. Improvement in media, government, public awareness about water and sanitation issues, as measured by media references, statements by public officials.

The project further aims to implement a human rights based approach and to advance good practice for the implementation of the right to water and sanitation by paying special attention to the criteria of good practice, i.e. non-discrimination, participation, accountability, sustainability and impact, and by meeting the substantive criteria for the right to water and sanitation, i.e. availability, accessibility, acceptability, safety, and affordability. Capacity building activities will target communities and private sector, as well as government actors to advance approaches for equitable water supply and sanitation service provision and improve their ability to fulfill their respective roles and responsibilities. The HRBA criteria and principles will be reflected in the project selection criteria that will be finalized during the above-mentioned project inception workshop. UNDP will adhere to the principles of participation, transparency and accountability in the management of the programme.

A list of indicative project criteria and activities is provided in Annex 1, to illustrate the types of projects the programme may support. Project selection criteria have been finalized in the programme inception workshop and will be formally agreed by the Global Steering Committee.

III. Results Resources Framework: (Initial project period)

Every Drop Matters – Inclusive Community Based Water Management and Adaptation to Climate Change Project for Catalyzing Achievement of the MDGs

Objective: Accelerate achievement of the water and sanitation related MDGs and improve resilience and adaptation to climate change in relation to water supply and sanitation in 20 countries and Black Sea Basin.

Applicable Key Result Area (UNDP 2008-2013 Strategic Plan): 1. Environment and Sustainable Development - Expanding access to environmental and energy services for the poor, and 2. Poverty eradication and achievement of internationally agreed development goals, including the MDGs

Partnership Strategy: The project is a new and cross-regional multi-country initiative to be implemented by the UNDP/BDP Water Governance Programme and will apply an innovative, proven and efficient implementation mechanism through UNDP Regional Service Center/Bratislava and UNDP Country Offices in the target countries. Operational support to the project will be provided by the UNDP Bratislava Regional Center as “responsible party” via direct execution modality. UNDP COs (via Environment Focal Points or other designated individual) will support the entire project cycle in each country, including CFPs, initial project selection, start-up, substantive and financial oversight, monitoring, and financial and operational closure and final reporting. Regional Technical Review Committees (RTRC) will be created and be responsible for the final selection and approval of the proposed projects according to agreed criteria. Depending on size, between 22 and 30 local projects will be implemented per year. A call for proposals will be advertised in appropriate print and electronic media in each country as well as on the websites of UNDP and TCCF. Project ideas will be coming from either the UNDP CO or partners. Implementation will take place in partnership with NGOs and CBOs in project host countries.

Beneficiaries: The ultimate beneficiaries of the Every Drop Matters will be; 1) Members of local communities provided with access to sustainable, safe water and sanitation services and increased awareness of good water resource management and sanitation/hygiene practices. Number of beneficiaries in this group is estimated at **150,000 people** per year. 2) NGOs/CBOs whose capacity for delivering, up scaling and replicating water supply and sanitation service delivery will be enhanced. The number of beneficiaries in this group will be **20-30 NGOs/CBOs** per year.

Indirect beneficiaries will include; National and provincial governments in terms of advancing national progress on the water supply and sanitation MDGs. National media in **20** beneficiary countries and BS Basin through project advocacy, outreach and awareness raising on project results and the benefits (health, socioeconomic, educational, etc.) of increased access to water supply and sanitation and of climate resilient water resources management

Project Title and ID: Every Drop Matters – Inclusive Community Based Water Management and Adaptation to Climate Change Project for Catalyzing Achievement of the MDGs

INTENDED OUTPUTS	OUTPUT TARGETS	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
<p>1. Increased number of households in selected regions of pilot countries that have gained access to improved water sources and basic sanitation</p> <p>Indicator Number of households provided with an improved access to water and basic sanitation as the result of the project activities</p> <p>Baseline: Assessments and data will be taken from the submissions for funding</p> <p>Target: Approximately 100,000 people with access to water and/or sanitation in the project selected countries</p>	<p>Water supply and/or sanitation services to communities and households gained by up to 100,000 people</p>	<ul style="list-style-type: none"> • Reductions in the numbers of households in select regions of pilot countries that do not have access to improved water sources and basic sanitation. • Improvements in access to water based on indigenous / local technologies, skills and resources, sustainable and affordable to households and the local economy. • Demonstration projects involving the introduction of appropriate, non-polluting and water saving technologies for households with an emphasis on ecological sanitation systems. • Collaborative community/academic research and development in order to demonstrate low-cost, affordable, and sustainable sanitation options. • Capacity building of community members for planning, 	<p>UNDP</p>	<p>CO allocations: USD 1.72 mln</p> <p>Communication costs: USD 80K</p> <p>Running costs: USD 69K</p> <p>GMS USD 131K</p>

INTENDED OUTPUTS	OUTPUT TARGETS	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
<p>Time Frame : 2011-2012</p> <p>2. Improvement of water productivity in various sectors to secure sustainable water access to enhance the resilience of communities to cope with climate change impacts on water resources.</p> <p>Indicator: Number of communities enhanced adaptive capacity to climate change impact with improved water productivity in various sectors.</p> <p>Baseline: <i>No existence of such references</i></p> <p>Target: Approximately 50,000 people will benefit from improved use of water resources.</p> <p>Time frame: 2011 – 2012</p>	<p>Enhanced adaptive capacity of 50,000 people to climate change impact on water resources</p>	<p>implementation, operation, maintenance and monitoring</p> <ul style="list-style-type: none"> • Enhancing the role of the local private sector (job creation) in construction, operation and maintenance. • Establishment of water supply projects that meet the needs of both men and women and suffice the criteria of the right to water. <ul style="list-style-type: none"> • Together with governments, NGO's and local authorities, communities develop and apply climate resilient water use and management approaches at the community level. 	<p>UNDP</p>	
<p>3. Improvement in media, government, public awareness about global water issues, as measured by media references, statements by public officials</p> <p>Indicator(s): Number of awareness raising campaigns on increased access to water supply and sanitation and of climate resilient water resources management</p> <p>Baseline: Assessments initiated</p> <p>Target: National media in more than 10 beneficiary countries</p> <p>Time frame: 2011 – 2012</p>	<p>Dissemination of affordable, sustainable, environmental friendly technologies and measures throughout communities</p>	<ul style="list-style-type: none"> • Support for national, regional and global water related publications and for codification and dissemination of successful projects and other activities via web-based knowledge tools and knowledge fairs. • Participation in appropriate national and international events to exhibit innovative solutions to water issues 	<p>UNDP</p>	

IV. Work Plan (Initial project period)

Award ID:	TBD
Project ID	TBD
Business Unit:	UNDP1
Project Title:	Every Drop Matters – Inclusive Community Based Water Management and Adaptation to Climate Change Project for Catalyzing Achievement of the MDGs
Implementing Partner/ Executing Agency:	UNDP/BDP Water Governance Programme
Responsible Party:	UNDP Bratislava Regional Center (BRC)
Total Project Budget	2,000,000 (inclusive GMS)

Outcome/Atlas Activity	Responsible Party/ Implementing Agent	Time Frame						Fund ID	Donor Name	Atlas Budgetary Account Code	ATLAS Budget Description	Amount Year 1 (USD)
		2011			2012							
		Q 1	Q 2	Q 3	Q 4	Q 1	Q 2					
1. Increased number of households in selected regions of pilot countries that have gained access to improved water sources and basic sanitation	UNDP BRC/BDP		*	*	*			UN Foundation	TBD	Funds for project allocations and/or micro-capital grants	688,000	
			*	*	*						26,220	
											49,780	
											Total 764,000	
2. Improvement of water productivity in various sectors to secure sustainable water access to enhance the resilience of communities to cope with climate change impacts on water resources.	UNDP BRC/BDP		*	*	*			UN Foundation	TBD	Funds for project allocations and/or micro-capital grants	688,000	
			*	*	*						26,220	
											49,780	
											Total 764,000	

Outcome/Atlas Activity	Responsible Party/Implementing Agent	Time Frame						Fund ID	Donor Name	Atlas Budgetary Account Code	ATLAS Budget Description	Amount Year 1 (USD)
		2011			2012							
		Q1	Q2	Q3	Q4	Q1	Q2					
3. Improvement in media, government, public awareness about global water issues, as measured by media references, statements by public officials	UNDP BRC/BDP							UN Foundation	TBD	Funds for project allocations and/or micro-capital grants	344,000	
		*	*	*	*	*			74500	Miscellaneous/running costs	13,800	
									75100	GMS	26,200	
										Total	384,000	
4. Every Drop Matters Global Communication	UNDP BRC/BDP							UN Foundation	TBD	Funds for project allocations and/or micro-capital grants	80,000	
		*	*	*	*	*			74500	Miscellaneous/running costs	2,760	
									75100	GMS	5,240	
										Total	88,000	

Grants/project allocations will fund demonstration and pilot projects in the focal areas of water resources management, water supply and sanitation. They may also support projects that concentrate on capacity-building, applied research and policy analysis, or information dissemination, networking, and policy dialogue, linking these activities directly to the focal area. Many projects will combine several of the focal areas and activities; therefore overall budget is not allocated among project components. A more detailed AWP will be drawn up based on the starting date of the project.

V. Management Arrangements

This project will be implemented by the UNDP/BDP Water Governance Programme (WGP; www.undp.org/water) under direct implementation (DEX) modality. UNDP Bratislava Regional Center will serve as the responsible party providing operational back-stopping of the project. A Global Steering Committee (GSC) chaired by UNDP and composed of UNDP (WGP, BRC), CCF, an invited senior technical advisor and UNF/UNFIP will be created. The GSC will meet twice a year. It will assume governance responsibility for the project. Its purpose is to mandate, control, empower and make key decisions. The ToR's for the GSC should, inter alia, include the following key elements regarding its role and function:

- Approve changes to the project and its supporting documentation
- Monitor and review of the project progress including risks, quality and timeliness.
- Provide assistance to the project when required
- Provide strategic guidance to the Global Project Manager
- Performance evaluation of the Global Project Manager (done by the GSC Chair)

The GSC will finalize and agree upon its Terms of Reference as its first order of business. Any alteration in the fund allocations scheme or similar major revisions of the project will require GSC approval.

A Global Programme Manager will be responsible for coordination and implementation of the program including support in the following areas:

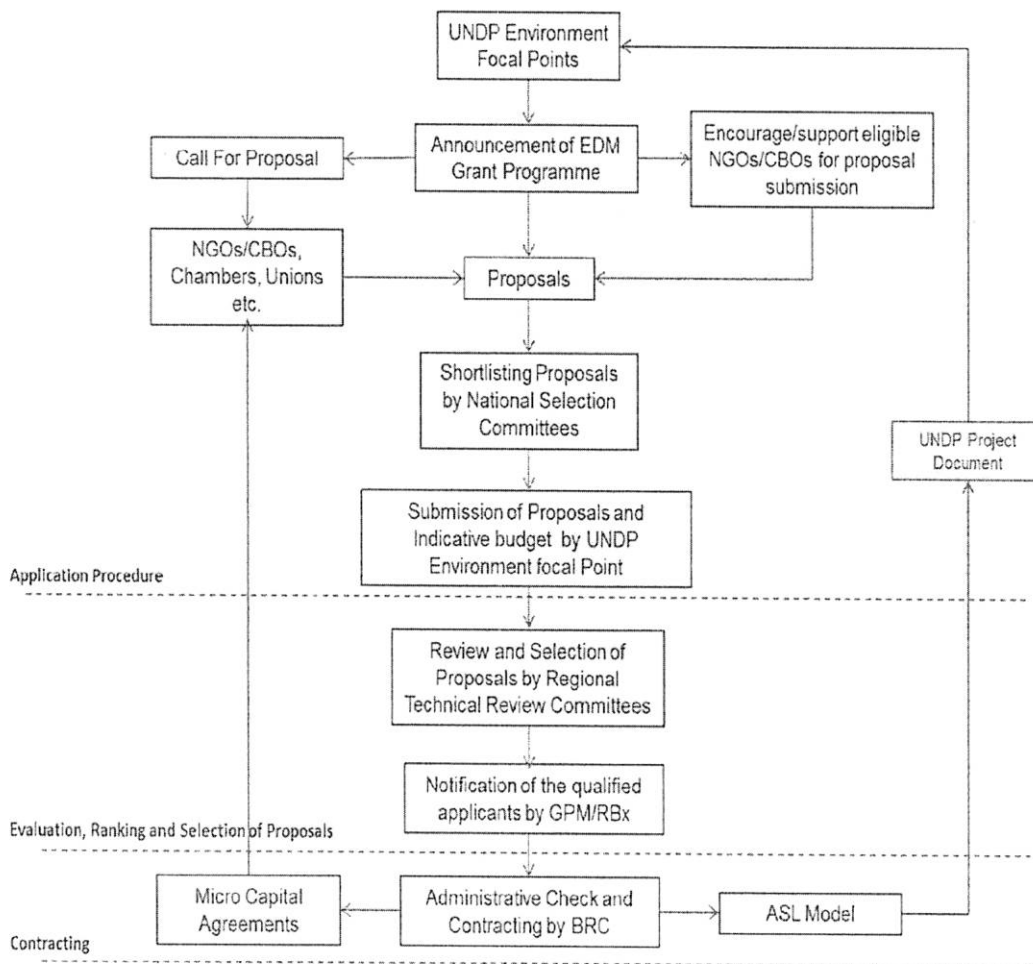
- Overall project management and coordination in close coordination with key partners including UNDP Water Governance Program, BRC, Water RTAs, Country Offices and UNF
- Operationalize the project and contribute to ensuring highest programmatic technical quality
- Support and advise program implementation
- Drafting of internal and external reports, terms of reference, promote the exchange of best practices and innovative approaches
- Administrative support through substantive and financial follow-up and reporting in line with UNDP and TCCF requirements
- Coordination of activities with the Private Sector unit of the UNDP Partnership Bureau; as well as with Regional Bureaus;
- Act as Secretary to the project Global Steering Committee and RTRCs

The Global Programme Manager will be based at the UNDP Water Governance Programme in Stockholm. For the initial year, UNDP is committed to covering 100% of the salary, office and travel costs for the Global Program Manager.

Detailed Project Guidelines, also clarifying the management arrangements, are attached to this Project Document as an Annex.

UNDP Country Offices, Environment Programme Managers, or other CO staff as designated by the UNDP Resident Representative/Country Director, will be responsible for managing the call for proposals, national reviews (via National Steering Committees) and ranking ("short listing") of proposed projects to facilitate identification and financing of the best proposals according to

agreed criteria. Final decisions on project proposals to receive EDM grant financing rests with the Regional Technical Review Committees (RTRCs). UNDP CO Environment Programme Managers (or other designated CO staff) will support the entire project cycle in each country, including request for proposals, project short-listing, start-up, substantive and financial oversight, monitoring, and financial and operational closure and final reporting. In addition to the program allocation per CO, a flat 3% fee from the amount of the previous year delivery made by the CO or MCGAs in the country, will be credited via GLJEs to the CO's XB by the BRC after the closure of the previous year accounts (usually in March). The BRC as the responsible party will receive a 2% flat fee, BDP as implementing agent will receive 0.67% and Central Services will receive the remaining 1.33% of the GMS.² BRC will carefully monitor delivery and allocations. This fee is supposed to cover all the costs related to the management of the proposals selection process, monitoring and reporting. Overview of the proposal application and evaluation process is summarized in the flow chart as below. Red arrows, indicate the budget transfer in Authorized Spending Limit (ASL) model, between BRC and CO via ASL and between BRC and selected organization via Micro Capital Grant Agreement document.



² Every Drop Matters Global Steering Committee may revise the distribution of GMS and ISS, for future donor installments to the project.