



Funding Appeal 2012-2014

“A world in which **water** resources
management and **governance**
secure **human rights**
and sustainable development
to **everyone**” (*WaterLex Vision*)

“Sustainable solutions
based on human rights
to improve water governance
worldwide”
(*WaterLex Mission*)



Foreword

By Jean-Benoit Charrin
Executive Director

In August 2010, WaterLex started as a newcomer at the Stockholm World Water Week. Already then, its network of members (cf. Annex 4) secured the organization's visibility through the facilitation and chairing of a workshop with partners such as UNDP, BothENDS or UNESCO Etxea. Two years later, our organization is in the **Steering Committee** of important water initiatives such as the UNDP Global Water Solidarity (GWS) Platform, the Swiss Water Partnership (SWP), or the African NGO Group on Extractive Industries.

Beyond, WaterLex is valued for its **expertise** by UN inter-governmental agencies especially for its research related to the human right to water and sanitation. Today WaterLex is a member of the UNECE expert group on equitable access to safe drinking water and is in negotiations to become a: (1) member of the UNEP taskforce on equity indicators related to access to safe drinking water and sanitation; (2) advisor to the WHO-UNICEF Joint-Monitoring Program work on post-2015 MDG related to water; and (3) advisor to the WHO GLASS work on equity indicators.

This **credibility** was beyond doubt due to the high level credibility of our non-executive Board (cf. Annex 1) and the links its members could tie to the inter-governmental spheres. In this context, the specific contribution of the current Board President, and former UN-OHCHR Field Operations Director, Ms Maria-Francisca IZE-CHARRIN should be named in the first place. No doubt that the vice-President, and former ICRC Assistance Division Director, Mr Yves ETIENNE and the current UN Special Rapporteur on the right to safe drinking water and sanitation, Ms Catarina de Albuquerque also contributed to this success. All three should be given here a warm thanks in the name of the organization.

For the period 2012-2014 WaterLex set as its two main Strategic Objectives in terms of Impact namely to secure first **an improved access to information** to public and private actors **on water related human rights issues**, practices, laws and standards; and second **a strengthened legal and policy framework**.

WaterLex rationale for success is enshrined in three pillars. First, its **water governance assessment methodology** – which is reflected in the variety of projects evaluating the impact of a given development project or industrial activities on the Human Right to Water and Sanitation of local populations.

Secondly, WaterLex can count on **unique legal skills** covering all families of law, but especially those related to the Human Right to Water and Sanitation. These skills are used as the organization's backbone to contribute to harmonization, strengthening and implementation of public international law, hand in hand with the development of new codes and standards with the business sector.

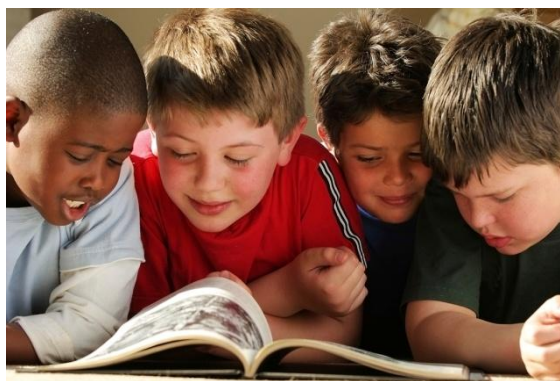
Finally, WaterLex is a **human rights-based organization**, opposed to finger pointing at back practices while preferring to assist any stakeholder requesting it in the improvement of a given water governance challenge. In this context WaterLex is investing in its Online Campus to make sure it becomes an interactive learning center for all stakeholders wishing to contribute and make together change happen.

To support this endeavor and secure the financial sustainability of our organization, I am pleased to introduce today our 2012-2014 Funding Appeal. WaterLex is today on the verge of becoming a unique driver of change in the field of water governance. To be successful we need partners, truly sharing our cause. We hope this publication will convince you to join us!

With warm regards,

A handwritten signature in blue ink, appearing to read 'JB Charrin', with a stylized flourish at the end.

Jean-Benoit Charrin



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Financial Figures

WaterLex has seen with its growing recognition, a growing demand for projects. From an organization which was initially assisted by a 2 permanent staff secretariat, WaterLex counts today with 6 professionals planning, coordinating and ensuring a smooth administration for the whole organization (cf. Annex 2).

Budget 2012-2014

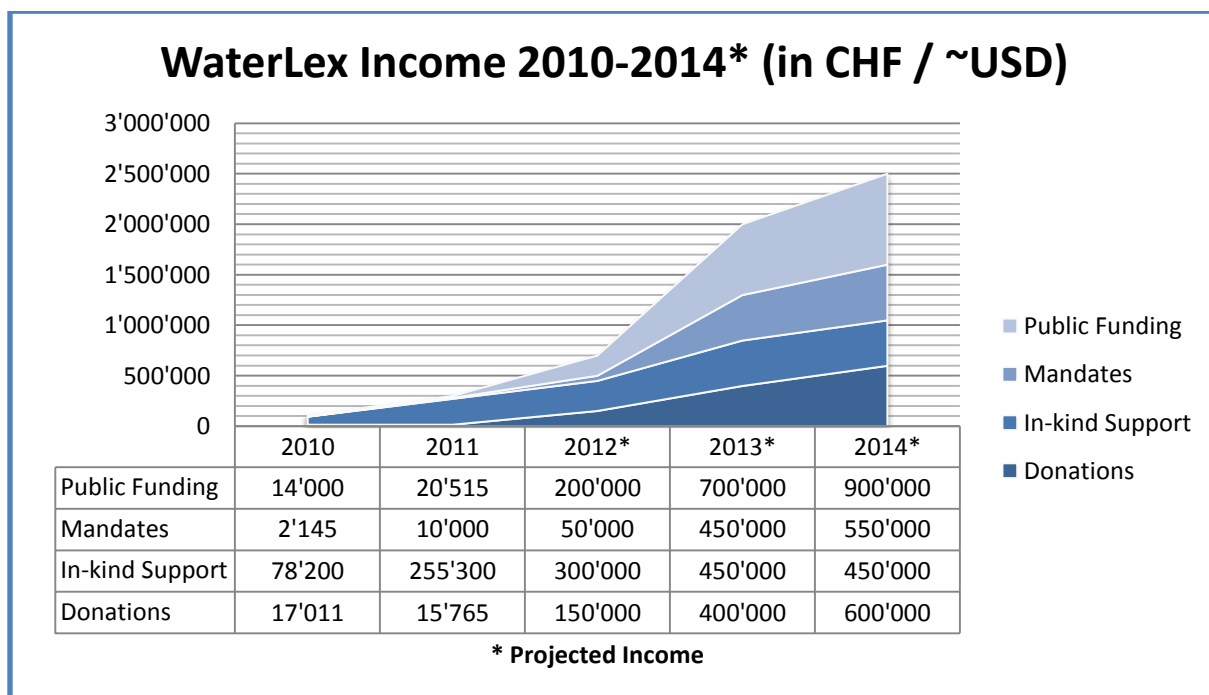
Even if the financial crisis made fundraising even more challenging, the encountered support

convinced the organization to foresee a steadily growth over the 3 coming years.

The current 2012 budget is 703'000 CHF, of which only 260'000 CHF remain to be found. For 2013, the organization seeks 1'476'000 CHF for a total budget of 2mio.CHF, and 2mio. for 2014 for a total budget of 2.5mio.CHF. In other words, **the response to the current funding appeal is expected to contribute with 4mio. CHF to the coming 3 years of the organization** (for an overall pluri-annual budget of 5.3mio CHF). In percentages, the organization seeks 75% of its pluri-annual budget in external financial support and partnerships.

Balancing Various Income Sources

With mandates and in-kind support from companies (e.g. 2012 100'000USD Grant from Google on advertisement), WaterLex expects to balance the decreasing public funding available. Nonetheless the organization remains in the belief that public funding should remain the leading source of funding, covering 35% of the organization's needs (cf. chart below).





Introduction

Tackling Global Water Governance Challenges

Few issues impact as much health, development and peace in the world as water does. Safe drinking water is a scarce resource whose sustainable management is one of the key challenges of the 21st Century.

It is urgent to act: today in the world millions of children die each year due to polluted water and for every expert in the field, it is well known that this situation is not a fatality. Of course accelerating factors can be found in the demographic explosion, climate change, growing industrialization and energetic demand. All these realities lead indeed to a deterioration of the naturally available safe drinking water, but they are not the root cause. Today, **over half of the world's population does not have access to safe drinking water** and this growing number also includes industrialized nations, **because authorities and all involved stakeholders failed to provide an articulated governance response.**

Developing an articulated governance response, means giving attention not just to the physical availability, but also tackling economic, social and political power imbalances, lack of political will and accountability, inadequate legal frameworks and policies, discrimination against certain groups or communities, or simply the **failure by some stakeholders to accept the basic prioritization of water and sanitation access for the poorest people.** These are precisely the issues that WaterLex seeks to address, while knowing that their complexity clearly exceeds the understanding capacity and the expertise of a single individual.

A Unique Momentum to take Action

The Water Sector has been suffering too long from the fragmentation of international and

national legal and policy frameworks. A harmonized, coherent and stable governance framework is today more than ever necessary to secure a sustainable development to everyone. In the realm on International Organizations, governments already committed to some action. Back in 2000, for example, with the Millennium Development Goals (MDG), world leaders committed to reduce by half the number of people without an 'improved' water access (cf. MDG7 Target 10). In recent years this commitment was reinforced with the launch in 2005 of the UN International Water Decade or the labeling of 2013 as the UN Year of Water Cooperation.

In addition to these processes an additional one deserves specific attention: since 2010, access to safe drinking water has been recognized as a legally binding basic human right by an overwhelming majority of States. This linkage to **the human rights international legal framework provides a unique unquestionable agreed framework for action.** It provides all principles for States to coordinate and harmonize their practices, to articulate competing demands among the various stakeholders, and in general for any actor to identify its role and impact on population's access to safe drinking water.

At the same time, we are at stage one: all stakeholders and especially States need to be advised and accompanied in the implementation processes. Regarding the business sector, the current financial crisis led to an unprecedented trust crisis in the current development models. Minds are therefore everywhere ready for change. WaterLex wishes to respond to this new demand and assist all interested stakeholders in the implementation process of a new water governance paradigm based on human rights.

WaterLex Role: Facilitating the Building of Sustainable Water Governance

Implementation of human rights based water governance requires an understanding of the issues at stake: ensuring that all major stakeholders are properly informed is only the first step of our process. Other steps include progressive mobilization, training and empowerment before the final step: facilitation of a multi-stakeholder dialog to build reciprocal accountability.

It is time to build an equitable and sustainable water management and governance framework which in the end secures the basic human right to safe drinking water and sanitation.



About WaterLex

A Worldwide Network

WaterLex enshrines its expertise in the experience and skills of specialists, committed to improving water access, industrial processes, equitable development, respect for human rights or emergency relief. All these renowned lawyers and experts, engineers, managers, entrepreneurs and diplomats are WaterLex Members (cf. Annex 4). Membership to WaterLex is open to everyone. A volunteering experience with the organization is required for those who cannot yet prove a professional experience to improve water governance worldwide.

Current WaterLex members are experts and professionals whose experience comes from the international and national public service, academia, diplomatic services, private and non-profit sectors. Their international recognition identifies WaterLex as an efficient and legitimate facilitator among institutions and stakeholders, both in the field and in key international political decision- and law-making fora. They all form the General Assembly of the organization which meets annually in Geneva.

Our Board of Directors

The Organigram (cf. Annex 3) presents an overview of WaterLex structure. Elected by the General Assembly of the organization, the [non-executive] Board of Directors is the governing organ of WaterLex. According to the organization's Statutes, it is composed of at least three members elected every three years by the General Assembly. The Board defines the strategy of the organization and ensures that its operations are coherent with its mission and values. The Board of Directors meets at least twice a year. Its members can neither have executive functions nor be paid by the organization. Finally, all Board members of WaterLex act in their personal capacity.

The current WaterLex Board is comprised of 6 highly respected members, all of whom are leaders in their respective areas of expertise, namely: Catarina de Albuquerque (current UN Special Rapporteur on the Human Right to Safe Drinking Water and Sanitation), Gerard Aleton (former industrial project manager for AREVA), Yves Etienne – *Vice-President* (former Head of assistance division - ICRC), Maria Francisca Ize-Charrin - *President* (former OHCHR Director), Jean Lapègue (Senior WASH advisor - ACF), Bing-Jing Wang-Delwarte – *Treasurer* (Senior Partner - Prime Partners).

International Secretariat

WaterLex activities are planned, coordinated and performed by the International Secretariat (IS). The Executive Director and the thematic coordinators are permanent staff. They receive the strategic assistance of members who assist them through thematic Support Teams (ST). Further, they coordinate projects which include further staff, volunteers, consultants and members joining in an operational capacity. Excluded from operations are the members of the Board. Headquarters of the International Secretariat are located in Geneva (Switzerland).

WaterLex currently employs a team of highly qualified and experienced personnel to coordinate and implement its programs and projects. There are currently 6 persons on regular contract with WaterLex - of these, 2 men and 4 women. A full list of WaterLex staff and consultants, together with information on their background, position and key functions is attached below in Annex 2.

Legal Status

Based in Geneva, WaterLex is an international non-governmental organization (INGO) under the European Convention on the Recognition of the Legal Personality of International Non-Governmental Organizations of April 24, 1986 (Ref. CoE-CETS No. 124.). The organization is set up as an *association* under Swiss Law (Art. 60 et seq of the Civil Code). The public interest nature of the organization was officially acknowledged by the Swiss Authorities through the tax exemption proceedings in 2010.

WaterLex Office

WaterLex is headquartered in Geneva (Switzerland). Its International Secretariat located at the 83, rue de Montbrillant right in front of the UNHCR.

5 Reasons to Support WaterLex

Worldwide Unique Expertise on the Human Right to Water and Sanitation

WaterLex counts with the support of over 10 UN Human Rights Conventions former and current Treaty Body Experts as well as the UN Special Rapporteur on the Human Right to Safe Drinking Water and Sanitation herself.

Bridge Builder among Inter-Governmental Agencies

Inter-governmental agency cannot step out of their mandate to build bridges with other agencies. WaterLex responds to this gap through building bridges and synergies among inter-governmental agencies engaging in water governance issues. A nice example is the mobilization of the African Commission on Human and People's Rights (ACHPR) for the UN Rio+20 Conference.

Creativity and Dynamism of Young Professionals

WaterLex was initiated by several young professionals. It is a key dimension of the WaterLex identity to leave up to young professionals the design and coordination of the organization's projects (cf. Annex 2).

Openness to Partnerships with the Private Sector

WaterLex is one of the few non-governmental organizations fighting for the realization of the human right to water and sanitation, who is convinced that working against the private sector is a dead end. The expertise and commitment of every water governance stakeholder, especially of the industries which strongly pollute water, is vital to make effective and sustainable change happen. WaterLex strongly invests in partnerships with the private sector to design new professional Codes and Standards.

A Multi-Stakeholder Initiative

WaterLex members join in their individual capacity and come from all possible professional backgrounds. Therefore, unlike many other civil-society organizations engaging in the water sector, WaterLex is linked to all major sectors impacting water governance: extractive industry, financing institutions aside of traditional actors such as UN agencies and development organizations.





2012-2017 Strategic Orientation Summary

Area I –WaterLex Impact

- **Strategic objective n°1:** Improved access to information for public and private actors on water related human rights issues, practices, laws and standards;
- **Strategic objective n°2:** Strengthened legal & policy framework which identifies roles & responsibilities of water governance stakeholders ;

Area II –WaterLex Activities (Strengthening activities to ensure adequate means)

- **Strategic objective n°3:** WaterLex develops comprehensive Water Governance Country Mappings to secure access to information on national water governance systems;
- **Strategic objective n°4:** WaterLex contributes to harmonization, strengthening and implementation of public international law related to water governance;
- **Strategic objective n°5:** WaterLex develops codes and standards to improve private sector impact on human rights;
- **Strategic objective n°6:** WaterLex Online Campus is an interactive international learning center which complements a field training offer

putting emphasis on laws and standards implementation;

Area III- WaterLex Structure

- **Strategic objective n°7:** WaterLex International Secretariat ensures dynamic coordination with multi-area expert pools (members; consultants; and volunteers) and maintains expertise through adequate information and talent managements systems;
- **Strategic objective n°8:** WaterLex has stabilized International Secretariat staff and increased Geneva office presence;

Area IV – WaterLex Brand

- **Strategic objective n°9:** WaterLex is recognized as a leading research center on water governance and human rights (cf. WaterLex credibility);
- **Strategic objective n°10:** WaterLex influences global water policy making trough quality advocacy work (cf. WaterLex visibility);

Area V – Financial Sustainability

- **Strategic objective n°11:** Staff and administration costs are fully covered with “safety funds” for a period of 1 year-functioning;
- **Strategic objective n°12:** WaterLex has increased and diversified the long term sources of revenue through 30% donations, 30% subsidies, 30% mandates, and 10% sales;
- **Strategic objective n°13:** To increase cooperation with highly qualified volunteers, members, leading organizations and companies to lower project development and implementation costs.

To implement its strategy, WaterLex identified a number of projects which are now presented following their thematic program attachment.



Research Program





WaterLex Applied Research & Information Sharing

Main Objectives

- Developing a comprehensive methodology for water-related human rights impact assessment
- Developing standards and guidelines for the harmonization and implementation of a human rights-based approach to water governance

Funding required: 1'688'050 CHF/USD
(562'683 CHF/3 years)

Introduction

Following the recognition of the Human Right to Water and Sanitation by 122 States in July 2010 at the United Nations, WaterLex identified as a priority to document the governance framework currently in place and identify gaps and needs to establish an enabling legal and institutional framework which secures human rights.

The realization of the right to water requires that all stakeholders work together in a coherent and sustainable manner to a human rights-based approach to water governance. WaterLex's objective is to progressively provide knowledge and tailored tools for all stakeholders to better integrate the human right to water and sanitation into their work.

The major impact expected over the next three years 2012-2014 is first a growing awareness of the interlinkage between water-related sectors, and secondly an increased number of standards and guidelines which may at a later stage ensure that each stakeholder is accountable to the others.

In order to achieve this objective, WaterLex benefits from the large array of expertise its members have developed over years in legal, development and technical issues (Cf. Annex 4). Building on this unique expertise the organization

intends to undertake step-by-step an unprecedented effort towards the harmonization of laws and practices.

WaterLex Assessments & Compilation of Good Practices

Lack of good water governance is the source of conflicts and the root cause of at least 3 billion human beings lacking access to safe drinking water. Analyzing country water governance systems consists in studying the interaction between the various stakeholders impacting on water resources management. WaterLex Governance Country Mappings are the corner stone of tailored advocacy, trainings and mediation activities, to meet country and stakeholders' specific needs and demands.

Project A - WaterLex Human Rights Compliance Assessment

WaterLex unique methodology has been developed from successive pilot water governance assessment studies in which WaterLex experts have been involved prior to their commitment to the organization. From this meta-analysis, WaterLex methodology pretends to offer a holistic and comprehensive approach to country systems.

WaterLex assessments:

- evaluate the underlying legal and institutional framework, and its efficiency to balance and realize competing water interests. This completes traditional water risk assessments;
- are developed in a participatory way through individual meetings with strategic representatives from public authorities, NGOs, companies and international organizations;
- are shared with all the stakeholders that were involved in the assessment; and
- includes a set of recommendations for each stakeholder group.

Cost (per assessment)

Staff	30'000
Travel	5'000
Total	35'000 (CHF/USD)

Project B – WaterLex Compilation of Good Practices: an Inter-Governmental Agency Assessment

The World Health Assembly in 2011 adopted a resolution recognizing explicitly the human right to water and sanitation. By so doing the WHO has

been the first United Nations specialized agency explicitly recognizing this human right. Some questions remain open such as: what are the concrete implications of the right to water on the activities of intergovernmental organizations? How much work has been already done towards the implementation of the human right to water (without calling it that way)? How consistent are activities and how could they be strengthened?

The 2012 WaterLex Introductory Report on “Good Practices for the Realization of the Human Right to Water: an Inter-governmental Agency Assessment” is the first report addressing the work of intergovernmental organizations in the field of the human right to water and sanitation. The intended purpose is to shed light on “who does what” for the realization of the right so as to improve synergy and harmonization for an international legal and policy framework.

Building on this background research, WaterLex intends to undertake a two-year research project which aims at:

- a thorough assessment of UN programmes from a human rights perspective; and
- make recommendations to each of the specific programme in order to assist synergy and harmonization along human rights principles.

Cost	
Staff	150'000
Travel	10'000
Total	160'000 (CHF/USD)

Project C - WaterLex Online Legal Database on the Human Right to Water & Sanitation

In order to operationalize the human right to water and sanitation, WaterLex identified as a priority back in 2010 to disseminate the legal data to assist national parliaments and law commissions in the implementation of this new international commitment. Unfortunate practice has shown that some States undertake new international commitments without a clear appreciation of the implications of such recognition on their national legal framework.

In 2012, WaterLex, with the support of the Swiss Development Cooperation (SDC) Agency, launched the WaterLex Online Legal Database. Normative and procedural criteria were developed with the expertise of treaty body experts- the same treaty experts that shaped the content of the Human Right to Water and Sanitation. The first data entry

was based on a collection realized by WaterLex, Freshwater Action Network and WASH-United over the course of 2 years.

Today, the project benefits from the scientific support of the UN Special Rapporteur on the Human Right to Safe Drinking Water and Sanitation and highly recognized academic institutes including Harvard University – Carr Center for Human Rights Policy, Universities of Geneva – International Water Law Platform, or Wits University (South Africa).

The WaterLex Legal Database constitutes a dynamic and evolving instrument with an update process controlling information which will be open to any contributor by the end of 2012.

In the forthcoming years, the legal database will require constant update and maintenance so as to become a key reference tool for all water governance stakeholders.

Cost	
Staff	120'000
Travel	25'000
Total	145'000 (CHF/USD)

Standard Setting – the need for new Guidelines, Codes & Standards

The 2012 WaterLex report on “Good Practices for the Realization of the Human Right to Water: an Inter-governmental Agency Assessment” has confirmed the current fragmentation of international law and the sometimes conflicting international obligations between the various branches of law. For that reason, the second area of the WaterLex Research Programme aims at improving the availability of model and reference standards.

Project D - Guidelines on Human Rights Impact Assessment for Integrated Water Resources Management (IWRM)

The Global Water Partnership has taken leadership for more than fifteen years in the development of integrated water resources management model. This model has been widely adopted and adapted and constitutes now a common framework to realize inter-sectoral water governance. The 2012 UN Water Report highlights the need for a strong evidence-based monitoring of national water management framework. This implies a human rights impact assessment of current national plans.

As a contribution to the monitoring framework for integrated water resources management, WaterLex is developing with the UNEP Task Force specific indicators. In order to accompany this work, WaterLex intends to:

- conduct research on the methodology to integrate human rights principles into integrated water resources management; and
- conduct case studies on a human rights-based approach to river basin management.

Cost	
Staff	120'000
Travel	10'000
Total	130'000 (CHF/USD)

Project E - Guidelines for Integrating Human Rights into International Law on Water Courses

At the occasion of the 6th World Water Forum WaterLex adopted a Declaration on the Implications of Human Rights Commitments on International Water Law. This position document was endorsed by ten lead experts in international human rights law, all members of WaterLex.

Building on this Declaration, WaterLex intends to develop guidelines for integrating human rights into international law of water courses. The guidelines would specifically address:

- how a human rights-based approach contributes to foster cooperation over international watercourses and aquifers, and improves the realization of integrated river basin management in general; and
- the integration of human rights principles in the Volta Dialogue Initiative.

Cost	
Staff	120'000
Travel	15'000
Total	135'000 (CHF/USD)

Project F - Guidelines for Integrating Human Rights into Wastewater Property Regimes

The realization of the human right to water is directly impacted by water pollution. More than 80% of waste water is not purified, what makes water recycling one of the main challenges in water management. Water pollution and overall water resources quality deterioration are due to multiple factors and combination of factors making the identification of responsibilities a difficult task. In this context, some questions remain open: how to attract financial resources and technological

innovation to improve wastewater treatment and reuse without losing public control over those resources?

WaterLex intends to lead a research on the typology of wastewater property regimes that would shed light on:

- the link between the type of property regimes adopted by States and the level of wastewater treatment and reuse achieved;
- the variety of available legal frameworks;
- the kind of agreements that were designed to integrate private participation into wastewater treatment services; and
- analysis of technology transfer frameworks in the context of public-private partnership for wastewater treatment services

Cost	
Staff	120'000
Travel	15'000
Total	135'000 (CHF/USD)

Project G – Sector- specific Codes, Standards and Certification Process for Business Compliance with the Human Right to Water and Sanitation

Companies are not directly bound by international human rights law. It is a State's obligation to ensure that companies respect human rights and comply with domestic legislation. However, the internationalization of business has created increasing gaps between the operational capacities of multinational corporations (MNCs) and the regulatory capacities of States. Therefore both companies and governments increasingly recognize that all business enterprises have a responsibility to respect human rights, and in some degree to promote and protect them.

The most recent statement of corporate responsibilities is the 2011 United Nations Guiding Principles on Business and Human Rights. The Guidelines apply to all businesses and cover all 'internationally recognized' rights, and therefore the human right to water and sanitation. An increasing number of pro-active companies have started developing codes of conduct integrating the human right to water and sanitation.

WaterLex research project will tackle:

- the possible integration of human rights standards and principles in codes of conduct for sector-specific companies, such as food, extractive industries or energy;

- the possibility to develop ethical water titles in order to finance State's water administration to monitor pollution regulations;
- human rights impact assessment of trade and investment policies and contracts; and
- guidelines to develop contracts with third-parties for water services including human rights clause.

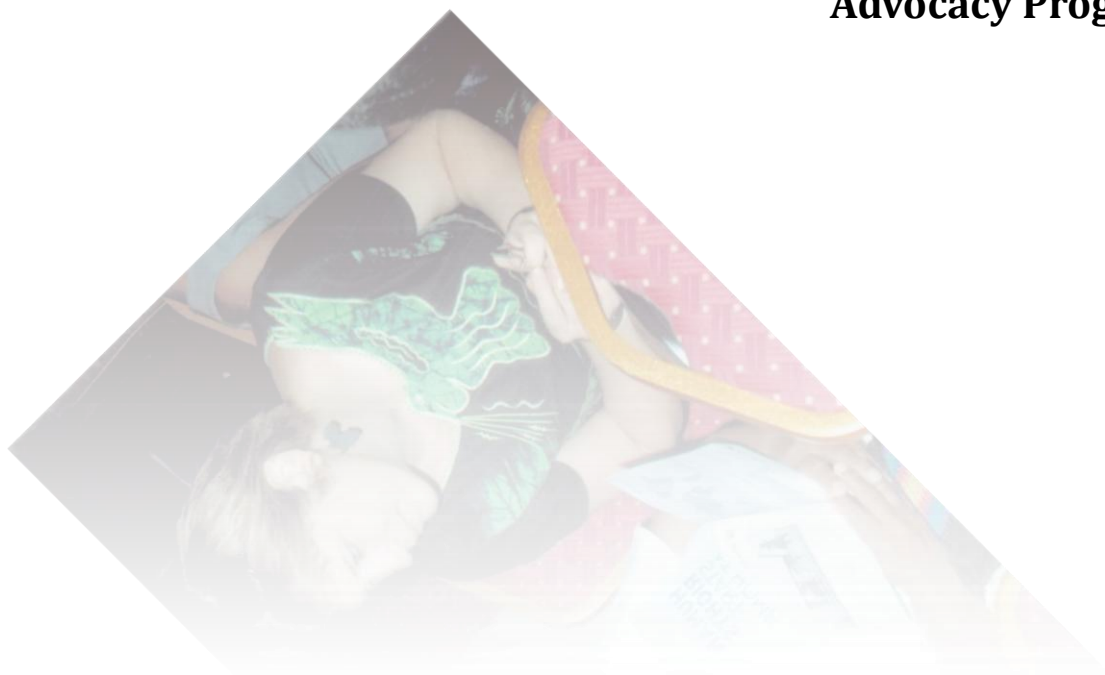
Cost	
Staff	120'000
Travel	15'000
Total	135'000 (CHF/USD)

Research Projects – Summary table

	Expenses Type	Amount (in CHF/USD)	Length of the project
1. Assessments and Compilation of Good Practices			
Project A – WaterLex Human Rights Compliance Assessments	Staff Travel Expenses	30'000 5'000	3 months/ assessment
Project B – WaterLex Compilation of Good Practices: an Inter-Governmental Agency Assessment	Staff Travel Expenses	150'000 10'000	24 months
Project C – WaterLex Online Legal Database on the Human Right to Water and Sanitation	Staff Travel Expenses	120'000 25'000	For 1 year ongoing maintenance
2. Standard-Setting- Codes and Standards / new Guidelines			
Project D - Guidelines for Integrating Human Rights into Integrated Water Resources Management (IWRM)	Staff Travel Expenses	120'000/year 10'000/year	3 years
Project E - Guidelines for Integrating Human Rights into International Law on Water Courses	Staff Travel Expenses	120'000/year 15'000/year	3 years
Project F - Guidelines for Integrating Human Rights into Wastewater Property Regimes	Staff Travel Expenses	120'000/year 15'000/year	3 years
Project G – Sector-specific Codes, Standards and Certification Process for Business Compliance with the Human Right to Water and Sanitation	Staff Travel Expenses	120'000/year 15'000/year	3 years



Advocacy Program





Global Water Governance Advocacy

Objectives

- Securing the human right to water and sanitation commitment by States
- Advancing a human rights-based approach to water governance
- Fostering meaningful civil society participation in international fora and decision-making processes

Funding required: 317'650 CHF/USD
(105'883 CHF/3 years)

WaterLex Advocacy Programme follows one line of action: convincing through quiet diplomacy all stakeholders, who impact negatively the realization of the human right to water and sanitation that they need to change their course of action.

The first objective of WaterLex advocacy programme for 2012-2014 is to secure the Human Right to Water commitment. The fact that reference to the right is still presented as arguable by some States, as lastly experienced during key water governance fora, e.g. the 6th World Water Forum or the Rio+20 negotiations, reveals that a watchdog is necessary to maintain, strengthen and materialize the commitment made by States in 2010.

The second objective is to advance a human rights-based approach to water governance: through the promotion of the harmonization of the international legal framework; the supporting of political will to undertake its implementation; and appropriate monitoring through adequate tools and efficient mechanisms at national, regional and international levels.

Last but not least, a human rights-based approach is about local populations having a voice in the choice to be made so as to ensure a unsustainable

access to safe drinking water. WaterLex is convinced that local populations have a word to say in policy development – meaningful participation in international and national decision-making is WaterLex third and last objective for 2012-2014.

In order to meet these objectives, WaterLex is committed to:

- assist intergovernmental organizations in water governance and human rights as a human rights expert;
- raise awareness about human rights issues in water governance. WaterLex constantly adapts its language to meet that of its targets so as to raise the interest of the given Stakeholders to engage in self-evaluation and internal process revision processes, which eventually leads to strong cooperation partnerships with the WaterLex Training Unit; and
- coordinate civil society organizations in advocacy activities in key events/fora for water governance;

Expert Positions at the level of Intergovernmental Organizations

Since the international legal recognition of the human right to water and sanitation in 2010, the work of the UN Special Rapporteur on the Human Right to Safe Drinking Water and Sanitation has been instrumental in giving content and scope to the right, while addressing private actors obligations, specific sanitation and climate change issues, financing mechanisms, and national plan of actions in water and sanitation.

The adoption of the post-2015 indicators for water will constitute a key milestone for ensuring that human rights are a prerequisite to sustainability. WaterLex approach ensures that indicators developed are based on international legal and political commitments. WaterLex online legal database on the human right to water is the building foundation of a thorough research project that aims at identifying relevant indicators on the basis of current country data.

Through an evidence-based approach and a consultation process, WaterLex intends to support the work of intergovernmental organizations. This would ensure coordination, synergy and coherence between these different initiatives currently taking place. Furthermore this would ensure a meaningful

participation of civil society in the process of definition of human rights-based indicators.

WaterLex in the experts positions presented below, has a key role to play in the development of post-2015 indicators in line with the international legal framework.

Project A - UNECE work for an Equitable Access to Water

In 2012, during the 6th World Water Forum, the United Nations Economic Commission for Europe (UNECE) launched the publication "No one left behind. Good Practices on Ensuring Equitable Access to Water and Sanitation in the pan-European Region". This publication constitutes the first of a series of activities undertaken under Article 5 of the Protocol on Water and Health in order to provide equitable access to water and sanitation for all members of the population.

WaterLex contributed to the first UNECE publication. For 2012-2013, WaterLex is committed to continue supporting the work of the Organization in its expert position by bringing its legal and human rights analyses for the development of the UNECE scorecard on equitable access to water. This would ensure complementarity between the tools developed by WaterLex and the self-evaluation tool developed with UNECE that could be used by Governments and other stakeholders to establish a baseline, track progress, and prompt discussion on further actions to be taken.

Cost	
Staff	80'000
Travel	10'000
Total	90'000 (CHF/USD)

Project B - WHO/UNICEF post-MDGs Indicators Development

By 2015, States committed to halve, by 2015, the proportion of people without sustainable access to safe drinking-water and basic sanitation – Millennium Development Goal 7 (MDG 7). The WHO/UNICEF Joint Monitoring Programme for Water Supply and Sanitation is the formal instrument to measure MDG 7 target C. It serves also as the platform for the development of proposals for post-2015 goals, targets and indicators. For so doing, four working groups are in place that tackle respectively water, sanitation, hygiene and equity and non-discrimination.

The work undertaken by WaterLex on the Online Legal Database on the right to water provides with a key analysis of current legal national and international legal frameworks. WaterLex intends to offer its support to WHO and UNICEF and put its expertise to inform the revision process of the indicators of the Joint Monitoring Programme as well as of the UN Water Global Analysis and Assessment of Sanitation and Drinking-Water.

Cost	
Staff	120'000
Travel	10'000
Total	130'000 (CHF/USD)

Project C - UNEP Task Force on Indicators for National Integrated Water Resources Management (IWRM)

The 2012 United Nations Water Report on Water Resources Management was launched at the occasion of the 2012 Rio Earth Summit. The report was coordinated by the UN Environment Programme (UNEP) on behalf of UN-Water (the UN inter-agency co-ordination mechanism for freshwater issues). It is the result of the first assessment and monitoring process on governance, infrastructure, financing, and other areas relating to water management. The objective was to gauge how successful countries have been in moving towards integrated water resources management (IWRM)

In order to establish a more rigorous, evidence-based, reporting system on progress with water resources development and management UNEP has set up a task force to define indicators. One needs a thorough understanding of human rights as a prerequisite to sustainability to ensure a comprehensive monitoring framework to water management. WaterLex by integrating human rights standards and principles in a basin-based approach to water management would contribute to meet the requirement of sustainability, understood as all together economic, environmental and social.

Cost	
Staff	120'000
Travel	15'000
Total	135'000 (CHF/USD)

Project D - UNDP Global Water Solidarity (GWS) Platform for Decentralized Cooperation

In response to the UN Resolution 64/292, the Hub for Innovative Partnerships of the United Nations

Development Programme (UNDP), in collaboration with the United Nations Capital Development Fund (UNCDF), facilitated the launch of an initiative to promote decentralized mechanisms of solidarity, complementary to official development aid (ODA), in order to contribute to address currently technical and financial deficits to achieve universal access to water and sanitation.

The specific objective of the Global Water Solidarity Platform is the development, replication and scaling up of existing Water and Sanitation Decentralized Solidarity Mechanisms with the general goal of achieving universal access to water and sanitation. Consequently, the Platform will enable relations among actors in the North and South wishing to apply Decentralized Solidarity Mechanisms while empowering decentralized public institutions as direct responsible actors of water and sanitation supplies.

As a member of the Platform, WaterLex is committed to ensure that decentralized cooperation takes place in accordance with human rights and aid effectiveness principles so to ensure sustainable results. WaterLex has contributed to the development of the Charter framing decentralized cooperation mechanisms. In 2012, WaterLex initiated one of the first feasibility study for decentralized cooperation mechanisms in Niger. As a member of the platform, WaterLex is committed to integrate human rights principles in decentralized cooperation mechanisms and provide training activities for the implementation of these principles to ensure aid effectiveness/.

Cost	
Staff	80'000
Travel	20'000
Total	100'000 (CHF/USD)

Civil Society Coordination Role

WaterLex is committed to foster NGOs cohesion for a better participation in international and national water governance. WaterLex is in the steering committee of the Swiss Water Platform since its creation in 2011. WaterLex is also a member of the Steering Committee of the Butterfly Effect.

During the 2012-2014 phase, WaterLex intends to further strengthen NGOs coordination at the international and at the regional levels.

Project E - Coordination of the “Butterfly Effect” Secretariat

The “Butterfly Effect” is the result of a strong commitment made by civil society worldwide to speak one voice and to speak on behalf of local populations. The network gathers 90 civil society organisations, NGOs, networks and womens’ organisations worldwide. It aims to bring solutions based on human rights principles, and communities’ experience and participation to improve policies, information campaigns and projects.

WaterLex joined the Steering Committee of the Butterfly Effect with a key objective to make civil society participates in key inter-governmental arena. A first success was the participation of the Network in the political process of the 6th World Water Forum that was led by WaterLex. In order to further enhance the dialogue between governments and civil society organizations, WaterLex is now candidating for the coordination and management of the Secretariat of the Coalition.

Cost	
Staff	120'000
Travel	15'000
Events	20'000
Total	155'000 (CHF/USD)

Project F - Coordination of a Geneva-based Network of Non-governmental Organizations

WaterLex is proposing to scale-up the participation of civil society in international governance by coordinating an international network of non-governmental organizations in Geneva on water governance issues. The objective is to facilitate the interconnection between intergovernmental organizations and civil society organizations at the international level in a key governance capital, Geneva. Geneva, a city linked with water, international organisations and human rights mechanisms, will be the strategic city to host the steering committee of this network. Geneva hosts all the secretariats of environmental conventions, as well as other key international organisations dedicated to human rights and water management, including WHO, WMO, UNEP and UNICEF.

The key objectives assigned to the future Network are the following:

- Advancing the harmonization of international law in compliance with human rights;

- Fostering a comprehensive international monitoring framework for water governance;
- Securing the human right to water and sanitation commitments made by States; and
- Ensuring that the human right to water is on the agenda of international water- related fora.

Cost (per year)	
Staff	120'000
Travel	15'000
Events	20'000
Total	155'000 (CHF/USD)

Project G - Coordination of the African NGO Group on Extractive Industries

The African Commission played a key role in advancing a comprehensive human rights-based approach to water governance. In 2011, the Commission adopted Guidelines for the implementation of economic, social and cultural rights of the African Charter. This instrument is the first instrument worldwide recognizing explicitly the implications of the human right to water on water resources management.

Over the last year, WaterLex, with two partner organizations, launched and coordinated the NGO support group on extractive industries and natural resources at the level of the African Commission. The result of the advocacy activities of the group was a key success with the adoption of a resolution on a human rights-based approach to natural resources governance by the Commission in preparation to the Rio+20 Summit. The NGO Forum preceding the session of the Commission is a special time for NGOs to interact and make joint resolutions proposals for adoption by the African Commission.

From 2012-2014, WaterLex intends to:

- coordinate the NGO Group on Extractive Industries in order to support the work of the ACHPR working group on extractive industries. It is expected in the following sessions the adoption of guidelines on a human rights-based approach to natural resources; and
- take the lead of the NGO group on economic, social and cultural rights and foster the integration of water issues in NGOs recommendations addressed to the African Commission.

WaterLex advocacy activities at the African level are complementary to the advocacy work made at the country (i.e. Togo project on water transparency) and international (i.e. advocacy in preparation to the Rio+20 summit) levels for a human rights-based approach to natural resources and at the level of the African Union (See below).

Cost	
Staff	80'000
Travel	15'000
Events	20'000
Total	115'000 (CHF/USD)

Awareness Raising Side Events

WaterLex third advocacy objective is to raise awareness about human rights issues in water governance and push for harmonization of international law commitments with human rights.

Project H - 2013 UN Human Rights Council & International Year for Water Cooperation

In December 2010, the United Nations General Assembly declared 2013 as the United Nations International Year of Water Cooperation (Resolution A/RES/65/154). In reflection of this Declaration, the 2013 World Water Day, which will take place on 22 March 2013, also will be dedicated to water cooperation.

Water cooperation has gained little in the light of the current fragmented international water law. During the 6th World Water Forum, in 2012, WaterLex issued a Declaration on the Implications of Human Rights Commitments on International Water Law. Along the same line of action, WaterLex intends to build on the experience of the preparation of the 6th World Water Forum with the Butterfly Effect, to mobilize civil society organizations during key side events in 2013 while;

- organizing a side event during a Human Rights Council session. The Human Rights Council (HRC) is the only human rights protection mechanisms composed exclusively of State representatives. The HRC has played a key role in the emergence, recognition and further definition of the human right to water, particularly through the appointment of an independent expert on human rights related to water and sanitation in 2008 and the formal recognition of the right to water and sanitation as a human right in 2010;
- voicing human rights challenges in water governance during the HRC sessions and

assisting the group of States committed to further advance the human right to water and sanitation (i.e. "Blue Group");

- organizing a multi-stakeholder workshop to discuss the adoption of a human rights framework for international water cooperation at the occasion of the World Water Day 2013.

Cost	
Staff	75'000
Events (incl. travel)	40'000
Total	115'000 (CHF/USD)

Project I - Human Rights at the 2014 African Water Week

The fact that the human right to water and sanitation was not on the agenda of the 2012 African Water Week constitutes an alarming signal.

WaterLex objective is to lobby the African Minister's Council on Water (AMCOW) and the organizations involved in the preparation of the

African Water Week for the integration of a human rights framework in the event. This will contribute to strengthen the dialogue between AMCOW and the African Commission on Human and People's Rights (see above).

In 2012-2014, WaterLex intends to:

- inform the agenda of the African Water Week through lobbying of the AMCOW and organizers; and
- organize a side event during the African Water Week in 2013 and 2014 tackling human rights core issues

Cost	
Staff	70'000
Travel	10'000
Events	20'000
Total	100'000 (CHF/USD)

Advocacy Projects – Summary table

	Expenses Type	Amount (in CHF/USD)	Length of the project
1. Expert position at the level of the intergovernmental organizations			
Project A - UNECE work for an equitable water supply management	Staff Travel Expenses	80'000/year 10'000/year	3 Years
Project B - WHO/UNICEF post -MDGs indicators development	Staff Travel Expenses	120'000/year 10'000/year	3 Years
Project C- UNEP Task Force on IWRM indicators	Staff Travel Expenses	120'000/year 15'000/year	2 Years
Project D - UNDP Global Water Solidarity platform for decentralized cooperation	Staff Travel Expenses	80'000/year 20'000/year	2 Years (renewable)
2. Civil Society Coordination Role			
Project E - Coordination of the "Butterfly Effect" Secretariat	Staff Travel Expenses Events	120'000/year 15'000/year 20'000/year	3 Years (renewable)
Project F- Coordination of a Geneva-based network of non-governmental organizations	Staff Travel Expenses Events	120'000/year 15'000/year 20'000/year	3 Years (renewable)
Project G -Coordination of the African NGO Group on Extractive Industries	Staff Travel Expenses Side event	80'000 5'000 20'000	3 Years
3. Awareness Raising Side Events			
Project H - 2013 UN Human Rights Council & International Year of Water cooperation	Staff Events	75'000 40'000	12 months
Project I – Human Rights at the 2013 African Water Week (AMCOW)	Staff Travel Events	70'000 10'000 20'000	12 months



Training Program





WaterLex Training & Education

Objectives

- Building a unique interactive Online Campus on a human rights-based water governance
- Assisting public authorities in the implementation of the Human Right to Water and Sanitation
- Empowering civil society to secure a constructive and efficient contribution to sustainable water governance

Funding required: 1'277'300 CHF/USD
(425'767 CHF/3 years)

WaterLex Training & Education Program develops a wide range of training and capacity building activities progressively targeting all water stakeholders. As a matter of strategic orientation the organization focuses on public administrations, bilateral cooperation agencies and civil society organizations (development, environmental and emergency NGOs), in order to assist them in the strengthening of their competences to effectively contribute to sustainable water governance.

WaterLex Training offer is provided both through **on-site country-specific field training**, conferences, seminars and workshops, as well as through **innovative and interactive learning resources** available through the WaterLex Online Campus. Many training opportunities link both of these means to provide a more flexible, comprehensive and enhanced training experience.

To develop its training & education offer, WaterLex benefits from the experience and skills of its members: over 60 specialists committed for decades to improving water access, equitable development or respect for human rights or emergency relief (cf. Annex 4 – List of WaterLex members). It equally builds upon its research activities, water governance country mappings,

legal resources like the WaterLex On-line Database on the Right to Water and Sanitation, contacts with local partners, and academic partnerships with Universities such as Harvard, the University of Essex (Human Rights Clinic), the University of Dundee (UNESCO Center for Water Law) Wits University (South Africa) or the University of Geneva – Water Law Platform.

Building a Unique Online Campus

New technologies are a unique opportunity to lower education costs and access an unlimited audience. No organization today can live without software like Skype or Google. The young professionals working for the International Secretariat of the organization are key drivers of innovative technologies integration into the organization's processes. Their visionary expectations also impacted the Training Program of the organization.

While acknowledging the importance of personal contact and on-site training which cannot be totally replaced, WaterLex invested from the beginning in interactive new technologies to build a unique interactive Online Campus specialized in human rights-based water governance.

Innovative online-learning modules will provide various audiences with tools, materials and learning opportunities, while giving close attention to interactivity among participants, especially through forums and facilitators. WaterLex ensures the scientific quality of its knowledge management system through access to key reference databases and the most updated literature on the subject.

The online courses will be designed and led by competent experts, who will supervise the completion of the course and facilitate the interactive discussion forums and help building new networks dedicated to specific themes of interest and action. Their task will also include the coaching of any participant willing to engage himself/herself at the field level and thus promoting good practices within the framework of their respective activities.

WaterLex will promote its On-Line Courses through its webpage, monthly bulletin, social media, network of partners, but most of all through its Google Grant which entitles WaterLex to free advertisement (up to 100'000 USD/Year).

Evaluation questionnaires will be developed to measure the impact and relevance of course

contents, methodology and tools for different stakeholders, to ensure the continuous improvement of the On-line Campus.

WaterLex seeks institutional partners who wish to support the design and development of the Online Campus as a whole.

Cost (per Year)	
Staff	80'000
Material	15'000
Total	95'000 (CHF/USD)

Assisting Public Authorities (incl. ODA)

Due to the main responsibility and role they have to play in water governance, WaterLex is conscious of the need to assist public authorities and oversee development agencies (ODA) in the implementation of the Human Right to Water and Sanitation.

Project A – Securing an Equitable Access to Safe Drinking Water and Sanitation (Pan-European Region)

In the Pan-European Region, WaterLex will strengthen its strategic partnership with the United Nations Economic Commission for Europe (UNECE), to provide tailored conferences to countries in the Pan-European region on **improving public administration processes to ensure an equitable access to water and sanitation services for all**. These workshops proposals follow a fruitful research collaboration effort undertaken in the course of the 2010-2011 WHO-UNECE compilation of good practices on equitable access to safe drinking water in the Pan-European Region (cf. Publication – “No One Left Behind” – March 2012).

Cost	
Staff	80'000
Workshops	120'000
Total	200'000 (CHF/USD)

Project B – Securing Municipalities Basic Water Governance Skills (Francophone Africa)

Improving a basic understanding of the technical and scientific dimensions of water public administration is necessary to secure acceptable levels of stakeholder's accountability at local level. Building on global and local partnerships with Technical NGOs (cf. Helvetas – Global; PH-Soluces – Local), WaterLex intends to develop an on-line course on Water Management and Sustainable Development. It will address basic conditions of sustainable water management, surface and

underground waters, taking into account different economic, geographical or climatic conditions.

The course can be complemented with an inter-linkage with an introductory course on the national legal framework regulating water governance following the same line as the project planned in Benin. The Course aims at **improving water and sanitation decentralization processes** in the country and will combine on-site with on-line training to build the capacities and empower 77 communes of Benin through awareness-raising about their rights vis-à-vis the central government and their responsibilities under the new Water Code.

Cost	
Personnel	120'000
Trainings	90'000
Total	210'000 (CHF/USD)

Project C – Handing-over the ToolKit for Cooperation Agencies

WaterLex experience in the development of tools for development partners includes in particular the Toolkit for the Realization of the Human Right to Water and Sanitation which was designed for development practitioners in cooperation with SDC and AGUASAN (Swiss Community of Practice) and officially launched at the 6th World Water Forum in Marseille.

The Toolkit has been designed to provide cooperation agencies working in the field with tools and good practices for the implementation of the human right to water and sanitation. This ToolKit uses a most common skeleton - the Project Cycle Management structure – to assist at each stage: planning, budgeting, implementation, monitoring. The ToolKit can be accessed on WaterLex website.

During the 2012-2014 phase WaterLex will work on integrating additional **case studies** that adequately illustrate how a human rights based approach has been integrated in all steps of the Project-Cycle Management, involving significant partners.

To make the ToolKit a living and used instrument WaterLex will provide **training opportunities for ODA**: field-testing workshops will be organized to verify the relevance of the Toolkit in the field as well as to further improve and promote the ToolKit.

Cost (3 countries)	
Personnel	60'000
Trainings	30'000
Total	90'000 (CHF/USD)

Empowering Civil Society

Human Rights are about basic entitlements that every national civil society should enjoy. Whether environment-, human rights- or development-focussed, all NGOs have an important role to play in the realization of the human right to water and sanitation.

Ensuring a strong and efficient civil-society support to further the realization of the human right to water and sanitation at national and international levels is seen as a strategic priority for WaterLex in the coming years.

Project D – Introductory Course: Sustainable Water Governance (Latin America)

To this end, WaterLex intends to design an introductory on-line course on Sustainable Water Governance. The Course will clarify key concepts, provide updated literature, practical case studies and facilitate forum discussions to course participants. The course will discuss solutions – presenting first the roadmap to improve global water governance, and end with individual contributions and ideas. It is expected to change the mindset and behavior of the participants regarding their way of tackling water and facilitate proposals for individual responses at local level to global water governance challenges.

The course will be developed in partnership with Water Assessment and Advisory Global Network (WASA-GN) and will primarily target decision-makers in Latin America. The first version will therefore be in Spanish. Adaptations with partners from other regions including translations to other languages- English and French – can be foreseen on an opportunity basis.

Cost (per language)	
Personnel	70'000
Course Software	10'000
Total	80'000 (CHF/USD)

Project E – Supporting Youth as a Driver of Change in Society (Africa)

In 2010, Water and Youth International (WYI) started developing water education programmes for schools with local partners in specific countries. In 2012 a total of 10 countries have developed a

comparable programme. WaterLex and WYI intend to partner to harmonize a WASH education e-module based on this country experience. The e-module will harmonize the content of the education programme as developed with different partners in 10 African countries with a good geographic representativity.

This e-module is intended to provide young people with a user-friendly learning tool they can access at any time.

The e-module expects to sensitize and educate the Youth to the existing challenges in water and sanitation governance and their role related thereto, foster inter-country exchange at school on water and sanitation issues and prepare the participation of future citizen in water governance.

Cost	
Personnel	70'000
Course Software	10'000
Total	80'000 (CHF/USD)

Project F – Understanding the UN and Regional Human Rights Protection Mechanisms

Linking the local and international levels to further realizing of the human right to water and sanitation is a major role for several NGOs throughout the world. Yet, many of these organizations do not have a human rights background and therefore are not familiar with Human Rights Protection Mechanisms.

Human right protection mechanisms provide unique opportunities for individual victims to seek at the very least the recognition of the injustice they suffered (e.g. UN system), and for some even redress (e.g. Inter-American System).

WaterLex intends to develop an e-module Course “Understanding the UN and Regional Human Rights Protection Mechanisms” to fill this gap. The course will offer civil society organizations from across the globe practical guidance about the functioning of the UN and regional Human Rights systems and clarify how to make the best use of the existing mechanisms to effectively advocate for State’s progressive realization and then compliance with the human right to water and sanitation.

Cost	
Personnel	70'000
Course Software	10'000
Total	80'000 (CHF/USD)

Project G – Improving Water Transparency: a Civil Society Contribution (Togo)

Access to information and transparency are two sides of the same coin and a key component of the human right to water. In line with WaterLex's research and advocacy work regarding Water Transparency, WaterLex intends to build on its experience in Togo* to strengthen the capacities of civil society **to effectively address water transparency as a key condition for the realisation of the human right to water and sanitation.**

*Togo is the first country worldwide which added water to its list of natural resources under the *Extractive Industries Transparency Initiative* (EITI-ITIE). WaterLex supported the building and strengthening of civil society to assist this process in partnership with *Friends of the Earth-Togo*.

To this end, WaterLex intends to combine the elaboration of a Water Transparency e-module with on-site workshops in Togo addressed to the "Publish What You Pay Coalition" members, which include community based organizations, universities, economists, journalists, local actors, civil society, faith-based organisation, research institutes and environmentalists.

The training will include the undertaking of country-specific situation analysis, legal analysis, mapping of actors, identifying those that will look specifically at water issues, strengthening their capacities and enhancing coordination between different actors.

The field trainings are planned to take place in Togo in 2013, including a general one for the coalition and 1 for each of the 5 regions in Togo. These will be documented and included as a case study in the e-module on Water Transparency, facilitating the replication of the experience in different countries of the global coalition.

Cost	
Personnel	75'000
Field Trainings	30'000
Total	105'000 (CHF/USD)

Project H - Improving the Sustainability of WASH Humanitarian Interventions

The last emergency crisis in Haiti has shown the current accountability and governance gap in emergency interventions. NGOs are not coordinated, and they do not coordinate on their own. Several under-lying reasons may provide some explanations: lack of harmonized intervention guidelines and procedures.

Promoting that development and emergency assistance and cooperation are articulated and enhancing the sustainability of emergency interventions is the objective of this WaterLex project.

WaterLex intends to develop an on-line course-entitled "The Human Right to Water and Sanitation in Emergency Situations"- to help humanitarian actors improve their capacity and efficiency to respond in emergency situations and understand how a human rights based approach can be helpful in securing equitable access to water and sanitation for all within and beyond emergencies.

This project will be design, promoted and implemented through the organization's strategic partnerships with the UNICEF WASH Cluster, the Geneva-based CERAH (Emergency Actors Learning Center) and emergency partners such as Action Against Hunger (ACF).

Cost	
Personnel	70'000
Course Software	10'000
Workshops	50'000
Total	130'000 (CHF/USD)

Training Projects – Summary table

	Expenses Type	Amount (in CHF/USD)	Length of the project
1. WaterLex Online Campus			
Building a Unique interactive Online Campus on Human Rights-based Water Governance	Staff Material	80'000 15'000	Annual
2. Assisting Public Authorities (incl. ODA)			
Project A – Securing an Equitable Access to Safe Drinking Water and Sanitation (Pan-European region)	Personnel Workshops	80'000 120'000	12 months
Project B – Securing Municipalities basic Water Governance skills (Francophone Africa)	Personnel Trainings	120'000 90'000	24 months
Project C – Handing-over the ToolKit for Cooperation Agencies	Personnel Training	60'000 30'000	12 months
3. Empowering Civil Society			
Project D – Introductory Course: Sustainable Water Governance (Latin America)	Personnel Course Software	70'000 10'000	12 months
Project E – Supporting Youth as a Driver of Change in Society (Africa)	Personnel Course Software	70'000 10'000	12 months
Project F – Understanding the UN and Regional Human Rights Protection Mechanisms	Personnel Course Software	70'000 10'000	12 months
Project G – Improving Water Transparency: a Civil Society Contribution (Togo)	Personnel Trainings	75'000 30'000	18 months
Project H - Improving the sustainability of WASH Humanitarian Interventions	Personnel Course Software Workshops	70'000 10'000 50'000	12 months

Annexes

Annex 1 – WaterLex Board



The Board of Directors is the governing organ of WaterLex. According to the Statutes, it is composed of at least three members elected every three years by the General Assembly. The Board of Directors meets at least twice a year. Its members can neither have executive functions nor be paid by the organization. Finally, all Board members of WaterLex act in their personal capacity.

The current members of the Board of WaterLex are:



Catarina de Albuquerque - Graduate in Law from the Law Faculty of the University of Lisbon (Portugal) and from the Institut Universitaire de Hautes Etudes Internationales (Geneva,

Switzerland), Catarina de Albuquerque is the first UN Special Rapporteur on the right to safe drinking water and sanitation (formerly Independent Expert). She was appointed by the Human Rights Council in September 2008. Before, between 2004 and 2008 she presided over the negotiations of the Optional Protocol to the International Covenant on Economic, Social and Cultural Rights. Finally, Catarina De Albuquerque is also an invited Professor at the Law Faculties of the Universities of Braga and Coimbra and a Senior Legal Adviser at the Office for Documentation and Comparative Law, an independent institution under the Prosecutor General's Office.

Catarina de Albuquerque is member of WaterLex board since January 2011.



Gerard Aleton - Graduated in 1968 in engineering, Gerard Aleton worked from 1969 till 1974 as lecturer at the Federal University of Rio de Janeiro (Brazil). He then worked as an

engineer for a petro-chemical company from 1974-

1982 both in India and Japan and finished his career in the energy sector, where he worked from 1982 till 2010. This last step brought him to Germany, Belgium, Spain, United Kingdom, Japan and Russia. While working he was an active member of CCFD, a French NGO and cofounded two NGOs in Brazil and Haiti.

Gérard Aleton is member of WaterLex board since January 2011



Yves Etienne (Vice-President) - Yves Etienne graduated from the University of Geneva in 1978 as geologist-geophysicist, he completed his specialisation in hydrogeology in Spain and his

post-graduation in Public Health in Geneva. He has been working for the International Board of the Red Cross (ICRC) since 1985, successively as Head of the Water and Sanitation Unit (1985-1995), Head of the Training Division (1995-2000), Head of the Assistance Division which included 3 units: Health Services, Water&Habitat and Economic security (2001-2007) and HELP Courses coordinator (2008-2011). During his 27 years long career at the ICRC, he gained an extensive experience in the management of acute humanitarian crisis.

Yves Etienne is member of WaterLex board since January 2012



Maria Francisca Ize-Charrin (President) - Graduated in International Relations from El Colegio de México and the University of Sussex (United Kingdom), Maria Francisca Ize-

Charrin worked most of her professional career at the United Nations (UN). For many years she worked for the "1503 procedure", then she became Secretary of the Commission on Human Rights of the UN. She followed closely the process of establishment of the Human Rights Council (HRC). She finished her career in late 2008 as Acting Director of the Division of Field Operations and Director of the Division of Research and Right to Development at the Office of the High Commissioner for Human Rights (OHCHR) in Geneva.

Maria Francisca Ize-Charrin is member of WaterLex board since July 2010



Jean Lapègue - Jean Lapègue has a degree in engineering and a PhD in hydro-geology from the University of La Réunion. He worked between 1992 and 1996 with the French Ministry of Agriculture in Mayotte (Indian Ocean), first as hydrologist advisor on hygiene and public health, later as the director of the hydrology unit. He then joined the humanitarian sector in which he progressively gained his expertise on water and sanitation provision in emergency situations. He is currently Senior Advisor on WASH (Water, Sanitation and Hygiene) at Action Contre la Faim (ACF), a french humanitarian NGO.

Jean Lapègue is member of WaterLex board since January 2011



Bing-Jing (Jacqueline) Wang Delwarte (Treasurer) - Bing-Jing Wang has an economic and commercial science degree (HEC Lausanne) as well as a Law degree (University of Geneva). She worked from 1989 to 2001 in Swiss Banks in Lausanne, Taipei, Hong Kong and Geneva. Since March 2001 she joined as Senior Partner, Prime Partners SA, Geneva, responsible for Chinese-speaking clients. She speaks fluently French, English and Mandarin and has a good knowledge of German, Italian and Taiwanese.

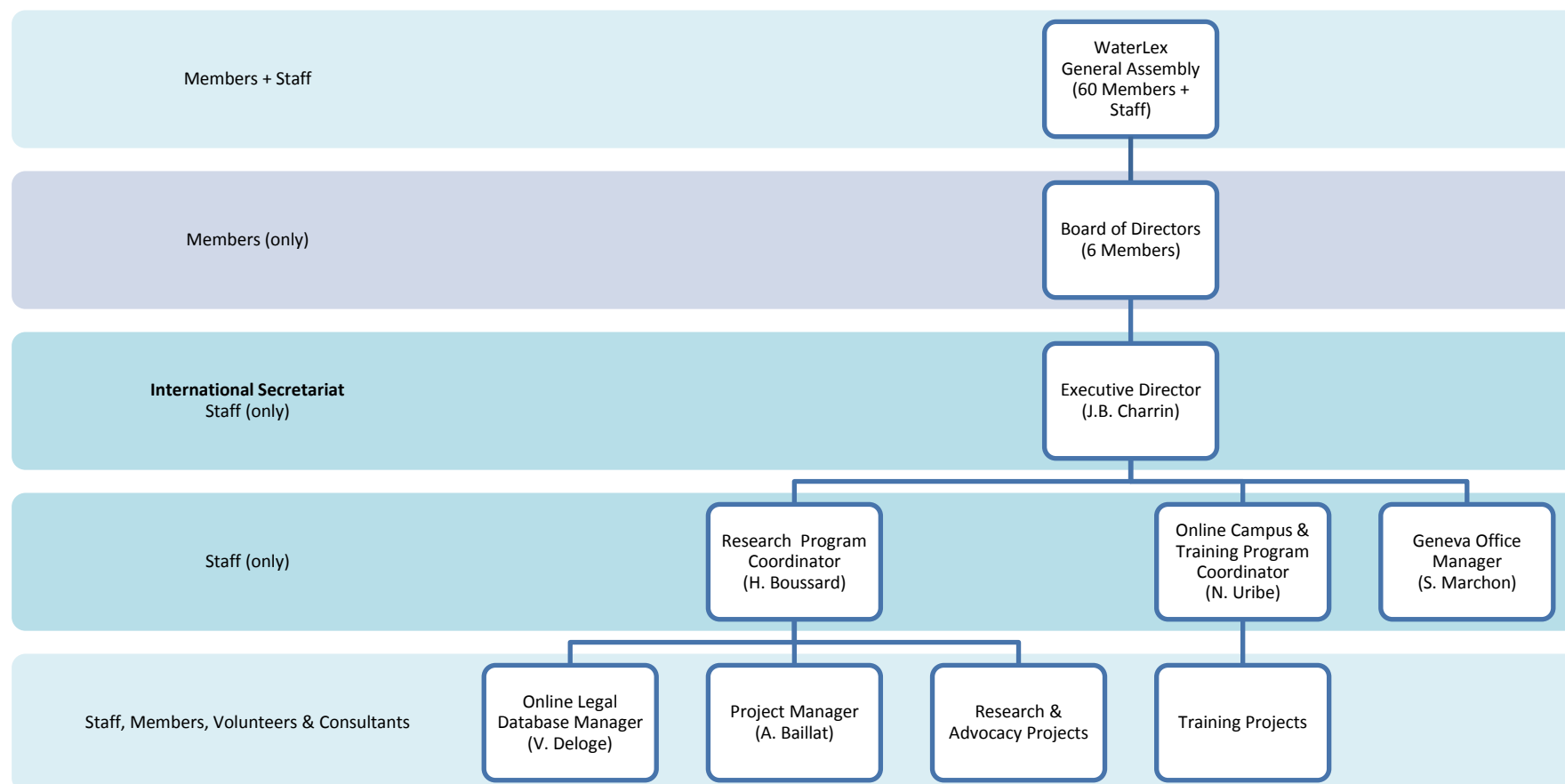
Bing-Jing Wang is member of WaterLex board since January 2012

Annex 2 – WaterLex International Secretariat Staff

International Secretariat – Geneva Office						
Name	Background	Position & Key Functions	Nationality	Present Base	Languages Spoken	Gender
Jean-Benoit Charrin	Jean- Benoit Charrin is the Executive Director of the International Secretariat since January 2011. Jean-Benoit holds a Master degree (LL.M.) in International Human Rights Law from the University of Essex (United Kingdom). He also holds a Master degree in Theology from the University of Fribourg. Before co-founding and committing full-time to WaterLex in early spring 2010, Jean-Benoit Charrin worked as a consultant for international non-governmental organizations. At that time he progressively specialized in the undertaking of country water and sanitation legal and institutional sector assessments, as well as human right to water compliance reviews. These missions led him to Haiti, Liberia, Benin, Bangladesh & Indonesia. He worked for the Center on Housing Rights and Evictions (COHRE), Action against Hunger (ACF), Fastenopfer, Bread for all (BfA) and BothENDS. Before 2008, Jean-Benoit gained work experience while working for the Mexican Permanent Mission in Geneva (2007), the OAS-Inter-American Commission on Human Rights in Washington and Geneva based international faith-based NGOs (2005).	Executive Director provides overall direction for WaterLex, represents WaterLex at official meetings and in the media, coordinates the overall work of WaterLex Staff, is responsible for fundraising and donor reporting.	Swiss, French & Mexican	Switzerland	English, French, German & Spanish	Male
Hélène Boussard	Hélène Boussard joined WaterLex as Research Coordinator in May 2011. Hélène holds a PhD in International Law from the European University Institute (Florence, Italy). She has worked as a consultant for intergovernmental organizations, like UNESCO and the World Health Organization (WHO), and for international and local non-governmental organizations in Geneva (International Service for Human Rights), Malawi (CIRCOD/WaterAid), Cameroun (UN Volunteer) and Togo (West African Human Rights Defenders Network). Helene has published several articles in human rights. She is specialized in the African human rights system. At WaterLex Hélène is responsible for coordinating the development of tools, country mappings and human rights impact assessments, publications and online resources. Helene is WaterLex focal point for the Global Water Solidarity Platform (UNDP) and the UNECE Expert Pool on equitable access to water and sanitation.	Research Program Coordinator Note: Hélène is also Coordinator of the WaterLex Advocacy Programme	French	France	English, French & Italian	Female
Natalia Uribe Pando	Natalia Uribe joined WaterLex as Training Coordinator in December 2011. Natalia is a graduate in Psychology and in Social and Cultural Anthropology respectively from the University of Deusto and the Universidad Autónoma de Madrid (Spain), and has postgraduate studies on Economic, Social and Cultural Rights and Public Policies from the Henry Dunant Foundation. Prior to joining WaterLex, Natalia Uribe was responsible since 2008 for the Water and Human Development Program at UNESCO Etxea - UNESCO Center - Basque Country. From 2006-2007 Natalia Uribe	Training Program Coordinator	Spanish	Spain	Spanish, English, French, Italian, Portuguese	Female

	<p>worked for the Human Rights and Gender Equality Section at UNESCO Headquarters in Paris. She also worked with UNICEF in El Salvador, coordinating and implementing local development and water and sanitation projects. At WaterLex, Natalia is responsible for coordinating the development of tools, resources, on-site and on-line courses to strengthen targeted stakeholders' capacities to effectively contribute to water governance and the realization of the right to water and sanitation.</p>					
Sophie Marchon Modolo	<p>Prior to joining WaterLex, Sophie Marchon was since 2007, Client Services Manager with Right Management SA in Geneva. Her responsibilities included client relations management, quality standards compliance, and administrative management of the Geneva office. Between 2005 and 2007, Sophie worked as Claims Manager at the International Road Transport Union (IRU). While managing claims from Europe and Asia, she liaised with relevant stakeholders and ensured legal and financial compliance. She started her career in 2004 at the FIPOI – the Foundation for Buildings for International Organisations. Sophie is a graduate in international relations from the University of Geneva - Institute of International Studies (IUHEI).</p>	<p>Geneva Office Manager secures the overall administration of the organization, including accounting functions, organization relating to general policy, travel, insurance, meetings, publications, printing, design & purchasing</p>	Swiss & Italian	Switzerland	English, French & German	Female
Aline Baillat Ballabriga	<p>Aline Baillat is a researcher at WaterLex since January 2012. She holds a PhD in International Relations from the Graduate Institute of International and Development Studies, Geneva (2008). She worked as an associate for the Global Policy Forum in New York City in 2000, as a research assistant for the Graduate Institute of International and Development Studies from 2003 to 2006 and the Kurt Bösch Institut, Sion in 2007 (research project on the Rhône River). Her area of specialization is comparative and international water law and policy. In her book, International Trade in Water Rights, she analyses the consequences of the recognition of water as an economic good on international watercourses management (2010). At WaterLex Aline contributes to research, training and advisory activities.</p>	<p>Research Project(s) Manager</p> <p>Country Mappings</p>	French	France	English, French & Spanish	Female
Vivien Deloge	<p>Vivien Deloge is Project Manager at WaterLex since May 2012. He holds an LLM in International and European Law and an MA in European Studies from the Université catholique de Louvain together with an LLM in Environmental Law from the University of Auckland. Very much interested in water issues, Vivien took the opportunity of his research at the University of Auckland to link environmental concerns to human rights and studied the realization of the human right to water in the EU legal order. Vivien is responsible for the development of the WaterLex Legal Database on the human right to water and sanitation. He is the focal point for the network of research institutes collaborating with WaterLex and supervises the compilation of case law undertaken with WASH-United.</p>	<p>Project Manager</p> <p>Online Legal Database</p>	French	France	English, French	Male

Annex 3 – WaterLex Organizational Chart



Annex 4 – List of WaterLex Members (Experts)

1. **Luis Alfonso d'Alba** (MH) - Ambassador of Mexico to the United Nations in New York, First President of the UN Human Rights Council
2. **Catarina de Albuquerque** (MH) - UN Special Rapporteur on the Human Right to Safe Drinking Water and Sanitation
3. **Mova Al'Afghani** - PhD Student at the UNESCO Center for Water Law - University of Dundee (UK)
4. **Gérard Aleton** - Engineer in the energy sector from 1974-2010
5. **Beatriz Armendariz** - Lecturer in Economics at the University of Harvard
6. **Julie Aubriot** - WaterLex co-initiator – Officer at the World Water Council (WWC)
7. **Guido Barbera** - President of NGO - CIPSI (Coordinamento di Iniziative Popolari di Solidarietà Internazionale) - Italy
8. **Line Barreiro** (MH) - Member of the UN Board on the Elimination of Discrimination against Women (CEDAW)
9. **David Birenbaum** (MH) - Advisor to Fried Frank in Washington, Ambassador of the United States of America to the United Nations during the Reform Process(1994-1996)
10. **Hélène Boussard** - WaterLex IS Staff - Research & Training Coordinator
11. **Charles Brunengo** (MH) - Former Secretary General and Executive Board Member of Framatome Group - France
12. **Bertrand Charrier** (MH) - Officer in charge of relations with think tanks and academic institutions - AFD
13. **Christian Charrin** - International Lawyer
14. **Daniel Charrin** - Corporate Lawyer
15. **Jean-Benoît Charrin** - WaterLex co-initiator - IS Staff - Executive Director
16. **Alan Colman** - Advisor - European Bank for Reconstruction and Development (EBRD), former officer of the UN Office of the High Commissioner on Human Rights (OHCHR)
17. **Robert Corcos** - Attorney in Paris
18. **Emmanuel Decaux** (MH) - President of the UN Board on Enforced Disappearances (CED) - Professor at the University Panthéon-Assas Paris II, Vice-President of the National Human Rights Consultative Commission (CNCDH)
19. **José Dougan-Beaca** - Former officer at the Office of the High Commissioner on Human Rights
20. **Xavier Dumont** - Engineer at GDF SUEZ
21. **Silvia Escobar** (MH) - Ambassador of Human Rights of Spain (2005-2011), Member of the board of Helsinki España
22. **Julien Eyraud** - WASH Coordinator at Action contre la Faim (ACF-France)
23. **Blanca Ruth Esponda** (MH) General coordinator of executive power cabinets in the State of Chiapas (Mexico), Member of the expert Board on the implementation of Convention and Recommendations of the International Labor Organization (ILO)
24. **Yves Etienne** (MH) - Former Head of the Assistance Division at ICRC
25. **Pierre Fourcassié** - WASH Coordinator - UNICEF
26. **Michel Forst** (MH) - UN Independent Expert on the Human Rights situation in Haiti
27. **Luis Gallegos** (MH) - Ambassador, Permanent Representative of Ecuador to the UN in Geneva, former Member of the UN Board against Torture (CAT)
28. **François-Xavier Imbert** - Officer at the World Water Council
29. **Ashfaq Khalfan** - Economic, Social and Cultural Rights Policy Coordinator at Amnesty International (AI)
30. **Aída González Martínez** (MH) - Former President of the UN Board on the Elimination of Discrimination against Women
31. **Régis de Gouttes** (MH) - Member of the UN Board on the Elimination of Racial Discrimination, former first attorney general before the French Supreme Court of Appeal
32. **Christian Guillermet-Fernández** (MH)- Ambassador, Permanent Representative of Costa Rica to the UN in Geneva
33. **Paul Hunt** (MH) - Law Professor at the University of Essex (UK), former UN Special Rapporteur on the Right to Health
34. **Peter Illig** - Director, Global Project Management, World Scout Bureau
35. **Alain Ize** - World Bank Advisor, Economics Professor at the Colegio de Mexico, former public servant at the International Monetary Fund (IMF)

36. **Luis Gerardo Ize** - Industrialist, Advisor for cultural and education in the State of Hidalgo (Mexico), Former Secretary of State for Social Development (Hidalgo-Mexico)
37. **Maria Francisca Ize-Charrin** - Board President of WaterLex, former Director at the UN Office of the High Commissioner on Human Rights (OHCHR)
38. **Lara Jazairi** - Officer with Oxfam (UK)
39. **Dzidek Kedzia** (MH) - Member of the UN Board on Economic Social and Cultural Rights, Professor of Constitutional Law in Poland, former public servant at the OHCHR
40. **Catherine Kessedjian** (MH) - Law faculties Professor at the Universities of Université Paris II- Panthéon Assas, Hauser Global Professor at the New York University School of Law, arbitrator in international arbitration
41. **Roberta Lajous** (MH) - Professor at the Colegio de México, Ambassador of Mexico in Austria, UN (New York), Cuba & Bolivia
42. **Jean Lapègue** - Senior WASH advisor - Action against Hunger (ACF-France)
43. **Sheldon Leader** (MH) - Law Professor at the University of Essex (UK)
44. **Norberto Liwski** (MH) - President of CODESEDH (Argentina), former vice-President of the UN Board on the Rights of the Child
45. **Roy Mendoza** - Senior Advisor Triagonal (Liechtenstein), active member of AIESEC alumni network
46. **Javier Moctezuma** (MH) - General Director of Fondation Gonzalo Rio Arronte (Mexico), former director on National Human Rights Commission (Mexico), Ambassador of Mexico to the Holy See (2004-2005)
47. **Kyra Nuñez** - Independent Journalist with “El Sol de Chiapas”, book and articles author
48. **Rosa María Ortiz** (MH) - Member of the Inter-american Commission on Human Rights, former Vice-President of the UN Board on the Rights of the Child
49. **Leticia Osorio** - Human Rights Programme - Officer, the Ford Foundation (Brazil)
50. **Paulo Sergio Pinheiro** (MH) - President of the Independent International Commission of Inquiry on Syria, Member of the Inter-American Commission on Human Rights (2004-2011), UN Secretary General representative on the study on violation against children, Former UN Special Rapporteur on Burundi and Myanmar
51. **Eibe Riedel** (MH) - Member of the UN Board on Economic, Social and Cultural Rights, Swiss Chair of the International Humanitarian and Human Rights Law Academy (Geneva), Law Professor at the University of Mannheim
52. **Alma Sosa** - Officer at the National Human Rights Commission (Mexico)
53. **Françoise van Leeuwen** - Manager of Consulting Firm - Conseil Impulsion, Member of Business and Professional Women (BPW)
54. **Peter van Maanen** - WASH Consultant for UNICEF
55. **Céline Rancoule** - Professional Fundraiser
56. **James Robertson** - WASH Scientific specialist in humanitarian and development contexts (based in Bamako, Mali), former WASH Coordinator for ACF in Bangladesh
57. **Tobias Schmitz** - Water and Sanitation Specialist in Africa, Policy Officer with BothENDS (Netherlands), BothENDS representative at the Dutch WASH-Coalition
58. **Bart Teeuwen** - Water and Sanitation Policy - International Consultant
59. **Michel Veuthey** (MH) - University Professor, Director of Summer Course of International Humanitarian Law - International Institute of Humanitarian Law (IIHL - San Remo - Italy), Career at the ICRC (1967-2000)
60. **Renaud de Villaine** - Artist, Public servant with the OHCHR in Democratic Republic of Congo (DRC), former officer at the Jesuit Refugee Service (JRS)
61. **Bing-Jing Wang** - Advisor, Prime Partners (Geneva)
62. **Jean Zermatten** (MH) - Lawyer, President of the UN Board on the Rights of the Child, Director of the International Institute on the Rights of the Child (IDE) - Switzerland

Annex 5 – WaterLex Statutes*

**The present statutes were approved as last amended on January 28th 2012. Reference and original version of Statutes is in french.*

I. History

Article 1

Following the transfer to the Canton of Geneva (Switzerland), of the 28th July 2010 founded *Association* WaterLex under the 1901 French Law, the Statutes of the Swiss non-for-profit *Association* following Art. 60ff of the Swiss Civil Code, were adopted by the General Assembly of the Organization on November 1st 2010 in Geneva. They were reviewed and approved in their current wording by the ordinary General Assembly that was held in Geneva on January 28th 2012.

II. Purpose

Article 2

Waterlex' purpose is to contribute through its activities to the improvement of access to clean drinking water and sanitation for the most vulnerable populations. It is active on an international level in the field of human rights, more specifically in the field of the right to water and sanitation. Waterlex pursues its purpose through research, consulting services, technical assistance, training, advocacy and mediation. It can engage in any activity that allows it to directly or indirectly promote its objectives, notably by managing intangible property. Waterlex can engage in activities at national and international levels.

III- Headquarters and duration

Article 3

Waterlex headquarters are located in the Canton of Geneva (Switzerland). The postal address of the registered office can be found in the Rules of Procedures.

Article 4

The duration of the Association is undetermined.

IV. Members

Article 5

The Association shall be composed of:

- a. Founding members
- b. Members of Honor
- c. Active members

The **Founding Members** of the Association are people that subscribe to the Waterlex Mission and that

- supported the Association throughout its founding period lasting from 2010-2011, or
- agreed to support it in the future, based [on the information provided] on its website www.waterlex.org and on its first activity report 2010-2011.

The Physical Persons sought by the Waterlex Board, through its President, to financially support the Association and allow it to ensure the sustainability of its salary structure, that shall accept before June 30th 2012 shall also qualify as Founding Members.

The Association's **Members of Honor** shall be persons sought by the Board, due to the authority attached to their name, who accept to support WaterLex. All Members of Honor at the date of adoption of the present reviewed statutes shall also be founding members.

The **Active Members** shall be comprised of:

- the Association's senior management employees as long as they remain senior management employees,
- members having joined through the Article 6 dispositions.

The Founding Members are listed in the annex to the present statutes. When applicable, the quality of Member of Honor (MH) or Active Member (AM) is indicated in brackets.

The list of all members of the Association appears in the annex of the Rules of Procedure and shall be regularly updated by the Board.

Article 6

Admission requests for new members shall be addressed to the Chairman of the Board. Excepting candidates suggested to the General Assembly by the Board as future Members of Honor, candidates can only be accepted as members of the Association after having completed a volunteering period with Waterlex and when at least a year has passed between the beginning of the volunteering period and the application request.

The Board shall rule in each of its meetings on the admission requests and submit the shortlisted requests to the approval of the General Assembly.

The quality of member is inalienable and cannot be passed onto heirs.

Article 7

Membership can be lost through:

- a. Written resignation by the member with immediate effect, allowing for a reasonable delay for Waterlex to draw the legal and operational consequences of said resignation;
- b. Death;
- c. Radiation on just and proper grounds pronounced by the Board and confirmed by the General Assembly.

V. Bodies of the Association

Article 8

The Bodies of the Association are:

- a. The General Assembly
- b. The [non-executive] Board of Directors (Also referred to as the “Board” in the day-to-day operation of the Association)
- c. The International Secretariat

Article 9

The General Assembly is the sovereign body of the Association.

It shall convene annually in ordinary session and include all members of the Association with equal voting rights, whatever their status.

The Assembly’s decisions shall be taken without quorum by the members present or represented, provided that the rules of convening be respected.

At least fifteen days before the set date, the members of the Association shall be convened at the request of the Chairman of the Board. The agenda is specified on the summons, which may be sent by email.

Any member of the Association may be represented by another member, provided that said second member be present at the General Assembly. The powers of representation shall be addressed to the President of the Board at least 48 hours prior to the General Assembly, in accordance with the modalities established in the Rules of Procedure of the Association.

The annual General Assembly agenda, known as “ordinary” must include:

- a. Approval of the minutes of the previous General Assembly
- b. Presentation by the Board of the Association’s activity report covering the time elapsed since the last Assembly;
- c. Financial reports;
- d. Assessment of contributions;
- e. Adoption of the provisional draft budget
- f. Approval of reports and accounts;
- g. Approval of new members;
- h. Election of the members of the Board and the accounts from the auditing body;
- i. Individual proposals.

The Chairman of the Board presides the Assembly, assisted by other Board members.

Only the questions mentioned in the agenda may be addressed during the ordinary General Assembly.

The decisions of the General Assembly shall be taken by a simple majority vote of present or represented members. In case of a tie, the Chairman's vote counts double.

However, decisions relative to the modification of statutes and the dissolution of the Association can only be taken by a majority of two-thirds of the votes of present and represented members. The transformation of the objectives of the Association cannot be imposed to any of its members.

Article 10

The General Assembly's functions and powers include:

- a. Admission of new members on a proposal from the Board;
- b. Election and revocation of members of the Board
- c. Appointment of a/the auditor(s);
- d. Control of the Association's activity through its different bodies, whose members it can revoke at any moment on just and proper grounds;
- e. Modification of the statutes of the Association;
- f. Decision on the dissolution of the Association.

Article 11

The meetings of the General Assembly shall take place on an annual basis at the Association's headquarters or at any other location specified in the summons.

Article 12

If needed, or at the request of the majority of the Board's members, the Chairman may convene an Extraordinary General Assembly, following the procedures laid down in article 9.

Article 13

The Association's activities are overseen by a [non-executive] Board made up of a minimum of 3 members elected by the General Assembly for a renewable period of 3 years.

Members of the Board act on a pro-bono basis and can only claim the repayment of effective costs, including travel expenditures.

For activities that exceed its usual duties, each member of the Board may perceive an appropriate compensation, in a manner compliant with the legal requirements.

The Board shall convene as many times as required by the Association's activities and at least twice a year, convened by the Chairman or at the request of the majority of members.

The Board's decisions are taken by a simple majority. In the event where the Board members are in even numbers and in the case of a tied vote, the Chairman's vote counts double.

Article 14

The functions and powers of the Board include:

- a. Definition of the Association's pluriannual strategy;
- b. Definition of the provisional draft budget;
- c. Convening of Extraordinary General Assemblies when they take place at its initiative;
- d. Nomination among its members by consensus, or if need be by secret vote of:
 - i. A Chairman/Chairwoman
 - ii. A Secretary
 - iii. A Treasurer
- e. Management of the Association's activity, in the event that an Executive Director has not been named following the procedure of Article 15.

Article 15

The Board may at any given time delegate all or part of the management of the Association's activities to an International Secretariat presided by an Executive Director, which may be assisted by one or several volunteers and/or employees. The Executive Director represents the Association's International Secretariat.

Said delegation is limited to the management and does not undermine the Board's powers, as defined in subparagraphs a) to d) of Article 14.

The Executive Director is directly responsible before the Board. The nomination of the Executive Director is done on a proposal by one or several members of the Board, by consensus or by a simple voting majority, if needed.

The Board is then in charge of ensuring that the Executive Director abide by the Association's statutes, as well as by the multiannual strategy defined by the Board.

Said overview is based on the activity reports presented to the Board by the Executive Director.

The Board may at any moment revoke the Executive Director on just and proper grounds, through a two-thirds majority vote.

A member of the Board may not be part of the International Secretariat nor be employed by the Association.

Members of the International Secretariat, particularly paid employees of the Association, can sit during Board meeting in an advisory capacity only

Article 16

The Association is validly committed by the individual signature of the Chairman. The nomination of an Executive Director implies the delegation to him of the Chairman's signature within the limits of the mandate entrusted to him by the Board.

Article 17

The Board meetings must include a minimum of three members present. They can be validly held in a virtual form, using modern telecommunication means. The minutes of the meeting must then mention the technical media through which it took place and be signed by the Board Secretary or by the Board member fulfilling his duty in case of unavailability.

Following an informal consultation about the members' availability, the Chairman sets the date of each Board meeting. He/she then informs the members a minimum of 8 days prior to the set date, indicating the detailed agenda and communicating all documentation necessary to the discussion.

Article 18

Any Board member that would not assist to three consecutive meetings, with no valid motive, may be considered by the Board as having resigned.

Article 19

In the event of the vacancy of one of its members, the Chairman, or in his absence the Direction Secretary, is required to inform its members. The Board then proceeds to the nomination of another of its members to fill the vacancy. If that is not possible, or if the vacancy reduces the number of Board members to less than 3, the Chairman, or in his absence the Secretary, is required to convene an Extraordinary General Assembly, in accordance with the procedures established in article 9, to proceed to the nomination of one or several new members. The powers of the member(s) so elected shall end at the expiring date of the replaced member(s) mandate.

Article 20

The International Secretariat is made up of the Executive Director and his/her collaborators involved in the implementation of the Association's activities, volunteers and/or employed in accordance with Article 15.

The functions and powers of the International Secretariat include:

- a. Submitting a provisional draft budget to the Board;
- b. Defining the appropriate means to reach the targets established within the frame of the Board-approved strategy;
- c. Administration of the Association's property;
- d. Presenting the annual activity report before the Board.

VI. Resources

Article 21

Depending on the situation, the Association's resources may come from:

- a. paid contributions;
- b. public or private subsidies;
- c. donations and bequests;
- d. income from its property;
- e. proceeds from the sale of its studies and from payments charged for its services;
- f. any other resource authorized by the law.

The funds shall be put to use according to the purpose of the Association.

Only the Association's assets are subject to the liabilities contracted in its name and any pecuniary liability of its members is excluded.

The Association members cannot claim any right on its property.

VII. Diverse provisions

Article 22

The financial year starts on January 1st and ends on December 31st of each year.

The Board shall maintain a statement of expenses and expenditures, as well as a statement on the Association's financial situation.

The Association shall undergo an annual financial audit, which shall be performed by an independent auditing company named by the Board.

The amount of members' contributions is determined each year by the General Assembly; in the event that no decision would be made, the amount shall be yearly renewed.

Article 23

The Rules of Procedure are determined by the Board, who shall communicate them to all members, along with the minutes of their adoption or modification. The Rules of Procedure shall specify all details necessary to the proper operation of the Association when said details have not been specified in the statutes, particularly regarding the internal administration of the Association.

Article 24

The dissolution of the Association shall be pronounced by a minimum of a two-third majority of present or represented members at the General Assembly, which shall then name one or several liquidators to that effect. In the event of dissolution, the current assets shall be entirely reassigned to an institution pursuing a similar public interest purpose and benefitting from tax exemption. In no event may the assets be returned to the physical founders nor to the members, nor be used to serve their interests in part or as a whole, or in any way.

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