THE COCA-COLA AFRICA
WATER STEWARDSHIP INITIATIVE

Call for Proposals (CFP)
Invitation

Table of Contents

Introduction

This document provides comprehensive information to invited applicants on priorities, criteria, and application procedures for the Coca-Cola Africa Water Stewardship Initiative's 2025 Call for Proposals (CFP).

Water is a priority for The Coca-Cola Company (TCCC) and its local bottling partners because it is essential to life, the communities the Company serves, and its beverages. As water insecurity continues to increase globally, with demand outstripping supply in many regions such as Africa, Coca-Cola is taking steps to help accelerate efforts to address water stress, protect local water resources, and build community climate resilience.

Around the world, the Company's Operating Units (OUs) have identified priority locations and set metrics to mitigate physical, regulatory, and reputational risks while positively contributing to the well-being of communities and the environment – where it matters most.

Goal & Objectives

The goal of the *Africa Water Stewardship Initiative*, introduced by the Coca-Cola System in Africa, is **to help protect and enhance the health of important watersheds and to improve access to water and sanitation services in local communities by the end of 2035**.

The specific objectives of the program are:

- **To enhance the health of critical watersheds and replenish water in critical basins where the company operates;**
- **To improve access to WASH services in underserved communities;**
- **To contribute to advancing water security and the United Nations' Sustainable Development Goal 6:** Ensure availability and sustainable management of water and sanitation for all**, across the African continent; and,**
- **To mobilize additional investments to scale impact and double water replenishment in key basins.**

The initiative intends to promote sustainable water management practices, safeguard water resources, protect critical water basins, and enhance community access to water, sanitation, and hygiene (WASH) across the continent.

Working closely with a consortium of NGO partners led by Global Water Challenge (GWC)[1], together with governments, communities, civil society, and other companies, the Coca-Cola Africa Operating Unit (AOU) will design, implement, and deliver proven and/or innovative

[1] GWC is a long-term partner of TCCC with a track record of delivering high-impact water programs for TCCC, The Coca-Cola Foundation, and its bottling partners.

solutions that increase water security, build climate change resilience, and meet the AOU's *Replenish*[2] targets across up to 29 priority basins in Africa by the end of 2035.

Overview of the Application Process

GWC will launch the CFP process and will encourage eligible organizations to apply. **Applicants must first provide an Expression of Interest (EoI) via email attaching a signed Non-Disclosure Agreement (NDA).**

Through this Call for Proposals (CFP), GWC and the Coca-Cola AOU are currently seeking proposal applications from proven expert NGO partners for projects to achieve the Coca-Cola AOU's water stewardship goals in the Tunisian East Coast, Jeffara, and Medjerda Minor Basins of Tunisia.

Upon receipt of the EoI and signed NDA, GWC will share the complete CFP package, which includes the proposal templates and associated annexes for completion, as well as additional helpful resources to guide you in your application. **Once proposals are received, applications will be reviewed using the selection criteria outlined below.** After preliminary review of submitted proposals, GWC will consolidate internal feedback for discussion with applicants, as necessary. Once all clarifications are provided, GWC will facilitate a final internal review and make recommendations for funding to the Coca-Cola AOU.

Submission of Proposal

Proposals should be submitted via email to aoucfp@globalwaterchallenge.org. Some important points regarding the application forms are as follows:

- Applicants must follow the application template(s) provided;
- All annexes relevant to your project should be dully completed;
- Applicants must apply in English, and all budget figures should be in US Dollars ($);
- GWC may request additional information, supporting documents or clarifications on the proposals received.

Contracting

GWC will issue a contract sub agreement to selected applicants. Please note that the agreement template is available for review upon request to GWC.

[2] *Replenish* is Coca-Cola's water stewardship initiative that aims to balance the water used in its beverages by replenishing it back into nature and communities. Coca-Cola introduced this program as part of its broader sustainability efforts in 2007. The goal is to achieve water neutrality, meaning to return to nature and communities the equivalent amount of water used in the production of beverages. By 2030, TCCC aims to replenish >100% of its sales volume.

Eligible Project Types

To achieve the Company's 2035 water stewardship goals, GWC and the AOU will focus on providing grant funding to organizations with the strongest proposals to implement projects in the proposed locations in alignment with the strategic objectives outlined above.

To do this, the Coca-Cola AOU and GWC will invest in projects that focus on the following thematic areas:

1. Watershed Resilience, Groundwater Recharge & Source-Water Protection
Strengthening the resilience of critical river basins, watersheds, and aquifers through integrated watershed management, groundwater recharge, and source-water protection approaches that improve water availability, protect water quality, and enhance long-term water security for communities, ecosystems, and shared water users.
Priority interventions may include:

- Restoring and protecting critical watersheds, recharge zones, wetlands, and source-water areas;
- Supporting groundwater recharge and water retention through nature-based solutions and landscape restoration;
- Implementing soil and water conservation measures that reduce erosion, sedimentation, and land degradation;
- Protecting and improving water quality through catchment management and pollution reduction activities;
- Strengthening monitoring and management systems for groundwater resources, water quality, and abstraction; and
- Enhancing basin resilience to climate variability, drought, and increasing water stress.

2. Urban Water Efficiency & Non-Revenue Water (NRW) Reduction Partnerships
Improving water security and climate resilience in urban areas through partnerships that reduce system losses, improve water-use efficiency, and strengthen the reliability and sustainability of municipal water supply systems.
Priority interventions may include:

- Supporting leakage reduction, pressure management, and network optimization initiatives;
- Establishing or expanding District Metered Areas (DMAs) and smart monitoring systems to improve water system performance;
- Strengthening storage infrastructure and distribution network resilience in water-stressed urban areas;
- Supporting innovative public-private partnerships that improve utility performance and water efficiency;
- Enhancing municipal capacity for water loss management, monitoring, and asset management; and
- Promoting scalable solutions that generate measurable volumetric water savings and improve service reliability during periods of drought and water scarcity.

Across all thematic areas, GWC and the Coca-Cola AOU will prioritize projects that contribute to site-specific replenishment and water security objectives while delivering measurable and scalable water stewardship impact. Priority will also be given to projects that strengthen local institutional and community capacity, promote long-term sustainability and local ownership, support climate adaptation and drought resilience, foster collaboration among key stakeholders, and generate broader environmental, social, and economic co-benefits for communities and ecosystems.

Target Locations, Replenish Targets & Budget

To meet the Coca-Cola AOU water stewardship goals and Replenish targets in **Tunisia**, proposed project activities will need to be implemented within the specified minor basin(s). Details on the minor basins and Replenish targets will be included as part of the Call For Proposals (CFP) package upon submission of an EoI and signature of a NDA by applicants.

We recommend that applicants propose to achieve the full site-specific Replenish target (to be shared upon submission of signed NDA) within the following budget ranges.

Country	Major Basin	Minor Basin	Recommended Budget Range (USD)
Tunisia	Mediterranean South Coast	Tunisian East Coast	$627,000-$1,504,800
		Medjerda	$40,000-$96,000
		Jeffara	$147,000-$352,800

Proposed projects can target one or all of the priority minor basins listed above. Additional funding can be requested to monitor and maintain project benefits through 2035 following project completion.

Project Selection Criteria

GWC and the AOU will use the following selection criteria to evaluate project proposals.

Project Selection Criteria	
1	How relevant is the proposal in contributing to the objectives and goals of the *Africa Water Stewardship Initiative* in the proposed geography(ies)?
2	Does the project address relevant water-related issues and/or meet a specific water need within the basin(s)/community(ies) being served?
3	Does the applicant organization demonstrate a robust understanding of Replenish/VWBs?
4	Does the applicant organization have experience in successful implementation of watershed health, WASH access, sustainable & regenerative agriculture and/or climate resilience building interventions in the regions specified?
5	Does the applicant include clear stakeholder engagement plans (communities, government, private sector, civil society, etc.) and will the proposed project contribute to the SDGs & government strategies?

6	Has the applicant organization shown its ability to effectively engage relevant government agencies and other stakeholders (private sector, civil society, etc.) throughout project design and implementation?
7	Will the project leverage funding from other sources (co-financing)?
8	If yes to previous question, is there clarity in the breakdown of expected impact attributable to Coca-Cola vs. other funders?
9	Does the project describe a clear objective and a reasonable work plan for meeting the objective?
10	Has the proposal demonstrated long-term sustainability of the project to ensure continued benefits in the basin and/or to the communities impacted (through the end of 2035)?
11	Is the proposed project catalytic and cost-effective (e.g., cost per ML; cost per beneficiary; unlocks funding or scale-up opportunities)?
12	Does the proposed project present local engagement and mobilization opportunities for Coca-Cola employees and partners?
13	Will the proposed project deliver relevant, significant, and/or meaningful positive impact at scale?
14	Will the project delivery impact within reasonable proximity of AOU facilities (facility locations to be shared upon signature of NDA)?

Project Metrics and Projected Impacted

In *Annex B - Monitoring & Evaluation Spreadsheet* (to be provided upon signature of the NDA), you will find a collection of metrics that the *Africa Water Stewardship Initiative* will track to address program benefits and co-benefits. If your grant activities contribute to one or more of these metrics, please indicate your expected outcome(s). If the metric does not relate to your program goals and activities, enter 0. Please note that there are four sheets covering metric categories that the Program will be tracking, please complete all four sheets, as applicable to the proposed project. Additionally, if you expect to leverage co-finance (co-funding) from other funders for your project, you will need to list the proportion of impact expected from the Coca-Cola AOU's requested contribution in Column E and the total impact, inclusive of co-finance, in Column F. If the project is completely funded by the Coca-Cola AOU, please list the same impact in both columns.

Please note that the metrics and outcomes you indicate should align with the amount of the Coca-Cola AOU's contribution towards the project. You may indicate what the overall project outcomes will be, but it is most vital to indicate what portion the Coca-Cola AOU's contribution will support.

If your organization uses indicators not found on the list and you would like to request inclusion of those indicators, please reach out to GWC. Grantees will only be asked to report on metrics where they are claiming impact.

Eligibility Requirements for Applicants

All applicant organizations must meet the following conditions:

- Organizations that are either registered as legal entities in the project priority country or subcontract project work out to such entities. The priority country for this opportunity is Tunisia.
- The types of eligible organizations include private sector development organizations as well as non-governmental organizations (NGOs), such as Community-Based Organizations (CBOs), Civil Society Organizations (CSOs), and social enterprises.

Governmental/state/budgetary organizations are NOT eligible as direct applicants but can support and participate in projects in partnership with selected partner organizations and with a condition of no conflict of interest.

Reasons for Exclusion

Applicant institutions cannot participate in this call for proposals or receive funds from the Coca-Cola AOU if:

- They are bankrupt or being dissolved, are having their affairs administered by the courts, have entered an arrangement with creditors, have suspended business activities, are the subject of proceedings concerning those matters, or are in any analogous situation arising from a similar procedure provided for in national legislation or regulations;
- They have been convicted of an offense concerning professional conduct by a judgment which has the force of res judicata (i.e., against which no appeal is possible);
- They are guilty of grave professional misconduct proven by any means which the Contracting Authority can justify;
- They have not fulfilled obligations relating to the payment of social security contributions or the payment of taxes in accordance with the legal provisions of their country;
- They have been the subject of a judgment which has the force of res judicata for fraud, corruption, involvement in a criminal organization, or any other illegal activity; and,
- They have been declared to be in serious breach of contract for failure to comply with their contractual obligations in connection with a procurement procedure or other grant award procedure.

Institutions will also be excluded from participating in this call for proposals or receiving funds from the Coca-Cola AOU if, at the time of the call for proposals, they are subject to a conflict of interest.

Costs to be Covered

This section outlines the costs that may be considered for project implementation when applicants complete *Annex A – Budget* (to be provided upon receipt of EoI and signature of the NDA).

Eligible Direct Costs

To be eligible, costs must:

- Be necessary for carrying out project activities;
- Comply with the principles of sound financial management, including cost-effectiveness;
- Have been incurred by the grantee or their partners during the implementing period for the project to be recorded in the grantee's accounts; they should also be identifiable and verifiable, as well as backed up by originals of supporting documents. GWC may request supporting documentation for expenses presented as incurred.

Subject to those conditions, eligible direct costs borne by the grantee and their partners include:

- Personnel-related costs;
    - Travel and subsistence costs for staff and other persons taking part in the grant activities, provided they do not exceed those normally borne by the grant recipient or partners;
    - Purchase or rental costs for equipment and supplies (new) specifically for the purposes of the pilot project, and costs of services, provided they correspond to market rates;

  *Applicants must describe and justify personnel-related costs **exceeding 20%** of the total project budget.*
- Cost of consumables;
    - Costs arising directly from the requirements of the contract (dissemination of information, evaluation specific to the action, audit, translation, printing, insurance, etc.) including financial service costs (specifically, the cost of transfers and financial guarantees); or,
- Visibility costs.

Ineligible Costs
The following costs are not eligible:

- Debts and provisions for losses or debts;
- Salaries of government official and civil servants;
- Project preparation activities;
- Costs already incurred before the signing of the agreement;
- Non-project related expenditures;
- Interest owed;
- Items already financed in another framework;
- Purchases of land or buildings;
- Purchases of vehicles;
- Currency exchange losses; or,
- Credits to third parties.

Costs for refurbishment (office renovation, restoration) of current premises are not eligible costs unless they are directly related to project activities.

More Information

For more information or questions about this CFP, please contact aoucfp@globalwaterchallenge.org.