



The CEO Water Mandate

# UN Global Compact CEO Water Mandate

2016-2018 Strategic Plan

**October 2015**

# Table of Contents

- BACKGROUND .....3**
- THE 2016-2018 STRATEGIC PLAN .....4**
- THEMES AND OBJECTIVES .....4**
  - The CEO Water Mandate’s Six Core Elements ..... 4*
  - 2030 Sustainable Development Goal 6: Water and Sanitation ..... 5*
  - Means of Implementation and Key Performance Indicators ..... 6*
- WORKSTREAMS AND ACTIVITIES .....8**
  - Direct Operations, Supply Chain and Watershed Management ..... 10*
  - Collective Action, Community Engagement, and Public Policy ..... 10*
  - Transparency and Disclosure ..... 11*
- SUPPORTING FUNCTIONS.....12**
  - Technology and Communications ..... 12*
  - Scaling-Up Strategies ..... 13*
  - Events ..... 14*
  - Strategic Planning and Partnerships ..... 14*
  - Project and Working Group Facilitation ..... 15*
  - Governance and Accountability ..... 15*
  - Sustainable Funding Model ..... 15*
- BUDGET .....16**
- TIMELINE AND PROJECT MILESTONES .....17**
- 2014-2015 STRATEGIC PLAN SUMMARY .....18**
- 2016-2018 STRATEGIC PLAN SUMMARY .....19**

## Background

The CEO Water Mandate's objective is to **mobilize a critical mass of business leaders to address global water challenges through corporate water stewardship**, in partnership with the United Nations, civil society organizations, governments, and other stakeholders. Importantly, the concept of corporate water stewardship addresses three main aspects of water stress: water **scarcity**, water **quality**, and access to **water, sanitation, and hygiene (WASH)**.

The CEO Water Mandate was officially launched by the UN Secretary-General in July 2007 at the UN Global Compact Leaders' Summit in Geneva. Since then, the Mandate has grown to become an international group of roughly 140 companies, all of which have made a CEO-level commitment to the Mandate's six core elements:

1. Direct Operations
2. Supply Chain and Watershed Management
3. Collective Action
4. Community Engagement
5. Public Policy
6. Transparency and Disclosure

With the participation of Mandate-endorsing company representatives, the Mandate Secretariat—a partnership between the UN Global Compact Office and the Pacific Institute—has facilitated events, activities, working groups, research and resource development, and engagement with prominent stakeholders and water experts from across the public, private, and nonprofit sectors.

In September 2013, company representatives present at the endorsers-only governance meeting in Stockholm overwhelmingly agreed that the Mandate should develop a multi-year strategic plan consistent with its **increasing momentum**, growing **international prominence**, and **engagement in the UN Post-2015 Sustainable Development Agenda**.

## The 2016-2018 Strategic Plan

This strategic plan builds upon the previous [2014-2015 CEO Water Mandate Two-Year Strategic Plan](#), and still seeks to continuously improve the CEO Water Mandate's **scale, quality, and transformative impact on global water challenges**.

During the three year period covered by this strategy, the Mandate aims to **accelerate the transition** of corporate water stewardship **from an emerging field** led primarily by large multinational companies and global NGOs **to a mainstream practice** accessible to companies of all sizes and stages of maturity, with informed and empowered advocates for sustainable water management across all sectors and geographies.

## Themes and Objectives

Mandate-endorsing companies recognize that improving their own water use efficiency and wastewater quality are a necessary but insufficient means of mitigating increasing water-related business risk. Companies seeking to operate profitably *and* sustainably, especially those with facilities or suppliers in already water-stressed areas, must also participate in a fundamental transition to sustainable water management.

This strategic plan positions companies to contribute to the achievement of global sustainable water management by supporting their commitments to the CEO Water Mandate's six core elements of effective corporate water stewardship.

## The CEO Water Mandate's Six Core Elements

All CEO Water Mandate-endorsing companies commit to action and transparent reporting of progress organized in six key areas:

1. Direct Operations
2. Supply Chain and Watershed Management
3. Collective Action
4. Community Engagement
5. Public Policy
6. Transparency and Disclosure

CEO Water Mandate endorsers are a diverse group of companies, with varying levels of understanding and engagement with corporate water stewardship practice. The needs of new Mandate-endorsing companies differ from those of founding companies or those that have been deeply engaged in water-related issues for years. The Mandate Secretariat seeks to create value for companies at all stages of their water stewardship journey, so this strategic plan organizes primary focus areas to support every endorser's commitment to individual and collective impact in each of the initiative's six core elements.

## 2030 Sustainable Development Goal 6: Water and Sanitation

Among corporate environmental sustainability initiatives, a significant strength and differentiator of the CEO Water Mandate is its role as an issue platform of the United Nations Global Compact. Beginning with a working conference held in Mumbai, India in 2013 with the theme of *Water Stewardship in the Post-2015 World* and continuing under the 2014-2015 Strategic Plan, the Mandate has given endorsing companies a voice in the UN Post-2015 Sustainable Development Goal (SDG) planning process. Through their engagement with the Mandate, business leaders have encouraged the adoption of a stand-alone goal for water. This goal and its supporting targets benefit human and ecosystem health *and* create enabling conditions for sustainable economic development.

Now, the proposed 2030 SDG6 for Availability and Sustainable Management of Water and Sanitation represents an opportunity to **unify public and private sector efforts around a shared definition of success and a set of common goals and indicators**. This approach has the potential to **transform fragmented, incremental progress into a global movement to achieve sustainable water management**.

### UN Sustainable Development Goal 6:

#### Ensure availability and sustainable management of water and sanitation for all

##### 6.1 – Access to water

By 2030, achieve universal and equitable access to safe and affordable drinking water for all

##### 6.2 – Access to sanitation

By 2030, achieve access to adequate and equitable sanitation and hygiene for all and end open defecation, paying special attention to the needs of women and girls and those in vulnerable situations

##### 6.3 – Pollution prevention

By 2030, improve water quality by reducing pollution, eliminating dumping and minimizing release of hazardous chemicals and materials, halving the proportion of untreated wastewater and substantially increasing recycling and safe reuse globally

##### 6.4 – Sustainable withdrawals and efficiency

By 2030, substantially increase water-use efficiency across all sectors and ensure sustainable withdrawals and supply of freshwater to address water scarcity, and substantially reduce the number of people suffering from water scarcity

##### 6.5 – Integrated water resource management

By 2030, implement integrated water resources management at all levels, including through transboundary cooperation as appropriate

##### 6.6 – Ecosystem health

By 2020 protect and restore water-related ecosystems, including mountains, forests, wetlands, rivers, aquifers and lakes

##### 6.a – International cooperation

By 2030, expand international cooperation and capacity-building support to developing countries in water and sanitation related activities and programs, including water harvesting, desalination, water efficiency, wastewater treatment, recycling and reuse technologies

##### 6.b – Community participation

Support and strengthen the participation of local communities for improving water and sanitation management

Source: TRANSFORMING OUR WORLD: THE 2030 AGENDA FOR SUSTAINABLE DEVELOPMENT, Finalised text for adoption. August 1, 2015.

This Strategic Plan utilizes the proposed targets supporting SDG6 for Water and Sanitation as an organizing framework to:

- develop and prioritize focus areas and projects,
- engage new companies and stakeholders in critical geographies, and
- track and report the contribution of the Mandate and its endorsing companies and strategic partners to the achievement of water and sanitation for all.

Many Mandate-endorsing companies’ work on water already contributes to the achievement of SDG6 targets, and more companies will be contributing to these efforts over the coming years. Just as the Mandate has amplified the voice of endorsing companies during the definition of the 2030 SDGs, especially the targets related to water and sanitation, it will also work to embed corporate water stewardship principles into the emerging means of implementation and KPIs that will support and communicate international progress toward the targets over the coming fifteen years.

### Means of Implementation and Key Performance Indicators

In July 2015, UN-Water published [recommended means of implementation \(MOI\)](#) for SDG6, which begin to illuminate likely opportunities for Mandate-endorsing companies to contribute to one or more of the following:

|   |   |   |
|---|---|---|
| <b>Potential Means of Implementation</b><br>broadly defined by<br>UN-Water, July 2015 | <b>Existing Mandate Tools &amp; Guidance</b><br>can be enhanced or updated to keep<br>company efforts aligned with SDG6   | <b>Possible Future Tools &amp; Guidance</b><br>can help companies<br>recognize emerging opportunities   |
|   | <ul style="list-style-type: none"> <li>• Policy and institutional coherence</li> <li>• Multi-stakeholder partnerships</li> <li>• Data, monitoring and accountability</li> </ul> | <ul style="list-style-type: none"> <li>• Finance</li> <li>• Technology (including science and innovation)</li> <li>• Building and developing capacity</li> <li>• Trade</li> </ul> |

As of August 2015, UN-Water has also identified the following [proposed targets and indicators](#):

| <b>SDG6 Target</b>   | <b>Possible SDG6 KPIs, still in development</b>   |
|--|---|
| <b>6.1 Safe and affordable drinking water</b>                            | <ul style="list-style-type: none"> <li>• Percentage of population using safely managed drinking water services</li> </ul>   |
| <b>6.2 Adequate and equitable sanitation and hygiene</b>                 | <ul style="list-style-type: none"> <li>• Percentage of population using safely managed sanitation services</li> <li>• Percentage of population with a hand washing facility with soap and water in the household</li> </ul>               |
| <b>6.3 Improve water quality</b>   | <ul style="list-style-type: none"> <li>• Percentage of wastewater volume safely managed</li> <li>• Percentage of receiving water bodies with ambient water quality not presenting risk to the environment or human health</li> </ul>      |
| <b>6.4 Increase water use efficiency across all sectors</b>              | <ul style="list-style-type: none"> <li>• Percentage of change in water use efficiency over time</li> </ul>  |
| <b>6.5 Implement integrated water resources management</b>               | <ul style="list-style-type: none"> <li>• Degree of integrated water resources management (IWRM) implementation (0-100)</li> <li>• Percentage of transboundary basin area with an operational arrangement for water cooperation</li> </ul> |
| <b>6.6 Protect and restore water-related ecosystems</b>                  | <ul style="list-style-type: none"> <li>• Percentage of change in wetlands extent over time</li> </ul>   |
| <b>6.a Expand international cooperation and capacity-building</b>        | <ul style="list-style-type: none"> <li>• Water and sanitation related Official Development Assistance as percent of public spending</li> </ul>  |
| <b>6.b Support and strengthen the participation of local communities</b> | <ul style="list-style-type: none"> <li>• Percentage of local administrative units with established and operational policies and procedures for participation of local communities in water and sanitation management</li> </ul>           |

The Mandate Secretariat maintains a working relationship with UN-Water and other UN agencies. The Mandate will contribute to the development of both the means of implementation and the key performance indicators related to the SDG6 Water and Sanitation targets so that:

- Corporate water stewardship principles and best practices are represented
- Endorsing companies' contributions to sustainable development are recognized
- Corporate water disclosure KPIs and SDG6 KPIs converge on a harmonized set of metrics that communicate progress credibly and meaningfully across the private and public sectors and the international development community

Early in the three-year period covered by this strategic plan, the Mandate Secretariat will work with the Steering Committee to define a set of performance indicators, aligned with the SDG6 targets, to monitor and communicate the success of the initiative as a whole, and the impact of endorsing companies by sector and by geography.

The Mandate will continue to collaborate with leading corporate water disclosure and corporate sustainability reporting initiatives, and to harmonize its own Communications on Progress-Water (CoP-Water) on endorser commitments to the Mandate's six elements with meaningful reporting against SDG6 targets, in order to minimize data collection and reporting requirements for endorsing companies.

Finally, the Mandate Secretariat will continue to track and communicate the number of endorsing companies, projects and organizations registered on the Water Action Hub, downloads of Mandate guidance documents and other indicators of influence during the period covered by this strategic plan.

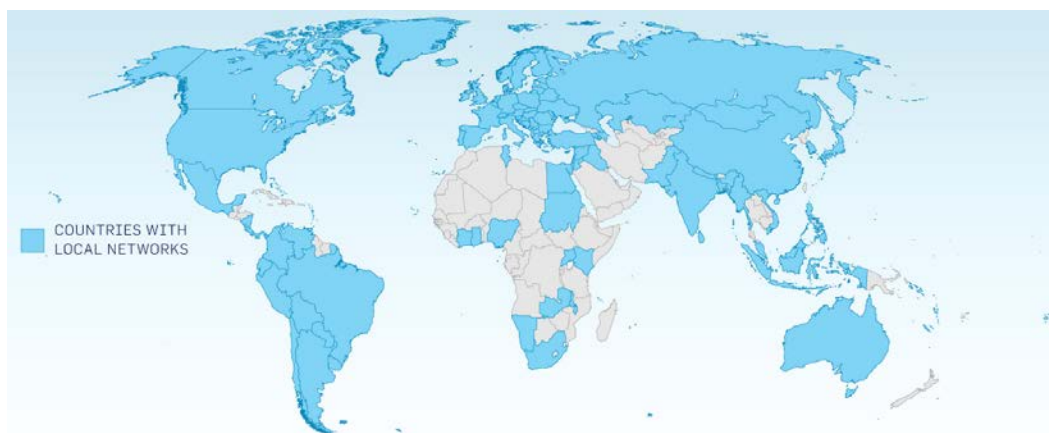
## Workstreams and Activities

This Strategic Plan enhances some existing workstreams, strengthens long-standing commitments, and presents new opportunities to create value for all Mandate endorsers.

Particular effort will be made to:

- Leverage the opportunity to achieve critical mass and mainstream engagement presented by the inclusion of water as a stand-alone 2030 Sustainable Development Goal
- Advance the CEO Water Mandate and corporate water stewardship practice via the UN Global Compact's Local Network structure and endorsing companies' supply chains
- Balance quantity and quality, building strength in numbers as the Mandate continues to welcome new endorsing companies *and* maintaining credibility as it supports them to make meaningful, measurable progress on the ground
- Empower learning companies to take their first steps toward water stewardship in their own operations and supply chains; simplify existing guidance and make best practices accessible to companies' direct operations and local managers
- Help leading companies achieve greater water stewardship impact via supply chain engagement, cross-industry collaboration, alignment with government and development agency priorities
- Provide continued thought leadership, leveraging the initiative's network of exceptional endorsers and strategic partners to put advanced and innovative concepts into practice

UN Global Compact Local Networks [Map](#)





The following table outlines the 2016-2018 strategic plan, organizes workstreams and project examples to support the Mandate’s six core elements for endorser at all stages of water stewardship maturity.

|                                     |   |   |  |
|-------------------------------------|---|---|--|
| <b>THEMES &amp; OBJECTIVES</b>      | <b>Support Achievement of 2030 Sustainable Development Goal 6 Targets for Water</b><br>Access to Water – Access to Sanitation – Pollution – Efficiency – IWRM – Ecosystems – Cooperation and Participation  |   |  |
|                                     | <b>Support Endorsers’ Commitments to the Mandate’s Six Core Elements</b>  |   |  |
| <b>WORKSTREAMS &amp; ACTIVITIES</b> | <b>Direct Operations, Supply Chain and Watershed Management</b>   | <b>Collective Action, Community Engagement, and Public Policy</b>   | <b>Transparency and Disclosure</b>   |
|                                     | <b>Prioritize, implement and scale basic water stewardship for farms and facilities</b> <ul style="list-style-type: none"> <li>• Water Stewardship Toolbox</li> <li>• Supply Chain Working Group</li> </ul> | <b>Catalyze fair and effective collective action to sustain social, economic and natural systems</b> <ul style="list-style-type: none"> <li>• Integrity</li> <li>• Sufficiency</li> </ul> | <b>Harmonize quantitative metrics for water stewardship impact and risk reduction</b> <ul style="list-style-type: none"> <li>• Alignment with SDG6 Impact Metrics</li> </ul> |
| <b>SUPPORTING FUNCTIONS</b>         | <b>Strategic Planning and Partnerships</b>  |   |  |
|                                     | <b>Technology and Communications</b>  |   |  |
|                                     | <b>Scaling-Up Strategies</b>  |   |  |
|                                     | <b>Events</b>   |   |  |
|                                     | <b>Project and Working Group Facilitation</b>   |   |  |
|                                     | <b>Governance and Accountability</b>  |   |  |
|                                     | <b>Sustainable Funding Model</b>  |   |  |

|  |   |
|--|---|
| <b>FROM:</b> <ul style="list-style-type: none"> <li>• Emerging field</li> <li>• Few experts</li> <li>• Guidance and tools most useful for leading companies with established water strategies</li> <li>• Semi-annual global working conferences</li> <li>• Metrics embedded in COPs, reported at company level, impossible to quantify positive impact or risk mitigation</li> <li>• Limited insight into use and influence of Mandate tools and guidance</li> <li>• Companies primarily act alone, focus on direct operations</li> <li>• KPIs based on participation</li> </ul> | <b>TO:</b> <ul style="list-style-type: none"> <li>• Mainstream practice</li> <li>• Many informed leaders and practitioners</li> <li>• Diverse resources and thought leadership for learning <i>and</i> leading companies</li> <li>• Annual global working conference and local network meetings</li> <li>• More harmonized metrics enable aggregation at sector, country, or initiative level; make it possible to communicate impact</li> <li>• Track downloads and seek feedback from users of guidance documents and tools</li> <li>• Companies define collective hot spots, work together, share insights</li> <li>• New KPIs reflecting participation <i>and</i> impact</li> </ul> |
|--|---|

## Direct Operations, Supply Chain and Watershed Management

**To achieve scale, quality, and mainstream adoption**, the Mandate must empower endorsing companies, operations managers, and suppliers—of all sizes and at all stages of development—to understand, prioritize, develop and implement the elements of world class corporate water stewardship strategies.

In recognition of the growing numbers and diversity of endorsing companies, the Mandate seeks to provide more guidance related to direct operations and supply chains than it has done in the past. Direct Operations, Supply Chain and Watershed Management projects will:

- Support companies that have not yet fully addressed WASH, wastewater quality or water efficiency in their direct operations. These are the first steps that position companies for more advanced water stewardship external-engagement-oriented initiatives.
- Help companies to develop or improve the effectiveness of supply chain water stewardship strategies, via corporate-led supply chain initiatives, industry collaboration, and socializing corporate water stewardship principles with voluntary sustainability standards developers.
- Provide more effective guidance on using water risk evaluation tools, interpreting the results, understanding the local conditions that create risk, choosing appropriate solutions, and integrating this information into water stewardship strategy across direct operations and supply chains.
- Support companies to meet their commitments to respect and help realize the achievement of the Human Rights to Water and Sanitation, thereby helping to achieve SDG6 Targets 1 & 2 for access to water and sanitation.

The Mandate Secretariat will convene a Supply Chain Working Group, evaluate the specific needs of endorsing companies, and facilitate the development of guidance with input from leading endorsing company representatives with supply chain expertise.

## Collective Action, Community Engagement, and Public Policy

In addition to managing water use in the production of goods and services, companies wishing to operate sustainably must also participate in the stewardship of common resources, especially in stressed watersheds where they have direct operations or suppliers. Until sustainable water management is achieved in the watersheds where they do business, companies face water-related risks.

**To achieve transformative impact and sustainable management of shared water resources**, the Mandate will continue to investigate and inform the development of credible, fair, and effective water stewardship initiatives that bring together the private sector, governments, and communities in support of sustainable water management for shared benefits.

Existing Mandate guidance on collective action includes:

- [Guide to Responsible Business Engagement with Water Policy](#),
- [Guide to Water-Related Collective Action](#), and
- [Guide for Managing Integrity in Water Stewardship Initiatives](#).

Over the next three years, the Mandate will continue to advise endorsing companies on emerging issues and support collective action opportunities at the watershed, national, and international levels, as well as facilitate collaborations with UN agencies and other key stakeholders. The Mandate will build on its current efforts to utilize the Water Action Hub as a coordination platform for collective action, and will seek to find linkages with its efforts to support sector and place-based collective action vis-à-vis the Supply Chain Working Group. This workstream will also develop projects that raise awareness and offer guidance and supporting tools on best practices for effective and inclusive partnerships, integrity and sufficiency in water stewardship initiatives.

## Transparency and Disclosure

**To achieve quality and preserve credibility**, the Mandate must maintain effective accountability for itself and endorsing companies. Mandate endorsers commit to take action and to report progress on the Mandate's six core elements of water stewardship. In fact, transparency is itself one of the six key elements.

Since its launch in 2007, the CEO Water Mandate's [Transparency Policy](#) has required each Mandate-endorsing company to provide a Communication on Progress (COP-Water) on an annual basis. In 2008, the Mandate developed a more detailed [Transparency Framework](#), followed by an [investigation into current and emerging practice in corporate water reporting](#) in 2009.

Transparency continues to be a critical strategic pillar for the Mandate, contributing to mainstream adoption through sharing of best practices and success stories, keeping stakeholders informed of quantifiable corporate water stewardship impact, and helping the CEO Water Mandate to promote itself and its mission to mobilize business leaders to address the global water crisis.

2030 Sustainable Development Goal 6 for Sustainable Management of Water and Sanitation for all includes a set of targets that provide an opportunity to rally Mandate-endorsing companies and strategic partners from the public and nonprofit sectors around a set of common endpoints with the support and endorsement of the international development community. In keeping with its role as a UNGC Impact Platform, the Mandate will evaluate the opportunity to align its work with SDG6 targets for water and sanitation, consider the potential to report contributions of endorser-driven collective action initiatives to the achievement of the targets, and build consensus within the water stewardship community around impact metrics/indicators and best practices for monitoring and evaluation against achievement of SDG6.

## Supporting Functions

The Mandate Secretariat is responsible for the following supporting functions:

- Engagement with endorsers and key stakeholders, plus facilitation of collective action via **technology and communications**
- Recruitment of new endorsing companies and **scaling up** impacts of Mandate endorsers and the initiative as a whole
- **Strategic planning, partnerships, project and working group facilitation**
- Planning and facilitating in-person CEO Water Mandate **events**
- **Governance and Accountability**
- **Sustainable Funding Model**

## Technology and Communications

Timely communication and accessibility of information are key supporting functions that keep endorsing companies informed of emerging trends and upcoming events, maintain the transparency and credibility of the initiative, and harmonize corporate water stewardship practice within and beyond the Mandate community by making tools and guidance freely available.

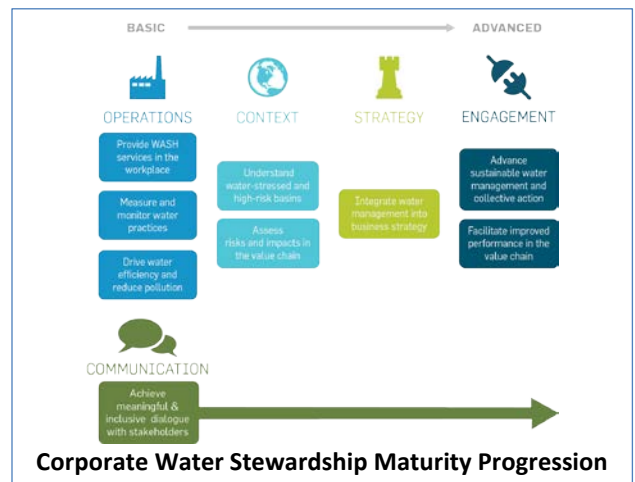
The Mandate website at [ceowatermandate.org](http://ceowatermandate.org) provides access to a range of information relevant to current and potential endorsers, strategic partners, and the public, including:

- background information about the initiative
- a list of endorsing companies with links to their latest Communications on Progress-Water
- instructions for endorsing the Mandate and participating in Mandate working groups
- upcoming event announcements
- former meeting agendas with presentation content
- governance and accountability documents
- the Water Stewardship Toolbox

### The CEO Water Mandate Water Stewardship Toolbox

With roughly eight years of Mandate reports, guidance, and tools online, it had become increasingly challenging for endorsing companies to locate the resources they need, especially those new to the Mandate and to corporate water stewardship.

The next evolution of the Research and Guidance section of the website is the Water Stewardship Toolbox.

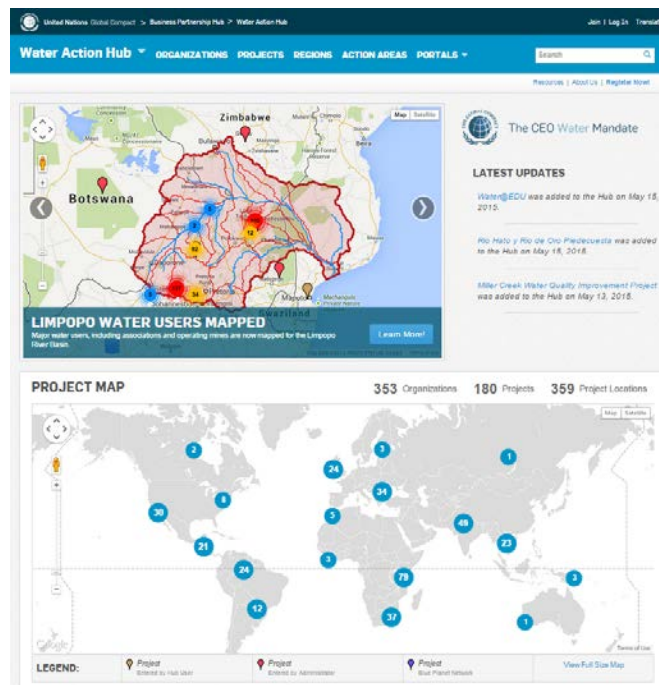


Organized using the Water Stewardship Progression highlighted in the Corporate Water Disclosure Guidelines, the Mandate will:

- create and maintain a comprehensive collection of capacity-building tools and guidance,
- fill gaps and incorporate emerging best practice by developing its own guidance, providing simplified introductory material to introduce complex concepts and drive adoption of best practice at the facility level, or providing links to partner-developed tools
- simplify navigation so that companies can quickly locate relevant resources and expand the scope of water stewardship activities from direct operations to supply chain performance to collective action in watersheds

### The Water Action Hub

The [Water Action Hub](#) (the Hub) is a web-based tool that originated from the Collective Action workstream in 2012. Envisioned as a matchmaking service for prospective participants in regional water stewardship initiatives, the Hub now contains information about 353 organizations with 180 projects in 359 locations globally. Over this three-year planning period, the Mandate will look to re-orient the Hub so that it is more in line with SDG6 on Water and Sanitation, and will also seek to utilize the Hub as a bridging mechanism to align the efforts of the private and public sectors in working to achieve the SDG.



### **Scaling-Up Strategies**

Although the Mandate has been quite successful, its activities have been largely focused on mobilizing a relatively small group of corporate sustainability leaders to implement cutting-edge stewardship practices. The Secretariat believes that the initiative can and should strive to motivate a broader segment of the business community to adopt stewardship best practices. As such, a key element of this

strategic plan is intended to reach and encourage another wave of companies to endorse the Mandate, and ultimately to scale up the impact of corporate water stewardship practices globally.

### UN Global Compact Local Networks

An exceptional opportunity to reach a large number of companies which are already engaged in corporate sustainability via the UN Global Compact (UNGC) exists in the [UNGC Local Networks](#). Some, such as the local networks in Colombia, South Africa, and India, already include a number of Mandate-endorsing companies. Others, such as Brazil, have hundreds of member companies of which only a few are Mandate endorsers, express concern about water and interest in the CEO Water Mandate. Local Network meetings will become key events for sharing information about the initiative, socializing water stewardship best practices, engaging with endorsing companies' regional staff and suppliers, and recruiting new Mandate endorsers.

### Events

CEO Water Mandate events bring the corporate water stewardship community together to collaborate on robust, inclusive, leading-edge solutions to global water challenges. Over the three year planning period, the Mandate will conduct one global working conference annually (likely in conjunction with Stockholm World Water Week), as well as numerous regional meetings annually, held jointly with interested UNGC local networks.



### Strategic Planning and Partnerships

Mandate Secretariat efforts in this area will entail:

- Advocating for international, national, and sub-national policy and development goals that align with corporate sustainability aspirations of the CEO Water Mandate, including the means of implementation associated with the 2030 Sustainable Development Goals.
- Maintaining institutional relationships and develop fundraising opportunities with key partners including UN-Water, Sanitation and Water for All (SWA), and bilateral development agencies such as GIZ, DFID, USAID, SECO, and SIDA.
- Coordinating activities with other business initiatives and NGOs focusing on water, such as CDP-Water, WaterAid, Alliance for Water Stewardship, WWF, TNC, WRI, Ceres, Water Footprint Network, WBCSD, 2030 WRG, and others.
- Represent the Mandate at key business and water events, where feasible and appropriate.

## **Project and Working Group Facilitation**

Over the three-year planning period, the Mandate Secretariat will:

- Support and facilitate CEO Water Mandate working groups and project plans.
- Encourage participation of endorsing companies and key strategic partners in programmatic work
- Maintain and augment online tools such as the Water Action Hub and Water Stewardship Toolbox

## **Governance and Accountability**

Secretariat responsibilities include:

- Support the CEO Water Mandate Steering Committee and endorser-only face-to-face meetings
- Facilitate internal coordination and collaboration among the Mandate and other Global Compact issue platforms and programmatic work
- Manage oversight and improve quality of Communications on Progress-Water.

## **Sustainable Funding Model**

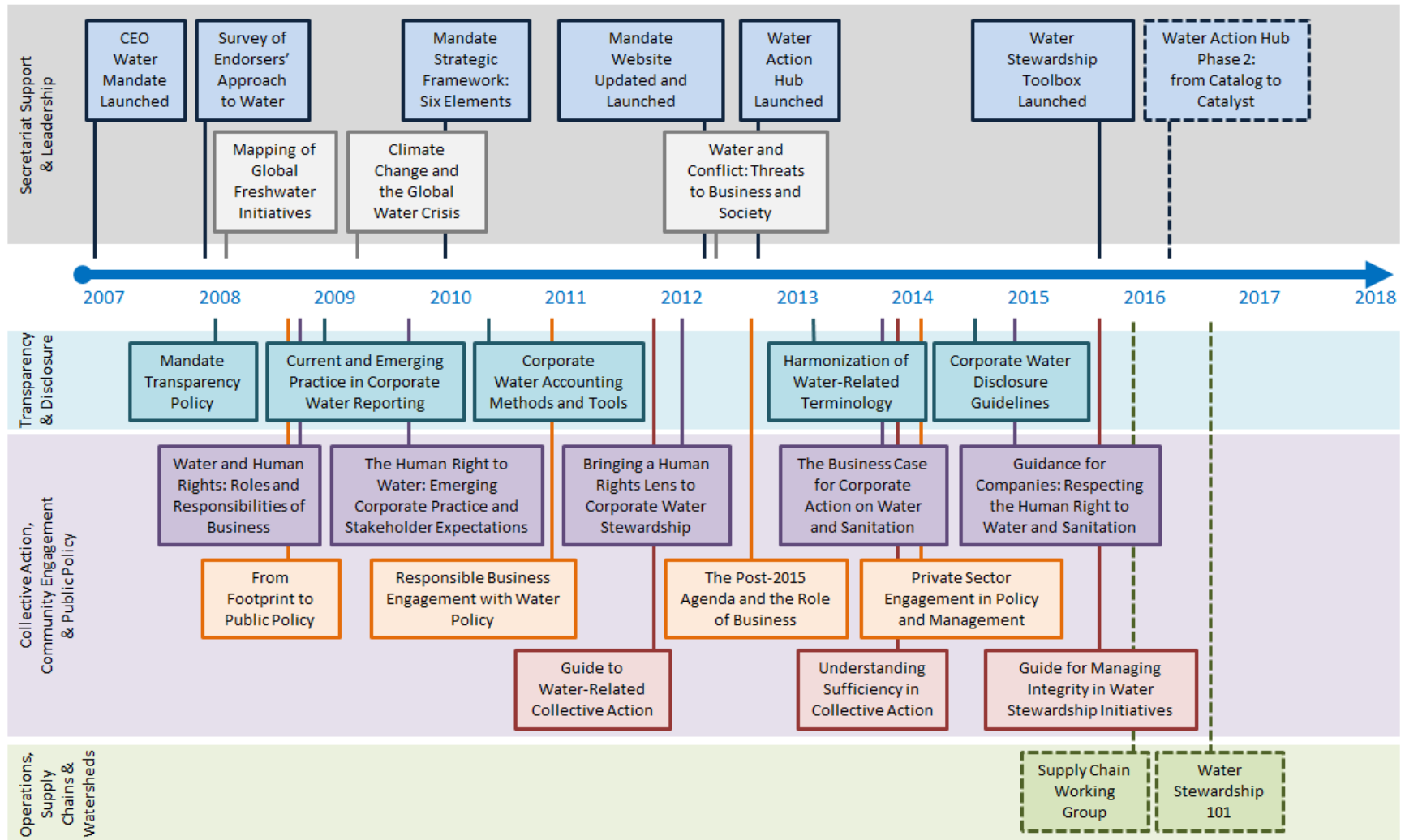
In support of this three-year strategic plan, the Secretariat intends to pursue a hybrid approach to funding Mandate activities, combining consistent annual funding commitments geared toward overarching objectives, long-term workstreams and supporting functions, plus dedicated funding for short-term projects, activities and special events. Endorsers should also continue to make their annual membership contribution to the UN Global Compact Office, as a portion of that revenue covers core Secretariat costs for the Mandate and other UNGC issue platforms.

## Budget

|   | 2016<br>Estimated<br>Expense<br>(US\$) | 2017<br>Estimated<br>Expense<br>(US\$) | 2018<br>Estimated<br>Expense<br>(US\$) | Funding Source  |
|---|--|--|--|---|
| <b>MANDATE SECRETARIAT SUPPORTING FUNCTIONS</b>   |  |  |  |   |
| <b>Strategic Planning and Partnerships</b>  | \$350,000                              | \$350,000                              | \$350,000                              | Annual contributions to Mandate/UNGC  |
| <b>Technology and Communications</b>  |  |  |  |   |
| <b>Scaling-Up Strategies</b>  |  |  |  |   |
| <b>Project and Working Group Facilitation</b>   |  |  |  |   |
| <b>Governance and Accountability</b>  |  |  |  |   |
| <b>Sustainable Funding Model and Fundraising</b>  |  |  |  |   |
| <b>EVENTS</b>   |  |  |  |   |
| Annual Working Conferences, held each year at Stockholm World Water Week                                  | \$75,000                               | \$75,000                               | \$80,000                               | Annual Mandate contributions or event-related sponsorships  |
| Local Network meetings and special events   | \$65,000                               | \$80,000                               | \$80,000                               | Annual Mandate contributions, multi-year partnerships, plus dedicated event-related contributions and Local Network support |
| <b>WORKSTREAMS AND ACTIVITIES</b>   |  |  |  |   |
| <b>Direct Operations, Supply Chain and Watershed Management (including respect of HRWS)</b>               | \$185,000                              | \$210,000                              | \$250,000                              | General support from annual Mandate contributions, multi-year partnerships, and project-based support                       |
| <b>Collective Action, Community Engagement, and Public Policy (including support of HRWS)</b>             | \$210,000                              | \$225,000                              | \$275,000                              | General support from annual Mandate contributions, multi-year partnerships, and project-based support                       |
| <b>Transparency and Disclosure</b>  | \$110,000                              | \$115,000                              | \$115,000                              | General support from annual Mandate contributions, multi-year partnerships, and project-based support                       |
| <b>Total (Direct)</b>   | <b>\$995,000</b>                       | <b>\$1,055,000</b>                     | <b>\$1,150,000</b>                     |   |
| Global Compact Foundation<br>15% Service Fee<br>(not applied to Mandate Secretariat Supporting Functions) | \$113,824                              | \$124,412                              | \$141,176                              |   |
| <b>TOTAL</b>  | <b>\$1,108,824</b>                     | <b>\$1,179,412</b>                     | <b>\$1,291,176</b>                     |   |



# Timeline and Project Milestones



## 2014-2015 Strategic Plan Summary

The [2014-2015 Strategic Plan](#) outlined four overarching objectives and eleven activities intended to **achieve scale, maintain quality, and deliver corporate water stewardship impact** that addresses global water challenges.

| CEO Water Mandate 2014-2015 Strategic Plan Summary  |  |
|---|--|
| Activities  | Expected Outcomes and Impacts  |
| <b>Endorser/Stakeholder Engagement</b>  |  |
| <ol style="list-style-type: none"> <li>1. Introduce effective recruitment strategies (See also Local Networks.)</li> <li>2. Improve endorser and key stakeholder engagement capacity</li> <li>3. Convene events               <ul style="list-style-type: none"> <li>• Stockholm 2014 and 2015</li> <li>• Peru 2014</li> <li>• Israel 2015</li> </ul> </li> </ol>   | <ul style="list-style-type: none"> <li>- Increased number of endorsers               <ul style="list-style-type: none"> <li>▪ 2015: 150-200 endorsing companies</li> </ul> </li> <li>- Inclusion of diverse geographies, especially Africa, Latin America, and Asia (See also Local Networks.)</li> <li>- Improved Communications on Progress (COP)</li> <li>- Greater engagement by non-business stakeholders</li> </ul>  |
| <b>Local Networks</b>   |  |
| <ol style="list-style-type: none"> <li>1. Incorporate Mandate in country-level activities via UNGC Local Network meetings and policy dialogues</li> <li>2. Encourage Local Networks and their member companies to use the Water Action Hub</li> </ol>   | <ul style="list-style-type: none"> <li>- Increased emphasis on water in Local Network meetings</li> <li>- More Water Action Hub users and projects</li> <li>- Improved Mandate engagement in under-represented geographies</li> </ul>  |
| <b>Priority Issues and Workstreams</b>  |  |
| <ol style="list-style-type: none"> <li>1. Advance existing CEO Water Mandate priority workstreams and deliverables:               <ol style="list-style-type: none"> <li>1. Disclosure</li> <li>2. Human Rights</li> <li>3. Collective Action – Hub, Integrity</li> </ol> </li> <li>2. Launch new workstreams deemed critical by endorsing companies               <ul style="list-style-type: none"> <li>• Collective Action impact measurement</li> <li>• Supply Chain water stewardship</li> </ul> </li> </ol> | <ul style="list-style-type: none"> <li>- Increased stewardship impact via relevant and useful resources, guidance and tools</li> <li>- Improved policy maker understanding of corporate water stewardship</li> <li>- Greater incorporation of Mandate resources and other assets by Local Networks</li> <li>- Improved consistencies and synergies across other UNGC portfolio issues and workstreams</li> </ul>   |
| <b>Engaging in UN Post-2015 Development Agenda</b>  |  |
| <ol style="list-style-type: none"> <li>1. Promote importance of water and sanitation in UN Post-2015 SDG planning process</li> <li>2. Position CEO Water Mandate and the Water Action Hub as implementation platforms for achievement of Water and Sanitation SDG</li> <li>3. Orient collaborations and activities around Post-2015 agenda</li> <li>4. Encourage Mandate endorsers to engage with policy makers and governments on post-2015 agenda</li> </ol>  | <ul style="list-style-type: none"> <li>- Improved policymaker understanding of importance of water and sanitation in any development framework</li> <li>- Increased partnership activity in support of UN goals related to water and sanitation</li> <li>- Greater adoption and use of Guide to Responsible Business Engagement in Water Policy</li> <li>- Increased number of organizations and projects on Water Action Hub               <ul style="list-style-type: none"> <li>▪ End 2014: 500+ projects</li> <li>▪ End 2015: 500-1000 projects</li> </ul> </li> </ul> |

## 2016-2018 Strategic Plan Summary

The 2016-2018 strategic plan builds upon the previous two-year strategy, and still seeks to continuously improve the CEO Water Mandate’s **scale, quality, and transformative impact on global water challenges** by **accelerating the transition** of corporate water stewardship **from an emerging field to mainstream practice**.

| CEO Water Mandate 2016-2018 Strategic Plan Summary  |   |
|---|---|
| Activities  | Expected Outcomes and Impacts   |
| <b>Alignment with 2030 Sustainable Development Goal 6: Water and Sanitation</b>   |   |
| <ol style="list-style-type: none"> <li>1. Unify public and private sector efforts around a shared definition of success</li> <li>2. Define a common set of goals and indicators</li> <li>3. Transform fragmented, incremental progress into a global movement to achieve SDG6 targets</li> </ol>  | <ul style="list-style-type: none"> <li>- Improved policymaker understanding of importance of private sector contributions to sustainable development</li> <li>- Increased communication of private sector contribution toward achievement of global targets</li> <li>- Reduced long-term business risks and enhanced opportunities in sustainable economies</li> </ul>  |
| <b>Priority Workstreams and Activities</b>  |   |
| <ol style="list-style-type: none"> <li>1. Facilitate mainstream adoption of water stewardship best practices for farms and facilities</li> <li>2. Inform the development of credible, fair, and effective collective action initiatives</li> <li>3. Leverage the Water Action Hub as a coordinating platform for global initiatives and portfolios of local partnerships</li> <li>4. Align corporate water disclosure initiatives with SDG6 indicators and related monitoring efforts</li> <li>5. Launch new workstreams deemed critical by endorsing companies</li> </ol>  | <ul style="list-style-type: none"> <li>- Increased impact, including access to water and sanitation, water use efficiency, and water quality</li> <li>- Increased capacity for communities and other local stakeholders to manage water resources sustainably.</li> <li>- Coordinate disparate efforts to accelerate progress toward global targets</li> <li>- Demonstrate the global impact of corporate water stewardship, learn and design better initiatives</li> <li>- Provide continued leadership and create relevant new tools and resources</li> </ul> |
| <b>Endorser/Stakeholder Engagement</b>  |   |
| <ol style="list-style-type: none"> <li>1. Implement new recruitment strategies, including Local Networks and Supply Chains</li> <li>2. Increase leading endorser and key implementing partner capacity, scale and impact</li> <li>3. Convene events:               <ul style="list-style-type: none"> <li>• Global meetings at Stockholm World Water Week 2016, 2017 and 2018</li> <li>• Regional meetings with UNGC Local Networks and other UNGC Issue Platforms</li> </ul> </li> </ol>   | <ul style="list-style-type: none"> <li>- Increased number of endorsers, especially large global influencers and learning companies in key geographies</li> <li>- Greater stewardship impact by Mandate endorsers, including leading companies and learning companies</li> <li>- Improved consistencies and synergies across other UNGC portfolio issues and workstreams</li> <li>- Increased Mandate engagement in underrepresented geographies</li> </ul>  |
| <p>Example KPIs, to be finalized after approval of Sustainable Development Goal 6 and related metrics:</p> <ul style="list-style-type: none"> <li>• Number/revenue of endorsing companies</li> <li>• COPs reporting progress toward SDG6 targets</li> <li>• Progress toward SDG6 targets and indicators, by sector, country, initiative, and global scale</li> <li>• Hub-inspired collective action projects (possible integrity and sufficiency KPIs?)</li> <li>• Number and diversity of public-private partnerships</li> <li>• Guidance/tools accessed or downloaded</li> <li>• Meeting attendance by sector and by country</li> </ul> |   |