



The CEO Water Mandate  
**Thirteenth Working Conference  
Meeting Summary**

April 8-10, 2014  
Lima, Peru

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## Background

In July 2007, the UN Secretary-General in partnership with international business leaders and under the auspices of the UN Global Compact launched the CEO Water Mandate – an initiative established to better understand and advance water stewardship in the private sector. The Mandate is built upon six core corporate water management elements: Direct Operations, Supply Chain and Watershed Management, Collective Action, Public Policy, Community Engagement, and Transparency.<sup>1</sup>

Following conferences in New York City (March 2008), Stockholm (August 2008), Istanbul (March 2009), Stockholm (August 2009), New York City (April 2010), Cape Town (November 2010), Copenhagen (May 2011), Stockholm (August 2011), Rio de Janeiro (March 2012), Stockholm (August 2012), Mumbai (2013), and Stockholm (2013), the UN Global Compact – with support from the Pacific Institute – convened the Mandate's thirteenth working conference on April 8-10, 2014 in Lima, Peru. This meeting was attended by a wide range of participants representing 62 endorsing companies and prospective signatories, 32 UN and government agencies, 59 civil society groups, and various other organizations.

The CEO Water Mandate's working conferences and workstream-specific sessions are meant to shape and advance the initiative's work by:

- Discussing key issues relating to each focus area and identifying common interests among companies, governments, civil society groups, and local communities regarding how companies (and the Mandate) can address them;
- Garnering feedback from Mandate endorsers and key stakeholders on the scope, objectives, and approach for outputs in the three current workstreams; and
- Exploring options for increased participation and engagement in the initiative and its workstreams by key stakeholders from the private sector, government, civil society, and other interests.

The first full day of the Lima meetings, co-organized by with [Forest Trends](#), the [Katoomba Group](#), the [Peruvian Ministry of the Environment](#), and the [National Water Authority of Peru](#), and entitled “*Corporate Water Stewardship, Collective Action, and the Post-2015 Development Agenda: Exploring the Relevance for Peru*”, explored how the emerging corporate water stewardship paradigm and forthcoming Post- 2015 Sustainable Development Goals (SDGs) are relevant to addressing local and regional water resource management challenges and to learn from Peruvian experiences and perspectives. The second daylong conference featured multi-stakeholder sessions exploring key corporate water stewardship themes and concepts including: 1) policy engagement and collective action, 2) human rights and business, 3) corporate water disclosure, and 4) supply chain management and sustainable agriculture. Participants also learned about the Mandate's past and upcoming products, while offering feedback on how they might be used to drive meaningful change on-the-ground. On the evening of the 8th, during an international water stewardship initiative showcase seminar, the [Alliance for Water Stewardship](#) (AWS) officially launched its global water stewardship standard, as well as reported on the outcomes and lessons learned from pilot testing AWS' beta standard including in Peru's agricultural sector.

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<sup>1</sup> To learn more about the CEO Water Mandate and its six elements, go to:  
[http://ceowatermandate.org/files/Ceo\\_water\\_mandate.pdf](http://ceowatermandate.org/files/Ceo_water_mandate.pdf)





## Key Learnings and Outcomes

The working conference set out to garner perspectives on key water-related challenges, particularly regarding policy engagement and the role of business in achieving water-related sustainable development goals. Below is a summary of the key learnings and outcomes from the meeting.

### **Corporate Water Stewardship, Collective Action, and the Post-2015 Development Agenda: Exploring the Relevance for Peru**

The conference on April 9<sup>th</sup> sought to better understand the range of water-related challenges facing Peru, as well as the array of actions companies are taking in Peru and elsewhere to mitigate water risk and support more sustainable water management. During these sessions, panelists and audience members discussed a wide range of issues, including: 1) water challenges and opportunities in Peru, 2) bringing the global corporate water stewardship and sustainable development imperative to Peru, 3) turning global policy in to local action in the Rímac river basin through collective action, and 3) improving agricultural practices in the supply chain. Core messages from the day's discussions included:

- There is much to be gained by better appreciating the role water plays in supporting critical ecosystems services; water security, food security, and climate change mitigation are all highly-reliant on healthy forests and functioning ecosystems.
- To be most effective, the Post-2015 agenda can look to articulate specifically how businesses can contribute to the realization of water-related goals and targets, and how doing so is aligned with and supports core business interests.
- In Peru, despite great progress, many challenges still derive from a lack of government capacity to robustly govern water resources. Collaborative action among government, business, and civil society to support such capacity is needed.
- As with companies from all corners of the globe, in order for many Peruvian businesses to effectively and robustly manage water-related business risks, they must 1) collaborate with others and encourage and facilitate improved water management beyond their fencelines and 2) proactively assess and respond to risks related to their supply chains.
- Supply chain management is particularly important for companies with extensive agriculture inputs, thus driving sustainable agriculture is an essential element of many water stewardship approaches.
- Activating social participation in the development and management of business operations, though often requiring significant time and investment, can be an effective strategy for “de-risking” business projects and improving a company’s standing among its stakeholders.

### **Multi-Stakeholder Working Session**

The second day of discussion focused around the Mandate’s three core focus areas:

#### Policy Engagement and Collective Action

Discussions regarding business engagement in water policy engagement and water stewardship collective action focused on the need for high levels of integrity, and how good practice guidance can help companies better understand what water stewardship integrity means in practice and how they can go about ensuring integrity is achieved. Integrity in water stewardship initiatives is built around three core pillars: 1) trustworthy, credible, accountable partners, 2) inclusive, transparent and responsive processes that lead to informed and balanced decision making, and 3) clear objectives and outcomes. Common reasons for insufficient integrity in projects include inadequate stakeholder analysis and engagement, a failure to ensure that approaches and projects are demand-driven (by communities and local public authorities), and inadvertent or deliberate policy and water resource capture.

With funding support from the German government, the Mandate is co-leading a project with the Water Integrity Network to develop guidance on ensuring integrity in water stewardship initiatives, which is slated for release in the fourth quarter of 2014.



### Business and Human Rights

The day's sessions on business and human rights offered an opportunity for participants to get updates on the Mandate's guidance on this topic, and for the project team to garner feedback on its progress. The project team presented guidance that seeks to bridge the terminology, provide a common framework, and outline the motivations of the water stewardship and human rights communities. They also aim to show how practices related to respecting the human right to water and sanitation can be integrated into broader stewardship efforts. Similarly, companies looking to make progress on this subject will need to understand how their internal teams working on water, sustainability, and human rights can work in a coordinated and effective fashion.

### Corporate Water Disclosure

Water disclosure-related discussion revolved largely around the efforts of the [Corporate Water Disclosure Guidelines](#) project team to support harmonization and convergence of practice, both in water-related disclosure and water stewardship more broadly. Mandate representatives discussed their attempts not only to refine the Guidelines and thereby encourage harmonized reporting practice, but also to bring together a diverse array of stewardship tools and initiatives to develop a shared understanding of key water-related terms (such as "water scarcity" and "water stress"), a common model for understanding the typical ways corporate stewardship practices mature over time, and a common framework for understanding and referring to the world's river basins. Ensuing discussion suggested that such harmonization is most certainly welcome and brings clarity to companies and their stakeholders alike. That said, panelists and others also noted the value of having a broad array of tools and resources that offer distinct functionality and a diverse marketplace that engenders competition among tools and initiatives thereby fostering innovation and continuous improvement.

The final version of the Corporate Water Disclosure Guidelines is currently slated for release in the third quarter of 2014.



## Day 1: Corporate Water Stewardship, Collective Action, and the Post-2015 Development Agenda: Exploring the Relevance for Peru

### Overview & Welcoming Remarks

On 9 April 2014, the [UN Global Compact's](#) CEO Water Mandate convened a multi-stakeholder meeting among business leaders, civil society groups, UN agencies and other intergovernmental institutions, and other interests, entitled “*Corporate Water Stewardship, Collective Action, and the Post-2015 Development Agenda: Exploring the Relevance for Peru*”. This session explored how the emerging corporate water stewardship paradigm and Post-2015 Sustainable Development Goals (SDGs) are relevant to addressing local and regional water resource management challenges, as well as lessons to be drawn from Peruvian experiences of water stewardship. It canvassed the range of water-related challenges facing Peru, as well as the spectrum of actions companies are taking—on their own and in partnership with governments and civil society—in Peru and elsewhere, to mitigate water risk and support more sustainable water management. This review, in turn, grounded in reality the discussion of the water-related challenges the United Nations’ Post- 2015 SDGs will need to address in order to be of use to Peru, as well as how businesses may be able to support their achievement.

Mr. Gabriel Quijandría, (Vice Minister of Strategic Development of Natural Resources, Ministry of Environment of Peru), addressed conference participants, highlighting the importance of water to Peru’s continued economic growth and development. He indicated that public-private collaboration for basin-level management can be an effective water resource management tool, and highlighted the CEO Water Mandate as an initiative capable of promoting such collaboration. Mr. Quijandría also noted that water and food security will be important topics in the lead up to [COP 20](#), which will be hosted by Peru later this year.

Mr. Juan Carlos Sevilla (National Water Authority of Peru) and co-host of the day’s events, gave background on some of the diverse water challenges facing Peru, including climate change and a growing population. He introduced the audience to Autoridad Nacional del Agua (ANA) and expressed his hopes that the conference would help ANA to improve its work on water resource management in the Rímac river basin.

Mr. Gavin Power (Head, CEO Water Mandate; Deputy Director, UN Global Compact) talked about the initiative’s history, current key focus areas, and plans for the future. He stressed the importance of the upcoming Post-2015 Sustainable Development Agenda and the great opportunity the Mandate has in shaping effective and meaningful goals related to water management and access to water services.

Jason Morrison (Program Director, Pacific Institute; Technical Director, CEO Water Mandate) provided an overview of the Mandate’s [Water Action Hub](#) and its recently expanded functionality and geographic scope. Users of the Hub are able to access its content through four inter-related entry points: organizations, projects, regions, and action areas. Mr. Morrison announced the expansion of the Hub to the Rímac Region. At present, thirty organizations representing the business, civil society, and government sectors had already indicated their interest in the Rímac, and several have posted projects to the Hub platform.

Jan Cassin (Water Initiative Director, Forest Trends) asserted that more attention should be paid to the role water plays in supporting critical ecosystem services. She explained and described the links between healthy ecosystems and water and food security. Many high-value food crops, for example, rely on pollinators which in turn depend on healthy forests and other ecosystems. Ms. Cassin also stressed the importance of maintaining water for ecosystems that are critical to regulating local climate and mitigating climate change.



Kari Vigerstol (Senior Hydrologist, The Nature Conservancy) spoke of the challenges and opportunities for global water resource management. To meet the challenges of competing demands for water resources that exist across the globe, she posited that we must take advantage of the opportunities presented by science, collective action, policy, and standards, reporting and tools. Ms. Vigerstol described an example in which collective action was used to meet the diverse needs of water users in Kenya. She challenged the audience to 1) bring in new actors to global water stewardship efforts (including small and medium sized businesses, civil society, and government ministries), 2) set goals, measure results, and adaptively manage water resources, and 3) support key policy changes.

Dr. Nicole Bernex (Global Water Partnership Peru and Pontifical Catholic University of Peru) suggested that the establishment of ANA marks great progress in water resources management for Peru. However, more financing for water projects and governance, as well as integrated management involving both public and private actors, is needed to address the “hard” (i.e. infrastructure or water scarcity) and “soft” (i.e. economic or governance) water challenges Peru faces.

### **Bringing the Global Corporate Water Stewardship and Sustainable Development Imperative to Peru: Articulating the Opportunity for the Region**

Next, several representatives from business and industry sector organizations shared their perspectives on the opportunities presented by better corporate water stewardship for Peru.

Hugh Share (Senior Global Director, Beer & Better World, AB InBev) introduced three new water-related global goals set by his company regarding 1) reducing water risk in barley-growing regions, 2) water protection measures at the facility level, and 3) reducing water use per unit of production. AB InBev's water risk assessment initiatives are integrated into existing management systems within the business, and assigned to the function which can have the greatest impacts on its goals. Mr. Share presented case studies from two production facilities in Peru which have engaged with their communities to address shared water challenges, such as issues of sedimentation of the Poechos Dam and decreasing groundwater levels in Huachipa.

Jose Chlimper Ackerman (Chief Executive Officer, Corporación Drokasa and Sociedad Agrícola Drokasa) spoke of his company's experience developing its agriculture business in Ica, a water stressed region in Peru. Drokasa achieved significant reductions in water use by adopting advanced water management and irrigation technologies. He stressed the importance of involving stakeholders in such projects and the need for government enforcement of regulations.

Ross Hamilton (Director, Environment and Climate Change, International Council on Mining and Metals (ICMM)) and Michael O'Keeffe (Senior Manager Environment, La Granja Project, Rio Tinto) spoke about Rio Tinto's La Granja project, under which it has conducted more than forty workshops with community members related to the development of a new mine. He emphasized the importance of trust building activities, like supporting community water rights and establishing water user committees, to help guarantee access to water for all parties, as well as the benefits of starting very early with community outreach that brings community perspective and interests into early design and operational decisions.

Josefina Maestu (Coordinator/Director, UN-Water Decade Programme on Advocacy and Communication) provided an update on the process for the development of the Post-2015 Sustainable Development Agenda. Recent milestones include the signing of a commitment to a sustainable development goal on water and sanitation by 57 countries. Next steps include a stocktaking phase and debate of proposed development goals in the UN General Assembly. 2015 is expected to be a year of negotiations among member states. More on the water-specific elements of the Post-2015 process can be found here: <http://www.worldwewant2015.org/water>.

Jason Morrison (Program Director at the Pacific Institute and Technical Director of the CEO Water Mandate) gave an overview of how the field of Corporate Water Stewardship has matured, and made the case that if we are to have a Post-2015 Agenda that requires the contributions of business, then we need



to articulate how Post-2015 goals are aligned with business needs. Future work should focus on how to make this alignment happen, for example by demonstrating how improved water resources governance reduces risk to business and how WASH coverage promotes improved worker productivity.

A panel discussion followed, and some of the key points that emerged from the discussion include:

- The ongoing UN Framework Convention on Climate Change negotiations have shed light on the importance of building resilience to climate change and engaging decision makers in policy development, particularly finance ministers.
- Activating social participation in the development and management of business operations, though often requiring significant time and investment, can be an effective strategy for “de-risking” a project.
- One of the major barriers to water sustainability in Peru is the insufficient market valuation of water.
- It is critical that company programs and goals come into alignment with public policy priorities. If a water-oriented goal comes out of the UN-led Post-2015 effort, the expectation of the water stewardship community is that companies will support this goal at all geographic levels by minimizing private sector water impacts and seeking opportunities to contribute to sustainable water management.

### **From Global Policy to Local Action: Toward a Shared Vision of Collective Action for Lima’s Rímac River Basin**

The next session featured Peruvian officials sharing their perspectives on the water-related challenges facing the Rímac and what is needed to effectively address those challenges.

Francisco Dumler (Secretary General, ANA) outlined some of the major water challenges facing the Rímac river basin including Lima’s large and growing population, climate change, and pollution. Mr. Dumler showed a video which illustrated ANA’s efforts to recover water resources by engaging diverse stakeholders in water resource management committees.

Some key points that emerged from the ensuing discussion were:

- Governance poses a significant challenge in water resource management.
- Companies would benefit from sharing water data with one another.
- Water quality remains a huge issue in the Rímac river basin, despite the establishment of ANA.
- There is a great need for enforcement of regulation and a desire to work across ministries to accomplish this goal.
- There has already been significant investment of resources in improving the Rímac, but greater levels of investment are needed outside of Lima to address water issues.

Dr. Hans-Werner Theisen (Programa de Agua Potable y Alcantarillado [PROAGUA], Director de Programa, GIZ) and Malena Morales Valentin (Sustainable Development Director, Backus) gave a joint presentation in which they demonstrated that the model of using private investment to recharge groundwater aquifers has shown to be successful and replicable. Dr. Theisen also shared GIZ’s Observatory project, which aims to work with the public and private sector to compile and publish relevant water and climate change data for Peru.

Alastair Morrison (Head of Latin America for the 2030 Water Resources Group) presented on the organization’s strategy for promoting collective action at the basin level. He reiterated that water resource management is complex and that providing viable solutions requires a wide range of partners and skills and a means to effectively coordinate these actors. WRG contributes to these solutions by assessing and bringing clarity to local challenges and then convening multi-stakeholder platforms to identify solutions and promote collaboration.





### **Corporate Stewardship in the Supply Chain: Partnering to Improve Agricultural Practices**

The final session of the day featuring representatives from business and civil society explored how corporate stewardship practice can be extended to and applied among corporate supply chains, and in particular in support of more sustainable agricultural practices.

Jose Eusebio Arango (VP of Sustainable Development, Grupo Nutresa) noted how for his company roughly 98% of its water footprint is indirect, meaning it comes from operations not directly owned by the company, but rather from suppliers and agricultural growers from which it procures supplies. For this reason, corporate water stewardship for their company necessitates engagement with those suppliers to manage water-related risks wherever possible.

Ruth Mathews (Executive Director, Water Footprint Network) described Water Footprint Network's efforts to shed light on the nature and extent of water-related sustainability challenges in corporate supply chains, as well as an approach to identify strategic response actions. She explained that many companies come to WFN with a stated need to address water-related issues in the supply chain, but with only knowledge of Tier 1 suppliers and no way to understand or leverage action amongst Tier 2 and 3 suppliers. In response, WFN has developed an approach to trace a company's indirect water footprint using trade data in order to prioritize action in certain river basins and suppliers and engage them in the most effective manner depending on the condition of the basin and the supplier itself.

Next, Michael Spencer (Secretary, Water Stewardship Australia Limited) stressed that engaging meaningfully with agricultural growers poses many challenges, not the least of which is that growers may be resistant to outside influence. Effective engagement with growers necessitates that they are not coerced into action, but rather convinced that stewardship practices are good for them and their business. Growers need to feel the benefits of action themselves directly and to face minimal transaction costs and compliance burdens.

Jason Morrison (Technical Director, CEO Water Mandate) completed the panel presentations by discussing the development of a sustainable agriculture portal for CEO Water Mandate's [Water Action Hub](#). This portal brings a top-down approach to help various actors collaborate on water-related sustainable agriculture efforts to complement existing bottom-up approaches. The Mandate will be convening an event in Los Angeles in late-May 2014 to further discuss this portal.



## Day 2: Multi-Stakeholder CEO Water Mandate Working Session

### Overview & Welcoming Remarks

Day 2 was conducted as a CEO Water Mandate multi-stakeholder working session featuring presentations and discussions regarding and relevant to the Mandate's core focus areas 1) policy engagement and collective action, 2) business and human rights, and 3) corporate water disclosure. Co-hosted by the Water Integrity Network, SHIFT, and CDP, this session sought to identify thorny issues in the field, better understand diverging perspectives, and work toward a shared understanding of what is needed to drive outcomes on-the-ground that are mutually beneficial to business, communities, ecosystems, governments, and others.

Gavin Power (Head, CEO Water Mandate) opened the working session with a brief introduction to and overview of the Mandate, as well as the day's agenda. Rob Greenwood (Principal, Ross Strategic) reviewed the objectives for the working session and stressed that discussions were intended to push assumptions and challenge conventional thinking. Mr. Greenwood led an exercising taking stock of the different sectors present in the room. Finally, he reviewed the meeting's ground rules (see Appendix B) and reminded participants that the day's session would operate in conformance with the Chatham House Rule as a means to encourage open and candid dialogue.

### Managing Integrity: How to Improve the Impacts and Effectiveness of Corporate Water Stewardship Partnerships that Serve the Public Interest

The day's first session sought to explore how participants in water stewardship partnerships can achieve intended collectively-beneficial outcomes in an efficient and equitable manner. This dialogue was designed to inform the development of a framework for ensuring high levels of integrity in watershed level, multi-stakeholder water stewardship initiatives.

Jason Morrison (Technical Director, CEO Water Mandate) began the conversation by introducing the concepts of water stewardship and water stewardship initiatives. He discussed three pillars of integrity in water stewardship initiatives: 1) trustworthy, credible, accountable partners, 2) inclusive, transparent and responsive processes that lead to informed and balanced decision making, and 3) clear objectives and outcomes.

Nick Hepworth (Managing Director, Water Witness International) followed with an overview of the project's methodology. He delivered preliminary results on the issues of partners, process, and outcomes, having found that integrity risks often exist because of oversights in project design and set up. Further drivers behind integrity risks include an inadequate level of stakeholder analysis and engagement and that approaches are not demand-driven. A common problem among water stewardship initiatives is policy and/or resource capture whereby private sector partnerships inadvertently divert resources from other, possibly more deserving, projects.

A facilitated panel discussion among company, civil society, and government representatives followed. This discussion reiterated several key messages from earlier working sessions and Mandate research and guidance, including the need for companies to "get their own house in order" before entering into partnerships, as well as for partnerships to deliver clear benefits to all participants. Additional messages and common threads that came out of the discussion included:

- Integrity risks are inherent in water stewardship initiatives, and integrity is subjective. It is likely inevitable that you will at times need to work with some participants that have integrity challenges.
- Actions taken by partners should be supported by clear evidence and analysis of the root causes of the problem.



- The risk of not having a mechanism for engaging with stakeholders is greater than the integrity risks inherent in partnerships.
- Public sector partners often bring legitimacy to a project. However, government actors can also create integrity risks for water-related projects (e.g., due to corruption) and should be held to the same standards of integrity as other partners.
- There has been an evolution in expectations of partnership members over time. Capacity building used to be a primary motivator to join partnerships. Now partners want to get something directly out of the project in order to participate.
- Some degree of policy capture by the private sector can be healthy; corporates can use their privileged access to government to incentivize meaningful government participation and quick action.

### Corporate Responsibility to Respect the Human Rights to Water and Sanitation – Presentation and Discussion

The second session of the day provided updates to the Mandate's human rights and business workstream. Mai-Lan Ha (Advisor, CEO Water Mandate and Research Associate, Pacific Institute) provided background on the topic as well as initial thinking around the key attributes of the guidance document that is being jointly developed with project partner Shift. This guidance document will provide practical steps companies can take to integrate water-related human rights considerations into their stewardship practices and broader business strategies. She explained that the guidance will be most helpful and powerful if it is able to bring together the water and human rights worlds. It strives to do so by exploring how a human rights lens can better integrated into existing corporate water stewardship practice. She provided an update on the overall structure for the guidance, which includes three major sections:

- *Part I: Objectives, Scope, Audience*
- *Part II: Relationship between Human Rights & Corporate Water Stewardship*
  - Defining human rights and the HRWS
  - Understanding corporate water impacts and risks through a human rights lens
  - Framework for understanding potential impacts on the ground in both human rights and water stewardship terms
- *Part III: Putting Respect for the HRWS into Practice*
  - 5 sections that follow a common structure (Core Concepts; Why is this Important; Key Steps; Questions to Ask; Case Studies) in exploring the key process elements that companies need to consider when bringing a human rights lens to existing water stewardship approaches.

UN Guiding Principles elements	CEO Water Mandate Guidance elements
<b>Policy Commitment and Embedding Respect</b>	<b>Commit; Define</b>
<b>Assessing Impacts</b>	<b>Account; Assess</b>
<b>Integrating &amp; Acting on Potential Impacts</b>	<b>Implement</b>
<b>Tracking Performance</b>	<b>Monitor</b>
<b>Communicating Performance</b>	<b>Communicate</b>
<b>Remediation</b>	<b>No clear match – part of Implement?</b>



Rachel Davis (Managing Director, Shift) continued by detailing some of the “key concepts” of the guidance’s proposed sections on Policy Commitment and Embedding, Assessing Impacts, and Integrating and Acting on Potential Impacts. She emphasized the role of cross-functional coordination within larger companies in effectively embedding a high-level policy commitment to respect the human right to water and sanitation into operational policies and processes in the water stewardship space. She provided examples from several companies with different approaches for how to do so, from informal coordination through utilizing a dedicated liaison point, to more complex parallel working groups with integrated reporting structures.

In discussion with the audience, participants noted that the importance of considering corporate actions beyond the company fence line particularly by understanding impacts on local communities around the company’s own operations or that could be affected by the activities of business partners or other entities in its value chain. However, it is important not to lose sight of the importance of understanding and implementing respect for the HRWS for those inside the company as well - i.e. staff in the company’s own facilities (employees).

Participants reflected on the fact that terminology can be a challenge in this space. The more that the Mandate’s guidance can clarify the key concepts involved, the easier it will be to implement. Some companies have found that framing necessary actions in terms that are more familiar to the company than in the language of human rights can help them gain initial traction internally. This can be an effective approach provided that what is unique about human rights is maintained - i.e., a focus on risk to people rather than risk to the company.

### **Informing Development of the CEO Water Mandate’s Corporate Water Disclosure Guidelines**

Next, Peter Schulte (Research Associate, Pacific Institute) described the Mandate’s [Corporate Water Disclosure Guidelines](#) and particularly how this project has sought to drive harmonization and convergence with respect to corporate water stewardship practice. He asserted that such harmonization makes stewardship more accessible and understandable for companies wishing to manage water-related risks and their stakeholders, while also potentially reducing redundant and competing efforts among stewardship initiatives and organizations.

He explained that the Corporate Water Disclosure Guidelines – a common framework for the types of water-related information companies can report to their stakeholders – not only in and of themselves attempt to drive convergence on disclosure specifically, but have also encouraged shared practice among corporate water assessment tools and stewardship practitioners in broader ways. For example, the Guidelines project team has developed a Corporate Water Stewardship Maturity Progression that articulates the major steps along a typical company’s stewardship journey. It has also collaborated with several other organizations and tool developers to develop a shared conceptual understanding of key water-related terms, such as “water scarcity”, “water stress”, and “water risk”. Further, the project team is currently exploring to what extent it is able to develop a shared framework for the names and boundaries of the world’s river basins.

### **Is Our Understanding of Corporate Water Stewardship Practice Converging or Diverging?**

Next, a panel of representatives from business and civil society with a dynamic understanding of the water stewardship space came together to discuss whether and how stewardship is converging, such that companies and initiatives have a shared understanding of key concepts and good practices. This conversation suggested that 1) there is indeed general consensus that there is emerging alignment among the water stewardship community and 2) often this harmonization is quite helpful in dispelling confusion in the marketplace among companies and their stakeholders alike.

However, many divergences and differences remain, for example, in the wide range of corporate water assessment tools available providing different types of analysis. Some questioned whether a proliferation of tools and the subsequent “competition” is helpful in a space with limited resources, asserting that it creates confusion. Others suggested that such competition can be critical in driving innovation and





continuous improvement. Others still offered that different tools provide different approaches and different types of analysis and thereby better address a wide range needs and interests. As such, the focus should be on understanding and demonstrating how different tools can be best used to achieve a common shared goal: sustainable river basins.

Further common threads and questions from this discussion included:

- A lack of convergence in corporate water disclosure is hindering our ability to compare different companies with respect to their water performance.
- Efforts to drive harmonization of key water-related terms are welcome.
- While some called for the creation of a tool or framework that articulates the various uses and objectives of existing stewardship initiatives and tools, others posited that such work already exists.
- The Water Action Hub can be an important tool in bringing groups together to discuss common goals.
- While common frameworks and other forms of harmonization are often quite helpful, it is also necessary to have industry-sector specific guidance and frameworks so as to elucidate how water-related risks and the most effective responses will differ depending on the individual circumstances of the company.
- Funding is a key limitation to more robust corporate water stewardship resources and tools. Often, stewardship initiatives and organizations compete with one another for money. It may be beneficial for the stewardship “community” to come together and approach potential funders collectively.



## Side Sessions

In addition to the primary Day 1 and Day 2 sessions, the Mandate Secretariat convened four side sessions to explore key elements of corporate water stewardship, such as how to engage suppliers on water, how to “respect” the human rights to water and sanitation, and how to gauge whether stewardship efforts sufficiently manage impacts and risks. Key messages and outcomes from these sessions included:

### New portals for the CEO Water Mandate’s Water Action Hub

Jason Morrison (Technical Director, CEO Water Mandate) presented on the development of two new portals in the [Water Action Hub](#): one focused on sustainable agriculture and a second on coordinating water stewardship supply chain action for the apparel and footwear industries. The portals will enable companies to collaborate with their peers, suppliers, governments, and civil society to more efficiently coordinate with one another across the globe to address agriculture and apparel related water challenges and up-scale solutions. Participants provided valuable feedback on the Mandate’s work thus far, suggesting potential collaborators and helping the Mandate to refine its strategies for generating collective action and organizing information around these issues.

### Exploring the sufficiency of water management responses in achieving sustainability

During lunch on Day 1, the Mandate Secretariat convened a session in collaboration with The Nature Conservancy and CDP to examine the concept of “sufficiency” and garner feedback on a possible co-branded discussion paper on the topic. More specifically, the session sought to shine light on how companies and others might gauge the nature and extent of the gap between the current state of a river basin and what might be considered sustainable, and thus determine the nature and extent of response strategies needed to fill that gap. In essence, this discussion paper would help companies answer “How do we know when our corporate water stewardship practices actually mitigate risks related to water scarcity, pollution, and other challenges?” Participant feedback affirmed that work to help companies answer this question, though difficult, would be a valuable contribution to corporate water stewardship efforts. However, feedback also noted that stewardship efforts are not only about remediating stressed basins, but about implementing preventative measures to maintain healthy basins.

### Engaging suppliers to manage water-related risks and impacts

The Mandate Secretariat convened a session to describe its initial work to understand and facilitate corporate engagement with suppliers regarding water stewardship practices. Specifically, representatives from the Mandate Secretariat shared initial findings from an online survey the Mandate is conducting in collaboration with Emily Upstill of the University of California, Berkeley’s Goldman School of Public Policy. Companies described the state of their practices on this topic, as well as barriers to robust supply chain management. This discussion helped identify three core challenges with respect to supply chain management: 1) gathering meaningful data on supply chain performance and risks, 2) prioritizing action among a complex web of suppliers, and 3) leveraging and incentivizing supplier investment in new technologies and management practices. Looking forward, the Mandate will use this session and survey results to inform whether and how to support company efforts to engage suppliers on water issues.

### A draft framework for understanding impacts on [water-related] the HRWS and related human rights

The Mandate’s Day 2 lunch meeting on business and the human right to water and sanitation focused on a draft framework which seeks to translate impacts as perceived by communities into language that describes how those impacts are defined within the human rights and corporate water stewardship spaces. The framework will be a core component of the Mandate’s upcoming *Guidance on Aligning Business Practice with the Human Right to Water and Sanitation*. Feedback from the session indicated that the framework could be a useful tool for companies to “cross-check” their existing water stewardship impact assessment processes against to evaluate the extent to which they are capturing impacts on the HRWS and related human rights. Participants also stressed that using accessible language would be important to ensure the framework can be understood and used by water stewards within a wide range of companies.



## Appendix A: List of Working Conference Participants

Affiliation	Name	Title
<b>Endorsing Companies and Prospective Endorsers</b>		
AFP SURA	Stephanie Lotterer Raygada	CCP
Akut Peru	Frank Vida	Gerente General
Alchemist Investment Fund	J.P. Isham	Managing Director
Anheuser-Busch InBev	Hugh Share	Senior Global Director, Beer & Better World
Anglo American	Rubio Eduardo	External Affairs Manager
Antamina	Roberto Manrique	Gerente Medio Ambiente
Backus	Ivan San Miguel	Photographer
Barfoots of Botley Ltd.	Rossana Munoz Gamero	Business Development Manager
Barfoots of Botley Ltd.	Melissa Ganoza	Technical Advisor
Biosfera	Carlos Loret de Mola	Partner
BPZ Exploracion & Produccion S.R.L.	Cesar Fonseca	Gerente de RSE y Relaciones Institucionales
Celsia SA ESP	Ana Mara Lopez Tobon	Environmental Systems Analyst
Cia. De Minas Buenaventura	Alejandro Hermoza	Vice President Social and environmental affairs
Colcafe	Jorge Eusebio Lopez Arango	President
Controlunion Peru S.A.C.	Yemil Zarzar Kourniatis	Ejecutivo Comercial
COPEINCA	Pierina Amayo	Head of Sustainable Development
Corporacion Drokasa and Sociedad Agricola Drokasa	Jose Chlimper Ackerman	Chief Executive Officer
Corporacion Lindley	Raul Leon	Jefe de Ingeniera
Danper Trujillo SAC	Fredy Antonio Chavez Cruzado	QA, R&D, EHS Manager
Ecolab	Emilio Tenuta	Vice President of Corporate Sustainability
Gaia Servicios Ambientales	Ana Maria Villegas	Engineer
GlaxoSmithKline	Abraham Quesada-Gonzalez	General Manager Peru
Grupo Stakeholders	Javier Arce Novoa	Director of Stakeholder Group
Haug S..A.	Paolo Michella Ramirez Medina	Coodinadora de Responsabilidad Social
Hochschild Mining	Ivan Novoa	Superintendente de Medio Ambiente para Operaciones Peru
IMO Control Peru	Jorge Landeo	Gerente General
Inversiones y Construcciones J.M.S.R.L	Roberto Javier Castro Chiroque	Gerente Administrativo
Marcobre	Steven Botts	General Manager
Nestlé Peru	Javier Leon	Public & Corporate Affairs
Nestlé Peru	Gisella Rojo	Corporate Affairs & Communication Head
Nestlé SA	Carlo Galli	Technical & Strategic Advisor – Corporate Operations
Netafim	Naty Barak	Chief Sustainability Officer
Netafim	Hilvio Castillo	Director de Agronomia
Netafim	Celso Hamer	Head of GBU Peru, Ecuador, & Colombia



Affiliation	Name	Title
Netafim	Silvia Merino	Jefe de Administracion
Netafim	Rachel Shaul	Head of Marketing
Newmont Mining/Minera Yanacocha	Javier Velarde	V.P. General Manage & Corporate Affairs
Nike, Inc.	Heather Rippman	Senior Manager Water Stewardship
Olam International	Chris Brown	General Manager Environmental Sustainability Corporate Responsibility & Sustainability
Olam International	Alejandra Sanchez	Sustainability Coordinator – Spices & Vegetable Ingredients
Pacific Latam SAC	Ernesto Pye	Vice President
Pacifico Seguros	Luciana Puente	Gerente de Responsabilidad Social
PepsiCo	Liese Dallbauman	Director Water Stewardship
Peru Waste Innovations S.A.C.	Alberto Huiman	CEO
PricewaterhouseCoopers	Natalie Allan Teear	Manager
PricewaterhouseCoopers	Lauren Koopman	Director, Sustainable Business Solutions
PricewaterhouseCoopers	Talia Postigo	Consultant
PricewaterhouseCoopers Peru	Alfredo Coronado De Ferrari	Senior Manager
Prima AFP	Giuliana Macchiavello	Gerente de Relaciones Institucionales y Responsabilidad Social
Reed Elsevier	Kevin Agnew	Global Environment Manager
Rio Tinto	Ricardo Labo	Principal Advisor, Latin America - Global External Affairs
Rio Tinto Mineral Peru	Michael O’Keefe	Senior Manager - Environment
RPP Noticias – RS	Yazmin Rojas	Productora de Responsabilidad Social
SABMiller plc	David Grant	Senior Manager: Water Risk & Partnerships
Sasol	Martin Ginster	Water and Environmental Advisor
Sealed Air	Lubna Edwards	Director, Global Sustainability & Partnerships
SGS	Alicia Fernandez	Chief of Area “Carbon & Water”, SGS Chile
Southern Peru Copper Corporation	Guido Bocchio	Legal Manager & Natural Resources
SURO Peru	Ofelia Harten	Gerenta de Responsabilidad Corporatve
Teck Resources Limited	Troy Jones	Director, Environmental Performance
The Coca-Cola Company	Serena Levy	Communications Director
Union de Cervecerias Peruanas Backus y Johnston SAA	Lorena Gavio	Senior Sustainable Development Analyst
Union de Cervecerias Peruanas Backus y Johnston SAA	Magdalena Morales Valentin	Sustainable Development and Corporate Reputation Director
Urbana Express	Ninoska Molina	Especialista en Proyectos
Veolia	Gyongshim An	Senior Vice President
Veolia	Dominique Gatel	Vice President
Yobel Supply Chain Management	Cynthia Paiva Navarette	Supervisor Seguridad, Salud Ocupacional, Medio Ambiente





Affiliation	Name	Title
Yobel Supply Chain Management	Raul Pizarro Madrir	Gerente Asuntos Corporativos
Yobel Supply Chain Management	Mariella Vera	Especialists Relaciones Corporativas
<b>UN and Government Agencies</b>		
Autoridad Nacional del Agua	Ronald Ancajima Ojeda	Director de Gestion del Conocimiento y Coordinacion Interinstitucional
Autoridad Nacional del Agua	Juan Carlos Sevilla	Director
Autoridad Nacional del Agua	Olga Elena Ramirez Poggi	Asesora de la Alta Direccion
Autoridad Nacional del Agua	Miguel Angel Beretta Cisneros	Sub Director
Autoridad Nacional del Agua	Jorge Campos Valle	Coordinador de la Comision Multisectorial Rímac
Autoridad Nacional del Agua	Miguel Castillo	Director
Autoridad Nacional del Agua	Maria Del Pilar Acha	Asesora Secretaria General
Autoridad Nacional del Agua	Francisco Dumlar	Secretario General, Autoridad Nacional del Agua
Autoridad Nacional del Agua	Wilfredo Echevarria	ANA
Autoridad Nacional del Agua	Gustavo Galindo	Water Evaluation
Autoridad Nacional del Agua	Klaus Holzner	Integrated Expert from CIM/GIZ
Autoridad Nacional del Agua	Adrianna Lalich Li	Coordinacion Interinstitucional
Autoridad Nacional del Agua	Victor Rolando Osorio Carhuancho	Ingeniero
Autoridad Nacional del Agua	Silvia Ramons	Especialista SIG
Autoridad Nacional del Agua	Soraya Salcedo	Especialista de Cooperacion Internacional
Autoridad Nacional del Agua	Janet Quevedo Soldevilla	Accion del Agua
Autoridad Nacional del Agua	Antonio Tamariz	Direccion de Gestion del Conocimiento y Coordinacion Interinstitucional
Autoridad Nacional del Agua	Dirk ten Brink	International Cooperation Specialist
Belgian Development Agency	Frederik Prins	Chief International Advisor
Cooperacion Alemana GIZ	Maria Ana Rodriguez	Advisor
Cooperacion Suiza COSUDE	Claudia Romero Lazao	Asesora de Comunicaciones
COSUDE – Embajada da Suiza	Jean-Gabriel Duss	Director of Cooperation
Department for International Development	Jean-Paul Penrose	Senior Water Resources Adviser
FAO	Julio Postigo	National Project Manager
GIZ	Astrid Michels	Water Stewardship Advisor
GIZ	Andre Lammerding	Water Stewardship Programme Coordinator
GIZ	Hans-Werner Theisen	Director
ProAmbiente - GIZ	Ursula Fernandez-Baca	Asesora Tecnica
Ministry of Agriculture	Ricardo Gutierrez Quiroz	Director General
Ministry of Agriculture	Fernando Alvarado Pereda	Director, Environmental Affairs
Ministerio de Economia y Finanzas	Rocio Garcia	Representante Area de Cambio Climatico y Asuntos Ambientales
Ministerio del Ambiente	Roger Loyola	Director General
Ministerio del Ambiente	Olga Del Carpio	MINAM
Ministerio del Ambiente	Gabriel Quijandria	Viceministro de Desarrollo Estrategico de los Recursos Naturales
Ministerio del Ambiente	Magaly Ramos Huanca	Especialista en Economia de los



Affiliation	Name	Title
		Recursos Naturales
Municipalidad Metropolitana de Lima	Gunther Merzthal	Subgerente de Recursos Naturales y Cambio Climatico
National Water Authority	Jorge Montenegro	Head
MVCS-OMA	Jochen Beelhalter	Asesor
Natural Resources and Climate Change, Municipality of Lima	Gunther Merzthal	Deputy Manager
PROINVERSION	Ernesto Zaldivar	Jefe de Proyectos
Regional Government of Lima	Javier Alvarado Gonzalez	President
San Mateo de Huanchor	Luis Eduardo Rincón	Mayor
SDC	Jocelyn Ostolaza	NPO
SDC	Carla Toranzo	National Program Officer
SDC	Cesarina Quintana	Senior National Program Officer
SEDAPAL	Eduardo Ismodes	President of the Board
SUNASS	Edith Calderon	Communications Specialist
SUNASS	Yolanda Castillo	Communications Supervisor
SUNASS	Fernando Momiy	National Superintendancy of Services & Sanitation of Peru
SUNASS	Abel Rodriguez	Deputy Manager of Regulatory Affairs
SUNASS	Ivan Lusich	Tariffs Manager
Swiss Embassy	Mauricio Chiaravelli	National Programme Officer
Swiss Embassy	Christian Robin	Director Swiss Cooperation Office
UNESCO	Magaly Robalino	Representative to Peru
UNW-DPAC	Josefina Maestu	Director
<b>Civil Society</b>		
Agua Limpia	Mercedes Castro	General Director
Alliance for Water Stewardship	Nicole Tanner	Deputy Global Water Roundtable Coordinator
Alliance for Water Stewardship	Adrian Sym	Executive Director
Asociacion Bienstra y Desarrollo	Alexander Del La Cruz	
CARE Peru	Lourdes Mindreau	Coordinadora de Programa de Agua y Saneamiento
Centro Global para el Desarrollo y la Democracia	Mauricio Cerna	Investigador Adjunto
CGDD	Juan Sanchez	Coordinador Ejecutivo
Christian Aid	Cecilia Gianella	Geographer
CONDESAN	Bert DeBievre	Coordinator Area Cuencas Andinas
CONDESAN	Cecilia Sandoval	Investigadora
Forest Trends	Jan Cassin	Director, Water Initiative
Forest Trends	Gena Gammie	Manager, Water Initiative
Forest Trends	Lucia Ruiz	Consultant
Foro Ciudades para la Vida	Isabel Fernandez	Asesora Gestion de Riesgos
Fundacion Futuro Latinoamericano	Patricio Cabrera	Technical Director
Fundacion Futuro Latinoamericano	Cristina Pinto	Water Governance Initiative Manager
Iniciativa Construyendo Puentes	Osver Polo	Coordinador
Movimiento Peruanos Sin	Abel Cruz	Acceso Al Agua Via Atrapanieblas



Affiliation	Name	Title
Agua		
Movimiento Ciudadano frente al Cambio Climático - MOCICC	Lorena Del Carpio Suarez	Colaboradora
ONG Agualimpia	Blanca Alfaro	Ingeniero
ONG Agualimpia	Alejandro Conza	Engineering Team Leader
Paraiso Ecologico de Paracas	Lisa Aedo	Representative
Paraiso Ecologico de Paracas	Wilder Huaman Oscoco	Director
Peruanos Sin Agua	Teresa Belkow	MSc Environment and Sustainable Development
Prisma	Karem Delgado	Investigador
Prisma	Delia Haustein	Executive Director
Profonampe	Humberto Cabrera	Director of Development and Supervision
Profonampe	Alberto Paniagua	Director Ejecutivo
Sociedad Oeruna de Derecho Ambiental	Jorge Caillaux	Presidente
Sociedad Oeruna de Derecho Ambiental	Carmen Contreras	Redactor
The Nature Conservancy	Luis Alberto Gonzalez	Country Representative - Peru
The Nature Conservancy	Brian Richter	Director, Global Freshwater Strategies
The Nature Conservancy	Kari Vigerstol	Senior Hydrologist
Water Footprint Network	Ruth Mathews	Executive Director
Water Witness International	Nicholas Hepworth	Director
WWF International	Stuart Orr	Head, Water Stewardship
WWF Peru	Cecilia Alvarez	Coordinadora Agua Dulce
WWF Peru	Camila Germana	Especialista-en-planificación-y-monitoreo
WWF/Alliance for Water Stewardship	Alexis Morgan	Director, Global Water Roundtable
World Resources Institute	Paul Reig	Associate II
World Resources Institute	Tien Shiao	Senior Associate, Markets and Enterprise Program
<b>Other</b>		
AMEC	Marc Etienne	Consultant Hydrogeophysicist
Aquafondo	Miguel Angel Gomez Roza	Project Coordinator
Aquafondo	Victor Guevara	Technical Secretary
Asociacion Unacem	Maria Hinostroza	Planning and Strategic Alliances Manager
Asociacion Unacem	Yasmina Neustadt	Especialista
Carbon Disclosure Project	Cate Lamb	Head of Water
Carbon Disclosure Project	Elina Rolfe	Technical Manager
Carbon Disclosure Project	Esther Stoakes	Technical Officer Scoring
Centre for Responsible Business	Bimal Kumar Arora	Chief Executive Officer
Cofederacion Campesina del Peru	Everado Orellana Villaverde	CCP
Concytec	Rafael Pulgar	Engineer
CONFIEP	Christian Canales Inga	Especialista del Aire de Desarrollo y Proyectos



Affiliation	Name	Title
Ecodecision	Marta Echavarria	Founding Director
European Water Partnership	Sergiy Moroz	Policy Director
Fundacion Chile	Axel Charles Dourojeanni	Senior Expert, Water Resources Management
Future 500	Brent Tarnow	Senior Stakeholder Engagement Manager
Global Green Growth Institute	Aaron Drayer	Program Manager
Global Water Partnership	Mario Tavera Palomino	Asistente de Campo en Proyecto
Global Water Partnership	Tania Burstein Roda	SAM
HELVETAS Swiss Intercooperation PERU	Patricia Camacho	Economist, MBA
HELVETAS Swiss Intercooperation	Bernita Doornbos	Advisor Water and Climate Change
IFC	Roberto Tejeda	Operations Officer
IFEAP/PUCP	Robert Jeremy	Researcher
IICA	Manuel Mavila	Coordinador Tecnico Regional del Programa Manejo Forestal Sostenible
Independent Consultant (Extractive Sector)	Synara Sanchez Sotomayor	Senior Advisor
International Council on Mining and Metals	Ross Hamilton	Director, Environment and Climate Change
International Council on Mining and Metals	Casilda Malagon	Communications Manager
Instituto Interamericano de Cooperacion para la Agricultura	Gaby Rivera	Especialista en Recursos Naturales y Cambio Climatico
Latin America Quality Institute	Gloria Paiva	CCO
Myclimate	Paul Leon	Project Manager
PACTO MUNDIAL PERU	Diego De La Torre	Presidente
Pegasys Strategy and Development	Guy Pegram	Managing Director
Pontificia Universidad Catolica del Peru	Sofia Castro Salvador	Coordinadora de investigacion y proyectos del INTE-PUCP
PUCP	Nicole Bernex	Professor
PUCP	Sonja Bleeker	Professor
PUCP	Gisselle Vila	Academic Manager
SEGOM The World Bank	Oscar Schiappa-Pietra	Consultant
Shift	Rachel Davis	Managing Director
Sociedad Nacional de Minería Petróleo y Energía	Jacqueline Villanueva	Asesora Legal del Sector Minero
Twenty Thirty Water Resources Group	Anders Berntell	Executive Director
Twenty Thirty Water Resources Group	Alastair Morrison	Head of Latin America
UBrain TV	Kenji Nagoshi	Managing Director
Unidad de Apoyo a la Cooperación Canadiense	Doris Balvin	Especialista
Universidad del Pacifico	Marcela Barrios	Investigadora del Centro
Universidad del Pacifico	Alvaro Cao	Investigador
Universidad Nacional Agraria	Cayo Ramos	Professor
Universidad Tecnológica de los Andes	Jorge Lescano Sandoval	Vicerrector Administrativo





Affiliation	Name	Title
University of California Berkeley	Emily Upstill	Graduate Student Researcher
Universidad San Martin de Porres	Francisco Ambia	Abogado
University of Leuven	Jana Schwarz	PhD Student
UP. Simon Bolivar	Orlando Alcantara	Educacion
Viceversa Consulting S.A.	Oscar Diaz Moscoso	Presidente Ejecutivo
Viceversa Consulting S.A.	Augusto Lopez Vasquez	Director Ejecutivo
Water Stewardship Australia	Michael Spencer	Secretary
<b>Event Organizers</b>		
Pacific Institute	Jason Morrison	Program Director
Pacific Institute	Mai-Lan Ha	Research Associate
Pacific Institute	Peter Schulte	Research Associate
Pacific Institute	Stefanie Woodward	Research Associate
Ross Strategic	Rob Greenwood	Principal
UN Global Compact	Kari Pedersen	Associate and Assistant to the Director
UN Global Compact	Gavin Power	Deputy Director



## Appendix B: Meeting Ground Rules

This CEO Water Mandate event offers a unique opportunity for endorsing companies and other key stakeholders to share approaches and emerging practices, build relationships and explore partnership opportunities, and generate enthusiasm and consider near-term strategies for this new public-private initiatives.

The day and a half-long Working Conference offers a mix of panel presentations and discussion opportunities intended to foster in-depth deliberations. Rob Greenwood, as facilitator, is a neutral third party with no stake in the outcome of discussions. Although under contract to the Pacific Institute, he works for the process and treats all meeting participants as equal “clients.” The organizing team puts forward the following streamlined ground rules for all meeting participants to guide conference deliberations:

- *Active, focused participation:* The conference is structured to encourage an active exchange of idea among participants. Voicing these perspectives is essential to enable meaningful dialogue. To that end, we encourage attendees to actively participate in the discussion and fold in their perspectives throughout the day.
- *Constructive input:* Meeting participants are encouraged to frame observations in terms of needs and interests, not in terms of positions; opportunities for finding solutions increase dramatically when discussion focuses on needs and interests.
- *Respectful interaction:* Conference participants are encouraged to respect each other’s values and legitimacy of interests. We further ask that you strive to be open-minded and integrate participants’ ideas, perspectives and interests.
- *Focused comments:* Our 1.5 day-long agenda is ambitious, with many topics to cover and numerous perspectives to fold in. Given the limited time, we ask that participants keep their comments as succinct and focused as possible and help ensure that all participants have an opportunity to contribute their thoughts to the dialogue.
- *Chatham House Rule:* To encourage free discussion, workshop participants are welcome to share discussion points with other non-attendees, but comments are not to be attributed directly to particular speakers or entities (Chatham House Rule).
- *Other:* To keep the meeting as effective as possible, we ask that you honor the following meeting management aspects:
  - Keep cell phones off
  - Use scheduled breaks, as possible
  - Wait to be recognized before speaking
  - Avoid side-discussions

We look forward to a productive dialogue and thank you for your participation.