



The CEO Water Mandate

UN Global Compact: CEO Water Mandate

Two-Year Strategic Plan: 2014-2015

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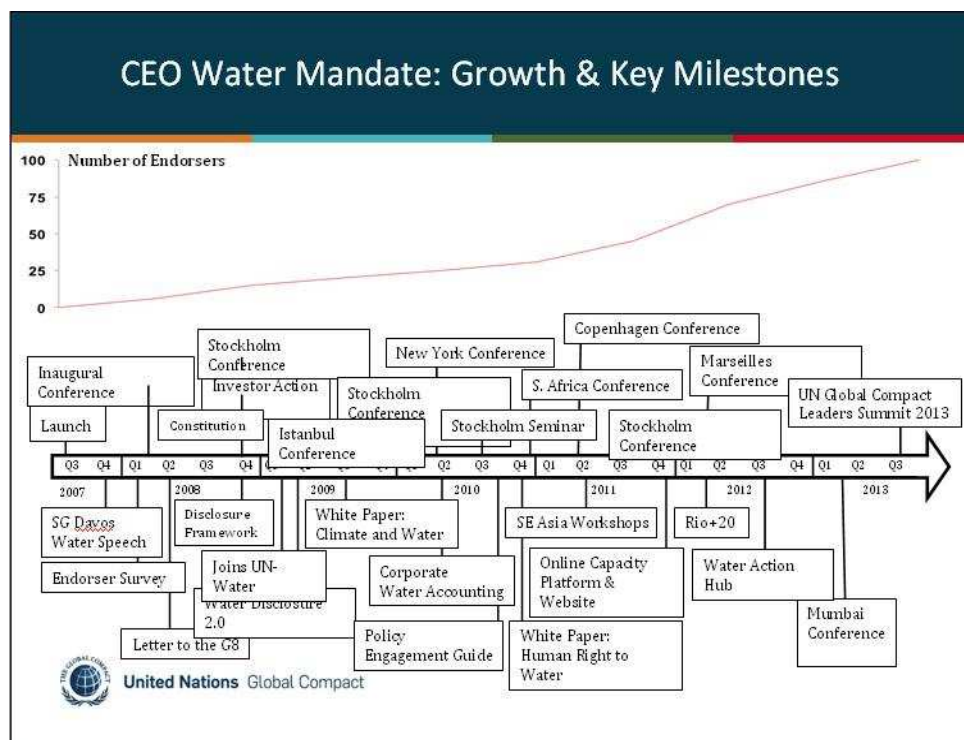
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1. Overview

The UN Global Compact's CEO Water Mandate was officially launched by the UN Secretary-General in July 2007 at the UN Global Compact Leaders Summit in Geneva. The overall objective of the CEO Water Mandate is to mobilize a critical mass of committed companies to advance "corporate water stewardship" policies and practices – in partnership with the United Nations, civil society organizations, governments, and other stakeholders. Importantly, the concept of corporate water stewardship – as embodied in the Mandate – addresses three main aspects of water security: water access, sanitation, and hygiene; water-resource management; and water quality.

Since its launch, the CEO Water Mandate has grown from the original six endorsing companies to an international group of roughly 100 companies, all of whom have made a CEO-level pledge in relation to the Mandate's six core elements: i) Direct Operations; ii) Supply Chain-Watershed; iii) Collective Action; iv) Public Policy; v) Community Engagement; and vi) Transparency and Disclosure.

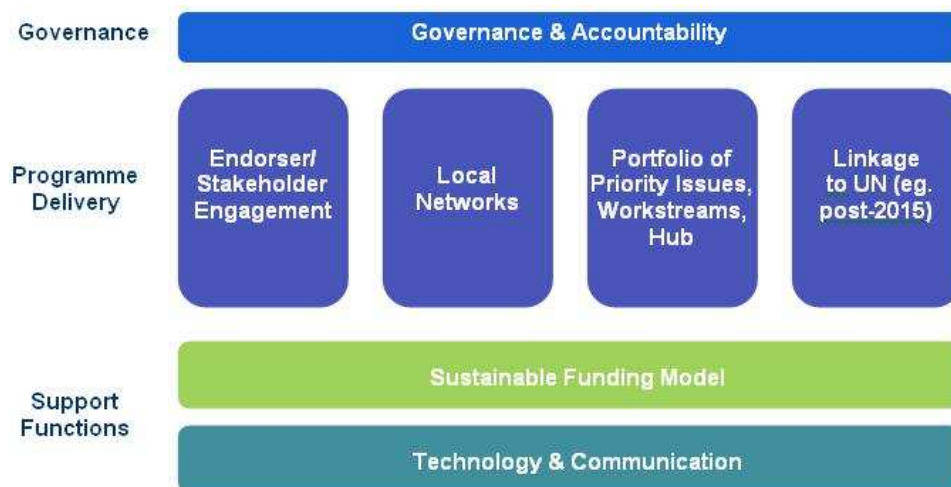
The Mandate Secretariat, run as a partnership between the UN Global Compact Office and the Pacific Institute, has pursued a highly active program of events, activities, specialized workstreams, and resource/tool development over the years. These activities have all been overseen and guided by the CEO Water Mandate Steering Committee – the initiative's main governance entity. The following graphic provides an overview of some of the initiative's main activities and outputs since launch as well as a growth timeline:



At this juncture in the CEO Water Mandate’s evolution – and especially in light of the initiative’s rising international prominence – the Secretariat believes that it would highly beneficial to set forth a high-level Two-Year Strategic Plan, covering the 2014-2015 time period. This idea received wide support from endorsing companies present at the Stockholm endorser-only governance meeting in September 2013. At this meeting, it was observed that such a plan would also be important given the UN Global Compact’s (and the CEO Water Mandate’s) engagement in the UN Post-2015 Sustainable Development Agenda.

2. Broad Focus Areas: 2014-2015

As noted, the overall objective of the CEO Water Mandate is to advance impact-oriented policies and actions in relation to corporate water stewardship. In support of the general mission, this Two-Year Strategic Plan proposes a range of 2014-2015 goals and related activities. It is important to note that these goals and sub-goals both build on existing work areas, while also presenting new opportunities to achieve wider scale, action, and impact. The following diagram illustrates the broad focus areas of the 2014-2015 strategy and, in particular, emphasizes four main areas of programme delivery facilitated by key support functions overseen by the Mandate’s governance and accountability framework.



During the two-year period covered by this strategy, the Mandate aims to **accelerate** the initiative’s transition from incremental progress implementing corporate water stewardship to **transformational action** with significant impact across the financial, environmental, social, and ethical realms of corporate sustainability as defined by the UN Global Compact.

In this regard, contributing to and aligning with the ultimate water-related outputs of the UN process for setting the post-2015 development agenda is therefore a key aspect of the strategy for the CEO Water Mandate. Related, the UN Global Compact’s “Post-2015 Business Engagement Architecture” (launched

at the UNGC Leaders Summit by the UN Secretary-General in September 2013) will serve as a key pillar for this strategy (see Appendix 1). The Architecture presents a strategic and implementable model that demonstrates how respecting and supporting universal sustainability principles – including the tenets of corporate water stewardship – can maximize the contribution of business for the benefit of all. The full Architecture document (see www.unglobalcompact.org) advances implementation platforms such as the CEO Water Mandate’s global Water Action Hub (see Appendix 2), while also including a set of post-2015 action recommendations for major stakeholder groups – including business, civil society, and government – outlining their role in deepening and broadening business engagement across all key sustainability issue areas, among them water and sanitation.

In the next two years, particular effort will be made to embed the CEO Water Mandate into the UN Global Compact’s Local “Country” Networks (now numbering 101; see Appendix 3) as they are believed to be critical in taking the initiative to greater scale; making positive impact at the local/community level; and aligning to the UN post-2015 agenda. To address some key gaps in the initiative’s global participant base, special emphasis will be placed on deepening efforts in Africa, Latin America, and Asia.

Finally, the Two-Year Strategy has been constructed to achieve a balance of increasing the Mandate’s reach and scale, while maintaining the initiative’s work and reputation in relation to thought-leadership.

3. Overarching Goals and Sub-Goals: 2014-2015

This Two-Year Strategy sets out four overarching goals and eleven sub-goals to meet its strategic vision – all are intended to bring the Mandate closer to achieving its overall mission of advancing and upscaling corporate water stewardship practices globally – and bringing about positive change in economies and societies consistent with the human right to water and sanitation. These goals and anticipated outcomes are expected to help the initiative **achieve scale and transformation while maintaining quality and impact**. The overarching goals, sub-goals, and expected outcomes are defined as follow:

Overarching Goal 1	Growing to Greater Scale and Effectiveness Through Endorser and Key Stakeholder Recruitment and Engagement	
1.1	Introduce effective recruitment strategies to achieve greater scale, especially via UNGC Local Networks (cross-referenced under Overarching Goal 2)	<u>Expected Outcomes & Impacts</u> <ul style="list-style-type: none"> - Increased number of endorsers (for example, to 125 by end of 2014; to 150-200 by close of 2015)
1.2	Improve endorser and key stakeholder engagement capacity by enhancing internal operating capacity (ie, Secretariat), further developing effective technology infrastructure (eg, Mandate Website; Water Action Hub), and enhancing communication with endorsers and stakeholders (eg, e-newsletter,	<ul style="list-style-type: none"> - Increased number of companies joining the CEO Water Mandate from under-represented region, especially Africa, Latin America, and Asia - Improve number and quality of Mandate Communications on Progress (COP), the

	etc.)	primary accountability instrument for the initiative
1.3	Increase number of non-business stakeholders (eg, civil society, UN agencies, governments, bilateral aid agencies, investors, foundations, universities, etc.) engaged in the initiative	<ul style="list-style-type: none">- Increased number of non-business stakeholders involved in events, workstreams, and action areas (eg, Water Action Hub)- Convene annual events -- eg, Peru (April 2014), Stockholm (August 2014); Tel Aviv (2015), Stockholm (2015) – in addition to specialty convening and participation and other key water-related fora – eg, U.S. Nexus event (Q1 2014)
Overarching Goal 2	Engaging UNGC Local Networks to Improve the Initiative’s “Global-to-Local” Effectiveness/Impact	
2.1	Actively work with UNGC Local Networks to incorporate Mandate in country-level activities (especially policy dialogues and working conferences) focusing on water and sanitation challenges	<u>Expected Outcomes & Impacts</u> <ul style="list-style-type: none">- Increased number of Local Network convenings on the CEO Water Mandate and water stewardship, leading to implementation of best practices with positive local impacts
2.2	Encourage Local Networks to mobilize and facilitate the posting of projects on the Water Action Hub within their regions and countries	<ul style="list-style-type: none">- Increased number of organization registrations and project postings on Water Action Hub, facilitated and supported by individual Local Networks- Increased number of endorsers joining the Mandate from under-represented countries and markets (cross-referenced under Overarching Goal 1)
Overarching Goal 3	Advancing and Launching Priority Workstreams	
3.1	Further advance work in existing CEO Water Mandate priority workstreams, with associated release and dissemination of key deliverables	<u>Expected Outcomes & Impacts</u> <ul style="list-style-type: none">- Increased engagement in Mandate via relevant and useful resources, guidance and tools (reinforcing Overall Goal 1)
3.2	Launch 1-3 new workstreams in areas deemed critical by endorsers for the advancement of corporate water stewardship, especially in frontier issue areas – eg, Collective Action impact	<ul style="list-style-type: none">- Dissemination of resources

	<p>measurement; Supply Chain water stewardship/sustainable agriculture</p>	<p>and tools to Local Networks (reinforcing Overarching Goal 2)</p> <ul style="list-style-type: none"> - Increased understanding by policy makers of importance of corporate water stewardship and effectiveness of related resources and tools (reinforcing Overarching Goal 4) - In Q2 2014: launch of Mandate's Global Guidance on Water and Human Rights (links to Mandate's recognition of the human right to water and sanitation; also links to 5th core element of Mandate, ie, Community Engagement) - In Q2 2014: publication of white paper on corporate practices in relation to sanitation, supporting the DSG's special call-to-action - In Q3 2014: launch of Mandate's Global Guidelines on Corporate Water Disclosure (links to 6th core element of Mandate, ie, Transparency and Disclosure) - In Q4 2014: launch of Guide to Integrity in Water Stewardship Partnerships (links to 3rd and 4th core elements of Mandate, ie, Collective Action and Public Policy) - Dissemination and utilization of above-mentioned guides by endorsing companies and stakeholders (esp. in 2015) - Scope/advance work on collective action impact measurement within Collective Action Working Group - Creation of new Supply Chain Working Group to advance best and frontier practices (links to 2nd core element of Mandate, ie, Supply Chain/Watershed)
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		<ul style="list-style-type: none"> - Greater incorporation of Mandate resources and other assets by Local Networks (cross-referenced under Overarching Goal 2) - Improved consistencies and synergies across other UNGC portfolio issues and workstreams (eg, climate/energy and food/ag ("Nexus"); women; anti-corruption)
Overarching Goal 4	Engaging in UN Post-2015 Development Agenda	
4.1	Continue to lobby/promote importance of water and sanitation within UN Post-2015 Sustainable Development Process, via Mandate annual events and activities, communications, and continued involvement in related UN processes and partnership with key UN Offices and Agencies (eg, Deputy SG; UNICEF; UNDP; UNEP; UN-Habitat; UN-Water)	<u>Expected Outcomes & Impacts</u> <ul style="list-style-type: none"> - Understanding by policy makers of importance of water and sanitation in any new development framework - Increase number of endorsing companies and stakeholders in partnership activities in support of UN goals and activities in relation to water and sanitation - Greater adoption and use of Guide to Responsible Business Engagement in Water Policy - Increased number of organizations registered and projects posted on Water Action Hub (for example, number of project locations to 500+ by end of 2014; between 500 and 1000 by end of 2015)
4.2	Position CEO Water Mandate and especially Water Action Hub as implementation platforms in future actions related to realization of water-related global development goals (ie, possible SDG on water and sanitation; see Appendix 3)	
4.3	Orient specific Mandate-Local Network collaborations and activities around Post-2015 agenda to partner more effectively with the private sector	
4.4	Encourage Mandate endorsers to directly engage with policy makers and Governments on post-2015 agenda, through bi-lateral or collective action efforts	

4. Budget and Financial Sustainability: 2014-2015

Core CEO Water Mandate Secretariat functions are underwritten by Mandate endorsing companies via their general annual contributions to the UN Global Compact. Mandate events/working conferences and priority workstreams are supported through specific sponsorships and special contributions by Mandate endorsers and key stakeholders.

2014-2015 CEO Water Mandate Activity Plan and Expense Estimate				
		2014	2015	
Activity	Description	Expected Budget (US)	Expected Budget (US)	Funding Source
Mandate Secretariat Core Support				
	High Priority 2014-2015 Focus Areas: 1) Further elucidation (and policy advocacy) of the linkages between corporate water stewardship and the UN Post-2015 Development Agenda 2) Implement strategy to interface Mandate work with UNGC Local Networks and co-convene Network meetings/workshops on corporate water stewardship and the Mandate's workstreams and thought leadership work	300,000	350,000	UNGC annual contributions

	<p>Other Secretariat Activities:</p> <ul style="list-style-type: none"> • Continue to develop and advance institutional relationships and/or fundraising opportunities with key partners such as UN-Water; Sanitation and Water for All (SWA); UNICEF; UNEP; UNDP; UN-Habitat; GIZ; USAID East Africa Region, and DFID. • Support Mandate governance and internal decision-making through support/administration of subsidiary bodies (i.e., Steering Committee, Working Groups, etc.) • Facilitate initiation of on-the-ground collective action engagements among Mandate endorsers • Interface and coordinate activities with other business/investor initiatives focusing on water (eg, CDP, Alliance for Water Stewardship, BSR, Ceres, GRI, UN-PRI, Water Footprint Network, WBCSD, World Economic Forum, etc.) • Continue execution of a global communications plan that entails, among other things, continuing to revamp and upgrade the Mandate website, and developing/publishing promotional materials • Recruit prospective endorsing companies to join the initiative • Where financially feasible and appropriate, represent the Mandate at key business-water events • Manage oversight of and improve quality of COP-Water reporting processes 			
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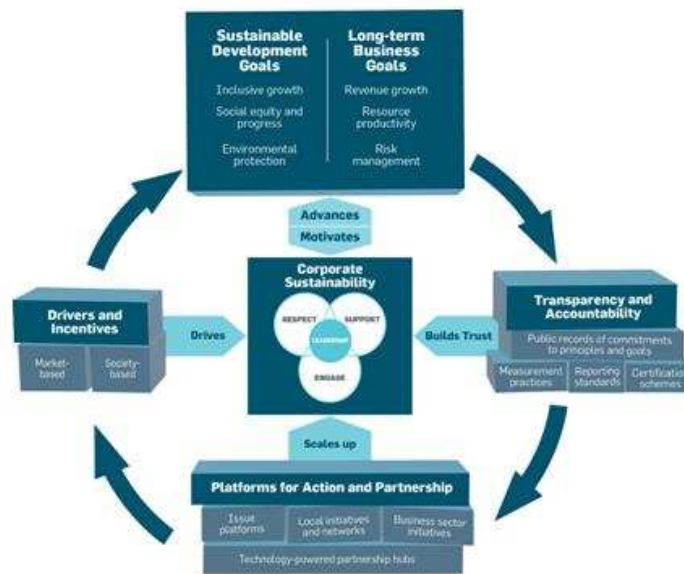
Events				
Q1-Q2 major Mandate Working Conference	Multi-stakeholder, multi-day Working Conference (including day-long field trip). 2014 Working Conference to be held in Lima, Peru, April. 2015 location: Israel (tbc).	75,000	75,000	Expected Coverage by Special Sponsorship

September 2014-2015 - Stockholm, Sweden Working Conference	Day-long Mandate side event as well as formal seminar within Water Week to be held in early September	60,000	60,000	Expected Coverage by Special Sponsorship
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Workstreams				
Corporate Water Disclosure	1) Completion and rollout of the Mandate's good practice guidance on corporate water disclosure 2) Collaborative engagement with the Carbon Disclosure Project (CDP) on the development of CDP's pilot water performance scoring methodology	75,000	N/A (work-stream to be sunset)	Expected Coverage by Special Sponsorship
Collective Action/ Water Action Hub	Continued upscaling of good practice in water stewardship partnerships (and the sustainability impacts thereof) and geographic expansion of the Water Action Hub to key regions around the world, along with the expansion of strategic linkages between the Hub and other water stewardship initiatives, water disclosure, and risk assessment tools.	200,000	250,000	Expected Coverage by Special Sponsorship
Water and Human Rights	Pilot testing and completion of the Mandate's good practice guidance on how companies can respect human rights to water and sanitation in business practice.	95,000	50,000 (work-stream possibly sunset at the end of 2015)	Expected Coverage by Special Sponsorship
New workstream: Supply Chain Water Stewardship	Launch of an emerging focus to define and advance water stewardship efforts in the supply chain, with a particular emphasis on agriculture.	75,000	125,000	Expected Coverage by Special Sponsorship
Total		880,000	910,000	

Appendix 1: Post-2015 Business Engagement Architecture

Post-2015 Business Engagement Architecture



United Nations Global Compact

Appendix 2: Water Action Hub



Appendix 3: UN Global Compact Local Networks

