



CEO Water Mandate

Independent Review of 2008 Programme of Activities



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Why this study?

Following the launch of Arthur D. Little's white paper "The Water Margin: How Strategic Management of Water can Grow Business Value", we were asked by the United Nations Global Compact to undertake an independent review of the CEO Water Mandate programme of activities for 2008. Our approach included a document review, development of assessment criteria and interviews with over 30 companies (both endorsers and non-signatories) and wider stakeholders (including NGOs and UN Agencies).

This report is the culmination of this work and presents our key findings.

We thank all the interviewees for taking the time to provide insights.

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Executive Summary

The CEO Water Mandate is a private-public initiative of the UN Global Compact – backed by the UN Secretary-General Ban Ki-moon – with a focus on developing corporate strategies and solutions to contribute positively to global water issues. Arthur D. Little were commissioned to undertake an independent review of 2008 activities. This report outlines our key findings.

The 2008 portfolio of activities for the CEO Water Mandate was appropriate in its inaugural year and contributed to addressing the objectives set by the secretariat and steering committee. The key achievements include: providing network forums through conferences, developing a transparency framework to discuss performance, progressing the water agenda through awareness programmes and ultimately through demonstrating commitment to the call to action. The Mandate has evolved over the year with endorser numbers increasing to 45 by the end of 2008.

During 2008, The Mandate was at an early stage of evolution and endorsers acknowledged that progress on some aspects, such as partnerships and contribution to policy, will naturally develop as The Mandate matures. The ongoing challenges will be to find a niche amongst other initiatives working on the business agenda and to communicate and continually deliver on varying endorser and stakeholder expectations, for example around the communication of best practice and through public policy. More value could be gained from the activities by clarifying and communicating the role and intent of The Mandate.

Introduction

Role and objectives of the CEO Water Mandate

The CEO Water Mandate (“The Mandate”) is a private-public initiative of the UN Global Compact (“UNGC”) – backed by the UN Secretary-General Ban Ki-moon – with a focus on developing corporate strategies and solutions to contribute positively to global water issues. It seeks to engage a critical mass of companies from around the world, willing to undertake serious efforts, in partnership with other stakeholders, to address this challenge¹.

The Mandate represents a call-to-action for business and its strategic Management Framework, focussing on six themes: direct operations, supply chain and watershed management, collective action, public policy, community engagement, and transparency. The Mandate also recognises its potential positive link to the Millennium Development Goals (MDG).

The Mandate has four main objectives²:

1. To provide a learning and dialogue platform for best and emerging practices.
2. To facilitate and catalyse partnerships (e.g. business-to-business; business-to-civil society; business-to-UN; and business-to-government).
3. To find synergies with existing and emerging water initiatives.
4. To demonstrate transparency with regards to individual corporate activity as well as in relation to the initiative overall.

Who is the Water Mandate for?

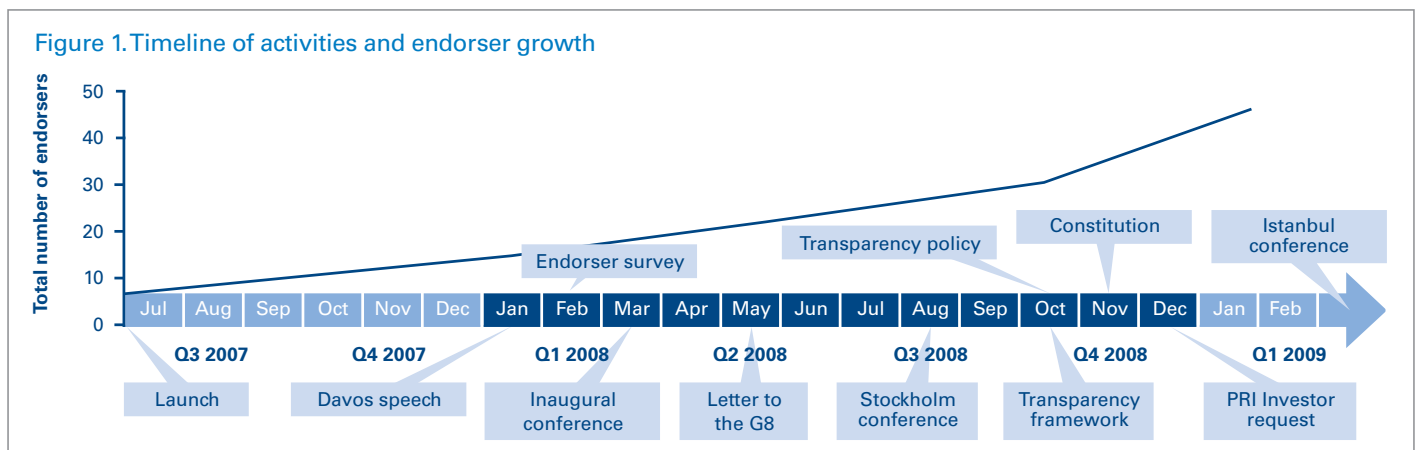
The Mandate is endorsed by UN Global Compact business participants, either public or private, committed to implementing The Mandate³. The Mandate aims to cater for businesses considering both leaders and learners² and seeks involvement from wider stakeholders such as NGOs, UN agencies and research institutions.

Mandate activities

The Mandate conducts activities each year in order to fulfil its role and objectives. Core activities of the initiative include³:

- Supporting endorsers in their implementation of The Mandate elements through working symposiums, guidance documents and resources, and information provision and research.
- Increasing awareness of The Mandate in general, and encouraging endorsement of the initiative.
- Networking signatories and stakeholders (including relevant UN agencies) around Mandate implementation.

Activities undertaken in 2008 and increasing endorser growth are shown in Figure 1 below.









¹ The CEO Water Mandate – Call to Action and Strategic Framework. ² CEO Water Mandate Inaugural Conference – Meeting Summary. ³ Constitution of the CEO Water Mandate.


2008 Activity Review

Overall programme


The Mandate provides a good example of where collective action can work to drive change within the strategic management of water in business. While the 2008 programme primarily sought to establish relationships and define the role and intent of The Mandate, it should look to consolidate and focus on issues material to endorsers, for example to help influence local policy. Following a year of establishment, The Mandate now has the opportunity to improve the programme.


The contribution of each 2008 programme activity to The Mandate objectives are shown below.

Activity	Key conclusion	Value
Governance	Putting the constitution in place and initial development of The Mandate Governance Framework was successful. However, more value could have been gained if a clearer role and intent of The Mandate was communicated.	
Inaugural conference	The inaugural conference kick started The Mandate, introduced initial endorsers and demonstrated a commitment to the call to action. As an introductory event it worked well but more value could have been gained through wider representation.	
Second conference	The second working conference achieved open and multi-stakeholder dialogue on two priority issues and gaps in understanding across two of The Mandate's strategic framework elements. As a large conference based in Europe, it may not have allowed the inclusion of key decision makers in emerging markets.	
Awareness campaigns	Awareness activities demonstrated that The Mandate is not simply a talking shop for endorsers. While initial activities in early 2008 may not have demonstrable change in policy, they have been important in establishing credibility and are symbolically important. Further efforts to assess where The Mandate can play a material role in policy will be important.	
Transparency	Transparency related activities were one of the most valuable areas of focus in 2008; they brought credibility to The Mandate, outlined what is expected from signatory companies, and made the "call to action" more tangible.	
Stakeholders	Involvement of stakeholders improved as The Mandate matured in 2008. However, the role and expectations of NGOs needs to be clarified, detailing areas for interaction between stakeholders and endorsers which can be mutually beneficial.	

 Contributes towards The Mandate

 Supporting contribution to The Mandate

 Important contribution to The Mandate

 Key contribution to The Mandate

2008 Activity Review

Governance

The CEO Water Mandate is governed by the United Nations Global Compact and a self-selected steering committee⁴. The steering committee drives many of the day-to-day organisation with key events planned and facilitated by the Pacific Institute. Governing activities in 2008 included:

- Development of the framework, constitution and growth strategy.
- Development of The Mandate value proposition including mapping and alignment to other initiatives.
- Communication and organisation of the programme.

Value

Setting the strategic focus

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| <ul style="list-style-type: none">■ Even at an early stage, governance activities in 2008 are making positive steps. The constitution was considered of particular importance to set in place governance of The Mandate.■ The Mandate complements other initiatives, in particular the World Economic Forum Water Initiative and the Water Foot Network.■ Many interviewees want to limit growth so as to retain agility and not go to a lowest common denominator. | <ul style="list-style-type: none">■ There is currently a big difference in the perceived role of The Mandate with mixed views on whether The Mandate is for leaders or learners, and if it should focus on internal or external actions.■ The growth strategy needs to be better defined, and link back to a clarified Mandate role. The primary obstacle in recruitment has been that many potential endorsers thought they must be a “leader” in order to join.■ There are some concerns that The Mandate and supporting documentation wording is too flexible. |
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Organisation structure and linkages

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| <ul style="list-style-type: none">■ UN linkages, convening power, visibility to investment community, neutrality and the CEO involvement are key selling points of the initiative.■ The Mandate was in a strong position to convene and influence other initiatives.■ The role and facilitation by the Pacific Institute was largely felt as useful and appropriate. | <ul style="list-style-type: none">■ Self selecting steering committee, in hindsight, was not supported by majority of endorsers, does not cover a wide enough geographic area and could be more transparent.■ Although Endorsers felt that operationally the right people were involved in the activities, some felt that the CEO element of The Mandate could be better leveraged. |
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⁴ 2008 Steering committee consisted of: Coca-Cola, Dow Chemical Company, Nestlé, SABMiller, Netafim, Westpac Banking Corp., Hayleys Limited.

2008 Activity Review

Value

Delivery through effective processes and resourcing

- Endorsers were impressed that The Mandate is operationally agile and responsive with less bureaucracy than expected.
- Overall communication to and between endorsers and stakeholders is in much need of improvement for Mandate transparency and credibility.
- Communication on Progress and non-compliance procedures are essential for Mandate integrity.
- Concerns have been raised as to whether sufficient resources are available to meet The Mandate objectives, make concrete progress and sustain The Mandate.
- Levels of participation have been variable through the activities.

Lessons learned

The Mandate needs to clearly define and communicate its role and objectives, to include:

- Who The Mandate is for and what endorsers can expect from The Mandate (leaders / learners, internal / external focus).
- A roadmap for Mandate achievement, mapped to external ambition of other initiatives.
- Clarification and enforcement of non-compliance procedures.
- Clarification of how The Mandate complements companies own agendas rather than dictating them.

Overall communication should be improved:

- Language needs to be simplified with clear and consistent messages.
- Improvement of website accessibility and structure, possible online forum and community.
- More explicit communications and outreach activities to endorsers and stakeholders.
- CEO position to be leveraged and supported by use of UN label.
- There is a need to put a face to the organisation.

The Mandate needs to explore why participation levels are variable.

The Mandate could play a role facilitating collaboration between all water related initiatives. This could be through development of a collective ambition roadmap, encouraging attendance at conferences and linking other initiatives more closely to the six Mandate elements.

Define a steering committee selection process that is strategic and prioritises wide geographic coverage; this could be could be more prescriptive than voluntary.

The growth strategy could be more targeted and focus on UNGC members, specific sectors and regions. Size and structure of The Mandate will need to be assessed so as to retain ability for endorsing companies to deliver action.

2008 Activity Review

Inaugural conference

The inaugural working conference was convened in March 2008. The first day had 50 participants representing 15 endorsing companies, three prospective endorsers, five UN Agencies and ten civil society organisations. Structured as a multi-stakeholder forum, it sought to share knowledge and best practice, determine the key opportunities and challenges for The Mandate and define key success factors. The second day was an endorsers meeting aimed at reaching consensus on the general operational and procedural aspects of The Mandate.

Value

Focus of conference

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| <ul style="list-style-type: none"> ■ The inaugural conference set the state of play for The Mandate and provided an initial forum for discussion and: <ul style="list-style-type: none"> – Brought the interested parties together. – Reaffirmed the call to action. – Put The Mandate into operation. – Provided engagement opportunities. | <ul style="list-style-type: none"> ■ Some participants felt that topic base was too broad and welcomed the focus of subsequent conferences that allowed structured conversations around specific key issues. |
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Delivery

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| <ul style="list-style-type: none"> ■ The delivery was concise and specific and plenary sessions provided a good format for sharing best practice. ■ The independent facilitation enabled input from all attendees leading to productive discussion. ■ Preparatory material circulated prior to the event was very useful and allowed a common understanding. | <ul style="list-style-type: none"> ■ The informal networking sections of the conference were the most useful for a majority of attendees but felt that only limited time was available for this. ■ While many UN agencies were present engagement could have been better, both collectively and individually. ■ Some sense of “speaking different languages” and talking cross purposes – better communication of the role and expectations of stakeholders needed. ■ Some endorsers got a little overwhelmed in volume of material. |
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2008 Activity Review

Value

Outcomes

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| <ul style="list-style-type: none"> ■ There was a wide sharing of best practice amongst endorsers and good understanding provided to NGOs on how the private sector operates. Some connections within the UN were built and endorsers gained some awareness of stakeholder expectations. ■ Few direct partnerships were formed through the conference as many endorsers and NGOs already well connected. However, it was felt that relationships are likely to develop as The Mandate matures. ■ Stakeholders and endorsers acknowledged that, despite the criticisms The Mandate is still at an early stage of maturity and important first steps have been made. | <ul style="list-style-type: none"> ■ Capturing output from the conference could be improved and translated into more concrete actions going forward. In particular, there were no defined expected outcomes of the conference, especially for stakeholders. ■ There was little feedback/follow-up on the conference, especially regarding impact. |
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Lessons learned

The Mandate needs to clearly communicate the impact of each activity (such as conferences) to its members.

Conferences in particular should be designed to:

- Maintain the positive aspects of flexibility and inclusivity and allow sufficient time for informal networking between attendees.
- Remain focused on specific topics in order to get maximum output with concise materials, handouts and follow up.
- Encourage choice of sessions, such as plenary information sessions to build knowledge alongside issue specific and networking sessions.

Close out and follow up processes need to ensure that output is captured from stakeholders and endorsers with a consolidated set of agreed actions or next steps.

2008 Activity Review

Second working conference

Convened at the World Water Week in Stockholm the second working conference focussed on the two priority issues identified at the inaugural conference. These were supply chain management and transparency.

The meeting had over 65 attendees across 24 endorsers and additional 26 government, NGO, UN agencies and civil society. It was a multi-stakeholder forum for endorsers and stakeholders to share experience with regards to water supply chain management and water transparency, to exchange ideas on minimum expectations and ways to advance best practice. An endorser meeting then decided on next steps for these two elements in addition to general governance of The Mandate.

Value

Focus of conference

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| <ul style="list-style-type: none"> ■ The topics of supply chain and transparency were timely and appropriate for all participants, who felt that these are their priority areas. ■ The sessions addressed challenging topics for both leaders and learners. ■ For the companies who consider themselves as learners, the event provided a fast track learning environment. | <ul style="list-style-type: none"> ■ Given the broad range of topics and relevance that supply chain and transparency cover, some participants felt that more focus on specific topics were needed to maximise value. ■ Lack of attendance by Small and Medium Enterprises (SMEs) who play an important role in supply chain management. ■ Many endorsers found the best-practice sharing aspect of the conference extremely useful, especially given the emerging nature of the issues associated with water management in supply chains. However, some felt they were able to explore these issues through alternative fora. |
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Delivery

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| <ul style="list-style-type: none"> ■ The conference was considered well facilitated, especially given the broad range of participant issues and expectations. ■ A greater mix of stakeholders compared with the inaugural conference enabled cross cutting engagement – this focussed primarily on international NGOs and UN agencies. | <ul style="list-style-type: none"> ■ Company participation could be improved; event needed to be more action and decision orientated. ■ More time needed for networking and specific topic discussion (regionally, operations, sectors). The format and logistical arrangements could have been more conducive to sharing and discussions. ■ Delivery should seek to add to the preparatory material and basic understanding rather than repeat information. |
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2008 Activity Review

Value

Outcomes from conference

- Networking opportunities and resulting relationships were considered to be the highlight of the conferences with numerous inter-company relationships developed after the event to continue discussion of the key issues and share best practice.
- Endorsers and the secretariat need to continue to build on the output and understanding gained from this conference in further programmes.
- Some felt that transparency discussions were too prescriptive.

Lessons learned

While recognising the benefits of knowledge sharing, the conferences could be more action and decision oriented, with follow up activities.

The Mandate needs to focus its activities to give maximum benefit, which could be achieved through:

- Topic-specific breakout groups that allows information to reach the “bottom-denominator”.
- Closer guidance for presenters on topic, focus and content.
- Avoid repetition between events.

Event planning needs to consider the fundamental logistical and facilitation factors when choosing locations and invitees:

- The Mandate should increase time provided for networking. Furthermore specific topic discussion will improve the forging of relationships, partnerships and collaborations.
- Alignment to other events and initiatives will dictate who attends; selection of more regional events would promote different stakeholders.
- Utilisation of UNGC Regional Networks for locations and topic focus.
- SMEs could be represented through unions or industry groups.

Key challenges and next steps with regards to supply chain include:

- Engage with other initiatives with a focus on policy and influencing policy makers.
- Determine how good practices in supply chains can be used to inform public policy – e.g. avoid building recommendations on “a house of cards”.

2008 Activity Review

Awareness campaigns

There were three awareness campaigns in 2008:

- **Davos World Economic Forum:** In January 2008, Secretary-General Ban Ki-moon’s address to the Davos World Economic Forum highlighted the importance of the impending water crisis and existence of the CEO Water Mandate.
- **G8 Press Release:** In May 2008 several endorsers of The Mandate sent a letter to the Leaders of the Group of Eight, urging them to address to water crisis through eight specific requests.
- **PRI Investor Request:** In December 2008, a US\$1.5 trillion alliance of investors, all signatories to the UN-backed Principles for Responsible Investment, asked 100 of the world’s biggest companies to join The Mandate to improve their policies and practices around use of water.

Value

Focus of campaigns

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| <ul style="list-style-type: none"> ■ While it is too early to evaluate success of awareness campaigns, a key benefit of The Mandate was being able to call on the CEOs to make a specific petition. ■ Endorser communique demonstrate that it is not simply a talking shop and while initial activities in early 2008 may not have demonstrable change in policy, they have been important in establishing credibility and are symbolically important. ■ Public awareness campaigns were very useful in raising the profile of The Mandate and for NGOs to get government exposure. | <ul style="list-style-type: none"> ■ Some endorsers felt that public awareness campaigns can be distracting from helping companies tackle the priority elements of The Mandate. ■ Role and objectives of The Mandate were not clear and consistent between awareness campaigns. ■ Some endorsers felt that The Mandate could have authorisation to sign on behalf of endorsers and it is difficult to get multiple letters signed off. |
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Communication approach

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| <ul style="list-style-type: none"> ■ Endorser input into the campaigns was considered appropriate. ■ Through linking to high profile and globally important events, these campaigns were instrumental in increasing the number of endorsers. | <ul style="list-style-type: none"> ■ Endorsers stressed the importance of setting ground rules before pushing for public awareness. ■ Timing of the awareness campaigns could have been more suitable (e.g. map to time periods where high impact likely). |
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2008 Activity Review

Value

Impact

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| <ul style="list-style-type: none"> ■ The letter from PRI was a big win for The CEO Water Mandate. Endorsers felt that investors are emerging as one of the most challenging stakeholders. Given it is this group which has raised the bar very high in many areas of sustainability – it is excellent to see Water Mandate being the vehicle to drive progress. ■ Campaigns were considered useful both externally and internally within companies; e.g. some companies used The Mandate to drive internal communication regarding water. | <ul style="list-style-type: none"> ■ Awareness did not have an impact on certain geographies. For example many CEOs in developing countries are still unaware of The Mandate. ■ There is not a systematic approach to assess (and enhance) impact of each campaign. ■ There was a lack of follow-up from awareness campaigns. |
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Lessons learned

- Awareness campaigns need to be coordinated in a strategic manner to ensure they are targeted correctly and the right and consistent messages are given – campaigns needs to be additive.
- The Mandate needs to balance the aggressive / ambitious communication with number of endorsers; too many will weaken the messages.
- The Mandate should investigate possibility of having the capacity for speaking on behalf of other companies to improve approval efficiency.
- The Mandate should investigate means to measure impact in terms of outcomes as well as outputs (e.g. the number of signatories). This could involve follow-up interviews etc.
- The Mandate could drive progress by getting investors further involved in activities (i.e. wider attendance at conferences) to communicate that water is a key business risk.

2008 Activity Review

Transparency activities

Three transparency related activities were conducted in 2008 – the first phase of the transparency framework, transparency discussions at the second working conference and establishing the transparency policy. The outcomes were:

- Framework – High level transparency related goals of The Mandate.
- Policy – Expectations of the CEO Water Mandate regarding minimum transparency-related responsibilities of endorsers, including policies for endorsers failing to comply.

Value

Focus of transparency activities

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| <ul style="list-style-type: none"> ■ Transparency was one of the most valuable activities conducted in 2008 – it brings credibility to The Mandate, outlines what is expected from signatory companies, and helps make the “call to action” more tangible. ■ It addressed a key gap in corporate water management. | <ul style="list-style-type: none"> ■ Some endorsers considered it idealistic, and not material to issues on the ground. ■ Companies have to consider the framework in context of a wide range of reporting requirements from investors etc. resulting in “questionnaire overload”. ■ Transparency needs to cater for companies at all ends of the maturity spectrum. |
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Underlying processes and agility of transparency activities

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| <ul style="list-style-type: none"> ■ Helps companies understand and anticipate future issues. ■ It has pushed endorsing companies to be even more transparent with respect to water. ■ Generally considered a well drafted, efficient process with sufficient possibility for endorser and stakeholder input and review with sufficient possibility for endorser and stakeholder input and review. | <ul style="list-style-type: none"> ■ The transparency policy needs to remain flexible to reflect the multi-sectoral nature of The Mandate; some endorsers worried that it may become too prescriptive. ■ More emphasis could be put on reaching finite conclusions between endorsers and stakeholders and transferring the discussions into concrete actions. ■ Lack of formal processes to review/update framework. |
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Lessons learned

Transparency is an essential activity. This should remain a key area of focus in 2009, building on the good work conducted in 2008. The second phase of the Transparency Framework is considered vital.

To support implementation of the transparency policy, The Mandate should act as an enabler for linking the available tools and the companies’ line of sight.

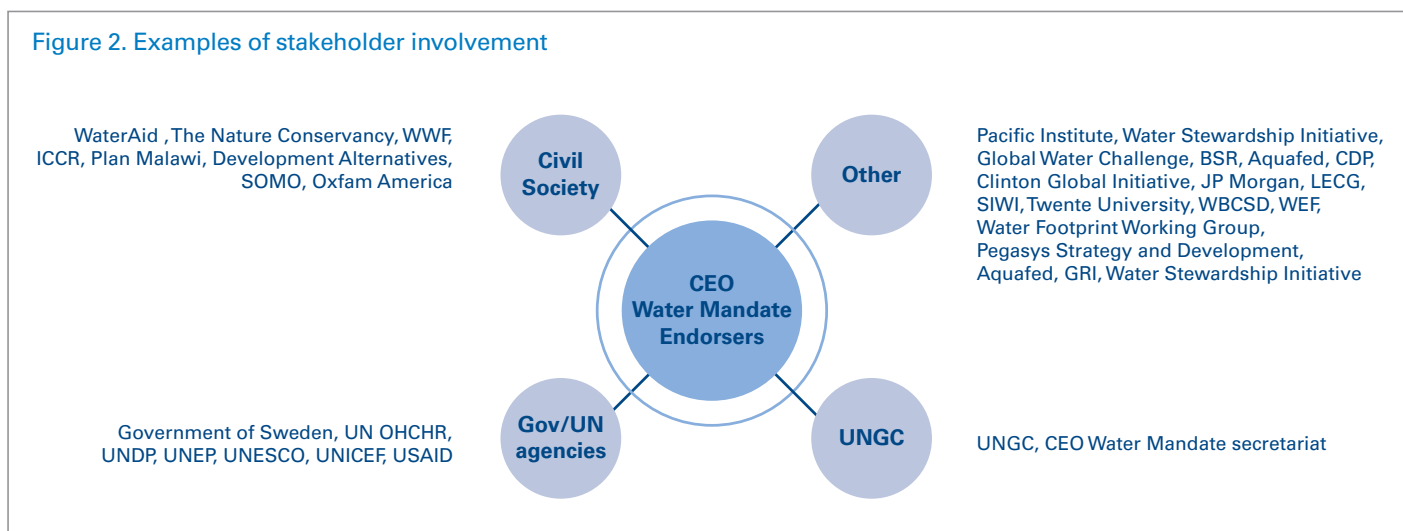
- Transparency should continue to complement existing transparency programmes.
- The Mandate should utilise existing standards to aid company implementation.
- Initiatives need to consider the local context to make issues material.

The Mandate should seek to make concrete actions with regard to transparency, although this is expected to be difficult given the range of participation (e.g. leaders and learners).

Stakeholders

Throughout 2008 The Mandate worked in partnership with non-signatories. These included the United Nations Global Compact, other UN Agencies, civil society and research organisations.

Figure 2. Examples of stakeholder involvement



Value

Link to UN and public policy

- Link to UN system is very important as a differentiator and provides an excellent route into public policy.
- The Mandate has been involved in broad UN deliberations such as having speakers at UN General Assembly events last September.
- Links to United Nations Global Compact could be strengthened.
- Although both at early stages of development, there is insufficient cross-over between other UN water and climate initiatives, such as caring for climate.
- Some tendency to focus on site-by-site rather than global issues.


Broadening engagement on water

- There was a general increase in stakeholder involvement as the year progressed; Mandate credibility therefore increased.
- Mandate widely viewed as being better than many other fora for stakeholder inclusion.
- Participants welcomed constructive NGOs being present and further suggest a future role of some constructive activist organisations also present.
- Mixed views on NGO involvement – from an opportunity to ask companies for more money to challenging progress to providing valuable insights.
- Further opportunities available by widening involvement, in particular from academia, industry associations, governments, funding organisations and more regional NGOs.

Stakeholders

Value

Integration of company activities with wider NGO priorities







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- Opportunities around dialoguing and working with NGOs were considered valuable to many endorsers – however it is seen as too early to have developed formal associations.
 - Having the activities around other events (e.g. World Water Week) greatly facilitates stakeholder interaction.
 - Role and expectations of NGOs needs to be clarified, in particular how the interaction between stakeholders and endorsers can be mutually beneficial; a way of integrating NGOs into the process is needed, beyond enlightenment.
 - Issues could be better linked to specific stakeholders – there is a need to ensure the right stakeholders are present for the topics presented, so as to develop a shared understanding of how companies can contribute to broader societal issues interest.
 - Little evidence for partnerships to date. Many endorsers already had sufficient partnerships and so felt the stakeholder-endorser element was of less value. Main barrier to partnerships was that people are too busy.

Lessons learned

- Stakeholder input is vital to the success of The Mandate and needs to remain a key focus for The Mandate in 2009. However greater focus is needed on making sure all involved parties get value out of the conference. Involvement of stakeholders needs to shift from reactive to proactive. In particular, there is a need to match stakeholder input to the issues being discussed and further integrate stakeholders into The Mandate operations.
- The impact that both NGOs and Endorsers make needs to be better communicated; including increased transparency over the changes and progress made.
- There is a need to improve efficiency of partnership formation, especially with NGOs, maintaining high level involvement. This could include a more structured approach with The Mandate acting as a partnership broker. A radical alternative would be to focus on policy change and not direct partnerships.
- For effective engagement, company representatives need to be as strong in social development as they are in environmental management.

Endorser Expectations

According to the endorser survey conducted in February 2008, companies had a variety of expectations of The Mandate, what value it would provide and how it would develop. The level of expectations reached is shown in the table below.

Initial expectations ⁵	Expectations reached in 2008
Comprehensive, clear, and actionable strategic framework for members to structure their water management activities.	
Learning/knowledge sharing forum that provides robust/practical resources in sustainable water management for companies, as well as a safe place to discuss water management challenges/failures and identify emerging issues.	
Platform for coordination, collective implementation, and for “collaborative innovation” among companies/industries and stakeholders.	
Platform that develops/identifies best practice, and that helps guide implementation and drive performance improvements.	
External communication tool to: <ul style="list-style-type: none"> ■ Demonstrate companies’ leadership in water management and improve image and reputation of industry/endorsers, ■ Convey willingness to partner with stakeholders, communities, other industries, and ■ Advocate common positions on water sustainability issues. 	
Call for action, raise awareness/profile of water issues among companies.	



While the programme of activities in 2008 has generally met endorser expectations, many endorsers joined and participated in events to find out what The Mandate was about. So as to manage endorser and stakeholder expectations in 2009 and beyond, The Mandate needs to clarify intent and role for the future.

⁵ CEO Water Mandate Endorser Survey Synthesis Report February 2008.

Recommendations and Future Priorities

Following the review of the 2008 programme of activities and discussions with numerous endorsers and stakeholders, key recommendations for 2009 and beyond fall under four categories:

Governance and role of The Mandate

1.1 Clarify and communicate the intent of The Mandate, including:

- Should The Mandate remain a platform to demonstrate a commitment; a working group to develop best practice; develop operational principles or focus on policy?
- Is the business model sustainable in terms of funding, in order to meet its objectives?
- Does The Mandate have the resources necessary for its intent?

1.2 Formalise the process for inclusion on steering committee to ensure balanced representation.

1.3 Set up power of attorney for The Mandate to speak on behalf of endorsers.

1.4 Secretariat to engage with other initiatives to align direction, priorities and ensure The Mandate remains complementary.

1.5 Map progress against The Mandates objectives and the six themes through:

- Capturing output and actions from each meeting.
- Revisit progress, capture key learnings and set aims to build on progress.
- Improving COP and compliance procedures.

1.6 Undertake a barrier analysis on issues (such as the MDG) and where companies (split by sector, region etc) can and cannot make a difference, for example through policy, direct operations, partnerships etc.

1.7 Develop formal processes to review and update the framework.

Supporting endorsers in implementation

2.1 Communicate the value that endorsers and stakeholders can expect from each event/campaign to encompass the spectrum of leaders and learners.

2.2 Utilise the UNGC local networks to run smaller regionally based network groups discussions and/or conferences that focus on regionally specific topics.

2.3 Maintain momentum of knowledge to allow the raising of standards:

- Provide guidance to presenters to ensure content builds on information already provided.
- Restructure format of conferences to enable sessions to build on current knowledge, while still enabling new endorsers to gain knowledge for example include half day plenary information sessions for new endorsers to quickly 'get up to speed'.

2.4 The Mandate is a powerful voice and could be better utilised to drive change in public policy to support companies drive change in regional locations.

Increasing awareness of The Mandate

3.1 Revise the website to include updated content, easy navigation and clearly stated role of The Mandate, and expectations placed on endorsers and stakeholders.

3.2 Define objectives for each awareness campaign to ensure alignment with The Mandate objectives.

Networking signatories and stakeholders

4.1 Restructure format of conferences to enable time for networking and facilitation of smaller working groups such as break outs.

4.2 Improve follow-up process after the activities.

4.3 Improve website content navigation and accessibility for endorsers and stakeholders to share information for example, set up an online community for endorsers and participating stakeholders.

Contacts

UN Global Compact's CEO Water Mandate

The UN Global Compact is a strategic policy initiative for businesses that are committed to aligning their operations and strategies with ten universally accepted principles in the areas of human rights, labour, environment and anti-corruption. The CEO Water Mandate is a private-public initiative of the UN Global Compact with a focus on developing corporate strategies and solutions to contribute positively to global water issues. For more details contact:

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Arthur D. Little

As part of Arthur D. Little's Sustainability and Risk services we help companies develop a strategic approach to water; our work focuses on all elements of the value chain to generate business value, while protecting water as a local resource. For more details see our recent report: **"The Water Margin: How Strategic Management of Water can Grow Business Value"** or contact:

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CEO Water Mandate

The CEO Water Mandate is a private-public initiative of the UN Global Compact with a focus on developing corporate strategies and solutions to contribute positively to global water issues. It seeks to engage a critical mass of companies from around the world, willing to undertake serious efforts, in partnership with other stakeholders, to address this challenge.

Arthur D. Little

Arthur D. Little, founded in 1886, is a global leader in management consultancy, linking strategy, innovation and technology with deep industry knowledge. We offer our clients sustainable solutions to their most complex business problems. Arthur D. Little has a collaborative client engagement style, exceptional people and a firm-wide commitment to quality and integrity. The firm has over 30 offices worldwide. With its partner Altran Technologies, Arthur D. Little has access to a network of over 16,000 professionals. Arthur D. Little is proud to serve many of the Fortune 100 companies globally, in addition to many other leading firms and public sector organisations. For further information please visit www.adl.com

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United Nations Global Compact

The UN Global Compact is a strategic policy initiative for businesses that are committed to aligning their operations and strategies with ten universally accepted principles in the areas of human rights, labour, environment and anti-corruption. By doing so, business, as a primary agent driving globalisation, can help ensure that markets, commerce, technology and finance advance in ways that benefit economies and societies everywhere. For further information please visit: www.unglobalcompact.org