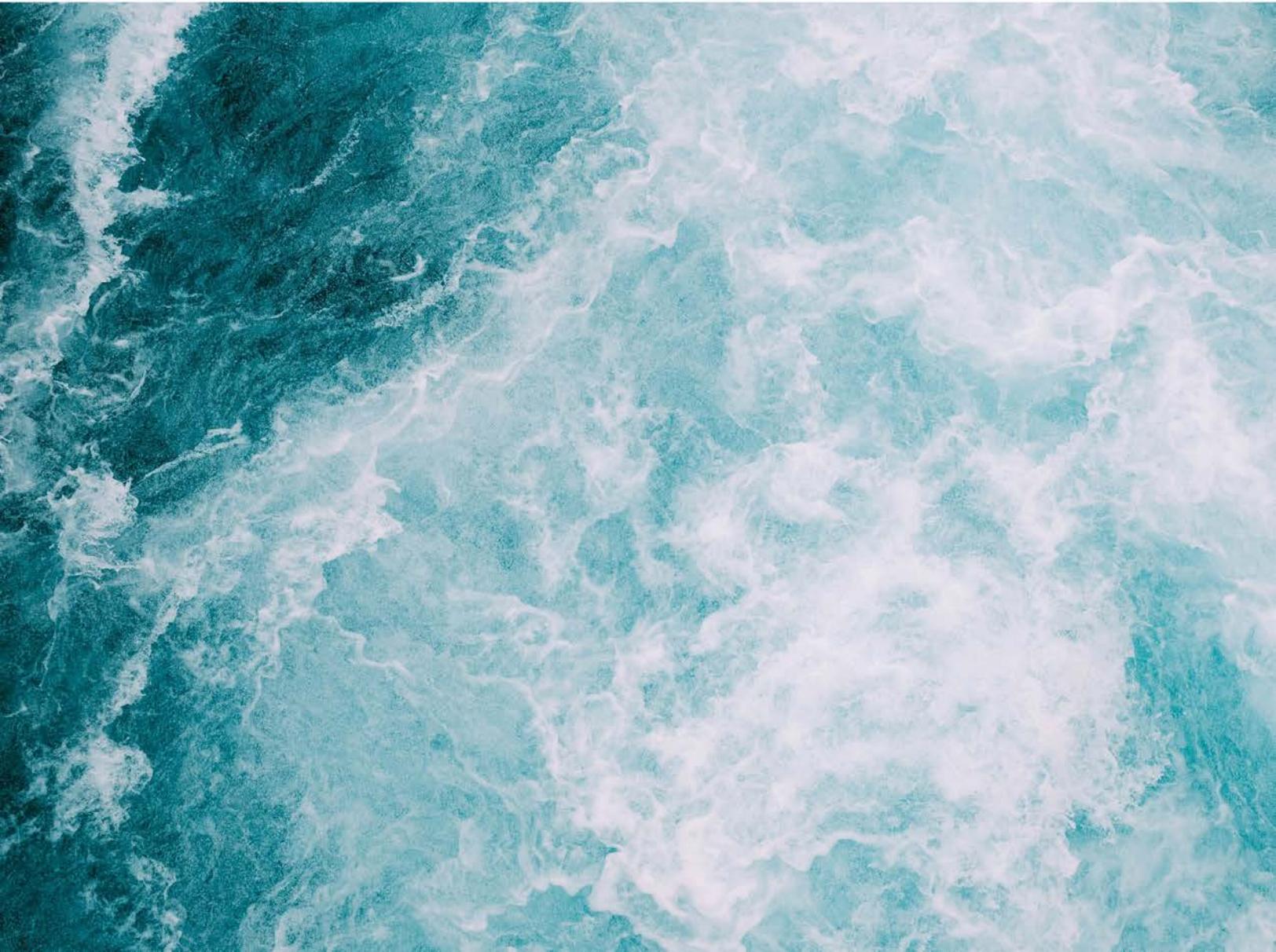




The CEO **Water** Mandate

2018-2020 STRATEGIC PLAN

2019 Update





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2018-2020 Strategic Plan

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Introduction

The [CEO Water Mandate](#) is a [UN Global Compact](#) water stewardship commitment platform implemented in partnership with the [Pacific Institute](#). Through endorsing the Mandate, companies of all industry sectors, sizes, and locations make a public commitment across six commitment areas and report annually on progress. In addition to garnering stewardship commitments from companies around the world, the Mandate Secretariat (i.e., the joint UNGC-Pacific Institute team that implements and manages the initiative) also conducts applied research, develops best practice guidance and tools, facilitates on-the-ground collective action, and more to advance companies' water stewardship efforts.

Background on the Action Platform

Since 2017, the UN Global Compact's programmatic offerings have included [Action Platforms](#) on a wide range of topics - from peace to reporting to oceans. These Action Platforms offer the most highly engaged UN Global Compact signatories the ability to directly share, learn, and co-create leading practices on the array of interlinked sustainability issues covered by the UNGC's programmatic activities. Each Action Platform has a set of clear objectives that are achievable within a set timeframe, typically 2-3 years.

With an overarching goal of supporting achievement of Agenda 2030 Sustainable Development Goal (SDG6) on Water & Sanitation and its impact on other SDGs, the ***Water Security through Stewardship Action Platform*** is one such Action Platform wholly focused on water security efforts around the world and is also now where the CEO Water Mandate's key programmatic work (including projects, focus areas, and working groups) resides. Launched in 2018, the Action Platform builds on the Mandate's decade-long leadership on stewardship to further enable the initiative to advance water security. A subset of highly engaged Mandate endorsing companies that wish to support, participate in, and guide the Mandate's programmatic work do so by becoming Action Platform members.

Key objectives of the Action Platform

The Platform brings together companies, UN entities, governments, NGOs, and other stakeholders to:

- Mobilize business leaders and learners to adopt and implement more advanced water stewardship practices;
- Test, refine, and scale leading practices, including setting corporate water targets, developing water accounting methodologies, creating impact metrics, pioneering drinking water, sanitation, and hygiene (WASH) solutions and climate resiliency measures;



- Foster local partnerships and policy engagements that advance water security;
- Support the UN Global Compact's efforts to track business contributions to SDG6 and embed water and sanitation into other relevant Action Platforms.

Over the course of three years (2018-2020), the Mandate's Action Platform is focusing on key goals and activities as outlined in Table 1. The work is spread across four core areas: 1) building capacity of leaders and learners, 2) fostering respect and support of human rights 3) facilitating on-the-ground collective action, and 4) developing metrics and reporting approaches. These objectives are pursued within four associated focus areas and Working Groups:

1. Direct Operations & Supply Chains
2. WASH & Human Rights
3. Collective Action & Policy Engagement
4. Metrics, Indicators, and Disclosure

2018 Progress & Achievements

In 2018, the Action Platform had a successful launch pursuing a wide range of research efforts and on-the-ground projects and pilots, advancing initiatives such as the [Business Alliance for Water and Climate \(BAFWAC\)](#), [WASH4Work](#), and [California Water Action Collaborative](#); and engaging more companies, Local Networks, and industry associations to advance water stewardship in strategic locations and industry sectors. Specific achievements include:

- Welcoming 18 new companies as Mandate endorsers, including Aqua Inc., Aquaconserve, Aguas Andinas, Aither, Archemics, Calvin Klein, Capital Environmental Ventures, ElectroHuila, Fenix Alliance, International Flavors and Fragrances, Microsoft, Ocean Fresh Water, Phoenix Global DMCC, Servicios Ambientales, Soorty, Stoddart Creek Water Services, Suntory Holdings Limited, and Thomas Schumann Capital
- Begun engaging with UN Global Compact Local Networks from Brazil, India, Colombia, and South Africa to advance water stewardship among these countries' business networks
- Launching corporate water target setting pilots in six river basins worldwide, four led by the Mandate and another two led by partners
- Adding 11 case studies and over 100 resources to the [Water Stewardship Toolbox](#)
- Adding 320 projects to the [Water Action Hub](#)
- Garnering over 250,000 pageviews of the Mandate's online capacity building platforms
- Revamping and adding significant new functionality to the Hub
- Initiating a sustainable landscapes collective action project in Southern California

For more on our 2018 accomplishments, see the 2018 Annual Report: www.ceowatermandate.org/files/2018-annual-report

Table 1: Overview of 2019 Planned Activities

CEO Water Mandate Mission	Mobilize a critical mass of business leaders to address global water challenges through corporate water stewardship, in partnership with the United Nations, governments, civil society organizations, and other stakeholders
Action Platform Overarching Goal	Build water stewardship capacity and facilitate collective action in support of the achievement of Sustainable Development Goal (SDG) 6 and its contributions to other SDGs
Action Platform Anchor Strategy	Engage UN Global Compact Local Networks to disseminate materials, garner commitments, boost use of online platforms, and broker and coordinate collective action partnerships
Key Performance Indicators	<ol style="list-style-type: none"> # of new CEO Water Mandate endorsing companies (2020 target: 150 new endorsing companies) # of views for CEO Water Mandate capacity building resources (e.g., Hub, Toolbox, etc. (2020 target: 1,000,000 views)) # of organizations engaged in Mandate-related collective action projects and initiatives (2020 target: 175 organizations) # of Mandate-related collective actions measuring progress against SDGs and other policy objectives (2020 target: 15 projects)

Action Platform Focus Areas & Working Groups			
Direct Operations & Supply Chains	Human Rights & WASH	Collective Action & Policy Engagement	Metrics, Indicators & Disclosure
Objectives			
Increase the uptake of stewardship best practice throughout value chains in key geographies and industry sectors by companies new to stewardship and more advanced practitioners	Increase business action to improve WASH services in the workplace, in communities, and supply chains	<ul style="list-style-type: none"> Increase public sector understanding of the contribution of stewardship to SDG6 and other policy priorities Promote effective multi-stakeholder projects in water-stressed regions 	<ul style="list-style-type: none"> Enhance efficacy and use of targets that reflect local context Enhance ability to measure the impacts of local initiatives Harmonize reporting metrics and definitions
Business Benefits			
<ul style="list-style-type: none"> Heightened awareness, motivation, and capacity of operational staff and suppliers Heightened awareness, motivation and capacity of other local water users 	<ul style="list-style-type: none"> Avoid regulatory violations Strengthen worker health and productivity Boost brand and reputation 	<ul style="list-style-type: none"> Mitigated basin risks; long-term security Enhanced relationships with stakeholders Proactive contribution to policy objectives; improved water governance 	<ul style="list-style-type: none"> More informed and strategic decisions Reduced reporting burden Account for and demonstrate progress and impact of stewardship interventions
Societal and Environmental Benefits			
<ul style="list-style-type: none"> Reduced water demand; drought resilience Improved water quality Enhanced ecosystem services 	<ul style="list-style-type: none"> Improved public health More productive economy Heightened gender equality 	<ul style="list-style-type: none"> Mitigated basin risks; long-term security Improved water governance Stewardship efforts aligned to policy goals 	<ul style="list-style-type: none"> Enhanced corporate accountability More informed investment decisions Track progress against shared goals

2019 Planned Activities			
Direct Operations & Supply Chains	Human Rights & WASH	Collective Action & Policy Engagement	Metrics, Indicators & Disclosure
<p>Water Action Hub 3.0 launch Build out a “lessons learned” function to the Mandate’s online stewardship collaboration platform, the Water Action Hub, while also promoting and expanding usership.</p> <p>Water Stewardship Toolbox upgrades Further develop, populate, and promote the Mandate’s online capacity building library, the Water Stewardship Toolbox, with an emphasis on non-English and sector-specific resources.</p> <p>Developing informational materials Develop introductory materials (e.g., websites, brochures, videos, etc.) for the Water Stewardship Academy that elucidate water risks, responses, etc. to be used as the basis of engagement with Local Networks, industry sectors, etc.</p> <p>Targeting priority sectors Engage at least 5 industry associations to promote stewardship. Analysis has identified the following possible priority sectors: apparel, beverage, food producers, mining, tourism, electronics, technology, energy & chemicals.</p>	<p><i>Supporting WASH4Work activities including:</i></p> <p>Consolidated WASH standard</p> <ul style="list-style-type: none"> Complete and socialize a “consolidated WASH standard” by companies Integrate WASH standard into other international standards systems (Fairtrade, Better Cotton, Roundtable on Sustainable Palm Oil, etc.) <p>Implementing pioneering WASH interventions Incubate pioneering WASH practices with 2-3 groups of companies in strategic regions of interest which could look at implementation of good WASH in the workplace, communities where companies operate, or in supply chains</p> <p>Outreach and engagement</p> <ul style="list-style-type: none"> Roll-out of the Strengthening Business Case for WASH guidance developed by WaterAid with interested Mandate companies Development of relevant case studies and expanded group of companies engaged in WASH4Work 	<p>Businesses for Water Security in the Noyyal-Bhavani (India)</p> <ul style="list-style-type: none"> Apparel sector-level led collective action Finish basin and facility water assessments Prioritize solutions to reduce facility and brand risk and address shared challenges <p>California Water Action Collaborative</p> <ul style="list-style-type: none"> Continued leadership of the Metrics Working Group within CWAC, a consortium of roughly two dozen companies and NGOs Implementation of the Sustainable Landscapes Project in Southern California Scale this innovative collaboration model in California and possibly replicate it elsewhere <p>Business Alliance on Water & Climate</p> <ul style="list-style-type: none"> Promote peer learning and bring the business perspective to international discussions Prepare for and engage in the UN Secretary General’s Climate Summit 2019 Contribute to UN World Water Development Report 2020 <p>WASH4Work Continue to serve as Secretariat for WASH4Work - a consortium of leading businesses, UN agencies, and NGOs working to develop tools and resources to support business action on WASH</p>	<p>Meaningful targets that reflect local context</p> <ul style="list-style-type: none"> Completion and final analysis of 3-4 pilots in California, India, South Africa, and Brazil Launch guidance in Q4 <p>Impact metrics Develop and test metrics framework for measuring the impacts of the 9 CWAC collective action projects</p> <p>Towards a water protocol</p> <ul style="list-style-type: none"> Undertake a landscape assessment of existing water accounting, assessment, and reporting approaches and provide recommendations Establish an expert Advisory Group Develop for external comment a draft framework for a global water protocol <p>Understanding shared water-climate benefits</p> <ul style="list-style-type: none"> Undertake an assessment to understand water-climate risks to businesses decision making Develop a concept to measure water and carbon benefits for watershed investments

2019 Planned Program of Activities

The Action Platform's 2019 research efforts, on-the-ground projects, and initiatives are spread across four focus areas (each with an associated working group) and will also include ongoing engagement with UN Global Compact Local Networks and in-person multi-stakeholder convenings.

Focus Area 1: Direct Operations and Supply Chains

The Mandate's work on direct operations and supply chains facilitates the uptake of water stewardship on farms and at manufacturing facilities, offices, and enterprises of all sizes. It accomplishes this by advancing and promoting 1) the [Water Stewardship Toolbox](#) and 2) the [Water Action Hub](#).

The Water Stewardship Toolbox is an online compendium of over 330 resources – including tools, guidance documents, datasets, best practices, technologies, case studies, reports, and more – developed by the Mandate and dozens of other organizations. The Water Action Hub is an online collaboration and knowledge sharing platform for water stewardship.

Focus Area 2: WASH & Human Rights

The WASH & Human Rights focus area promotes business action on WASH in the workplace, in supply chains, and in communities where companies operate. The main mechanism for the work will be the [WASH4Work](#) partnership, launched in 2016 and encompassing 15 organizations representing business, NGOs, and UN agencies to work together on promoting WASH outcomes.

Focus Area 3: Collective Action & Policy Engagement

The Collective Action & Policy Engagement focus area facilitates impactful water stewardship projects and partnerships that span public, private, and non-profit sectors locally and internationally. It includes the Mandate's engagement in multi-stakeholder initiatives including the Businesses for Water Security in the Noyyal-Bhavani in India, [California Water Action Collaborative](#), [Business Alliance for Water and Climate \(BAFWAC\)](#), and [WASH4Work](#).

Focus Area 4: Metrics, Indicators, and Disclosure

The Metrics, Indicators, and Disclosure focus area centers on advancing more meaningful water measurement and reporting with a focus on developing a methodology for setting water targets, creating a harmonized protocol for water accounting, and measuring the impacts of water stewardship activities/collective action projects in a way that reflects river basin context and priorities. It also includes work to help drive common understanding of basin-related risks and response.

Local Network Engagement

As part of the Action Platform's first pillar, engaging both learners and leaders, the Action Platform will expand water stewardship to key geographies through engagement with UNGC Local Networks (LNs) through the launch of "water stewardship playbooks" and personalized engagement opportunities with Local Networks to help companies of all sizes along their water stewardship journey. A key focus will be on catalyzing partnerships with LNs in Brazil, Colombia, Germany, India, Indonesia, South Africa, and the United States where Mandate endorsing companies have operations, suppliers, or other strategic interests, and where local capacity exists to broker and administer stewardship initiatives.

Local Network engagements will vary in their time- and resource-intensity depending on levels of interest. "Light-touch" approaches will include ensuring that the country's Local Networks and others have access to stewardship training materials and use the Water Action Hub to discuss key questions and coordinate



activities. More “intensive” approaches will include extensive stakeholder mapping and engagement, in-person multi-stakeholder convenings, tracking progress against KPIs, and more.

Cumulative Expected Outputs, Outcomes, and KPIs by 2020

The Action Platform is a three-year endeavor representing a cohesive strategy implemented over its multi-year lifespan. At the end of the three-year Action Platform in Q4 2020, we expect that the Action Platform will have produced the following outputs with associated outcomes:

Outputs

- Launch “consolidated” WASH standard for analysis of voluntary sustainability standards systems and initial outreach to companies and standards systems.
- Roll out the Strengthening Business Case for WASH guidance developed by WaterAid with interested companies.
- Implement pioneering WASH interventions.
- Complete corporate water target setting pilots.
- Launch guidance around corporate water target setting including lessons learned from pilots.
- Develop collective action impact metrics for local water stewardship initiatives.
- Expand the Toolbox with new good practices resources including those for specific industries.
- Expand the Water Action Hub to include more projects and the ability to collect and disseminate lessons learned to new projects.
- Engage, implement, and document innovative activities globally on WASH and climate and water by leading companies.
- Develop a suite of information materials that introduce companies and their suppliers to key water stewardship concepts and best practices.
- Implement Water Security for Business initiative in India including a supply chain analysis and management tool and local collective action opportunity.
- Implement the Sustainable Landscapes Project in Southern California.

Overall Outcomes & KPIs

Outcomes	Key Performance Indicators
Increased uptake of water stewardship in key geographies and industry sectors by companies new to stewardship through use of the Mandate’s and others’ tools and resources	<ol style="list-style-type: none"> 1. # of new CEO Water Mandate endorsing companies (2020 target: 150 new endorsing companies) 2. # of views for Mandate capacity building resources (2020 target: 1,000,000 views)
Increased uptake of collective action activities and documentation of the outcomes and benefits of those activities	# of organizations engaged in Mandate-related collective action projects and initiatives (2020 target: 175 organizations)
Enhanced ability to measure the impacts of local stewardship initiatives and their alignment with SDG6 and other policy priorities	# of Mandate-related collective actions measuring progress against SDGs and other policy objectives (2020 target: 15 projects)

THE CEO WATER MANDATE'S SIX CORE COMMITMENT AREAS:

Direct Operations

Mandate endorsers measure and reduce their water use and wastewater discharge and develop strategies for eliminating their impacts on communities and ecosystems.

Supply Chain and Watershed Management

Mandate endorsers seek avenues through which to encourage improved water management among their suppliers and public water managers alike.

Collective Action

Mandate endorsers look to participate in collective efforts with civil society, intergovernmental organizations, affected communities, and other businesses to advance water sustainability.

Public Policy

Mandate endorsers seek ways to facilitate the development and implementation of sustainable, equitable, and coherent water policy and regulatory frameworks.

Community Engagement

Mandate endorsers seek ways to improve community water efficiency, protect watersheds, and increase access to water services as a way of promoting sustainable water management and reducing risks.

Transparency

Mandate endorsers are committed to transparency and disclosure in order to hold themselves accountable and meet the expectations of their stakeholders.