



The CEO Water Mandate

Respecting the Human Rights to Water and Sanitation – Release of Draft Guidance

Mai-Lan Ha, Pacific Institute and Beth Holzman, Shift

CEO Water Mandate Multi-Stakeholder Conference
Stockholm, Sweden– September 1, 2014



The CEO Water Mandate



Overview

- **Launch of Draft Guidance for consultation** – comments welcome through September 30
- **Brief Project Background**
- **Briefing about content of Draft Guidance**
- **Key expectations for companies**– bringing a human rights “lens” to corporate water stewardship



Background

- CEO Water Mandate Water and Human Rights Workstream started in 2009
- Members felt need for heightened attention after recognition of human right to water and sanitation (HRWS) in 2010 by UN
- Issue discussed in various mandate working conferences between 2010-2011
- Current project started in 2012



Contents of Draft Guidance

Part 1: Objectives, Scope, Audience

Part 2: Translating Impacts into Human Rights & Water Stewardship Terms

- Understanding the HRWS
- Framework for understanding potential impacts

Part 3: Putting Corporate Respect for the Rights to Water and Sanitation into Practice

- I. Developing a Policy Commitment and Embed Respect
- II. Assess Impacts on the HRWS
- III. Integrate and Take Action on the HRWS
- IV. Track and Communicate Performance
- V. Remediation and Grievance Mechanisms

Part 4: Resources



The CEO Water Mandate



Contents of Draft Guidance

Part 3: 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 process)

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



Key Expectations: Policy Commitment & Embed Respect

A. Develop a policy commitment

1. Define the content of the commitment
2. Engage internal colleagues
3. Engage stakeholders
4. Communicate the commitment

B. Embed Respect for the HRWS

1. Establish appropriate accountability
2. Build cross-functional coordination
3. Provide incentives and training
4. Apply the commitment to business relationships

> **Human Rights Lens:** Ensure your commitment to respect the HRWS applies to your own operations and sets clear expectations at the start of business relationships.

Coordinate across the organization to ensure corporate water stewardship and human rights practices are brought together internally.



Key Expectations: Assess Impacts on the HRWS

A. Assess how the company may be involved in impacts

1. Understand who may be impacted
2. Review how the company may be involved
3. Consider impacts arising through business relationships
4. Engage with stakeholders

> *Human Rights*

Lens: Focus is on risk to people.

Consider impacts related to business relationships at the same time as impacts in your own facilities.

B. Prioritize impacts for attention, where necessary

1. Evaluate the severity of impacts on affected stakeholders
2. Evaluate the likelihood of impacts occurring
3. Prioritize impacts

> ***Human Rights Lens:*** When necessary to prioritize impacts for attention, focus on the severity of risk to affected stakeholders as the dominant factor.

C. Build a Systematic Approach to Assessment

1. Review and build on existing systems
2. Pay particular attention to cumulative impacts



The CEO Water Mandate

Shift

Putting Principles into Practice

Key Expectations: Integrate and Take Action

A. Identify options to prevent or mitigate potential impacts

1. Understand the expectations of companies to respond to impacts
2. Identify appropriate prevention and mitigation options

> Human Rights Lens:
The action your company is expected to take depends on whether your activities have caused, contributed or are directly linked to the impact.

B. Build and Use Leverage in Business Relationships

1. Evaluate possible sources of leverage in business relationships
2. Pay particular attention to addressing supply chain impacts
3. Pay particular attention to relationships with state authorities



The CEO Water Mandate

Shift

Putting Principles into Practice

Key Expectations: Track and Communicate Performance

A. Build a Systematic Approach to Tracking

1. Review existing tracking systems
2. Track efforts through business relationships
3. Develop appropriate indicators
4. Engage affected stakeholders in tracking

> *Human Rights Lens:*

Evaluate whether systems focus on risks to people at individual sites and are appropriate to local conditions.

Take account of affected stakeholder perceptions, not just company opinions.

B. Review and Improve Communication

1. Improve communication with affected stakeholders
2. Improve formal reporting on severe impacts on the HRWS

> *Human Rights Lens:* While important, formal reporting is not a substitute for communication with affected stakeholders about efforts to address impacts on the HRWS.



Key Expectations: Remediation & Grievance Mechanisms

A. Establish Appropriate Processes to Provide Remedy

1. Understand the expectations of companies to remediate negative impacts
2. Map the “external landscape” of grievance mechanisms
3. Consider working with external grievance mechanisms

> *Human Rights Lens:*

Provide for, or cooperate in, remediation in instances where your company has caused or contributed to negative impacts on the HRWS.

B. Design Effective Operational-Level Grievance Mechanisms

1. Understand what makes a grievance mechanism effective
2. Review and build on existing internal mechanisms
3. Define the scope of the mechanism

> *Human Rights Lens:*

Systematically evaluate your processes to ensure stakeholders can identify concerns early on, to limit escalation to severe human rights impacts.



Conclusion & Next Steps

Draft Guidance released for public consultation

- Public Comment period open until September 30
- Project team welcomes all feedback/questions
- Specific testing with CEO Water Mandate Human Rights Working Group and project Technical Expert Group

Continued drafting

- Coordination with UN Special Rapporteur on the Human Rights to Water and Sanitation
- Focus on case studies

3. Finalization of Guidance - anticipated Q4 2014



The CEO Water Mandate



Project Contacts

Mai-Lan Ha, Pacific Institute mlha@pacinst.org

Beth Holzman, Shift beth.holzman@shiftproject.org



The CEO Water Mandate

