



# CEO Water Mandate

## 2018-2020 Action Platform Strategic Vision & 2020 Planned Activities

### Introduction

The [CEO Water Mandate](#) is a [UN Global Compact](#) (UNGC) 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 dimensions of water stewardship 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 Mandate 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. As of 2018, all of this programmatic work is housed within the Mandate's *Water Security through Stewardship Action Platform*. The subset of highly engaged Mandate endorsers that wish to support, participate in, and guide the Mandate's programmatic work do so by becoming Action Platform members.

This document offers an overview of the Mandate Secretariat's strategic vision and 2019 planned activities for the Action Platform.

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## 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 three years.

With an overarching goal of supporting achievement of Agenda 2030 Sustainable Development Goal (SDG) 6 (Water) 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. This 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 and enables the Mandate to develop and implement activities that advance water security.

### Key objectives of the Action Platform

The Action 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 contextual water targets; developing water accounting methodologies; creating collective action impact metrics; and pioneering drinking water, sanitation, and hygiene (WASH) solutions and local water resilience measures;
- Foster local partnerships and policy engagements that advance water security;
- Support the UN Global Compact's efforts to track business contributions to SDG 6 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 the goals and activities outlined in the table below. 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 areas are pursued in their respective Working Groups:

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

Each of these focus areas have been deliberately chosen as they closely align with and inform one another. This allows for collaboration among endorsers and facilitates continuous applied learning so that each focus area progresses at a similar pace. For example, WASH metrics may inform recommended corporate disclosure metrics, or online water stewardship tools may help foster cross-sectoral coalitions on water stewardship. Both these examples might demonstrate efforts to track business contributions to SDG 6.



**Table 1: Action Platform Objectives & Working Groups**

<b>CEO Water Mandate Mission</b>	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.
<b>Action Platform Overarching Goal</b>	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.
<b>Action Platform Anchor Strategy</b>	Engage UN Global Compact Local Networks to disseminate materials, garner commitments, boost use of online platforms, and broker and coordinate collective action partnerships.
<b>Key Performance Indicators</b>	<ol style="list-style-type: none"> <li>1. Number of new CEO Water Mandate endorsing companies (<b>2020 target: 150</b>)</li> <li>2. Number of views for CEO Water Mandate capacity building resources (e.g., Hub, Toolbox, etc. (<b>2020 target: 1,000,000</b>))</li> <li>3. Number of organizations engaged in Mandate-related collective action projects and initiatives (<b>2020 target: 175</b>)</li> <li>4. Number of Mandate-related collective actions measuring progress against SDGs and other policy objectives (<b>2020 target: 15</b>)</li> </ol>

**Action Platform Focus Areas & Working Groups**

Direct Operations & Supply Chains	Human Rights & WASH	Collective Action and Policy Engagement	Metrics, Indicators & Disclosure
<b>Objectives</b>			
To increase uptake of water stewardship throughout value chains in key geographies and industry sectors by companies new to stewardship and more advanced companies	To increase business action to improve WASH services in the workplace, in communities where companies operate, and across supply chains	<ul style="list-style-type: none"> <li>• To increase public sector understanding of the benefits of corporate stewardship for achieving SDG6 and other policy priorities</li> <li>• To promote credible and effective multi-stakeholder stewardship projects that address shared water challenges</li> </ul>	<ul style="list-style-type: none"> <li>• To expand the use of water targets that are informed by catchment context</li> <li>• To enhance ability to measure the impacts of water stewardship initiatives</li> <li>• To harmonize water metrics, definitions, and methodologies to improve uptake, communication, and measurement of water stewardship outcomes</li> </ul>



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*(all objectives and Working Groups are overlapping and interdependent with one another)*

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## 2019 Progress & Achievements

In 2019, the Action Platform had a successful launch pursuing a wide range of research efforts, on-the-ground projects, and engaging more companies, Local Networks, and industry associations to advance water stewardship in strategic locations and industry sectors. Specific achievements include:

- Welcoming 19 new companies as Mandate endorsers, including Abercrombie & Fitch, Artistic Milliners, Bioazul, Braskem, Cargill, Carroll Properties Corporation, Cummins, Elevate Textiles, En+ Group, Eni, Flood Barrier America, Grupos Rotoplas S.A.B. de C.V., Mexichem/Orbia, Naveena Exports Ltd., Sabará Participações, Servicios Ambientales y Geograficos, Sun Ltd., TAM Ceramics, Unishka Research Service.
- Working with UN Global Compact Local Networks from Brazil, India, and South Africa to advance water stewardship among these countries' business networks.
- Launching several guidance documents and resources including: [Water Action Hub 3.0](#), [Water Stewardship University](#), [Setting Site Water Targets Informed by Catchment Context](#), the related [Case Study: Santa Ana River Watershed, California](#), as well as the booklet on WASH and agribusiness, [Water, Sanitation, and Hygiene: Three Essential Ingredients to Resilient Agricultural Supply Chains](#).
- Advancing collective action initiatives including [Business Alliance for Water and Climate \(BAFWAC\)](#), [WASH4Work](#), and [California Water Action Collaborative \(CWAC\)](#).
- Adding over 40 resources to the [Water Stewardship Toolbox](#).
- Adding over 400 projects to the [Water Action Hub](#).
- Initiating a project aimed at building the business case for Nature Based Solutions.
- Advancing work to develop a Common Water Accounting Framework.

## 2020 Planned Program of Activities

The Action Platform's 2020 programmatic efforts, on-the-ground projects, and initiatives will once again be spread across four focus areas (each with an associated working group) and will also include ongoing engagement with UN Global Compact Local Networks, in-person multi-stakeholder convenings, and virtual webinars to facilitate cross-learning by Action Platform companies.

### Focus Area 1: Direct Operations and Supply Chains

The Mandate's work in direct operations and supply chains facilitates the uptake of water stewardship in farms, manufacturing facilities, offices, and enterprises of all sizes. It accomplishes this through the further development and promotion of 1) the [Water Stewardship Toolbox](#) to connect businesses to a wide array of capacity building resources, 2) the [Water Action Hub](#) to connect businesses to water stewardship projects and prospective partners around the world and promote shared learning, and 3) the [Water Stewardship University](#) to teach basic stewardship concepts to companies and others around the world for free.

The Water Stewardship Toolbox is an online compendium of over 450 resources – including tools, guidance documents, datasets, best practices, technologies, case studies, reports, and more – developed



by the Mandate and dozens of other organizations. It guides companies to the resources that can best help them advance water stewardship depending on their location, industry sector, maturity of practice, and more. **In 2020, we plan to revamp the Toolbox to make it more accessible, while also further populating it with non-English resources.**

The Water Action Hub is a free global online collaboration and knowledge sharing platform for water stewardship. The Hub helps companies and other organizations address water risk and advance sustainable water management by:

- Raising awareness of water stewardship projects around the world and the organizations administering them
- Allowing organizations to propose new stewardship projects and garner interest among potential partners
- Facilitating water stewardship partners and collective action
- Sharing lessons learned from past projects with future projects in order to make them more effective and cost-efficient

**In 2020, we plan to focus on scaling the Hub and ensuring we build a broader user base.**

The Water Stewardship University is a free online curriculum that explains key water stewardship concepts. It includes modules the global water crisis, water risks for businesses, the water stewardship journey, reporting and disclosure, target setting, collective action, and more. **In 2020, we hope to further promote uptake of the University, especially among UNGC Local Networks, and develop modules focused on supply chain engagement.**

### 2020 Outcomes

- Revamp the Water Stewardship Toolbox to be more usable and robust
- Further strengthen and scale the Water Action Hub, including at least 3x more pageviews
- Engage companies, NGOs, UN agencies, and others to further populate and scale “lessons learned” in the Water Action Hub
- Add modules to the Water Stewardship University, especially related to supply chain engagement
- Engage brands and Local Networks to offer Water Stewardship 101 workshops to scale stewardship concepts and recruit new Mandate endorsers

### **Focus Area 2: WASH & Human Rights**

The WASH & Human Rights focus area promotes business action on drinking water, sanitation, and hygiene (WASH) in the workplace, in supply chains, and in communities where companies operate. The main mechanism for the work will be support of and engagement in the [WASH4Work](#) partnership, launched in 2016 and now encompassing 18 organizations representing business, NGOs, and UN agencies to work together on promoting WASH outcomes.

### 2020 Planned Activities

- Develop a “Knowledge Sharing Platform” for WASH4Work to facilitate greater information sharing by companies involved in the partnership



- Engage more companies on the topic of WASH to increase the base of WASH4Work
- Pilot the *Strengthening Business Case for WASH* guidance developed by WaterAid
- Explore the potential to collect global data on WASH in the workplace
- Socialize an updated WASH pledge for companies

## 2020 Intended Outcomes

- Develop and promote uptake of a platform for sharing information by partnership members
- Recruit 5-10 additional companies to join WASH4Work and implement the WASH pledge
- Share preliminary outcomes from the piloting process for *Strengthening the Business Case for WASH*
- Complete Initial concept paper related to the potential need for or use of global data on WASH in the workplace

## **Focus Area 3: Collective Action & Policy Engagement**

The Collective Action & Policy Engagement focus area facilitates impactful water stewardship projects and partnerships that span multiple stakeholders including public, private, and non-profit sectors locally and internationally. It includes the Businesses for Water Security in the Noyyal-Bhavani in India, [CWAC](#), [BAFWAC](#), and [WASH4Work](#).

## 2020 Planned Activities

- Complete the pilot test for the Businesses for Water Security in the Noyyal-Bhavani and explore additional collective action opportunities.
- Advance the strategic implementation of onsite water management strategies such as sustainable landscapes and water reuse on commercial properties to advance water resilience that the site, system, and community scales in California, with a focus on the Santa Ana River Watershed and the San Francisco Bay.
- See WASH4Work planned activities.
- Scope additional collective action projects in Brazil, South Africa, India, Indonesia, and in Southern California.

## 2020 Intended Outcomes

- Engage three new companies for the Noyyal-Bhavani collective action project.
- See WASH4Work intended outcomes.
- Map out how collective action reduces risk and measures progress against SDG and/or public policy goals.

## **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 methods for setting contextual water targets, creating a common framework for water accounting, and measuring the impacts of water stewardship activities/collective action projects to show meaningful change.

## 2020 Planned Activities



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- Complete case studies for pilots in India, Brazil and South Africa to showcase additional lessons learned from setting contextual water targets.
- Complete stakeholder outreach for the public sector for the Common Water Accounting Framework to understand their needs on accounting, assessment and reporting, and develop a draft framework.
- Develop guidance for using the impacts metrics framework used in CWAC.
- Develop a landscape assessment and proof of concept to measure water, carbon, and other co-benefits from nature-based solutions.
- Survey companies in the US and Mexico for the public water management in partnership with the World Resources Institute (WRI).

### 2020 Intended Outcomes

- Two industry associations incorporate contextual water targets into their industry guidance and two companies develop contextual targets using the existing guidance.
- Present the draft of the Common Water Accounting Framework, for feedback and to build momentum.
- Present the proof of concept to measure water, carbon, and other co-benefits from nature-based solutions for feedback.

### ***Cross Learning Opportunities***

To facilitate more company engagement, we will host a series of webinars throughout the year around topical matters related to water stewardship and more specifically, each of the working group areas. The Mandate Secretariat will identify relevant topics and engage with Action Platform member companies to share their experiences and facilitate further dialogue by member companies of the Action Platform to facilitate cross learnings.

In addition, the CEO Water Mandate Secretariat will also produce a short “trends analysis” document for use by all endorsing companies that outlines some of the key updates in the water space for the year and what this means for companies in the year to come.

### **Local Network Engagement**

As part of the Action Platform’s objective of engaging both learners and leaders, the Action Platform will expand water stewardship to key geographies through engagement with UNGC Local Networks (LNs) through further working with Local Networks to utilize new resources developed by the Mandate, specifically a “train-the-trainer” module on relevant water stewardship topics and personalized engagement opportunities with Local Networks to help companies of all sizes on water stewardship journey.

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.





Each of the four Action Platform Working Groups will seek to advance its objectives through engaging the Local Networks. Specifically, they will seek to:

- Direct Operations & Supply Chain: Engage LNs to disseminate stewardship materials, boost access to Toolbox, and foster new Mandate endorsing companies
- Human Rights & WASH: Engage LNs to test relevant guidance materials and implement joint WASH focused projects.
- Collective Action & Policy Engagement: Engage LNs in collective action projects such as the water security project in the Noyyal-Bhavani and utilize the Water Action Hub to help facilitate local collective action opportunities.
- Metrics, Indicators & Disclosure: Engage LNs to pilot test contextual water targets.

### Key Events for 2020

The Mandate will also be hosting several events or providing key support in the following major water-related convenings:

- World Water Week, Stockholm Sweden (August)
- Global Commission on Adaptation – Climate Adaptation Summit, Rotterdam, Netherlands (October)
- COP 26 – Glasgow, United Kingdom (November)

### 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

- Roll out the Strengthening Business Case for WASH guidance developed by WaterAid with interested Mandate companies.
- Implement pioneering WASH interventions.
- Complete case studies for pilots in India, Brazil and South Africa to showcase additional lessons learned from setting contextual water targets.
- Complete stakeholder outreach for the public sector for the Common Water Accounting Framework to understand their needs on accounting, assessment and reporting, and develop a draft framework.
- Develop a landscape assessment and proof of concept to measure water, carbon, and other co-benefits from nature-based solutions.
- Survey companies in the US and Mexico for the public water management assessment project in partnership with the World Resources Institute (WRI) and MIT.
- Explore guidance on implementing decentralized water systems in the San Francisco Bay Area to increase water resilience at the site, system, and community scales.



- Test the sustainable landscapes in Southern California showing the costs and benefits of sustainable landscape and develop tools and resources to advance sustainable landscapes on commercial and industrial properties.
- Scope additional collective action projects in Brazil, South Africa, India, Indonesia, and in Southern California.
- Expand the Water Stewardship Toolbox with new resources for socializing water stewardship good practice including for specific industry sectors.
- 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, as well as climate and water by leading companies.
- Develop a suite of information materials that introduce companies and their supplies to key water stewardship concepts and best practices.

**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"> <li>1. # of new CEO Water Mandate endorsing companies (<b>2020 target: 150 new endorsing companies</b>)</li> <li>2. # of views for CEO Water Mandate capacity building resources (e.g., Hub, Toolbox, etc. (<b>2020 target: 1,000,000 views</b>))</li> </ol>
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 ( <b>2020 target: 175 organizations</b> )
Enhanced ability to measure the impacts of local water stewardship initiatives and their alignment with SDG6 and other policy priorities	# of Mandate-related collective actions measuring progress against SDGs and other policy objectives ( <b>2020 target: 5 projects</b> )



## Projected Budget and Income for 2020

Action Platform members’ annual contributions fund the various projects, initiatives, and engagements described in this document, as well as the Mandate Secretariat’s various supporting functions such as strategic planning, communications and promotion, governance, and more.

## Appendix A: Fee Structure

In addition to the UN Global Compact annual contribution, Water Action Platform participants will be requested to pay a platform participant fee based on a company’s annual sales/revenue. This replaces the Mandate’s annual solicitation from years past.

Annual Sales/ Revenue (USD)	Water Action Platform Fee (Annual in USD)	Global Compact Mandatory Annual Contribution Fee (in USD)
> 5b	\$20,000	\$20,000
1-5 b	\$15,000	\$15,000
250 m – 1 b	\$10,000	\$10,000
50 m – 250 m	\$5,000	\$5,000
25-50m	\$2,500	\$2,500
< 25 m	\$1,250	\$1,250

For example, a company with annual revenues of \$3 billion will need to make a \$15,000 annual contribution to the UN Global Compact Office and another \$15,000 (on an annual basis) to participate in the Action Platform.

### Event Sponsorship

The Mandate’s Action Platform also contains a second level of fee sponsorship, called the “Event Sponsorship” level set at \$30,000 USD. For a company to be recognized as a sponsor of the Action Platform at all relevant Mandate or Action Platform meetings for 2020, they contribute an additional \$30,000 USD for the year. For example, a company with revenues of \$250 – \$1 billion that wants to be an Event Sponsor would contribute \$50,000 USD in total (\$10,000 USD for the Global Compact, \$10,000 for the Action Platform fee, and \$30,000 USD to be an Event Sponsor).

Benefits of becoming an Event Sponsor include:

- Formal brand recognition at all Mandate working conferences, workshops, and webinars;
- Formal brand recognition on homepage of the Mandate’s [website](#).

### Patron Sponsorship

Finally, the Action Platform features a third level of fee sponsorship, called the “Patron Sponsor.” Each Action Platform offers up to four organizations to serve as Patron Sponsors. While each sponsorship



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package is tailored to fit the needs of the specific Patron Sponsor, patron level sponsorship for the water stewardship Action Platform is available for at least a USD \$100,000 annual investment.

General benefits of becoming a Patron Sponsor include:

- Participation in high-level convening of Action Platform patrons, UN Global Compact Board Members, and UN Heads during General Assembly week.
- Brand recognition in Action-Platform-specific media and promotional materials and at all Mandate events and publications.
- Ability to provide input and insight into the work program of the Action Program for the year
- Relationship management support to navigate and work with the UN Global Compact, Action Platforms, and Local Networks.
- Special and early invitations to UN Global Compact flagship events and programmatic events.
- First right of refusal for sponsorship renewal at the end of each calendar year.

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