

Strategic Plan (2021 – 2023)

The CEO Water Mandate is a UN Global Compact initiative that mobilizes business leaders on water and sanitation in support of the Sustainable Development Goals (SDGs), particularly SDG6. Endorsers of the Mandate commit to continuous progress against [six core elements of stewardship](#) and in so doing understand and manage their own water risks in order to build long-term water resilience. Some endorsers may also choose to join the Mandate's Water Resilience Coalition, making additional ambitious time-bound, measurable and shared commitments to reduce water stress in key basins around the world and to build water resilience across value chains.



What makes the CEO Water Mandate special:

- Truly cross-sectoral** We strive to be the preeminent multi-sector leadership platform on water for business
- Our convening power** We bring together stakeholders from across the private, public, development, and not-for-profit sectors to share, inspire and act on water-related issues in line with the SDGs.
- A safe environment to learn** We create an open, transparent, and trusting environment where Mandate endorsers and other stakeholders can learn from each other's challenges and successes.



OUR MISSION

To 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.

2021-2023 Focus: Scaling the adoption of water stewardship practice by companies in critical geographies and industry sectors

OUR STRATEGIC GOALS AND PRIORITIES

FACILITATE INNOVATION AND DELIVER LEADING-EDGE THINKING

Develop new leading practice in water stewardship

Develop leading practice in collaboration with members and partners through a "learning-by-doing" approach and facilitating access to expertise and information on select topics, including:

- Responses to COVID & Resilient Water, Sanitation and Hygiene (WASH)
- Corporate Water Resilience Accounting and Impact Measurement
- Nature Based Solutions for Watersheds
- Corporate Water Resilience

Deliver an annual conference and other events and forums

Co-design and deliver events that focus on priority issues and opportunities for business such as at Stockholm World Water Week and at other UN organized Climate or water conferences.

SCALE RESPONSIBLE PRACTICE AND DRIVE BASIN RESILIENCE

Recruit new companies and sectors to water stewardship

Support the recruitment of companies in specific industry sectors and develop mechanisms to retain companies already part of the Mandate as a means of scaling water stewardship.

Promote and support implementation of new guidance and tools

Ensure guidance and tools are accessible at the operational level, tailor guidance for industries, support the implementation of guidance for companies, and develop case studies to support uptake. Convene sessions for companies to share lessons learned from the implementation of leading practice.

Facilitate basin-level collaborative action

In collaboration with UNGC Local Networks, and through the leadership of the **Water Resilience Coalition**, facilitate the implementation of collective action to improve water-related outcomes, including enhancing water resilience in priority basins.

Spearhead accelerated stewardship action with measurable impact

Utilize the **Water Resilience Coalition** to accelerate action by companies in the adoption and implementation of leading stewardship practices with measurable impacts in water-stressed basins and across value chains.

Knowledge platform and resource library

Maintain a comprehensive one stop shop of tools and resources to implement water stewardship for companies across the stewardship maturity progression.

RAISE THE PROFILE OF WATER & SHAPE THE ENABLING ENVIRONMENT

Facilitate business advocacy for sustainable water management and the important connections between water and climate

- Activate and amplify business sector's voice in support of achieving the SDGs throughout the membership but particularly by drawing on the public outreach commitments of **Water Resilience Coalition** members. Raise awareness of the water-energy-carbon nexus within the business community.
- Represent and advocate for the role of business in sustainable water management and building long term resilience to the impacts of climate change at key international forums and in the development of relevant external standards.

Define the business role in water governance

Partner with an organisation(s) to define the private sector's role in water governance and to support government action or policies on sustainable water management and basin resilience.

OUR MEASURES OF SUCCESS



- Peer learning opportunities created (Target: 45 companies share knowledge and leading practice)
- Innovative initiatives and programs delivered (Target: 4 initiatives delivered on time/budget with member support)



- Growth in membership and level of member engagement (Target: 150 new endorsing members, improved level of engagement)
- Uptake and implementation of new/existing products (Target: 40 companies set / commit to setting contextual water targets)
- Implementation of high-impact multi-stakeholder collaborations in priority water stressed basins (Target: 5)



- Active representation of the business voice for water (Target: 3 external standards and/or policies influenced)
- Engaged in public policy (Target: 6 international, regional, or national water related public policy forums presented at)

Support the delivery of Strategy 2021 – 2023

Please check which action(s) your company will commit to support over the next three years and return to the Secretariat:

FACILITATE INNOVATION & DELIVER LEADING-EDGE THINKING	SCALE RESPONSIBLE PRACTICE & DRIVE BASIN RESILIENCE	RAISE THE PROFILE OF WATER & SHAPE THE ENABLING ENVIRONMENT
<p>Develop new leading practice</p> <p><input type="checkbox"/> Provide input to the development of a thought leadership product / tool</p> <p><input type="checkbox"/> Speak on at least one Mandate related platform to share knowledge and leading practice on a priority issue for the membership.</p> <p><input type="checkbox"/> Co-author a blog with the Mandate on a thought leadership product</p> <p><input type="checkbox"/> Offer to pilot a new tool or thought leadership product developed by the Mandate (e.g. Water Resilience Accounting, Nature Based Solutions Multi-Benefit Assessment).</p>	<p>Recruit new companies and sectors to water stewardship</p> <p><input type="checkbox"/> Actively support the recruitment of a new member to the Mandate by providing introductions and participating if necessary, in initial conversations.</p> <p><input type="checkbox"/> Offer to provide mentoring support to at least one-member company early on their stewardship journey. (Note. Mentoring support involves having a small number of in confidence conversations with a company water lead to share insights and provide advice on how a company can progress their approach).</p> <p>Support the development of a sector specific business case for companies to commit to water stewardship by either:</p> <p><input type="checkbox"/> <ul style="list-style-type: none"> Sharing your internal business case (paper, slide deck) in confidence so the approach can be incorporated in a generic sector specific case. Participating in a short-term working group to draft and review business case material. </p> <p>Promote and support implementation of new guidance and tools</p> <p><input type="checkbox"/> Share 1 – 3 tools or similar that your company uses to operationalise water stewardship at the site level or within your supply chain.</p> <p><input type="checkbox"/> Share lessons learned (e.g. through participation in a webinar / blog) in the implementation of leading practice such as but not limited to - Contextual Water Target setting, investment in Nature Based Solutions, on-the-ground collective action, quantifying impact of water projects.</p> <p>Knowledge platform and resource library</p> <p><input type="checkbox"/> Maintain an active organizational profile on the Water Action Hub</p>	<p><input type="checkbox"/> Use your company voice to advocate for water at appropriate fora.</p> <p><input type="checkbox"/> Provide input to inform Mandate Secretariat-coordinated review of at least one external standard or policy under development.</p> <p><input type="checkbox"/> Through the Water Resilience Coalition, utilize CEO or c-suite voice to elevate the importance of water in a public venue (blogs, interviews, speaking opportunities, etc.)</p>

Name _____
 Company _____
 Date _____

CEO Water Mandate Annual Work Programme (2021 – 2023)

FACILITATE INNOVATION & LEADING-EDGE THINKING	SCALE RESPONSIBLE PRACTICE & DRIVE RESILIENCE	RAISE THE PROFILE OF WATER & SHAPE THE ENABLING ENVIRONMENT
2021 Priorities		
<p>Develop new leading practice in water stewardship</p> <p><u>Corporate Water Resilience</u></p> <ul style="list-style-type: none"> Present practical examples on how resilience solutions can respond to pandemics, climate change, and other disruptions. Implement and track the progress of companies against the concept of net-positive water impact, define the concept of resilient value chains through the Water Resilience Coalition, and understand how company actions lead to long-term basin resiliency. <p><u>Benefit Accounting of Nature-Based Solutions (NBS) for Watersheds</u></p> <p>Develop a standardized method to account for the stacked water, carbon and biodiversity benefits and identify wider co-benefits of NBS for watersheds.</p> <ul style="list-style-type: none"> Test the application of the method developed in 2020-2021 with companies in different regions of the world. Finalise the draft guide, method and tool based on pilot test findings. <p><u>Water Resilience Accounting Framework</u></p> <p>Develop a globally accepted, comprehensive framework to measure resilience at the basin scale for all stakeholders, including companies, ecosystems, and societies:</p> <ul style="list-style-type: none"> Initiate and support pilot testing (2 minimum). Collate and share with members and technical working group initial results and findings. Finalise and launch framework. <p>Annual Conference and other events and forums</p> <ul style="list-style-type: none"> Co-design major Mandate events with more active engagement with a sub-group of the steering committee focusing on leading practice in water stewardship. Leverage Mandate role as one of the three Key Collaborating Partners at Stockholm World Water Week to influence the focus of the program to raise the profile of the private sectors role in sustainable water management and position member companies as solution providers. Ensure a minimum of 15 different companies who share knowledge or leading practices during business day during Stockholm World Water Week and other events/forums throughout the year. 	<p>Recruit new companies and sectors</p> <ul style="list-style-type: none"> Identify priority sectors to: <ul style="list-style-type: none"> Target companies (minimum 50) to recruit within the broader Global Compact membership. Establish and launch a business mentoring program for new member companies and/or those early on the water stewardship journey. Interview existing members that are not active to identify ways to improve engagement and participation and develop a participant engagement toolkit Identify key regions for active recruitment by working with the UNGC Local Network to identify key company interests and needs Recruit new leading companies to the Water Resilience Coalition. <p>Promote and support implementation of new guidance and tools</p> <ul style="list-style-type: none"> Source from the membership between 3 and 5 tools that help operationalise stewardship concepts and promote online and through engagement forums. Hold at least one member-knowledge sharing session/webinar and publish an associated blog / thought piece on the implementation of contextual water targets. Work with the UNGC local networks to identify what concepts of stewardship will most resonate and create tools to enable their uptake at the local level. Continue to support WASH4Work’s implementation of WASH for COVID-19 response and to build long-term WASH resilience. <p>Scaling of direct basin level action</p> <p><u>California Water Action Collaborative (CWAC)</u></p> <p>Grow water stewardship collective action in the Western US, building off the success of the CWAC model.</p> <p><u>Water Resilience Coalition (WRC)</u></p> <p>Facilitate the uptake of stewardship best practice by companies in the WRC For priority basins, identify high impact pathways and facilitate multi-stakeholder collaboration.</p> <ul style="list-style-type: none"> Identify and facilitate five to six multi-stakeholder collaborations in water-stressed regions primarily through the Water Resilience Coalition. <p>Knowledge platform and resource library</p> <ul style="list-style-type: none"> Further develop and build out Mandate online resources such as the Water Stewardship Toolbox, University, Water Action Hub and potential other needs. Further develop the Mandate’s online presence including social media accounts to promote uptake of tools and resources. 	<p>Facilitate Business Advocacy for Sustainable Water Management and the Connections between Water and Climate</p> <ul style="list-style-type: none"> Establish and activate the CEO Circle within the WRC, with CEO champions publicly advocating for water issues within the global agenda (minimum two) Identify key international fora for representation, which may include Climate Adaptation Summit (Jan 2021), UNGC Leaders Summit (Jul 2021), President of the General Assembly High-Level Water Event for engagement (Q2-Q3 2021), COP 26 (Nov 2021) Ensure a strong leadership voice at a high-water impact sector specific event (minimum one) Provide coordinated input on behalf of the membership to the development process of minimum one external standard / policy. <p>Business role in water governance</p> <ul style="list-style-type: none"> Continue engagement with WRI to build the Public Water Management Database capturing the state of public water management and producing a map of public water risk associated paper.
25% - 550 K USD	60% - 1.65 million USD	15% - 400 K USD

FACILITATE INNOVATION AND LEADING-EDGE THINKING	SCALE RESPONSIBLE PRACTICE AND DRIVE RESILIENCE	RAISE THE PROFILE OF WATER AND SHAPE THE ENABLING ENVIRONMENT
2022 Priorities		
<p>Develop new leading practices in water stewardship</p> <p><u>Benefit Accounting of Nature-Based Solutions for Watersheds</u></p> <ul style="list-style-type: none"> • Explore including estimating and valuing benefits to the method. • Refine tool based on additions to method. <p><u>Corporate Water Resilience</u></p> <ul style="list-style-type: none"> • Identification of impact-based water-resilience practices through the Water Resilience Coalition <p>Annual Conference and other events and forums</p> <ul style="list-style-type: none"> • Co-design major Mandate events with more active engagement with a sub-group of the steering committee • Ensure minimum of 15 different companies share knowledge or leading practices at business day during Stockholm World Water Week and other events/forums throughout the year. 	<p>Recruit new companies and sectors</p> <ul style="list-style-type: none"> • Identify priority sectors to: <ul style="list-style-type: none"> ○ Target companies (minimum 50) to recruit within the broader Global Compact membership and beyond. ○ Build on collaborative relationships with a min of three sector groups. ○ Co-develop and/or promote a minimum of two sector specific business cases for action. • Continue business mentoring program for new member companies and/or those early on the water stewardship journey. • Activate participant engagement toolkit with all Mandate companies • Recruit new leading companies to the Water Resilience Coalition. <p>Promote and support implementation of new guidance and tools</p> <ul style="list-style-type: none"> • Source from the membership between three and five tools that help operationalize stewardship concepts and promote online and through engagement forums. • Hold at least one-member knowledge sharing session, webinar, publish an associated blog, and thought piece on the implementation of contextual water targets, nature-based solution, and resilience accounting framework. • Provide additional training support regarding the resilience accounting framework. • Work with UNGC Local networks to help facilitate capacity building of network companies on stewardship. • Collaborate with companies and/or industry groups to implement new guidance and tools to improve water stewardship and share through case studies. • Continue to support WASH4Work’s implementation of WASH for COVID-19 response and to build long-term WASH resilience. <p>Scaling of direct basin level action</p> <p><u>California Water Action Collaborative (CWAC)</u> Grow water stewardship collective action in the Wester US.</p> <p><u>Water Resilience Coalition (WRC)</u> Facilitate the uptake of stewardship best practice by companies in the WRC For priority basins, identify high impact pathways and facilitate multi-stakeholder collaborations.</p> <ul style="list-style-type: none"> • Identify and facilitate five to six multi-stakeholder collaborations in water-stressed regions primarily through the Water Resilience Coalition. • Continue working with stakeholders to scale up NBS investments and test the water resilience accounting framework. <p>Knowledge platform and resource library</p> <ul style="list-style-type: none"> • Further develop and build out Mandate online resources such as the Water Stewardship Toolbox, water stewardship university. • Further develop the Mandate’s online presence including webinars and social media accounts to promote uptake of tools and resources 	<p>Facilitate business advocacy for sustainable water management</p> <ul style="list-style-type: none"> • Activate the CEO Circle within the WRC, with CEO champions publicly advocating for water issues within the global agenda (minimum two). • Identify key international fora for engagement which include COP27 and minimum one of business event for a priority sector. • Provide coordinated input on behalf of the membership to the development process of minimum one external standard or policy. • Potential campaign on a water inclusive of the entire Mandate endorser base. <p>Business role in water governance</p> <ul style="list-style-type: none"> • Work with the Global Water Partnership on white-paper bridging IWRM and CWS.
15-20%	60-75%	10-15%

FACILITATE INNOVATION & LEADING-EDGE THINKING	SCALE RESPONSIBLE PRACTICE & DRIVE RESILIENCE	RAISE THE PROFILE OF WATER & SHAPE THE ENABLING ENVIRONMENT
2023 Priorities		
<p>Develop new leading practice in water stewardship</p> <p><u>New thought leadership initiative</u></p> <p>Annual Conference and other events and forums</p> <ul style="list-style-type: none"> • Co-design major Mandate events with earlier and more active engagement with a sub-group of the steering committee. • Ensure minimum of 15 different companies share knowledge or leading practice at business day during Stockholm World Water Week and other events/forums throughout the year. 	<p>Recruit new companies and sectors</p> <ul style="list-style-type: none"> • Identify priority sectors to: <ul style="list-style-type: none"> ○ Target companies (minimum 50) to recruit within the broader Global Compact membership and beyond. ○ Continue the collaborative relationship with a minimum of 3 sector groups. • Continue collaborations with key Local Networks on a joint global-local strategy. <p>Promote and support implementation of new guidance and tools</p> <ul style="list-style-type: none"> • Showcase global case studies of member company experiences in applying benefit accounting of nature-based solutions for watersheds and implementing on-ground solutions. • Continue to support and promote the uptake of contextual water targets, nature-based solutions, resilience accounting framework, and/or other guidance as is of interest to Mandate membership. • Work with UNGC Local networks to help facilitate the capacity building of network companies on stewardship. <p>Scaling of direct basin level action</p> <p><u>California Water Action Collaborative (CWAC)</u> Grow water stewardship collective action in the Wester US, building off the success of the CWAC model.</p> <p><u>Water Resilience Coalition (WRC)</u> Facilitate the uptake of stewardship best practice by companies in the WRC For priority basins, identify high impact pathways and facilitate multi-stakeholder collaborations</p> <ul style="list-style-type: none"> • Identify and facilitate 5-6 multi-stakeholder collaborations in water-stressed regions primarily through the Water Resilience Coalition. • Continue working with stakeholders to scale up NBS investments and test the water resilience accounting framework. <p>Knowledge platform and resource library</p> <ul style="list-style-type: none"> • Further develop and build out Mandate online resources such as the Water Stewardship Toolbox, Water Action Hub, University, and potential other needs. • Further develop the Mandate’s online presence including webinars, social media accounts to promote uptake of tools and resources. 	<p>Facilitate business advocacy for sustainable water management</p> <ul style="list-style-type: none"> • Activate the CEO Circle within the WRC, with CEO champions publicly advocating for water issues within the global agenda (min x times). • Identify key national and international fora for engagement particularly the United Nations’ Major Water Conference and potential policy work in California. • Provide coordinated Input on behalf of the membership to the development process of minimum one external standard or policy. <p>Business role in water governance</p> <ul style="list-style-type: none"> • Develop guiding points to assist companies advocate for effective water policy at the local or regional level.
15-20%	60-75%	10-15%