



CEO Water Mandate

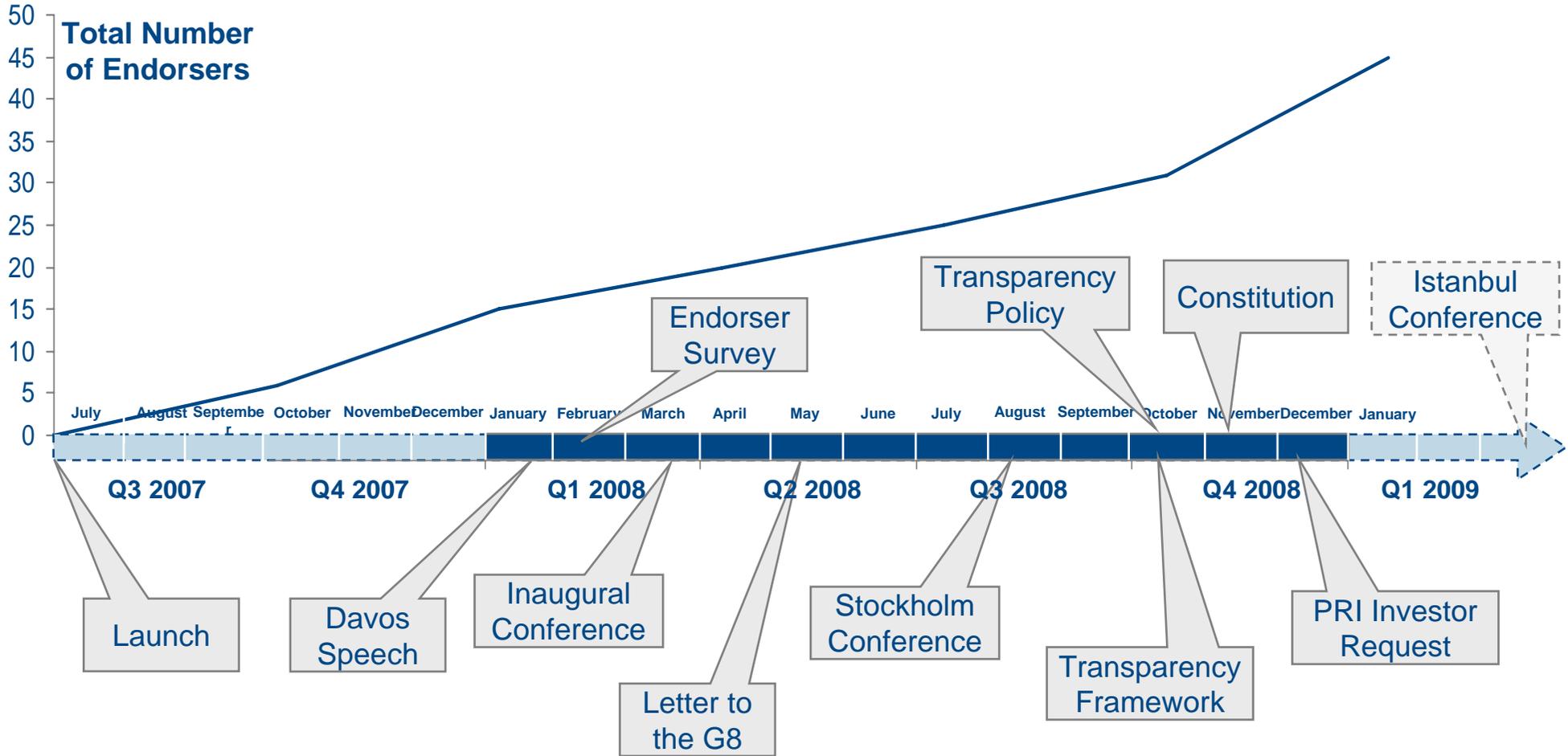
Independent Review of 2008 Programme of Activities

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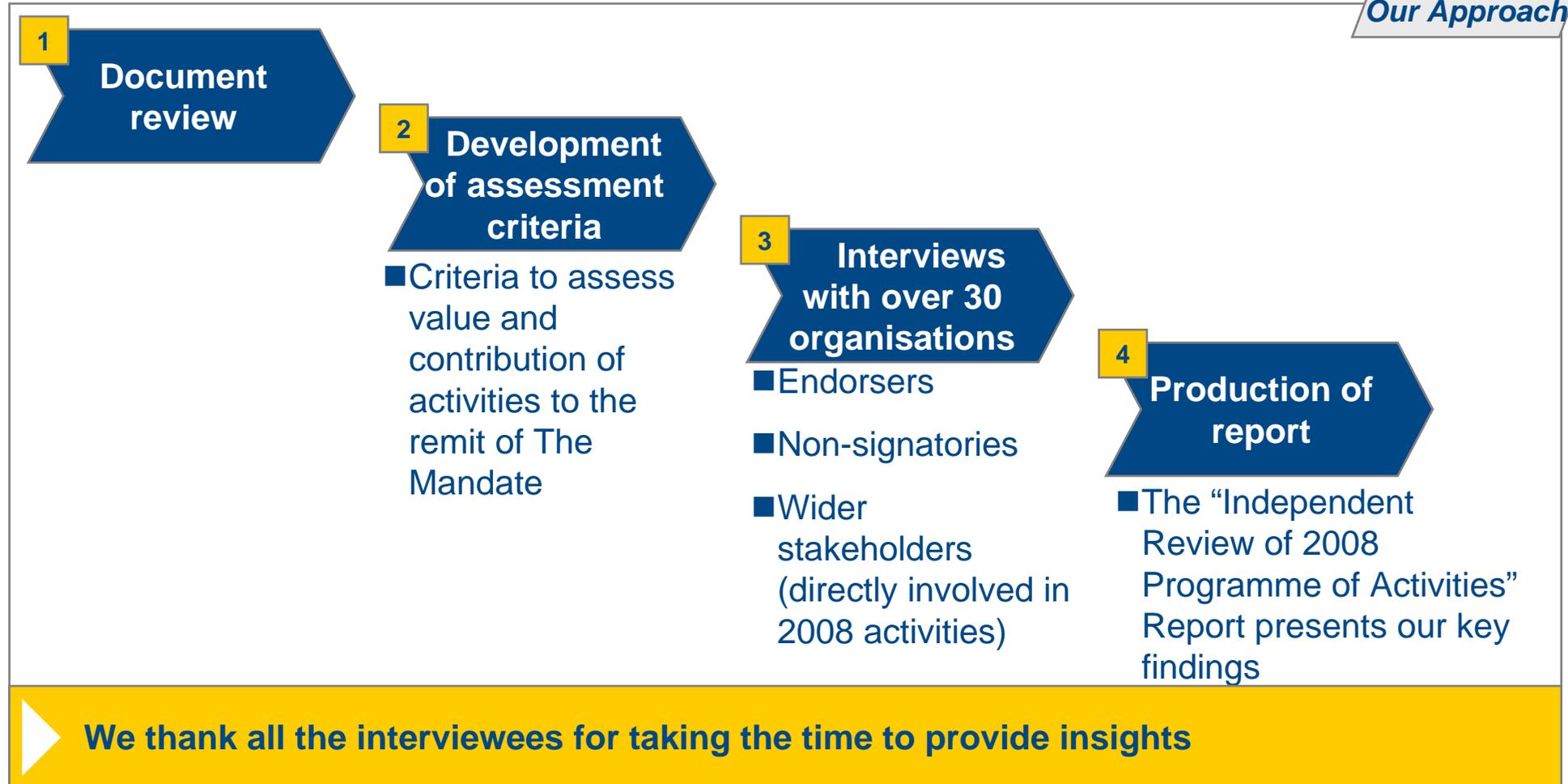
- 1 Introduction**
- 2 Findings
- 3 Recommendations

During 2008, the CEO Water Mandate was involved in numerous activities focusing on corporate strategies and solutions to contribute positively to water issues



Following the launch of our white-paper “The Water Margin”, we were asked by the UNGC to undertake an independent review of the 2008 CEO Water Mandate programme of activities

Our Approach



1 Introduction

2 Findings

3 Recommendations

The 2008 programme primarily sought to establish relationships and define the role and intent of The Mandate. There was some variation in the level of contribution from each activity

Governance



Established constitution and successfully developed The Mandate Governance Framework
 More value could have been gained through clearer communication of the role and intent of The Mandate

Awareness campaigns



Demonstrated that The Mandate is not simply a talking shop for endorsers. Initial activities have helped establish credibility.
 Opportunities exist for more systematic approach to campaigns

Transparency



One of the most valuable areas of focus in 2008
 Brought credibility to The Mandate, outlined what is expected from signatory companies, and made the “call to action” more tangible

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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

Inaugural conference



Effective in kick-starting The Mandate, introducing initial endorsers and demonstrating a commitment to the call to action.

More attention could have given to means of engaging/representing stakeholders

Second conference



Achieved open and multi-stakeholder dialogue on two priority elements and considered gaps in understanding

Event would have benefitted from broader company representation (e.g. decision makers in emerging markets)

1 Introduction

2 Findings

3 Recommendations

Key recommendations for 2009 and beyond fall under four categories**1. Governance and role of The Mandate**

- 1.1 **Clarify and communicate the intent** of The Mandate, including
 - The role of The Mandate as a platform to demonstrate a commitment; to develop best practice; to develop operational principles or to focus on engagement in policy.
- 1.2 Formalise the process for **inclusion on steering committee** to ensure balanced representation
- 1.3 Provide guidance for The Mandate to **speak on behalf** of endorsers
- 1.4 Secretariat to **engage with other initiatives** especially UN Water to align direction, priorities and ensure The Mandate remains complementary
- 1.5 **Map progress** against The Mandates objectives and the six themes
- 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, through direct operations, partnerships, policy etc
- 1.7 Develop formal processes to **review and update** the framework

Key recommendations for 2009 and beyond fall under four categories (*Continued*)

2. 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 and is action oriented.
- Restructure format of conferences to enable sessions to **build** on current knowledge, while still enabling new endorsers to benefit from past activities

2.4 The Mandate could be better utilised to **contribute to public policy**.

Key recommendations for 2009 and beyond fall under four categories (*Continued*)**3. 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.

4. 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



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