

# Governance considerations for the development of collective action initiatives by companies

International Conference on Freshwater Governance  
5<sup>th</sup> November 2012

Dr Guy Pegram



# Key issues

- \* What is corporate engagement with water?
- \* What is water-related collective action?
- \* What does this mean for water governance?

# Public perceptions

The collage illustrates public perceptions of the water crisis through various media sources:

- FT.com / Reports / Business & Water - Mozilla Firefox**: A screenshot of the Financial Times website showing a report on water. The browser address bar displays `http://www.ft.com/reports/water2007`. The page title is "FT.com / Reports / Business & Water".
- National Geographic**: A special issue cover titled "Water OUR THIRSTY WORLD". The cover features a yellow border and a background of water droplets. The text "POSTER WORLD RIVERS • WATER FOOTPRINT" is at the top, and "A SPECIAL ISSUE" is in the middle.
- Herald Tribune**: A newspaper clipping with the headline "We can avert a water crisis - but we must act now".
- BBC NEWS**: A news article titled "Waking up to the water crisis".
- The Economist**: A newspaper clipping with the headline "Is the world running out of water?".
- The New York Times**: A newspaper clipping with the headline "Water crisis likely to replace oil as major concern of the future".

The bottom of the image shows a Windows taskbar with several open applications: Novell-delivered A..., Novell GroupWise ..., Mail From: Niall ..., and Business and wat... The system clock shows 12:41.

## Morgan Stanley

본 연구는 2014년 12월 1일부터 2015년 11월 30일까지 실시된 것으로, 연구기간 동안에 대한 연구결과를 아래와 같이 정리하였다.

000000

**Beverages**  
Environmental C  
Present a Stru  
Challenge for the

monoculture production. Like all biomass production systems, crop harvesting produces an average 100–150 tonnes/ha of dry biomass. The resulting crop residue can be used as a source of energy or as a fertilizer. The use of crop residue as a fertilizer is 10–15% of the total crop yield, but would be a very small amount (10–15% of the total crop yield).

**Stability of community:** In 1976, 40% of birds only had one nest and 40% had nested successfully. In 1977, 41% of the year class of birds nesting successfully achieved maturity. 100% of immatures in 1978 had nested successfully. A comparison of the impact of the 1976 storm on nesting in 1976 to higher years indicates that the 1976 storm was not comparable with the previous years.

**Report:** The 10 steps have been widely endorsed for 2011 earnings calls. But as earnings growth from 2009 is still in question, uncertainty

**Reply:** The main issue is that as most companies within the oilfield industry continue to shut down, it is likely that the remaining oilfield jobs will be in the support services, not in the oilfield itself. As a result, the oilfield will be a declining industry, not a growing one. The oilfield will be a declining industry, not a growing one. The oilfield will be a declining industry, not a growing one.

## Water scarcity: a bigger problem than assumed

**Water-scarcity not limited to arid climates**  
Water scarcity is becoming an existence-threatening issue in some of the most developed, non-arid regions of the world, according to a report by the U.S. Environmental Protection Agency (EPA). The report, titled "Water Shortage: A National Problem," states that water scarcity is becoming a national problem, not just a regional one. It says that water scarcity is becoming a national problem, not just a regional one. It says that water scarcity is becoming a national problem, not just a regional one.

Example and supply table provided.

Therapist also demonstrated that there is increasing support being generated. Increasingly, more and more people are taking action, increasing the number and quality of people who are involved in the work, and that's something to celebrate. Furthermore, changing conditions are also being encountered, certainly in the world of work.

Individuals have varied and different past drug abuse management, including medication, therapy, support, and recovery. Individuals who have been in the past have had various experiences and outcomes. The aim of this study is to explore the experiences and outcomes of individuals who have been in the past and to identify the factors that influence their recovery.

Different attitudes for innovation by gender is a big concern and we cannot really see where the different aspects of the value system come from. There do not seem to exist the same value system, actually not.

Water-soluble lubricants usually consist of a base oil service group - additives - the oil - and a structure factor. Consequently, it is not clear that all lubricants fit into this category.

### Buttresses in infrastructure parks

approximately 1000 treatment units (see Figure 1). As a result, it is more likely that adequate ventilation, thus air flow, is maintained throughout the entire life cycle of the treated vegetation. In the case of the treated vegetation, the required ventilation is provided by the air flow through the treated vegetation. The air flow is provided by the air flow through the treated vegetation.

<sup>1</sup> <http://www.who.int>

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## CIT

8 January 2008 | 10 pages

**Water Wonties**  
 Classic Components: Spills & W

- [illegible]

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Strong support for a culture of transparency exists in the "trust" section of the questionnaire, but the findings indicate that the lack of trust inhibits the information search for a better job. Moreover, the trust section also has an in-parallel section on human capital, which is not statistically significant. This suggests that the human capital section is not a good proxy for the questionnaire, which is not surprising, as the questionnaire is not a good proxy for the questionnaire.

### Watching water

A guide to evaluating corporate risk  
1993

Pages 4-11 of the report were prepared by a staff of the World Resources Institute, a non-profit organization based in Washington, D.C., formerly of WRI. (Hague is the author.)

© 2005 Blackwell Publishing Ltd *Journal of Internal Medicine* 258: 105–112

See page 57 for product certification and impact of change from any other to a certified, all companies can use a number of sources for such data for regulatory compliance purposes.

APMA.org

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BRIEFING

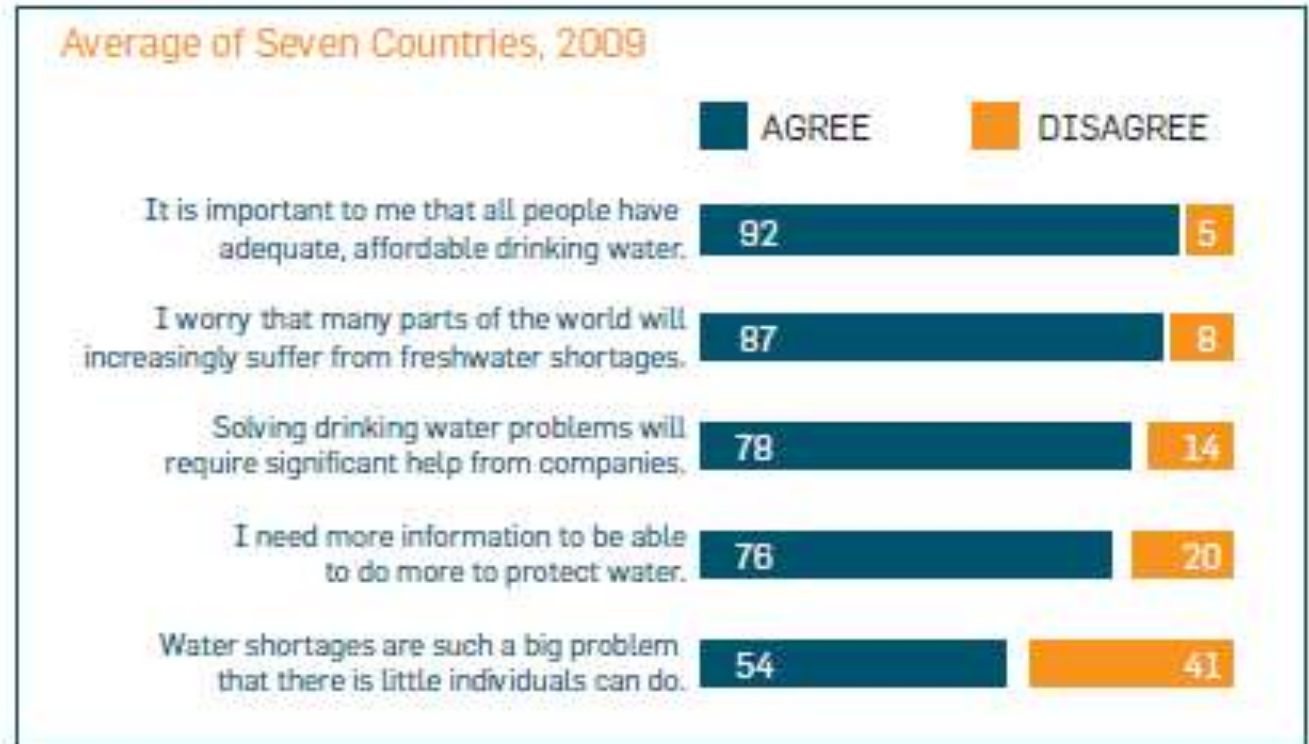
## GLOBAL WATER SCARCITY

### Risks and challenges for business





# Global corporate perceptions



Source: Water Issues Research, GlobeScan and Circle of Blue, 2009

‘A survey of 350 companies found that 92% agree that a water crisis is looming and 70% believe that the risks of water scarcity are equal to those of carbon emissions.’

WSP Environment & Energy, September 2009

# Company responses

## Agree:

- Increasing water scarcity is a reality
- Greater role for corporates in basins
- Climate change significant role in the water focus
- Water risk focus /expenditure resistant to the financial crisis
- Water initiatives are funded as part of core business
- Socially benign or positive perceptions of response

## Disagree:

- Approaches to assessment of water risk
- Optimal way to engage stakeholders and governments
- Usefulness and longevity of global corporate initiatives
- Valuation and pricing of water

# Global initiatives



The CEO Water Mandate



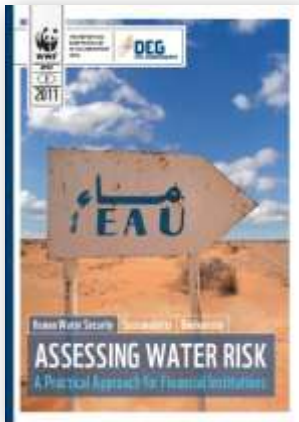
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wbcscd

business solutions for a sustainable world

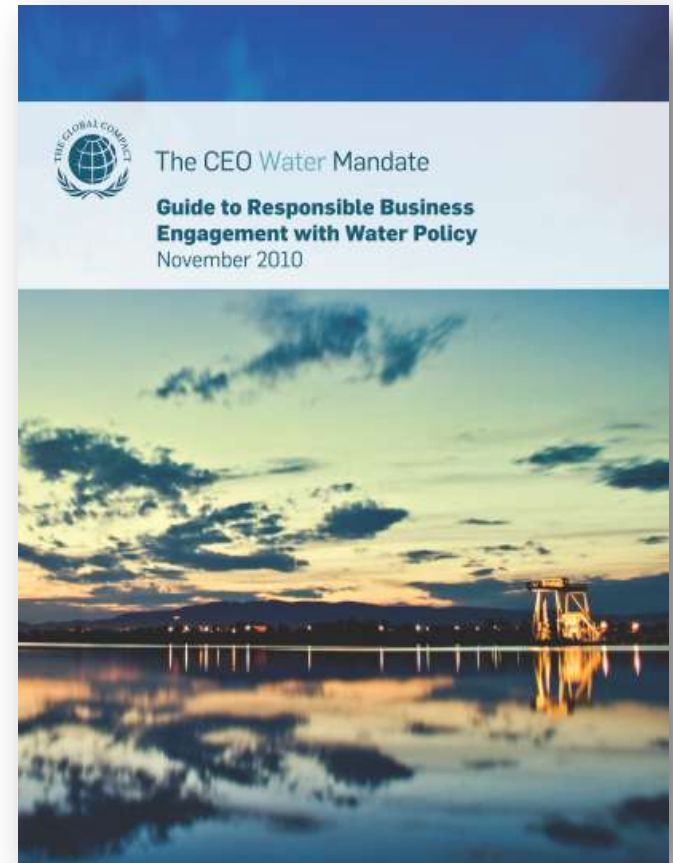
# Aspects of Corporate Engagement



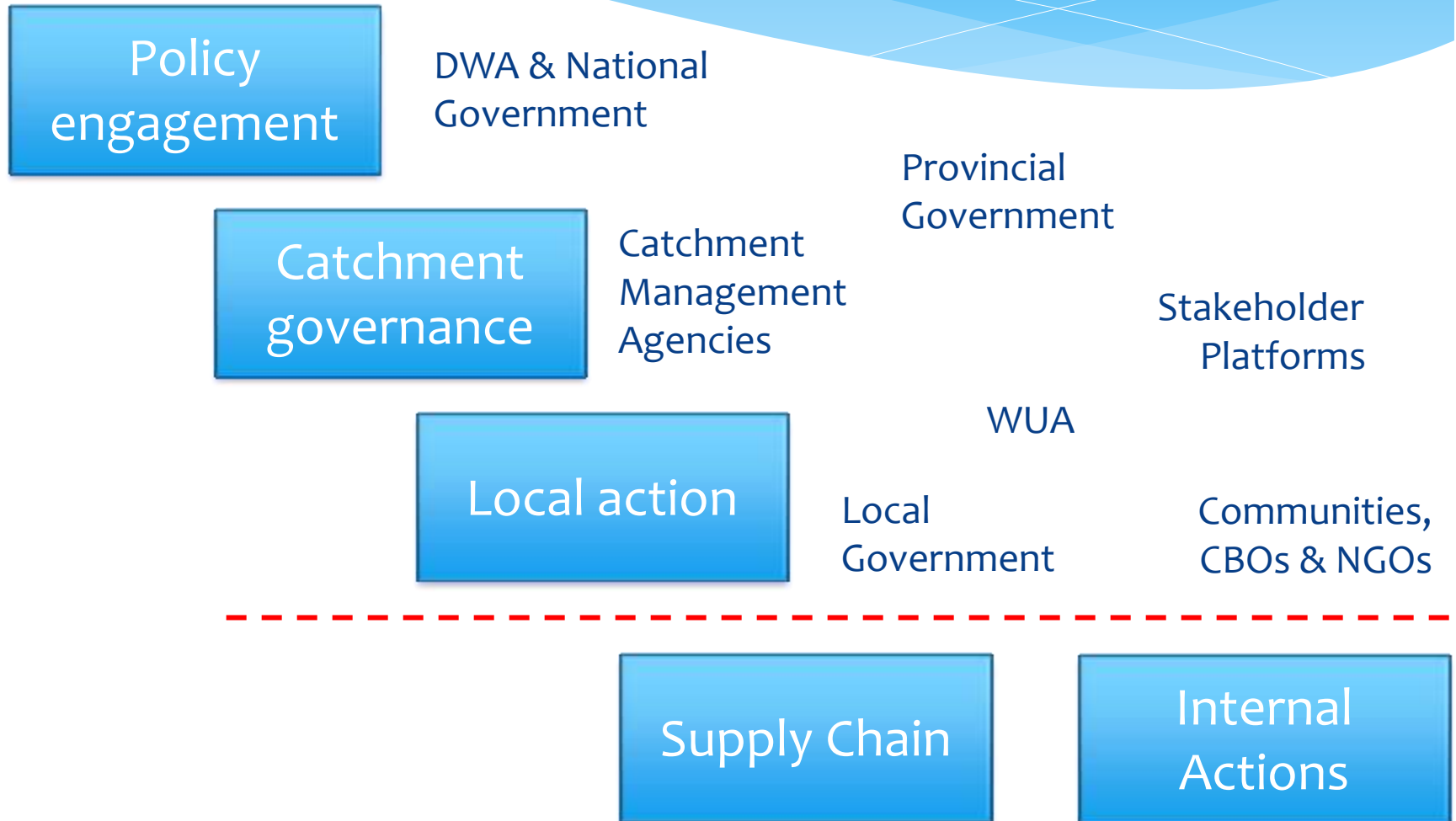


# Public Policy Engagement

- *Principle 1*  
Intent to advance water management  
that is sustainable
- *Principle 2*  
Respecting public and private roles
- *Principle 3*  
Inclusive partnerships in engagement
- *Principle 4*  
Pragmatic and integrated engagement
- *Principle 5*  
Accountability and transparency in engagement



# Corporate engagement ladder



# Partnership and Collective Action



## The CEO Water Mandate Guide to Water-Related Collective Action

Beta 1.0 August 2012



ROSS  
STRATEGIC



PEGASY  
Planning and Operations



STRATEGIC WATER PARTNERS NETWORK  
SOUTH AFRICA  
Closing the water gap by 2030



water affairs  
REPUBLIC OF SOUTH AFRICA



## Quantifying Watershed Restoration Benefits in Community Water Partnership Projects

Phase II Report

Prepared for:

*The Coca-Cola Company*

in collaboration with



August 5, 2009



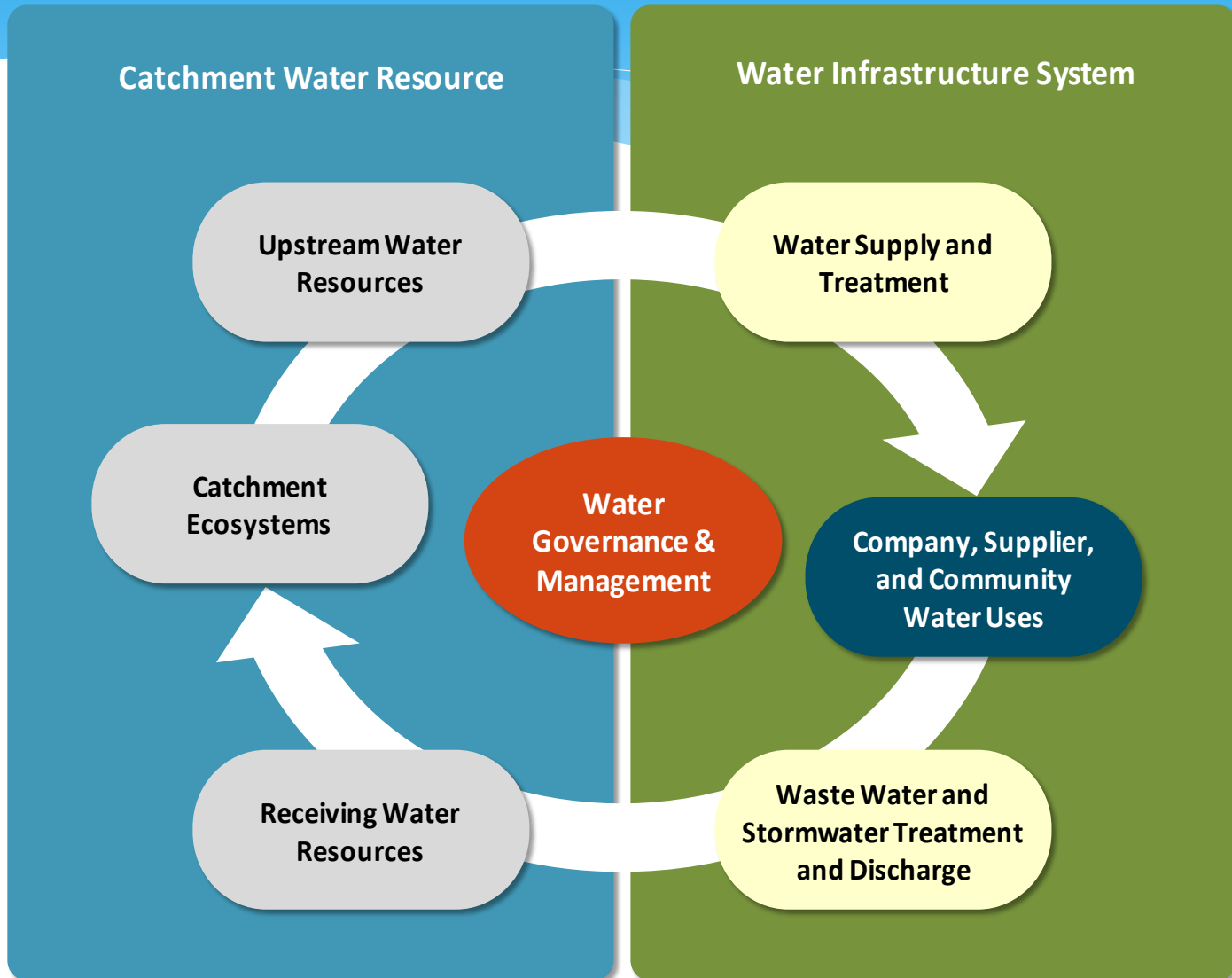
Ann Arbor, Michigan  
www.limno.com

# Why do companies act collectively?

Collective action desirable/necessary when unilateral action will not produce these outcomes

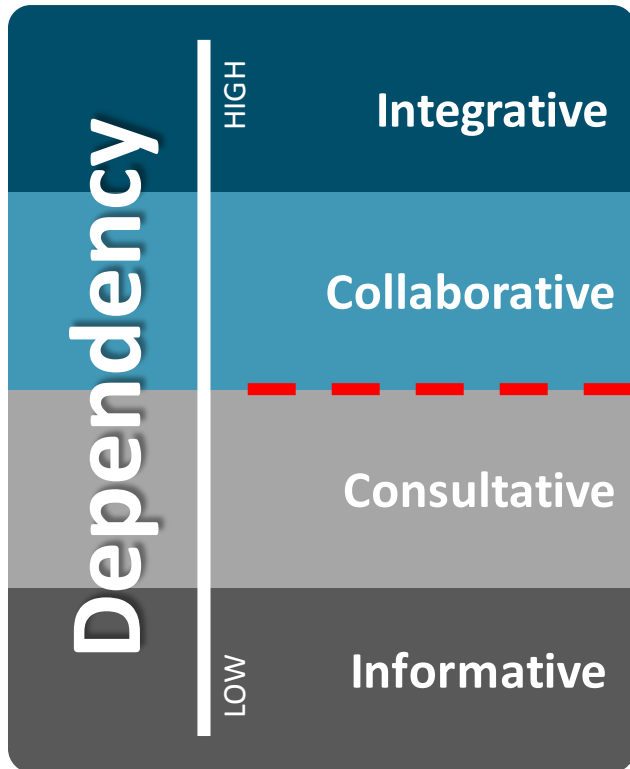
- \* Managing **operational** pressures resulting from inadequate availability, supply, or quality
- \* Maintaining/enhancing **legal/social license to operate** by demonstrating responsible resource management
- \* Assuring **investors** and other stakeholders water risks adequately addressed
- \* Uphold **corporate values** and commitments related to sustainable development

# Collective Action and the Water Cycle

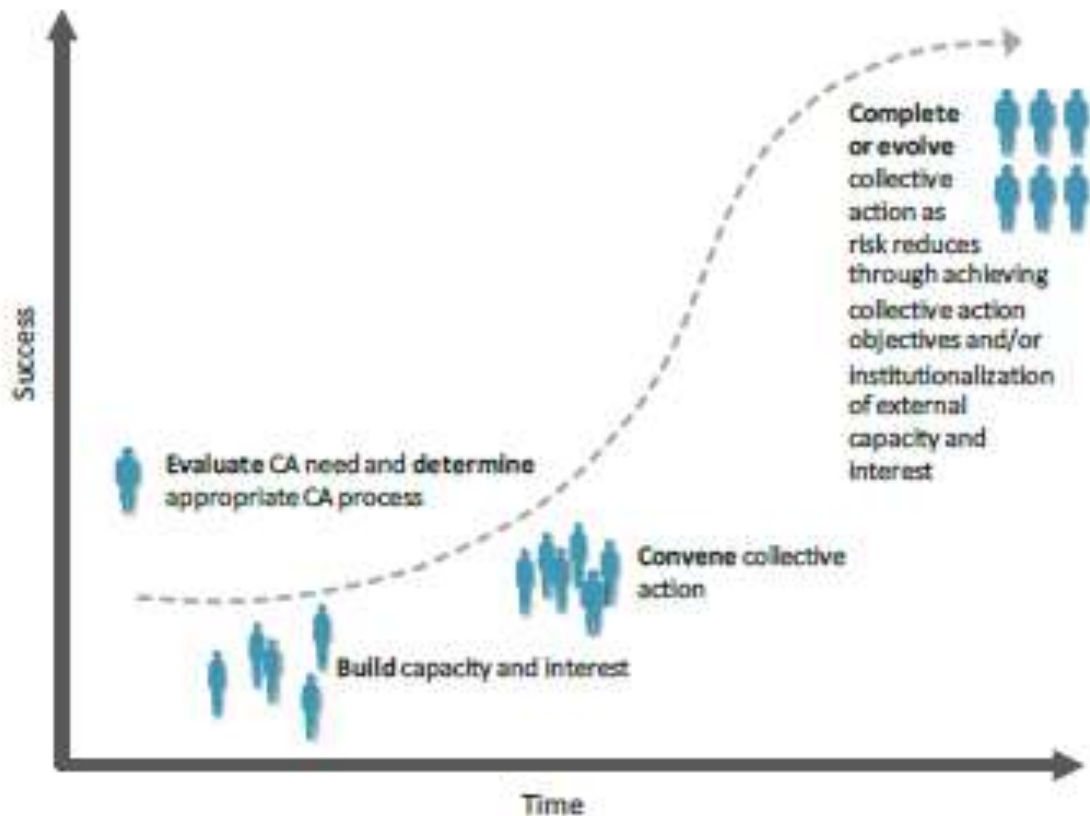




# Levels of Collective Action



# Corporate engagement principles



- Ensure own house is in order (prerequisite)
- Create clarity, trust and credibility
- Support interaction and responsiveness
- Establish transparency and accountability
- Build in ability to adapt

# What does this mean for governance of the water sector?

## Risks

- \* Refocus attention on corporate issues / concerns
- \* Companies “replace” government delivery
- \* Institutional capture in decisions

## Opportunities

- \* Leverage capacity
- \* Build effective relationships
- \* Access outside water governance

# Consultation & Partnerships

- \* Channel informative and consultative engagement into existing platforms (local and catchment)
- \* Developing partnerships for collaborative and integrative
  - \* Require integrity
  - \* Align expectations
  - \* Clarify mandates / interests (trust)
  - \* Understand resources commitments
  - \* Acknowledge timeframes and evolution
- \* National frameworks for engagement and collective action
  - \* Regulation and offsetting (corporate risk management)
  - \* Stewardship and accreditation
  - \* Issues of water use efficiency

# Thank you

