

## **Delivering the Glasgow Declaration for Fair Water Footprints**

*Discussion Paper 1. Governance and  
Signatory Support*



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### **1. Background**

The Glasgow Declaration for Fair Water Footprints has been developed to trigger the leadership vision, political ambition and the accountability mechanisms needed to deliver the water SDGs and climate resilience by 2030. Signatories will harness the best possible expertise, knowledge, and evidence to drive change through complementary action by government, business, financial institutions, civil society, and external support agencies. This work will be underpinned by mutual support and collaboration, transparency, participation, and integrity. A shared commitment to transformative action and learning will enable Signatories to identify and jointly address barriers and opportunities to systemic change for sustainable and resilient water management in our globalised supply chains.

This document presents initial thinking on the governance architecture for a Declaration Delivery Programme that reflects the vision, mission, and principles within the Declaration. The contents were developed in an initial 2-day meeting hosted by CDP in November 2021 – the minutes of which are available for review. The proposal will be refined through Signatory consultation, and review of similar Multi-Stakeholder Partnerships formed around mutual accountability commitments, for example, Sanitation and Water for All.

### **2. The Glasgow Declaration: Goal and Key Principles**

The **Goal** of the Glasgow Declaration is:

*to trigger and accelerate a transition to Fair Water Footprints which will have durable benefits for our communities, ecosystems, and economies, and help to achieve SDG 6: Sustainable water and sanitation for all by 2030. (Paragraph 7).*

The **Principles** underpinning the Declaration and the operations of the Signatories are set out in Paragraphs 9-12 of the Declaration and have been elaborated in Table 1 below for discussion at the Signatory meetings on the 15th December 2021. These principles have implications for the governance arrangements of the initiative. Available guidance on these principles has been drawn on – primarily the [CEO Water Mandate/Water Integrity Network Guidelines for Integrity in Water Stewardship Initiatives](#) (2015)\* and examples have been provided for further detail, and to stimulate discussion by Signatories.

**Table 1. Principles guiding the Declaration and its Signatories**

<b>Declaration Reference</b>	<b>Guiding Principles</b>	<b>Implications for overarching Glasgow Declaration governance arrangements</b>
<p><b>Para 9. Integrity: Participation, Inclusion, Transparency, and Accountability</b></p> <p><i>‘We will act with integrity, adhering to the principles of balanced participation, inclusion, transparency, and accountability, and will track and report performance against each.’</i></p>	<p><b>Inclusive and balanced decision making*</b></p>	<ul style="list-style-type: none"> <li>- Inclusive and active participation in governance by those representing, or with clear expertise in working with affected communities and constituencies.</li> <li>- Weighted voting and decision-making processes that balance stakeholder groups and prevent domination of any single perspective or interest.</li> </ul>
	<p><b>Credible and accountable partners*</b></p>	<ul style="list-style-type: none"> <li>- Clear monitoring frameworks, verifiable reporting, and robust evidence to inform decision making and recognition.</li> <li>- Governance mechanism supported by clear guidance on the terms upon which a Signatory can be sanctioned.</li> <li>- Mutual accountability that supports the reliable delivery of commitments, results, and impact.</li> </ul>
	<p><b>Clear objectives &amp; demonstrable, public benefit outcomes*</b></p>	<ul style="list-style-type: none"> <li>- Transparent reporting of action plans &amp; objectives.</li> <li>- A legitimate and credible system for monitoring, evaluation and learning, and for tracing attribution to outcome level.</li> </ul>
	<p><b>Transparency</b></p>	<ul style="list-style-type: none"> <li>- Clear rules on decision making and clarity of roles and responsibilities for Programme Management Unit, Advisory Board, its committees, and any consultative groups.</li> <li>- Publicly available reporting and disclosure.</li> </ul>
	<p><b>Responsiveness</b></p>	<ul style="list-style-type: none"> <li>- Learning centred M&amp;E system that scans for new contextual information and supports adaptive management.</li> <li>- Feedback, grievance, and whistleblowing mechanisms in place, accessible and operational.</li> </ul>
<p><b>Para 10. Transformative action</b> <i>‘affects permanent, systemic beneficial change within society, involving shifts to profoundly more sustainable, equitable &amp; resilient performance.’</i></p>	<p><b>Transformative action</b></p>	<ul style="list-style-type: none"> <li>- Develop, review, deliver and report on action plans and the degree to which they are ‘transformative’ delivering far reaching, durable and significant systemic, behavioural and material change.</li> <li>- Annual meetings to report and review progress, make necessary adjustments, implement, and abide by a mutual accountability and governance mechanisms</li> <li>- Build a community of learning, practice, and leadership.</li> <li>- Proactively champion fair water footprints and recruit others to join a global effort.</li> </ul>
<p><b>Para 12. Collective Action</b></p>	<p><b>Shared advocacy</b> <i>‘advocate for, contribute to, and engage in multi-stakeholder and governance initiatives to achieve SDG 6 by 2030.’</i></p>	<ul style="list-style-type: none"> <li>- Mechanism needed to enable and support development and targeting of joint advocacy messages based on reliable evidence. Opportunity to speak powerfully with ‘one voice.’</li> </ul>
<p><b>Mainstreamed</b></p>	<p><b>Efficiency and Value for Money</b></p>	<p>Fit-for-purpose governance arrangements that maximise linkages across the sector as well as with other related SDGs.</p>

### **3. Proposed interim governance arrangements**

With a view to developing a mutually agreed fit-for-purpose governance arrangement which delivers on the principles identified in Section 2 by the end of Year 1 (Dec 2022), the following section sets out a proposed interim governance arrangement for consideration by Signatories.

#### **3.1 Glasgow Declaration Advisory Board**

In the initial stage, the Declaration Delivery Programme shall be overseen by an Advisory Board comprised of the named focal point representing all current Signatories.

##### **Advisory Board functions:**

- i. Provide strategic guidance and advice to a Programme Management Unit (PMU) on all issues, including communications.
- ii. Lay out strategic needs for supporting existing Signatories and discussing engagement with potential new Signatories.
- iii. Review and approve workplans, priorities and budgets, proposed to be developed annually for the year ahead.

##### **Advisory Board meetings and decision making:**

It is expected that in the first year, the Advisory Board shall meet every two months to gauge and support progress. Whilst the detail of reporting systems is being developed and agreed, Signatories are expected to report on organisational progress through simple reporting templates every 2 months in the first year.

Agenda items shall be presented in a *for information, for discussion, and for approval* format. The PMU shall be looking for suggestions and refinements in items *for discussion* with a view to bringing these back *for approval* in a subsequent meeting.

Items *for approval* in this interim stage shall ideally be on a consensus basis – characterised by general agreement and the absence of sustained objection. Should consensus not be reached, a vote may be called. Given the broad balance across Signatory stakeholder groups at this early stage, each signatory shall have one vote. Observer status Signatories will not participate in voting.

In the first year, the role of Advisory Board Chair shall rotate across stakeholder groups. At present, the role is anticipated to be light touch, with the exception of supporting the Programme Management Unit in the development of technical guidance and outreach to new potential Signatories.

#### **3.2. Programme Management Unit**

The day-to-day functioning of the Declaration Delivery Programme shall be managed by a Programme Management Unit. A Glasgow Declaration PMU would have three primary aims:

- i. Act as thought-leaders on fair water footprints and support Signatories to implement their commitments, develop and deliver transformation plans, through policy and technical advice, events and communications support, as well as mobilising human and financial resources.

- ii. To create a community of practice, helping members to share experiences, opportunities and challenges, to discuss and resolve thematic and technical issues,
- iii. Working with the Declaration Signatories to support diplomatic efforts to bring in new Signatories to grow the Signatory community through outreach to partners and other initiatives<sup>1</sup>.

The PMU should deliver the following activities:

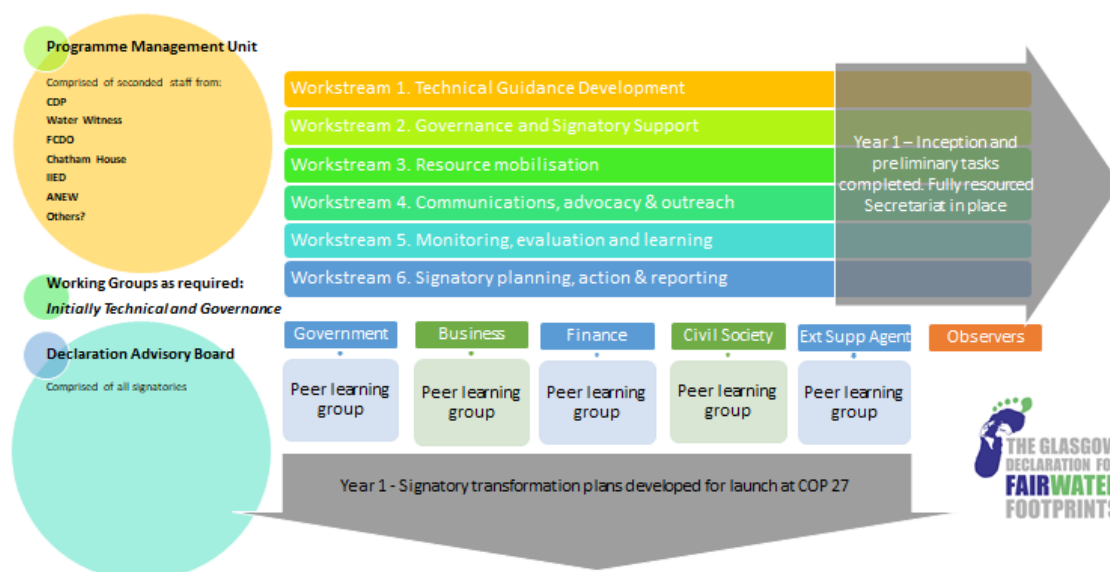
- Signatory liaison – including acting as a contact point for Signatories and supporting outreach and ongoing dialogue with potential new Signatories from all constituencies.
- Strategic communications – including engagement with relevant institutions and initiatives and public events including an annual Summit designed to galvanise further action and provide a high-level venue for the announcement of the commitments/action plans.
- Thought leadership – working with the Signatories, provide advice and guidance, including through research, pilots and analysis and by working closely with other initiatives, stakeholders and the research community
- Signatory support – including facilitating peer learning and managing the delivery of policy research and technical assistance.
- Reporting – support Signatories to plan for, track and communicate progress to support consistency and credibility, and to gain recognition for Signatory efforts. Ensure a priority focus on for the global south where resource and data challenges may be most acute.
- Administration and coordination – supporting implementation of the delivery framework, governance structure, including arranging meetings and drafting policy and organisational proposals for decision making.
- Resource mobilisation – secure adequate human and financial resources to deliver on the mission and vision of Declaration Delivery Programme, including working towards a diversified and sustainable funding.

A simplified Delivery Framework is set out in Figure 1.

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<sup>1</sup> Such as the Water Stewardship Acceleration Forum.

**Figure 1. Glasgow Declaration Delivery Framework – Proposed interim arrangements**



## 4. Workplan and Year 1 priorities

A Draft Year 1 workplan and activities to be delivered by the PMU and Signatories, with oversight of, accountability to the Advisory Board is set out below:

Fair Water Footprints - Activity and workstream planning - DRAFT (30th Nov 2021)			2022				2023			
Workstream #	Priority	Notes	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
<b>1 Technical Guidance Development</b>						COP27	UN-Water			
a	Defining scope: establish how to define supply chains associated with water and	High/immediate								
b	Establish requirements/guidance for signatory transition plan	High/immediate								
c	Clear guidance and definitions for each commitment including indicators	High/immediate								
d	Establish draw down facility for technical support/case study development	Medium/Yr 1								
e	Establish peer learning/support groups for each constituency	Medium/Yr 1								
f	- Consumer countries	Medium/Yr 1								
g	- Producer countries	Medium/Yr 1								
h	- Financial institutions	Medium/Yr 1								
i	- Business	Medium/Yr 1								
j	- Civil Society	Medium/Yr 1								
k	- External Support Agencies	Medium/Yr 1								
<b>2 Governance and Signatory support</b>										
a	Agree principles and integrity framework (Transparent, inclusive & fair process, or	High/immediate								
b	Agree vision and strategic priorities (eg. Growth vs depth/detail)	High/immediate								
c	Agree interim and long term governance and operational support arrangements	High/immediate								
d	Coordination - roles and responsibilities	High/immediate								
e	Signatory meetings and liaison	High/immediate								
f	Establish Reference/Advisory Group ToR (short term)	High/immediate								
g	Establish Governance Committee/Board (Yr 1)	Medium/Yr 1								
h	Establish and implement mutual accountability mechanism/peer review	Medium/Yr 1								
<b>3 Resource mobilisation</b>										
a	Appraise resource needs and availability	High/immediate								
b	Concept note/proposal development	High/immediate								
c	Secure human & financial resource needs - short term	High/immediate								
d	Secure human & financial resource needs - long term	Medium/Yr 1								
e	Resource facility to support signatories	Medium/Yr 1								
<b>4 Communications, advocacy and outreach</b>										
a	Short term communication 'approach' developed	High/immediate								
b	Strengthen signatory ownership & engagement	High/immediate								
c	Close gaps on new signatories (Business x 2; Tanzania; Asia; Finance sector)	High/immediate								
d	Establish relationships with complementary initiatives	High/immediate								
e	Refine and develop assets/resources	High/immediate								
f	Communication strategy and implementation	Medium/Yr 1								
g	Outreach to secure new signatories	Medium/Yr 1								
<b>5 Monitoring, evaluation and learning</b>										
a	Agree indicators and means of verification- c.f. extant measures	High/immediate								
b	Establish baselines (in signatory plans) and meta indicators	Medium/Yr 1								
c	Establish learning priorities and modalities	Medium/Yr 1								
d	Visualisation tool	Medium/Yr 1								
<b>6 Signatory planning, action and reporting</b>										
a	Secure and identify resource and focal points	High/immediate								
b	Transition plan development and submission	High/immediate								
c	Transition plan delivery and (annual) reporting	Medium/Yr 1								
d	Communication and outreach	Medium/Yr 1								

## 5. Guiding questions and next steps

Input and support for the approach outlined here is being sought from the Declaration Signatories/Advisory Board. During the first Signatories meeting on 15<sup>th</sup> December, Signatory Focal Points will be asked to discuss and make recommendations based on the following guiding questions:

- I. Are the guiding Principles set out in this paper appropriate – is anything missing?
- II. How can the proposed governance and support arrangements be improved to deliver on the intent of the Declaration?
- III. Are there examples of governance arrangements for comparable initiatives which work particularly well?

The final agenda item will invite the Signatories to reflect on:

- IV. The roles you wish to play within the evolution and leadership of the Declaration Delivery Programme, alongside the delivery of their shared and constituency specific commitments.

Opportunities include:

- Co-chairing of the Declaration Advisory Board
- Leadership or membership of a peer-learning group for their constituency
- Leadership or membership of either the Technical or Governance working groups
- Development of Case Study material
- Contributing human and financial resource to the PMU
- Raising funds or contributing resources to support the programme more broadly
- Other

**Note: We are not looking for firm commitments to be made during the meeting but ask Signatories to consider this item and to contact Clare Gorman ([claregorman@waterwitness.org](mailto:claregorman@waterwitness.org)) by January 14<sup>th</sup> with their responses.**

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Based on these deliberations during the meeting and any written submissions, the PMU will make any needed modifications to the interim governance and Signatory support arrangements, and workplan for circulation in January and later approval at the next meeting (proposed date 16<sup>th</sup> February 2022).