

Event summary report and evaluation



Water stewardship leaders' forum and masterclass

MS TCDC Training Centre, Usa River, Tanzania. 11th – 14th April 2016.

Presented by



DIAGEO



With support from



giz



This report is an output of the Fair Water Futures Project by Water Witness International with funding from the Scottish Government via the Climate Justice Fund (Project reference number: CJF205). The views expressed are not necessarily those of the Scottish Government.

Farrow T, 2016. Water stewardship leaders' forum and masterclass for business, government and civil society. MS TCDC Training Centre, Usa River, Arusha, Tanzania. 11- 14 April 2016. Proceedings and evaluation report, Water Witness International, Edinburgh

Project contact details:

Nick Hepworth, nickhepworth@waterwitness.org

Tyler Farrow, tylerfarrow@waterwitness.org



Water Witness International
UN House, 4 Hunter Square
Edinburgh, EH1 1QW
United Kingdom

Mobile:+44 (0)7519 120967
Landline:+44 (0)131 225 4814
www.waterwitness.org

Water Witness International is a charity registered in the UK which carries out research and advocacy, and takes action so that water resources are managed equitably and sustainably.

Contents

Executive summary	4
1. Water Stewardship Leaders' Forum.....	7
1.1 Introduction and launch of the Kilimanjaro Water Stewardship Platform.....	7
1.2 The strategic case for collective action on water in Africa	8
1.3 Water stewardship and collective action in practice – regional examples	8
1.4 The leadership agenda for water stewardship in East and Southern Africa	9
2. Alliance for Water Stewardship Advanced and Specialist training	11
Annex 1: AWS training participant evaluation.....	16
1. How would you rate the training overall?	16
2. How much do you agree with the following statements?.....	16
3. Would you recommend this AWS training for colleagues or clients? Why?	18
4. Objectives.....	18
5. Knowledge and applied learning.....	19
6. Alliance for Water Stewardship	20
7. Improving the impact of our work	21
8. Additional comments.....	22
Annex 2: Water Stewardship Leaders' Forum Agenda	23
Annex 3: Alliance for Water Stewardship Training Agenda.....	25
Annex 4: Water Stewardship Leader's Forum and AWS Training Participant List.....	27

Executive summary

Water stewardship provides a framework through which government, business and civil society partners can work together to address the growing risks we all face in relation to water, and to improve water security at community, municipal, basin, national and international scales¹. Over the past ten years, stakeholders in Africa have been at the forefront of pioneering water stewardship.

In April 2016, Water Witness International and its partners: the 2030 Water Resources Group, Alliance for Water Stewardship, WWF, the International Water Stewardship Programme (IWaSP), Shahidi was Maji, Diageo and Serengeti Breweries Limited brought together 61 business, civil society and government leaders and water experts to share the lessons from this work and to shape the future agenda for advancing water stewardship in East Africa.

The Water Stewardship Leaders' Forum and Masterclass was supported by the Scottish Government, the UK's Department for International Development (DFID), The Deutsche Gesellschaft für Internationale Zusammenarbeit GmbH (GIZ), the German Federal Ministry for Economic Cooperation and Development (BMZ) and the Tanzanian Ministry of Water and Irrigation. It brought together senior managers, business leaders, policy makers and practitioners from eight countries (Tanzania, Kenya, Zambia, South Africa, UK, Germany, Canada, USA).

With an emphasis on action and delivery, the Forum saw Tanzania's Minister of Water and Irrigation launch the Kilimanjaro Water Stewardship Platform and the region's first training on the Alliance for Water Stewardship (AWS) Standard. The AWS Standard is the ISEAL compliant, global framework for implementing water stewardship, helping water users to understand and mitigate water risks facing sites, supply chains, local communities and basins of operations.

44 participants (12F, 32M) from six countries took part in the AWS Standard training. Participants included representatives from businesses (12), government institutions (9), civil society organisations (15) the donor community (7), and media (1). The majority of participants paid to attend the training though a small number of government and civil society attendees received subsidised places. The training combined expert led sessions and group work with hands-on application of the standard using the real-life case study of Serengeti Breweries Limited, which is implementing the standard at its Moshi site. Participants undertook field visits to the site, its local environment, regulators offices and supply chain operations and interviewed a wide range of stakeholders. The hands on nature of the training was a major contributing factor to the quality of the training and depth of learning generated. Participants rated the event highly, as indicated by evaluation results and feedback:

- 92% of participants rated the training as very good (55%) or excellent (37%).
- 90% of participants indicated that they were confident that they could use the information and skills gained via the training.
- 98% of participants indicated that they would recommend AWS training to colleagues and clients.
- 98% of participants indicated that they were interested in working with the AWS to advance water stewardship in the region.

¹ Water security is defined as *the reliable availability of an acceptable quantity and quality of water for production, livelihoods, health and ecosystems, coupled with an acceptable level of risk from hazards including droughts, floods, pollution and conflicts. Water security must be **shared** and **water justice**, and the needs of vulnerable communities must be prioritised*

Selected testimony:

'I am very much impressed by this training. We had enough time to exchange ideas and experiences. I advise more training like this to be conducted in the future: via use of real life case studies'

'The training is an eye opener for all those who are involved in water resource management. The AWS standard is a useful tool for effective management of water resources'

'The standard is very useful in ensuring that business plays a pro-active and responsible role in protecting water resources'

The main insights, outcomes and next steps agreed during the event are detailed within this report and are also summarised here:

The rationale for water stewardship and collective action on water in the region is clear, though:

- It is important for new initiatives to fully understand: existing structures, stakeholders and their incentives, and the local political economy.
- There is a collective need to translate rhetoric in to action, and develop a wider evidence base to demonstrate impact and value for money.
- Important to get Ministry of Finance's on board and align stewardship with the inclusive economic growth agenda e.g. SAGCOT.
- Additional need for training, and inclusive, meaningful CSO, community and government engagement.
- Investors and banks should be targeted to ensure that water performance is included in due diligence processes and decision making,
- Collectively we need to better understand the complexity within the private sector and distinguish / target the needs and incentives of SMEs, larger companies and communities. SMEs will need targeted support for adoption of stewardship practices.
- Building political will and raising the profile of water issues remains a priority.
- Stewardship awareness and engagement should be targeted through regional and transboundary groupings including COMESA, EAC, ECOWAS, SADC and AMCOW/AU.
- Overlapping institutional mandates pose challenges for stewardship efforts

Priorities and next steps for water stewardship:**Gain wider institutional support:**

- The case for stewardship and additional examples of successful stewardship communicated to national and regional government including AMCOW/AU.
- Priority on evidence and impacts – all protagonists of stewardship should be able to report on how stewardship delivers on national priorities and progress towards the SDGs.

Inclusivity, integrity and engagement

- More meaningful and effective engagement with civil society groups, water users' associations, water utilities, parliamentary committees, and universities is needed. This is weak at the moment.
- Stewardship should ensure and emphasise inclusivity and consider gender dimension.
- Objective assessments of corporate performance on water can incentivise engagement and spotlight free-loaders / non-compliance.

Improve communications

- The stewardship agenda would benefit from media engagement with a clear communications

strategy

- Need to manage expectations of stewardship initiatives. i.e. it is not a panacea but an important contributory approach to better water management.
- Success of stewardship depends on people understanding that there is a water problem

Priorities and next steps for the AWS standard:

- The AWS standard provides an important and effective tool for driving implementation of water policy and compliance with national legislation on water.
- The regional relevance of the AWS standard needs to be maintained through local examples and guidance, without compromising international consistency.
- There is a need to demonstrate that the Standard makes business sense and to communicate this widely.
- There is a need for water stewardship pilot projects, pioneers and ambassadors.
- Need to provide incentives for stewardship through premiums for good practice and naming and shaming irresponsible use.
- Explore the potential for collectives of small scale farmers to implement the AWS Standard and the role of AWS in ensuring food security.
- Continue with and make more of peer-to-peer learning on stewardship and the AWS standard.
- Align AWS with existing standards to reduce the administrative burden.
- A new African network of stakeholders interested in advancing the AWS in Africa should be established to:
 - o Advocate for credible water stewardship which delivers real change in the region
 - o Champion and promote uptake of the AWS standard in the region to that end
 - o Track implementation and ensure that the standard is delivering shared water benefits
 - o Oversee and support regionally specific guidance
 - o Ensure that the views and needs of African stakeholders are reflected in the standard review process.
 - o Help mobilise support required to scale application of the AWS standard in Africa.

(note that there was unanimous support for the formation of this African Water Stewardship Group).

1. Water Stewardship Leaders' Forum

The Water Stewardship Leaders' Forum brought together sixty-one leading experts on water, including senior managers, business leaders, policy makers and practitioners from eight countries (Tanzania, Kenya, Zambia, South Africa, UK, Germany, Canada, USA) to set a progressive agenda to advance stewardship, improve collaboration for shared water security in East and Southern Africa. The objectives of the Forum were:

OBJECTIVES: Provide in-depth understanding of the case for water stewardship from private sector, government and civil-society perspectives, and to set a progressive agenda to maximize the contribution of stewardship to sustainable development through exploring:

- a. Shared political, economic, social and environmental water related interests which drive stewardship and collective action.
- b. Practical examples of water stewardship in the region, and the relevance of global frameworks and principles for action.
- c. Opportunities and constraints for collective action on water, and the next steps needed to ensure a water secure economy in the region through water stewardship.
- d. Launch of the Kilimanjaro Water Stewardship Platform and Alliance for Water Stewardship training.

1.1 Introduction and launch of the Kilimanjaro Water Stewardship Platform

The Forum was officially opened by Shahidi wa Maji Chairperson, and event host, Herbert Kashililah, who welcomed participants and gave an overview of the Forum agenda, which was divided into four sessions, and the objectives for the day. The aims of the first session were to welcome participants and launch the Kilimanjaro Water Stewardship Platform.

In response to growing water stress in the Pangani Basin, the 2030 Water Resources Group Tanzania Partnership has helped convene a wide range of public, private and civil society stakeholders to develop a Kilimanjaro Water Stewardship Platform.

Anders Berntell and Onesmo Sigalla of the 2030 Water Resources Group gave an introduction to the platform, which will provide the Pangani Basin Water Board (PBWB), Kikuletwa Catchment Water Committee, and other key water stakeholders with a mechanism to develop, coordinate and scale up interventions and solutions to tackle the growing water resource challenges in the basin.

A statement was delivered by Tanzania's Director of Water Resources, Hamza Sadiki, and the Minister of Water and Irrigation, the Honourable Gerson Lwenge, gave an opening speech for the Forum and officially launched the event.



Anders Berntell and the Honourable Gerson Lwenge

1.2 The strategic case for collective action on water in Africa

During the second session, Dr. Guy Pegram set the scene by giving an insightful overview of the strategic case for collective action on water in East Africa. Engineer Sayi, the Chairman of Tanzania's National Water Board, shared his insight on the relevance of water stewardship from a governance perspective, and Hawa Ladha of Serengeti Breweries Limited (SBL) spoke of the importance of water stewardship from a business perspective and shared the experiences of SBL in Moshi. Finally, Nick Hepworth of Water Witness International spoke of the strategic role of the Alliance for Water Stewardship Standard in realising stewardship ambitions. Each of the presenters then participated in a panel discussion, the results of which are provided below, organised against a series of guiding questions:

Session 2 Panel: Guiding questions and feedback

Guiding Questions and panelist feedback

- A. Is the rationale for water stewardship and collective action clear?
- B. How can the case be made stronger?
- C. What will drive action by the private sector, government, civil society and development partners?

- It is important for new initiatives to fully understand existing structures and map stakeholders.
- Important to understand incentives and political economy in advance of engaging in stewardship.
- Need to translate rhetoric in to action and donors and practitioners need to develop the evidence base to demonstrate impact and value for money
- Important to get the Ministry of Finance on board with stewardship
- Potential to align stewardship with Inclusive economic growth e.g. SAGCOT
- International consistency of standards needs to be maintained without compromising regional relevance through local guidance.
- Important need for training and meaningful CSO and Government engagement including AMCOW.

1.3 Water stewardship and collective action in practice – regional examples

The focus of the third session was water stewardship in practice. Phillip Beetlestone of GIZ shared the experiences of the International Water Stewardship Programme (IWaSP) in driving collective action on water with integrity and impact. The session was also rich with regional case studies. Imakando Sinyama of WWF Zambia gave a presentation on the Kafue Flats, which explored the shared risks and opportunities of water in the Zambian economy. Mbogo Kamau, CEO of Imarisha Naivasha and James Njeru of GIZ reflected on 5 years of collective water stewardship action in the Lake Naivasha Basin, and Tyler Farrow and Jane Joseph of Water Witness International and Shahidi wa Maji spoke about the implementation of the AWS Standard by Olam International in the Ruvuma Basin of Tanzania. Each of the participants then participated in a panel discussion, the results of which are provided below:

Session 3 Panel: Guiding questions and feedback

Guiding questions

- A. What are the lessons emerging from existing examples in the region?
- B. Are there other examples we can learn from?
- C. Are the AWS Standard and principles of responsible engagement relevant and applicable in the region?

Panellist feedback

- Need to demonstrate that the Standard makes business sense
- Standard implementation should assist with implementing existing regulations and compliance
- Greater representation of civil society and local communities is required
- Need to better define the private sector and determine distinction between SMEs and communities
- Action oriented work important to show results
- Stewardship asks a lot of small and medium sized enterprises, there is a need to combine with support and opportunities for financing SMEs
- Importance of peer to peer learning
- Need to engage local funders and banks
- Priority to streamline standards to reduce burden of implementation
- Importance of information sharing, which needs to be specific and consistent
- Need to determine how to apply the AWS Standard in a transboundary context – potential to involve COMESA, ECOWAS, EAC
- Political will is crucial, especially to financing the sector

1.4 The leadership agenda for water stewardship in East and Southern Africa

The final session of the day consisted of a guided panel discussion and open plenary, with the purpose of setting a progressive agenda for impactful water stewardship in East Africa. The panel discussion was guided by the following questions:

Session 4: Guiding questions

- A. Is there consensus on the opportunity presented by stewardship? Are there any outstanding concerns?**
- B. What barriers and constraints hold back stewardship and collective action?**
- C. What are the priorities and next steps to ensure stewardship plays a meaningful role in achieving SDG 6 and water security for all?**

The panellists were asked to each provide key take away messages, recommendations or challenges, which have been grouped thematically and displayed below, for how to ensure that the collective water stewardship agenda delivers equitable and sustainable water security for all.

Following the panel, Herbert Kashililah and Engineer Sayi of the National Water Board provided the closing remarks and invited participants to attend a networking and drinks reception.

Session 4 Panel: messages / challenges / recommendations

Gain institutional support

- Government needs to play an enabling role for water stewardship policy
- Overlapping institutional mandates pose a challenge to stewardship efforts
- Increased access to information is required for stewardship initiatives
- Potential to link water stewardship to government investment and commitments

Engage stakeholders

- Need to engage civil society, water users' associations, water utilities, parliamentary committees, and universities
- Stewardship requires effective stakeholder engagement to minimize free riders

- Stewardship should ensure inclusivity and consider gender dimension
- Need to Integrate water stewardship into business planning, and cater to Competition and Markets Authorities’
- There should be engagement with the African Ministers’ Council on Water (AMCOW) and African Union (AU)
- Stewardship is linked to food security and there is potential for collectives of small scale farmers to implement the AWS Standard

Build best practice

- The AWS Standard needs to be contextualised for national application but ensure global consistency
- Need for water stewardship pilot projects, pioneers and ambassadors
- Concern that too many standards are a burden, the AWS Standard needs to be easy and cost effective
- Need to provide incentives for stewardship through premiums for good practice

Enhance communications

- Stewardship agenda would benefit from media engagement with a clear communications strategy
- Need to manage expectations of stewardship initiatives
- Success of stewardship depends on people understanding that there is a water problem



Imakando Sinyama, Mark Dent and Jannette Macdonald



William Llewelyn Davies, Onesmo Sigalla, Neema Ndikumwami and Anders Bertell



Suma Kaare and Nick Hepworth



Jane Joseph and Tyler Farrow

2. Alliance for Water Stewardship Advanced and Specialist training

From 11th – 14th April 2016, 44 participants (12F, 32M) from six countries (Tanzania, Zambia, Kenya, South Africa, Germany, UK) took part in the Alliance for Water Stewardship training. The event consisted of Advanced and Specialist AWS training and the participants included representatives from leading businesses (12), government institutions (9), civil society organisations (15) the donor community (7), and media (1).

The AWS Advanced training was a two-day course for water management and sustainability professionals, for people implementing water stewardship in their operations and people providing consulting, auditing and training services. The program introduced participants to water stewardship and the AWS Standard and helped them to understand how it can support water management goals, business sustainability and risk management. The program took an in depth look at the steps involved in implementing the AWS Standard by working through a real life case study of Serengeti Breweries Ltd. The training built on knowledge generated during the first applications of the AWS Standard in Africa, and combined hands-on, practical engagement with group work and expert led workshop sessions.

The AWS Specialist training program was a one-day course for people seeking accreditation as AWS auditors, consultants and trainers. The training reviewed the material from the Advanced program from an auditor's perspective, and examined the requirements of the AWS verification processes as well as the value proposition for the AWS Standard and the business case for water stewardship. The learning objectives for the AWS Advanced and Specialist training were as follows:

Day	Learning objectives
Day 1: Leaders' Forum (Monday 11th April)	<ul style="list-style-type: none"> • Enhanced understanding of water risks and stewardship opportunities; • Peer-to-peer insights on strategic and practical responses to water risks; • Enhanced understanding of how business engagement and stewardship contributes to public policy goals and regulatory implementation; • Overview of stewardship and the AWS Standard, how they contribute to shared objectives on water management, and opportunities for involvement.
Days 2 & 3: Advanced AWS Training Program (Tuesday 12th and Wednesday 13th April)	<ul style="list-style-type: none"> • Understanding of the core requirements of each of the six implementation steps of the AWS Standard; • Achieve a deeper knowledge of the Standard's criteria and indicators and how they are applied at a site and catchment level; • Build confidence in working with the Standard through experience with the application of criteria and indicators and groups exercises to raise and resolve questions and ambiguities; • Deepen understanding of the relationship between stewardship, water security and other water initiatives, particularly IWRM, at various scales.
Day 4: AWS Specialist Training Program (Thursday 14th April)	<ul style="list-style-type: none"> • Equip special service providers with a deeper knowledge of the application of the water stewardship system to water using sites; • Provide potential specialist service providers with an understanding of the AWS verification system and its requirements; • Provide potential specialist service providers in developing a business case to market their services to business and organisations likely to engage with stewardship.

In addition to the learning objectives established for the training, participants working in teams reached consensus and shared their own top 3 objectives for the training which are displayed below:

Team	Objectives
1	<ul style="list-style-type: none"> - Understand the standard - Practical application and expanding professional knowledge/opportunities - Explore the uniqueness of AWS Standard – i.e. what does it do that others standards don't
2	<ul style="list-style-type: none"> - Acquire a deep understanding of AWS standard, its application to SME, small holder, basin and big firms e.g. multinational - Inter-relation between AWS standard and other standards - Develop training, auditing and certification skills
3	<ul style="list-style-type: none"> - Understand how the AWS drives improvement of water quality - ..and, improved management of water flows - Understanding of water risks and their communicate to different stakeholders (dissemination of information)
4	<ul style="list-style-type: none"> - Understanding the concept of AWS standard – meaning, usefulness - Steps involved in securing private sector, civil societies and public sector buy in and the process of implementation - Understanding the difference between AWS and other multi-stakeholder partnerships approaches e.g. social learning
5	<ul style="list-style-type: none"> - It's relevance to business - Understand the standard (implement/apply) - Relations to other standards
6	<ul style="list-style-type: none"> - To learn and understand AWS and how it can be applied in different contexts - To learn the AWS application challenges - To understand the relevance of AWS to government, private sector and NGOs

The underlying logic of the training was: **understand, apply, evaluate**. Participants developed an understanding of key concepts and processes through expert led sessions. Mark Dent of the Alliance for Water Stewardship facilitated sessions covering the terminology, steps, criteria and indicators involved in the AWS Standard, as well as the AWS accreditation requirements and verification programs, 3rd party auditing and certification, and claims. Nick Hepworth of Water Witness International facilitated complementary sessions on the application of the AWS Standard in the broader context of water resources management.



Participants also gained hands-on experience in applying their learning to the real life case study of Serengeti Breweries Limited (SBL). SBL are a subsidiary of Diageo, a global leader in the beverage sector, and are implementing the AWS Standard at their brewery in Moshi, Tanzania as a proactive response to the water risks faced at their site and in the region. In addition to being provided with unprecedented access to SBL data and insight into the process of AWS Standard implementation, participants also took part in field visits to the SBL brewery in Moshi, as well as other significant sites in the catchment and SBL's supply chain, including the Pangani Basin Water Office, the Moshi Urban Water Supply and Sewerage Authority and out-grower farms. This live case study provided the basis for group work throughout the duration of the training,

including water risks and opportunities and analysis, application of the six steps of the Standard, the development of water stewardship strategies, and 3rd party auditing role plays.



In order to consolidate learning and stimulate discussion, participants provided feedback on and evaluated the work of their peers throughout the training. The water stewardship strategies developed by the participants' teams were subjected to a peer review panel, and participants engaged in a 3rd party auditing role play to test their findings from the field visits as well as their understanding of the AWS Standard.



Towards the end of the training, participants were asked to reflect on the training, and to analyse the strengths and weaknesses of the AWS Standard to give their recommendations for next steps for development of the AWS Standard system, and their own personal next steps for engaging with the AWS. The session provided crucial insights into the priorities for the AWS development in the region. The feedback generated during the session is provide below:

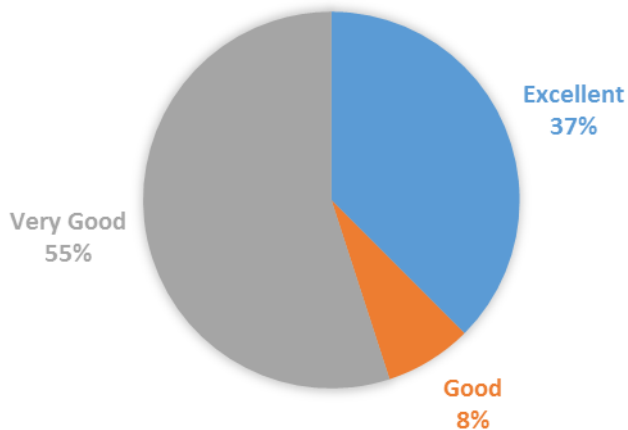
Strengths of the AWS system	Weaknesses of the AWS system
<ul style="list-style-type: none"> • Well-structured and clear logic • Catchment based approach • Good training with good reference materials • Facilitates compliance, and water use efficiency • Easy to understand • Small-scale farmers can mitigate climate related risks on the water resources as a group • Easy to use / straight forward • Robust • Big users can influence action and governance • Incentivises PPP model thinking beyond their site • It assists private companies to manage water risks and gives them a business selling point • Good coverage of all aspects concerning water preservation based on context • It helps an organisation to self-regulate hence increasing compliance levels • Clear business rationale can drive incentive for adopting the standard • It is internationally recognised and ISEAL compliant • It has reputation gains for business in the eyes of their clients • It has a glossary which explains complex terminologies • Aids the identification of investment opportunities/due diligence by banks and insurance • Comprehensive – it covers most of the critical water issues • Supports implementation of IWRM plans • Complements existing legal framework • It ensures key results in water bodies • Promotes public participation • Addresses local challenges of WRM • Good training materials 	<ul style="list-style-type: none"> • Aspect of economic benefits may not be clear in African contexts where water costs can be very low. • May be overwhelming for SMEs - suitability for smaller entities. Hard sell for SMEs, without donor input • It is not yet widely adopted and used • May be perceived as too complex • May drown out voices of local community stakeholders • Requires basic WRM knowledge • Should be simplified for ease of use • Too complex in some areas – sometimes difficult to navigate • Inadequate verification capacity in terms of people and resources in Africa. • It is voluntary – no enforcement mandate • No clear mechanism for financial independence • No clear business case for some users – i.e. demand needs to be strengthened. • Can be costly and therefore Limited to big users • Risk of business burden • Voluntary hence requires a lot of championing • The scoring system leaves room for subjectivity • Indicators not clear on gender • Heavy reliance on assumption that legal compliance drives sustainability. In Africa the law may drive inequitable or unsustainable water use.
Next steps for AWS	Personal next steps
<ul style="list-style-type: none"> • Infographics and local translation to aid communication, and for illiterate stakeholders. • Need simplified version or simplified guidance for small entities and supply chains • Cloud database for documents and dashboard would be useful 	<ul style="list-style-type: none"> • Learn more about WRM • Promote the standard in my workplace • Plan a communication strategy to different stakeholders • Sensitisation and dissemination of the standards • Promote AWS standard within basin

<ul style="list-style-type: none"> • Find ways to reach out more to ambassadors – universities, schools, government, MPs • Find venues for AWS standard to be included as Government requirements • Checklist of required documents • Example documents (best practice) • Capacity building and raising awareness • Enhance publicity • Case studies, mentoring, advice • Advocate for adoption at the highest levels of government • Integrate with other standard, long term – one social + environmental standard? • Refine the points and major and minor meanings to curb human error • Robust assessment to prove this works (evidence) • Support to buy in of private sector • Create awareness to many groups of actors • Standard AWS presentation online • Develop a training tool box • Advocate, give case examples • More engagement of local communities in auditing • Elevator pitch 	<ul style="list-style-type: none"> • Greater awareness of AWS standard • Apply to flood and drought issues during the year so as to have proper water management • Seek further training • Become AWS competent auditor • Become trainers, consultants, auditors • Create awareness of the AWS and its application • To be certificated and accredited auditors • Mentorship on site and along the process • Detailed learning to become a consultant • Address the observed gaps, collaborate with stakeholders like basin office and WUAs
---	---

Annex 1: AWS training participant evaluation

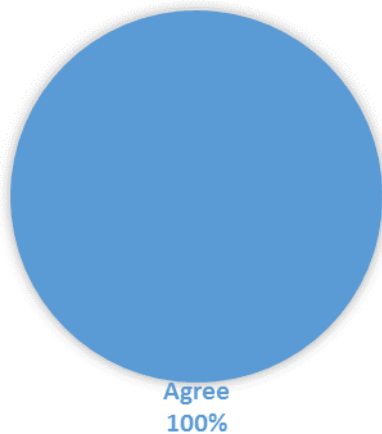
At the end of the training, 44 participants (12F, 32M) filled out an evaluation questionnaire, designed to gather critical feedback on the training, and inform development priorities for the Alliance for Water Stewardship and future training events. The feedback generated from the evaluation is displayed below:

1. How would you rate the training overall?

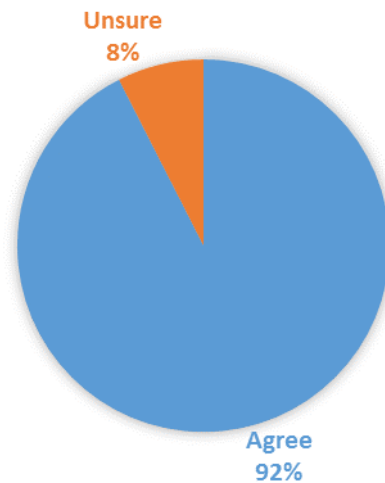


2. How much do you agree with the following statements?

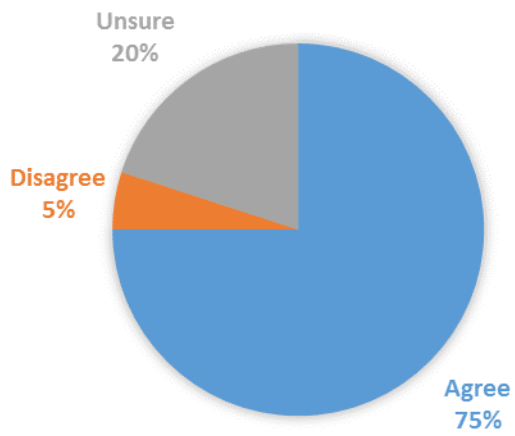
a. *Training aims clearly stated*



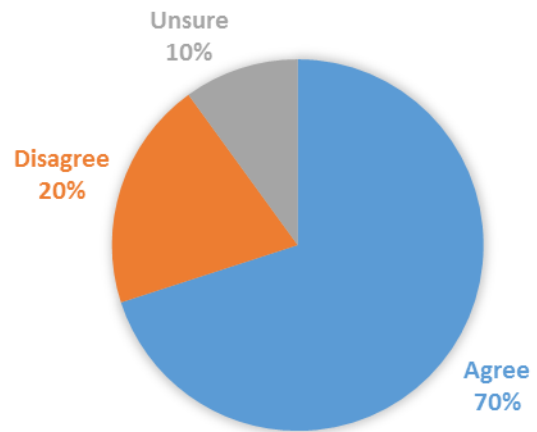
b. *Presenters were easy to understand*



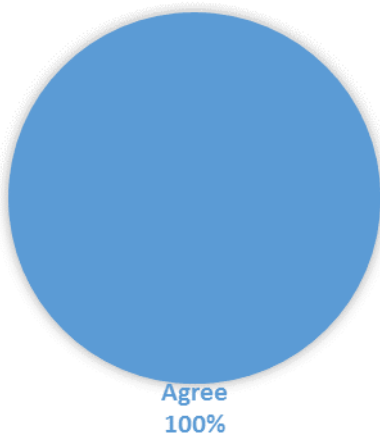
c. Time was managed effectively



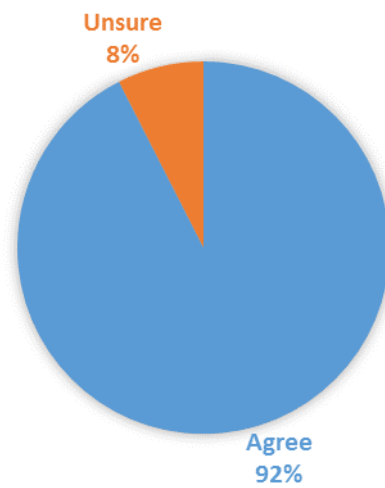
d. The pace of the training was appropriate



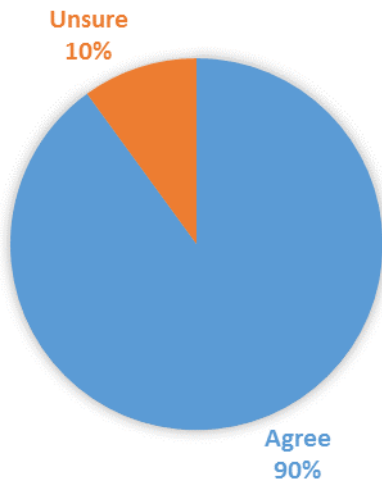
e. Facilitators encouraged participation



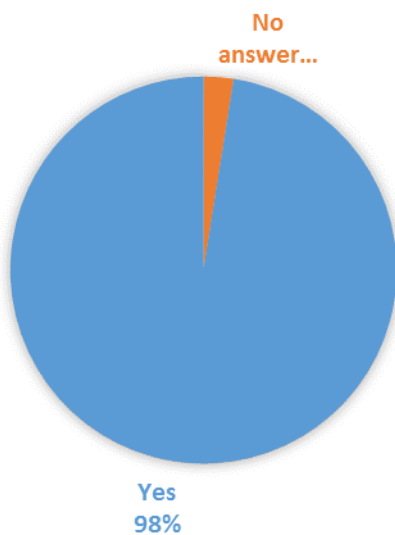
f. Facilitators kept the attention of all participants



g. I am confident I can use the information and skills gained in the training



3. Would you recommend this AWS training for colleagues or clients? Why?



Feedback highlights

“Yes, the training is an eye opener for all those who are involved on water resource management. It provides tools for effective management of water resources”

“Yes, quite informative and provides a deep insight on the water stewardship standard and the benefit to help mitigate business risks for big corporates”

“Yes, it gives a broader understanding of practical issues to address water challenges facing private sector and government”

4. Objectives

a. What were your personal objectives for the training?

Feedback highlights

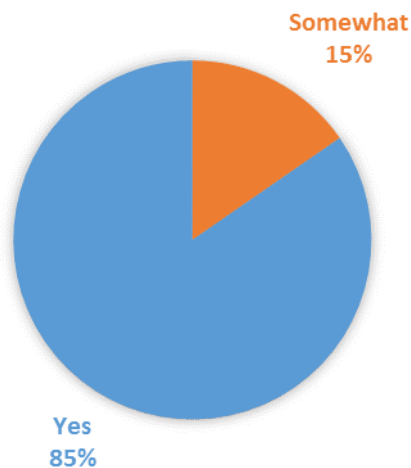
“To understand the business case for water stewardship, to under the standard and how it can be implemented”

“Acquire new knowledge in the field of water risks and stewardship opportunities, learning more about how business and regulatory agencies can be involved in water stewardship programs”

“To learn about water stewardship, what it is and how it can be applied in the real world”

“Integrating water security into business planning processes, raising awareness on issues of water quality balance and governance”

b. Were your personal objectives met?



5. Knowledge and applied learning

a. What new knowledge and skills have you gained through your involvement in the training?

Feedback highlights

“More in depth understanding of the AWS standard and hands on experience in its implementation”

“More knowledge on water stewardship and also other countries experiences in stewardship, knowledge on the AWS and auditing”

“I had an eye opener on what needs to be done and the type of information I need to gather in order to be a good water steward”

“Alternative methods of assessing performance of companies relative to associated risks”

“Importance of team work involving multi-talents in making decisions regarding water management”

b. How will you apply the knowledge and skills gained in your work?

Feedback highlights

“Improving internal monitoring programmes, improve documentation of records”

“Promoting stewardship within the Naivasha basin and enhance participation of the various players within the basin”

“Ensuring the government and local community understand the importance of the AWS standard”

“Support my colleagues who are implementers of the standard”

“Integrating them into the overall business strategy and mandate of the institution”

c. What benefits will this bring for water stewardship?

Feedback highlights

“It will increase the participation of the private sector in achieving water security”

“Reduction of water pollution, increase water availability, reduce water related conflicts”

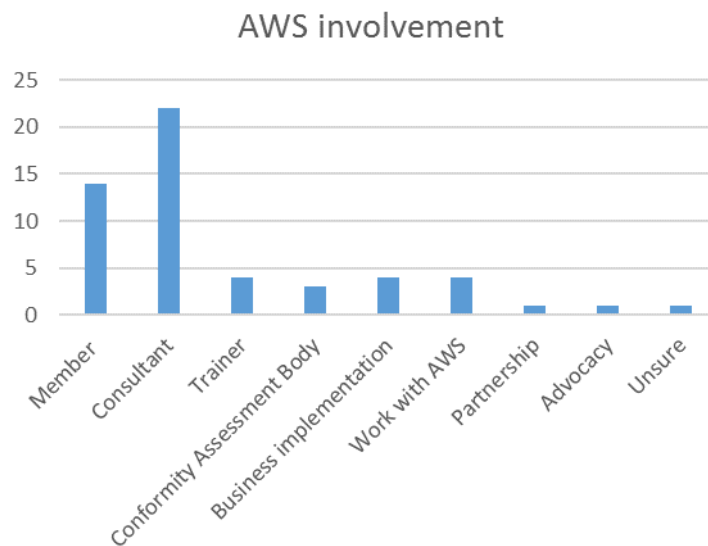
“Awareness to local community, involvement of other stakeholders in water management in totality, improved site reputation”

“It contributes on IWRM plan implementation”

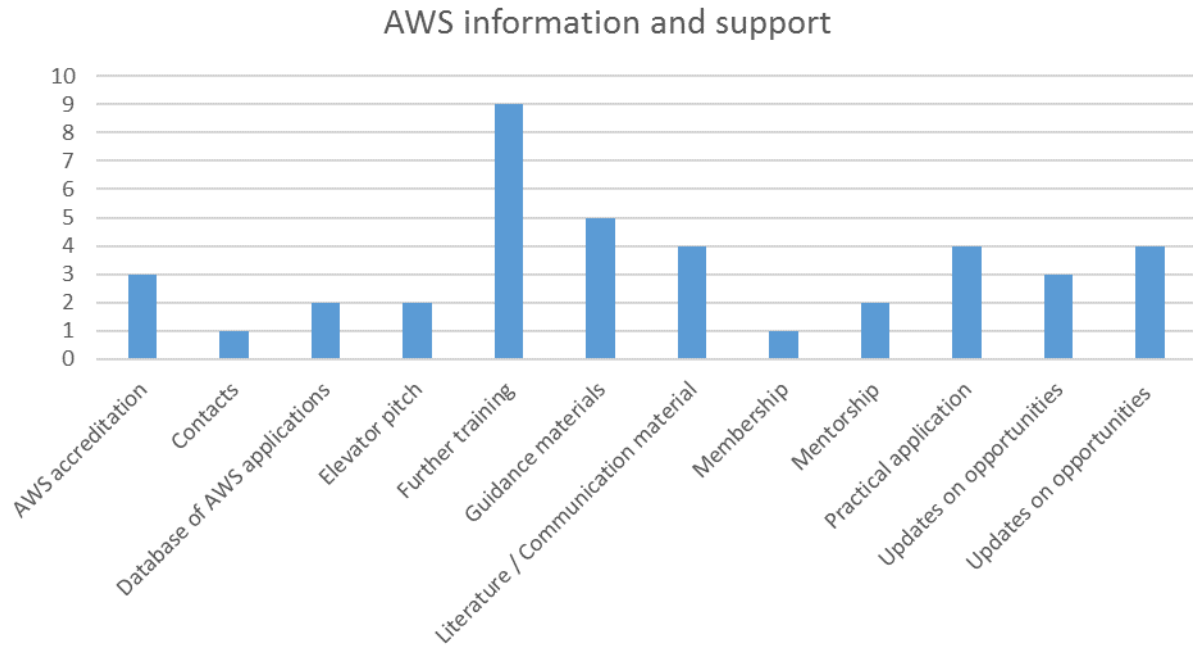
“The standard is very much useful in ensuring that various actors are actively involved in protecting water resources”

6. Alliance for Water Stewardship

- a. Are you interested in working with the Alliance for Water Stewardship? If so, how? (examples: joining as a member, acting as a consultant, applying the Standard in your company)**



- b. What additional information or support do you require to work with the Alliance for Water Stewardship?**



7. Improving the impact of our work

a. What did you see as the strengths of the training?

Feedback highlights

“Interactive trainings, open discussion, field trip, very powerful and well researched power point presentations, quite informative”

“Well researched of material, simple and well presented, choice of participants”

“Very hands-on and interactive, the use of the SBL case study is great to use it on a real example”

“Quality of participants, quality of trainers, choice of venue – very conducive to learning”

b. What did you see as the weakness of the training?



c. What are your recommendations for improving the impact of our training in the future?

Feedback highlights

“The study materials should be sent in advance to give more time to the participants to look through and familiarise with the training contents”

“Allocate adequate time”

“More field work, the intensive training needs more time for presentations and group work”

“Continue with real case studies and links to private sector site, allow more time on gap analysis and water stewardship plans/strategy development”

8. Additional comments

Feedback highlights

“Keep it up and thumbs up to the team”

“The knowledge on water stewardship needs to be expanded to more stakeholders as it is very important knowledge in the water sector”

“I am very much impressed by this training. We had a good enough time to exchange ideas/experiences. I advise more training like this to be conducted in the future and use active case studies which have reached gold/platinum stage”

Annex 2: Water Stewardship Leaders' Forum Agenda

Time	Topic	Responsible
08.30 – 09:00	Arrival & Registration	Secretariat
09.00 – 09.15	Welcome, introductions, overview and objectives of the Forum	Herbert Kashililah, Chairperson, Shahidi wa Maji and Vice-Chair National Water Board
09.15 – 09.30	Welcome by 2030 WRG and introduction to the Kilimanjaro Water Stewardship Platform	Anders Berntell/Onesmo Sigalla, 2030 WRG
09.30 – 10.00	Overview statement from the Ministry of Water and Irrigation	Hamza Sadiki, Director of Water Resources, Ministry of Water and Irrigation
10.00 -10.10	Welcoming remarks	Regional Commissioner, Arusha
10.10 – 10.40	Opening Speech for the KWSP and Water Stewardship Leaders Forum	Guest of Honor, Hon. Eng. Gerson Lwenge, MP (Minister of Water and Irrigation)
10.40 – 11.15	SIGNING OF Memorandum of Understanding GROUP PHOTO AND HEALTH BREAK	
The strategic case for collective action on water		
11.15 – 11.40	<i>The strategic case for collective action on water in East Africa</i>	Dr. Guy Pegram, Managing Director, Pegasys
11.40 – 11.55	<i>The relevance of water stewardship – the governance perspective</i>	Engineer Sayi, Chairman, National Water Board, Tanzania
11.55 – 12.10	<i>The relevance of water stewardship – Business perspective</i>	Hawa Ladha, Serengeti Breweries Limited
12.10 – 12.30	<i>Water stewardship strategy and the role of the AWS Standard</i>	Dr Nick Hepworth, Director, Water Witness International / Board member AWS
12.30 – 13.00	Panel discussion, Q and A	All
13.00 – 13.45	LUNCH	
Water stewardship and collective action in practice – regional examples		
13.45 – 14.00	<i>Driving collective action on water with integrity and impact</i>	Phillip Beetlestone - IWaSP/GIZ
14:00 – 14:20	<i>Kafue Flats: Exploring the shared risks and opportunities of water in the Zambian Economy</i>	Mr Imakando Sinyama, WWF Zambia
14:20 – 14.40	<i>Water stewardship in the Lake Naivasha Basin, Kenya - reflecting on 5</i>	Mr Mbogo Kamau, CEO of Imarisha Naivasha and James Njeru, GiZ

Time	Topic	Responsible
	<i>years of collective action</i>	
14.40 – 15.00	<i>AWS standard implementation by Olam in Ruvuma Basin of Tanzania</i>	Jane Joseph/Tyler Farrow, Shahidi wa Maji
15.00 – 15.30	<i>Guided Panel and Plenary discussion</i>	All
15.30 – 15.45	HEALTH BREAK	
A leadership agenda for water stewardship in East Africa		
15.45 – 16.00	Introduction to Forum discussion	Herbert Kasililah
16.00 – 17.00	<p>Guided panel discussion and open plenary on a progressive agenda for high impact water stewardship in East Africa.</p> <p><i>Panelists each to provide key take away messages/recommendations/challenge for how we can ensure this collective action agenda delivers equitable and sustainable water security for all.</i></p>	<p>Facilitated by Herbert Kasililah and Nick Hepworth: Panelists (tbc)</p> <p>Grace Nsanya, Ass Dir DWR, MoWI Ben Langwen, ESOK, Kenya Lukas Kwezi, DFID Godfrey Oyema, Unilever John Banga Nakei, SAGCOT Phakamani Buthelezi, Breede CMA, RSA</p>
17:00 – 17:30	Closing remarks, way forwards, and evaluation	Herbert Kasililah, SwM
18.00 – onwards		
<i>All participants are invited to networking drinks reception and barbecue at MS-TCDC</i>		

Annex 3: Alliance for Water Stewardship Training Agenda

	Day 1 – Monday 16th	Day 2 – Tuesday 17 th	Day 3 – Wednesday 18th	Day 4 – Thursday 19 th
	Water stewardship leadership forum	Foundation and Advanced course		Specialist course
AM	Welcome and registration (8:30)	1. Introduction and objectives (8:30) 2. Implementing the AWS Standard (9:15): Key terminology and introduction to steps 1-6 of the AWS Standard 3. Practitioners view of the AWS Standard (10:00): Session to discuss the Standard in the broader context of WRM, and link to a real world application.	8. Diageo field trip (8:00): Groups will conduct a site visit with the task of gathering the necessary information to fill out a Site Evaluation Tool. Group 1 will visit the Diageo brewery, and Group 2 will visit catchment sites, including the local water treatment works, an outgrower farm and possibly the Basin Water Office.	11. Reflections on Advanced course (8:30) 12. Interim Accreditation requirements (9:00): Expert led session on: <ul style="list-style-type: none"> • Expression of Interest • Consultant, Trainer or CAB? • Accreditation 13. AWS Verification and Self-verification programs (9:45) – Expert led session
	Opening remarks and formal welcome (9:00)			
	Overview of day and agenda			
	2030 WRG and launch of the Kilimanjaro Water Stewardship Campaign			
	Break 10:20 – 10:40	Break 10:30 – 11:00	Break 10:30 – 11:00	Break 10.30 – 11:00
	The strategic case for water stewardship and collective action on water in Africa	4. Introduction to Diageo case study (11:00): Participants will be introduced to Diageo case study and provided with written materials on the site and catchment context. 5. Water risk and opportunity analysis – Group work (11:30): Using the Diageo case study, groups will conduct an analysis of risks and opportunities as they relate to the four AWS outcome areas.	Continued...	14. 3rd party auditing – Overview and mock audit role play (11:00) – Following an overview of 3 rd party monitoring and evaluation, groups will carry out a mock audit role play based on the Diageo case study, with participants playing the roles of auditor and auditee.
	The relevance of water stewardship – Governance perspective			
The relevance of water stewardship – Business perspective				
Water risk and opportunity analysis – participant led parallel sessions				
Lunch 12:30 – 13:30	Lunch 13:00 – 14:00	Lunch 13:00 – 14:00	Lunch 13:00 – 14.00	
PM	Water stewardship strategy and the role of the International Water Stewardship Standard	6. Applying the AWS Standard – Steps 1-6 (14:00): Expert led overview of each step of the AWS Standard and group work to apply each step to the Diageo case study.	9. Creating a water stewardship plan – group work (14:00): Based on their findings from the field visit, participants will work in their original groups to create a water stewardship plan for Diageo, which will be presented and subjected to a peer review panel.	15. Multi-site and group certification (14:00) – Expert led session. 16. Claims (14:45) – Expert led session.
	Water in the economy and partnership, Kafue, Zambia			
	Water stewardship in the Lake Naivasha Basin			
	AWS implementation by Olam, Tanzania			
	Break 14:50 -15:20	Break 15:15 -15:30	Break 15:15 -15:30	Break 15:15 -15:30

<p>Regional action based on integrity and impact through iWasP</p>	<p>Continued...</p> <p>7. Field trip preparation (17:00): Field trip teams gather to formulate plans and determine roles for the field trip on the following morning.</p>	<p>Continued...</p> <p>10. Water stewardship plan presentations, and peer review panel (16:00): Groups will present and review water stewardship plans developed by their</p>	<p>17. AWS SWOC analysis group work (15:30) – Groups analyse the strengths, weaknesses, opportunities and threats for the AWS Standard.</p> <p>18. Knowledge evaluation (16:15):</p> <p>19. Participant evaluation (17:15):</p>
<p>Guided panel discussion on developing a progressive agenda for high impact water stewardship in East Africa</p>			
<p>Closing remarks and way forwards, and evaluation</p>			

Annex 4: Water Stewardship Leader's Forum and AWS Training Participant List

	Name	Position	Company	Based	Email	Forum	Advanced training	Specialist training
1	Kipkorir Albert Langat	Auditor	Africert Limited	Kenya	kipkorir@afrcertlimited.co.ke	✓	✓	✓
2	Eric Yonaza	Consultant	Agri Tech Consulting Ltd	Tanzania	agritech.consult@gmail.com	✓		
3	Mark Dent	Regional Manager Southern Africa	Alliance for Water Stewardship	South Africa	mark@allianceforwaterstewardship.org	✓	✓	✓
4	Johnson Kishumba	Health, safety and environmental officer	Aviv - Tanzania Ltd	Tanzania	Johnson.K@Olamnet.com		✓	
5	Phakamani Buthelezi	Chief Executive Officer	Breede-Overberg Catchment Management Agency	South Africa	pbuthelezi@bgcma.co.za	✓	✓	
6	Benjamin Langwen	Organising Secretary	Environmental Society of Kenya (ESOK)	Kenya	malwaben@hotmail.com	✓	✓	
7	Beatrice Merian Muliahela	Project Coordinator - Forest Management Project	Farm Africa Tanzania	Tanzania	beatricem@farmafrika.org	✓	✓	
8	Johnson Dickson	Village Project Manager	FT Kilimanjaro	Tanzania	j.dickson@ftkilimanjaro.org	✓	✓	✓
9	Fridtjof Behnsen	Country Coordinator Tanzania, IWaSP	GIZ	Tanzania	Fridtjof.Behnsen@giz.de	✓	✓	✓
10	Philip Beetlestone	Water Stewardship Advisor and Regional Coordinator	GIZ	Germany	philip.beetlestone@giz.de	✓	✓	✓

		IWaSP						
11	Sonja Berdau	Water Stewardship Advisor	GIZ	Germany	sonja.berdau@giz.de		✓	
12	Christian Henschel	Advisor	GIZ	Tanzania	Christian.Henschel@giz.de	✓		
13	Malama Kasalwe Hamoonga	Technical Advisor	GIZ-IWaSP	Zambia	malama.kasalwe@giz.de	✓	✓	✓
14	James Njeru	Technical Advisor	GIZ-IWaSP Kenya	Kenya	james.njeru@giz.de	✓	✓	✓
15	Daniel Kamau Mbogo	Chief Executive Officer	Imarisha Naivasha	Kenya	Mbogokamau2001@yahoo.co.uk	✓	✓	✓
16	John Chikomo	Executive Director	Journalists' Environmental Association of Tanzania	Tanzania	jchiko@yahoo.com	✓	✓	✓
17	Jerry Goh	Executive Director	Kiliflora	Tanzania	jerryecgoh@gmail.com	✓		
18	James Mwangi	Water Resources Conservation Officer	Laikipia Wildlife Forum	Kenya	James.mwangi@laikipia.org	✓	✓	✓
19	Mwanamkuu Mwanyika	Senior Hydrogeologist	Ministry of Water and Irrigation	Tanzania	Mwanamkuu2007@gmail.com	✓	✓	✓
20	Grace Nsanya	Assistant Director of Water Resources	Ministry of Water and Irrigation	Tanzania	gznsanya@gmail.com	✓	✓	✓
21	Hamza Sadiki	Director of Water Resources	Ministry of Water and Irrigation	Tanzania	hamza.sadiki@maji.go.tz	✓		
22	Hon. Eng. Gerson Lwenge, MP	Minister of Water and Irrigation	Ministry of Water and Irrigation	Tanzania	-	✓		
23	Patrick Kibasa	Technical Advisor	MWUSA	Tanzania	pkibasa@yahoo.com	✓	✓	
24	Menan Jangu	Zonal Coordinator, NEMC - Northern Zone	National Environment Management Council (NEMC)	Tanzania	janmenan@gmail.com	✓	✓	
25	Christopher Sayi	Chair	National Water Board	Tanzania	sayi.christopher@yahoo.com	✓	✓	✓
26	Joseph Swai	Senior Planning	Nelson Mandela African	Tanzania	josephswai@yahoo.com	✓	✓	✓

		Officer	Institution of Science and Technology (NM-AIST)					
27	Noel Felix Nnko	Managing Director	Nogra Enterprises Co. Ltd	Tanzania	noelnnko@gmail.com	✓		
28	Twaambo Hamakuni	Health, safety, security and environmental officer	Northern Coffee Corporation Limited (OLAM)	Zambia	twaaambo.hamakuni@olamnet.com		✓	
29	Abraham Yesaya	Basin Community Development Officer	Pangani Basin Water Board	Tanzania	abrahamsafi@gmail.com	✓	✓	✓
30	Arafa Maggidi	Basin Environmental Engineer	Pangani Basin Water Board	Tanzania	arafa_maggidi@yahoo.com	✓	✓	✓
31	Mtoi Kanyawanah	Water Officer	Pangani Basin Water Board	Tanzania	mkanyawa@yahoo.co.uk	✓		
32	Guy Pegram	Director	Pegasys	South Africa	guy@pegasys.co.za	✓		
34	Asanterabi Sangenoi	Assistant Director	Prime Minister's Office	Tanzania	asangenoi@gmail.com	✓	✓	✓
35	Fredrick Otieno	EHS & Sustainability Manager - Flamingo Horticulture Kenya Ltd	Private Participant	Kenya	fokamonde@gmail.com	✓	✓	✓
36	Hawa Ladha	Sustainability & Responsibility Manager	Serengeti Breweries Limited	Tanzania	Hawa.Ladha@serengetibrew.com	✓	✓	
37	Herbert Kashililah	Chair	Shahidi wa Maji	Tanzania	hkhkashi@gmail.com	✓	✓	✓
38	Pendo Hyera	Project Manager	Shahidi wa Maji	Tanzania	Pendo11za@gmail.com	✓	✓	✓
39	Jane Joseph	Country Programme Manager	Shahidi wa Maji	Tanzania	janejoseph83@gmail.com	✓	✓	✓
40	Debora Sigalla	Programme	Shahidi wa Maji	Tanzania	regradeo@gmail.com	✓	✓	✓

		Administrative Officer						
41	Jackson Wandera Lutomia	WASH Advisor & Project Manager for Sanitation and Hygiene Projects in SNV Tanzania	SNV Netherlands Development Organization.	Tanzania	jwandera@snvworld.org		✓	✓
42	Simon Yesse Lauwo	Principal Water Resources Engineer	TANESCO	Tanzania	Simon.lauwo@tanesco.co.tz	✓		
43	Athanas Amos		Tanzania Breweries Limited	Tanzania		✓	✓	✓
44	Lucy Magembe	Senior Policy Advisor	The Nature Conservancy	Tanzania	LMAGEMBE@TNC.ORG	✓	✓	✓
45	Yann Hardy		TPC Limited	Tanzania	Yann.Hardy@tpc.co.tz	✓		
46	Pierre Noel		TPC Limited	Tanzania	Pierre.Noel@tpc.co.tz	✓		
47	Didier Bosquet		TPC Limited	Tanzania	didier.bosquet@tpc.co.tz	✓		
48	Lukas Kwezi	Water and Sanitation Advisor	UK Department for International Development (DFID)	Tanzania	l-kwezi@dfid.gov.uk	✓	✓	✓
49	Godfrey Oyema	Environmental Compliance Manager	Unilever Tea Tanzania Limited (UTTL)	Tanzania	Godfrey.Oyema@unilever.com	✓	✓	✓
50	Robert Twara	Site Officer	Unilever Tea Kenya	Kenya	Robert.Twara@unilever.com	✓	✓	✓
51	Tito Kitomari	Chairman	Upper Kikuletwa-WUAS	Tanzania	tjkitomari@yahoo.com	✓	✓	✓
52	Neema Ndikumwami	Program Coordinator	Water Resources Group	Tanzania	Neema.ndikumwami@gmail.com	✓	✓	✓
52	Onesmo Sigalla	Country Representative	Water Resources Group	Tanzania	Onesigalla@gmail.com	✓	✓	✓
54	Anders Berntell	Executive Director	Water Resources Group	Tanzania	ABerntell@ifc.org	✓		
55	William Llewelyn Davies	Africa Lead	Water Resources Group	Tanzania	wdavies@ifc.org	✓		
56	David Ochillo	Deputy Technical	Water Resources	Kenya	doochillo@yahoo.com	✓	✓	✓

		Coordination Manager	Management Authority (WRMA)					
57	Robbie Sage	International Programme Assistant	Water Witness International	UK	robbiesage@waterwitness.org	✓	✓	✓
58	Janette MacDonald	Associate	Water Witness International	UK	Jannette.MacD@yahoo.co.uk	✓	✓	✓
59	Tyler Farrow	International Programme Officer	Water Witness International	UK	tylerfarrow@waterwitness.org	✓	✓	✓
60	Nick Hepworth	Executive Director	Water Witness International	UK	nickhepworth@waterwitness.org	✓	✓	✓
61	Scott McCready	Chief Strategy Officer	Water Witness International	UK	scottmccready@waterwitness.org	✓	✓	✓
62	Keven Robert	Freshwater & Climate Change Coordinator	WWF TANZANIA COUNTRY OFFICE	Tanzania	Krobert@wwftz.org	✓	✓	✓
63	Imakando Sinyama	Wetlands & Water Stewardship Manager	WWF- Zambia Country Office	Zambia	isinyama@wwfzam.org	✓		
64	Gershom Pule	Zambia Project Officer	Zambia Water Partnership	Zambia	Gershompule@gmail.com	✓	✓	✓
65	Evarist Protas	Water Plant Engineer	Bonita Bottlers Ltd.	Tanzania	protase@bbl.co.tz	✓	✓	