



The Alliance for Water Stewardship
Water Roundtable Process

Final Draft: April 20, 2011

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A) Executive Summary

Purpose of the Document

The AWS's mission is *to promote water stewardship: the use of freshwater that is socially beneficial, environmentally responsible and economically sustainable*. To achieve this mission, the AWS is developing a global water stewardship program, which will identify and reward businesses and water service providers who take effective action to reduce the impacts of their water use. Moreover, a key element of this program is the development of an International Water Stewardship Standard (IWSS). AWS's global Water Roundtable (AWS WRT) is the Alliance's multi-stakeholder standard-setting process. It is designed to be an equitable, transparent, globally acceptable process, which complies with the International Social and Environmental Accreditation and Labelling (ISEAL) Alliance's Standard-Setting Code.

This document outlines the overall AWS WRT process, including the standard decision-making body of the AWS WRT, which will be called the International Standard Development Committee (ISDC). It also outlines several of the aspects required by ISEAL's Standard-Setting Code. This document does not, however, cover issues related to the other aspects of AWS's global water stewardship program, most notably, AWS's governance, branding, business model or verification program. A glossary of terms used throughout the document may be found in Appendix A.

An International Water Stewardship Standards and a Global Water Roundtable

Water is a resource that has is increasingly under greater pressure. While regulatory approaches are a key aspect of water management, increasingly there is the recognition that voluntary approaches to water stewardship have an important role to play in meeting local, national and international goals (e.g., Millennium Development Goals). Furthermore, many existing voluntary standards have been commodity-based and focused on the "fence line impacts" of water stewardship. What has been lacking is a risk response strategy that addresses the cumulative impacts of water use, and engages all of the various stakeholders at the relevant watershed scale. The AWS has set forth to build such an international water stewardship standard and an associated water stewardship program.

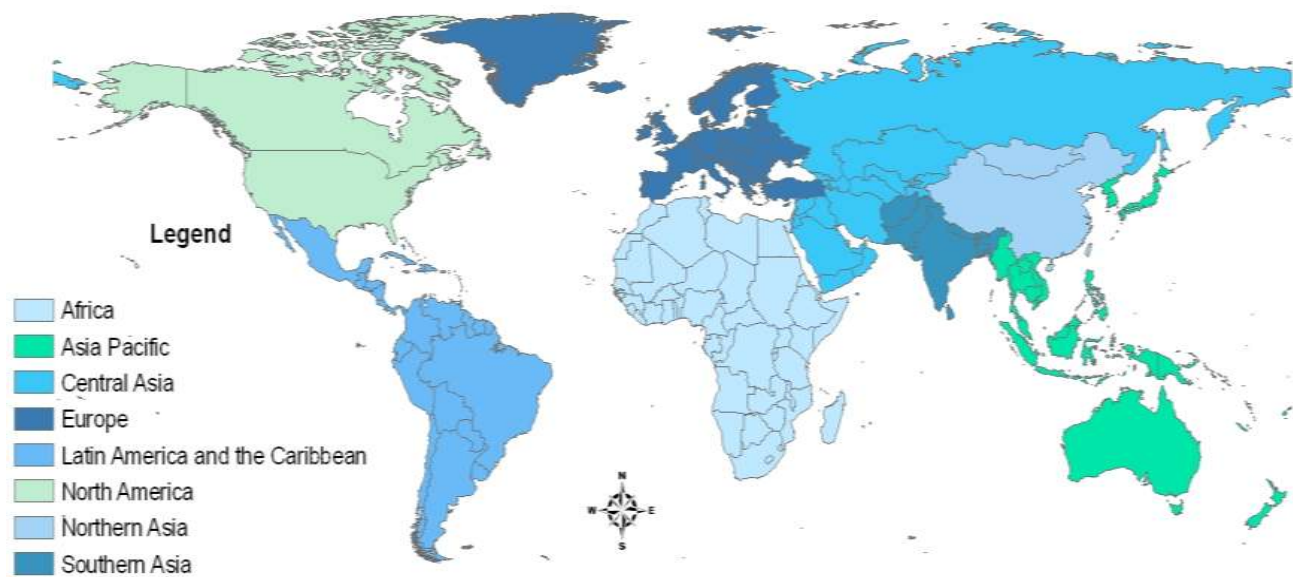
Given the ubiquitous nature of freshwater, and building upon lessons learned from various multi-stakeholder processes (i.e., standard-setting efforts), the AWS WRT needs to be both global and local. To gain credibility, the process will need to comply with ISEAL's various Codes of Good Practice, with a particular focus on the Standard-Setting Code. The latter requires explicit documentation of stakeholder representation and engagement, governance structure (of the process), the definition of consensus, and conflict resolution mechanisms, among other things. Accordingly, this document explicitly covers each of these issues.

The AWS WRT will be guided by a Terms of Reference (ToR) provided by the Alliance. Under these ToR, the AWS WRT will be coordinated and assisted by an AWS Secretariat and led by the Global Water Roundtable Coordinator. The basic model for the AWS WRT process is to use a concurrent

regional engagement process that employs the ISDC to consolidate input from various stakeholders. The ISDC will be composed of 15 individuals representing three stakeholder groups and eight geographic regions. The division of these regions was based upon an average of three factors: population (to reflect social considerations), gross domestic product (economic considerations) and area (environmental considerations) (see Figure 1). This structure helps to ensure a balance of interests amongst the various groups involved in the creation of the IWSS.

Additional details on the governance structure may be found in the ISDC Guidance Document.

Figure 1: Map of the Regional Divisions for the ISDC



The proposed stakeholder-based groups are:

1. **Businesses and water service providers** (includes business interests, farmers, trade associations and other IWSS users)
2. **Civil society organizations** (includes community-based organizations, indigenous groups, and social and environmental non-governmental organizations)
3. **Intergovernmental and public sector agencies** (includes river basin commissions, multilateral agencies, UN organizations and local authorities)

The ISDC, which will be made up of 15 voting members (5 individuals from each stakeholder group, with 1-3 from each region) will control what is accepted and rejected in the IWSS. The variability in number of individuals from any given region exists to allow for some flexibility in filling the positions on the ISDC. The ISDC will convene at least three times per year and operate in parallel with regional stakeholder engagement that will occur via Regional Meeting Convenors

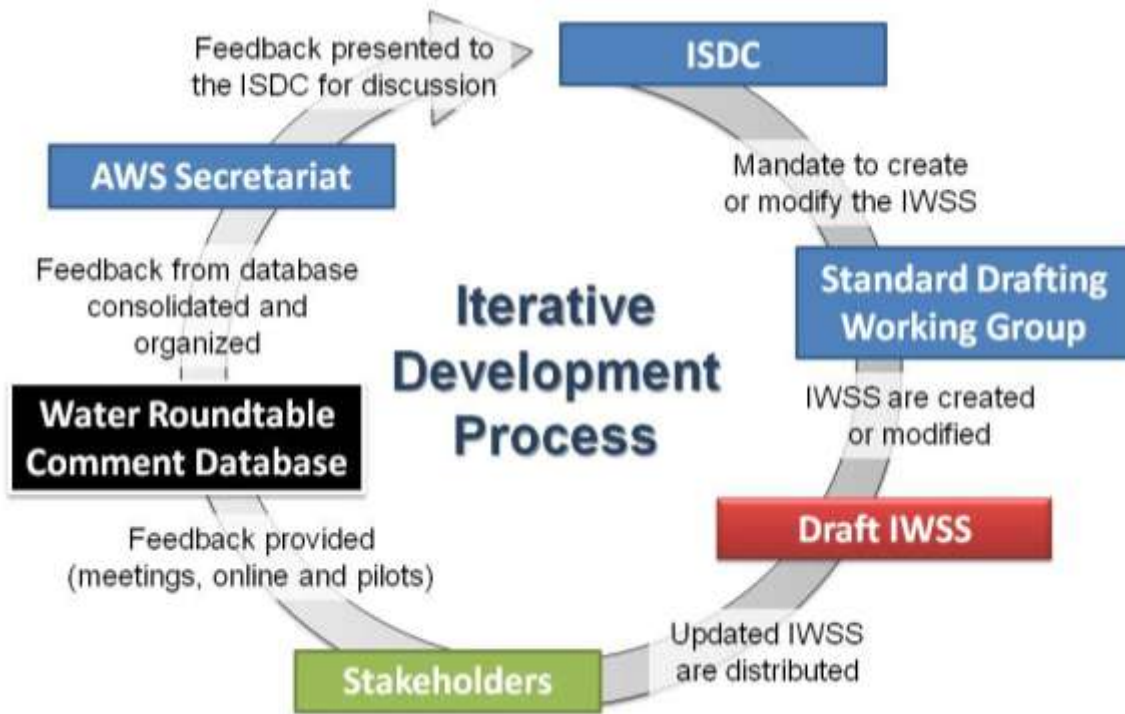
(RMCs).¹ RMCs are entities, coordinated by a Regional Coordinator, that have the mandate to engage stakeholders at the regional level in providing input and feedback on the IWSS. RMCs will also liaise with Pilot Testing Bodies (PTBs); agreed upon entities that organize and conduct pilot testing of the IWSS. Regional Coordinators, who are specific individuals, will be identified and will assist in the coordination of regional efforts. Regional Coordinators will also form a part of, and in turn be assisted by, the AWS Secretariat.

When developing the IWSS, the ISDC will set up a working group, known as the Standard Drafting Working Group (SDWG), to help draft successive versions of the IWSS, and be assisted by the AWS Secretariat and other working groups (TBD), along with input from the RMCs and PTBs. The RMCs will host regional stakeholder meetings concurrently, and the ISDC will meet several times per year (distributed among various regions) to ensure equity and efficiency. By using RMCs as the hub for feedback, the AWS WRT can maximize local stakeholder contact and engagement, while still maintaining a global perspective and coherence via the ISDC. The RMCs will in turn receive the benefit of playing a key leadership role in the development of the IWSS, and ensuring that the international standard meets the needs of its regions' nuances.

Once the IWSS has undergone the necessary public review to comply with ISEAL requirements (a minimum of two 60-day review periods), and the ISDC reached a consensus, the committee will deliver it to the AWS for approval, and to serve as the basis for AWS's global water stewardship program. Figure 2 provides an overview of the AWS WRT as a process.

¹ The term Regional Meeting Convenor describes the role of Regional Initiatives in the context of the AWS WRT to have the mandate convene stakeholders for feedback on the Standard within a region. Additional details on this role, and other AWS roles, may be found below in Appendix A: Glossary and Acronyms.

Figure 2: The IWSS Development Process



The AWS WRT is designed to produce an IWSS that focuses on minimizing the impacts of water use at the watershed² level. The Standard will be informed by existing regional water stewardship standards, water stewardship tools and approaches, and other multi-stakeholder initiatives to maximize the chances that the IWSS can link to an existing standards and thereby maximize interoperability, since many existing standards already have some water components. To this extent, other ISEAL-compliant standards will be actively solicited to play a role in the IWSS’s development, and the AWS WRT will explore opportunities to reduce standards proliferation.

The AWS WRT is expected to take roughly three years (June 2010 – July 2013) and is largely through its first year. The formal launch of the AWS WRT occurred in June 2010 in Brussels, Belgium, and the last eight months were largely spent developing processes (including this document), raising funds, and recruiting the ISDC in order to develop the first draft of the Standard. The targeted completion date for the first version of the IWSS is July, 2013.

Engagement in the Water Roundtable

Stakeholders are encouraged to participate and the AWS WRT will provide several avenues for involvement and providing input. These include:

1. The AWS will post all documents and actively solicit comments from stakeholders on drafts and other working documents on its website. Feedback about any documents can be

² For the purposes of this document, the terms watershed and catchment are used interchangeably.

provided at any time directly to the Global Water Roundtable Coordinator via email (alexis.morgan@wwfus.org).

2. The RMCs will actively and variably engage stakeholders (stakeholder outreach is elaborated on in Appendix B). Feedback via regional meetings and pilot trials that will occur throughout the world will provide additional information that can be fed into regional and global feedback mechanisms.
3. The PTBs will be engaged in piloting the draft IWSS in facilities and watersheds and in turn providing formal feedback and recommendations to the ISDC on the IWSS.
4. The ISDC is another key aspect of stakeholder engagement. As the representative decision-making body for stakeholders globally, it must decide by consensus on the final contents of the IWSS. Participation in the ISDC is open to any individual through application to the AWS Board.

Feedback and information from any of the different forms of engagement will be collated by the AWS Secretariat for consideration by the ISDC and summaries of stakeholder comment, as well as ISDC responses, will be posted to the website.

The ISDC will be separate from the AWS Board to ensure that it acts independently as a representative group of stakeholders. Board Organizations of AWS may be involved as stakeholders in the AWS WRT (by providing input, etc.), but **Board Organizations will not sit as voting members on the ISDC**. This protocol is in place to ensure that the process is truly multi-stakeholder and that the AWS Board Organizations do not control the Standard's development.

The AWS aims to ensure that stakeholder engagement is as comprehensive as possible. In that vein, the Alliance is undertaking a stakeholder mapping exercise and will be publically vetted. The RMCs will further ensure that comprehensive engagement has occurred and that there has been a genuine effort to solicit input from potentially affected parties. The AWS Board Organizations will continue to help develop funds to support both RMCs and PTBs.

Lastly, this document itself is a proposed process open to review, feedback and modification. Public feedback is welcome, and the Global Water Roundtable Coordinator will endeavour to make changes based on stakeholder feedback after a public review and comment period that will run until February 10, 2011. It was updated in March of 2011, approved by the AWS Board, and posted.

This version, dated April 20th, 2011 should be considered the working version until further notice.

B) Introduction

The Alliance for Water Stewardship (AWS)³ seeks to develop a global water stewardship program that results in social, environmental and economic benefits and addresses environmental and social impacts of agricultural, industrial, commercial and institutional water use. A key part of such a program is to convene a multi-stakeholder process (MSP) that will develop an International Water Stewardship Standard (IWSS, or simply “the Standard”).

The IWSS, which needs global acceptance and local relevance, will be developed through a MSP referred to as the AWS Water Roundtable (AWS WRT). To operate smoothly, the AWS WRT requires an agreed-upon approach that outlines how the Standard development process will operate. *This document outlines such an approach, and in short, describes the AWS WRT process that will guide the Standard’s development.*

This document is based upon the AWS WRT Terms of Reference (TOR) and is confined to the process for developing the IWSS. It does not cover other issues related to development of a water stewardship program, AWS’s governance, branding, business model, or verification program.

The document begins with a background on the AWS, and then discusses the standard-setting process being employed (International Social and Environmental Accreditation and Labelling’s, or ISEAL’s, Standard-Setting Code). Furthermore, the document clarifies issues related to the relationship among AWS, the AWS WRT, and the Regional Initiatives (RIs). It then goes on to cover issues related to the need for such a standard, the IWSS’s objectives and its scope. Finally, it explains the details of the AWS WRT engagement process, the governance structure of the Standards development, and timelines for the entire process.

The document builds upon the AWS WRT Process Design document created by Consensus Building Institute (CBI), which was presented and commented upon at the AWS WRT Launch Meeting in Brussels, Belgium, in June 2010 (available on the AWS website- www.allianceforwaterstewardship.org). The AWS has incorporated input that pertained to processes from that meeting.

This process document was posted for public commentary for 30 days, at which point feedback was addressed by the AWS WRT Coordinator in a transparent fashion via the [AWS website](#). The process was then put forth to the AWS Board for approval and is now posted publicly on the AWS website. The AWS WRT process is assumed to be largely static. Should stakeholders have concerns as the AWS WRT progresses, this document can be reviewed, and the ISDC will submit modifications to the AWS Board for consideration. In the spirit of transparency, any concerns, review, consideration and decisions of the AWS WRT process will be publicly posted.

³ Note a full list of acronyms and a glossary is provided in Appendix A.

C) Background on the Alliance for Water Stewardship and the Water Roundtable

1) Context

To understand the need for the Standard and the AWS WRT structure, a brief background on the AWS is helpful. The following sections provide some of this context and explain the need for a voluntary international water stewardship standard.

1.1) Origins and Emergence of the Alliance for Water Stewardship

Over the course of the last decade, numerous MSP-driven commodity standards have emerged. These MSPs, some of which have gained considerable market uptake (e.g., Forest Stewardship Council, or FSC, which now represents some 52 percent of global pulp and paper production; or the Marine Stewardship Council, or MSC, which represents 43 percent of all whitefish harvest⁴), aim to bring together diverse participants to identify better management practices, along with principles, criteria and indicators against which these practices can be verified. Roundtable participants represent all aspects of the supply chain from producers and buyers to non-governmental organizations and other actors involved with, or interested in, a given supply chain.

While voluntary approaches have long existed within various sectors (e.g., Responsible Care program in the Chemical Sector, which emerged during the 1970s and was formally introduced in 1986⁵), between 2006 and 2008, several organizations began to independently think about, and develop, water stewardship standards and certification programs. In mid-2008, Water Stewardship Australia (WSA), who had been developing a water stewardship system in Australia; The Nature Conservancy (TNC), who were thinking about a water stewardship certification program; and the Pacific Institute (PI) came together in California to formally establish the AWS. Launched at a meeting in June 2008, AWS was soon expanded with World Wildlife Fund (WWF) and Water Witness International (WWI) joining, followed by the European Water Partnership (EWP), who had also been developing a water stewardship standard in Europe; Water Environment Federation (WEF); the International Water Management Institute (IWMI), the Carbon Disclosure Project (CDP), and the CEO Water Mandate (CEO WM).⁶ These Board Organizations represent social, economic and environmental interests.

These ten organizations have a common vision for water stewardship. Participation as a Board Organization in the AWS is decided by the existing members based on needs, but is not based on any ability to financially contribute to the organization or the WRT. To date, the majority of the

⁴ Data are from WWF-International's Market Transformation Initiative certification working group. For more information, please contact Mireille Perrin Decorzent, the Standards and certification manager at WWF International.

⁵ American Chemistry (2010). "History of Responsible Care®." Available online at: www.americanchemistry.com/s_rctoolkit/sec.asp?CID=1787&DID=6615. Last accessed: November 25, 2010.

⁶ Board Organizations as of November 26, 2010.

funding for the AWS has derived from money raised by TNC and WWF, with other financial and in-kind support coming from several other sources including ICCO, GIZ, and several companies. More details on the AWS can be found on the AWS website.

The AWS's mission is *to promote the use of freshwater in a way that is socially beneficial, environmentally responsible and economically sustainable*. Within this content, environmentally responsible water use maintains or improves biodiversity and ecological processes at the watershed⁷ level, while socially beneficial water use recognizes basic human needs and ensures long-term benefits (including economic sustainability) for local people and society at large.

To accomplish its stated mission and vision, AWS aims to build a new voluntary global water stewardship program that will recognize and reward responsible corporations, farming operations, cities and other water users for their sustainable use of water resources. By developing a best practice standard for managing water in a way that enables economic development in an environmentally responsible and socially beneficial manner, the AWS aims to provide standards that can be used to certify businesses and water service providers⁸ who are taking major steps to minimize their water use impacts and ensure healthy watersheds with strong governance. The process being used to develop this standard is called the AWS global Water Roundtable.

1.2) The Need for an International Water Stewardship Standard

The need for a water stewardship standard can be broken down into the three questions explored below:

1.2.1) Why the need for improved water stewardship?

When it comes to water, there are overwhelming figures to justify the need for improved stewardship practices in virtually every watershed on the planet. More than 1 billion people lack access to safe, clean drinking water, and more than half of the hospital beds in the world are occupied by people afflicted with water-borne diseases. More than 800 million are malnourished, primarily because there isn't enough water to secure adequate food supply. While evidence at present suggests that we will likely almost meet the Millennium Development Goal related to access to water, we will likely *not* meet the Sanitation Goal. In addition to water scarcity issues that are driving health and well-being concerns (Figure 3), fish and other freshwater species are among the most imperilled on the planet, largely because of the ways that humanity has polluted and exploited their habitats (Figure 4). Very few rivers and watersheds on the planet remain unfragmented (Figure 5), a condition that heavily affects the health of numerous freshwater species.

⁷ For the purposes of this document, the terms watershed and catchment are used interchangeably.

⁸ Businesses and water service providers is used throughout this document to denote those companies (both private and public) that employ the Standard. It is inclusive of agriculture (farmers) and other extractive industries, and may include small-scale water users (though it does *not* include households).

Figure 3: Water Scarcity Across the Planet

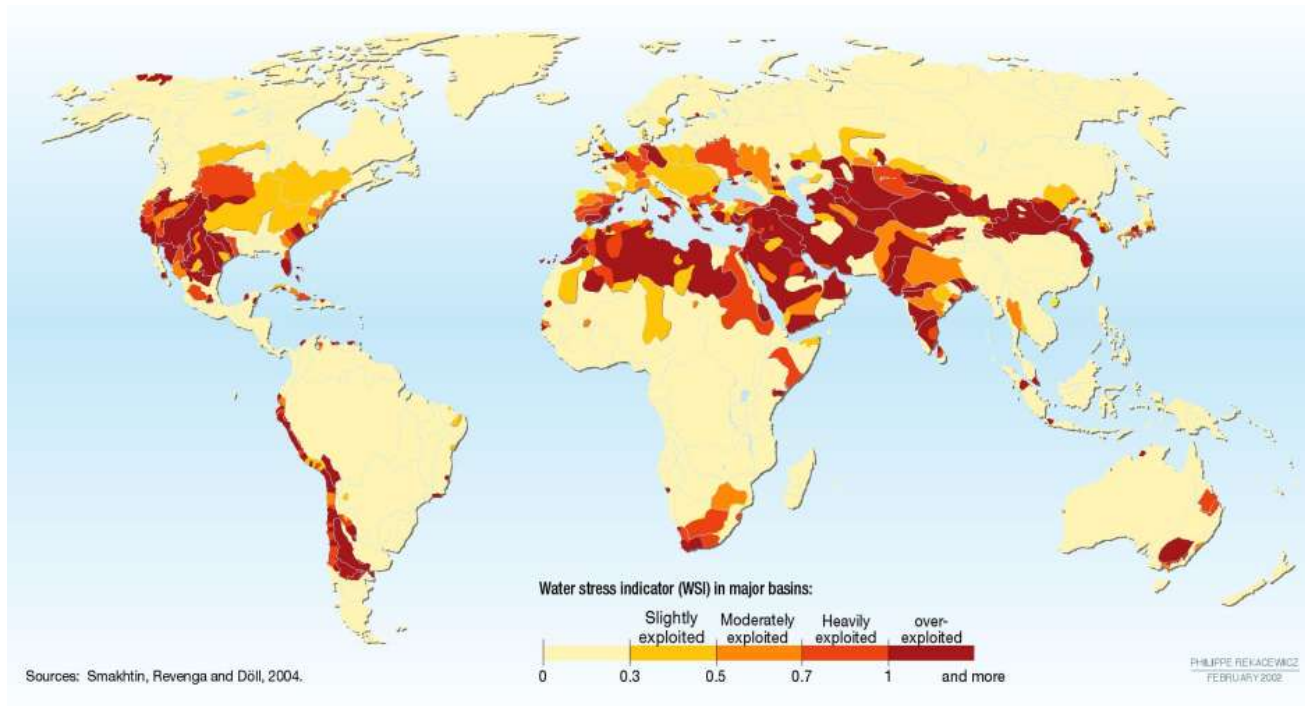
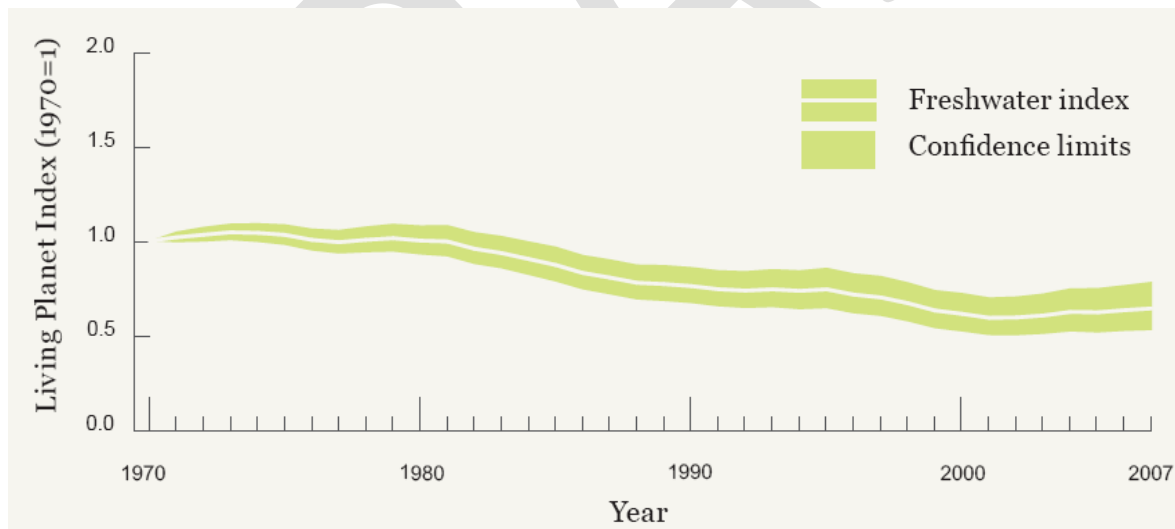
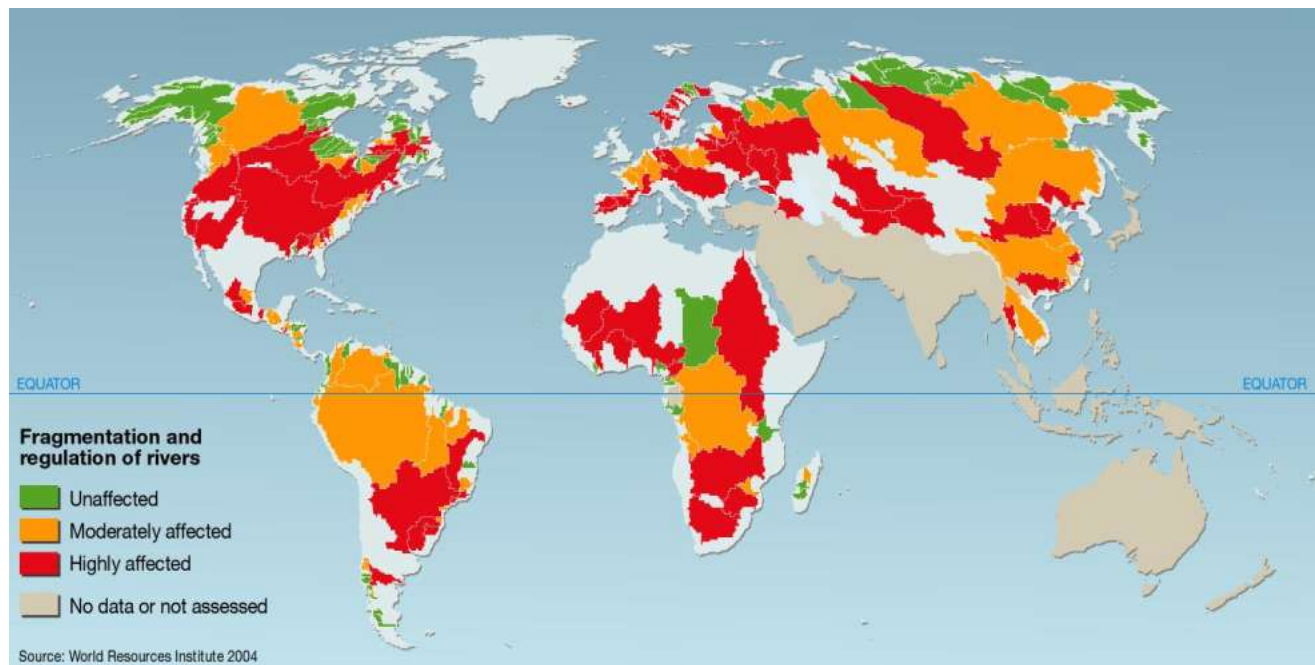


Figure 4: Freshwater Biodiversity Trends from the 2010 Living Planet Index⁹



⁹ WWF & Zoological Society of London (2010). *Living Planet Report*. Available online at: wwf.panda.org/lpr/. Last accessed: October 30, 2010.

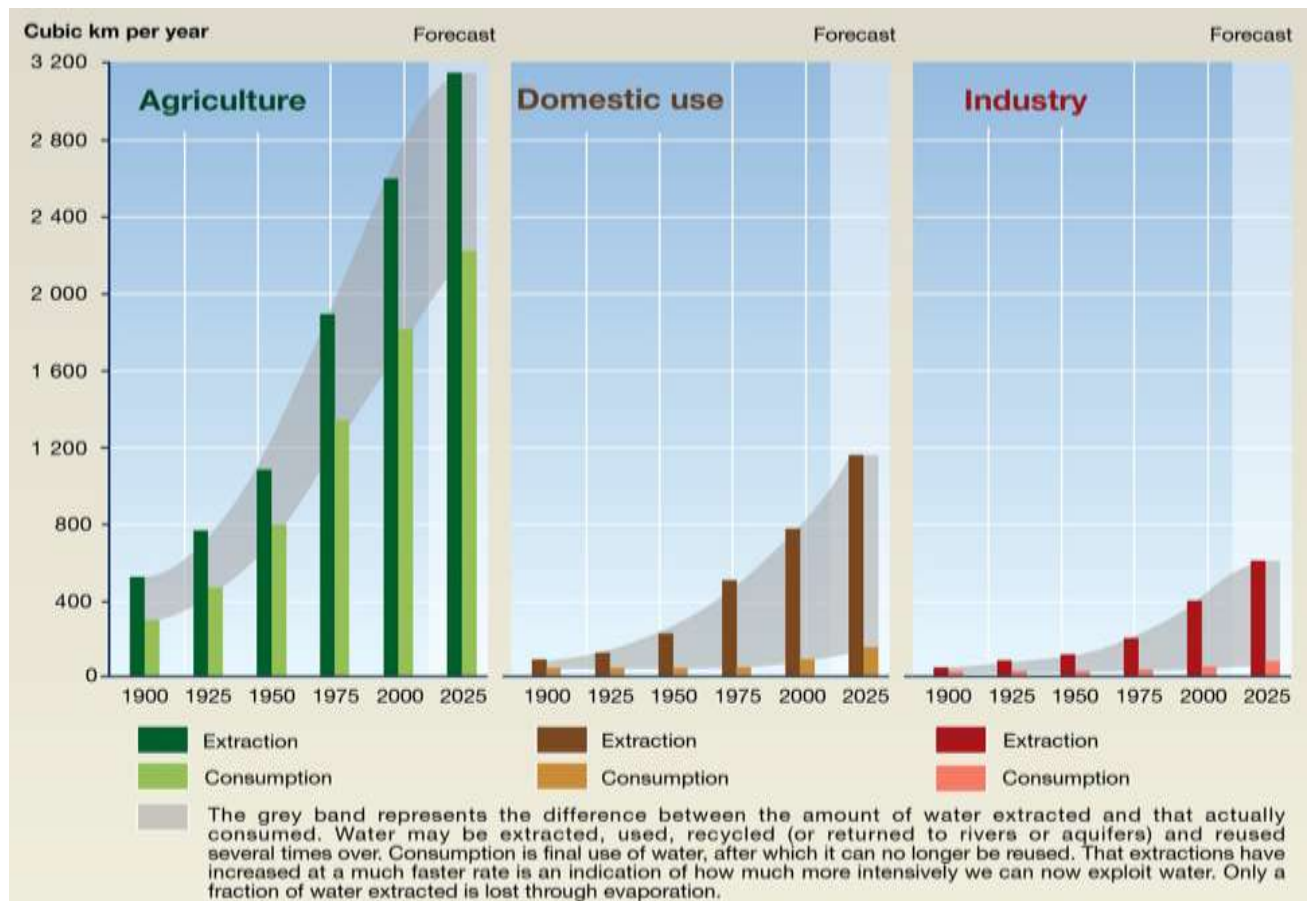
Figure 5: River and Watershed Fragmentation¹⁰



Furthermore, in addition to our current status, the trends that are predicted for the future, due to increased extraction and consumption (Figure 6), increased population, and climate change effects wherein numerous heavily inhabited or irrigated areas will suffer from water shortages or abundances (Figure 7).

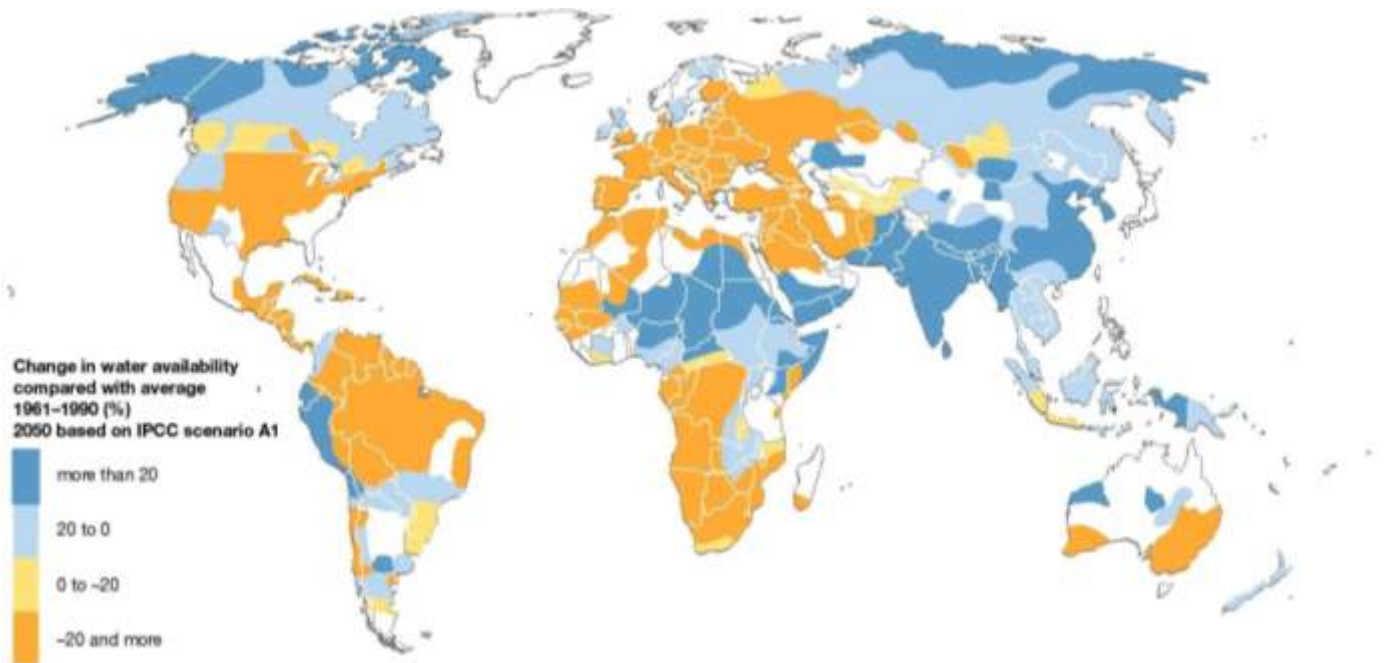
¹⁰ World Resources Institute (2004). "Pilot Analysis of Global Ecosystems: Freshwater Systems." Available online at: www.wri.org/publication/pilot-analysis-global-ecosystems-freshwater-systems#data. Last accessed: October 30, 2010.

Figure 6: Historic and Predicted Trends in Water Use by Sector, 1900–2025¹¹



¹¹ Shiklomanov, I. A. (1999). World Water Resources and Their Use: A Joint SHI/UNESCO Product. Available online at: <http://webworld.unesco.org/water/ihp/db/shiklomanov/>. Last accessed: October 30, 2010.

Figure 7: Climate Change Impact on Freshwater Availability¹²



All these figures suggest that freshwater and its stewardship is both a present and growing concern. They also suggest that traditional regulatory approaches have not fully succeeded in addressing water-related concerns. Accordingly, the AWS believes that there is the opportunity to bring to bear additional, voluntary approaches in an effort to achieve these societal goals, such as the preservation of freshwater biodiversity or improvements to drinking water and sanitation.

1.2.2) Why a voluntary standard-based approach?

After the need for water stewardship has been established, the next question is “Why is a voluntary standard a suitable approach?” AWS recognizes that there is, and will always be, the need for regulatory approaches to water management. Nevertheless, AWS believes that voluntary approaches can be a powerful tool to help improve water stewardship practices. Where existing regulatory approaches are not delivering outcomes that are satisfactory to local stakeholders, AWS believes that voluntary standards can offer an complementary approach.

In 2003, Hartsfield and Ostermeier surveyed parties involved in FSC, and found concrete evidence suggesting that certification processes have been responsible for changes in on-the-ground, ecological and silvicultural practices as a result of the forest certification process.¹³ Other work on the assessment of the effectiveness of FSC (one of the earliest, and therefore best studied, voluntary standards) indicates that researchers are cautiously optimistic about the impacts of FSC

¹² Arnell, N. W. (2004). “Climate Change and Global Water Resources: SRES Emissions and Socioeconomic Scenarios.” *Global Environmental Change*, 14: 31-52.

¹³ Hartsfield, A., and D. Ostermeier (2003). “The View from FSC-Certified Land Managers.” *Journal of Forestry*, December: 32-36.

on indigenous rights (Canada) and forest management (Brazil).¹⁴ Furthermore, Steelman and Rivera (2006: 521) noted that “Voluntary Environmental Programs [such as voluntary Standard] are valuable tools that can supplement the regulatory toolkit. Their strength lies in serving the multiple interests that can come together to benefit from more flexible regulation, lower administrative burdens, and superior environmental performance.”¹⁵ They also concluded that while there are potential weaknesses to such voluntary approaches, these can be minimized by ensuring that such programs are performance-based, have third-party oversight, and include sanctions or rewards. MacLean (2007) noted similar concerns regarding voluntary approaches, including the need for transparency and verification.¹⁶

In looking at food standards, Fulponi (2006:1) concludes that “[Voluntary standards related to] labour, environmental and animal welfare are also gaining ground as strategies for customer loyalty and market shares ... Given their [major OECD retailers] buyer power, these [the emergence of voluntary standards] developments can be viewed as a way of governing the food system and will be important for both OECD and non-OECD food and agricultural sector evolution in the coming years.”¹⁷

The lessons learned from other efforts have therefore been incorporated into the thinking of AWS and the AWS WRT (Appendix C).

While voluntary standards are not the only answer, nor do they replace the need for regulatory governance structures, evidence suggests that they have resulted in better management practices in several industries. While more time is needed to adequately assess the impacts on biodiversity and human well-being, AWS will look to incorporate the lessons learned on impacts assessment as studies are published.

1.2.3) Why a Water Stewardship Standard?

This question is important given that many voluntary standards already focus along commodity lines and include water in their principles and criteria (see Appendix C for a tabular breakdown of water aspects included in other standards). There are several answers to this question:

1. **Agriculture and other extractive industries:** Numerous standards exist for agricultural commodities (e.g., Sustainable Agriculture Network / Rainforest Alliance, Fairtrade

¹⁴ Kirton, J. J., and M. Trebilcock, eds. (2004). *Hard Choices, Soft Law: Voluntary Standards in Global Trade, Environment and Social Governance*. Global Environmental Governance Series. Aldergate: Ashgate Publishing Limited, pp. xviii, 372.

¹⁵ Steelman, T.A., and J. Rivera (2006). “Voluntary Environmental Programs in the US: Whose Interests are Served?” *Organization and Environment*, 19 (4): 505–526.

¹⁶ MacLean, R. (2007). “Are Voluntary Standards Working?” *Environmental Quality Management*, Autumn: 97–101.

¹⁷ Fulponi, L. (2006). “Private Voluntary Standards in the Food System: The Perspective of Major Food Retailers in OECD Countries.” *Food Policy*, 31: 1–13.

standards, Roundtable on Responsible Soy, Better Sugarcane Initiative, Better Cotton Initiative, etc.), as well as other extractive industries (e.g., Marine Stewardship Council, Forest Stewardship Council, Aquaculture Stewardship Council). However, these standards address water in a variable fashion, and most prescribe process-based (i.e., management actions) within property lines. For example, the generic Fairtrade standards address water as it relates to soil erosion under 3.4.1.1 (evaluation of the causes of erosion, documentation of problems with associated actions/timelines for remediation, and noting/monitoring of erosive conditions). Few are comprehensive in how they treat water, address performance (i.e., impacts), and none address cumulative impacts at the watershed level.¹⁸

2. **Industry (remainder of the supply chain):** While agriculture accounts for a very large percentage of global water use, especially in poorer countries, industrial purposes require considerable water use. For many of these industrial businesses, voluntary social and environmental standards with a credible certification do *not* exist, including, for example, parts of the beverage sector, processing within most of the mining sector, and much of the energy sector. The IWSS will provide a tool to service the needs of facilities within these sectors, which can account for considerable water use, and the impacts these facilities have at a watershed level. Again cumulative impacts at the watershed level are currently a gap.
3. **Water service providers:** Discussions with American Water Works Association (AWWA) and International Water Association (IWA) suggest that there is a demand for a water stewardship program that water service providers can apply in their work and extend to the watershed level.

AWS believes that these reasons highlight the gap in water stewardship, and that a voluntary standard in this space will fill a niche.

1.3) Development of the Global Water Roundtable

Recent decades have seen a proliferation of voluntary environmentally and socially focused standards developed in a MSP fashion¹⁹. The idea behind such standards is to improve production practices of high-impact commodities by engaging key companies that represent disproportionate amounts of the supply chain, and thereby reduce the environmental and social impacts. This theory and approach has meant that, to date, it has been possible to bring together this limited set of companies along with important nongovernmental organizations and other key actors, all in a single room and draft the Standard in global meetings.

¹⁸ **Facility and watershed levels:** Virtually all voluntary standards to date have focused on site-level certifications. That is to say, the business interested in certification tends to certify its operations “within the fence lines” of its property. The initial thinking behind the IWSS is that it would operate at both the facility and the watershed levels, since responsible water stewardship within a single operation is often insufficient to reduce risk. Accordingly, the AWS approach to certification differs from virtually all other certifications to date, thus complementing other standards.

¹⁹ For example, see Golden, J.S. (Ed) (2010) An Overview of Ecolabels and Sustainability Certifications in the Global Marketplace, Interim Report Document #2010-10-1, Corporate Sustainability Initiative, Nicholas Institute for Environmental Policy Solutions, Duke University. Available online at: <http://nicholasinstitute.duke.edu/sustainability/measuringsustainability/ecolabels> Last accessed: December 31, 2010.

Water, however, is not a commodity. It is used by every plant and animal, humans included. It essentially touches every industry, in every country throughout the world and is important to not only the economy, but to the environment and to sociocultural values. It is not created nor destroyed, but rather cycled and shifted in its availability. Water is specific to a given basin in its abundance and availability, as well as its qualities.

Given these aspects, the traditional approach of convening single, large global roundtable meetings is not well suited to water. To maximize the opportunities for stakeholder to contribute to a water stewardship standard, it is necessary to make the engagement process as local as possible. The response has been to propose a AWS WRT process (the focus of this document) that has endeavored to build upon the MSP findings to date.

Market-uptake of various environmentally and socially oriented standards suggest that the large multinationals have tended to adopt standards created via credible MSPs.²⁰ The AWS decided to use the standard-setting protocol put forth by the ISEAL Alliance,²¹ a global association for social and environmental standards that develops guidance and helps strengthen the effectiveness and impact of these standards. The AWS believes that ISEAL's Codes of Good Practice, and in particular their Standard-Setting Code, represent the best available protocol for establishing a credible International Water Stewardship Standard (see below under 2.3).

2) Objective and Scope of the International Water Stewardship Standard

With the articulation of the need for an international water stewardship standard, the following section provides an overview of the specific objective of the IWSS, and the scope of its application.

2.1) AWS WRT Terms of Reference and Objectives

The Water Roundtable's Terms of Reference (TOR) lay out the objective of the IWSS and the purpose of the WRT. Specifically, the objective of the WRT process shall be to develop a single, generic international standard and associated guidance documentation,²² which meets the specifications defined below and is sufficient to meet the objectives of the AWS water stewardship program. This will largely involve the development of a standard that outlines the processes and/or performance levels required to reduce the key environmental and social impacts associated with water use to stakeholder-set sustainable levels whilst simultaneously providing economic sustainability to stakeholders. This objective was set forth by AWS in the WRT's Terms of Reference (TOR, see Appendix D), briefly summarized below.

²⁰ For example, see the various standards adopted by Wal-Mart.

²¹ For more information on ISEAL, please visit www.isealalliance.org/content/about.

²² For example, guidance on application of the IWSS to different kinds of businesses, or for implementation in different countries or regions of the world.

The AWS TOR:

- Specify AWS's quality requirements in relation to the WRT process, for example in relation to transparency, stakeholder participation, public review of draft standard(s), etc.
- Specify AWS's quality requirements in relation to the standard(s) to be developed as a result of the WRT process, for example, in relation to social and environmental objectives, geographical and sectoral scope, etc.
- Specify key steps for the establishment of the WRT process

Once the TOR have been approved by the AWS Board, they will be used by the Board:

- To evaluate the more detailed WRT process specification developed by the AWS Secretariat, to ensure that it meets the Board's requirements
- As an authoritative reference point to ensure the ongoing integrity of the WRT process as it is implemented
- To evaluate the standard(s) subsequently developed by the WRT process, to ensure that it provides an effective basis for the AWS water stewardship program

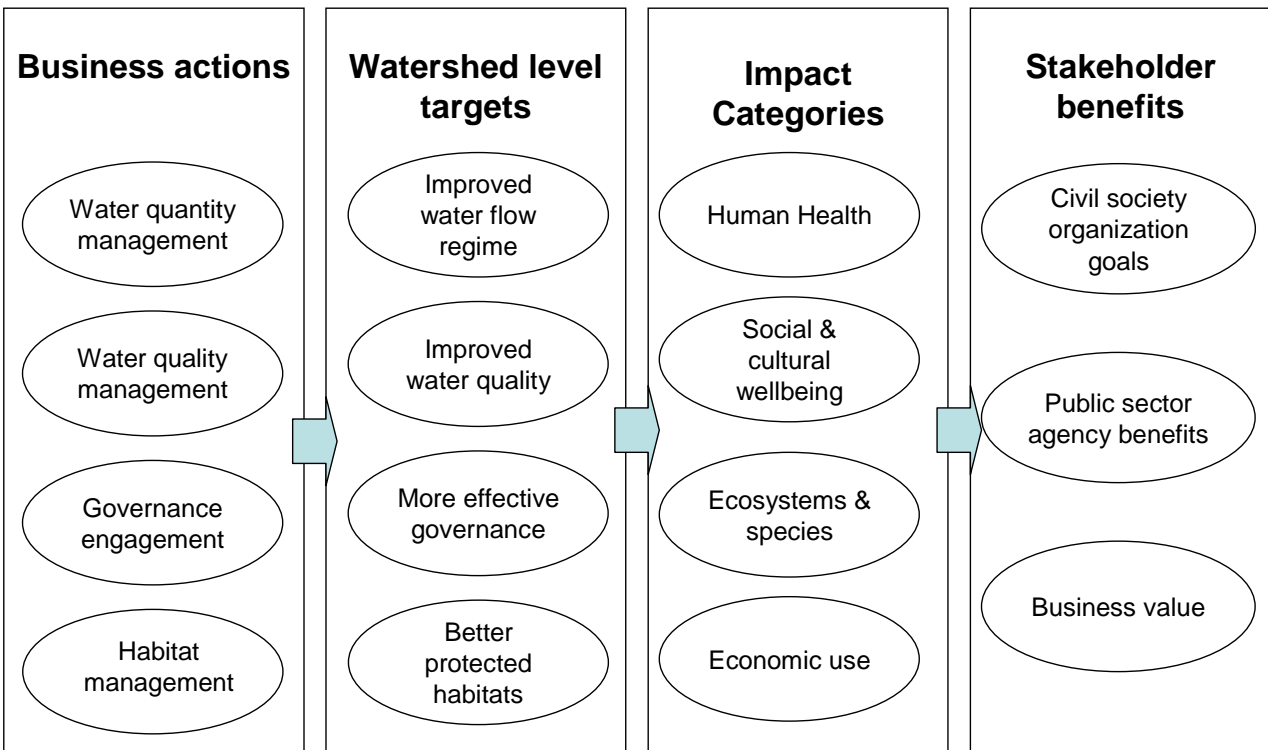
According to the TOR, the WRT process shall comply with the requirements of the ISEAL Codes of Good Practice for the Development of Social and Environmental Standards. The TOR also mandates the creation of the ISDC, the need to engage stakeholders at the regional level and through pilot studies, and a targeted completion date of July 2013.

Moreover, the TOR specifies the standard's social and environmental objectives, which are **to minimize the negative impacts²³ of water use related to ecosystems and species, human health, social and cultural well-being, and economic use.**

The TOR indicates that the IWSS shall achieve these objectives by identifying actions that can be taken by businesses to achieve catchment-level sustainability targets in relation to improved water flow regime, improved water quality, more effective governance, and better protected habitats, as illustrated in Figure 8.

²³ "Impacts: The Undesirable Consequences of Human-Induced Effects on Water." See [Impacts paper from WRT launch meeting](#) for further explanation.

Figure 8: IWSS Impacts and Objectives



The standard(s) shall:

- Be global in its geographic scope
- Take account of and aim to address the impacts of an organization's direct, as well as indirect, water use
- Aim to address impacts at a watershed level
- Be applicable to businesses of all sectors with a significant influence on water use including but not limited to agricultural producers, extractive industries, manufacturers, the service sector and water service providers
- Be sufficient for the implementation of the AWS global water stewardship program without the need for the development of further standards
- Be written such that conformance can be objectively verified and that tangible outcomes in water management practice and performance can be independently identified
- Support and not diminish effective water regulation and policy
- Specify the combination of process and/or performance requirements considered optimal to achieve the specified objectives
- Be designed to align, mutually reinforce and, so far as possible, avoid duplication with complementary standards or approaches such as sectorally-specific "best management practice" standards, water footprinting standards, environmental reporting standards, management system standards, etc.
- Be designed so that their implementation shall not disadvantage small and medium-sized enterprises in comparison to larger enterprises nor disadvantage businesses in Least Developed Countries (LDCs) in comparison to those in More Developed Countries (MDCs)

- Be able to support an evaluation of the level of performance of a site or an organization (for example, through a score or grade), so that claims and incentives can be scaled accordingly
- Not require individual product-level traceability in order to be implemented

The AWS WRT TOR (see Appendix D for the full details) will be considered throughout the WRT and the AWS Secretariat have the mandate to ensure that these TOR are being maintained for the duration of the WRT. Should the TOR be violated, concerns will be raised to the AWS Board who may take action as they deem appropriate, which will then be publicly disclosed. It is anticipated that in addition to the IWSS, guidance materials will be developed to support the implementation of the IWSS and these will be ready at the same time as the finalized IWSS.

2.2) Scope of IWSS Application

As its name suggests, the International Water Stewardship Standard is intended to be applicable internationally, in any country, across a range of habitats. Further, the IWSS is intended to be broad in its applicability across sectors.

While the IWSS will affect all stakeholders in a watershed, the standard is designed primarily for large water users while simultaneously not disadvantaging small water users. AWS recognizes that there is no line between “large” and “small” water users, rather the applicability will be determined through testing via pilots with various groups of various sizes.

Ultimately the primary audience of the IWSS are those entities that have the most influence on the sustainability of watersheds because of their disproportionate water use impacts. The AWS believes these entities are most likely to look to such a standard. Data from FAO AQUASTAT suggests that the business sectors noted below (Table 1) are key water users relative to some of the other sectors; and accordingly AWS will target them²⁴. Regardless of prioritization, the IWSS will also aim to be fair to small and medium-sized businesses and water service providers, with the intention to make it broadly applicable.

Table 1 provides a subdivision of the targeted primary standard users, along with the classification of other groups into three broad stakeholder categories: 1) businesses and water service providers, 2) intergovernmental and public sector agencies, and 3) civil society organizations. The classification of businesses and water service providers employs the Global Industry Classification Standard (GICS) Codes where possible. Should the outcome of the review of this document opt for an interest-based governance structure (see Section E: Governance and the Global Water Roundtable), stakeholders may be classified by self-identified interest instead.

²⁴ Figures are based upon FAO AQUASTAT, available online at: www.fao.org (March 2004). Wealthier nations were defined using IMF “advanced economies” criteria.

Table 1: Industry Classification and Prioritization (based on GICS Codes)

Businesses and Water Service Providers	Agriculture (including horticulture, livestock and ranching, and aquaculture)
	Mining (and metals manufacturing)
	Forestry (and paper and forest products)
	Packaged Foods and Meats
	Chemicals
	Beverage
	Oil, Gas and Consumable Fuels
	Manufacturing (other)
	IT/Tech
	Retail (grocery and apparel)
	Tourism
	Health Care
	Financials (private banks)
	Building and Business Services
	Private and Private Water Supply and Sanitation Utilities
	Private and Public Hydropower and Energy Utilities
	Regional and Basin Water Management (private)
Business and Water Service Provider Associations	
Private Consultants	
Intergovernmental and Public Sector Agencies	Regional and Basin Water Management (public)
	National Government Water Agencies
	Multilateral Organizations
	Government Funders
	Multilateral Banks
	Academia and Public Research Institutions
Civil Society Organizations	Social, Humanitarian, and Health (human-based) NGOs
	Environmental (nature-based) NGOs
	Indigenous Groups
	Existing Commodity Standard Social Enterprises (e.g., ISEAL members.)
	Foundations
	Certification Organizations (such as ISEAL)

2.3) ISEAL Standard-Setting Code

ISEAL's Standard-Setting Code outlines a protocol to establish credible standards. Specifically, the code lays out requirements for a standard's structure and process by which standards are developed and revised. Their code emphasizes the importance of an open and transparent standard-setting process and broad, balanced stakeholder engagement in the development of and decision-making around the standard. The AWS WRT will use and be compliant with the ISEAL Standard-Setting Code throughout the IWSS's development.

According to the Standard-Setting Code, “key steps” in standards development include:

- Defining the objectives of the standard and justifying the need for its development
- Identifying affected stakeholders and providing them with information about the code development process and how they can participate
- Having public consultations and ensuring that a balance of interests participates
- Providing a variety of opportunities for stakeholders to participate and tools (i.e., teleconferences, meetings and webinars) to help them do so
- Ensuring the variety of opinions stakeholders express are given equal weight, as well as providing for balanced decision-making
- Making the standard and supporting documents publicly available and reviewing the standard on a regular basis

Furthermore, requirements for a standard’s structure and content include:

- Having clearly defined objectives and ensuring that the standard’s requirements contribute directly to achieving those objectives
- Ensuring the standard’s content is clear, unambiguous, and relevant to the market and that it builds on regulatory requirements
- Balancing the need to adapt the standard so that it is locally applicable with the desire for global consistency in its interpretation
- Working to harmonize the standard where content or scope overlap with another scope or initiative²⁵

For the full details on the current version of the Standard-Setting Code (April 2010), please see the ISEAL Alliance’s website at: www.isealalliance.org/resources/p005-iseal-code-good-practice-setting-social-and-environmental-Standard-v50.

Further to the points noted above, the standard will be designed in such a way that it does not lead to conditions that create trade barriers.

²⁵ ISEAL Alliance (2010). The Standard-Setting Code. Available online at: www.isealalliance.org/content/standard-setting-code. Last accessed: October 27, 2010.

D) The Water Roundtable Process

As noted above, the multi-stakeholder process-based approach to the IWSS's creation, is the Alliance for Water Stewardship's Water Roundtable (AWS WRT). This section outlines both the general process, and introduces the governance and decision-making structure, which is explored in more detail in Section E of this document.

The initial version of the AWS WRT process was developed through the work of the Consensus Building Institute (CBI) and was presented in Brussels, Belgium, at the AWS WRT launch in June 2010. CBI proposed a concurrent regional engagement coordinated by a global stakeholder decision-making body (the ISDC). Since June 2010, this initial thinking has undergone further refinement and can now be seen in Figure 9.

1) The Relationship Between Regional Initiatives and the AWS WRT

Within Figure 9, regional engagement is at the heart of the process. Even prior to the launch of the AWS WRT, Regional Initiatives (RIs) were established, taking into account the international origins of the AWS and its organizations. During 2010 the AWS clarified what it *meant* by the term *regional initiative*, in which two distinct aspects were identified:

1. The role of RIs in the development of the standard
2. The role of RIs in the development of AWS as an organization

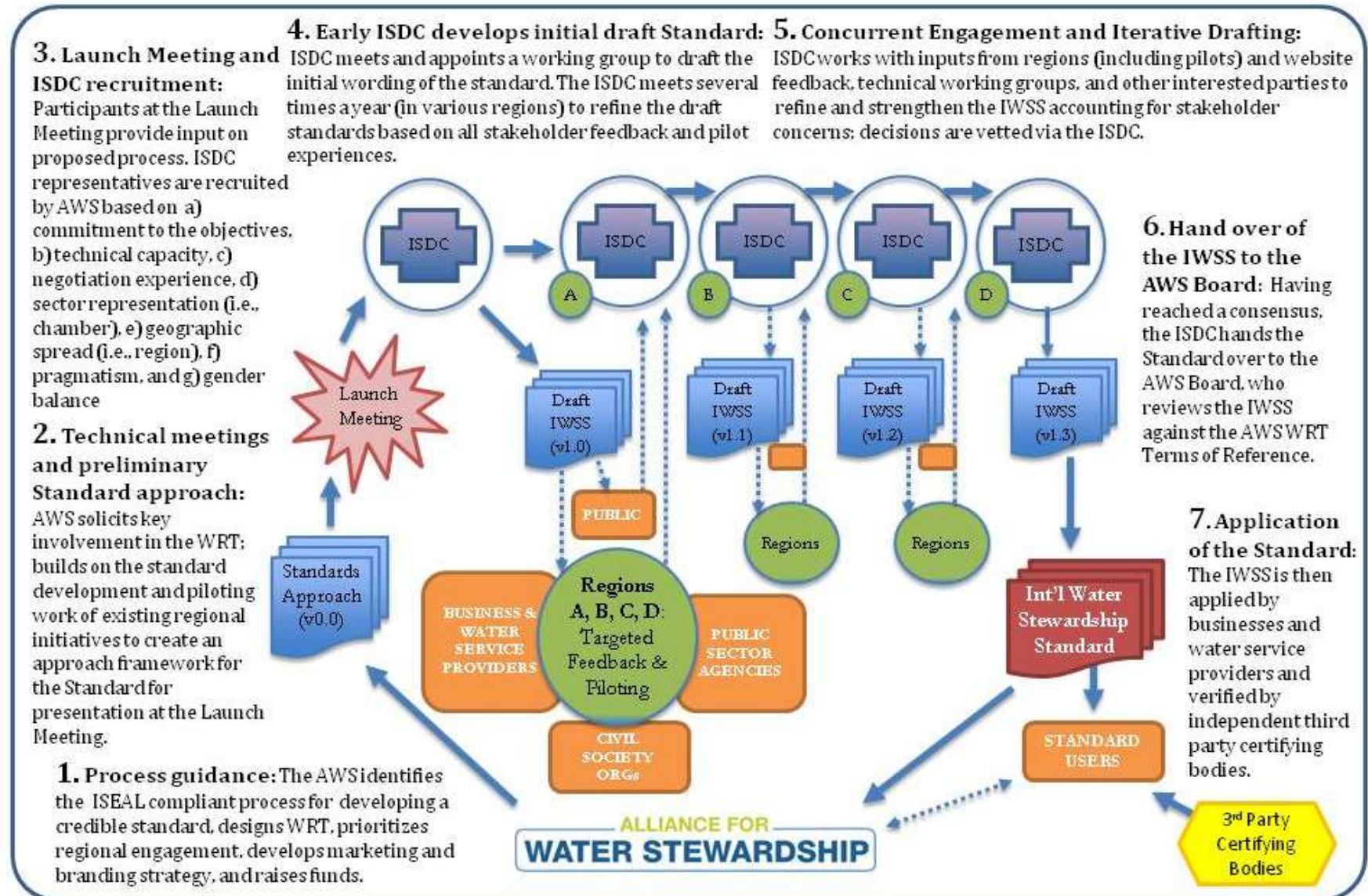
Involvement in AWS in the short term (its Development Phase) was recognized as distinct from possible roles in the future organization (subsequently referred to as the future Water Stewardship Enterprise, or WSE).

However, this document is focused on the former issue: the role of RIs in the IWSS's development. Over the fall of 2010, the AWS Regional Initiatives Board Committee sought to further clarify the role of RIs in the context of the AWS WRT. The AWS Board concluded in September, 2010 that ***two key roles will occur in regions that pertain to the AWS WRT:***

1. **Convening regional stakeholders**, which involves managing regional stakeholder participation in the IWSS's development ("Regional Meeting Convenors", RMCs)
2. **Piloting draft standards**, which involves determining how pilot testing will occur ("Pilot Test Bodies", PTBs)

The AWS Board discussions at that time also concluded that the AWS WRT process should focus on ensuring credible, global participation in these steps, and should not consider the establishment of an RI structure a precondition for stakeholder engagement. In other words, in the regions where AWS is behind, full Regional Initiatives need not be established to begin WRT engagement.

Figure 9: Details of the Water Roundtable Process



Accordingly, the AWS has now distinguished between the roles of Regional Meeting Convenors (RMCs) and Pilot Testing Bodies (PTBs), as noted below.

Regional Meeting Convenors will:

- have a defined geographic scope and will be non-overlapping (i.e. only one agreement covering a given area)
- recognize the organization as having AWS’s endorsement as the convening body for engaging stakeholders in the discussion of an AWS draft international standard in its area
- specify AWS’s commitment to the organization to provide it with up to date versions of AWS’s standards development process, draft standards and associated materials; provide access to communications materials (PowerPoints, newsletters, brochures, etc); provide the organization with access to AWS’s internal website, minutes of Board meetings
- specify AWS’s commitment to support the organization in seeking funding for its regional engagement in the AWS standards development process
- specify AWS’s expectations in relation to transparency, balance of interests, etc, in line with the ISEAL Code of Good Practice and AWS’s WRT Standards Development Process
- specify the organizations’ obligations to report to AWS, e.g. keeping AWS informed of their activities, including listing involved stakeholders, collating comments, and making all comments available to the AWS standards development process
- specify expectations in relation to the translation of materials into regionally appropriate languages
- incorporate other elements to be agreed by the AWS Board

Organizations acting as RMCs may sit on the ISDC unless they are also AWS Board Organizations. The contingency plan for where Regional Convenors cannot be found is to contract a Regional Coordinator who will convene meetings until such time as an RMC can be found. Additional information on the division of the regions is noted in Section E.

Conversely, **Pilot Testing Bodies** will:

- have a defined geographic scope, but allow Pilot Testing Bodies to work in overlapping areas (i.e., there may be more than one organization carrying out pilot testing of AWS standards in a given area)
- recognize the organization as having AWS’s endorsement to carry out pilot testing on its behalf in the area
- specify AWS’s commitment to the organization to provide it with up to date versions of AWS’s standards development process, draft standards and associated materials; provide access to communications materials (PowerPoints, newsletters, brochures, etc.); provide access to AWS’s most up to date pilot testing methodologies; templates, etc; provide access to the findings of other official AWS pilot tests
- specify AWS’s commitment to support the organization in seeking funding for its standards pilot tests, and to refer companies offering to take part in pilot tests to it
- specify AWS’s requirements in relation to pilot testing, including the use of the most up to date draft standard; using an AWS-approved methodology; reporting on planned and ongoing pilot tests in an agreed format; clarifying IP issues in relation to pilot testing; and making the results of their pilot tests available to AWS and to other official PTBs
- incorporate other elements agreed by the AWS Board.

Any RI may, or may not, be either an RMC and/or a PTB. Agreements will be struck with existing and future RIs in coming months with an emphasis on those regions that are further behind (e.g., Africa, Southern Asia, Northern Asia, and Central Asia). The key distinction between RIs and RMCs/PTBs is that the latter will only exist during the period of IWSS formulation (i.e., during the AWS WRT). After the IWSS is completed, the RMCs and PTBs will disband, along with the ISDC (and its regional composition), while the RIs are not limited to this same timeline. Furthermore, the AWS WRT regions that will be used for governance in the ISDC (Figure 1/14) may or may not align with RIs, RMCs, or PTBs. While an effort will be made to align these structures within common regions, this may not be possible.

The AWS WRT will operate using the combination of an International Standard Development Committee (ISDC); RMCs, which will host regional meetings of stakeholders; and PTBs, which will undertake pilot tests of the draft IWSS. These latter two roles act as the primary mechanism for stakeholder engagement, though, other for a supplement them. *The AWS Secretariat will assist all these bodies and help organize the logistics of the entire AWS WRT, but play no formal decision-making role in the WRT* – rather they help to facilitate the entire process and ensure the WRT TORs are being met.

The AWS WRT process is designed to be a rapid, iterative, adaptive management loop in which the Standard undergoes testing and feedback loops that inform successive versions of the IWSS. Figure 10 illustrates this loop, but note that stakeholder engagement is continual with each successive version of the IWSS.

Figure 10: Water Roundtable Development Process



Several key aspects of how the AWS WRT will operate include:

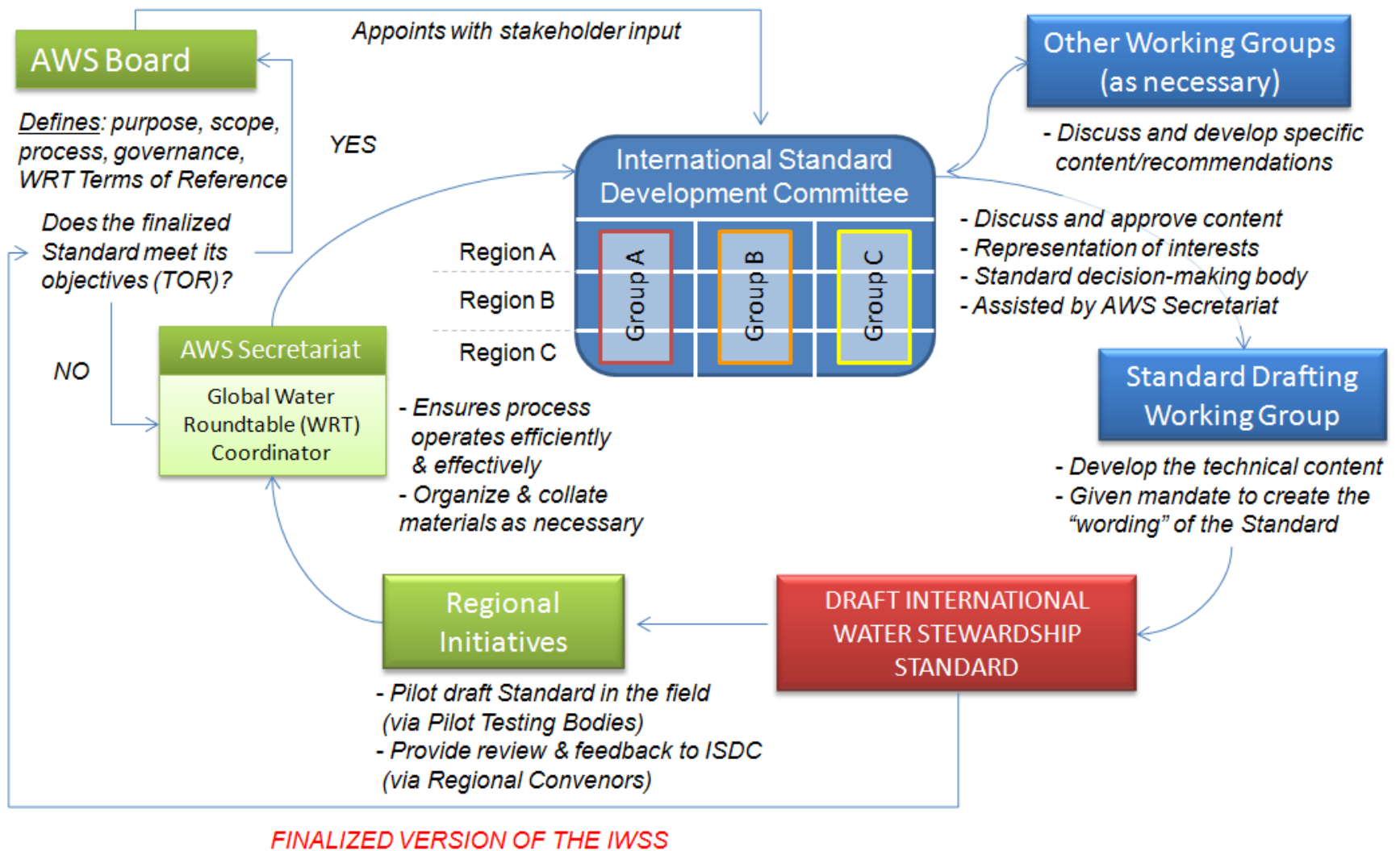
1. The appointed ISDC (see Section E for details) will convene in mid-2011. At this first meeting, the ISDC will review materials assembled to date, identify Working Groups, and select a Standard Drafting Working Group (SDWG), made up of knowledgeable experts to write an initial draft of the IWSS. The AWS Secretariat will support the SDWG and ensure that the draft Standard is compliant with stated objectives (i.e., meets the AWS WRT TOR). The ISDC will also review the AWS WRT TORs, and the WRT Process (this document) to raise any concerns to the AWS Board (if necessary).
2. The ISDC will convene in person at least three times per year, according to an agreed-upon schedule and set of locations throughout the world. ISDC meetings will be held in conjunction with existing meetings (either AWS convened regional meetings, or outside water stewardship meetings). The locations / dates will be announced at least two months in advance.
3. The RMCs will initiate concurrent regional meetings. These meetings, which will have support from the Secretariat, will serve the purposes of: A) introducing stakeholders to the AWS and the AWS WRT, B) soliciting input on the draft IWSS in the regional context, and C) discussing lessons learned from pilot studies. In general, the RMCs will vet the global outputs on a regional basis (including with the key sector stakeholders in that region) and then provide official feedback back to the ISDC. The regional-global feedback will occur, allowing all regions and sectors equal opportunity to contribute.
4. Stakeholders interested primarily in contributing about global issues (e.g., large multinational companies with global operations or a Civil Society Organization with global interests could choose to participate in one venue rather than X different RMC meetings) will have the opportunity to do so in designated meetings organized in tandem with existing global events (e.g., Stockholm World Water Week and Singapore Water Week). The AWS Secretariat will coordinate these meetings but conduct them in collaboration with RMCs when in their areas. The ISDC will determine the meeting schedule, which will be posted on the AWS website.
5. Based upon key impacts identified to date, as well as a review of existing standards and issues, the first ISDC meeting will discuss key proposed approaches, including facility and watershed thinking and a "straw dog" version of a standard which will help kick off the debate. The ISDC will, in no way, be beholden to use this "straw dog"; rather it represents another input to inform the discussion of the IWSS as the ISDC develops the standard. The ISDC will also appoint a SDWG who will carry out the technical drafting of the Standard. See the AWS WRT TOR for more details on the considerations that will go into this initial development.
6. The ISDC will appoint scientists and technical experts, with input from stakeholders, to conduct or compile research on key areas relevant to the roundtable. These research teams will be referred to as Working Groups. Additional details on the Working Groups and the SDWG may be found below in Section E) 2.
7. The AWS Secretariat will assist with all components of the AWS WRT, including helping to coordinate RMCs and ISDC meetings, compiling input materials, and in general ensuring compliance with the AWS WRT TOR. *The AWS Secretariat will not play a decision-making role.*

8. Given the mandate from the ISDC, using input materials compiled by the Secretariat²⁶ and with assistance from technical working groups, the SDWG will draft the wording of the iterative drafts of the IWSS. Once approved by the ISDC, the draft will be disseminated to the RMCs and the public at large via the AWS website. Input from all stakeholders will then be gathered and used to revise the draft IWSS (Figure 10 provides a simplified version of the process, while Figure 11 presents a more detailed version).
9. In accordance with ISEAL, the draft IWSS and supporting guidance documentation will be posted for a minimum of two public comment periods. The ISDC will use the input received during these periods to finalize the Standard before handing it off to the AWS for approval.

When completed, the IWSS will be submitted to the AWS Board for approval against the AWS WRT TOR (Figure 11). Should it be accepted, responsibility for the IWSS, including how it will be reviewed, evaluated and, if needed, amended in the future will be the purview of the AWS. Similarly, the branding, business model, verification process and governance of the global water stewardship program will be done by the AWS in conjunction with the AWS WRT, at the discretion of the AWS.

²⁶ Input materials will include, but not be limited to, existing regional water stewardship standards, existing MSP-standards, broadly recognized water stewardship gray literature, and key academic publications.

Figure 11: AWS WRT Operations



2) Participation and Stakeholder Engagement in the WRT

The AWS WRT is designed to engage multiple stakeholders to build consensus about which impacts to address, how to address them, and to what levels. While the ISDC will represent a range of stakeholder groups and perspectives (including businesses, water service providers, public sector agencies, and civil society organizations), the AWS wishes to make it clear that anyone can participate in the AWS WRT process. If key stakeholder groups are not well-represented in the AWS WRT, the ISDC will proactively encourage participation from those groups.

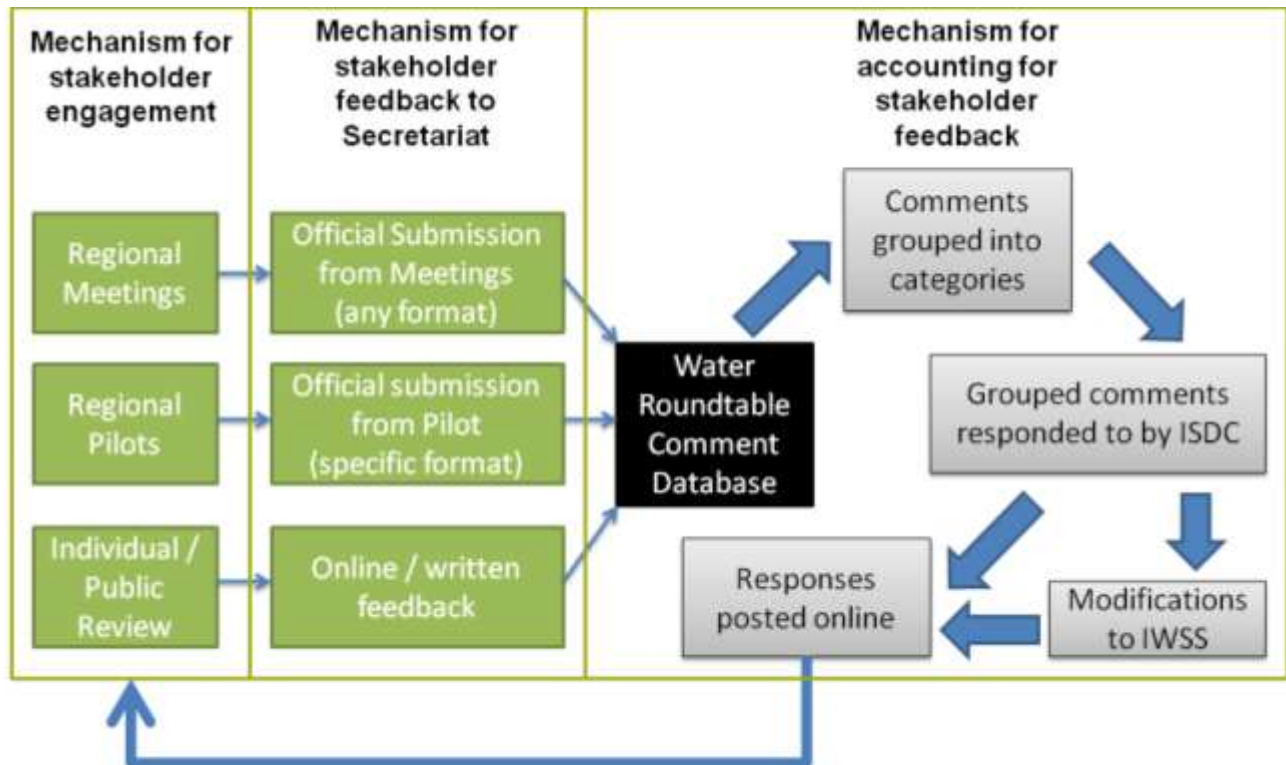
The initial step in identifying underrepresented stakeholders will be to conduct stakeholder mapping exercises (see 2.1, and Appendix B) at both the global and regional initiative levels. To the extent that funds allow, Regional Convenors are tasked with the mandate to outreach as broadly and as locally as possible. In contrast to a number of previous multi-stakeholder processes that convened global meetings that were inaccessible to most, the AWS WRT is designed to be as distributed as possible in the hopes of maximizing stakeholder engagement.

Engagement will take a variety of forms ranging from documenting and responding to comments, to the formal governance structure behind the ISDC. In particular, there will be three forms of engagement:

- 1) Comments and inputs into the WRT may come from **online comments**, which can be submitted at any point throughout the process on the AWS website: www.allianceforwaterstewardship.org.
- 2) Recognizing that many stakeholders do not have such access, the AWS will endeavour to host meetings throughout the world, along with sub-regional meetings to solicit feedback through face-to-face meetings. For these latter forms of engagement, gender-sensitive approaches will be developed to maximize engagement with traditionally marginalized groups. AWS recognizes that engagement with marginalized groups has traditionally been relatively weak in multi-stakeholder processes. As funds become available, resources will be placed to increase engagement with the poor and other marginalized groups. Feedback from these face-to-face meetings will be incorporated into **official regional meeting feedback** which will be organized by regional coordinators. Where engagement has been lacking (e.g., traditionally with marginalized groups such as women and indigenous groups), active solicitation of comments and inputs will be sought out through online, phone and face-to-face means with various members of the Secretariat.
- 3) Lastly, once an initial draft is completed, the IWSS will be piloted with various stakeholders in an effort to increase engagement. These pilots will have specific feedback guidelines. All pilots will be provided with a feedback form that will provide **official piloting feedback**.

The comments from these three forms of engagements will be classified (e.g., gender, scope of interest, country, stakeholder-group, interest, etc.), recorded in a database, and where permission is granted, posted online along with the response for the purposes of transparency. This same comment/response approach will hold true for this WRT Process document. While an effort will be made to respond to individual comments, at times, comments may be grouped and responded to as such (Figure 12).

Figure 12: Stakeholder Engagement and Feedback



The aim is not to meet every stakeholder’s expectations, but rather to ensure a broad array of perspectives contribute to the development of the IWSS. In many ways, the ISDC’s role is to listen and digest the feedback given by many and distil that feedback into a standard that meets the ultimate aims of the IWSS: to reduce cumulative impacts at the watershed level and ensure that water use is socially beneficial, environmentally responsible and economically sustainable.

Stakeholders will include a mix of people from local, regional, national and international levels, with an effort to ensure that the group represents a range of cultures and freshwater habitat types. Given that different countries have different population sizes and water-use levels (both on a per capita and absolute basis), the AWS WRT will endeavour to ensure that people from a range of cultures, water scarcity conditions, habitat types, and other conditions are solicited for input and that such conditions are used for testing during the piloting of the draft IWSS.

2.1) Stakeholder Mapping

Lastly, to ensure that stakeholder engagement is reasonably comprehensive, a stakeholder mapping exercise will complement the research to date to ensure that key stakeholders are engaged in the AWS WRT. The stakeholder mapping work will be a living document that transparently tracks and reports engagement, and solicits stakeholder input and feedback on stakeholders.

The stakeholder mapping work is internally complete and slated for release in Q2 of 2011. Once released, it will be found on the AWS website: www.allianceforwaterstewardship.org. Additional information on stakeholder mapping and engagement may be found in Appendix B.

The mapping work will inform targeted outreach and provide insight on engagement efforts. It will also highlight gaps and inform AWS of key stakeholders that are missing from the WRT.

3) Alliance for Water Stewardship Board Organizations and IWSS Decision-Making

It is critical that the stakeholders who develop the AWS WRT not only believe the resulting Standard will generate value and help them achieve their organizational objectives, but that they also feel a sense of ownership in creating the Standard. While AWS Board Organizations may participate in the process as stakeholders, ***AWS Board Organizations, including those staff involved in the AWS Secretariat, will not be permitted to be voting members of the ISDC.*** The ISDC is intentionally designed to ensure that the AWS does not control the process of setting up the IWSS and simply formulate its own standard.

4) Communication and Transparency in the WRT

The process of communicating and engaging individuals from diverse multi-stakeholder groups is challenging and complex. Therefore the AWS will develop a full communications strategy and allow for public review and input. This communications strategy document will detail the communications process, means of feedback, and the efforts required to constitute “meaningful engagement” (along with a definition of the latter). ***The communications and engagement strategy will be released in mid-2011.***

The Communications and Engagement Strategy will be a key aspect of the AWS WRT’s transparency and will, at minimum, include the following:

- Meetings will be publicized on the roundtable website and in the roundtable e-newsletter at least two months in advance (see Appendix E for a list of select upcoming water meetings).

- An online facility will allow stakeholders to register their interest in the AWS WRT and AWS and receive regular updates. This online tool will be in addition to the lists compiled through stakeholder mapping.
- An invitation will be sent electronically or by mail to all key stakeholders in the region where the meeting will be at least two months in advance. They will be encouraged to distribute the invitation to other relevant groups/individuals. Other stakeholders not present in that region will be sent instructions on how to participate remotely. All regions will be involved through the AWS WRT regional engagement, or RIs.
- A notification about the meeting will be distributed to appropriate websites and publications at least one month prior to each meeting.
- The meeting agenda and documents to be discussed at the meeting will be disseminated electronically or via mail to meeting participants and posted on the roundtable website at least one week prior to the AWS WRT meeting.
- Documents resulting from meetings will be posted on the AWS website within three weeks after each meeting (or longer if documents must be translated). At minimum, such documents will include the list of meeting participants, presentations made at the meeting, documents reviewed at the meeting, and a meeting summary.
- Each meeting summary will highlight key decisions made, action points created and proposals presented. Meeting summaries will not be verbatim or identify the affiliation of speakers, in line with the Chatham House Rule, which states “When a meeting or part thereof, is held under the Chatham House Rule, participants are free to use the information received, but neither the identity nor the affiliation of the speaker(s), nor that of any other person may be revealed.” Within two weeks after each meeting (possibly longer if documents must be translated), the AWS Secretariat will write a meeting summary and provide it to all roundtable participants to review. The participants will be given one week to provide feedback.
- Pertinent draft documents (e.g., draft research reports and draft principles) will be posted on the AWS website for public comment. Comments will be accepted on a rolling basis and reviewed prior to each ISDC meeting. The AWS WRT’s ISDC will specify how comments will be posted, processed and incorporated into the standard development process.
- The draft Standard will be posted on the AWS website for public comment. In accordance with ISEAL, there will be a minimum of two 60-day comment periods, with 30 days in between each comment period to address comments. Each comment will be posted, with an attribution, on the AWS WRT website. Responses from the ISDC also will be posted. The ISDC will determine whether to post a response to the body of comments as a whole or responses to individual comments.
- Documents will be made available in English as the primary language. Mirror sites will be made available in other languages as resources allow, and will be maintained by the RMCs, not by the AWS WRT.
- The ISDC will be responsible for reading and responding to all comments related to the roundtable that are raised during the course of the AWS WRT.
- Once this process document is approved, the AWS will post a work program on the AWS website, which will be reviewed and updated at least every 6 months. The document will

include the program name and address, a contact point, a summary of AWS WRT activities during the reporting period, and upcoming action items for the AWS WRT. Posting and maintain a work program allows for increased transparency in the AWS WRT process.

- When final, the Standard will be posted on the AWS WRT website.

The AWS WRT also will rely on other entities, such as local NGOs and government agencies, to disseminate information about the AWS WRT. This support is particularly critical for small-scale users and others who do not have internet access or the time or funding necessary to attend their RMCs' meeting.

DRAFT

E) Governance of the Global Water Roundtable

As illustrated in Figures 9, 10 and 11, and referred to throughout this document, the AWS WRT has a number of components, and accordingly, the governance model is relatively complicated. The following section aims to set out the different components and their respective governance structures and processes related to the IWSS's development. AWS will have its own decision-making body.

1) Governance of the International Water Stewardship Standard

Multi-stakeholder standard-setting processes are inherently an effort to balance the interests of various, disparate perspectives. The governance structure of any such effort needs to reflect its stakeholders and its aims.

To meet this need for balanced representation, the AWS proposes that the decision-making body of the IWSS, the ISDC, be made up of people drawn from various stakeholder groups and regions. A formalized structure that accounts for different interests, which has proven successful in other standard-setting processes, such as with the Forest Stewardship Council,²⁷ helps to ensure a balance of perspectives during the Standard's development.

The AWS considered multiple structures: an interests-based approach, a stakeholder-based approach, and a whether to use a chamber-based approach to make the ISDC vote along chamber lines. An interests-based structure had the advantage of explicitly separating out various interests and ensuring that there is an equal voice between different interest groups, including a distinction between social and environmental interests. In such a system, stakeholders would self-identify into a given group that most closely aligned with the mandate of their organization²⁸. Conversely, a stakeholder-based structure does not force multi-faceted stakeholders to align with one interest area. In such a system, stakeholders that had multiple mandates (e.g., select water service providers who had to run a business but provided a social good, or environmental NGOs focused on sustainable livelihoods), could advocate for various interests from within their stakeholder group.

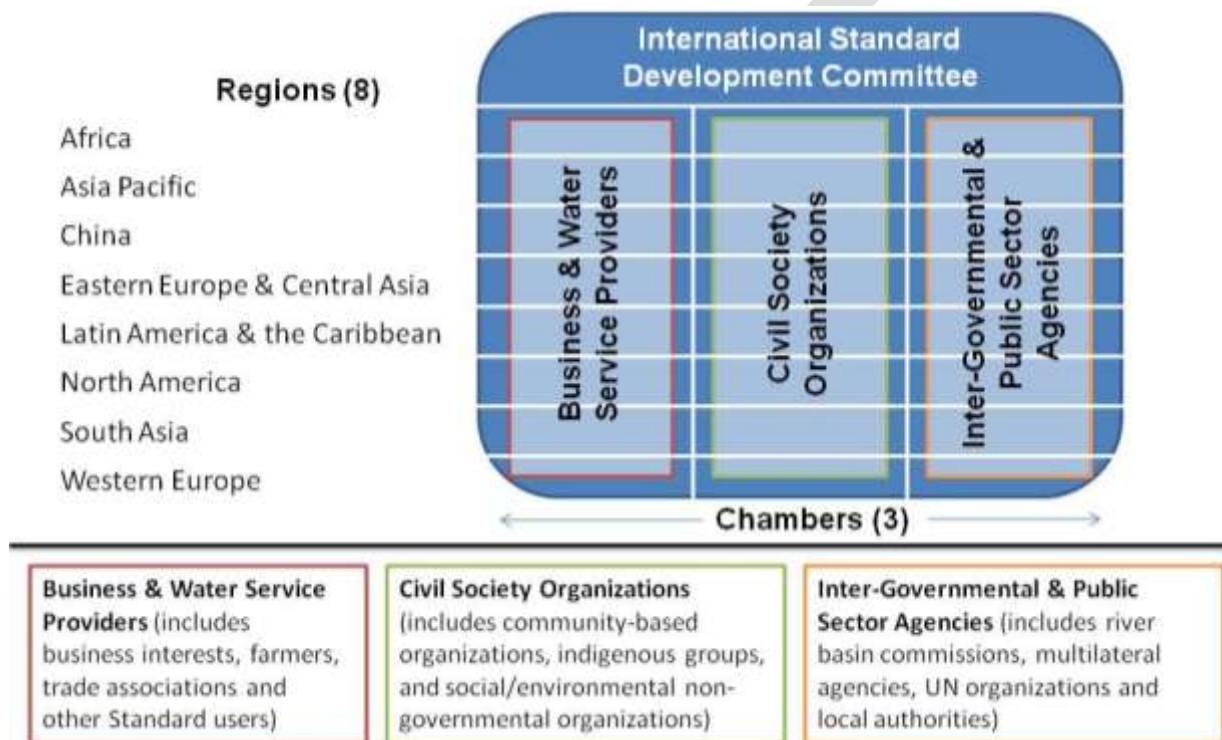
Through feedback from public input, along with discussion within the AWS Board Organizations, **a non-chambered, stakeholder-based grouping, split across eight regions was selected** (Figure 13a). Within this context, fifteen individuals would be selected with five from each stakeholder group, and one to three from each region (Figure 13). Such an approach enables the

²⁷ For additional information on the chambered structure behind FSC, see C. Tollefson, F. Gale, and D. Haley (2008). *Setting the Standard: Certification, Governance, and the Forest Stewardship Council*. UBC Press: Vancouver, 404 pp.

²⁸ Note, individuals on the ISDC will primarily represent an organization's perspective, rather than simply their own perspective.

ISDC to be a manageable size, ensures a diversity of perspectives, while not limiting the selection of individuals too heavily. This approach was also favoured because of its practical inclusion of farmers, businesses and water service providers, its explicit inclusion of government agencies, its non-silo approach, and the fact that it is less ambiguous and more transparent²⁹. It also links to the change model (presented at the WRT launch in June 2010, and outlined in the AWS WRT TOR, Appendix D), which emphasizes that in order for the Standard to succeed, key groups need to gain value from the Standard.

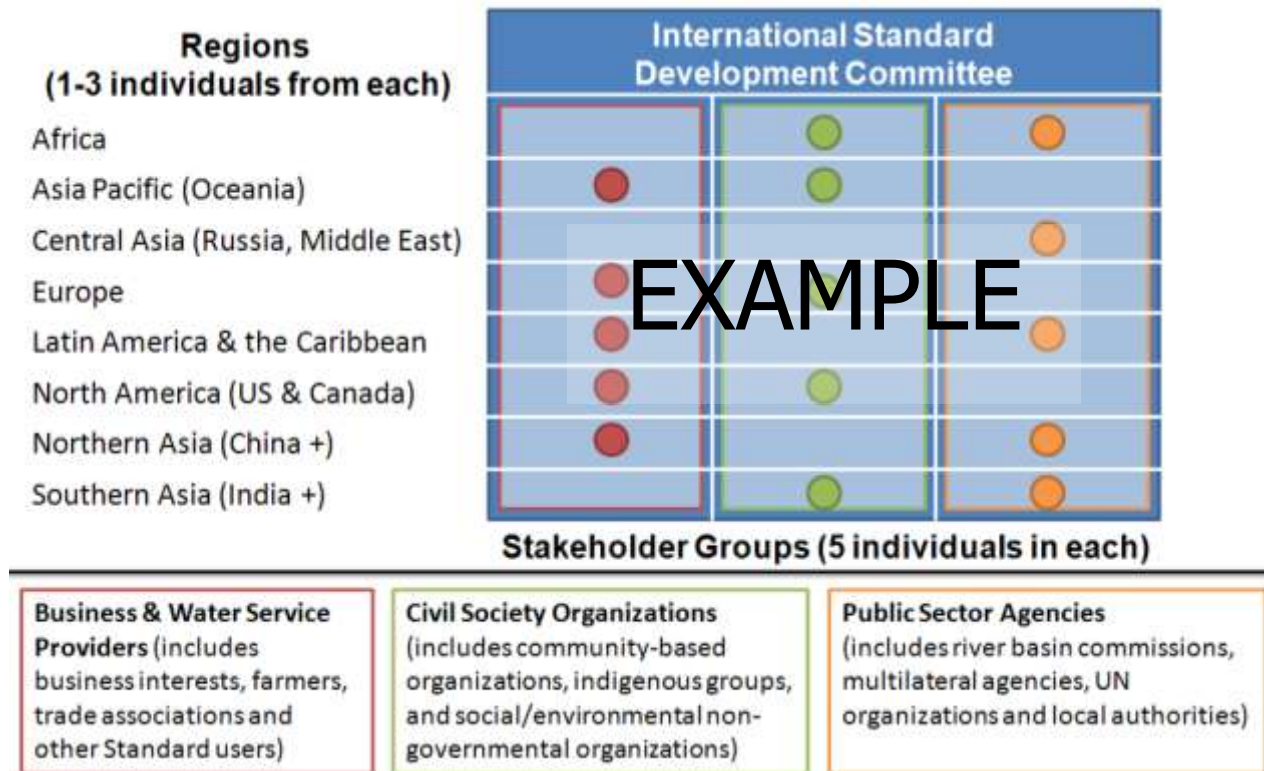
Figure 13a: Stakeholder-Based International Standard Development Committee



Had the structure required an equal number of individuals from each region and stakeholder group, the situation may have arisen wherein a suitable replacement could not be found (e.g., a public sector agency from Southern Asia with the interest and skills to engage in such an endeavour). Providing some flexibility in the numbers by region allows the AWS to ensure that the ISDC is filled as quickly and as completely as possible at all times.

²⁹ These notes were drawn from stakeholder feedback from the public commentary period on the WRT Process. Five of the six people who commented upon the options, indicated their preference for the stakeholder-based grouping.

Figure 13b: The final ISDC Structure (with an example of a possible makeup)



The three stakeholder groups are noted below:

1. **Businesses and water service providers** are anticipated to be the main users of the IWSS, and therefore are key stakeholders. Support from this group is critical since their voluntary implementation of an IWSS will dictate the uptake of the Standard. Businesses will gain value by reducing their water-related business risks and accessing new opportunities. For all IWSS users, the Global Industry Classification Standard (GICS)³⁰ will be used to determine appropriate inclusion, and all for-profit entities, as well as any publicly controlled entities run as businesses (i.e., public water service providers) will be placed in this group (see Section C 2.2, Table 1 for additional details). This stakeholder group captures business interests, along with farmers, trade associations, and other direct users of the IWSS.
2. Given that water is a public resource, it is critical that **intergovernmental and public sector agencies** have a significant hand in developing the IWSS, which must work to complement regulatory approaches. The achievement of watershed level goals is critically dependent on public sector engagement, and on the enabling environment that those organizations aim to create. Of particular note are land and water managers (e.g., protected area managers) who play a key role in maintaining high quality water supplies to many towns and cities (and to industries located downstream). All government-related

³⁰ See www.mscibarra.com/products/indices/gics/.

entities not represented in the business and water service provider stakeholder group will fall in this group, including, for example, intergovernmental agencies, river basin commissions, multilateral agencies, UN organizations and local authorities.

3. **Civil society organizations** have long advocated for social, cultural, health and environmental impacts, and are a critical voice to include in such a process. It is through civil society endorsement of water stewardship standards and outcomes that the system will achieve credibility with the public in relation to its social and environmental claims. To be included in this stakeholder group, an entity must be nonprofit and its mission must encompass a social³¹ or environmental mandate. This stakeholder group will also include community-based groups, indigenous groups and women’s rights groups.

The AWS has endeavoured to strike a balance; too few stakeholder groups and there would be an insufficient set of perspectives represented; too many stakeholder groups and the logistics and cost would become prohibitive and unwieldy. Three stakeholder groups attempts to strike such a balance, while ensuring that the critical voices around the globe each have a say in the Standard’s development. Each group is necessary to the success of the IWSS’s implementation. While there are trade-offs with any approach, AWS believes that the governance mechanism that is proposed will deliver value through a diversity of stakeholder perspectives, experiences and skills.

At present, the assumption is that scientists and researchers (sometimes used as a group in other multi-stakeholder standards processes³²), which are recognized as critical, will be incorporated through Working Groups, inclusion in other stakeholder groups, and via general feedback mechanisms.

In addition to splitting the groups by sector, the AWS WRT proposes using a set of regions that roughly aligns with the RMCs (Figure 14). The idea was to provide a breakdown that considered social, economic and environmental factors and again to ensure representation is distributed throughout the world. Many factors could have been used to divide the world by region. In an effort to provide balance, three factors were considered and equally weighted: population (social); gross domestic product, or GDP (economic); and area (environmental) were employed to generate eight different regions (Table 4). While this is a relatively high number of regions, the challenges of convening large, diverse regions means that there is a balance between cultural groupings, logistical realities, and idealized divisions. Under the current division, Latin America and the Caribbean, Central Asia, along with Southern Asia are slightly overrepresented, while North America and Europe are slightly underrepresented. Additional details may be found in Appendix E.

Across the 15 positions on the ISDC, AWS will also be seeking to achieve a diversity of perspectives, skills and experiences within groups. Within the ISDC, “diversity of perspectives” will be used to help inform selection (e.g., upstream, downstream, irrigators, non-irrigators, ground water users; different types of government and intergovernmental agencies; different foci of non-

³¹ Social can relate to aspects of health, culture, poverty, gender or human rights.

³² For example, the Bivalve Aquaculture Dialogues used academics and researchers on its Global Steering Committee.

profit groups; different countries; different genders; etc.). **Maximizing diversity - a balance of interests and expertise - will be the guiding principle in establishing the ISDC.**

Additional details on the selection process of the ISDC may be found in the ISDC TOR and FAQ found online.

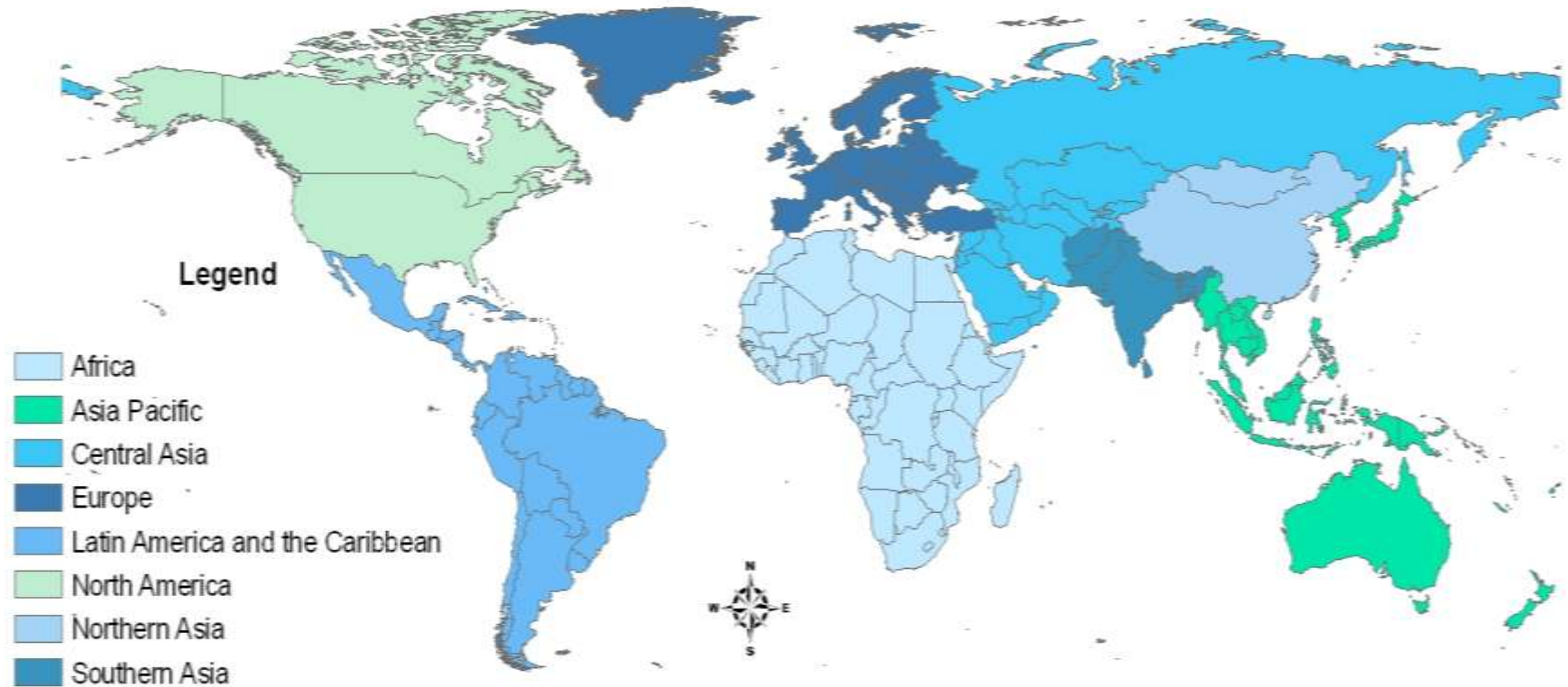
Table 4: ISDC Regions

Region	Population (#)	Population %	Gross Domestic Product (\$millions)	GDP %	Area (km2)	Area %	Combined Average* (Pop/GDP /Area)
Africa	957,618,518	14.12%	\$ 1,276,997	2.21%	26,686,736	20.38%	12.23%
Asia Pacific	827,289,652	12.20%	\$ 8,268,146	14.30%	13,655,117	10.43%	12.31%
Central Asia	432,531,288	6.38%	\$ 3,078,567	5.33%	26,884,080	20.53%	10.74%
Europe	671,173,567	9.89%	\$ 18,262,075	31.59%	7,103,580	5.42%	15.64%
Latin America and the Caribbean	584,095,930	8.61%	\$ 4,293,062	7.43%	20,523,636	15.67%	10.57%
North America	345,204,000	5.09%	\$ 15,456,000	26.74%	19,816,420	15.13%	15.65%
Northern Asia	1,374,576,423	20.26%	\$ 5,601,003	9.69%	11,164,120	8.52%	12.83%
South Asia	1,591,149,077	23.46%	\$ 1,568,606	2.71%	5,131,074	3.92%	10.03%

***Note:** Target for Combined Percentage is approximately 12.5 percent. Those regions above 12.5 percent are proportionally underrepresented, while those below 12.5 percent are overrepresented.

The proposed ISDC structure would create an ISDC of 15 people (five individuals from each of the three stakeholder groups and 1-3 individuals from the eight regions). The current size has been proposed to ensure diversity, while still enabling the AWS WRT to provide financial support to participants who require it, thereby ensuring that finances do *not* limit stakeholder participation. There are select cases where multiple regional convenors may be set up within a given region. For example, AWS recognizes that Africa, as a region, may not be feasibly managed and as such, may be broken down into four sub-regions (North, West, South and East for example). Alternatively, the Middle East and North Africa (MENA) may opt to have a regional convenor despite being split across two regions in terms of governance on the ISDC. While this is not ideal, the logistics make virtually all combinations problematic in some manner.

Figure 14: Map of the Regions for representation within the ISDC



Note: This map is a larger version of Figure 1, but was modified from the original version posted for review. **These regions are designed to inform the structure of the ISDC**, but may or may not have bearing upon the Regional Initiatives, Regional Convenors, or Pilot Testing Bodies. While an effort will be made to align these roles, in some cases, there may be exceptions.

As noted earlier, the ISDC serves as the primary IWSS decision-making body. This entity hears the feedback provided by stakeholders (provided globally as well as through Regional Initiative meetings and pilots), discusses the issues, and continually reviews, and approves changes to the IWSS. The SDWG will carry out the mandate of the ISDC (as determined in their discussions) to avoid having numerous people work on a single document. The ISDC will aim to meet at least three times per year in conjunction with either regional or global water stewardship meetings, which will optimize meeting attendance and ensure equity among regions. The ISDC will also operate virtually for all periods in between. It will not have any “hard infrastructure” (i.e., no mortar and bricks), but rather will use online communications tools (e.g., websites, emails, conference calls, Webex, etc.) to undertake its work (in addition to periodic face-to-face meetings). All proceedings and operations will strive for transparency and be made publicly available in English.

1.1) International Standard Development Committee Formation and Replacement Process

The ISDC will be assembled through the following process:

1. The AWS will put out a call for individuals who are interested in serving on the ISDC via the AWS website, and via email to those individuals who have registered to receive updates from AWS. The call will be posted on the website for a minimum of 15 days.
2. Individuals will provide background details, details on how they meet the criteria (noted below in #3), and their self-identified stakeholder group and region.
3. The AWS Board will review those individuals who have put forth their names and invite individuals to participate based upon the following criteria: a) Stakeholder group, b) geographic region, c) commitment to the objectives, d) capacity, e) negotiation experience, and f) pragmatism. Note that the first two criteria (stakeholder group and region) will also select for a diversity of genders, sectors, countries, and scope of interests. While the AWS recognizes that it may not be possible to meet these criteria in all cases, a rationale will be provided where it was not possible to meet the criteria.
4. Any individual who is invited to the ISDC must agree to the ISDC TOR in order to participate.
5. The names of the individuals who agree to the ISDC TOR will be publicly posted for a minimum of 15 days, along with a rationale for selection against the criteria, and open for review and commentary by any and all stakeholders. If members cannot be found to fill a given stakeholder group or region, the ISDC will proceed once it has a minimum of 66 per cent (10 individuals) and fill the remaining slots as possible over time.
6. The AWS’s Board, bearing in mind the commentary provided by stakeholders, will have final say about the individuals selected for the ISDC. The AWS will justify its decisions in written form, and this rationale will be publicly posted. Any changes or additions to the ISDC will be made available for public review and follow the same process (as listed above from steps 1-6).

7. The appointed ISDC will sign the TOR regarding participation, and then convene in mid-2011. At this first meeting, the ISDC will review materials assembled to date and will also create an SDWG.
8. Should at any point, for whatever reason, a member of the ISDC be unable to perform his or her agreed-upon duties set out in the signed TOR and need to resign, he will submit his resignation to the AWS Board. At that time, the process steps listed above (Steps 1–5) will be repeated.
9. Furthermore, should any member of the ISDC feel that an ISDC member is not meeting her duties as laid out in the TOR (which can be communicated in private to the AWS WRT Coordinator), the AWS Board will determine appropriate action.
10. If appropriate candidates cannot be found, applications for the ISDC will remain open on a rolling basis until such time as qualified individuals are found for all vacant positions.

1.2) Reaching Consensus and Conflict Resolution

The primary process for making decisions is through consensus at the ISDC level. This approach strives to follow ISEAL guidelines. The AWS WRT will use the definition of “consensus” provided by the International Organization for Standardization (ISO), which is:

General agreement, characterized by the absence of sustained opposition to substantial issues by any important part of the concerned interests and by a process seeking to take into account the views of interested parties, particularly those directly affected, and to reconcile any conflicting arguments. Consensus need not imply unanimity.

See Appendix F for an explanation of the terms and phrases in the definition, such as “substantial issues” and “sustained opposition.”

While the ISDC will seek to achieve consensus, when it is not possible, the ISDC will appoint a neutral, third-party facilitator to act as a mediator and resolve the conflict. In the event that consensus still cannot be reached, the ISDC will develop a default decision-making process, such as supermajority voting. The specifics of this procedure will be developed and voluntarily agreed-upon by the ISDC at the first meeting of the ISDC. This is an intentional design in order to ensure buy-in by the ISDC into the decision-making process, and allow the ISDC to decide upon the specific characteristics of a neutral, third party facilitator.

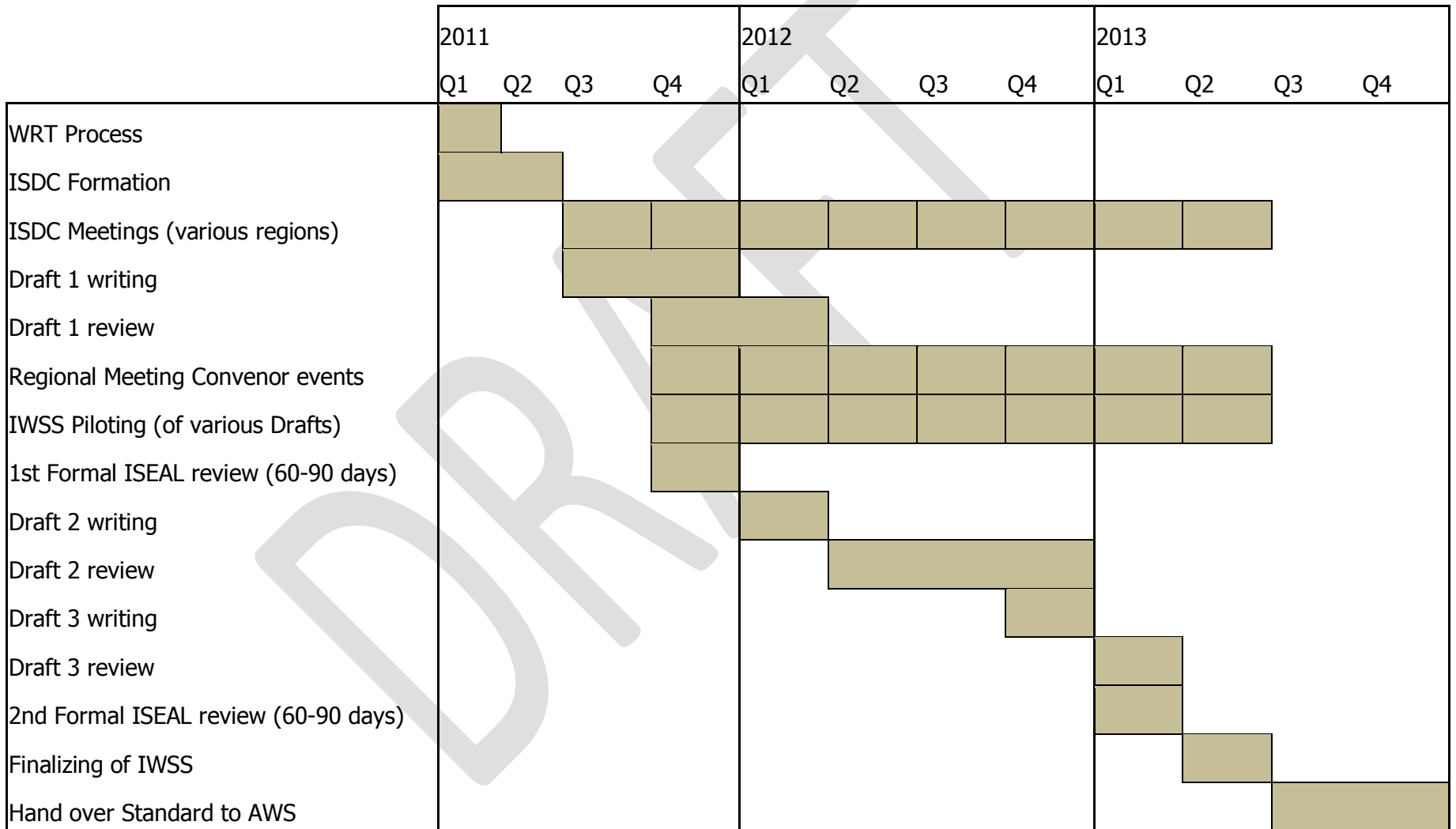
Irresolvable conflict may develop within ISDC during the development of the IWSS and the AWS WRT. In the latter case, these conflicts will be deferred to the AWS board. In the former case, all attempts will be made to resolve conflicts internally using the resources of the AWS Secretariat’s neutral facilitation team. If, however, this approach does not work, a conflict resolution procedure developed and documented by the ISDC will be followed. One option is that the ISDC will identify two to three external professional mediators in advance who can be called on if an irresolvable

conflict develops. The AWS Secretariat will help identify mediators and the ISDC will agree on them.

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1.3) Timeline for the ISDC and WRT

The following provides an initial estimate of the timeline behind the WRT, including the details for the ISDC's formation.



2) Water Roundtable Working Groups

As the AWS WRT proceeds, specific issues will arise requiring expert input will likely arise. To address these issues, the ISDC may create temporary or standing Working Groups (WGs) and appoint appropriate individuals as necessary. The ISDC can strike a working group if a member of the ISDC proposes the creation of a Working Group, this proposal is seconded, and a supermajority (66%) of the ISDC agrees. The ISDC will seek consensus regarding the composition of the individuals appointed to the Working Groups. Each stakeholder group can nominate people, but the nominated individual needs to be a person of standing and acceptable to other stakeholder groups.

The names of members of Working Groups will be publicly posted, and all working groups are required to take into account public input provided to Regional Convenors or via the AWS website. Working Groups will be chaired by at least one member of the ISDC who will be tasked with ensuring that the Working Group reports back to the ISDC. All Working Groups will be bound by the same TOR that applies to the ISDC, and ultimately be committed to meeting the WRT TOR.

One aforementioned Working Group will be the SDWG. This body, appointed by the ISDC, will be responsible for developing the wording of the first (and subsequent) drafts of the IWSS. The SDWG's mandate will come from the ISDC, which in turn will base its decision on stakeholder feedback. The SDWG will have an ongoing responsibility throughout the AWS WRT process to draft wording in iterations of the IWSS as mandated by the ISDC. Like other Working Groups, the SDWG must have individuals that are of standing and are acceptable to the other stakeholder groups.

Though formation of the working groups will be at the discretion of the ISDC, to date, stakeholders have indicated the need to address a number of the following concerns³³: high conservation value areas, environmental flows, women / gender, indigenous groups, sanitation and poverty, cultural issues, and climate change (adaptation). The ISDC will be encouraged to consider forming working groups in these areas, as well as other specific areas as they see fit.

Should concerns rise with the participation of an individual in a Working Group, the Working Group Chair will attempt to resolve the issue. If it is not resolved, the membership of the individual in the Working Group will be reviewed by the ISDC, and dealt with as they deem necessary.

Authorship of reports generated by Working Groups will be determined by consensus within the Working Group. Should a conflict arise, the issue will be presented to ISDC for discussion and review, and dealt with as the ISDC deems necessary.

³³ Suggestions were derived from both the WRT Launch in June, 2010, as well as through the public feedback on the draft version of this document, from January to February, 2011.

F) Conclusion

This document has outlined the rationale, process and decision-making structure behind the WRT and the development effort behind the proposed IWSS. AWS firmly believes that there is a gap in voluntary approaches to water stewardship, and that such approaches can complement regulatory efforts to reduce water-related impacts.

The iterative drafting process, which begins with the formulation of the ISDC, will result in an effort that builds upon global expertise, local experience, and lessons learned via piloting of the original regional standards, and the new draft IWSS over the coming two years. The principles of diversity and balancing perspectives are central to this multi-stakeholder effort and are reflected in both the engagement process behind the WRT as well as its decision-making structure.

Feedback on this document was critical and we thank all those stakeholders who weighed in with their thoughts on how the process could be improved to better meet the collective needs of all groups. The comments and the responses to those comments have been posted publicly to see how AWS addressed various concerns that were raised in the review.

In conclusion, this document represents a key step towards the development of an international water stewardship standard. The AWS thanks all of you for your interest, and looks forward to your continued engagement throughout the Water Roundtable as we collectively build an International Water Stewardship Standard.

Appendix A: Glossary and Acronyms

Glossary

Alliance for Water Stewardship (AWS): The AWS is an alliance that aims to establish a global water stewardship program that will recognize and reward responsible water managers and users by creating opportunities for enhanced community standing and competitive advantage. It is an open alliance and welcomes new organizations. Accordingly, organizations that formally join AWS are also referred to as Board Organizations.

Alliance for Water Stewardship global Water Roundtable (AWS WRT): The iterative process of developing the IWSS. At the center of this process is the continual, transparent engagement with the full range of stakeholders interested in reviewing, testing, and commenting on the IWSS. The AWS WRT began in June, 2010 and is slated to be completed by July, 2013.

AWS Secretariat: The AWS Secretariat is a group of individuals who perform the day-to-day work within AWS and assist the ISDC. Typically Secretariat members are staff employed by the various Board Organizations. All Secretariat members have TOR provided by the AWS Board and work plans. As of April 2011, the AWS Secretariat consists of the AWS Executive Director, Secretary, Global Water Roundtable Coordinator, Assistant Water Roundtable Coordinator, and Global Regional Initiative Coordinator, the North American and Latin America & Caribbean Regional Coordinators, with an AWS Communications Coordinator outstanding, along with missing regional representatives.

Board Organizations: An organization that is invited and formally sits upon the AWS Board of Directors.

International Standard Development Committee (ISDC): The ISDC will serve as the decision-making body and be made up of 15 people. Members of the ISDC will agree upon and document its decision-making process. ISDC members will commit to participate (roughly three in-person meetings and up to six phone meetings per year) in the AWS WRT.

Pilot Testing Body: Pilot Testing Bodies are entities that are granted permission to test the draft IWSS within a non-exclusive geographic scope. They will have AWS's endorsement to carry out testing, will receive access to AWS materials and assistance with funding efforts, and in return, will provide feedback and reporting in an agreed upon manner.

Regional Coordinator: The Regional Coordinators will be coordinated in the same manner of the AWS WRT. The entities selected as Regional Convenors will be coordinated by a Regional Coordinator who is charged with facilitating regional variance, input and feedback about the global standard. Responsibilities will include, but are not limited to, ensuring that their specific Region becomes an integral part of the AWS WRT, coordinating regionally specific sector engagement in

the standard-setting process, overseeing regional pilot work, publicizing and handling logistics for regional meetings, and assisting with ISDC meetings when necessary.

Regional Meeting Convenors (RMCs): Regional Meeting Convenors (RMCs) are regionally-based entities with a focus on the AWS WRT and the creation of the IWSS. In other words, within the context of the AWS WRT, the Regional Initiatives will likely play the role of RMC. However, unlike RIs, ***RMCs will only exist for as long as the Standard is under development and will cease once the IWSS is completed.*** RMCs can be one and the same with RIs, or they may differ. For more information on RMCs, see below section on the Water Roundtable and Regional Initiatives. Each RMC will have a designated coordinator who will participate in the AWS Secretariat.

Regional Initiatives (RIs): Regional Initiatives (RIs) are regionally-based entities with a focus on the broader AWS effort and the overall development of a global water stewardship program. Unlike RMCs, ***RIs may exist beyond the lifetime of the AWS WRT.*** In most cases, RIs are likely to also play the role of RMCs during the period in which AWS WRT is developing the IWSS. To date, four RIs have been established in: Europe, Australia, Latin America and the Caribbean, and North America.

Water Roundtable Coordinator: The Water Roundtable will be coordinated by an individual, appointed by the AWS Board, who is charged with keeping the roundtable process moving forward and in line with ISEAL guidelines for creating a Standard. Responsibilities of the coordinator will include, but not be limited to, coordinating working groups, publicizing and handling logistics for meetings, serving as the primary contact for issues related to the AWS WRT, and maintaining content on the AWS WRT website. The AWS WRT Coordinator is a member of the AWS Secretariat and is assisted by the Assistant Water Roundtable Coordinator, who acts as her proxy in cases where she cannot be present.

Water Stewardship: Use of freshwater that is socially beneficial, environmentally responsible and economically sustainable. Socially beneficial water use recognizes basic human needs and ensures long-term benefits (including economic benefits) for local people and society at large. Environmentally responsible water use maintains or improves biodiversity and ecological processes at the watershed level. Economically sustainable water use is secure, reliable and financially viable in the long term.

Working Groups: Working Groups will be made up of people, such as researchers and scientists, with expertise in a given sector or issue. They will be appointed by the ISDC (by consensus) and provide the ISDC with input on technical aspects of water stewardship. Roles of the groups can include delivering policy-neutral advice on the state of research, identifying significant gaps or areas of disagreement, recommending terms of reference for additional research needs, and developing a draft Standard.

Acronyms

AWS	Alliance for Water Stewardship
CBI	Consensus Building Institute
EWP	European Water Partnership
FSC	Forest Stewardship Council
GSC	Global Steering Committee
ISDC	International Standard Development Committee
ISEAL	International Social and Environmental Accreditation and Labelling Alliance
IWMI	International Water Management Institute
IWSS	International Water Stewardship Standard
LDC	Least Developed Country
MDC	More Developed Country
PI	Pacific Institute
RI	Regional Initiative
RMC	Regional Convenor
SDWG	Standard Drafting Working Group
TNC	The Nature Conservancy
WEF	Water Environment Federation
WFN	Water Footprint Network
WG	Working Group
WRT	(AWS) Water Roundtable
WSA	Water Stewardship Australia
WWF	World Wildlife Fund

Appendix B: Stakeholder Mapping

The International Water Stewardship Standard (IWSS) will be designed to meet the needs of three broad stakeholder categories: civil society organizations, public sector agencies, and businesses and water service providers. Based on this rough categorization, the AWS Secretariat has begun to map stakeholders using online research and partner information sharing. This stakeholder mapping effort is a living document and is not intended to be an exhaustive list, but rather reflects the current state of our mapping work. Through such an exercise, the AWS hopes to increase transparency of the AWS WRT process and ensure that key groups have *not* been missed.

In mapping and prioritizing different groups, here are some key methodological notes:

1. **Businesses and Water Service Providers Group:** Agriculture stakeholders that fall under this group were mapped using the WFN's 2004 agriculture commodity water footprint study. 20 agricultural commodities were determined to comprise 77 percent of global row-crop water footprint. Companies engaged with those commodities were identified through desk research on industry reports, SEC filings and AWS partner research. Focus within this group is given to companies that work with the largest volume of the priority commodities.

Industry stakeholders were mapped in the same manner as the agriculture stakeholders. Outreach prioritization for industry stakeholders will be determined by geography and volume of water used – with preference given to freshwater hot spots.

Water service providers were mapped by service area nationally. Mapping resources include the International Benchmarking Network for Water and Sanitation Utilities, The Utility Connection, IWA and others. Stakeholder outreach in this group will be prioritized by percentage of national population served.

2. **Public Sector Agencies Group:** Public sector stakeholders were mapped according to their involvement in water issues, how integral water stewardship is to their mission, and (primarily for funders) how involved the organization is with priority water user group stakeholders. Resources for mapping this group included Oregon State University's work on River Basin Management (for more information, visit www.transboundarywaters.orst.edu/research/RBO/), the UN, World Bank and general desk research.
3. **Civil Society Organization Group:** Civil society organization stakeholders were mapped through general desk research in much the same manner as public sector agencies' stakeholders. Resources included UNESCO-IHE, various global associations of sector-

specific NGO work, the IRC-International Water and Sanitation Centre, InterWATER, and others. Prioritization among this group of stakeholders will be determined by breadth of involvement in water stewardship efforts globally with a focus on those in regions with fewer financial resources.

Stakeholder Outreach

Throughout the Water Roundtable process, outreach will rely heavily on electronic communications. However, the AWS WRT will advertise public comment periods through print materials as much as possible. Additionally, print copies may be available upon request. We anticipate a small need for print versions in select regions. Holding meetings regionally will reduce strain on stakeholders' time and resources to provide feedback. Attendance at meetings will not require electronic access for commenting; paper versions and records will also be provided where necessary. Additionally, the AWS and Water Roundtable will facilitate outreach through:

- An AWS newsletter will be sent to those in our contact database comprised of who's been to an AWS event and signed in or requested the newsletter on the AWS website, www.allianceforwaterstewardship.org.
- The AWS website will be updated monthly or as needed.
- AWS will reach out through the affiliated websites of The World Wildlife Fund, The Nature Conservancy, the Pacific Institute, Water Environment Federation, International Water Management Institute, Water Witness International, European Water Partnership, AWS-Latin America and the Caribbean, and ISEAL. It is anticipated that these organizations will further disseminate pertinent information through their appropriate partners, including the CEO Water Mandate and Water Footprint Network.
- Press releases will be sent as needed for key milestones or when public feedback is requested. Recipients will be determined by AWS Board Organizations' media departments.
- Depending on how useful an interactive interface with stakeholders proves to be, a Google or Yahoo forum may be created in which stakeholders would be welcome to participate.

Stakeholder Feedback

Stakeholder feedback will be facilitated through three main channels:

1. The AWS Website

- The AWS WRT will announce public comment periods via the stakeholder outreach venues listed above. Each announcement will lead to the AWS website where the document needing feedback and instructions for comment procedure will be posted. Initially, non-standards related comments will be accepted via email and/or through information fields built into the webpage (specifics are to be determined). By mid-2011, standards-related comments will be gathered via information fields built into a webpage with drop-down fields to categorize and organize feedback against different aspects of the standard.

- All comments and feedback will be stored in a database housed either as an uploaded document or a live Google doc on the AWS website.
- All comment responses from the ISDC will also be recorded here accordingly.
- A draft template of comment storage will be developed in the coming month.
- The website will accept stakeholder registrations of interest in being kept informed about the process and events.

2. The AWS/AWS WRT meetings in various regions

- The main arena for standards feedback is through Regional Initiatives and Regional outreach. Comments from these events will be recorded in the same matrix used for electronically submitted comments. They will then be circulated to participants to verify accuracy of comments.

3. Pilot efforts in various regions and the feedback forms that will be developed for them

- A key part of standards creation will be through testing various aspects of the Standard through pilot projects. Lessons learned and feedback from stakeholders involved with the pilots will be recorded and shared publically. Comments will be recorded through a feedback form (to be developed) to be used during all pilots.

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Appendix C: Water Aspects in Select Multi-Stakeholder Commodity Standards and Lessons Learned

Commodity Roundtables	Date of Document	Principle	Criteria
Palm Oil / Roundtable on Sustainable Palm Oil (RSPO)	October, 2007	Principle 4 Use of appropriate best practices by growers and millers.	Criterion 4.3 Practices minimize and control erosion and degradation of soils.
			Criterion 4.4 Practices maintain the quality and availability of surface and groundwater.
Soy / Roundtable on Responsible Soy (RTS)	June 10, 2010	Principle 5 Good Agricultural Practice	Criterion 5.1 The quality and supply of surface and groundwater is maintained or improved.
			Criterion 5.2 Natural vegetation areas around springs and along natural watercourses are maintained or re-established.
			Criterion 5.3 Soil quality is maintained or improved and erosion is avoided by good management practices.
Biofuels / RSB	November 5, 2010	Principle 9 Biofuel operations shall maintain or enhance the quality and quantity of surface and groundwater resources, and respect prior formal or customary water rights.	Criterion 9a Biofuel operations shall respect the existing water rights of local and indigenous communities.
			Criterion 9b Biofuel operations shall include a water management plan, which aims to use water efficiently and to maintain or enhance the quality of the water resources that are used for biofuel operations.
			Criterion 9c Biofuel operations shall not contribute to the depletion of surface or groundwater resources beyond replenishment capacities.
			Criterion 9d Biofuel operations shall contribute to the enhancement or maintaining of the quality of the surface and groundwater resources.

Commodity Roundtables	Date of Document	Principle	Criteria
Cotton / Better Cotton Initiative (BCI)	July, 2009	Principle 1. Better Cotton is produced by farmers who minimise the harmful impact of crop protection practices	Criterion 1.8 Pesticides are applied in appropriate weather conditions, according to label directions, and or manufacturers' directions, with appropriate and well-maintained equipment.
		Principle 2 Farmers who use water efficiently and care for the availability of water produce better cotton.	Criterion 2.1 Water management practices are adopted that optimize water use. Criterion 2.2 Management practices are adopted to ensure that water extraction does not cause adverse effects on groundwater or water bodies.
		Principle 3. Better Cotton is produced by farmers who care for the health of the soil	Criterion 3.3 Management practices are adopted that minimize erosion, so that soil movement is minimized and water courses, drinking water sources and other bodies of water are protected from farm run-off.
Sugar / Bonsucro	March, 2011	Principle 5 Commit to continuous improvement in key areas of their business.	Criterion 5.2 To continuously improve the status of soil and water resources.
FSC	approved 1993, last amended 2002	Principle 6: Environmental impact Forest management shall conserve biological diversity and its associated values, water resources, soils, and unique and fragile ecosystems and landscapes, and, by so doing, maintain the ecological functions and the integrity of the forest	Criterion 6.5 Written guidelines shall be prepared and implemented to control erosion; minimize forest damage during harvesting, road construction, and all other mechanical disturbances; and protect water resources .

INFORMATION LEARNED FROM ROUNDTABLES

The following is a summary of a series of conversations held with various roundtable coordinators (most notably from the Aquaculture Dialogues) throughout the summer of 2010. It was compiled by Anais Hall, based upon information gathered by Alexis Morgan.

Structure:

It is important to agree on the structure and stakeholder representation, in the beginning before people are identified. It is essential to have a plan in place to guide development that is realistic about timelines, resources, and commitments. The plan should clarify expectations on the Global Steering Committee (GSC) to ensure there is equal workload with clear deadlines, timelines, deliverables, benefits, expectations, and time requirements. Key processes need to be explicitly defined and include: transparency, continuous improvement, equitable access, and firewall dynamics between the standards convening party and the Roundtable/GSC.

The standard structure should include a facilitation and negotiation frameworks, and funding mechanisms such as funding goals (as far as timelines and sourcing) and funding competition. It is important to explore funding models early on as many organizations have seriously underestimated the number of years of increasing costs (expansion in staffing, branding costs etc) before licensing fees started to cover these expenses. Modeling various options under different funding scenarios should be part of building the business plan for the label.

Governance:

Starting with a strong governance structure increases credibility and buy-in. Having a fair and agreed governance structure will also allow the standards-setting groups to hand off the standards more quickly. Therefore, the governance structure needs to be addressed, mapped out and agreed to by the standards-holding body early on so that it can be explained to stakeholders and GSC members.

In setting up the governance body, schemes should start by selecting volunteers for the steering committee that can be modified into a process facilitating group. Technical working groups should be established afterwards to troubleshoot and bring in expertise, and a stakeholder voting group is valuable decision making tool (usually through majority voting) while the coordinator should document everything. In addition, establish a process for replacement and competitive situations, and make it clear that the process will not change unless there is overwhelming stakeholder concern. It is necessary to stick to the process and make the process clear. Procedures for Global Steering Committee (GSC, or the governance body) seat replacement are necessary to assure both representatively and resilience of the GSC. Consequences for non-compliance and substitutions must also be defined.

In the GSC it is important to strive for consensus, document outstanding disagreements, and hire an outside conflict resolution firm to also help create a structured approach to finding solutions, middle ground and gaining commitment to problem-solve.

Furthermore, perspectives and representation are key issues when it comes to the composition of the GSC. Formalizing the structure of such governance bodies has proven useful in this sense to balance the perspectives and interests of various groups within the governing body. Other issues to consider that help to ensure a balanced governance structure include gender and north/south perspectives.

Certification:

Certifying body credibility is key and has become a challenge in the context of several standards as there needs to be overall improvements in accreditation practices. In establishing credibility, set standards by identifying major issues, commissioning white papers on those issues, create a scoring model, and then create a generic set of standards. Background papers are essential and provide a grounded starting point on issues.

During this stage it is necessary to clarify the scope and where the bar will be set. It is best to avoid a number in terms of "who" the Standard is targeted at but be clear about what the end goal is about. It is equally important to do market research early, in anticipation of launch needs: as far as the demand for the label, so that there is a value proposition for potential users.

Afterward standard creation, public commentary periods should be online, language accessible, and presented on multiple platforms to maintain engagement. It is necessary to design a process for incorporating comments into drafts.

Engagement:

Small holders, social NGOs, and indigenous group have been neglected in many certification processes and roundtables. There needs to be improved motivation for involvement, and possibly mechanisms for funding transfers. Especially for developing countries, it is important to develop an engagement plan early on with viable funding mechanisms for rural stakeholders.

Outreach strategies should permit a broad geographical reach and include conferences, direct outreach to producers, and personal outreach by GSC members. Strategies should include mechanisms to engage key sectors and get buy-in from high level decision makers. This includes working with people who want to work with you, inviting scientists to speak, and creating a system that keeps these players engaged to leverage their expertise, resources, technical advice, networks etc.

Engagement requires active participation. Various carrots exist, but the most important is decision-making power and having their organization/association tied to the outcome. Personal interactions are therefore key, as progress moves faster over social activities and is useful for open engagement with critical outsiders.

Miscellaneous:

The order of the regional meeting will count because the influence is strongest at both the beginning and the end. Additionally, stakeholders may not represent their companies, but rather themselves.

Set people working with stakeholders immediately to design standardized monitoring so that baseline data have at least a year to be collected by the time the standards are used for the first time.

DRAFT

Appendix D: AWS Water Roundtable Terms of Reference

Draft: December 15, 2010

The Alliance for Water Stewardship (AWS) has been established to develop a global water stewardship program³⁴ ("the program") which will promote and reward responsible water use worldwide. AWS has set up the AWS global Water Roundtable (WRT) process³⁵ to develop the International Water Stewardship Standard(s),³⁶ which will be the basis for the program.

The AWS Board of Directors has specified the following terms of reference (TOR)³⁷ for the WRT process to ensure that the standard(s) meet the needs of the program and are endorsed by the stakeholders who are expected to be affected by and benefit from the program's uptake.

The terms of reference:

- Specify AWS's quality requirements in relation to the WRT process, for example in relation to transparency, stakeholder participation, public review of draft standard(s), etc.
- Specify AWS's quality requirements in relation to the standard(s) to be developed as a result of the WRT process, for example, in relation to social and environmental objectives, geographical and sectoral scope, etc.
- Specify key steps for the establishment of the WRT process

Once the TOR have been approved by the AWS Board, they will be used by the Board:

- To evaluate the more detailed WRT process specification developed by the AWS Secretariat, to ensure that it meets the Board's requirements
- As an authoritative reference point to ensure the ongoing integrity of the WRT process as it is implemented
- To evaluate the standard(s) subsequently developed by the WRT process, to ensure that it provides an effective basis for the AWS water stewardship program

The AWS Board, Regional Initiative and Secretariat members will all work closely with each other and with stakeholders participating in the WRT process over the coming years to ensure that the process and its outputs meet all parties' needs and expectations. In the event that the WRT process or outputs do not meet these TOR the AWS Board will identify any areas of nonconformity and requires that they be corrected to its satisfaction. AWS Board and Secretariat members will not, however, be responsible for deciding the way in which nonconformities are to be corrected – these decisions will be delegated to a balanced stakeholder committee (as described below).

³⁴ See "AWS Water Stewardship Program Description" (AWS, December 2010) for a description of the AWS Water Stewardship Program

³⁵ The AWS Water Roundtable is a process of the AWS and does not have an independent legal character. Any standards, procedures, processes, etc., developed by the WRT are and remain the intellectual property of AWS Inc.

³⁶ The specification for the Standard is defined in this terms of reference document.

³⁷ In case of doubt, interpretation of these terms of reference shall be at the sole discretion of the AWS Board of Directors.

Once completed in accordance with these TOR, the standard(s) will be adopted by the AWS Board and will form the basis of the AWS water stewardship program.

The WRT Process

The objective of the WRT process shall be to develop a single, generic international standard and associated guidance documentation,³⁸ which meets the specifications defined below and is sufficient to meet the objectives of the AWS water stewardship program. If the International Standard Development Committee (ISDC, see below) determines that it is technically infeasible to meet these requirements with a single standard, it may propose an alternative approach for the consideration of the AWS Board. The Board will review the ISDC's proposal and may, at its discretion, revise its specification, for example, to refer to the development of a *set* of international standards, each of which has a more limited scope.

The WRT process shall comply with the requirements of the ISEAL Codes of Good Practice for the Development of Social and Environmental Standards (or simply, the ISEAL Codes of Good Practice). Among other things, these include:

- Defining the objectives of the standard and justifying the need for its development
- Identifying affected stakeholders and providing them with information about the development process and how they can participate
- Having public consultations and ensuring that a balance of interests participates
- Providing a variety of opportunities and tools (i.e., teleconferences, meetings and webinars) for stakeholders to participate
- Ensuring a variety of opinions are given equal weight and providing for balanced decision-making
- Making the standard and supporting documents publicly available and reviewing the standard on a regular basis

The WRT process shall provide for the establishment of an International Standard Development Committee (ISDC) charged to oversee the standards development process and formally approve its final outputs. To ensure that the overall objectives of the water stewardship program are met, voting on the ISDC shall be undertaken as individuals representing various perspectives. There shall be an ongoing effort to ensure a balance of regional and sectoral perspectives within the ISDC. Members of the ISDC must ensure that decision-making accounts for the interests of the full range of water stewardship stakeholders, and not only the interests of the organizations directly represented on the ISDC.

Initial membership of the ISDC shall be specified by the AWS Board (see "Establishment of the WRT Process," below). The WRT process shall include provisions for the subsequent review and possible changes to the membership of the ISDC over time. The WRT process shall specify an international program of stakeholder consultation and make provision for a pilot testing program, which together are sufficient to demonstrate that the standard(s) developed as a result of the process meet all of the requirements specified in these TOR.

³⁸ For example, guidance on application of the IWSS to different kinds of businesses, or for implementation in different countries or regions of the world.

Before the standard drafting process is initiated, the ISDC shall evaluate and provide explicit guidance as to whether (and if so, how) the standard would be applied to small and medium-sized enterprises (SMEs) as well as larger businesses, while meeting the specifications listed below.

The final outputs of the WRT process shall be formally approved by the ISDC by consensus.³⁹ In approving the final outputs, the ISDC shall warrant that the WRT process has been implemented as documented, and that in its view the outputs of the process meet the requirements specified in these TOR.

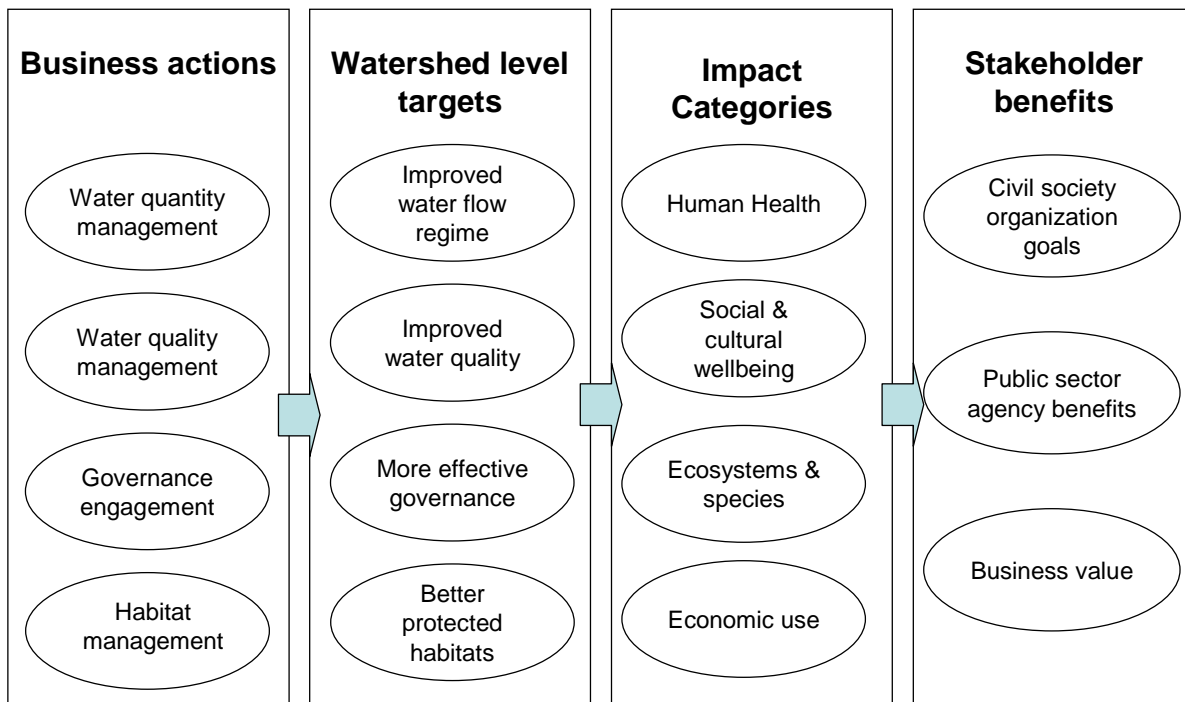
The WRT process shall be completed, and the ISDC shall submit its outputs to the AWS Board by July 1, 2013. If the process has not been completed by this date, the AWS Board shall determine the best way to complete the process to its satisfaction, and in compliance with the ISEAL Codes of Good Practice.

Specifications for the IWSS

The standard(s) developed as a result of the WRT process shall comply with the requirements of the ISEAL Codes of Good Practice in relation to structure and content. The social and environmental objectives of the standard(s) shall be to minimize the negative impacts⁴⁰ of water use in relation to human health, social and cultural well-being, ecosystems and species, and economic use. The standard(s) shall achieve these objectives by identifying actions that can be taken by businesses (see below, for examples) to achieve watershed and catchment-level sustainability targets in relation to issues, such as improved water flow regime, improved water quality, more effective governance, better protected habitats, as illustrated in Figure 1.

³⁹ To be defined by the ISDC and to the AWS Board's satisfaction.

⁴⁰ "Impacts: The Undesirable Consequences of Human-Induced Effects on Water." See *Where to Focus? Water-Related Impact and Risk in the Context of Standard Setting* (AWS, June 2010) for further explanation.



The standard(s) shall:

- Be global in its geographic scope
- Take account of and aim to address the impacts of an organization's direct, as well as indirect, water use
- Aim to address impacts at a watershed level
- Be applicable to businesses of all sectors with a significant influence on water use including but not limited to agricultural producers, extractive industries, manufacturers, the service sector and water service providers
- Be sufficient for the implementation of the AWS global water stewardship program without the need for the development of further standards
- Be written such that conformance can be objectively verified and that tangible outcomes in water management practice and performance can be independently identified
- Support and not diminish effective water regulation and policy
- Specify the combination of process and/or performance requirements considered optimal to achieve the specified objectives
- Be designed to align, mutually reinforce and, so far as possible, avoid duplication with complementary standards or approaches such as sectorally-specific "best management practice" standards, water footprinting standards, environmental reporting standards, management system standards, etc.
- Be designed so that their implementation shall not disadvantage small and medium-sized enterprises in comparison to larger enterprises nor disadvantage businesses in Least Developed Countries (LDCs) in comparison to those in More Developed Countries (MDCs)
- Be able to support an evaluation of the level of performance of a site or an organization (for example, through a score or grade), so that claims and incentives can be scaled accordingly
- Not require individual product-level traceability in order to be implemented

Establishment of the WRT Process

Parallel with the development of these TOR, the AWS Secretariat shall draft a detailed specification for the WRT standards development process (the WRT process specification). On approval of the TOR, the WRT process specification will be reviewed and revised to ensure that it meets all aspects of the TOR, and will be published and disseminated for a 30-day (minimum) period of public review and comment. The AWS Board will propose a provisional membership of the ISDC that meets the requirements specified in these TOR in relation to stakeholder group, geographical and sectoral representation and balance. The AWS Board will publish its initial proposal, seek the views of stakeholders, and take account of any comments that are received prior to finalizing the provisional membership.

The provisional membership thus established shall be tasked to review and, if necessary, propose revisions to the draft WRT process specification, taking account of any stakeholder comments that have been submitted. Once both the provisional membership of the ISDC and the AWS Board are satisfied with the proposed WRT process specification, it shall be formally approved by the AWS Board, and the initial ISDC membership shall be finalized and confirmed. Changes to the WRT process specification may subsequently be proposed by the ISDC (following its internal procedures) for the AWS Board's consideration. For proposed changes to take effect, they shall be published for public review and comment for a 30-day minimum period, and shall require the approval of the AWS Board, taking account of any stakeholder comments received.

Appendix E: Proposed Regional Divisions

Region	Population (#)	Population %	Gross Domestic Product (\$millions)	GDP %	Area (km ²)	Area %	Combined Average (Pop/GDP/Area)
Africa	983,015,553	14.49%	\$ 1,355,527	2.35%	27,524,206	21.02%	12.62%
Asia Pacific	827,289,652	12.20%	\$ 8,268,146	14.30%	13,655,117	10.43%	12.31%
Central Asia	452,965,661	6.68%	\$ 3,116,237	5.39%	26,650,160	20.35%	10.81%
Europe	625,342,159	9.22%	\$ 18,145,875	31.39%	6,500,030	4.96%	15.19%
Latin America & the Caribbean	584,095,930	8.61%	\$ 4,293,062	7.43%	20,523,636	15.67%	10.57%
North America	345,204,000	5.09%	\$ 15,456,000	26.74%	19,816,420	15.13%	15.65%
Northern Asia	1,374,576,423	20.26%	\$ 5,601,003	9.69%	11,164,120	8.52%	12.83%
Southern Asia	1,591,149,077	23.46%	\$ 1,568,606	2.71%	5,131,074	3.92%	10.03%

Data Sources: Population data are from CIA Factbook; GDP data are from variable sources, and Area data are from FAOSTAT.

Ideally, the combined averages should be roughly 12.5%; those regions that are below 12.5% are effectively over-represented, while those above 12.5% are under-represented.

Detailed breakdowns of industries into stakeholder groups (Table I) and countries into Regions (Table II) are provided below:

Table I: Industry Classification (based on GICS Codes)

Businesses and Water Service Providers	Agriculture (including horticulture, livestock and ranching, and aquaculture)
	Mining (and metals manufacturing)
	Forestry (and paper and forest products)
	Packaged Foods and Meats
	Chemicals
	Beverage
	Oil, Gas and Consumable Fuels
	Manufacturing (other)
	IT/Tech
	Retail (grocery and apparel)
	Tourism
	Health Care
	Financials (private banks)
	Building and Business Services
	Private and Private Water Supply and Sanitation Utilities
	Private and Public Hydropower and Energy Utilities
	Regional and Basin Water Management (private)
	Business or Water Service Provider Associations
Private Sector Consultants	
Public Sector Agencies	Regional and Basin Water Management (public)
	National Government Water Agencies
	Multilateral Organizations
	Government Funders
	Multilateral Banks
	Academia and Public Research Institutions
	Land Management Agencies
Civil Society Organizations	Social, Humanitarian, and Health (human-based) NGOs
	Environmental (nature-based) NGOs
	Indigenous Groups
	Existing Commodity Standard Social Enterprises (e.g., ISEAL members.)
	Foundations
	Standard setting Organizations (such as ISEAL)

Table II: Proposed Regional Divisions

Country	Region
Algeria	Africa
Angola	Africa
Benin	Africa
Botswana	Africa
Bouvet I.	Africa
Burkina Faso	Africa
Burundi	Africa
Cameroon	Africa
Cape Verde	Africa
Central African Republic	Africa
Chad	Africa
Comoros	Africa
Congo	Africa
Congo, DRC	Africa
Cote d'Ivoire	Africa
Djibouti	Africa
Egypt	Africa
Equatorial Guinea	Africa
Eritrea	Africa
Ethiopia	Africa
Gabon	Africa
Ghana	Africa
Glorioso Is.	Africa
Guinea	Africa
Guinea-Bissau	Africa
Juan De Nova I.	Africa
Kenya	Africa
Lesotho	Africa
Liberia	Africa
Libya	Africa
Madagascar	Africa
Malawi	Africa
Mali	Africa
Mauritania	Africa
Mauritius	Africa
Mayotte	Africa
Morocco	Africa
Mozambique	Africa

Africa Continued	
Namibia	Africa
Niger	Africa
Nigeria	Africa
Reunion	Africa
Rwanda	Africa
Sao Tome & Principe	Africa
Senegal	Africa
Seychelles	Africa
Sierra Leone	Africa
Somalia	Africa
South Africa	Africa
St. Helena	Africa
Sudan	Africa
Swaziland	Africa
Tanzania	Africa
The Gambia	Africa
Togo	Africa
Tunisia	Africa
Uganda	Africa
Western Sahara	Africa
Zambia	Africa
Zimbabwe	Africa

Country	Region
American Samoa	Asia Pacific
Australia	Asia Pacific
Baker I.	Asia Pacific
British Indian Ocean Territory	Asia Pacific
Brunei	Asia Pacific
Cambodia	Asia Pacific
Christmas I.	Asia Pacific
Cocos Is.	Asia Pacific
Cook Is.	Asia Pacific
Federated States of Micronesia	Asia Pacific
Fiji	Asia Pacific
French Polynesia	Asia Pacific

Asia Pacific Continued	
French Southern & Antarctic Lands	Asia Pacific
Guam	Asia Pacific
Heard I. & McDonald Is.	Asia Pacific
Howland I.	Asia Pacific
Indonesia	Asia Pacific
Japan	Asia Pacific
Jarvis I.	Asia Pacific
Johnston Atoll	Asia Pacific
Kiribati	Asia Pacific
Laos	Asia Pacific
Malaysia	Asia Pacific
Marshall Is.	Asia Pacific
Micronesia	Asia Pacific
Midway Is.	Asia Pacific
Myanmar	Asia Pacific
Nauru	Asia Pacific
New Caledonia	Asia Pacific
New Zealand	Asia Pacific
Niue	Asia Pacific
Norfolk I.	Asia Pacific
North Korea	Asia Pacific
Northern Mariana Is.	Asia Pacific
Palau	Asia Pacific
Papua New Guinea	Asia Pacific
Philippines	Asia Pacific
Pitcairn Is.	Asia Pacific
Samoa	Asia Pacific
Singapore	Asia Pacific
Solomon Is.	Asia Pacific
South Korea	Asia Pacific
Thailand	Asia Pacific
Timor-Leste	Asia Pacific
Tokelau	Asia Pacific
Tonga	Asia Pacific
Tuvalu	Asia Pacific
Vanuatu	Asia Pacific
Vietnam	Asia Pacific
Wake I.	Asia Pacific
Wallis & Futuna	Asia Pacific

Country	Region
Armenia	Central Asia
Azerbaijan	Central Asia
Bahrain	Central Asia
Gaza Strip	Central Asia
Georgia	Central Asia
Iran	Central Asia
Iraq	Central Asia
Israel	Central Asia
Jordan	Central Asia
Kazakhstan	Central Asia
Kuwait	Central Asia
Kyrgyzstan	Central Asia
Lebanon	Central Asia
Qatar	Central Asia
Russia	Central Asia
Saudi Arabia	Central Asia
Syria	Central Asia
Tajikistan	Central Asia
Turkmenistan	Central Asia
Ukraine	Central Asia
United Arab Emirates	Central Asia
Uzbekistan	Central Asia
West Bank	Central Asia

Country	Region
Albania	Europe
Andorra	Europe
Austria	Europe
Belarus	Europe
Belgium	Europe
Bosnia & Herzegovina	Europe
Bulgaria	Europe
Croatia	Europe
Cyprus	Europe
Czech Republic	Europe
Denmark	Europe
Estonia	Europe
Faroe Is.	Europe
Finland	Europe

Europe Continued	
France	Europe
Germany	Europe
Gibraltar	Europe
Greece	Europe
Greenland	Europe
Guernsey	Europe
Hungary	Europe
Iceland	Europe
Ireland	Europe
Isle of Man	Europe
Italy	Europe
Jan Mayen	Europe
Jersey	Europe
Latvia	Europe
Liechtenstein	Europe
Lithuania	Europe
Luxembourg	Europe
Macedonia	Europe
Malta	Europe
Moldova	Europe
Monaco	Europe
Montenegro	Europe
Netherlands	Europe
Norway	Europe
Poland	Europe
Portugal	Europe
Romania	Europe
San Marino	Europe
Serbia	Europe
Slovakia	Europe
Slovenia	Europe
Spain	Europe
Svalbard	Europe
Sweden	Europe
Switzerland	Europe
Turkey	Europe
Ukraine	Europe
United Kingdom	Europe
Vatican City	Europe

Country	Region
Anguilla	Latin America and the Caribbean
Antigua & Barbuda	Latin America and the Caribbean
Argentina	Latin America and the Caribbean
Aruba	Latin America and the Caribbean
Barbados	Latin America and the Caribbean
Belize	Latin America and the Caribbean
Bermuda	Latin America and the Caribbean
Bolivia	Latin America and the Caribbean
Brazil	Latin America and the Caribbean
British Virgin Is.	Latin America and the Caribbean
Cayman Is.	Latin America and the Caribbean
Chile	Latin America and the Caribbean
Colombia	Latin America and the Caribbean
Costa Rica	Latin America and the Caribbean
Cuba	Latin America and the Caribbean
Dominica	Latin America and the Caribbean
Dominican Republic	Latin America and the Caribbean
Ecuador	Latin America and the Caribbean
El Salvador	Latin America and the Caribbean
Falkland Is.	Latin America and the Caribbean
French Guiana	Latin America and the Caribbean
Grenada	Latin America and the Caribbean

Latin America & the Caribbean Continued	
Guadeloupe	Latin America and the Caribbean
Guatemala	Latin America and the Caribbean
Guyana	Latin America and the Caribbean
Haiti	Latin America and the Caribbean
Honduras	Latin America and the Caribbean
Jamaica	Latin America and the Caribbean
Martinique	Latin America and the Caribbean
Mexico	Latin America and the Caribbean
Montserrat	Latin America and the Caribbean
Netherlands Antilles	Latin America and the Caribbean
Nicaragua	Latin America and the Caribbean
Panama	Latin America and the Caribbean
Paraguay	Latin America and the Caribbean
Peru	Latin America and the Caribbean
Puerto Rico	Latin America and the Caribbean
South Georgia & the South Sandwich Is.	Latin America and the Caribbean
St. Kitts & Nevis	Latin America and the Caribbean
St. Lucia	Latin America and the Caribbean
St. Vincent & the Grenadines	Latin America and the Caribbean
Suriname	Latin America and the Caribbean
The Bahamas	Latin America and the Caribbean
Trinidad & Tobago	Latin America and the Caribbean

Latin America & the Caribbean Continued	
Turks & Caicos Is.	Latin America and the Caribbean
Uruguay	Latin America and the Caribbean
Venezuela	Latin America and the Caribbean
Virgin Is.	Latin America and the Caribbean

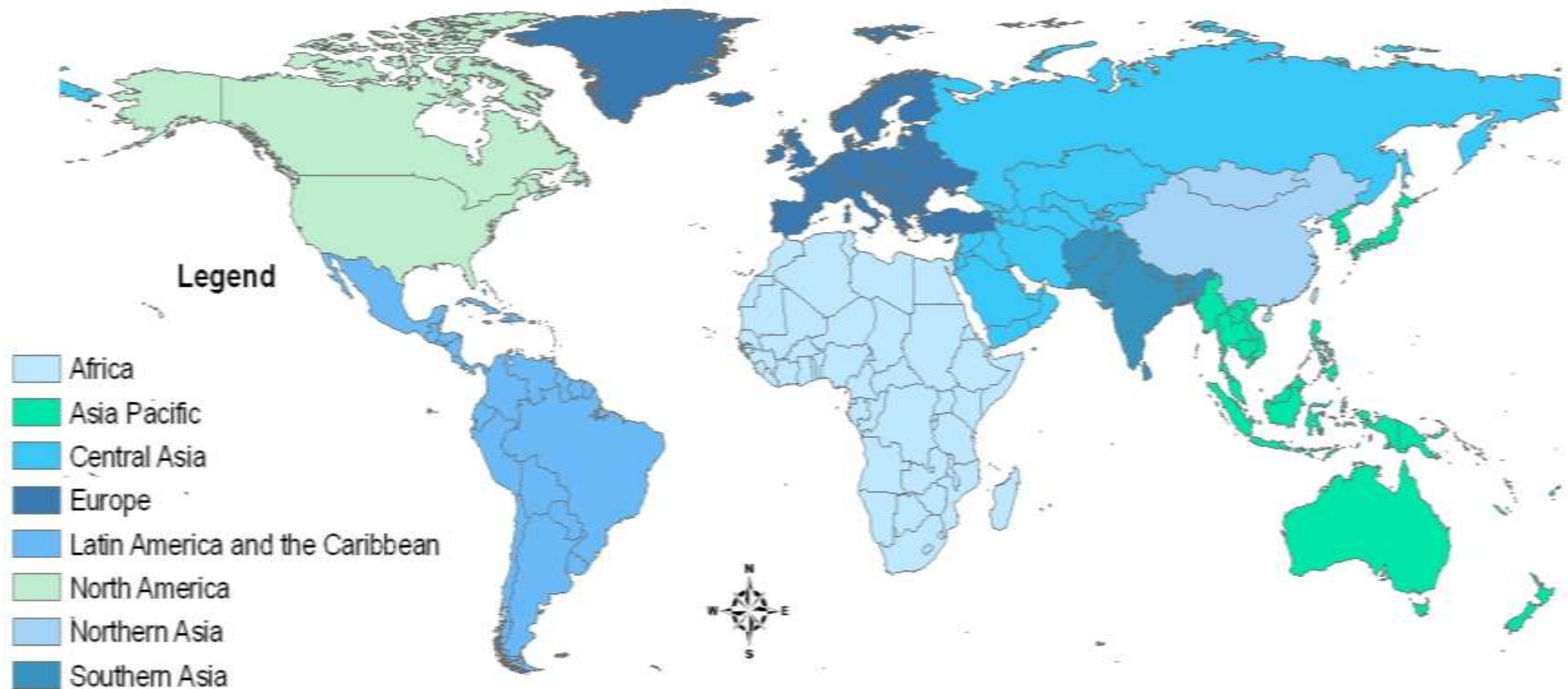
Country	Region
Canada	North America
St. Pierre & Miquelon	North America
United States	North America

Country	Region
China	Northern Asia
Hong Kong	Northern Asia
Macau	Northern Asia
Mongolia	Northern Asia
Taiwan	Northern Asia

Country	Region
Afghanistan	Southern Asia
Bangladesh	Southern Asia
Bhutan	Southern Asia
India	Southern Asia
Maldives	Southern Asia
Nepal	Southern Asia
Pakistan	Southern Asia
Sri Lanka	Southern Asia

Country	Region
Antarctica	N/A

Map of Regions



Appendix F: ISO Definition of Consensus

Following is an explanation of several of the phrases used in the International Organization for Standardization's definition of "consensus":

Consensus need not imply unanimity: Under consensus, one or more parties may not fully agree with a decision, but is able to accept it.

Directly affected: Includes those whose lives or livelihoods would be altered by the proposed decision or standard financially or otherwise, as well as the affected public.

Important part of concerned interests: Clearly recognized representative of a segment of concerned interests that have been engaged in the discussions as a member of the decision-making body, such as all ISDC members.

Interested parties: Any party that has participated substantively in the roundtable process, including those outside the ISDC, that may present issues for the ISDC to debate and decide.

Substantial issues: Issues that materially affect the Standard or decision being taken as appropriate.

Sustained opposition: Sustained opposition means that an important part of concerned interests has indicated, despite meaningful discussion of an issue, that the position or solution put forward continues to be unacceptable to that interest.