

Tool 2: WSI Model — A Template to Describe the Logic of WSIs

WSI facilitators and core participants usually agree at an early stage on the cornerstones of how a WSI will operate and generate shared benefits. Nonetheless, the written agreements often take time to develop and use legal language that is not easily understood by all WSI participants. This leaves room for contradicting interpretations and expectations among WSI participants and beneficiaries, which can result in conflicts and undermine the accountability relationships among different stakeholders both within and outside the WSI. The WSI Model (Sample model is provided at the end of this tool) provides a structure through which **WSI participants** can discuss and agree on key aspects of the WSI in simple terms, establishing a shared understanding among all participants. Doing so helps create transparency and provides key information for an analysis of the most salient integrity risks the WSI may face. Beyond this, the WSI Model helps to clarify the **theory of change** along nine building blocks:

1. Participants
2. Activities
3. Governance structures
4. Commitments and contributions
5. Goals and objectives
6. Mechanisms for engaging **affected stakeholders**
7. **Affected stakeholders**

Tool	The WSI Model provides a template to help participants understand how a WSI will be structured, function, and generate benefits. ¹
Related Key Activity	Regularly question and verify theory of change .
Question Addressed	Given that participants typically have different understandings of what the WSI should do and why, how can they capture the logic of the WSI at a glance and in a way everyone understands?
Purpose	Clarify the logic of the WSI to reduce room for interpretation and misappropriation of the initiative: <ul style="list-style-type: none"> ✓ Structure and understand the governance and logic of a WSI in a participatory process. ✓ Establish a reference to assess and improve the WSI's integrity and impact.
Output	Jointly developed overview of the most important aspects of the WSI and its context.
Possible Users	WSI initiator(s) and participants.
Level of Effort	Two- to three-hour participatory session in a workshop or meeting, and regular amendments or reflections to capture new developments in the WSI and its theory of change .
WSI Phase	2: Formalization, but can be used at any phase.

There were no clear objectives for us, no clear benefits so it was difficult to see what we were aiming for. [Private Sector]

These problems are really about accountability and how the project should identify issues and target at the design phase. Where is the theory of change? [Civil Society]

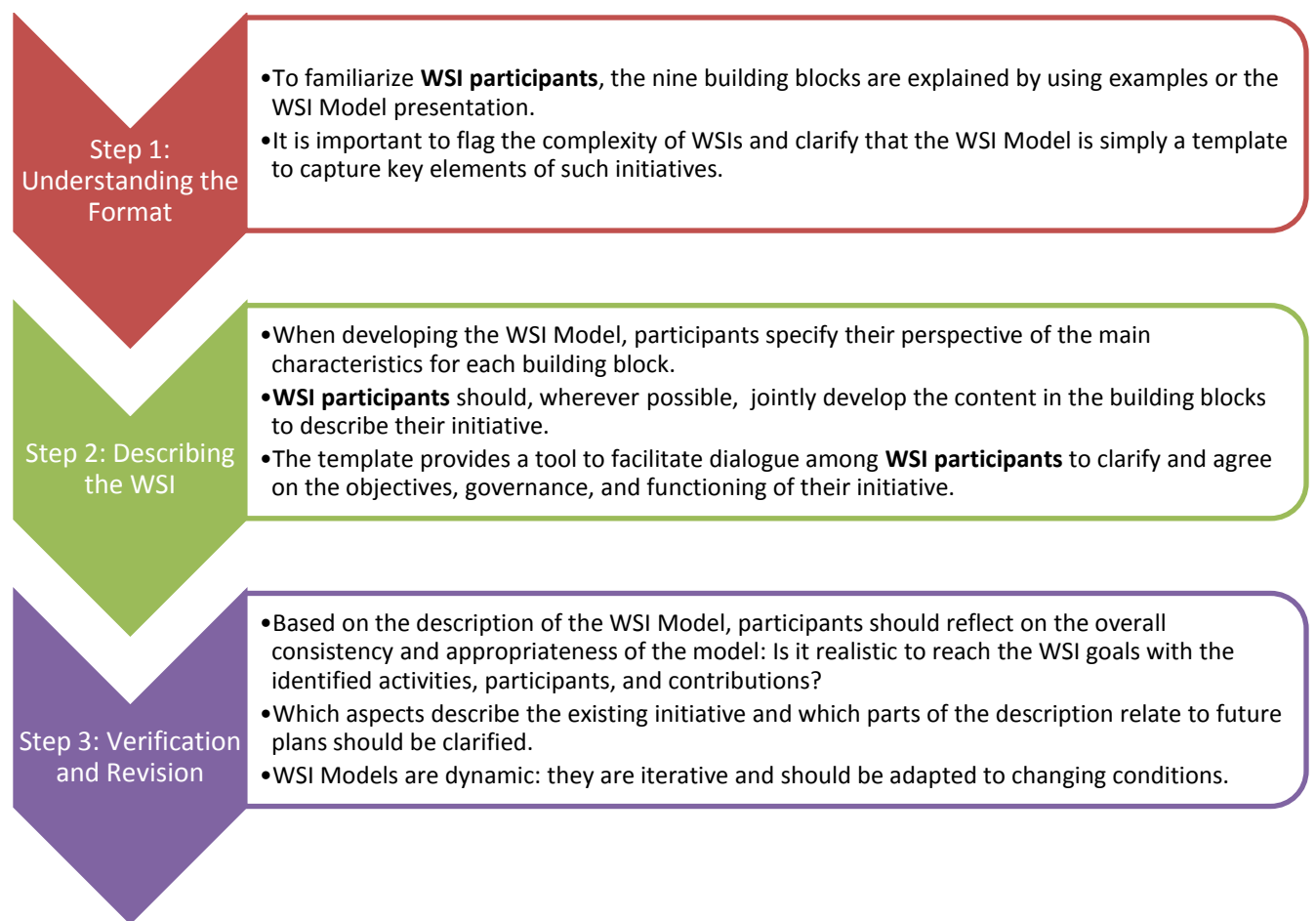
(Testimony from field assessments)

¹ Based on the idea of the Business Model Canvas developed by Osterwalder & Pigneur (2010).

8. Local **water challenges** and priorities
9. Benefits

Guidance for implementation

The WSI Model can be used at any stage of the life cycle to reflect on the WSI's **theory of change**, but it is particularly useful during the formalization phase to capture and present the agreements reached in a concise format. If developed before reaching written agreements, it can inform the discussions on these. The WSI Model is ideally developed in a participatory process (e.g., as part of a management workshop) with all or most **WSI participants**, in order to promote joint understanding of the initiative and its context. However, it can also be used as a design instrument by **WSI initiators** at early stages of an initiative. The three steps below could guide a participatory workshop setting.



Further reading:

- Alex Osterwalder and Yves Pigneur. 2009. *Business Model Generation: A Handbook for Visionaries, Game Changers, and Challengers* (Osterwalder & Pigneur, ISBN 978-2-8399-0580-0). <http://www.businessmodelgeneration.com>. (Also: 2010. Wiley, ISBN-10: 0470876417).

Internal to the WSI

Link to the environment and context of the WSI

<p>Governance Structures <i>What internal governance accountability structures exist for the initiative, and how effective are they?</i> Examples: <ul style="list-style-type: none"> • Decision-making, financial management processes • Exit strategy • M&E mechanism </p>		<p>Local water challenges and priorities <i>What local water challenges exist in the basin? What are the local policy priorities for the region?</i> Example challenges: <ul style="list-style-type: none"> • Water over-allocation • Unreliable/unavailable water supply or sanitation • Weak local institutions • Flood damage </p>		
<p>Participants <i>Who should be/is involved in the initiative? As active participants?</i> Examples: <ul style="list-style-type: none"> • Multinational company • NGO • Local authority • Water user association • Farmers • Others </p>	<p>Activities <i>What activities will the initiative pursue?</i> Examples: <ul style="list-style-type: none"> • Establishing an information platform • Assessing water challenges • Radio campaigns • Mentoring program for managers • Others </p>	<p>Goals and objectives <i>What are the main objectives and goals of the initiative? What is the initiative's main function?</i> Examples: <ul style="list-style-type: none"> • To overcome weak governance through developing capacities for X, Y • To make new technologies for water extraction accessible • To support development of new policies </p>	<p>Mechanisms for engaging affected stakeholders <i>What mechanisms will be/are established to solicit external input into the initiative? How will/is relevant information communicated to affected stakeholders?</i> Examples: <ul style="list-style-type: none"> • Community engagement officer • Regular consultation </p>	<p>Affected stakeholders <i>Which actors' interests are affected? What are their main interests? Which affected stakeholders stand to lose?</i> Examples: <ul style="list-style-type: none"> • Local communities • Competitors of corporate participants </p>
<p>Commitments and contributions <i>What commitments and contributions have been made? What are the main responsibilities of the WSI participants?</i> Examples: <ul style="list-style-type: none"> • Funding • Staff contributions • Organization of coordination meeting </p>		<p>Benefits <i>What are the main benefits of the initiative? And who will be benefiting?</i> Examples: <ul style="list-style-type: none"> • Inclusive water governance • increased access to water supply and sanitation services • restored ecosystems </p>		

