



**Report of the regional training on Transboundary Diagnostic Analysis (TDA) and Strategic Action Program (SAP) process**

**Cotonou, 15-19 September 2008**



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Cover illustration: Group photograph of participants, Regional training on TDA/SAP process

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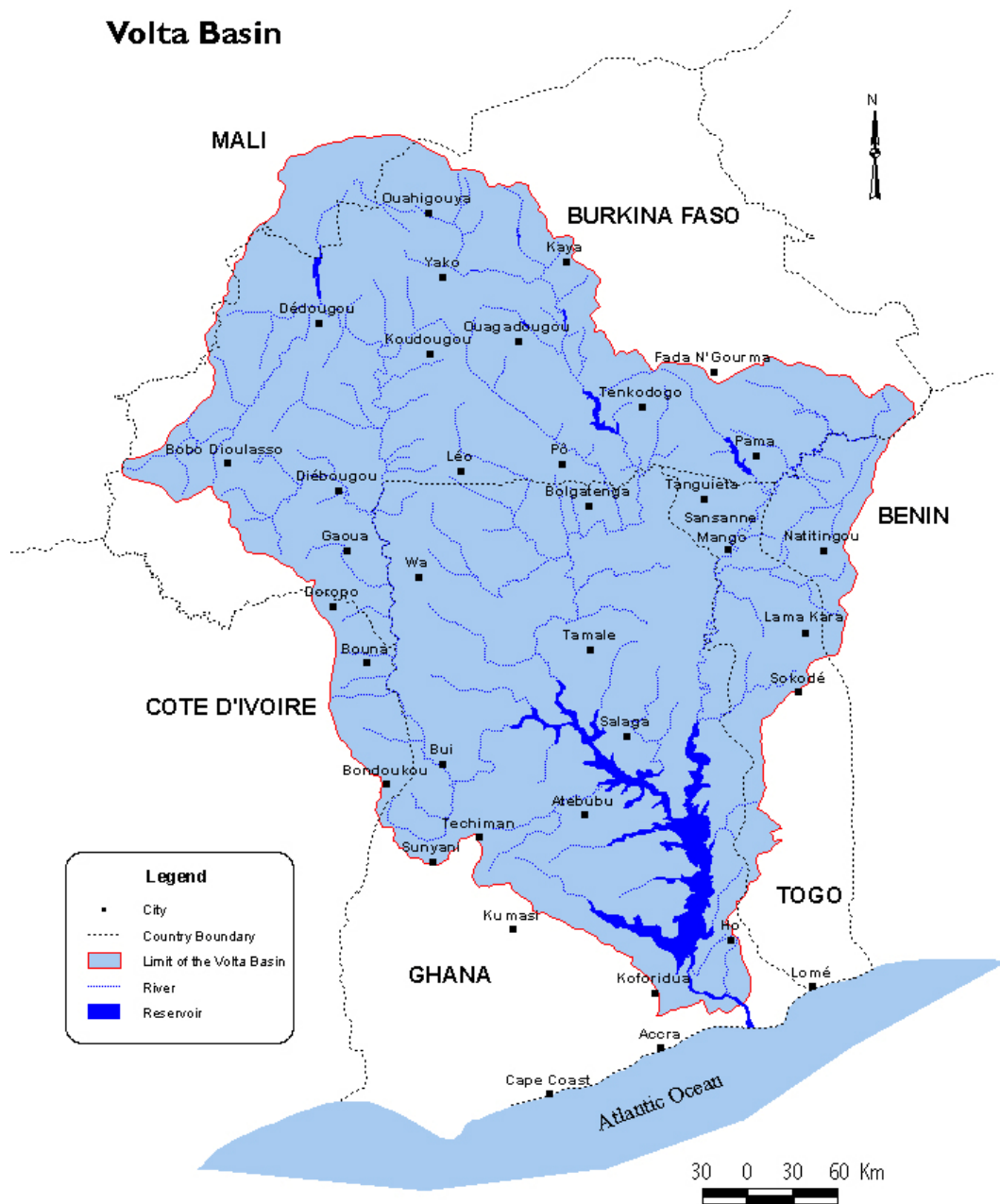
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## Table of contents

List of abbreviations and acronyms	2
1. Introduction	4
1.1 Context of the training	4
1.2 Objectives of the training and expected outcomes	4
1.3 Methodology	5
2. Programme and practical organization of the training	6
2.1 Programme of the training	6
2.2 Practical arrangements of the training	6
3. Opening of the training	6
3.1 Opening remarks	6
3.2 Introduction of participants	7
4. Key presentations and exercises	7
4.1 Summary of key-presentations	7
4.2 Summary of exercises	8
4.3 Summary work plans suggested by riparian countries	9
5. Further training needs	10
6. Evaluation of the workshop	11
7. Documentation	11
8. Closing remarks	12
8.1 Lessons learned and recommendations	12
8.2 Closure of the meeting	12
9. Annexes	13
9.1 Annex A: List of participants	14
9.2 Annex B: Meeting agenda	18
9.3 Annex C: Outcomes of the workshop evaluation	20
9.4 Annex D: Vote of thanks	21

## List of abbreviations and acronyms

<b>Abbreviation</b>	<b>Definition</b>
APNP-VRB	Action Plan for the National Part of the VRB
DRE	Direction des Ressources en Eau
ECOWAS	Economic Community Of West African States
GEF	Global Environment Facility
GWP-WAWP	Global Water Partnership- West Africa Water Partnership
IRB	International River Basin
IWRM	Integrated Water Resources Management
NOFP	National Operational Focal Point
PAGEV	Projet d'Amélioration de la Gouvernance de l'Eau dans le bassin de la Volta
PMU	Project Management Unit
PSC	Project Steering Committee
RPC	Regional Project Coordinator
SAP	Strategic Action Program
SIAAP	Syndicat Interdépartemental pour l'Assainissement de l'Agglomération de Paris
TDA	Transboundary Diagnostic Analysis
UCC	UNEP Collaborating Centre
UNEP	United Nations Environment Program
UNEP/DGEF	United Nations Environment Program/ Division of GEF Coordination
UNEP/GEF	United Nations Environment Program/ Global Environment Facility
UNOPS	United Nations Office for Project Services
VBA	Volta Basin Authority



## 1. Introduction

### 1.1 Context of the training

1. The UNEP/GEF Volta River Basin Project for “Addressing Transboundary Concerns in the Volta River Basin and its Downstream Coastal Area” is a regional initiative of six riparian countries in the basin, including Benin, Burkina Faso, Ivory Coast, Ghana, Mali and Togo. The project which has been designed to facilitate the integrated management, sustainable development and protection of natural Resources of the Volta River Basin plan to achieve its objectives by addressing priority regional transboundary issues and problems as identified through a preliminary transboundary diagnostic analysis (TDA) earlier conducted on the basin. The project is expected to promote a more sectorally coordinated management approach, based on Integrated Water Resource Management (IWRM) principles, both at the national and the regional levels, with a strong emphasis on an expanded role for all stakeholders.
2. The long-term goal of the project is to enhance the ability of the countries to plan and manage the Volta catchment areas within the territories and its aquatic resources and ecosystems on a sustainable basis.
3. This Project has three main components with associated objectives identified by the root cause analysis carried out during the project preparation process and updated during the inception phase as follows:
  - Specific Objective n°1: Build capacity, improve knowledge, enhance stakeholders involvement to support the effective management of the VRB
  - Specific Objective n°2: Develop river basin legal, regulatory and institutional frameworks and management instruments for addressing transboundary concerns in the Volta River Basin and its downstream coastal area
  - Specific Objective n°3: Demonstrate national and regional measures to combat transboundary environmental degradation in the Volta Basin
4. The specific objective 2 above will help to finalize and agree on the final, geographically specific, quantitative TDA, and contribute to the development of Strategic Action Programme (SAP) and Action Plan for the National Part of the VRB (APNP-VRB) that address issues of priority transboundary concerns. A trans-boundary diagnostic analysis is an important tool/approach that GEF has adopted towards the development of a Strategic Action Programme.
5. A preliminary TDA has been prepared and serves as the basis for preparation of the project document and follow up inception report guiding the project implementation. The current GEF Volta Project is therefore expected to update and expand the TDA, and also develop a regionally agreed SAP, following clarification of some aspects of the environmental status of the region as well as building grounds for SAP implementation.

### 1.2 Objectives of the training and expected outcomes

6. The main objective of the training was to build the capacity of National Coordinators, National Operational Focal Points (NOFP) from the six riparian countries of the Volta River basin, Project Task Force members and other selected project partners in the approach and methodology of TDA and SAP development and processes, taking into consideration the peculiar situation in the basin. The training also aimed to facilitate knowledge exchange and establish network between the GEF-Volta Project partners.
7. At the end of the training, participants were expected to have:
  - Understanding of the Transboundary Diagnostic Analysis (TDA) and the Strategic Action Programme (SAP) process as developed by GEF,

- Understanding of the TDA/SAP approach for the Volta basin and the current GEF IW project.
- Plan of work, covering at least 3 months, including understanding and appreciation of roles and activities of the project.

### 1.3 Methodology

8. With the goals formulated, the challenge was to make maximum use of the five days available. Participants were encouraged to contribute and be involved in lively discussion throughout the event, and at the end able to go home with knowledge, better understanding of TDA/SAP, as well as a tentative plan. The overall delivery method was flexible, in order to ensure that the needs of the participants were met.
9. The methodology of the training was based on two main components:
  - Presentations followed by questions and discussions
  - Exercises, based on key steps in the TDA/SAP, that make use of the Volta basin as a case study
10. Creative use was made of the modules that have been developed by the GEF International Water Programme for training on the TDA/SAP. This was mixed with exercises that used the existing draft TDA. The existing draft TDA was used as the main 'case' for doing the various exercises.
11. A major difference with the generic approach described in the GEF-IW material is that for the Volta project a draft TDA and a draft SAP have been prepared in 2002. The project will review the preliminary TDA and write a new SAP document.
12. This means that the timeframe is shorter than the version presented in the training-documents and the content of the work differs as well: part of the existing TDA/SAP will be updated, steps can be shorter, or even longer.
13. To overcome this difference, and make it understandable for the participants, 3 key interventions were done:
  - On day 1, the approach of the project was introduced by the project coordinator, Hubert Onibon to discuss the project, and bring all participants at the same level of information.
  - During the work on the modules, the existing draft TDA was used as exercise material, asking the participants every time to evaluate this material against the suggested composition presented in the module. In doing so, the participants had to go through the theory, but also through the current material, thus getting familiar with this text.
14. A planning session was included at the end of the training, where the combined understanding of the approach as it was presented in the training and the GEF materials was brought together with the realities of the project.
15. In addition to this, the project coordinator and the scientific officer of the project, Olumide Akinsola were present most of the time, and available to answer questions regarding the practical choices in the project.
16. The following exercises were conducted during the workshop:
  - Identifying transboundary environmental problems in the Volta basin
  - Identifying actors and roles in the current Volta process
  - XY exercise: a negotiation/cooperation game
  - Prioritization exercise: analyzing the way transboundary environmental problems for the Volta were prioritized in the draft TDA
  - Evaluating stakeholder analysis of the draft TDA
  - Causal chain exercise: analyzing the causal chain of one of the problems of the Volta, presented in the draft TDA

- Planning the work of the coming months

## **2. Programme and practical organization of the training**

### **2.1 Programme of the training**

17. The training made use of the modules developed by GEF-IW. In this training, only module 2 was not used (the programme is added as Annex B).

- Monday: Opening and introduction of the participants. Discussion of expectations of the participants, and an introduction of the Volta project. A general introduction of the TDA/SAP method was done (module 1). We also covered parts of stakeholder-involvement and governance (module 6).
- Tuesday: Focus on the TDA, particularly the prioritization of transboundary problems (module 3).
- Wednesday: introduction and exercise on the causal chain analysis (module 4).
- Thursday: Introduction of IWRM in relation to the TDA/SAP process. Discussed 'producing the strategic action plan' (module 5), with an additional exercise on the governance- and stakeholder-analysis (module 6).
- Friday: The last day was used for going through the process once more, and look at the work of the next couple of months
- Detailed agenda is presented in Annex B

### **2.2 Practical arrangements of the training**

18. The training was conducted in English and French using simultaneous translation, and this ensured that participants that needed the translation could follow the discussion and presentation.

19. The secretariat was well equipped with personnel and equipments (2 computers, 2 printers and a photocopying machine, 3 staff). This allowed for producing documents during the training and more flexibility especially in designing exercises quickly.

## **3. Opening of the training**

### **3.1 Opening remarks**

20. The opening ceremony was attended by high level Government representatives, the Minister in charge of Environment and the Representative of the Minister in charge of Water, other high ranking officials of the 2 Ministries and the Deputy Executive Director of the Volta Basin Authority.

21. The welcome address was delivered by Mr. Alao Yèkini Akala. In his speech he presented the context of the Volta River Basin and stress key water and environmental issues of the basin.

22. In his opening remarks, the coordinator of the GEF Volta Basin Project, Mr Hubert Onibon expressed his gratitude to the Beninese government and the Minister of Environment, Hon Juliette Biao, for their hospitality. Mr Onibon explained the purpose of the project: a regional project to facilitate the integrated management, the protection of the natural resources and the sustainable development in the six riparian countries. He also explained why this meeting of country representatives has been organised: to provide people involved in the implementation of the project with a better understanding of the actions that need to be taken, the methods that will be applied, and their own roles and responsibilities in this.

23. The Deputy Executive Director Volta Basin Authority (VBA), Mr. Samuel Yao Atikpo stressed the importance of the project, the need for the cooperation between the 6 countries involved, and the formulation of concrete activities on the sustainable use of the resource. He particularly emphasised the challenges that VBA is facing and the need for countries to ratify the VBA



Convention.

24. The training was declared opened by the Minister, in attendance of a representative of the Ministry of Water, Benin.
25. In her opening Statement, The minister of Environment of Benin, Honourable Juliette Biao Koudenoukpo noted the potential of the basin for the economic development of the six countries. She also pointed out the many problems related to the basin. She highlighted that there exists in the basin several issues, including reduction and degradation of the quality of water resources; draining of wetlands; loss of biodiversity; soil degradation; siltation and sanding-up of water bodies; accelerated disappearance of secondary streams; non-completion of basic hydraulic infrastructure and waterborne diseases, and therefore emphasised that the project should help in addressing these problems.

### **3.2 Introduction of participants**

26. The training was organized for key representatives of the project from the 6 riparian countries (Benin, Burkina Faso, Côte d'Ivoire, Ghana, Mali and Togo): National Project coordinators, National Operational Focal Points, Project Task Force members, Project Management Unit staff, UNEP DHI Centre representatives and other stakeholders established in Benin. The participants also included the Task Force team that has been set up by the project management. The full list of participants is presented in annex A.
27. It's important to stress here that the participants came, without exception, from both the ministries of water and from the ministries of environment in the riparian countries. This shows that at this moment the project is carried by both 'sectors' in the riparian countries. The participants are experts in water resources, environment, land degradation, forestry, sociology and economy.
28. The expectations from the participants were discussed and collected. The key expectation, although expressed in various wordings, include the desire to understand the TDA/SAP process. There were also references to the need for understanding the tools used in TDS/SAP. Participants were also hoping for exchange of experiences. The major concern was to not be able to reach expected outcomes because of the short duration of the training.

## **4. Key presentations and exercises**

### **4.1 Summary of key-presentations**

29. The presentations consisted of three main parts: the introduction of the project, the introduction of the TDA SAP approach, and an introduction of IWRM in West Africa and the Volta basin.
30. The introduction to the Volta project: the project coordinator introduced the content of the project, the main steps and the planning. During the discussion some questions were raised about the financing of the implementation.
31. The presentations of the TDA/SAP approach: this is obviously the main focus of the presentations during the week. This consists of the GEF-IW modules as adapted for the training. The modules presented for introducing the TDA/SAP method are:
  - Module 1: Overview of the TDA/SAP Process, what is the main philosophy, what are the main steps?
  - Module 3: Joint fact-finding 1: Identification and prioritisation of transboundary issues and the determination of environmental and socio-economic effects. How to set priorities?
  - Module 4: Joint fact-finding 2: Causal chain and governance analysis, integration of the TDA and submission for final approval. The focus was on the causal chain part of module 4.
  - Module 5: Formulating the SAP: Development of a long-term vision, preparing and assessing the acceptability of the options, setting targets and drafting the action programmes.

- Module 6: Governance analysis and stakeholder involvement
32. The only module not presented during this training was module 2, which deals with the development of an IW project. The discussion during and after these presentations went in many directions. Question points that were raised during the discussions are: who has defined the key concepts used in the approach, and which definition will be used in the project? How can I justify to my minister a planning process that will end in 2010? Another essential discussion was about the concept of ‘participation’: do not over-estimate the willingness of people and organisations to participate in these processes, and do check whether those that do participate are indeed representing anybody. Where do we find the people that can do the socio-economic analysis?
33. The link between IWRM and the Volta project was introduced by Niels Ipsen from the UNEP DHI Centre in Denmark. In the discussion it was mentioned by several people that the ongoing IWRM processes are indeed a good basis for much of the work that is proposed in the TDA and SAP and that indeed a lot of that work has been done already (this is in line with a pillar of the TDA/SAP approach: make use of what is there already).

#### 4.2 Summary of exercises

34. There were seven group-work exercises done during the training. The detailed results are not included since these exercises were performed with incomplete information, as part of the training and not with the aim to produce a physical result. The general outcomes of group works are:
- **Exercise 1: Identify transboundary environmental problems in the Volta basin.** The exercise showed that it was not easy for the participants to make a distinction between the problem and causes of the problem. A critical question that came up was: what definition is being used in the training materials, and who has formulated this definition? This is refers to problem of ‘shared language’: it is vital that the persons involved have the same understanding on crucial concepts. This holds for the national level and for the group of six countries together. The participants mentioned various transboundary problems such as the quantitative problems (flooding and drought), the quality problems linked to agriculture, urban development and industry, and the ecological problems such as the excessive growth of water plants and the inhibition of the migration of certain species of fish resulting from dams in the waterways.
  - **Exercise 2: Identify actors and roles in the current Volta process.** This exercise took considerable time. The purpose was to make clear the large number of actors involved in the various parts of the approach, and to make the participants discover the material (the text of the modules). The various groups came with different sets of actors.
  - **Exercise 3: XY exercise.** This is a negotiation/cooperation game. The groups showed quick understanding in playing the game, and managed to achieve positive scores, something that does not happen very often. The exercise generated a lot of discussion on the need for communication, the risks related to not following an agreement and the way transboundary problems are being resolved.
  - **Exercise 4: Prioritization exercise.** This exercise was initiated to analyze the way transboundary water and environmental problems for the Volta were prioritized in the draft TDA. The general conclusion of all groups was that the prioritization as it was done in the draft TDA was not based on proper approach. It increased the understanding of the various options presented in the TDA materials for doing the prioritization. Participants were aware of even more methods that are currently being used in the region. During the discussion, the availability of many studies and materials was brought up, and it was agreed that the country and the project teams should start using what is currently available. It was emphasised that TDA/SAP is all about using and adapting, if necessary, what is already there.
  - **Exercise 5: Evaluate stakeholder analysis of the draft TDA.** The conclusion of all groups was that the current TDA document is not adequate in this respect. The current draft only shows lists of institutions, without any further notion of roles and responsibilities, structures of informal

relations etc. In arriving at this conclusion, the groups showed their understanding of the importance of more analysis here. An important point was the risk of 'automatic listing' of groups in a process, without proper consideration of the actual mandate of these groups.

- **Exercise 6: Causal chain exercise: Participants were made to analyze the causal chain of one of the problems of the Volta, presented in the draft TDA.** Noted probably as the most complex part of the TDA process, it requires profound understanding of the problem, and the ability to formulate a clear mechanism, without too many sidelines that blur the visibility of the main mechanism. The groups got a feeling of the logic being used, but needed more time and practice. Participants were able to distinguish between the two major models for doing this analysis (a more simple model, only identifying the elements of the causal chain, and the more complex model that shows the actual relation between these elements), and were mostly able to distinguish the various levels of causes.
- **Exercise 7: This was aimed at formulating the workplan at country level for the next months.** All 6 country teams' representatives were able to prepare the plans. This shows a basic understanding of the process, as well as own role in the process. It also provides a basis for discussion between the project management and each of the country teams.

### 4.3 Summary work plans suggested by riparian countries

35. Although neighbours and sharing the same basin, the six countries in the project each have their own context and history regarding water and environment. The draft plans for the coming months may reflect some of these differences. They are summarized below.
36. Benin: The group identified a (long list) of involved actors. The activities start with organising: put a working group in place and select consultants. Next is collecting data, setting up the participative process, find out what else is going on in the project area and develop the communication in the area. The team also planned a visit to the project area, a first meeting of the technical committee and a workshop for finalizing the TDA before the end of the year.
37. Burkina Faso: The team suggest starting with organizing, specifying the team of experts to be involved. Terms of reference will be developed, and the group will be put in place. The next step is to prepare a plan for the coming years, and follow the activities that have been started.
38. Ghana: To prepare summary of report with recommendations of the workshop and attached copies of draft TDA document to key stakeholders for study. A meeting will then be convened with the PSC, National coordinator and the key stakeholders to source their views or comments and a briefing session will be organised to sensitise them on the TDA process and to collate their views on the TDA. Ongoing projects will be identified and a literature review conducted of work done at country level. The demo-project area will be visited.
39. Ivory Coast: The steering committee and the national implementation committee have been installed. The team will start with creating a technical committee and hiring a consultant. In addition they propose informing all these groups about the TDA/SAP tools. There will be a visit to the project site by the national implementation committee, a training on TDA/SAP and a reading of the preliminary TDA.
40. Mali: A meeting of the national team is foreseen (agenda aimed at preparing a workplan and identifying the stakeholders), followed by a review of ongoing activities in the basin. A study of the available data will be made, and a governance analysis will be started. A workshop will be organised for prioritizing the problems, and after that the TDA will be finalised.
41. Togo: The first step is to re-read the preliminary TDA by a consultant, to identify the gaps. After this the TDA team will be created. This will be followed by country studies and data collection for completing the TDA. After that, studies will be synthesized and the TDA will be validated at national and regional level (a number of steps for doing this is specified).

## 5. Further training needs

42. One question to be answered on the basis of this workshop is: what should a program for further training look like? Based on discussions with individual participants, and observations during the training, a number of suggestions are formulated:
- Country training ‘on the job’
  - Interest based negotiating
  - How to ‘influence other sectors’
43. These three points are essential in achieving the development of a TDA/SAP. The training on the job is needed to ensure that the concepts are operationalized in the context of each of the countries, not in a theoretical way, but working with the (specific and different) reality of the country. It will avoid that people lose time when doing the training: it will be a productive event. Interest based negotiating is a crucial competence for the team developing the TDA/SAP process, right from the start. This is linked to, but not overlapping with ‘influencing other sectors’. The environmental agenda can only be achieved if the teams involved in the TDA/SAP are able to bring powerful sectors like ‘agriculture’, ‘industry’ and ‘urban development’ on board. Failing to do so has the big risk of this process ending up as a paper exercise without real impact on the ground.
44. **Country training ‘on the job’:** The current training was for most participants an introduction to the TDA/SAP approach and the concepts used. A deeper understanding is needed. This can be partly achieved through contact with the PMU, but additional support will be needed to make it all work. From discussions during the week, responses in the training and from the evaluation it becomes clear that the more detailed concepts require more work.
45. It is suggested to provide training ‘on the job’ to the national teams: during the first implementing phase the teams can be supported/coached in their work. It is suggested to involve people that have recently been involved in TDA/SAP processes that had good results. This could be one of the processes that took place in the region, or maybe even from further away, like the Black Sea process. It is likely that francophone experience also exists in Asia. It is not recommended to provide a pure training on TDA/SAP, but rather use any gathering for working on the actual content. This has the biggest learning effect, and is at the same time directly contributing to the progress of the project. Shorter introductions on the concepts of TDA/SAP can be given by the national teams in advance.
46. National meetings are foreseen in end 2008/ beginning 2009. Those would be good occasions for introducing the approach to the national teams, and work with them on the TDA part for their country.
47. **Interest based negotiating:** it is suggested to use the coming year for strengthening the competences of the country teams in interest based negotiating skills. The SAP process is based on this concept, and a better understanding of the ways to achieve this will increase the likelihood of a successful finishing of the process. The teams need to be able to support interest based negotiation processes when conflicts occur between actors involved in the process. This is not limited to the SAP: already in the TDA there will be conflicts that need to be managed, and turned into cooperation between the actors involved.
48. **Address ‘influencing other sectors’:** Experiences in Burkina Faso and other countries have shown that it is difficult to maintain the momentum of shared implementation of IWRM, especially when this involves re-allocation of budget or re-allocation of water. The pressures coming from the individual sectors can be enormous, and can block the intentions of shared plans. At such points it is essential that sound socio-economic data are presented for underpinning the arguments, and most of all, to have a process installed that allows such arguments to be used. A

topic linked to interest based negotiating, but not overlapping is: influencing and involving other sectors. This is a topic that is mentioned in the materials, but needs broader attention. At all levels in the project this is a relevant topic: how to develop a lasting cooperation with other actors at the same level? How to influence policies of those others without power? IWRM is mainly about achieving this goal, since most important decisions regarding water are taken in ministries, agencies and companies that are not focused on water.

## 6. Evaluation of the workshop

49. There were checks with the participants to see whether the goals were achieved. Apart from the direct contact with participants during the week, to see if the training was going well, an evaluation form was handed out and the results were processed (Annex C). The main conclusions from this evaluation are that the goals of the workshop were achieved, but work needs to be done on the understanding of the relation between the IWRM planning and TDA/SAP and how the Volta project could help to harmonise the two processes currently going on at some countries level, and more work is needed on the role of the various actors.
50. Other elements that need to be worked on in the coming months are the more detailed topics, such as ecological quality objectives (ecoQOs) and details of the causal chain. These are indeed complex items, that require more extensive training and are best done while working on the actual content of the TDA and SAP for the Volta.
51. Also, as it is well known, doing a bilingual training is quite complex. This also was clear from the evaluation.

## 7. Documentation

52. At the end of the training the participants received the following documentation and materials in electronic format, to complement the training and to give them the opportunity to repeat (parts of) the event:
  - TDA/SAP training materials, produced by GEF-IW (modules, background documents, power point presentations), English version (partly used during the training)
  - TDA/SAP modules 1,3,4,5,6 in French (translation from the GEF IW website) (partly used during the training)
  - TDA/SAP power point presentations in French (unofficial translation by the consultant) (partly used during the training)
  - Operational program number 8, water body-based operational program, GEF document on the way this program functions (English and French version) (elaboration of the training)
  - Operational program number 9, integrated land and water multiple focal area operational program, GEF document on the way this program functions (English and French version) (elaboration of the training)
  - Operational program number 10 contaminant-based operational program, GEF document on the way this program functions (English and French version)
  - The Policy Delphi, by Murray Turoff. A text on how to use the Delphi method in policy processes. (elaboration of the training)
  - The prisoners' dilemma, a document describing the XY game used during the training, (provided in English and in French, both were used during the training)

## 8. Closing remarks

### 8.1 Lessons learned and recommendations

53. In addition to the conclusions that were drawn earlier in the report, some additional suggestions are mentioned here.

- **Speaking the same language:** As mentioned in the observations, it is necessary that the people involved in the project start using the same 'language', meaning: they understand concepts in the same way. For this it is essential that the key persons in the project (management unit, technical team, national coordinators) spend sufficient time together, and share the results of their work with all others involved. This can be in physical meetings, but also in web-based conferences, using Skype or similar tools. The secretariat can take the initiative in such virtual meetings.
- During the various phases of the work, a lot of communication is needed, as well as exchange of material. This can be facilitated by providing tools that can be used by the country teams: a **virtual workspace**. This is a tool that can be very helpful for exchanging moderate sized files that are difficult to attach to emails. It can also contain things like a listserv, and it can be used for sharing project-wide news as well as tools. There are many examples of such tools, including some of the other GEF IW projects.
- It would be good if the country coordinators would have a **generic presentation** for introducing the project and the coming steps. Such a presentation could be based on the presentation delivered in the Monday-session by the Regional Project Coordinator. That would allow the country-coordinators to present the project in advance to the people involved, and ensure that a similar message is conveyed. The national teams will be involved in presenting the program at national level in short 'training' activities. They will be explaining the project, its goals, and its way of working, particularly to people that need to be engaged for producing the various steps. Specific sets of material should be developed for helping the national teams in conducting these short introductions. Helping them in doing a first presentation would be a training activity that can probably be done by the PMU. Having clear material (maybe also a short video that can be given to local TV for transmission) makes it much easier for the teams to perform this task.
- The TDA/SAP process involves quite some steps where experts have to reach consensus. The limited budget does not allow for many workshops and physical meetings, so the solution has to be found in smart protocols that can partly replace such meetings. One of the tools suggested in the GEF material for developing consensus among experts is the **Delphi method**.

### 8.2 Closure of the meeting

54. Mr. Hubert Onibon representing the PMU, expressed thanks to the Beninese partners involved in the organisation and his team for their support and constant availability.
55. Mr Atikpo of the Volta Basin Authority stressed again the importance of this project, and the importance of coordination between countries, as well as coordination between the work of the VBA and the work of this project and acknowledged the success of this training as a step in this coordination.
56. The participants expressed their appreciation in presenting a statement during the closing of the training (annex D).
57. The representative of the Minister of Environment from Benin expressed the gratitude of the government of Benin for choosing the country to organise this important event. He thanked the experts for their input in the training, the interpreters for their contribution, and particularly the participants for their active involvement. The meeting was formally closed by him at 14.00 on Friday 19 September.

## **9. Annexes**

**9.1 Annex A: List of participants**

N°	Country/Organisation	Name/ /Address
<b>Participants</b>		
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## 9.2 Annex B: Meeting agenda

### Day 1: Monday 15 September

Time	Activity	Responsible	Remark
08:00 – 09:00	Arrival and registration	PMU and National partners	
10:00 – 10:45	Opening remarks	Regional Project Coordinator Representative of VBA Benin Minister in charge of Environment	
10:45 – 11:15	Tea/Coffee Break		
11:15 – 12:15	Introduction of Participants and discussion of expectations	Consultant/Facilitator	
12:15 – 12:30	Presentation of Training Agenda / Objectives / Expected Results /Methodologie / Architecture / rules of the game	Consultant/Facilitator	
12:30 – 13:00	TDA/SAP: introduction of the approach in broad lines	Consultant/Facilitator	Manuel module 1
13:00 – 14:30	Lunch		
14:30 – 15:00	The GEF Volta Project	Hubert Onibon	Manuel module 2
15:00 – 15:30	TDA, Joint Fact Finding, presentation and questions	Consultant/Facilitator	Manuel module 3
15:30 – 16:00	Tea/Coffee Break		
16:00 – 17:30	TDA, prioritisation exercise	Consultant / Facilitator	
17:30	End of day 1		

### Day 2: Tuesday 16 September

Time	Activity	Responsible	Remark
09:00 – 10:00	Results exercise	Consultant / Facilitator	
11:00 – 11:30	Tea/Coffee Break		
11:30 – 13:00	XY Game	Consultant/Facilitator	
13:00 – 14:30	Lunch		
14:30 – 15:30	TDA, Joint Fact Finding, presentation and questions	Consultant/Facilitator	Manuel module 3
15:30 – 16:00	TDA, prioritisation exercise	Consultant / Facilitator	
12:15 – 13:00	Discuss/Feedback Prioritisation Exercise	Consultant / Facilitator	Manuel module 3
14:30 – 15:00	TDA, introduce causal chains	Consultant / Facilitator	Manuel module 4
15:00 – 16:00	Groupwork, Causal chain exercise.	Consultant / Facilitator	Manuel module 4
16:00 – 16:30	Tea/Coffee Break		
17:00 – 17:30	exercise		
17:30	End of day 2		

**Day 3: Wednesday 17 September**

Time	Activity	Responsible	Remark
9:00 – 10:00	Discuss/Feedback Prioritisation Exercise	Consultant / Facilitator	Manuel module 3
10:00 – 11:00	TDA, introduce causal chains	Consultant / Facilitator	Manuel module 4
11:15 – 11:35	Tea/Coffee Break		
11:35 – 14:00	Groupwork, Causal chain exercise.	Consultant / Facilitator	Manuel module 4
12:20 – 13:45	Present and discuss outcomes of the work on causal chains	Consultant / Facilitator	
14:00	End of day 3		

**Day 4: Thursday 18 September**

Time	Activity	Responsible	Remark
09:00 – 9:45	Feedback on Causal chain work and other parts of the TDA	Consultant / Facilitator	
09:45 – 11:00	Governance Analysis and Stakeholder analysis, including exercise (ref: Module 6)	Consultant / Facilitator	
11:00 – 11:20	Tea/Coffee Break		
11:20 – 13:00	SAP, strategic action planning (ref: Module 5)	Consultant / Facilitator	
13:00 – 14:30	Lunch		
14:30 – 16:00	SAP	Consultant / Facilitator	
16:00 – 16:20	Tea/Coffee Break		
16:20 – 17:30	SAP	Consultant / Facilitator	
17:30	End of day 4		

**Day 5: Friday 19 September**

Time	Activity	Responsible	Remark
09:00 – 9:45	IWRM for basins and the link with the TDA SAP	Niels Henrik Ipsen	
09:45 – 11:00	Plenary: remaining questions on TDA/SAP	Consultant / Facilitator	
11:00 – 11:20	Tea/Coffee Break		
11:20 – 13:30	Planning: individual programmes for the coming 3 months	Consultant / Facilitator	
13:30 – 14:00	Evaluation & Closing	Consultant / Facilitator	
16:00	End of the workshop		

### 9.3 Annex C: Outcomes of the workshop evaluation

N°	Scale of appreciation	Total					
		1	2	3	4	5	0
1	The extent to which the content of the session achieved the objectives announced			08	14	01	
2	Appreciation of the relationship between the session and my current professional concerns in connection with the Volta			05	18	02	
3	Assessing the usefulness for me of the newly acquired information			02	14	07	
4	Extent to which the materials will help you in your work with the project		02		16	05	
5	Appreciation of the clarity of the texts used during the session		01	06	14	02	
6	Appreciation of the round table discussions			03	16	04	
7	Appreciation of the permanent round table discussions			03	16	04	
8	Appreciation of the exchanges between the participants				17	06	
9	Appreciation of the time management			06	14	03	
10	Appreciation of logistical aspects and the working context			05	13	05	



## **9.4 Annex D: Vote of thanks**

### **Regional training on TDA/SAP process**

**Cotonou 115-19 September 2008**

#### **Vote of Thanks**

We, the participants from the countries that share the Volta River Basin (Benin, Burkina Faso, Cote d'Ivoire, Ghana, Mali and Togo), express our deep appreciation to the authorities of the Republic of Benin for its warm and friendly reception.

We also express our gratitude to the regional coordinator of the GEF-Volta, facilitators, and experts for their availability and fruitful exchange.

Our thanks also go to the team of translators;

We remember also the Director of the Hotel du Lac and his staff for their cooperation in the success of our stay.

Finally our friends from Benin were applauded for their hospitality, friendliness and care.

Cotonou, 19 September 2008

The participants to the training