

Network for Sustainable Hydropower Development in the Mekong Countries (NSHD-M)



Documentation

## Training of Trainers on Transboundary Cooperation and Hydropower Development

Vientiane, Laos, 22-24 July 2014



## **Training team**

---

Trainer: Aaron Wolf

Facilitator: Klaus Sattler, MRC-GIZ Cooperation Programme, Laos

## **Organisers**

---

Klaus Sattler, MRC-GIZ Cooperation Programme, Laos

Liesa Sauerhammer, MRC-GIZ Cooperation Programme, Laos

## **Participants**

---

Total: 16 participants

See participants list attached

**Table of contents - sequence of the workshop topics**

Introduction ..... 4

Session 1 - Field trip to Mekong River Commission Secretariat..... 4

Session 2: Course overview ..... 4

Session 3 - Water Conflict Management ..... 7

Session 4 - The Benefits and Challenges of Cooperation in Transboundary Hydropower Development..... 8

Session 5 – Roles of River Basin Organisations..... 8

The participants divided to three groups to discuss the question. .... 9

Session 6 - Water Conflict Management - Continued .....11

Session 7 – International River Cooperation and Transboundary Benefit Sharing .....13

Session 8 – Transformal listening.....19

Session 9 – The Pandal River Basin Scneario .....20

Workshop photos .....26

Agenda.....28

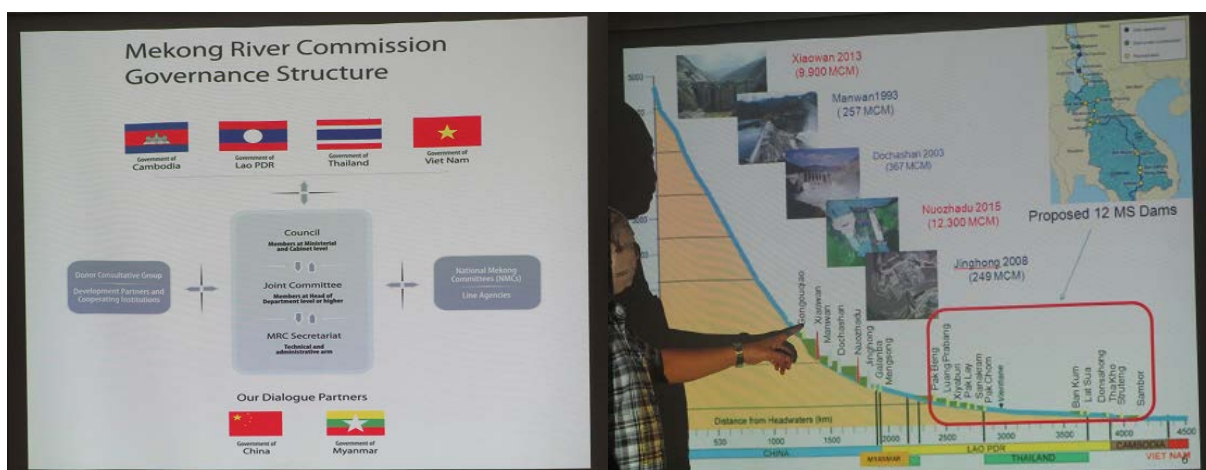
List of Participants .....32

## Introduction

The training session commenced with a welcome to all participants who introduced themselves. Thereafter, there was an introduction to the key topics for Sustainable Hydropower Development (SHD). This was followed by a clarification of the purpose of the workshop, logistic and giving an overview of the draft of Training Manual on transboundary cooperation and hydropower development

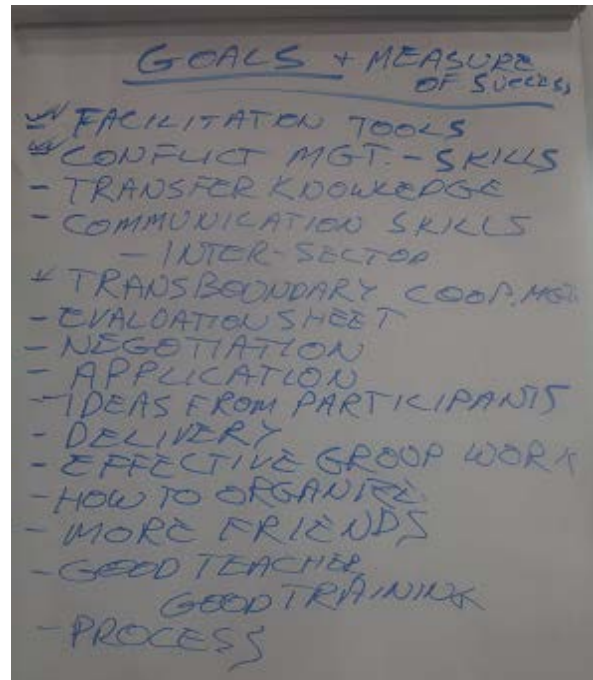
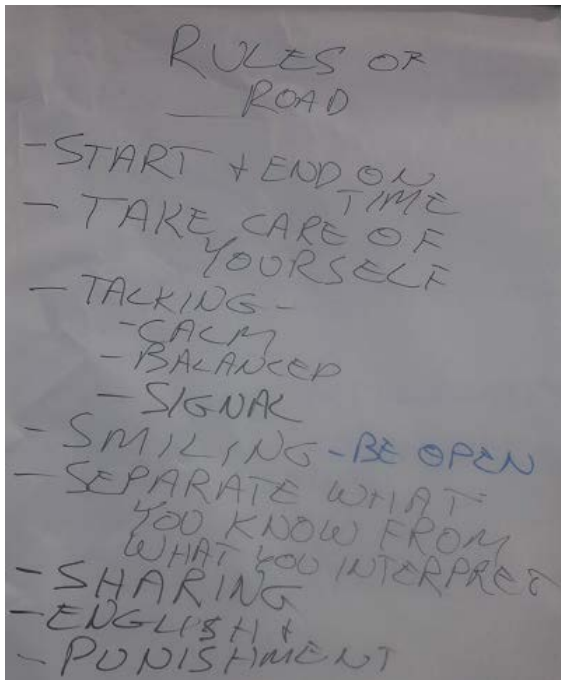
## Session 1 - Field trip to Mekong River Commission Secretariat

We visited the Mekong River Commission Secretariat to learn about Mekong river commission and sustainability in hydropower development. Presentations were given by Dr. Vithoon and Mr. Voradeth. The presentation by Dr Vitoon focused on the MRC-S in a more general way, whereas Mr Voradet gave an insight into the Initiative on Sustainable Hydropower and the process of hydropower development on the Mekong mainstream.



## Session 2: Course overview

At first, a general overview of the course outline was given. The main purpose of the session was to introduce the arrangement or set up of the course and to clarify the needs of the participants. All of this was done in discussion and dialogue with and between the participants.

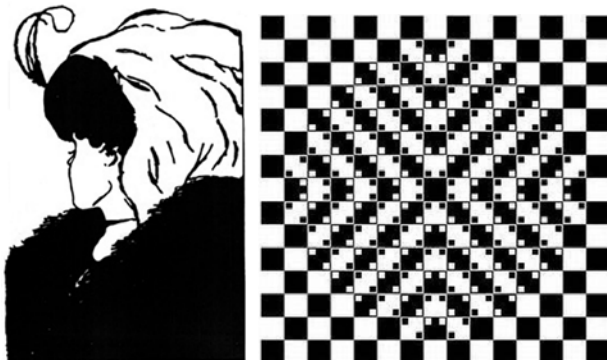


After that the trainer gave an overview on Summary of Transboundary water and Hydropower Issues, including

- Water for growth and development
- Water growth example in Ethiopia
- Dam Density per International River Basin
- World Energy Council 2010, Water for Energy, London: World Energy Council.
- Planned Hydropower Projects (MRC, 2009. Lower Mekong Hydropower database)
- Program in Water Conflict Management & Transformation
- Management Time Allocated to Conflict Management
- What the water we can use?

### Exercise 1 - Perspective

The training showed the following pictures to participants to see and think about it



**Exercise 2 - The Ugli orange case**

This exercise let participants work in pairs and try to find the solutions to the Ugli orange case

**Exercise 3 - Practices on listening and speaking in pairs and getting upset**

Listener: Chooses a topic and position

Speaker: Argues against the listener 's position and plays attention to what happens in their body.

This exercise showed the 'Four Basic Needs'

1. Physical – position
2. Emotional- what can I learn values!
3. Intellectual- Intuitive (Interests)
4. Spiritual- Unity (what can I share with this person )

## Session 3 - Water Conflict Management

---

### Presentation

This presentation introduces the Water and Conflict, Water Conflict Management, scale of conflict, The Transboundary Freshwater Dispute Database, Number of Events by BAR Scale 1948-2008, and Water Myths and Water Facts. The trainer make question to participants about cause of conflict includes:

- Water quality
- Water demand
- Too much water
- To low water
- Location
- Population growth up
- And the migration

The trainer opens the video showing of basic needs on emotional and intellectual level

### Exercise 1 - Physical practices



When you close your eyes what are you hearing?

## **Session 4 - The Benefits and Challenges of Cooperation in Transboundary Hydropower Development**

---

This session was divided into 3 sub-sessions

### **I. Cooperation and Challenges**

- Benefits of cooperative approaches
- Relevant concepts and factors

### **II. Transboundary Benefit Sharing Mechanisms**

- Concepts/ Categorizations of benefits
- National vs. transboundary mechanisms of benefit sharing
- International standards for benefit sharing

### **III. Transboundary Benefit Sharing in the Framework of the MRC**

- Provisions in the Mekong basin as a basis for transboundary benefit sharing mechanisms

## **Session 5 – Roles of River Basin Organisations**

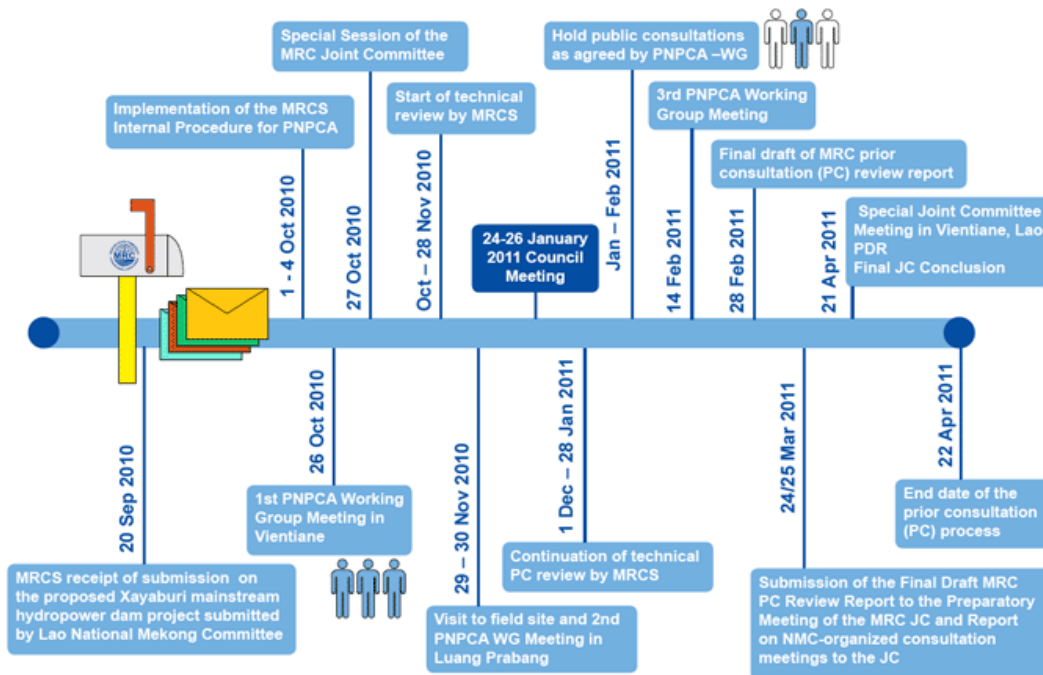
---

The Presentation on Roles of River Basin Organisations for Transboundary Hydropower Development was given by Ms. Thuy Hang Nguyen (Vietnamese) and Mr. Min Bunnara (Cambodian)

This presentation introduced River Basin Organizations (RBO), International basins of the world and number of associated treaties, Types of RBOs, Linkages of RBOs (Linkage to regional bodies and Linkage to the national level), Primary functions of RBOs and specifically on hydropower, Good cooperation framework for activities, Key factors for the success of an RBO, Mekong River Commission, 5 procedures of the MRC. The case study of Xayaburi Hydropower Project was also given.

PNPCA Process for the Xayaburi Project:

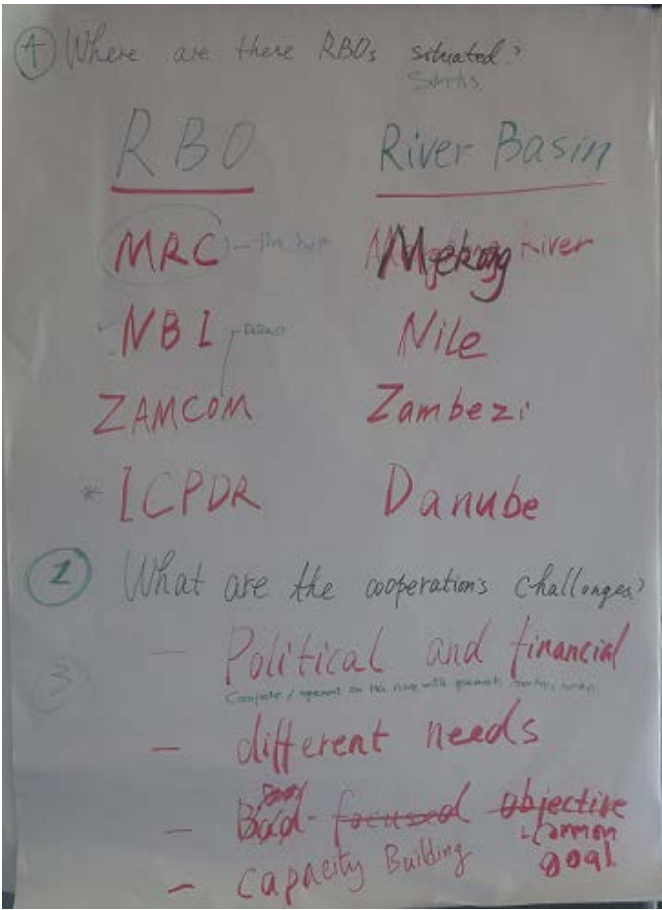




**Group Exercise - what should be the roles of MRC for managing transboundary hydropower development?**

The participants divided to three groups to discuss the question.

**Group 1:**



## Group 2:

Group 2

What are the core functions of RBO in terms of transboundary water issues?

- List the functions
- Describe each core function
- Suggestion & recommendation

---

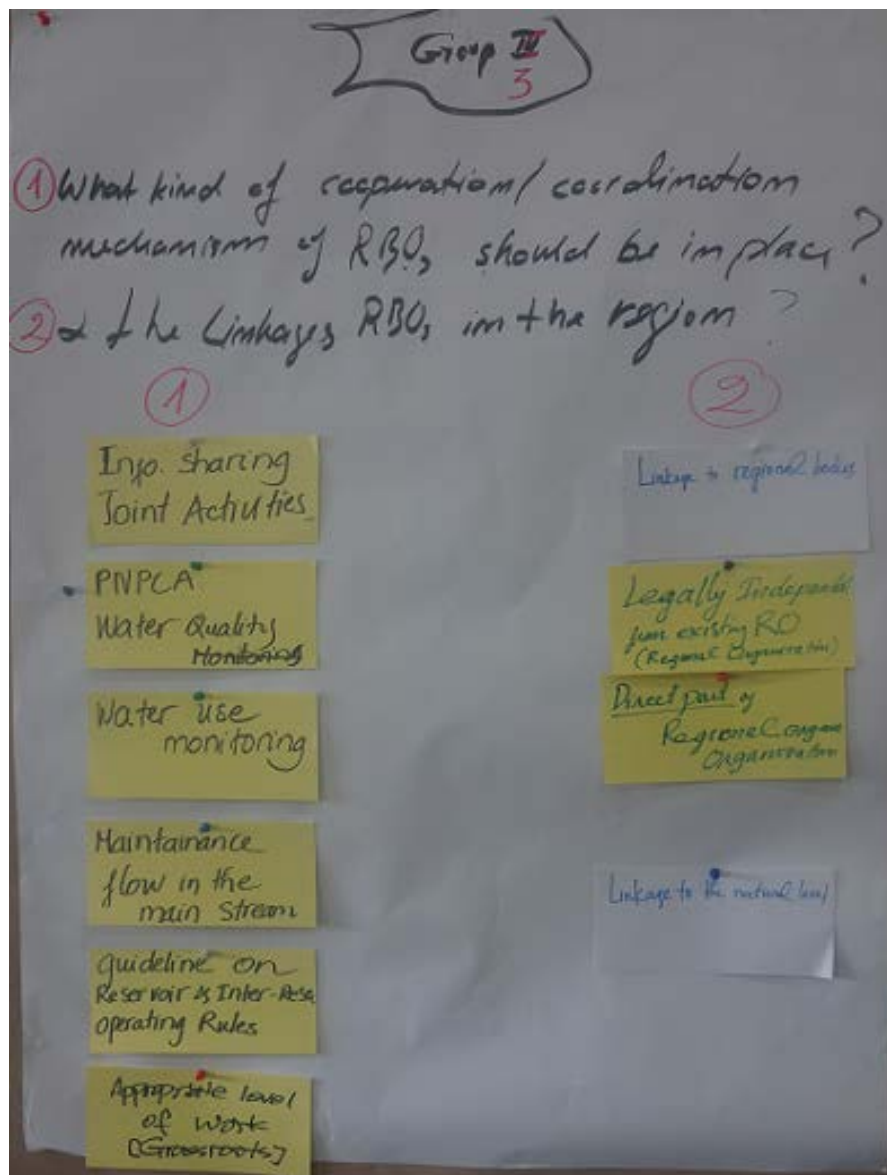
1. Function

- ① Information Sharing
- ② Flow Regime / coordination
- ③ Early Warning system  
(Climate change, Extreme ~~events~~ climate events)
- ④ Development Strategy Planning / Guideline principles
- ⑤ Financial Raising
- ⑥ Monitoring

3. Suggestions & Recommendations RBOs

- ① More Power / Authority
- ② More Involvement with Implementator
- ③ More Professional (Knowledge, Communication)
- ④ Involve more civil society

### Group 3:



## Session 6 - Water Conflict Management - Continued

### Presentation

This presentation introduced

- Water Conflict Management
- Four Worlds Framework: Four Needs and Four Claims
- Types of Cooperation – a Continuum
- Criteria Invoked for Water Transformation
  - I. Overview: Basins with Boundaries
  - II. Changing Perceptions: Basins Without Boundaries
  - III: Enhancing and Sharing Benefits

- IV. Putting it all Together: Institutional Capacity

Water and the Four Worlds Framework:

WATER		FOUR WORLDS	
adversarial	Rights	position	physical
Reflexive	Needs	Interests	Emotional
Integrative	Benefits	Value	Knowing
Action	Equity	Unity	Spiritual

Conflicts and disputes brought on by competing interests (not necessarily too little water)

They are made worse by:

- misperceptions
- entrenched thinking
- miscommunication

Conflicts and disputes can be managed by:

- Focusing on interests and values, not positions (rights to needs to benefits to equity)
- Focus on process and relationships
- Institutions matter

Most important skill: ***LISTEN!***

Examples:

- Issue: Water Allocations

Positions: Israel – water allocations, Palestinians – water rights

Interests: Israel wants to problem-solve, Palestine wants history recognized

Values: Respect, sovereignty

Solution: “Rightful Allocations”

- Issue: Transboundary EIA

Positions: 3 countries in favor, 1 against

Interests: Lack of capacity

Values: Equity, Respect

Solution: Capacity-building workshops

- Issue: Shared Data

Positions: All need basin model, Azerbaijan & Armenia will not collaborate

Interests: 2 countries have territorial dispute; both have relations with Georgia

Values: Sovereignty, healthy environment

Solution: Crafted policy of “parallel bilateralism” to map and manage quality hotspots through 3<sup>rd</sup> party

- Issue: Upstream Dam

Positions: Tajikistan – want to build, Uzbekistan – against

Interests: Power for heating (winter) and export, water for irrigation (summer)

Values: Respect, sovereignty, economic growth

Solution: Smaller dam, payment for storage, natural gas upstream, water downstream, use of regulating dam

- Characteristics of Cultural Differences

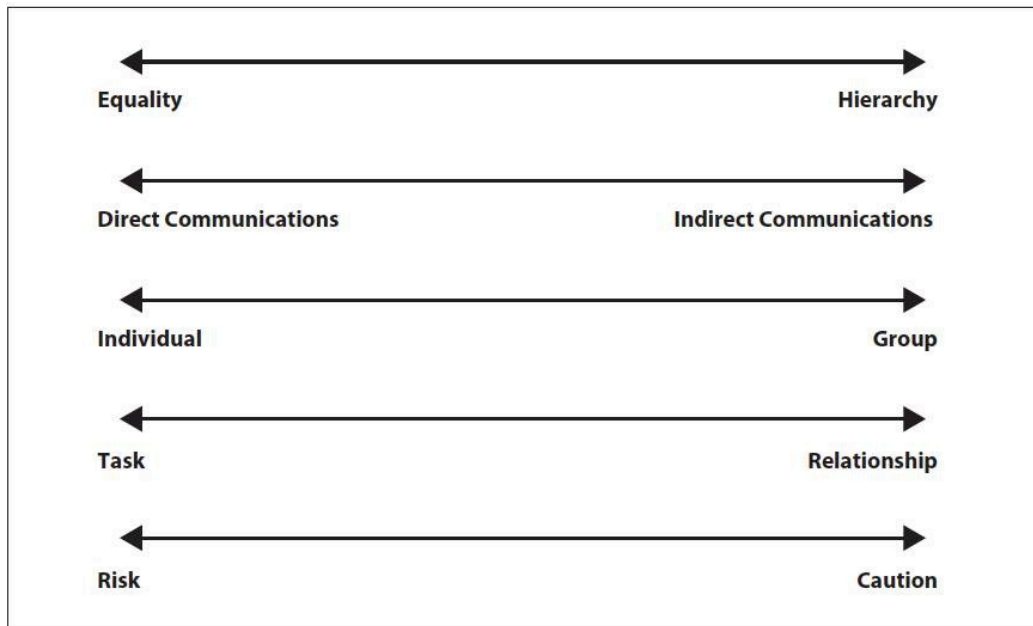


Figure 9: Characteristics of Cultural Differences

## Session 7 – International River Cooperation and Transboundary Benefit Sharing

---

The session was held by the two participants Ms. Amy from China and Mr. Try from Cambodia.

Key contents

- To get international good practice for international cooperation
- To highlight important of transboundary international river benefit sharing

Key successes in BSM are:

- Committed politicians/legislators
- Strongly anchored in the legal framework
- Licensing authorities must have a clear understanding of BS

- BS must be part of the licensing procedure through all stages
- Clearly stated in the licensing conditions
- Municipalities must have the necessary capabilities to administer the benefits on behalf of the population

### Group discussion

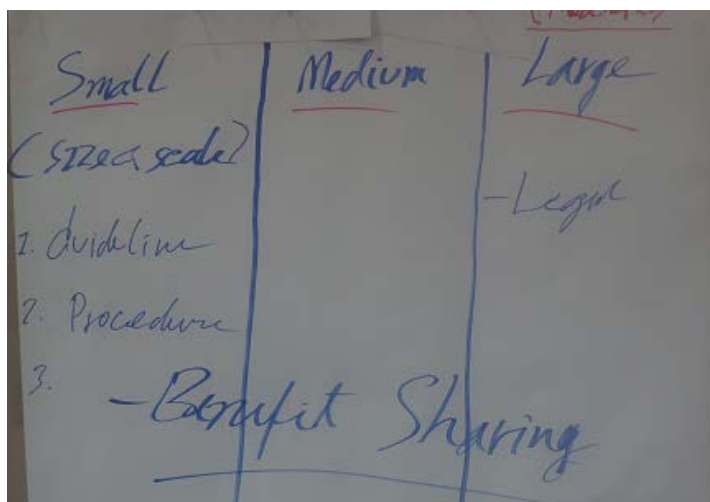
The participants were divided into 3 groups. Each group should discuss one of the three questions:

1. What legal instruments may be considered to introduce BSM for transboundary river basin cooperation?
2. What measures may be considered relating to the size and scale of hydropower projects in transboundary tributaries?
3. What measures may be considered for transparency, dispute avoidance and settlement for transboundary river basin cooperation?

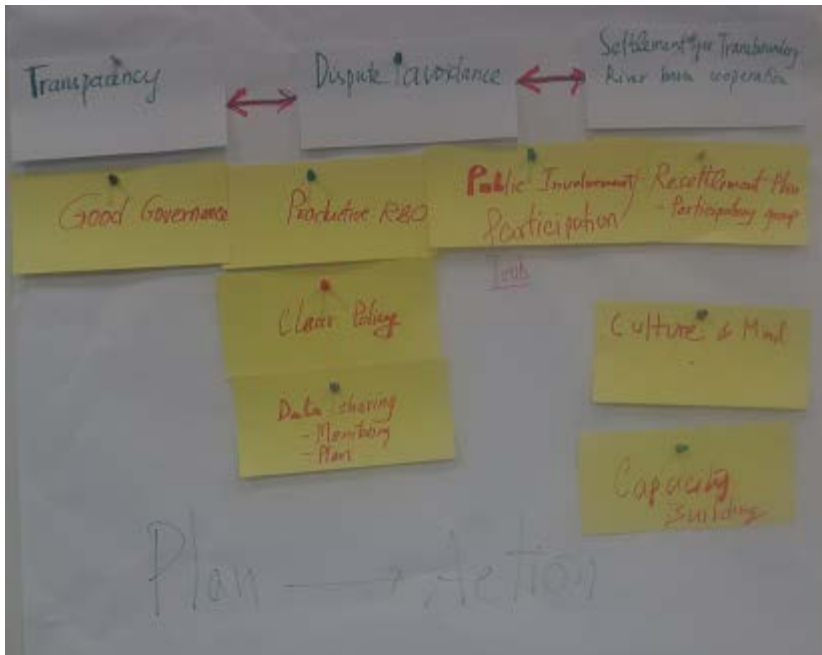
#### Group 1:



#### Group 2:

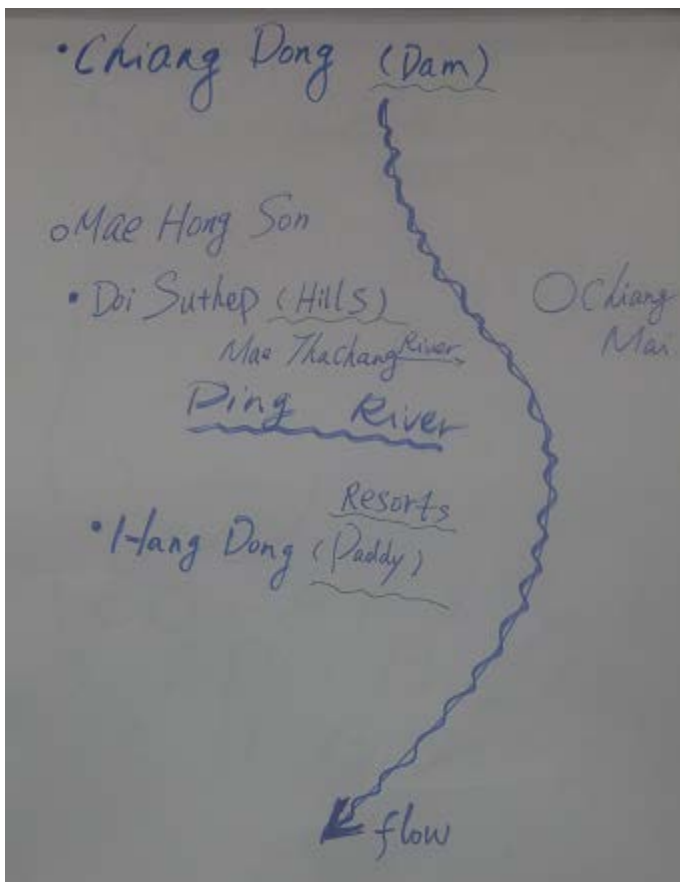


### Group 3:



### Group exercise

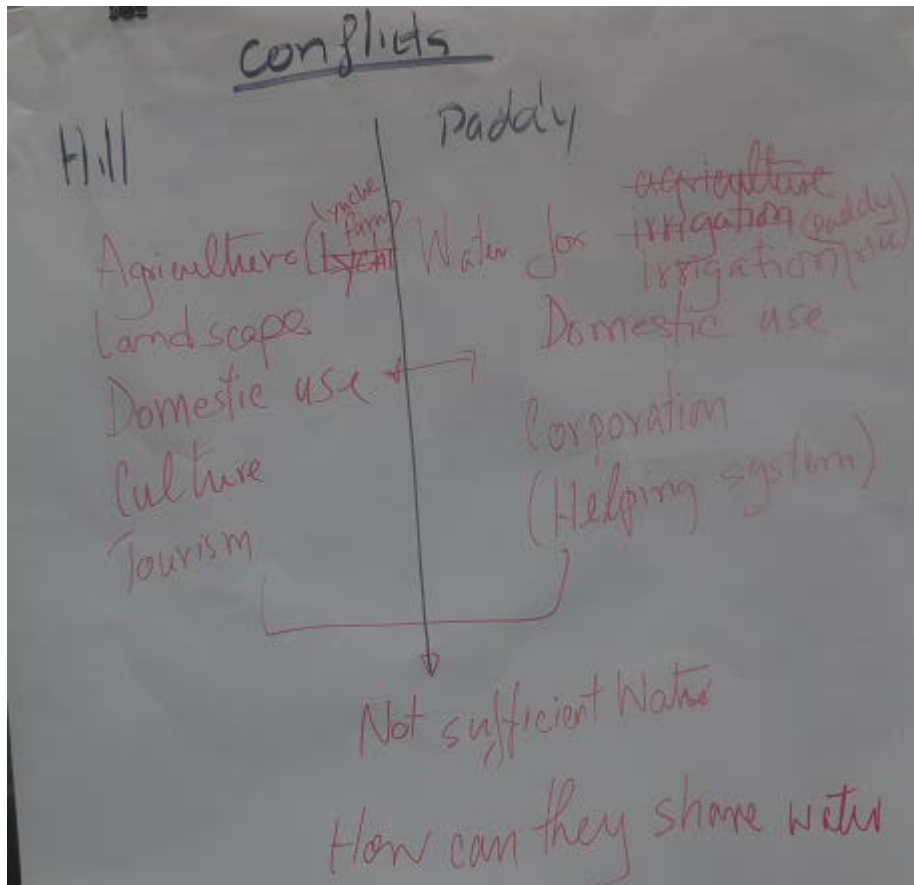
A Video on Water Conflict Management from Chiang Mai dam was shown



After watching the video the participants were divided into to 3 groups. Each group was given 2 stakeholder groups and should identify for each stakeholder group the

- Position
- Interest
- Value
- Solution

**Group 1:** Conflict between hill farmers and paddy farmers





Position: Need water  
 - Lychee  
 - Paddy rice.

Interest: Equitability Need water  
 (Emotion) Water right for irrigation

Value Equity  
 Water right

Solution: Negotiation group - Agreement  
 - Estimate of water use  
 - Water allocation: consider water Demand  
 - Establish water committee  
 - propose RBO / plan for future

**Group 2:** Conflict between resort owners and paddy farmers

Group 2

	<u>Resort owners</u>	<u>Farmers</u>
<u>1. Position</u>	Tourism	- <u>Coops</u> (Paddy) X
Retain water around resort	✓	
<u>2. Options</u>		
- share water (Mon-t)	Thursday → Sunday High season	Monday - Week During crop season
- Share benefits	Keep all water	Hired by resorts owners
- Agreement (renewable every 3 years)	✓	✓
- Joint Committee	Representatives	Representatives

**WIN--WIN**

**Group 3: Conflict between dam developer and affected people**



## Session 8 – Transformal listening

---

### Exercise

An exercise was conducted where one person was talking and explaining their problem and the other person should listen. It was also again an exercise on perceptions and interpretations. The exercise finally showed that people will listen when they have been listened to



A video was shown on 2 mothers from Israel and Palestine trying to listen to each other but often failing and shouting.

### Presentation on listening skills

- Active Listening
  - Paying Attention
  - Eliciting
  - Reflecting
- Transformative Listening
  - Space
  - Tracking
  - Offer without insisting
  - Check for completeness
- Most will listen once listened to
- Transformation dissipates anger, allows for empathy
- Helps understand interests behind positions (anger masks pain or vulnerability)

### Exercise – speaking and listening

Practice in pairs:

- Speaker- talk about problem
- Listener- practices on listening the skill

**Exercise – speaking and listening**

- Speaker- talk about problem
- Listener- practices on listening the skill

**Session 9 – The Pandal River Basin Scenario**

---

Fictitious Case Scenario: The Pandal Basin

Make 5 groups of Pandal Basin: 1. Dalik, 2. Panam, 3. Gandor, 4. Ordon, and 5. Esund

Objective: Practicing negotiation.

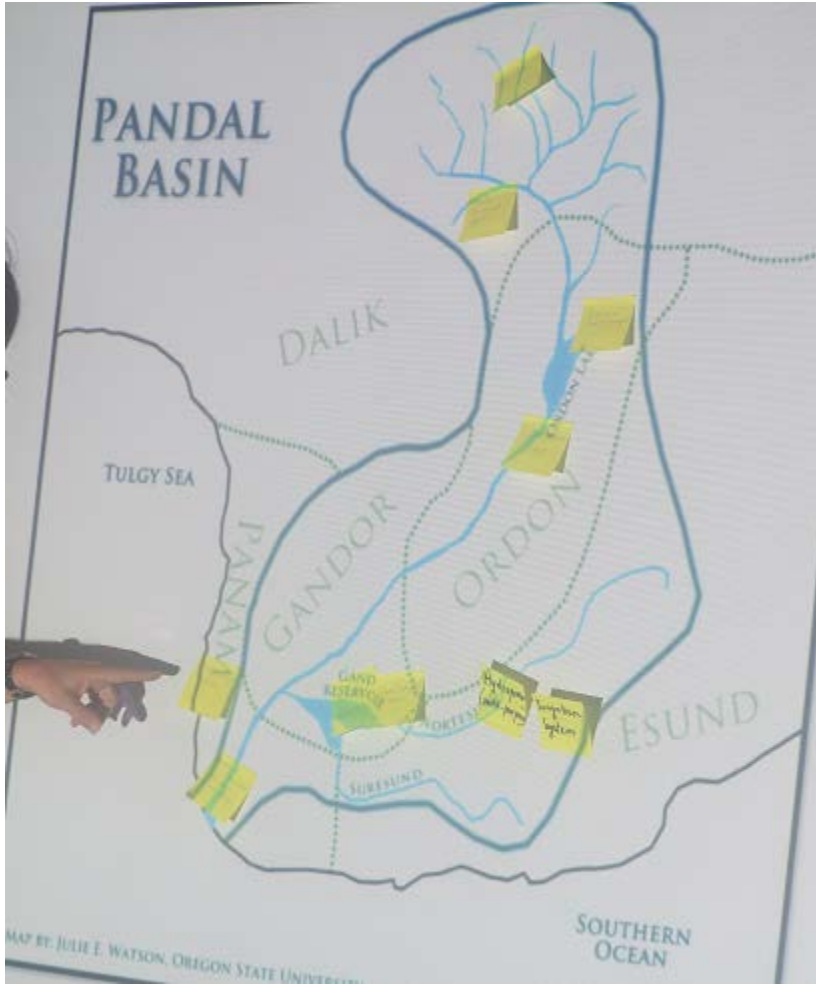
Step 1: Think about the basin 20 years from now to the future: how would the basin look like if the negotiations are successful and the basin is developed in a sustainable way?

- Clean environment
- Stable development
- Good economy
- Happy people
- Stable economy
- Green ecology
- Energy-economy development

Step 2: Think about the basin 20 years from now to the future: how would the basin look like if the negotiations are not successful and the basin is not developed in a sustainable way?

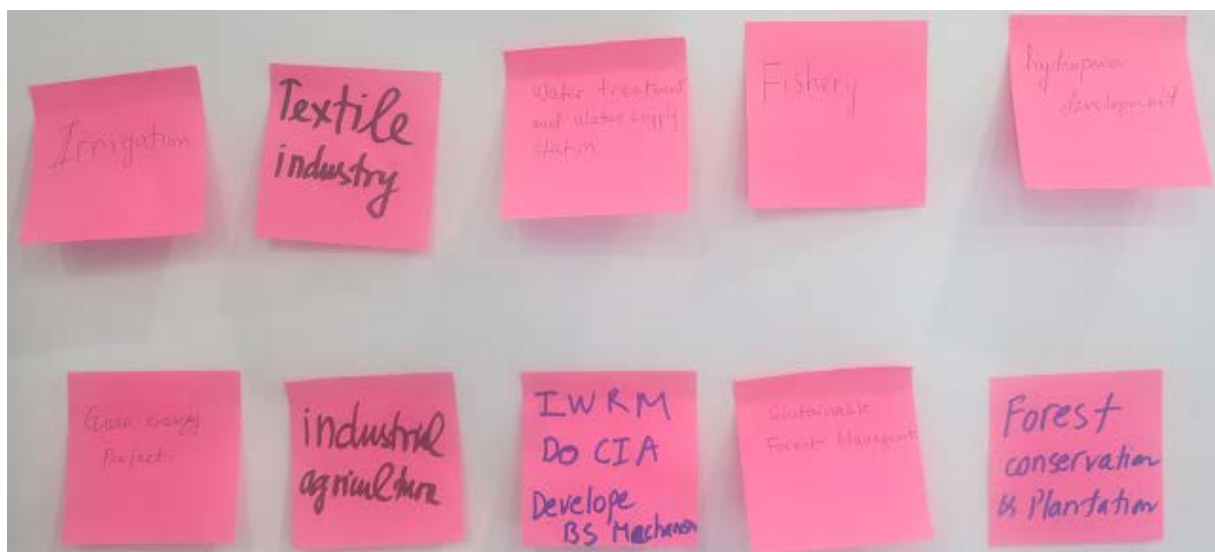
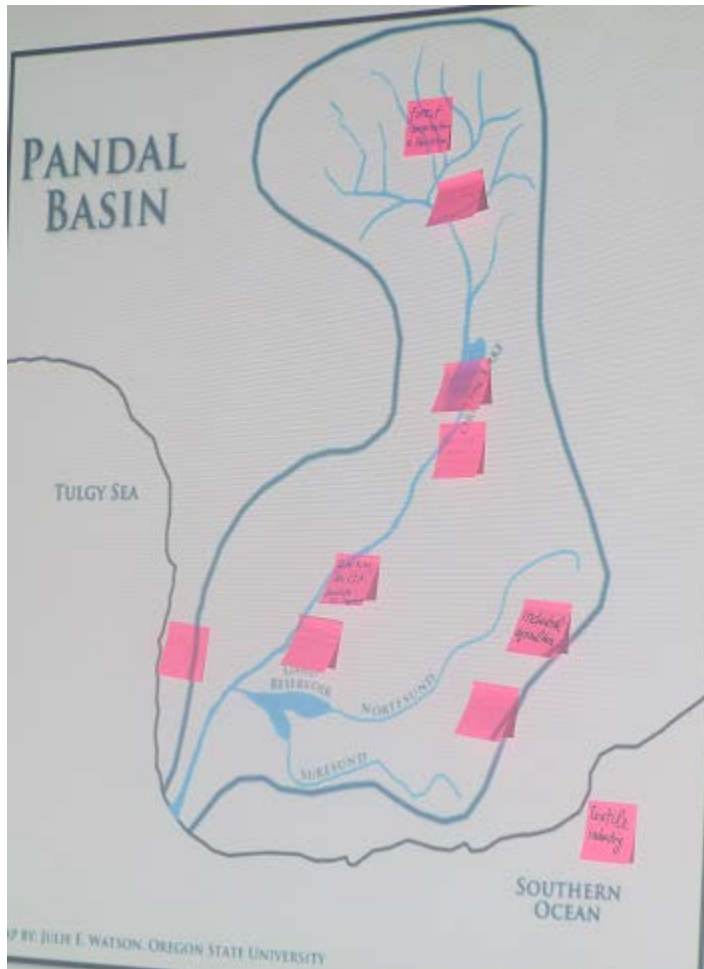
- Conflict
- Poverty
- Water pollution
- Imbalanced development
- Inequity
- No forest and birds

Step 3: write down the 2 highest concerns for your country and put them on the basin map



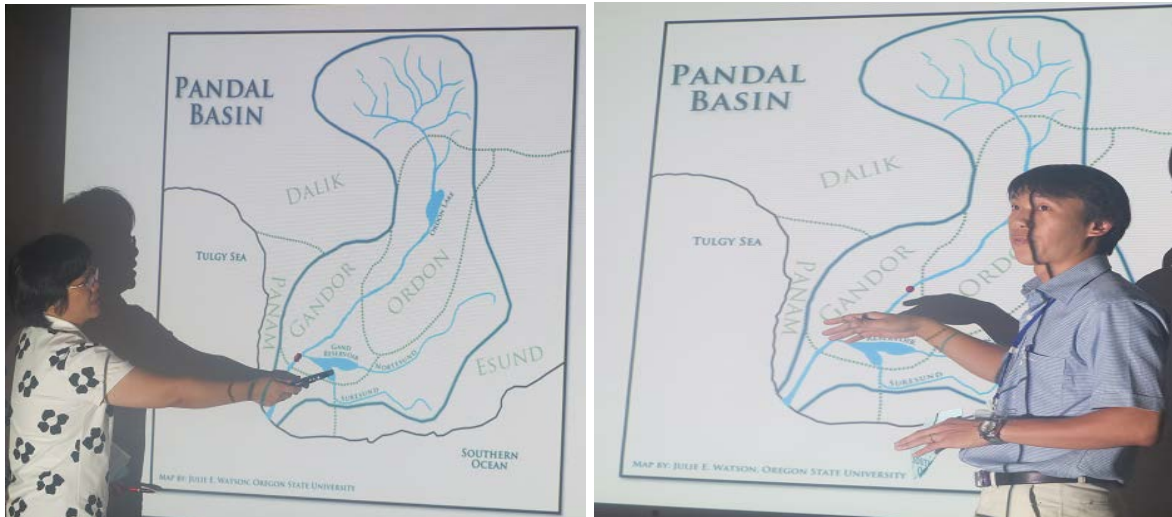
- Agricultural Development (Not mangrove area fibres)
- Water optimization Project
- Irrigation System**
- Sustainable Forest Management
- One dam
- Build Dam Reservoir
- Hydropower (multi-purpose)
- Hydropower Plant
- Water Treatment System
- Build in fishing production

Step 4: write down 2 projects most important for your country and put them on the basin map where you want to implement them.



### Step 5: Negotiations between the 5 countries representatives

The negotiations were first facilitated by Aaron Wolf, then the 2 participants Dr. Phouvin from Laos and Dr. Rittirong from Thailand took over and continued the facilitation. The 2 facilitators almost disappeared and let the 5 countries on their own. Soon there was a lot of chaos and no progress in negotiations. After a while the facilitators revealed that they had been quite on purpose in order to show the importance of good facilitation.



Dr. Phouvin from Laos and Dr. Rittirong then led a group discussion on 2 questions

**Group discussion 1: what tools and skills are useful for successful negotiation?**

In Training of negotiation / what tool / skills are useful?

Identify the step by step of the negotiation process.

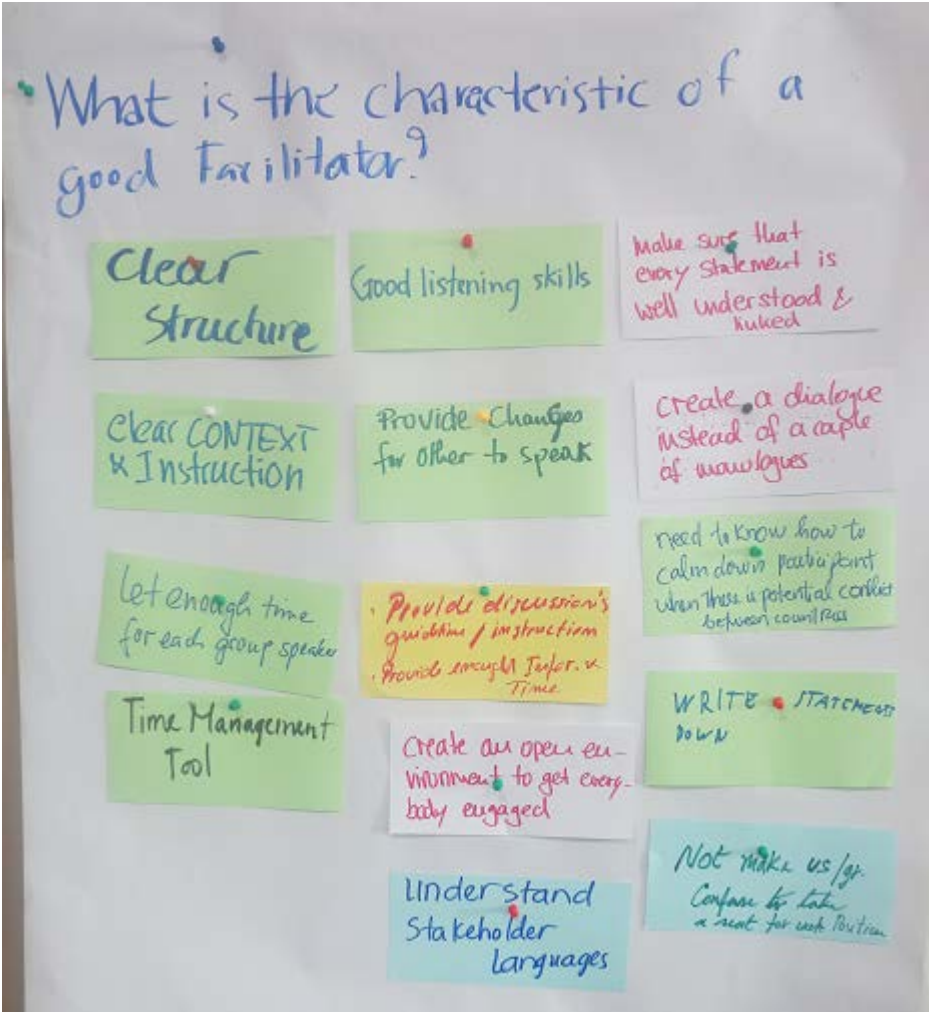
① Arrange the facilities Team → presentation step

- ① Share vision
- ② Share concern
- ③ provide information - MAP Decision support system
- ④ Identify the impact of the project
- ⑤

Facilitator	participative/stakeholder
<ul style="list-style-type: none"><li>- Active listening</li><li>- Seek for interest behind</li><li>- Asking question</li><li>- Summarize the key issue/what</li><li>- Common need and difference need</li><li>- Flexibility</li><li>- Clear voice / Strong voice</li></ul>	<ul style="list-style-type: none"><li>- Key <del>presentation</del> filtering</li></ul>



Group discussion 2: what tools and skills make a good facilitator?



The workshop was then closed with a wrap-up, going through the objectives written down on day 1 and see what could be achieved, and a verbal feedback round.

## Workshop photos

---





## Agenda

Time	Session Title and Content	Objectives	Methods	Resources
08.00-08.30	- Registration, settling in			
8.30-10.15	<b>I. Introduction</b> <ol style="list-style-type: none"> <li>a. Skills building questionnaire</li> <li>b. Group introductions               <ol style="list-style-type: none"> <li>i. Hierarchy vs. community</li> <li>ii. Setting the stage/mood</li> </ol> </li> <li>c. Group brainstorm               <ol style="list-style-type: none"> <li>i. Ground rules</li> <li>ii. Goals &amp; expectations</li> <li>iii. Measures of success</li> <li>iv. Agenda</li> </ol> </li> </ol>	<ul style="list-style-type: none"> <li>- Establish interactive mode</li> <li>- Teach by doing</li> <li>- Provide information and the flow of the course</li> <li>- Understand participants' expectations of the course and early explain what expectations may and may not be covered in the training</li> </ul>	<ul style="list-style-type: none"> <li>- Interactive style both doing and showing</li> <li>- Different methods for different styles</li> <li>- UGLI orange, if time</li> </ul>	<ul style="list-style-type: none"> <li>- Two flipboards, pens</li> <li>- Name tent cards</li> <li>- Copies of workbook</li> <li>- Thomas-Kilman conflict styles</li> </ul>
09:10	Depart for Mekong River Commission Secretariat			
09.30-12.00	Mekong River Commission Secretariat	<ul style="list-style-type: none"> <li>- Provide opportunity to meet professionals working in the field</li> <li>- Understand workings of an international RBO</li> <li>- Identify resources for future teaching</li> </ul>		
12.00-13.00	Lunch Break			
13.00-14.45	- <b>Course overview:</b> Summary of Trans-boundary Waters & Hydropower Issues	- Offer background and bring everyone up to speed	- Powerpoint with interactive exercises	- Computer projector with PPT

14.45-15.00	Break			
15.00-17.00	<p><b>II. Styles of Conflict Management: Working with Stakeholders</b></p> <ul style="list-style-type: none"> <li>a. Stakeholders &amp; Meeting Design <ul style="list-style-type: none"> <li>i. Strategies for hearing everyone</li> <li>ii. Group dynamics along continuum</li> </ul> </li> <li>b. An introduction to listening</li> <li>c. Getting to “yes” <ul style="list-style-type: none"> <li>i. Rational world - People, interests, options and criteria</li> <li>ii. Emotional world - ARIA, the four paths in negotiations</li> <li>iii. Universal “four worlds” construct - Process of transformation</li> </ul> </li> <li>d. Exploring allocation</li> <li>e. Active listening <ul style="list-style-type: none"> <li>i. A shared vision</li> <li>ii. Seating</li> </ul> </li> </ul> <p>Facilitator’s role</p>	<ul style="list-style-type: none"> <li>- Learn about the four-fold matrix we're going to be exploring throughout the workshop</li> <li>- Offer basic information about water conflict and the world as well as emerging water issues, including an introduction to water conflict management</li> <li>- Introduce different approaches for understanding roles in conflict transformation. Begin thinking about how we bring ourself - our perceptions, experiences, and understandings - to work with larger groups</li> </ul>	<ul style="list-style-type: none"> <li>- Mix of lecture, short films and interactive discussions</li> </ul>	<ul style="list-style-type: none"> <li>- Projector with speakers and web access</li> </ul>
17.00-17.30	Daily feedback			

**Day 2: Introducing Collaborative Approaches**

Time	Session Title and Content	Objectives	Methods	Resources
08.00-	- Review of previous day	- To answer and clarify unclear issues/topic	- Open discussion	

08.30				
8.30-10.15	<b>III. Transboundary Water Issues</b> a. - Water allocation b. - Principles in international law c. - Protocols & RBO's d. - Institutional and critical perspectives on shared rivers - Others	- To explain and enhance participants' understanding on transboundary water issues	- Group work to answer questions and report back - Brief presentation - Discussion	- Village exercise
10.15-10.30	Break			
10.30-12.00	<b>IV. Tools for Conflict Management</b> a. Reframing b. Concept mapping Other tools selected by group	- Be able to put tools into place to help with collaborative dialogue.	- Interactive discussions - Role play - Film: Upstream-Downstream	-As above.
12.00-13.00	Lunch Break			
13.00-17.00	<b>Tools for Conflict Management (cont.)</b>			
17.00-17.30	Daily feedback			

### Day 3: Introducing Facilitation Process and Tools

Time	Session Title and Content	Objectives	Methods	Resources
08.00-	- Review of previous day	- To answer and clarify unclear issues/topic	- Open discussion	

08.30				
8.30-10.15	<b>V. Pandal River Exercise-Part I: Stakeholder Identification</b>	- Figure out stakeholders within each country, and what their positions, interests, and values might be	- Role play and out-of-role discussions	- Pandal maps, pens, sticky notes, tent cards for roles
10.15-10.30	Break			
10.30-12.00	<b>VI. Pandal River Exercise-Part II: Country Positions, Interests, and Values</b>	- Practice developing country positions while accurately representing stakeholder interests	- Role play and out-of-role discussions	- Rearrange tables to L-shape
12.00-13.00	Lunch Break			
13.00-14.45	<b>VII. Pandal River Exercise-Part III: Identifying Shared Benefits</b>	- Practice principles of negotiation, facilitation - Allow trainers to mentor while negotiating	- Role play and out-of-role discussions	- As above
14.45-15.00	Break			
15.00-17.00	<b>VIII. Learning from the experience in the room</b> a. Sharing success and failure <b>IX. Closing a Meeting</b> a. Accomplishments b. Next steps	- To summarize and review approaches presented in workshop - Allow participants to teach/learn from each other	- Facilitated discussion	
17.00-17.30	Workshop feedback			

## List of Participants

Nr	Nationality	Mr/Ms	First name	Last name	Institution
1	Vietnam-ese	Ms	Thuy Hang	Nguyen	Institute of Water Resources Planning
2	Cambodia	Mr	Thuon	Try	Royal University of Phnom Penh
3	Vietnam-ese	Mr	Binh	Nguyen Thanh	Can Tho University
4	Chinese	Ms	Qingnian	Yu	Hohai University
5	Chinese	Mr	Matang	Cai	Peking University
6	Cambodian	Mr	Bunnara	Min	Fauna and Flora International Cambodia
7	Thai	Mr	Rittirong	Junggoth	Khon Kaen University
8	Thai	Ms	Wanpen	Wirojanagud	Khon Kaen University
9	Lao	Mr	Phouvin	Pousavanh	NUOL
10	Lao	Mr	Khamkeng	Chanthavongsa	NUOL
11	Thai	Ms	Chanya	Apipalakul	Khon Kaen University
12	Vietnam-ese	Mr	Dung	Nguyen Trung	Water resource University
13	Vietnam-ese	Ms	Quach Thi	Xuan	Da nang Institute for Scio-Economic Development (DISED)
14	Chinese	Ms	Yan	Sun	Hohai University
15	Vietnam-ese	Ms	Thi Diu	Nguyen	Asian Management and Development Institute
16	Vietnam-ese	Mr	Tien Dung	Nguyen	
17	Austrian	Mr	Klaus	Sattler	MRC-GIZ
18	USA	Mr	Aaron	Wolf	Moderator



19	German	Ms	Liesa	Sauerhammer	MRC-GIZ
20	Lao	Ms	Thippakone	Lacksivy	Assistant
21	Lao	Ms	Phimmasone	Sisouvanh	Assistant