

Un-edited

**MID TERM EVALUATION OF THE GEF PROJECT
(GF/1020-03-01) ENTITLED:**

“Development and Implementation of Mechanisms to Disseminate Lessons Learned and Best Practices in Integrated Transboundary Water Resources Management in Latin America”.

FINAL REPORT

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MID TERM EVALUATION OF GEF PROJECT (GF/1020-03-01) ENTITLED:

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TABLE OF CONTENTS

EXECUTIVE SUMMARY	4
1. INTRODUCTION AND BACKGROUND.....	10
2. MID TERM EVALUATION PROCEDURE	11
3. MAJOR PROVISIONS OF THE PROJECT DOCUMENT	11
3.1 Project goals	
3.2 Project components:	
3.2.1 (COMPONENT 1) Foster dialogue among GEF-IW and other related water resources management projects in LAC.	
3.2.2 (COMPONENT 2) Foster the inclusion of lessons learned and best practices into water resources management practices.	
3.2.3 (COMPONENT 3) Strengthening of IWRN.	
3.2.4 (COMPONENT 4) Monitoring and evaluation.	
4. CURRENT STATUS OF PROJECT (REVIEW HORIZON)	14
5. PROJECT PERFORMANCE TO DATE	14
5.1 Evaluation of project components in the context of the Pro Doc Workplan:	
5.1.1 Component 1: Foster dialogue among GEF-IW and other related water resources management projects in LAC establishing mechanisms to share recent accomplishments, experiences from the planning and management of IW projects, lessons learned, and best practices.	
- Definition of a strategy with IWRN National Focal Points (NFP) for the effective participation and involvement of the countries in this project.	
- Sub Regional dialogues.	
- Virtual Fora (VF).	
- Documentation of Virtual Foro.	
- Exchange of project officers amongst the projects in LAC.	
5.1.2. Component 2: Foster the inclusion of lessons learned and best practices into water resources management practices.	

- Definition of best practices in Integrated Water Resources Management (IWRMg).
- Identification of mechanisms to transfer best practices and lessons learned.
- Regional meetings to share best practices and lessons learned.

5.1.3. Component 3: Strengthening of IWRN

- Framework for strengthening IWRN as a hemispheric communication tool for IWRMg.
- Upgrade IWRN Web site
- Establishment of a sub regional node in Brazil and other locations.
- Workshop to assess the need for training and equipment at the sub regional node in Brazil.
- Linkages between IWRN and other regional and sub regional networks.

5.1.4 Component 4: Monitoring and evaluation.

5.2. Activities of the project Steering Committee.

5.3 Project enhancement beyond Pro Doc Provisions.

5.3.1 Project enhancement through country Government initiative.

- Brazil government initiative.
- Other initiatives

5.4 Overall project management and administrative arrangements.

5.4.1 Project coordination and management.

5.4.2 Institutional arrangements.

5.4.3. Financial management.

6. SUMMARY OF ACHIVEMENTS AND PROGRESS TOWARDS OVERALL PROJECT OBJECTIVES	32
7. SUSTAINABILITY	33
8. REPLICABILITY	35
9. SCOPE, QUALITY AND SIGNIFICANCE OF PROJECT OUTPUTS TO DATE... ..	35
10. CONCLUSIONS, LESSONS LEARNED AND RECOMMENDATIONS	37
11. ACKNOWLEDGEMENTS	40
12. LIST OF ANNEXES	40
13. RATING OF PROJECT SUCCESS	41

EXECUTIVE SUMMARY

The challenges that the water resources are facing nowadays require well-timed robust solutions that consider the experiences from other related initiatives. DELTAmerica project is an effort to contribute responding, from the Latin America perspective, to this need by developing a set of tools for exchange information and strengthening the Inter American Water Resources Network (IWRN) as the main organization that can act as water resources reference for the hemisphere.

DELTAmerica project is an initiative supported by GEF, the government of Brazil, OAS (executing agency) and UNEP (implementing agency). Its main goal is to promote South-South learning, development and implement mechanisms to disseminate the lessons being learned in GEF International Waters-related projects (GEF-IW) in Latin America and the Caribbean, and improve capacity to integrated land and water resource management..

This mid term evaluation follows the terms of reference provided by UNEP as well as the recommendations made by the Team Leader and basic considerations agreed during the First Evaluators meeting held in Brasilia in October and December 2004. For the evaluation there has been a review of official documents provided by UNEP and OAS and at the same time there were also interviews and conferences with key actors.

The project document for DELTAmerica provides good guidance and makes important provisions for its execution, dividing the project into four major components. The first is to strengthen the dialogue between GEF-IW projects community for sharing their experiences; the second component explores the definitions of best practices in integrated water resources management (IWRM) and their effective mechanisms for transferring into policies and regulations. Component three pretend to give continuity to DELTAmerica's accomplishments by strengthening the Inter American Water Resources Network (IWRN) in order to be this organization a hemispheric reference for water resources management. Component four is related with the monitoring and evaluation of the project.

DELTAmerica was a project intended to be executed in 18 months, starting March 2003; however it was expanded until December 2005. Most of the activities for each component have been accomplished by the end of 2004. For year 2005, what is going to be developed are workshops (or meetings) for the presentation of results, some technical assistance, and editing and printing of material as part of their promotion of results.

In **Component 1** several actions were executed: strategic meetings with National Focal Points, sub regional dialogues, Virtual Fora (VF), exchange of project officers (twining)

The promotion of dialogues for sharing experiences, best practices and lessons learned in DELTAmerica have two main mechanism, one a face to face sub regional meeting and another which is a virtual follow up activity called Virtual Fora (VF). According with the Technical Coordinator Quarterly Reports, interviews with governmental authorities and the Executing agency personnel, in order to develop these activities it was necessary to develop a close coordination with the Brazilian government as well as with the National Focal Points for IWRN. A key for the project success and usefulness of their results is the active participation of the

countries, they have a major role for incorporating the results of DELTAmerica into policies and management practices. The support and level of commitment provided by the Secretariat for Water Resources from Brazil in this regard has been crucial for all the activities considered in the Project.

It has been very positive that most of the meetings for DELTAmerica Steering Committee, IWRN National Focal Points, Sub Regional Dialogues, etc, were schedule in combination with other international conferences; this provided not only a major participation but also the possibility of discussing and exchanging experiences with a larger group of experts from the water management community.

There have been three strategic meetings with the national focal points for IWRN, one in Arequipa, Peru, June 2003, another in Montevideo, Uruguay in September 2003, and another in Lima, Peru, May 2005.

These activities were very valuable for DELTAmerica and for the countries themselves; a good example for this was during the Arequipa meeting, where an identification of common interests from Amazonian governments, lead to a request to GEF to support a multinational initiative on “The Amazon for the Sustainable Management of Water Resources.” This initiative aims to prepare, reach agreement and execute a view and a framework for joint action for the sustainable development of the Amazon Basin among the countries of the Amazon Cooperation Treaty Organization (ACTO).

During these meeting there was a clear agreement among the participants that DELTAmerica sub regionalization was not only geographical but based on the main IW projects taking place, they provide a good indication of the government interest.

Even though there has been several efforts from Technical Coordinator and the Executing Agency for having another IWRN National Focal Points meeting and DELTAmerica Steering Committee meeting, it has been very difficult to schedule it, the amount of activities related with water resources have increase exponentially during the last two years, leaving very little space to program it.

Three very successful Sub Regional Dialogues took place; the first in Brasilia, Brazil the 23 -25 of July 2003, the second in Montevideo, Uruguay, September 26-27, 2003 and the third in Saint Lucia, March 4-5, 2004.

Even though the Sub Regional Dialogues were expensive actions, they proved to be a good way to stimulate discussions, exchange experiences and reach consensus around sub regional important issues on water management. These dialogues set also discussion topics for future Virtual Fora.

The combination of efforts with other organizations to share activities like dialogues and meeting has been a practice frequently used by IWRN and OAS that continue to be highly positive in the financing, the managing and the technical outcomes. For example, the value added to the sub regional dialogues for DELTAmerica from the OAS/UNESCO initiative on transboundary

aquifers was welcome by participants. Regional Focal Points like the Regional Committee on Hydraulic Resources for Central America (CRRH) and the Center for Environmental Health Studies for the Caribbean (CEHI) play also an important role as structures that coordinate efforts from many countries in the sub regions ranging from technical matters to policy making at the Ministerial, Presidential and Prime Minister level. DELTAmerica has both, capitalized and benefit these existing structures, producing a positive cross fertilization between Central America, Caribbean and South America projects on IW.

The agreements y commitments from the participants to the three Subregional Dialogues to continue discussions of important hemispheric and regional issues through Virtual Fora indicate that this mechanism could reduce many costly long face to face meetings. Virtual Fora (VF) required a number of facilitating activities, especially in the technological and communications area, the outputs from DELTAmerica regarding VF will be tested throughout IWRN moderation of the activity during 2005.

Twining can be an interesting option to be continued further in other projects. This normally is not very expensive activity, saves a lot of execution time and there is an excellent way to stimulate South-South cooperation, which is the objective of DELTAmerica. Twining also has made short the distances between the problems in different parts of the America, this contribute to promote local solutions to problems with global implications. This last issue is one of the driving forces toward the IV World Water Forum (Mexico 2006).

Component 2: Foster the inclusion of lessons learned and best practices into water resources management practices.

In this component there were difficulties to interact with IW LEARN, however DELTAmerica project move forward producing two studies from very qualified consultants which were presented for comments to the third Steering Committee meeting in Lima. The document prepared by the consultant, Axel Dourojeanni, “ Gestión Integrada de los Recursos Hídricos: Mejores Prácticas y Lecciones Aprendidas en Proyectos GEF y Estrategia para su Difusión” , Mayo 2005, DELTAmerica Project, cover one of the most important areas of the project. The definition for best practice (BP) evolves from the consultant knowledge and experience in the field and it is comprehensive and well referenced to water resources. The comparison between concepts like: “Successful Experiences, Lessons Learned and Best Practices” provides a good orientation for their future systematizations, and gives additional strength to the main definition.

The criteria for selecting best practices is based on a very relevant consideration, a BP needs to have the acceptance by the actors and technical personnel involved in the processes of water management. This criteria also considers two necessary ingredients: “an scenario of”..... what is planned to be accomplished with integrated water resources management in a particular area and how the BP in going to contribute to it. The other ingredient is a “plan on”.... what and how integrated water management is going to be accomplished.

In this component there was also a document that summarized 10 years of products referred to best practices and a document that promotes the inclusion of best practices in the technical and political decision making process.

Component 3: Strengthening of IWRN is very important because it provides actions for the sustainability of the project accomplishments. A priority for strengthening IWRN is to develop their strategic plan. This activity was not successful because the consultant hired was not able to accomplish what was indicated in the terms of reference leaving this chapter to be solved urgently. IWRN committee on strategic planning prepared a document whose draft was presented at the Steering Committee meeting in Lima and which still under discussion.

For upgrading of the IWRN Web Site to a dynamic interactive source of information exchange a close coordination was established with an initiative from UNESCO, this contribute with the optimization of time and resources.

Based on interviews with the technical and administrative personnel from CES and the performance during the launching of the subregional nodes for Southern Cone and Brazil, celebrated in Buenos Aires, 13 and 14 October 2004, there is evidence that the work is moving forward with a lot of the enthusiasm and firm occupation from the nodes facilitators. The constant interaction of all actors in this activity provides a positive orientation to the technical work. This could become one of the more visible and positive outcomes of the project representing a direct benefit to the regions.

As part of the strengthening of IWRN, sub regional nodes managed for facilitators and hosted by national institutions were established. A sub regional node was established in Brazil hosted by the Secretariat of Water Resources. In Argentina a Sub Regional node for the southern cone was established at the Sub-Secretary for Water Resources. A Sub Regional node for the South America Watershed and Amazon region was established at INRENA / Peru. A new node is being established for Central America at CRRH in Costa Rica.

Most of the work is expected to be finished by the end of 2004; however, it is considered that some tasks would still need to be developed in 2005, in particular in Peru and Central America.

The creation of sub regional nodes might become a very positive outcome for the future of IWRN. Facilitators in each node could maintain a dynamic exchange of information, experiences, lessons and practices with the National Focal Point as well as with a larger community of water resources management. This exchange would make IWRN very visible and it could take back his role as reference organization.

OAS has signed Memorandums of Understanding with most of the host institutions so far, which means that national institutions and OAS as Executive Secretariat for IWRN are very much committed with the work of the nodes. During this mid term evaluation missions in Brasilia, Montevideo and Buenos Aires, October 2004 and December 2004, the exchange of opinions with several water actors and stakeholders regarding the nodes activity always indicated a manifestation of optimism for the work ahead.

Component 4, monitoring of project activities ranging from finances, administration and logistics has been much appropriated. The work developed by implementing and executing agencies, based on their long term experience, prove to be very positive. Project evaluation could have been more beneficial if their mid term evaluation could have been done before, so positive feedback could have been received for small but not determinant aspects.

The Steering Committee for DELTAmerica has met so far, three times. Their first meeting took place in Arequipa, Peru in June 2003. The Second meeting was celebrated in Montevideo in September 2003 and a third Steering Committee in Lima, Peru in May 2005.

The reports from these SC meetings indicate that the members have a strong participation in particular with the sub regional activities, nodes and Virtual Fora. Mesoamerican members maintain a balanced participation with those from Brazil and the Southern Cone, this indicates that there is a hemispheric interest for the project and their results to be representative of the Americas. The Steering Committee has done a good work providing indications and guidance to the management of the project when there is a face to face meeting, however their virtual interaction do not look very efficient, which sometimes causes difficulties to the Executing Agency and Technical Coordinator for the decision making process.

Country initiatives like the lead by Brazil for the 2005 Presidential Summit for the Americas where outputs from the component 2 will provide the base for a discussion text on water resources, the initiatives from CRRH/SICA in Central America, UNEP, IUCN, OAS, UNESCO-IHP and UNDESA for assisting the countries of Latin America to engage in the negotiation process building on the tools developed by the DELTAmerica and other related activities associated to water resources management, commerce, economics and integration processes have enhance DELTAmerica during his execution time.

Financing management and institutional arrangements between UNEP, OAS and the Government of Brazil were very effective, due to the permanent interaction that OAS has with the Secretariat for Water Resources from Brazil through their offices in Buenos Aires and Brasilia. Staff and other personnel from other important IW-GEF projects are also being executed from this location in Brasilia, this experience has built a very robust mechanism between these partners which has facilitated DELTAmerica execution.

Based on some of the interviews, it is clear that many of the saving of the project come from work done through in kind contributions from OAS, Government of Brazil, UNEP and even from other partners and organizations interacting with DELTAmerica. It is difficult to precise these contributions at this stage, however it would be important that these organizations present a statement in this regard to GEF and the Steering Committee.

Something that would probably need some clarification is the fact that some of the savings were made on electronic editing and in consultants work. If one of the strengths for the future of IWRN will rest on their Virtual Fora and sub regional nodes, it would be logical that all resources dedicated for having available e-documents would be very important.

A set of important conclusions and recommendations originate from the project execution itself, they can contribute with other similar initiatives in Latin America or other parts of the world.

Even though DELTAmerica project is qualified by this evaluation between very good an excellent, it is important to indicate that a lot of this could be attributed to the vision of project formulation. DELTAmerica's outputs are tailor made for the actual challenges that Latin America

and other developing regions are facing regarding water resources; if fully accomplished and well lead by IWRN, could become the objective reference for water resource management and the fora that supports political and management decision throughout the hemisphere.

1. INTRODUCTION AND BACKGROUND.

During the last ten years the world has been paying more attention to the problems that water resources are facing. There have been many initiatives that try to cope with several of these problems but most of them used a traditional sectorial approach, which normally ended with partial and non sustainable solutions. Additionally, there has been also a flourishing of new organizations in all scales and dimensions for dealing with water resources that introduce new views which sometimes create disarticulations with the priority agendas of the countries.

Taking as a base the experiences being implemented by the Global Environment Facility-International Waters (GEF-IW) projects like: San Francisco, Upper Paraguay, Putumayo River basin and Guarani Aquifer, with the United Nations Environment Program (UNEP) as implementing agency and the Organization of American States (OAS) as Executing Agency, the Government of Brazil with the support of the countries from Latin America and the Caribbean, as well as from other international organizations and programs presented the DELTAMERICA project; whose main goal is to promote South-South learning, development and implement mechanisms to disseminate the lessons being learned in GEF International Waters-related projects (GEF-IW) in Latin America and the Caribbean, and improve capacity to integrated land and water resource management.

DELTAmerica is an opportunity to establish a mechanism that allows countries to have an objective reference that integrate experiences, lessons and best practices for management of water resources in an integrated way.

Trough this project, a set of definitions for best practices which allow for their proper identification and systematization would be established. Sharing them is a major element of the project, where face to face, and virtual mechanisms need to be developed. Because DELTAmerica's objective pretends to contribute to solve water resources management problems through integrated solutions, the participation of the countries is crucial, these authorities are the ones that define policies and set the priorities for development.

Any of the results from DELTAmerica will have a positive impact if they are not sustainable in time; therefore the role of the Inter American Water Resources Network (IWRN) and their members is very relevant. IWRN needs also to implement efficient mechanisms to cope with modern times, ranging from technology to better interactions and decision making.

This document presents a mid term evaluation on, how the different activities from DELTAmerica are executed, and how they are contributing with the accomplishment of the objective of the project.

The present evaluation is the final report for this mid term evaluation and includes the comments and review made by June 2005 to previous drafts.

2. MID TERM EVALUATION PROCEDURE.

This mid term evaluation follows the terms of reference provided by UNEP as well as the recommendations made by the Team Leader and basic considerations agreed during the First Evaluators meeting held in Brasilia in October 2004. Annex II.

For the evaluation there has been a review of the official documents provided by UNEP and OAS which are listed as follow.

Official DELTAmerica documents:

- Pro Doc for the project
- Quarterly Reports from Technical Coordinator
- Steering Committee Reports
- Financial Reports
- Consultants' Reports
- Documents from workshops (sub regional workshops.)

In order to have complementary information there was a mission to cover relevant actors related with the activities developed by the DELTAmerica project. The preliminary list persons consulted is indicated in annex III.

Other non official DELTAmerica documents consulted:

- Documents from GEF IW projects
- Documents from Non GEF IW Projects

There were also conferences attended regarding some GEF-IW projects like San Francisco, upper Paraguay and Guarani aquifer.

3. MAJOR PROVISIONS OF THE PROJECT DOCUMENT.

3.1 Project goals

The main goal of the project is to promote South-South learning, development and implement mechanisms to disseminate the lessons being learned in GEF International Waters-related projects (GEF-IW) in Latin America and the Caribbean, and improve capacity to integrated land and water resource management.

3.2 Project components:

The project is divided in four major components, the first is to strengthen the dialogue between GEF-IW projects community for sharing their experiences; the second component explores the definitions of best practices in integrated water resources management (IWRM) and their effective mechanisms for transferring into policies and regulations. Component three pretend to give continuity to DELTAmerica accomplishments by strengthening the Inter American Water Resources Network (IWRN) in order to be this organization an hemispheric reference for water resources management. Component four is related with monitoring and evaluation of the project.

3.2.1 (COMPONENT 1) Foster dialogue among GEF-IW and other related water resources management projects in LAC.

The objective of this component is to promote a dialogue between GEF and Non GEF International Waters in order to establish a mechanism to share experiences, lessons learned and best practices in planning management in IW projects with government officials, local authorities, stakeholders and participants of these projects. This dialogue would allow discussing strategies on how to incorporate these experiences in IWRMg practices and policies.

National Focal point are key players that benefit directly for the exchange of experiences, therefore, the project establish financial provisions for their participation. Another mechanism is the celebration of 3 sub regional dialogues and a twining activity.

Because the project has a limited time a Virtual For a (VF) is an important activity to continue with the discussions. Building from results of previous meetings like: the IV Inter American Dialogue (Foz de Iguazu, Brazil, 2001) and Water for the Americas (México D.F., October 2002) the VF will have discussions to provide inputs for the V Inter American Dialogue (Jamaica, 2005) and the GEF Conference on International Waters (Brazil, 2005).

IWRN Secretariat participation as a moderator of the discussion of the VF will be very important, therefore, provision have been made to strengthen IWRN operational structure, its Web Site and their protocols for communications and efficient networking (subregional Nodes and facilitators).

3.2.2 (COMPONENT 2) Foster the inclusion of lessons learned and best practices into water resources management practices.

This component set the basis for the establishment of a systematic mechanism for exchanging knowledge on best practices. First, the work on the definition of "Best Practices" evolves from what have been advanced by other initiatives like IW/Learn and UNEP database on best practices. Once the criterion to define BP is established, a system for identifying them, from other projects, is developed.

Based on the above results, this component also identifies mechanisms to transfer practices and lessons learned into policies and regulations and into new initiatives on water resources.

Three regional meetings have been schedule in order to provide a space for discussion of this issue.

3.2.3 (COMPONENT 3) Strengthening of IWRN.

In order for the DELTAmerica to continue as a process further than its financial period, it is necessary that the Inter America Water Resources Network assume the role of an objective communicator and a valid reference for integrated water resources management in the Americas. There is a need to strengthen this body by providing modern elements of communications,

starting by upgrading their web site, establishing subregional nodes with specific subregional thematic responsibilities, providing training to water actors and ensuring adequate linkages with other networks involved in water resources.

3.2.4 (COMPONENT 4) Monitoring and evaluation.

UNEP in consultation with GS/OAS will coordinate two evaluations of project activities, one mid-term and another at the end of the project. These evaluations are in addition to any operative day to day monitoring actions from the Executing and Implementing agencies.

3.2.5 Other Provisions under Project Document

In order to accomplish the objective of the project it is important to build form the experiences form other IW GEF projects. The San Francisco, Upper Paraguay, Putumayo river basing and the Guarani Aquifer projects have are a good source for experiences, lessons and best practices that can be shared with other initiatives in the Americas.

Brazil, as host of many of these projects and as Co Chair of IWRN can also facilitate the process of promoting the exchange of experiences and best practices. Brazil will also have a fundamental role in interacting with the National Focal Points for promoting the inclusion of project results in their national/regional policies and their integrated water resources management practices.

Other initiatives like IW-Learn, as well as others from UNEP, GEF and OAS, and other IWRN member's organizations, will contribute as baseline and support for many of the activities in each of the project's components.

The support letters and project endorsements by governments and organizations, contained in the Project Document, provide an indication of the level of commitment expressed to DELTAmerica.

It is important mentioning that there are provisions which are not directly expressed in the documents and that are related with the value that organizations like UNEP and OAS have regarding procedures for managing, including financial and personnel hiring as well as for legal aspects. If DELTAmerica were supposed to establish this, as an additional activity, the project execution would have been seriously delayed.

Therefore the project document's make provisions for guiding the project administration process:

1. Quarterly operational report.
2. Quarterly progress report.
3. Cash advance statement.
4. Quarterly project expenditure accounts for supporting organizations.
5. Terminal report.
6. Inventory of non expandable equipment purchased against UNEP projects.

Regarding financial provisions, all project components have their main activities being financed by GEF funds. Some specific activities are also financed in cash by the government of Brazil. In kind contributions are provided by the government of Brazil, UNEP and OAS.

The total financial provision for the project (funding and co funding) is US\$1,587.000, distributed accordingly: GEF 61%, Government of Brazil 26.5%, OAS 6.5% and UNEP 6.0%.

4. CURRENT STATUS OF PROJECT (REVIEW HORIZON).

The project was established to be executed in 18 months, starting Mach 2003, however it was expanded until December 2005 (as mentioned in the terms of reference for this evaluation).

Most of the components have accomplished their tasks by the end of 2004. For year 2005, what is going to be developed is a workshop-meeting for results' presentation to the steering committee, some technical assistance which includes the implementation of nodes for Central America and Peru (Pacific South America), and editing and printing of material.

Even though the Technical Coordinator had expressed not to be able of continuing with the project 100% of his time, he finally agreed to continue for the rest of the project. Therefore, it is expected any delays in project execution due to the issue of management.

During the last Steering Committee meeting in Lima Peru, May 2005, there were presented a comprehensive set of draft results for all components, the analyses for these documents should be the scope of the final project evaluation, however, some of their contents and according with their relevance, were used for this mid term evaluation report, in particular some projections of these results were built from some of these documents.

5. PROJECT PERFORMANCE TO DATE

5.1 Evaluation of project components in the context of the Pro Doc Workplan:

The evaluation for the project components in the context of the Pro Doc are based on the Technical Coordinator Quarterly Reports, Financial Progress Report and several interviews and information exchanges with different actors related directly and indirectly with the project. As it was mentioned before, some of the information from the draft reports presented to the Steering Committee (Lima, May 2005) was also used for the component's evaluation.

5.1.1 Component 1: Foster dialogue among GEF-IW and other related water resources management projects in LAC establishing mechanisms to share recent accomplishments, experiences from the planning and management of IW projects, lessons learned, and best practices.

Figure 1. Information table for component 1.

Objective	Actors	Action	what	On	Actors	To	into
To Promote dialogue	IW-GEF projects	Establishing a mechanism to share	Experiences	Planning & management in IW projects	Each other: GEF & Non GEF Gov officials Local actors Stakeholders	Discuss strategies to incorporate them	IWRMg practices
	Non GEF projects		Lessons learned				Policies
			Best practices				

The promotion of dialogues for sharing experiences, best practices and lessons learned in DELTAmerica have two main mechanism, one a face to face sub regional meeting and another which is a virtual follow up activity called Virtual Fora (VF).

According with the Technical Coordinator Quarterly Reports, interviews with governmental authorities and the Executing agency personnel, in order to develop these activities it was necessary to develop a close coordination with the Brazilian government as well as with the National Focal Points for IWRN. A key for the project success and usefulness of their results will be the active participation of the countries, they will have a major role for incorporating the results of DELTAmerica into policies and management practices. The support and level of commitment provided by the Secretariat for Water Resources from Brazil in this regard has been crucial for all the activities considered in the Project.

In this component several actions were executed:

- Strategic meetings with National Focal Points.
- Sub Regional Dialogues.
- Virtual Fora (VF).
- Exchange of project officers (twining).

It is important to indicate that most of the meetings for DELTAmerica, National Focal Points, Sub Regional Dialogues, etc were schedule in combination with other international conferences; this provided not only a major participation but also the possibility of discussing and exchanging experiences with a larger group of experts from the water management community.

The first strategic meeting to promote participation of National Focal Points for IWRN took place in Arequipa, Peru, June 7 and 8, 2003. This meeting was follow by the 1st Steering Committee meeting of DELTAmerica (official launching of the project). The main results from these activities lead to the approval of the contract for the project's technical coordinator, Dr. Gilberto Canalli, and the discussion and approval of the work plan submitted by the Executing Agency (OAS). The organization of the meeting was manly in charge of OAS through their national and regional counterparts in Latin America and the Caribbean.

During this meeting there was a clear agreement among the participants that DELTAmerica sub regionalization was not only geographical but based on the main IW projects taking place, they provide a good indication of the government interest.

There was also a second DELTAmerica Steering Committee meeting in Montevideo, September 2003, where several Focal points were also present.

Even though there has been several efforts from Technical Coordinator and the Executing Agency for having another IWRN National Focal Points meeting, it has been very difficult to schedule it, the amount of activities related with water resources have increase exponentially during the last two years, leaving very little space to program it. Therefore, provisions were made to convene in May 2005 in Lima, Peru with the presentations of draft reports to Steering Committee¹. Because the project has been extended to the end of 2005, final products of the project will be presented the following Steering Committee meeting in Jamaica, during the DELTAmerica meeting at the V Dialogue.

Sub Regional Dialogues (SRD) was developed to promote the exchange of experiences and information. Some specific objectives of these activities were:

- To identify and exchange experiences, lessons learned and good practices from GEF IW projects and other projects on integrated water resources management in Latin America and the Caribbean.
- To identify priority issues for countries within the sub region, which contribute as basis for wider discussions under a virtual foro.
- To identify and establish criteria for identifying good practices.
- To identify country needs for assistance in the formulation and implementation of policies in water resources.

Because the spirit for integrated water resources management is to coordinate the efforts of all actors in order for reduce the possibility of conflicts and to potentiate the opportunities of working together, DELTAmerica participants to the Sub Regional Dialogues represented a large group of actors, ranging from government officials to non governmental organizations, from the academic sector to the private sector and from international organizations to local and community groups.

The structure of the SRD were, working sessions with presentations from the participants under a common format (Project background, analyses of GEF methodology, experiences and lessons learned, good practices).

Three Sub Regional Dialogues have been realized, the first in Brasilia, Brazil the 23 -25 of July 2003, the second in Montevideo, Uruguay, September 26-27, 2003 and the third in Saint Lucia, March 4-5, 2004.

The Sub Regional Dialogue celebrated in Brasilia was dedicated to the South Pacific Watershed and the Amazon regions. Agreements were reached during this dialogue to continue sharing experiences through a virtual forum and looking after opportunities to promote horizontal cooperation amongst the countries on the following subjects: Institutional frameworks, Education, Culture and Social Participation, and Legal Frameworks, as regards to water resources management (QOR-July September 2003). Colombia, Ecuador and Peru emphasized the need of

¹ Because this report has received comments on specific areas, it has been possible to include analyses for some activities presented at this Steering Committee meeting.

making the issue of Water Law Reforms a priority, since they are in the process of reviewing their respective national legislation on this matter (QOR-July September 2003).

It is also important to indicate that the exchange of experiences during the Focal Points meeting in Arequipa provided an identification of common interests from Amazonian governments which was further discussed during the SRD-Brasilia. This actions lead to a request to the GEF to support a multinational initiative on “The Amazon for the Sustainable Management of Water Resources.” This initiative aims to prepare, reach agreement and execute a view and a framework for joint action for the sustainable development of the Amazon Basin among the countries of the Amazon Cooperation Treaty Organization (ACTO) (QOR-July September 2003).

Participants also recommended to DELTAmerica project to promote discussions for developing a common vision on policies for water management in LAC. This recommendation was well attended by the project and in document 3 (Lima, Peru, Report to Steering Committee) there is a complete strategy for accomplishing this in Latin America and the Caribbean countries. This result is being incorporated within the political decision making process, (Brazil, Central America, for example) and it is being evaluated for promoting it at the highest political level meetings.

The second Sub Regional Dialogue, celebrated in Montevideo, was attended by 27 participants from the four countries of MERCOSUR (Brazil, Argentina, Uruguay and Paraguay), Bolivia and Chile, IWRN National Focal Points, GEF Project Managers, UNESCO, OAS and GWP members.

The main objectives of this SRD were:

- To identify priority issues for this sub region, this can be the base for discussion through the virtual foro.
- To discuss criteria to identify and share experiences, lessons learned and good practices obtained from GEF IW projects and others, developed in the sub region and in water management.
- To identify the needs for assistance from countries in order to continue and/or to improve the process for national policies in water resources.

The SRD was based on group discussions, where consideration was given to lessons learned on public participation and to the preparation and implementation of GEF projects.

It was also an agreement on 5 important issues to continue discussing on the Virtual Foro:

1. Tools for integrated water resources management.
2. Training of personnel.
3. Facilities for good practices distribution.
4. To promote public participation.
5. Harmonization and development of legal and regulatory frameworks.

A second Steering Committee meeting took place just after the sub regional dialogue. It was reviewed the implementation of the project and some decisions on future steps were taken.

The third Sub Regional Dialogue was for the Mesoamerican region and took place in Saint Lucia and was attended by 31 participants of 18 countries; these participants were representatives of governments, NGOs, academic and private sector, and international/regional organizations. During the activity there was an active exchange of experiences between IW GEF and non GEF projects, experiences from the Caribbean on water management and the impact of the tourism sector were shared with Central American countries whose tourism industry is growing very fast. Even though only Dominican Republic and Haiti have a shared basin, it was considered that the experiences along the close community of island on the Caribbean on sea pollution, is very important to be discussed in a virtual Foro. Provisions made by the managing of the project in order to have simultaneous interpretation during the meeting facilitated the discussions.

Sub regional Dialogues have proved to be an effective mechanism for sharing experiences, lessons and best practices among IW-GEF project, and also with non GEF projects. As it will be indicated in the activities financial analyses, this is an expensive activity, however the achievements reached indicate that this mechanism continue to be one of the most valued.

The combination of efforts with other organizations to share activities like dialogues and meeting has been a practice frequently used by IWRN and OAS that also continue to be highly positive in the financing, the managing and the technical outcomes. The value added to the sub regional dialogues for DELTAmerica from the OAS/UNESCO initiative on transboundary aquifers was well as many others promoted by IWRN members. Regional Focal Points like the Regional Committee on Hydraulic Resources for Central America (CRRH) and the Center for Environmental Health Studies for the Caribbean (CEHI) play also a very important role as structures that coordinate efforts from many countries in the sub regions ranging from technical matters to policy making at the Ministerial, Presidential and Prime Minister level. DELTAmerica has both, capitalized and benefit these existing structures, producing a positive cross fertilization between Central America, Caribbean and South America projects on IW.

Document 2, presented to the Steering Committee in Lima, Peru, May 2005; offer a summary of the SRD as well as other related meetings on water resources in which DELTAmerica had some kind of participation.

Figure 2. Virtual Fora process.

Virtual Forum Process				
Building from	IV Inter American Dialogue (Foz Iguazu)	VF preliminary results.....	Inputs to.....	V Inter American Dialogue, Jamaica
	Water for the Americas, Mexico DF.			GEF IW Conference Brazil

The Virtual Fora was initially built from inputs from Dialogue IV and the Water for the Americas Conference. I was designed to continue discussions for the agenda of Dialogue V and the GEF International Waters Conference.

The agreements y commitments form the participants to the three Subregional Dialogues to continue discussions of important hemispheric and regional issues through Virtual Fora indicate that this mechanism could reduce many costly long face to face meetings.

Virtual Fora required a number of facilitating activities, especially in the technological and communications area. These activities will be discussed later during the evaluation of component 3.

An important indication for the VF is that approximately 30% of their facilitating activities would take place during the first semester of 2005, it is considered that this is a crucial time to provide important inputs to Dialogue V and the GEF International Waters Conference. The administration of the project has made financial provisions for this matter.

Exchange of Project Officers (twining) was another mechanism for exchange of experiences, lessons and best practices. This mechanism provides the possibility that personnel from a project could travel, to another project and develop work for sharing experiences. According to the Technical coordinator reports and interviews with personnel from the Executing Agency there were some activities reported, one where personnel from La Plata project (GEF-IW-Argentina-Uruguay) assisted in specific tasks the San Juan River Basin Project (GEF-IW Costa Rica-Nicaragua). Another, between the Alto Paraguay and San Francisco Project with the San Juan River Basin Project. Also, there was twining between Alto Paraguay and San Francisco River Basin with Lerma-Chapalla Project in Mexico.

Other projects also followed this initiative and within different frameworks of cooperation (DELTAmerica and others) developed exchanges (QOR-January/March 2004 and QOR-April/June 2004). Within these exchanges of personnel it can be also included the participation of the Technical coordinator as lecturer in several conferences and meetings along the region.

Twining can be an interesting option to be continued further in other projects. This normally is not very expensive activity in term of the particular benefits this can bring. Twining saves a lot of execution time and there is an excellent way to stimulate South-South cooperation, which is the objective of DELTAmerica. Twining also has made short the distances between the problems in different parts of the America, this contribute to promote local solutions to problems with global implications. This last issue is one of the driving forces toward the IV World Water Forum (Mexico 2006).

Other aspects which can contribute to twining are the video conferences. Some examples in Central America have proved to be cost effective, where more than 200 participants are connected for the presentations and discussion of Climate Outlooks (virtual foro on climate perspectives) reducing costs of face to face meetings and visits in almost 90%.

Finally, it is important to mention that twining in the context of DELTAmerica was more driven by request from the interested side and not exactly by a structured program were some kind of regional promotion or information exchange was made.

5.1.2 Component 2: Foster the inclusion of lessons learned and best practices into water resources management practices.

Figure 3. Information table for component 2.

Action	Inputs	Results	Products
To define Best Practice	IW- Best Practices database / IW-Learn	Criteria to identify BP	Document C2-A
Establish a system to identify Best Practices		System for identifying	Document C2-B

One of the important initiatives taken by the Executing Agency, as preparatory to DELTAmerica project, was to build from known and proven experiences. In this regard there were plenty of activities for establishing a fluid communication and coordination link with IW-Learn (GEF-UNEP).

Several actions were recorded during this evaluation:

- A letter of support from IW-Learn to GEF, supporting DELTAmerica project.
- Memorandum of Understanding for cooperation between IW-Learn/USDE-OAS, December 2002.
- Letter of agreement for implementation for institutional mapping of the San Juan river Basin Project, between IW-Learn/USD-OAS
- Personal conversations between DELTAmerica officials during the III World Water Forum in Japan with IW-Learn authorities.
- Several or e mail exchanges between DELTAmerica Technical Coordinator with IW-Learn authorities.
- Several meeting attempts between parties.

Even though all these efforts, very recent conversations with DELTAmerica Technical Coordinator indicate that there has been no possibility to put together a meeting between both parties.

This experience with IW-Learn is a common signal for some activities within DELTAmerica where there are difficulties to convene meeting between the organizations involved or to accelerate process or speed the project execution.

In order to continue the progress for “Best Practices Criteria” and to establish a system to identify them, two consultants worked on:

- A review of the last 10 years publications on best practices in Latin America and the Caribbean.
- An Analyses of lessons learned for GEF IW projects and to propose a system to identify them.

At the same time, there has been a very productive effort from the three sub regional meetings where the participants shared their experiences and described lessons learned and best practices within their projects. This is a solid input to the consultants. Besides, there were specific recommendations from the Sub Regional Dialogues about the main issues where they would like to share information.

The document prepared by the consultant, Axel Dourojeanni, “ Gestión Integrada de los Recursos Hídricos: Mejores Prácticas y Lecciones Aprendidas en Proyectos GEF y Estrategia para su Difusión” , Mayo 2005, DELTAmerica Project², cover one of the most important areas whose initiation was very weak due to the reasons largely explained above.

The definition for best practice (BP) evolves from the consultant knowledge and experience in the field and it is comprehensive and well referenced to water resources. The comparison between concepts like: “Successful Experiences, Lessons Learned and Best Practices” provides a good orientation for their future systematizations, and gives additional strength to the main definition.

The criteria for selecting best practices is based on a very relevant consideration, a BP needs to have the acceptance by the actors and technical personnel involved in the processes of water management. This criteria also considers two necessary ingredients: “an scenario of”..... what is planned to be accomplished with integrated water resources management in a particular area and how the BP in going to contribute to it. The other ingredient is a “plan on”.... what and how integrated water management is going to be accomplished.

Because the definition for BP and the criteria for selecting them evolve from analyses of GEF projects, a special consideration is given to “Strategic Action Plans”, which is a norm for GEF projects and a practice that is becoming common for other non GEF water related projects.

I consider that the selecting criteria is very elaborated and robust, however it is always also necessary to recognize that, due to the complexity of water management issues, there would be cases in which generalizations cannot be made and singularities of a basin, actors involved, etc, need to be taken into account.

It is also important to mention that the consultant made important considerations for very sensitive and even confusing issues like water management, basin management and natural resources management. There are good examples on how these aspects can influence the efficient administration of resources having implications on the countries economies.

GEF projects provide excellent material for best practices identification, systematization and transferring. The methods to determine how GEF projects can contribute to BP and the considerations of interacting factors such as institutional, legal, economic, social, environmental, technological, etc, provides additional value to the concepts evolving from GEF projects.

It is still a necessary effort to be made by DELTAmerica for the inclusion of other non GEF and non South America projects. This would provide not only a geographical balance, but also would test the methods and definitions from this consultant’s work. Even though there are common aspects in the Americas, it is also true that in many small countries there is more access to reaching the political level with the potential benefit of including best practices into norms and legislation. Many other institutions like IUCN, Inter American Development Bank, Central America Integration Bank, European Union, and particular countries, are allocating funding for

² The document was available to the Steering Committee Meeting, Lima, Peru, May 2005, a draft copy was provided by the Technical Coordinator, and this comments were based on this draft.

integrated water resources management projects. A sample of these projects could have benefited the objective of the work.

Another aspect which does not look covered is the Caribbean states examples. During the DELTAmerica workshop in Santa Lucia, there were very interesting and specific examples on inland influences on water resources with associated impacts on shared water oceans and the implications on tourism and other socio economic activities.

The strategy for including BP into water resources management practices and policies needs to be based in an active participatory process where non traditional sectors and actors were incorporated. In this respect and as part of the strategy, it is suggested that IWRN moves from the passive role of receiving information to a more active one based on the interaction with non traditional water actors.

I share this considerations very strongly, and this is where it is necessary that this BP document can be expanded to include other non GEF and small countries projects, where the possibility to include non traditional actors is higher.

Special consideration for the strategy needs to be made to methods for reaching consensus and finding convergence of interest in water management, in particular where non traditional actors participate. The value of the academic sector in this processes are very positive because they normally have a strong non bias credibility within the general population and the sectors. However, I agreed with the consultant in the need for strengthening the academic program in the Americas for Water resources management.

An effort is being made by the Secretary of Water Resources of Brazil in order to promote a “Common Strategy for Water Management between Latin America and the Caribbean Countries”. This strategy is based on discussions that took place during sub regional dialogues and a document was presented to the Steering Committee meeting held in Lima, Peru, May 2005. (*Doc-3 Lima May 2005*) as part of DELTAmerica outputs. The document has been promoted by the Foreign Affairs Ministry of Brazil and a process of consultations with the countries of Latin America and the Caribbean will follow. The Secretary for Water Resources of Brazil has discussed also this initiative with the Secretary General for the Central America Integration System (SICA) and other organizations that were very positive with the initiative. It is also expected that the document would be presented at the meeting of Minister of Environment and Water that will take place in Venezuela in November 2005.

Therefore, the results from DELTAmerica project are going to have a very important place within this strategy, in particular if IWRN and OAS are important actors.

It can be mentioned that up to now the process by which “best practices” were defined, selected and promoted into policies and management practices is very positive. The contribution of DELTAmerica in this matter is very relevant not only for water management discussions, but form many other sectors. Nowadays there is a tendency to promote discussions based on experiences and lessons; this is can be considered a manifestation for optimization of resources and for reducing duplication of actions and activities.

Practical examples and applications on this matter will determine how successful this activity has been which, at the same time would also depend on how DELTAmerica and IWRN promote this results, particularly using it as a methodological step for their discussions.

5.1.3. Component 3: Strengthening of IWRN

The main actions under this component include to provide financial and technical assistance for the elaboration of an strategic Plan for IWRN. Another activity is to upgrade the Web Site for IWRN and the creation of sub regional nodes, all these with the intention of strengthening IWRN and to establish the basis for the sustainability of the project accomplishments.

Strengthening of the Inter American Water Resources Network³:

A coordinated effort has been made between the Executing Agency, IWRN and the Technical coordinator in order to support a “strategic planning” study for IWRN. A technical committee was established within IWRN to give guidance and reference to the consultant. The consultant hired was not able to accomplish what was indicated in the terms of reference (personal communications with DELTAmerica management) leaving this chapter to be solved urgently.

This kind of tasks depend a lot on the efficient and timely interaction with the main actors of the organizations, in this case IWRN members and their executive Secretariat. A break or interruption on inefficient communication can cause late reactions for making corrections to the task, ending with loses of time, funds, between others.

A Strategic Planning Group (SPG), which was established by IWRN for supervising and work together with the hired consultant for this purpose, had to assume the job of assembling the strategic planning⁴ . This has been an add hoc initiative and means great effort from those who participate.

Based on the most recent exchange of communications between SPG members’, there is still some discussions on some points of the planning, for example on membership and structure. Even though there was a draft report presented at the meeting for Executive Council of IWRN (May 16, 2005, Lima) for comments, the finalization of this task is not expected to take place before the V Dialogue (Jamaica, October 2005).

This strategic plan is considered the most important step for IWRN continuity and adjustment in times since their origins; now depends on their members to agree objectively on their content and leave away particular interests.

One of the main activities for component 3 is the Upgrade of the IWRN Web Site to a dynamic interactive source of information exchange. In this regard a close coordination was established

³ Integrated Water Resources Network (IWRN-RIRH) general description is presented in Annex VIII

⁴ The process by which the consultant for this task was selected followed normal personnel recruitment procedures and was back up by the executing agency. Unfortunately the documents and reports presented by the consultant were not in agreement with the terms of reference, due to this the IWRN Strategic Planning Group agreed to cancel the contract.

with an initiative from UNESCO in order to optimize time and resources, this was an agreement made during the 2nd SC meeting in Montevideo. Both initiatives are being developed by the Florida Atlantic University through the Center for Environmental Studies (CES) with whom USD/OAS signed a letter of Understanding describing the contractual terms.

Based on interviews with the technical and administrative personnel from CES and the performance during launching of the subregional nodes for Southern Cone and Brazil, celebrated in Buenos Aires, 13 and 14 October 2004, there is evidence that the work is moving forward with a lot of the enthusiasm and hard work from the nodes facilitators. The constant interaction of all actors in this activity provides a positive orientation to the technical work. This could become one of the more visible and positive outcomes of the project representing a direct benefit to the regions.

As part of the strengthening of IWRN, sub regional nodes managed for facilitators and hosted by national institutions were established. A sub regional node was established in Brazil hosted by the Secretariat of Water Resources. In Argentina a Sub Regional node for the southern cone was established at the Sub-Secretary for Water Resources. A Sub Regional node for the South America Watershed and Amazon region was established at INRENA / Peru. A new node would be established for Mesoamerica at CRRH in Costa Rica.

Most of the work was expected to be finished by the end of 2004; however, it is considered that some tasks would still need to be developed in 2005, in particular in Peru and Mesoamerica.

The creation of sub regional nodes might become a very positive outcome for the future of IWRN. Facilitators in each node could maintain a dynamic exchange of information, experiences, lessons and practices with the National Focal Point as well as with a larger community of water resources management. This exchange would make IWRN very visible and it could take back his role as reference organization.

OAS has signed Memorandums of Understanding with most of the host institutions so far, which means that national institutions and OAS as Executive Secretariat for IWRN are very much committed with the work of the nodes.

During the launching of the Sub Regional Nodes for southern cone and Brazil, Buenos Aires, 13 and 14 October 2004, interviews with authorities for the Foreign Affairs Ministry for Argentina and with Sub Secretary for Water Resources of Argentina, both expressed a very strong commitment for the work to come with the nodes and the possibility to continue providing resources for its operations. The same manifestations have been made by Secretary for Water Resources for Brazil, and the work of the facilitators so far is a strong indication of this commitment.

Based on the reports from the Steering Committee and the Technical Coordinator, a small delay in this task was produced because the preliminary agreement made with IDEAM/Colombia, regarding the Sub Regional node for the South America Watershed and Amazon region, did not work as expected. However the arrangements made by DELTAmerica's management with the National Institute for Natural Resources (INRENA) in Peru are moving forward in a very positive

way. During the launching of the Sub Regional Nodes for southern cone and Brazil, Buenos Aires, 13 and 14 October 2004, there were very qualified participants from Peru and Central America.

During the evaluation missions in Brasilia, Montevideo and Buenos Aires, October 2004, the exchange of opinions with several water actors and stakeholders regarding the nodes activity always indicated a manifestation of optimism for the work ahead.

The commitment between the Executing Agency and those organizations in charge of the nodes. is a step forward for future sustainability. It is urgent, that the Executing agency finish implementing them. It is also necessary to give more exposition to the good work being developed from Brazil and Argentina's nodes, particularly to other non traditional actors in water management whose decision influence this activity.

The work developed at these two operating nodes is becoming very important for the regional interaction on water management issues, in table 1 information regarding the virtual foros developed is presented. Therefore, it is not expected that, once DELTAmerica finishes, the nodes will disappear. It is also a further responsibility for IWRN to take advantage of an efficient mechanism for maintaining their WEB and communications updated.

5.1.4 Component 4: Monitoring and evaluation.

Monitoring of project activities ranging from finances, administration and logistics has been appropriated. The work developed by implementing and executing agencies, based on their long term experience, prove to be very positive. It is important to monitor the execution plan in, particular the timing of activities, in order to take full advantage of the project's extension until the end of 2005. Another activity important to be monitored is the strategic plan. This is going to be crucial for the next evaluation due to their implication with the sustainability of IWRN.

Project evaluation could have been more beneficial if their mid term evaluation could have been done before, in order to identify difficulties along progress and timing. The nature of DELTAmerica is a lesson learned by itself, because their outputs are strongly dependant of many previous developments, therefore it should have been identify that a longer period of execution was going to be necessary.

Even though the recommended evaluation method is highly comprehensive, for the stage where DELTAmerica mid term evaluation was initiated, not all outputs were ready to be evaluated; therefore, it was necessary to project, from what was available, the potential progress for future months. Because of the comments from UNEP and others to the drafts it has been possible to continue incorporating new output, interviews, results, etc; however, final evaluation must incorporate total impacts of these materials.

Table 1: Expected and actual outputs from each project component.

Components	Expected Outputs	Actual Outputs	Observations ⁵
1	Strategic meeting with National Focal Points <i>(Doc-2 Lima May 2005)</i>	I Meeting Steering Committee, Arequipa, Peru, July 2003	International Workshop on basins and water resources.
		II Meeting Steering Committee, Montevideo, Uruguay, Sept. 2003	OAS-UNESCO initiative on transboundary aquifers.
		III Meeting Steering Committee, Lima, Peru, May 2005	International Workshop on transboundary basins
	Sub regional Dialogues <i>(Doc-2 Lima May 2005)</i>	Brasilia, July 2003	Multinational initiative on the “Amazons for the sustainable management of water resources”.
		Montevideo, Sept 2003	OAS-UNESCO initiative on transboundary aquifers
		Santa Lucia, March 04	CES-CRRH institutional and political outreach.
	Non programmed output	Common Strategy for Water Management between Latin America and the Caribbean Countries. <i>(Doc-3 Lima May 2005)</i>	This strategy is based on the discussions that took place during sub regional dialogues. ⁶
	Virtual Foro <i>(Doc-7d, Lima May 2005)</i>	1. Virtual Fora Sub region Southern Cone. 2. Virtual Fora Sub region South Pacific watershed and Amazons 3. Virtual Fora related to Dialogue V and IV-WWF Virtual Fora using Yahoo groups and other system: 1. Dialog-Agua-L 2. Water Web 3. Pantanal Everglades 4. IWRN Executive Committee 5. IWRN Strategic Planning Group 6. Organizing Committee for D-V 7. Node’s Networks Managers 8. Web-editors Brazil 9. IWRN managers for regional nodes	List of active virtual fora based on communications with node’s managers.
	Twining	Twining between: -La Plata river basin project and San Juan River Basin Project. -Alto Paraguay and San Francisco Project with San Juan River Basin Project.	

⁵ Most of these outputs have reference documents. At the same time the activities were organized in parallel to other national/regional/international events providing a wider exposure to DELTAmerica project and reducing project’s costs.

⁶ The strategy is political effort to transform best practices into policies and management practices.

		-Alto Paraguay and San Francisco River Basin with Lerma-Chapalla Project in Mexico.	
		Horizontal cooperation between: Brazil and DELTAmerica Project Coordinator participation in Colombia and Peru workshops regarding exchange of experiences in water laws.	
2	-Definition of best practices	-Contributions to the definitions of best practices, lessons learn and good experiences. <i>(Doc-5a Lima May 2005)</i>	Conferences presented to Steering Committee (Lima, May 2005).
	-Systematization for identifying best practices.	-Virtual library of case studies in good practices in IWRM for Latin America and the Caribbean. (Portuguese docs) <i>(Doc-4 Lima May 2005)</i>	All documents provided to the members.
		-IWRM in transboundary regions of LAC: best practices and lessons learned from GEF projects and their communication strategy. (English-Spanish docs). <i>(Doc-5a Lima May 2005)</i> <i>(Doc-5b Lima May 2005)</i>	
		-Mechanisms and tools for disseminating experiences and lessons learned in IWRM for the Inter american Water Resources Network. <i>(Doc-7a Lima May 2005)</i>	
3	Strengthening of IWRN (RIRH).	New WEB site for IWRN inter connected with sub regional nodes. <i>(Doc-7b Lima May 2005)</i>	Virtual fora capacities.
	-Upgrade IWRN WEB site.	<i>(Doc-7c Lima May 2005)</i> <i>(Doc-7e Lima May 2005)</i>	
	-Creation of sub regional nodes	-Brasilia node, created October 2004, operates from the Secretary of Water Resources of Brazil -Southern cone node, created in October 2004, operates from Sub Secretary for Water Resources in Argentina. -Central America node, created July 2005, operated from CRRH in Costa Rica.	Strong commitment from host organizations for sustainability of the nodes.
	Strategic planning IWRN (RIRH)	In progress, expected to be discussed during Dialogue V in Jamaica, October 2005. <i>(Doc-6 Lima May 2005)</i>	

5.2. Activities of the project Steering Committee.

The Steering Committee for DELTAmerica has met so far, three times⁷. Their first meeting took place in Arequipa, Peru in June 2003. The Second meeting was celebrated in Montevideo in September 2003. A third Steering Committee meeting had been proposed to the members for September 2004, but it was not possible to agree with most of the members' schedules. Finally the meeting originally scheduled for the beginning of 2005 in Mexico, was celebrated in Lima in May 2005.

The reports from the SC meeting indicate that the members have a strong participation in particular with the sub regional activities, nodes and VF. Mesoamerican members maintain a balanced participation with those from Brazil and the Southern Cone, this indicates that there is a hemispheric interest for the project and their results to be representative of the Americas. The SC has done a good work providing indications and guidance to the management of the project when there is a face to face meeting, however their virtual interaction do not look very efficient, which sometimes causes difficulties to the Executing Agency and Technical Coordinator for the decision making process. As mentioned before, the amount of activities taking place on water resources have increased exponentially, therefore water managers maintained a very busy agenda and because of the scale of the project it is difficult to have them available simultaneously. As part of the lessons learned it is necessary that SC consider a virtual protocol for decision making, this speed up and facilitate project execution. The third SC meeting was different from the others, those members that have continuity in the SC have are more active and focus participation.

5.3 Project enhancement beyond Pro Doc Provisions.

5.3.1 Project enhancement through country Government initiatives

Brazil government initiatives

The Government of Brazil has promoted, under the DELTAmerica project, the development of a set of directives that can be presented with the tools developed for IWRN to the Presidential Summit of the Americas that will take place in Buenos Aires, Argentina, towards the end of 2005. Another possibility is to present it also to the Water and Environment meeting that will take place in Venezuela in November 2005.

Other initiatives

One of the main concerns throughout the Americas is the process leading to the negotiations and implementation of the Millennium Goals (www.un.org/millenniumgoals). It has been noted that many countries in the LAC region are not well prepared to undertake these important international negotiations. A group of organizations led by CRRH/SICA in Central America, UNEP, IUCN, OAS, UNESCO-IHP and UNDESA are organizing a process to assist the countries of Latin America to engage in the negotiation process building on the tools developed by the DELTAmerica project.

⁷ This includes the last meeting that took place in Peru, May 2005.

Commercial economic blocks of countries are becoming the main characteristic for the beginning of XXI century. Very recently, several presidents from south America met in Lima, Peru, in order to discuss about the convenience to for a south America integration community. The idea is progressing and a new meeting has being schedule for Brazil, therefore it would be interesting that IWRN, in close coordination with their partners and members, interact with the authorities in order to contribute providing information on integrated water resources management for regional integration purposes associated to commerce, economics, and in general for sustainable development in south America.

IWRN as a network should also be aware of other important future initiatives like the Global Earth Observation System of Systems (GEOSS) in which many countries and organizations, ranging from governments to private sector, are participating. This system is promoting the integration of information and products for improving world security, in this respect IWRN could use the tools developed by DELTAmerica for contributing in the area of water resources exchange information and products.

Another initiative that is taking place in Central America is the Tri Ministerial meeting for discussing water issues common to their sectors. A preparatory will take place in Managua in September 2005 and some considerations to DELTAmerica project's results will be given.

5.4 Overall project management and administrative arrangements.

5.4.1 Project Coordination and Management

Based on the interviews it is evident that there is a lot of support to the project from the different organizations and institutions in Brazil. The networking developed by the Technical Coordinator has been very effective. He has been using many of his personal contacts in favor of the project objectives. It is also recognized that a great effort has been done also to promote the project along the Americas; however the final result of the management will be seen once the nodes and virtual foro became fully operative. According with interviews with DELTAmerica consultants and personnel there have not been any management aspects that could be considered or interpreted as bad management or delays in payments or contracts due to negligence of anyone involved in the coordination structure.

5.4.2 Institutional arrangements and structures.

Institutional arrangements between UNEP, OAS and the Government of Brazil were very effective, due to the permanent interaction that OAS has with the Secretariat for Water Resources from Brazil through their offices in Buenos Aires and Brasilia. Staff and other personnel from other important IW-GEF projects are also being executed from this location in Brasilia, this experience has built a very robust mechanism between these partners which has facilitated DELTAmerica execution.

5.4.3. Financial Management.

Project activities for each component, originally financed for 18 months, were extended until July 2005⁸ based on agreements between the implementing and executing agencies with the financing agency.

This action was indicated to the project Steering Committee on August 3, 2004, with the consideration of study for their approval the Project Operational Plan for July –December 2004 prepared by USDMA/OAS in coordination with the Technical Coordinator for the project. This document provides a detailed description of the main expenditures including projections to July 2005.

An analysis of the document provides a good indication of whole administration of the project.

By the end of 2004, it is expected that 95% of the funding for the coordination of the project were executed. In order to continue the management operations as well as providing technical assistance to Brazil and Argentina during the first semester of 2005, a budget modification was made, adding 45% more of the original budget for this category.

In Component 1, it was already executed 80% of the budget, what is requested for 2005 would not need any adjustment because it can be covered with the actual provision.

A more detailed analyses of the finances for this component indicates that under activity 1.1 related with the strategy for countries' participation exceed 45% of their original budget, and for 2005 this increment would be 87% of originally budgeted. Workshops, printing and distribution of materials are the main reason of this increase.

Activities 1.2 and 1.4 only used 75% and 40% of their budget. There were important savings in the sub regional dialogue for Mesoamerica, in consultant's fees and in printing, editing and electronic editing of Virtual Fora materials.

Activities 1.3 and 1.5 were close to budget.

In component 2, 91% of the budget was executed and there are no requests for 2005.

A close look of the activities under this component indicate that the activity 2.1 only executed 36% of their budget due to savings in consultant fees, editing, printing and electronic editing.

Project execution for this activity is consistent with what has been commented on the difficulties to create good operative contacts with the IW-Learn project.

Activity 2.2 was executed 95%, and activity 2.3 was over budget 25%. The main reason was the costs for travel of participants to sub regional workshops.

⁸ During the interviews for this evaluation it was informed that there is an agreement between the implementing and executing agency with GEF for continuing the project until the end of December 2005.

In component 3 the execution of the budget was close to 75%, for 2005 a request is made of the lasting 25%.

Activity 3.1 was over budget in approximately 15%, this was mainly due to consultant fees. The additional 25% for Component 3 is requested from this activity, mainly for document's translations, editing and printing.

Activity 3.2 executed 53% of the budget; economies were made for the design of web site for IWRN.

Activity 3.3 executed 87% and activity 3.4, 62% of their budget. For the last case a consultant was not required leading it to a large saving in the budget.

Activity 3.5 only executed 55% of their budget.

Component 4 on monitoring and evaluation of the project would use only 55% of the budget.

Other categories like software and equipment would be totally executed by the end of 2004.

Based on some of the interviews, it is clear that many of the saving of the project come from work done through in kind contributions from OAS, Government of Brazil, UNEP and even from other partners and organizations interacting with DELTAMERICA. It is difficult to precise these contributions at this stage, however it would be important that these organizations present a statement in this regard to GEF and the Steering Committee.

Something that would probably need some clarification is the fact that some of the savings were made on electronic editing and in consultants work. If one of the strengths for the future of IWRN will rest on their virtual foro and sub regional nodes, it would be logical that all resources dedicated for having available e-documents would be very important.

According with the Technical Coordinator sometimes the decision making process is not very fluid. Consultations for budget execution and hiring of consultants may take some extra time. One reason is that some processes, particularly accounting, depend on activities that take place at the Executing Agency's headquarters in Washington D.C. Consulted on that, the authorities for OAS explained that the workplan is adjusted to the procedures for management and that in the case of the accounting there is a monthly reporting procedure for all OAS projects. These difficulties, even though not determinant for DELTAMERICA, have been solved due to the good communication and flexibility between Technical Coordinator and Executing Agency personnel.

Charges for specific outputs were within a positive financial range; this is evident from some of the savings derived from contracts and services. The experience and networking from the Executing Agency contribute for this matter.

Overhead and administrative charges were within a mid and low range, the in kind contributions and governments commitments benefit this.

Consultant and services providers consider that the mechanisms for disbursements were very effective, within a reasonable period of time and under very fair bases. In some cases regional focal points facilitate advance financial resources to contribute with the project rapid execution of activities; this is based on good networking and partnerships built by OAS with these regional organizations.

Regarding co financing, in cash contributions from Brazil were provided for activities that took place during the IV Inter American Dialogue (Foz de Iguazu) where some of their results are being used as the input for discussion of Virtual Foro in order to stimulate discussions for the V Dialogue and other international relevant meetings. On this matter, some discussion are been taking place between UNEP, OAS and the Government of Brazil in order to clear this matter.

In kind contributions from OAS, UNEP and the Government of Brazil, have been an important factor for project activities. The Executing and implementing agencies have provided all their facilities, contacts and networking as well as personnel for the project. At the same time the contributions from the experiences from projects like San Francisco, San Juan, and others has are fundamental for many of the activities to take place. Experiences from these projects are not only on the technical matter but administrative too.

The Government of Brazil is providing a many resources trough the Secretariat for Water Resources. Besides the space that this organization provides for the project, there are personnel for its operation too. One of the reasons for the great advance on the Brazilian subregional node is due to the technical personnel and support provided by the Secretariat.

Considering only GEF financial support, by the end of 2004 the budget is expected to be executed in approximately 72%, US\$ 698.000. Requests for 2005 are mainly for a workshop, for documentation, management and technical assistance. Based on the expenditures and projections for 2005 it looks that there were no a clear need for additional finances for the original activities submitted under the Pro Doc.

6. SUMMARY OF ACHIVEMENTS AND PROGRESS TOWARDS OVERALL PROJECT OBJECTIVES.

The main achievements until the present evaluation for DELTAmerica can be summarized as:

1. To maintain an active participation of the countries through their National Focal Points to IWRN and OAS.
2. To develop effective three Sub Regional Dialogues, one in Brasilia, another in Montevideo and a third in Saint Lucia. All three SRD were representative of their sub regions. Participation on all was very large and focused on Project objectives with sub regional views.
3. Virtual Fora are being implemented, even though they are still in its initial face, the basic structure is solid enough to future activities.
4. The exchange of personnel between IW GEF projects (twining) was very useful, however some more resources could have been assigned to this activity due to their positive results.

5. Advances in definitions of best practices and mechanisms for their identification were produced. More progress could have been achieved if contacts with IW-LEARN project authorities were successful.
6. Large advances were made on mechanisms to transfer best practices; the regional dialogues prove to be a good mechanism to exchange and transfer experiences. Twinning and the participation of Technical coordinator in national and regional water management activities contribute also with the accomplishment of the project's objective.
7. Some achievements intended to IWRN strengthening can be identified. The strategic planning activity, even though it has not been finished in a very successful way, the initiative is crucial for the future of the IWRN. Very successful have been the upgrading of the IWRN web site and the establishments of the nodes.
8. Discussions to internalize the results of DELTAmerica into national activities related to water management.
9. Promotion of a Common Strategy for Water Management between Latin America and the Caribbean Countries.
10. Linkages of IWRN & other networks through different efforts carried out by Technical Coordinator and Executing Agency.

7. SUSTAINABILITY

Sustainability for DELTAmerica is a function of the outputs, in other words, it is necessary to identify what elements of the project need to be sustainable. There are also other elements that are only contributions to a wider effort to find solutions of the problems associated to water and in which many organizations need to participate.

In component 1, the main objective is to establish a dialogue among GEF-IW project with other related resources management projects in LAC. DELTAmerica contribute with this objective supporting meetings with IWRN national focal points, through Sub Regional Dialogues, and promoting Virtual Fora and twinning.

IWRN National Focal Points are government representatives; they are an important part of this institution' structure and will have to organize periodic strategic meetings.

Sub Regional Dialogues initiate the process of discussing best practices, concepts and systematization. They also identify priority discussing issues for Virtual Fora, which would be developed through the activity of the nodes.

Regarding twinning, this is an activity that requires funding, one alternative would be that the interested projects include in their budgets some resources for this activity. In this regard it is also important that sponsor organizations recommend this practice to their projects. An alternative to reduce costs for twinning would be the use of video conferences. There are a large amount of equipments available in LAC and in many cases they can be used with no financial costs; many of these equipments are located in banks and international organizations that are strategic partners for future project activities.

Sustainability for this objective is possible because there will always be a need for projects to communicate and interact between each other.

Component 2, contribute to define best practices and their systematization. Sustainability of the process could be determined on how IWRN and their partners use this result which must be used as guidance for IWRN future projects and activities. In order to promote this, is necessary to have a wide dissemination of the documents related to Best Practices (doc 5a and 7a, Steering Committee, Lima, Peru, May 2005).

Component 3 is related to the strengthening of IWRN where 3 main activities were developed, the upgrade of IWRN WEB site, the creation of the Sub Regional Nodes and the strategic planning for IWRN.

DELTAmerica is a project whose outputs not only contribute with the advance and knowledge of water management but also provide energy for the sustainability of IWRN.

In this respect, for the IWRN WEB site arrangements have been made between OAS, as Executive Secretary for IWRN, and CES (creators of the new WEB site) to continue with this operation.

Regarding the Sub Regional Nodes they are operating very efficiently (Table 1) and with a good dynamic, stimulating discussions and follow up through Virtual Fora. The node for Central America is being installed and their operation is expected to be initiated soon.

As mentioned before (on sub regional nodes) there is a commitment from the host countries to the nodes, Brazil, Argentina, Costa Rica and Peru, to contribute operating the nodes after DELTAmerica has ended. It is important to mention that the contribution of the project has been basically for hardware and software and design, the operation costs is being assumed by the countries and regions.

Strategic planning (doc 6, Steering Committee Lima, Peru, May 2005) draft document was presented to the Steering Committee meeting in Lima, Peru, and it was open to comments for a period of 40 days for DELTAmerica SC members. A new meeting for IWRN Strategic Planning Group is scheduled to attend comments on the draft; at this point it is difficult to have a final opinion other than to stress the importance of this document for the future of IWRN.

A positive factor is that DELTAmerica project has provided to IWRN and good environment for reviewing their role and their relevance as an actor in water resources, not only in LAC but in the world. The new commitments from national and regional organizations for nodes sustainability and the positive discussions leading to new strategic plan for IWRN are good symptoms that this network can take their protagonist role.

Financial sustainability of IWRN needs to be redefined at the strategic plan; this network should be a place for convergence of experiences where their members (other networks for example) develop all kind of interactions identifying the major findings, gaps, knowledge and experiences leading toward a continental dialogue to promote new thinking in water management. Because the interest of their member is such, IWRN financial sustainability should be focus in maintaining the nodes and a dynamic virtual Fora, and their administrative structure should be a contribution of their members. Operation of IWRN in this way will create ownership from their stakeholders, which are representatives of private and academic sector, governments, NGOs and individuals experts in water management.

It is important to mention that GEF funds through DELTAmerica were a very important input that is contributing for the above mention elements, however, IWRN has a singular value that make it attractive for financing, this is: the convergence of many water managers representing all sectors of society in the whole continent.

8. REPLICABILITY

All the project outputs are not yet completed and there still remain some activities that are being executed. From what has been accomplished to date, it appears that DELTAmerica project could have benefited from being a longer-term project. The range of activities taking place under GEF IW projects and non-GEF projects is very large and diverse; therefore, it is not appropriate to expect an 18 month project to identify, systematize and develop mechanisms, and transfer and share lessons, practices and experience in an entirely efficient manner. The creation of a new, but similar, project to DELTAmerica might give the impression of starting the process again. Nevertheless, continuation of the activities commenced by the DELTAmerica project over an extended period with additional resources would considerably improve the chances of having an efficient network (IWRN) up and running that can easily be adopted and sustained by the LAC countries into the future.

9. SCOPE, QUALITY AND SIGNIFICANCE OF PROJECT OUTPUTS TO DATE

The Millennium Goals, the Johannesburg Sustainable Development agreements and some other international relevant agreements among the countries in the LAC region provide an important context for assessing the outputs and products of the DELTAmerica project. Accordingly, the nature of the subordinate responsibilities of governments in the LAC region is a useful measure of the relative success and significance of the DELTAmerica project.

The quality of the products of the project is tested starting with the Project Steering Committee and the subsequent IWRN meetings, (Peru, May 2005, Jamaica, October 2005). Obviously, the outcomes of these meetings will provide a valuable perspective on the products and success of the DELTAmerica project but these cannot be completely foreseen at the present.

Based on the information available for the evaluation it is also possible to estimate, scope, quality and significance of the outputs by components and also the projected impacts after the project finalization

Component 1, (strategic meetings with focal points, subregional dialogues, Virtual Fora and twining).

Regarding strategic meetings with national and regional focal points, DELTAmerica financial support contribute for this wide participation making it very adequate. Besides, there was the possibility for IWRN focal point to participate in other thematic events aggregating value to the exchange of experiences activity and quality of the event which was not only a strategic policy related discussion but technical too, this increased also their significance (Table 1).

The sub regional dialogues were excellent activities in all aspect, there was a wide participation, good content and organization, and the dynamic involvement of people in the activity provides a clear sense of interest.

Virtual Fora is an activity that is being implemented, but based on the actual setting of sub regional nodes and their regional/national commitments, what has been done so far indicates that this is going to be one of the more significant outputs from DELTAmerica. Even though their scope and quality would need to be valued latter in time, based on recent communications with node coordinators, the amount of VF in process and the kind of issues under discussion, indicates very value results from this promising mechanism (Table 1). The professional profile and expertise of the coordinators is a strong point on favor of an excellent work demonstrated in their performance.

Twining could have included more activities; however it is recognized that the budget allocated is very limited. Outputs from the activity were significant because they provided, the opportunity to create synergies between projects and to exchange views on methods and practices. Twining in the project has been concentrated in exchanging personnel and field experiences, however, twining needs to become a practice within IW projects, in particular for exchanging experiences and to see in the field practical applications. DELTAmerica outputs and systematization on best practices must be the references that lead future twining.

Component 2 includes the definition of best practices and their systematization. Besides the situation with IW LEARN, at the time of this evaluation the project execution and management were taking positive steps, and from the preliminary results from both consultants that work in this area an excellent final product is expected. The significance of this output will depend on the follow up and that IWRN gives to it through the Virtual Fora and trough the promotion of their use in other IW projects. Because definitions of best practices are not circumscribed to water issues, a whole list of other application can be given to this project result, therefore all management included in DELTAmerica should promote their use.

Component 3, regarding the strengthening of IWRN, contemplates two activities: upgrade of IWRN web site and the creation of the subregional nodes. In both cases the outputs were excellent. The creation of the subregional nodes might contribute with the future administration and operation of IWRN, their web site is the contact point with other organizations and regions of the world.

Although the DELTAmerica project has now been extended to run through 2005, it can reasonably be anticipated that those components whose outputs are being finished, will not have any problem to be completed in a very positive manner.

Even though the future of many DELTAmerica products will depend on IWRN empowerment and strategic use of them, there are activities like twining, the SR nodes and the Virtual Fora that have their own energy to continue in time with or without DELTAmerica.

10. CONCLUSIONS, LESSONS LEARNED AND RECOMMENDATIONS⁹.

It can be concluded that, at the time of this mid-term evaluation, the DELTAmerica project has achieved a commendable level of accomplishment, particularly during the year 2004 and has been progressively added during this evaluation in 2005. These accomplishments include the completion of the sub-regional workshops, the implementation of the nodes and the upgrading of the IWRN website. In contrast, it is unfortunate that the DELTAmerica project's interaction with IW-Learn was not more productive. However, this experience constitutes one of the lessons learned in the sense that there are always limits to the success that can be achieved in establishing contacts and cooperation with other organizations having differing objectives.

The management and financial administration of the DELTAmerica project has been competent. There are no reasons to believe, subject to the completion of appropriate project coordination arrangements approved by the Project Steering Committee, that the planned activities cannot be completed successfully within the revised project life extending to December 2005.

The countries of the Americas are now confronted by a new process for negotiating actions on water and development within the United Nations framework. The results of the DELTAmerica project will be important in this context because they hold the promise of providing the tools that facilitate the negotiations and the subsequent implementation of the results. There is a real opportunity for GEF, UNEP, OAS and IWRN to provide the greatest leadership in supporting the countries' needs for efficient negotiation and the achievement of associated goals.

Currently, there are significant international developments in relation to Free Trade Agreements and a variety of other political and social initiatives in the LAC region. All of these have implications in relation to natural resources management, including water resources management, in the countries of the region. Several of the activities within the DELTAmerica project, such as the creation of nodes, the Virtual Fora and the strengthening of the role and influence of the IWRN, can make a substantial contribution to these subordinate discussions and the associated mechanisms for resource management.

CONCLUSIONS:

- a. It is necessary to keep track of in-kind contributions. There have been additional co-financing contributions from IWRN and national and regional partners that might not have been accounted for.
- b. There is a need for the outputs from the DELTAmerica project to be widely disseminated. These products could be the basis for a new generation of activities and a primary mechanism for the coordination of water management policies and actions among the countries of Latin America. Virtual mechanisms and tools developed by DELTAmerica must be empowered by IWRN and "their network members" in order to promote widely best practices in water management and experiences from policies built upon these systematizations. GEF-IW future projects should incorporate within their methodological requirements the experiences obtained from DELTAmerica, this would create a homogeneous platform for discussion and a better potential for the solution of water

⁹ Structure of this section is based on comments provided by UNEP.

related problems. It is also important for GEF and members from IWRN to promote the use of the results to other relevant sectors like, climate change, desertification, biodiversity, etc. For this specific, it would be very positive if GEF could invest some resources for sharing these outcomes with other programs and to promote a feedback discussion.

- c. The IWRN and the countries responsible for the nodes need to be more active in devising and disseminating to the rest of the water management community in the region a coordination and communication mechanism that promotes effective discussion and improves the exchange of experience and best practice.
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LESSONS LEARNED:

- d. It would have been preferable for the project coordination unit to be co-located with the office of the executing agency for the project. The existing arrangement in which the project coordinator is located in Brasilia but the OAS office responsible for project execution is located in Buenos Aires is far from ideal. This conclusion is drawn less from the perspective of financial administration of the project but more from the perspective of facilitating day-to-day contacts and discussions between the responsible executing agency office and the technical coordinator. It is recommended that for future projects of this kind, the project coordination unit be co-located with the executing agency office directly responsible for the project.¹⁰
 - e. The DELTAmerica ProDoc did not contain an adequate level of detail regarding the administrative arrangements, specifically the division of responsibilities and permitted delegations of authority that would have simplified the coordination of project activities and reduced opportunities for confusion between the executing agency office and the technical coordinator. It is recommended that in future similar projects, especially those in which the project coordination unit is not co-located with the executing agency office directly responsible for project execution, such arrangements be fully documented in an memorandum of agreement annexed to the ProDoc prior to project execution.
 - f. A major impediment to the organization of critical project activities has been the frequent need to reschedule activities at relatively short notice. This causes difficulties because National Focal Points and other important actors are invariably busy people and need advance notice to enable their participation to be included in their schedules. It is recommended that project coordinators undertake sufficiently advanced planning of activities and, once plans have been made and agreed to; adhere to the schedule, only making further revisions under exceptional circumstances.
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RECOMMENDATIONS:

- g. The DELTAmerica project was intended to be executed in a period of 18 months. This is a relatively short period of project execution in the context of the anticipated objectives and outcomes specified in the ProDoc. A longer period of implementation would have increased the probability of achieving all the anticipated project outputs and outcomes. As

¹⁰ This aspect has been already considered and the coordination for project and OAS execution is in Brazil.

a means of partly compensating for the difficulties associated with the limited period of project implementation, it is recommended that UNEP consider applying to the GEF for a small supplementary GEF grant to ensure that all the project outputs are professionally completed and that appropriate follow-up measures are adopted.

- h. The meetings of the Project Steering Committee were well attended and adequately dealt with all items addressed to it in a timely and professional manner. However, some members of the Steering Committee were clearly less well informed about their roles and responsibilities in relation to project oversight. Furthermore, there were deficiencies in the communication and decision-making procedures for dealing with matters during inter session periods. While the new IWRN capacity for Virtual Fora, established under the DELTAmerica project, should improve matters in this respect in the future, these deficiencies lead to two generic recommendations. First, it is recommended that comprehensive briefing material be prepared and distributed at the commencement of the project for members of project steering committee to ensure that each member understands his/her role and responsibilities. Second, it is recommended that this briefing material include specifications of the procedures for consultation and decision-making during inter session periods. Both these recommendations have been followed in some other GEF IW projects to considerable advantage in the smooth execution of the projects concerned.
- i. OAS, in its role as the Executive Secretariat of IWRN, should continue the preparation of arrangements and the construction of mechanisms, through the media of memoranda of understanding (MoUs), for the implementation of the IWRN network. This should include the completion of an agenda for the sustained maintenance and enhancement of the regional nodes, promotion of the access to, and use of, the nodal facilities for both sub-regional and regional applications and widening of the distribution of nodes in the entire LAC region. It should be recognized that the crucial final step in the DELTAmerica project is the incorporation of the products of the project into the development and implementation of policies and integrated management of water resources. It is recommended that the OAS, as the IWRN Secretariat, ensure the completion of the IWRN strategic planning process.
- j. The IWRN needs to maintain surveillance and evaluation of major new initiatives in the Americas, such as new Free Trade and other agreements that would benefit from the strengthened IWRN network and its tools and promoting their use.
- k. Implicitly, the products of the project encompass the concepts of lessons learned and best practice gleaned from the sub-regional workshops rather than from the IW:Learn database. The DELTAmerica project has succeeded in devising criteria for defining best practice and developing procedures for identifying best practice as it relates to integrated water resources management, despite the unsuccessful efforts of the project coordinator to develop an intimate level of collaboration with IW:Learn. Accordingly, it is recommended that IWRN subsequently undertake the incorporation of the lessons learned and best practice identified in the DELTAmerica project into the wider regional arena of

integrated water resources policy and management in the region. Besides this is still necessary to make an additional effort to work together with IW-Learn and with other organizations as expressed in conclusion b.

1. The Virtual Forum concept should be presented at the GEF-IW conference in 2005 and, more importantly, tested as a tool for the organization of Dialogue V in Jamaica.

11. ACKNOWLEDGEMENTS.

This evaluation has been possible thanks to the support and technical cooperation made by the Implementing Agency (UNEP) and their staff in Nairobi.

Cooperation from the Executing Agency, OAS, has been determinant in order to have all the documentations and access to the members of their staff and those of IWRN members. It is also important to mention the role that personnel of projects like San Francisco, Bermejo, San Juan, Guarani, etc, have played in this evaluation, as providers of views and as indirect evaluators of what an operative system for exchanging experiences and best practices could be.

Special recognition to the Government of Brazil, in particular his Secretariat of Water Resources for providing to the evaluation team access to their highest authorities, this is a clear indication of the strong commitment that the country has for DELTAmerica.

A recognition to the OAS personnel involved in DELTAmerica and with IWRN for their comments and contributions for having access to all information needed and requested.

Thanks to the Technical Coordinator for DELTAmerica for his continue support to this evaluation.

A special recognition needs to be made for those who dedicated time to DELTAmerica mid term evaluation in particular those who participate in the interviews.

Thanks to Mike Bowers (Team Leader) and Pat Bowers, as well as UNEP staff for their valuable comments and important discussion hours during the process of this evaluation.

12. LIST OF ANNEXES.

ANNEX IProject Document

ANNEX II.Terms of Reference for mid term evaluation

ANNEX III.....Conceptual mapping of the process of evaluation

ANNEX V.....Quarterly Reports from Projects' Technical Coordinator

ANNEX VI Financial Reports for Steering Committee

ANNEX VII List of interviews

ANNEX VIII Documents on Inter America Water Resources Network.

13. RATING OF PROJECT SUCCESS.

For the rating of the project success it was used the method suggested in the terms of reference adding comments and observations on the scores

Aspects evaluated	Rate	Observations
Timeliness: how the project met the schedule and implementation timetable cited in the project document and later revisions thereof.	2	Because of the fact that the project had to be extended according with what established in first Project document.
Achievement of results/objectives (the extent to which the project's environmental and development objectives were achieved)	1	The project during the 2004 period achieved most of its objectives and created a platform for a very important agenda for IWRN full of opportunities. In favour of this was the extension of the project to December 2005 where most of products became a tangible reference.
Attainment of outputs	1	Excellent outputs and relevant to new worldwide initiatives and activities in water resources.
Completion of activities	2	All activities were completed even some past the initial intended time.
Project executed within budget	1	The project was well within budget for the initial period established in the project document.
Impact created by the project	2	The project have created an important impact in those communities that were close to their activities execution, however a more important impact will be created once their products be widely distributed and used. The recent initiatives regarding common strategies on water management for LAC promoted by Brazil using DELTAmerica products, and the following discussions on this matter at the highest political level is a clear manifestation of the impacts that the project is producing in the region. Other important manifestations can be inferred from table 1.
Sustainability	2	Sustainability of the project will depend on how IWRN could include, motivate and lead its members toward the new opportunities on water resources management. This sustainability also depend on the possibility to promote this results in the methodological requirements for project financing. This latest observation could also be applied to areas different from water resources.
Stakeholder participation and Public Involvement	2	There was a very important participation of stakeholders, in particular during the Sub Regional Dialogues, however many resources and efforts were dedicated to large countries of Latin America. During the SC meeting in Lima there were manifestations from representatives on the need that DELTAmerica could be extended to more countries.

Monitoring & Evaluation	2	<p>Evaluation for the project could have been made before, this could have contribute to receive positive feedback .</p> <p>Monitoring is very adequate by implementing and executing agency, from financing to technical matters.</p> <p>Because most of the products from DELTAmerica were not available yet during this mid term evaluation, many of the items to be evaluated needed to be on drafts, therefore it is important for the next evaluation to verify the projected estimations from the mid term.</p>

System applied:

- 1=Excellent (90% - 100% achievement)
- 2=Very Good (75%-89%)
- 3=Good (60%-74%)
- 4=Satisfactory (50%-59%)
- 5=Unsatisfactory (49% and below)

Based on the above considerations the final qualification given to the project in this mid tem evaluation is very good (2). It is important to take into account that extension of the project and other special arrangements made were done during the process of this evaluation, therefore they were not considered as negative alterations from the original project agreement.