

Launching the Delta Alliance: Business development report phase 3

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Delta Alliance
Wageningen, August 2014

MAIN REPORT



Delta Alliance

www.delta-alliance.org

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1 Introduction

1.1 Content of this report

This report describes the organisational and administrative developments of the Delta Alliance during the third and final phase of the Knowledge for Climate funding. It covers in principle the period from 1 January 2011 till 31 August 2014. Since many of those developments during the period 1 January 2011 till 31 August 2013 have already been described in the mid-term review report 'Delta Alliance: a review beyond Knowledge for Climate funding' (hereafter in short 'Mid-term review report'). The mid-term review report has been reviewed by external experts, Delta Alliance has replied to the observations of the reviewers, a review meeting has taken place which resulted in a number of recommendations and follow-up actions have been defined and agreed upon with the Board of the Knowledge for Climate program. That is the reason why the developments during the period that has already been reviewed won't be repeated in this document: we herewith simply refer for that period to the review report. **Therefore the focus of this report is on the developments and activities from 1 September 2013 till 1 September 2014. Exception will be made for the financial aspects (see chapter 4), since these were not subject of the review report.**

The mid-term review has resulted in a re-orientation of the 3rd phase of Delta Alliance. The results of the more research related activities undertaken since the mid-term review are described in the 'Launching the Delta Alliance: Content report Phase 3' (hereafter in short 'Content report phase 3'). It describes also the results of the mid-term review and therewith connected re-orientation of Delta Alliance. Where relevant reference will be made to this report.

1.2 Reading guide

Chapter 2 presents the results of the mid-term review and the strategic developments that followed the review process, as well as in the Dutch as in the global context. It describes also the partnering initiatives that contribute to the international profiling of Delta Alliance.

Chapter 3 gives an overview of the organisational developments of Delta Alliance and its network after the mid-term review. Delta Alliance can now operate as an independent network organisation.

Chapter 4 gives an overview of the financial aspects.

Chapter 5 is a concluding chapter and gives an outlook at the future of Delta Alliance.

2 Mid-term review and strategic developments

2.1 Results of the mid-term review

In 2013 a mid-term review of Delta Alliance's activities took place. As a result of the mid-term review the following issues were agreed upon.

- The niche for Delta Alliance continues to be to make knowledge on adaptive delta management accessible to practitioners and change agents (public sector, private sector and NGOs). Delta Alliance acts as a knowledge broker between these sectors.
- The activities that Delta Alliance will perform are:
 - Further develop and apply the Comparative Assessment method. This will result in a up-to-date overview of the vulnerability of deltas, the networks present in these deltas, knowledge gaps and the potential for interventions and cooperation.
 - Continue to build and maintain the so-called Toolbox for Adaptive Delta Management (Delta Approach) with best practices from all over the world.
 - Organize knowledge exchange events targeted to pressing issues in Wing delta's or other delta's (based on the results of the Comparative Assessment), focusing on sharing lessons learned and best practices (using the Toolbox for Adaptive Delta Management). These knowledge exchange events should be geared towards action, and therefore change agents (such as policy makers, private sector and NGO's) are key-participants in these events.
 - Serve as a knowledge portal for both governments and private parties. These clients can bring their questions to the Delta Alliance International Secretariat, which will bring forward the most suitable team to answer these questions. Delta Alliance will also identify knowledge gaps and brings these gaps to the attention of funding agencies.
- The Dutch Wing will have to be the flywheel for the Delta Alliance and its network and will undertake the following actions:
 - Further develop the Toolbox for Adaptive Delta Management. This Toolbox will demonstrate the high standard of Dutch knowledge and expertise on delta management and further strengthen the international position of the Dutch sector.
 - Become a knowledge portal for the Dutch public and private sector.
 - Include more Dutch knowledge institutions in its activities, so it can act as a broad, representative platform for the Dutch knowledge sector.
- Strengthen cooperation with international organisations, through:
 - Continuation of the development and implementation (in cooperation with the Global Water Partnership) the Enabling Delta Life Initiative: a global program of action on Deltas.
 - Active participation in international platforms, fora and conferences.

2.2 National strategic developments after the mid-term review

2.2.1 Strengthening and clarification of the role of the Dutch Wing in The Netherlands

After the review Delta Alliance focussed on strengthening the Dutch Wing. The following actions have been undertaken:

- The Director of Delta Alliance has organised a number of meetings with the Directors of the main knowledge institutes that form the core of the Dutch Wing (Deltares, Alterra, TU Delft and UNESCO-IHE) to discuss the added value of the Delta Alliance collaborative work, the commitment they are prepared to give and the future strategy and activities of the Dutch Wing. New in this context was the interest of TU Delft to join the core of the Dutch Wing.
- A series of meetings was organised with representatives of the Dutch Ministry of Infrastructure and Environment, the Ministry of International Trade and Development Cooperation, the Delta Commissioner and the above mentioned core partners of the Dutch Wing to discuss the potential role of the Delta Alliance for the Dutch water sector. Among others, this refers to the broker functioning of the Delta Alliance as to share knowledge and

experiences among deltas, and to advocate the approach taken in the Netherlands. The first meeting was at the invitation of the Dutch Delta Commissioner. To support these meetings and to structure the discussions Delta Alliance had prepared several initial propositions.

These meetings have resulted in:

- Strong commitment (at management level) from the mentioned knowledge institutes to participate in Delta Alliance activities, regarding the added value thereof for their own programmes of work, and to work with the Delta Alliance in the pre-competitive phase.
- Mutual understanding between the Delta Alliance on the one hand and the Ministry of Infrastructure and Environment, the Ministry of International Trade and Development Cooperation and the Delta Commissioner on the other hand on what Delta Alliance should do in order to act as a meaningful knowledge broker to address the ministries' aim to share knowledge from the entire Dutch water sector. The Delta Commissioner has stated that the Dutch Wing of the Delta Alliance is perfectly equipped to discuss the Dutch Delta Approach in the international arena and to provide the knowledge base for that. It is expected that the role of knowledge broker will also fit in the revision of the current Dutch Water Plan.
- Formulation of a Terms of Reference (dated 30 April 2014) by the concerned ministries on the basis of which Delta Alliance was invited to submit a proposition. See annex 1.
- Submission of a final proposition by Delta Alliance on 3 June 2014. See annex 2. The content of the proposal is presented below. The proposed yearly budget amounts 541 k€, consisting of a requested subsidy of 441 k€ and an own contribution of the involved institutes of 100 k€.
- Early July a verbal agreement was reached on multi-year funding of Delta Alliance, with concrete agreements for the period September 2014 – December 2015. The formal decision was received on 2 September, in which it is stated that Delta Alliance will receive a budget of 100 k€ in 2014 (from 1 September onwards) and 300 k€ in 2015 with the intention to continue this contribution in the revised 'Water Plan' in 2016.
- It is foreseen that with this subsidy the Delta Alliance secretariat can be staffed with:
 - 1 director (1 day/week)
 - 1 senior coordinator (2 days/week)
 - 1 junior coordinator (2 days/week)
 - 1 secretary (1 day/week)

All secretariat staff with exception of the director will originate from the four institutes and will continue to be employed by these institutes. The secretariat staff will work jointly with other staff of the institutes (partly own contribution):

- contact persons (0,5 day/week/ institute)
- researcher capacity (1 day/week/institute)

The subsidy foresees also in the cost of administrative and legal support and material costs.

- The whole process has contributed to a sharper profile and role of the Delta Alliance.

The proposed /agreed tasks are as follows (see Figure 1):

- Informing and Brokerage: Delta Alliance will be a knowledge provider for all international parties that wish to work on delta adaptation together with Dutch partners (government, private or knowledge). To this end Delta Alliance will contribute to and follow-up on incoming missions, will make presentations in the countries the Netherlands wants to cooperate with, organise regular network meetings in the Netherlands, act as a knowledge service provider for the Dutch partners (knowledge institutes, governments and private parties) with specific emphasis on the Dutch Delta Approach, etc.

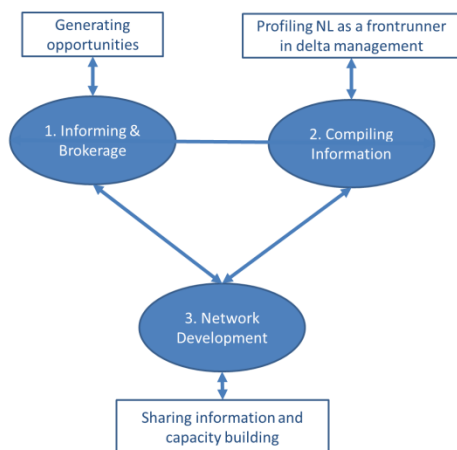


Figure 1: The Delta Alliance knowledge exchange system

- Compiling information: In order to be able to perform the above mentioned activities, Delta Alliance will assemble and make available existing knowledge (tools, methods, approaches) on adaptive delta management, in such a way that it is up to date, easily accessible and directly usable. This will be done through the development and maintenance of the Comparative Assessment and the Toolbox for adaptive delta management.
- Network: Further development and maintenance of the Delta Alliance network, instrumental for gathering world-wide information on adaptive delta management and as a means for effective sharing of knowledge and experience and building new partnership.

These tasks are described in more detail in the above mentioned proposal (Annex 2).

2.2.2 Agreements with Knowledge for Climate on reorientation of phase 3

By letter of 10 December 2013 the chair of the board of KfC concludes that despite a number of critical remarks the review process has shown that the general objectives of the Delta Alliance are broadly supported. He agrees with the way Delta Alliance will give follow up on the remarks and recommendations made in the course of the review process. With reference to this letter Delta Alliance has subsequently requested KfC to postpone the initial end date of phase 3 from 1 January 2014 till September 2014 and to approve to use the remaining budget for a re-orientation of the activities in such a way that they better respond to the results of the mid-term review and the ongoing negotiations with the Dutch ministries on the role that Delta Alliance could play for the Dutch water sector. After a positive response of KfC on this request by letter of 6 February 2014, Delta Alliance has send on 26 February a proposition for the re-orientation of the activities. The proposition concerned amongst others the cancellation of case studies in Bangladesh and Mozambique and to use the remaining budget for the further development of the Toolbox for Adaptive Delta Management and to realise an additional Comparative assessment. KfC has agreed with the proposal by letter of 18 March 2014. The correspondence between Delta Alliance and KfC regarding the reorientation can be found in Annex 3.

2.3 Global strategic developments after the mid-term review

2.3.1 Strengthening of the international role of Delta Alliance through cooperation with the Global Water Partnership

In line with the recommendations of the Mid-term review to strengthen the international role of Delta Alliance the emerging cooperation with the Global Water Partnership (GWP) was intensified. This cooperation had started already in 2012 with the support of the Netherlands International Development Program (DGIS) with the formulation of a cooperation program that aims at developing a joint Global Program of Action on Deltas titled the 'Enabling Delta Life Initiative'. The overall objective of the program is to enhance climate resilience and to strengthen the governance and adaptive management of deltas worldwide.

To develop this initiative, Delta Alliance and GWP organised in September 2012 two workshops during the Stockholm Water Week. The Enabling Delta Life Initiative was officially launched during the Stockholm World Water Week 2013.

To further develop the program proposal GWP and Delta Alliance jointly organized and supported in 2013 a number of workshops in Benin, Bangladesh, Egypt, Cambodia/Vietnam and Myanmar. Financial support for these workshops and the formulation of the program was given by GWP and Delta Alliance. During the 1st quarter of 2014 a complete program proposal was formulated jointly by Delta Alliance and GWP staff. It counts 8 work packages and has an estimated overall budget of 10 m€. More details about the developed program proposal can be found in the Content report phase 3.

This programme will be part of the Global Water, Climate and Development Programme (WACDEP) of GWP and will be jointly implemented by GWP and Delta Alliance. The developed proposal gives an extensive description of the Enabling Delta Life Initiative and will be presented for appraisal by and discussion with potential funding agencies. There is a potential for a modular approach in the

implementation of the Initiative, such as initiating the work in specific deltas or targeting specific parts of the programme. Through funding applications the approach will be further refined and enriched.

2.3.2 Other partnering initiatives to strengthen international positioning

Asian Development Bank

During phase 3 several contacts have been laid with the Asian Development Bank, as well as in the form of visits of the program manager to the ADB headquarters in Manila (January 2012), as during international conferences and missions of ADB staff to The Netherlands. At the request of the ADB a project pre-proposal had been submitted in 2012 on the 'Economic costs of salinity intrusion'. In December 2013 a revised proposal with a budget of 103 k€ has been submitted on 'Assessing the social and financial cost of saltwater intrusion to inform climate adaptation investment in delta regions'. It is expected that the project will be funded by the ADB – UNESCO – IHE Knowledge Partnership. Proposed partners in the project are UNESCO-IHE, Wageningen UR (LEI and Alterra) and Institute for Water Modelling (IWM) in Bangladesh. The proposal is currently under appraisal. The proposal has also been brought to the attention of Mr Pavit Ramachandran, Senior Environment Specialist at the Southeast Asia Department of the ADB in July 2014 during his visit to The Netherlands.

World Bank

During the formulation of the new WB Water Partnership Program (WPP) it was argued by the Dutch Ministry of Foreign Affairs/DGIS that special attention should be paid to deltas. During a visit of Kees Bons (Deltares) to the WB headquarters (April 2012) it was confirmed by WB staff that Delta Alliance could play a role to support Bank activities by providing:

- the local or regional network necessary for advocacy, dissemination, training and identification of relevant stakeholders;
- south-south and north-south exchange of experiences and knowledge;
- promotion of new concepts, and
- develop new program of knowledge and analytical work.

However, regular contacts with WB staff have not yet resulted in concrete WB funded activities for Delta Alliance. WB is currently restructuring its organisation into 14 Global Practices, amongst which the Global Practice Water including the WPP. During recent contacts (August 2014) with staff of the World Bank (Frank Heemskerk and Junaid K. Ahmad) the role Delta Alliance that could play has been presented. The next meeting with WB staff will take place during the Stockholm World Water Week (September 2014).

Transboundary Water Assessment Programme

As a result of its international profiling Delta Alliance has been asked to participate in the sub project 'Rivers' of the Trans-boundary Water Assessment Programme (TWAP-Rivers) for the vulnerability assessment of 26 deltas. TWAP-Rivers is funded by GEF (Global Environmental Facility) and coordinated by the UNEP-DHI Centre. The overall objective of TWAP is to undertake the first global assessment of transboundary water bodies, through a formalized consortium of partners, that will assist GEF and other international organisations to have a base line, to improve the setting of priorities for funding and to formalize the partnership with key institutions aimed at incorporating trans boundary conditions into regular assessments programs. It is anticipated that this baseline will serve to assist international funding agencies in tracking the impacts of their interventions in terms of changes in state of the aquatic environments under consideration.

The budget for the Delta assessment component amounts 72.000 US\$. The project is realised by Alterra and Deltares. The draft final report has been submitted in July 2014. It will also published as a Delta Alliance publication.

Through the participation in this program and this consortium of world leading knowledge institutions Delta Alliance intends to obtain a globally recognized position in the assessment of trans boundary waters in general and of deltas in particular.

Vulnerability assessment of the Ayeyarwady Delta

After a successful scoping phase in 2013 the Global Water Partnership and the GEF funded BOBLME (Bay of Bengal Large Marine Ecosystems) project coordinated by FAO have agreed early 2014 to finance also the 2nd phase of the project which consists of a full assessment of the vulnerability and resilience of the Ayeyarwady Delta in Myanmar. This type of projects helps to profile the collaborative work of the NL parties under the joint Delta Alliance brokering function among international organisations.

Deltas Initiative: Developing a Decadal Science Plan for Deltas (Belmont Forum)

Recently the International Council for Science (ICSU) endorsed an initiative called 'Sustainable Deltas 2015' (SD2015). The purpose of this initiative is to serve as a call-to-arms towards increasing awareness, accelerating scientific progress, and promoting knowledge and data sharing for delta prosperity and sustainability through international partnerships and networking at local to regional and global levels.

The Delta Alliance (through Deltares) took part in the preparation for developing a Decadal Science Plan for Deltas (Aug 2012 workshop in New York) and contributed to the following Belmont Forum (BF) proposal (call on Coastal Vulnerability): 'DELTA - Catalysing action towards sustainability of deltaic systems with an integrated modelling framework for risk assessment'. This proposal was recently accepted and the project will start in December 2013. The team represents the BF-G8 countries: India, Japan, USA, Canada, Germany, France, Norway, China, and UK and includes partners in the Netherlands, Vietnam, Bangladesh, and Brazil. It is composed of government and university researchers, and NGO's, working closely with policymakers. Training of graduate students and post-docs able to work across disciplinary boundaries and countries will be a unique legacy.

2.4 Conclusions

Since the mid-term review considerable progress has been made in the profiling of and the partnerships created by Delta Alliance:

- The agreement with the Dutch ministries of I&M and Foreign Affairs/DGIS departments to use the Dutch Wing as a knowledge portal for delta issues supports a logical and recognizable role of Delta Alliance within the Dutch water sector. With this agreement the core funding of Delta Alliance is assured. Regular assignments from the ministries to the Delta Alliance partners will provide cohesion and will further their ambitions towards international assignments. Directors of the founding knowledge institutes are committed to this approach.
- Partnering with the Global Water Partnership will give the Delta Alliance partners an extra entry point into knowledge generating and sharing activities worldwide. The Global Water Partnership has a strong international network and the Delta Alliance is complementary to it, due to its focus on knowledge and deltas. With the well-thought-through 'Global program of action on deltas' GWP and Delta Alliance expect to reach out to a wide community of delta practitioners, which may attract additional funding for implementation.
- The same is valid for the established relations with a number of other international organisations such as WB, ADB, FAO, GEF and UNDP.
- Also important connections have been made with scientific networks such as IGBP and LOICZ through the SD2015 initiative and the Belmont forum Deltas project and with globally recognised research institutions through the TWAP project.
- The development of these partnerships will be evidenced by active participation of Delta Alliance in a number of sessions during the Rotterdam Conference 'Deltas in times of climate change II'.

3 Other organisational developments

3.1 Introduction

At the start of phase 3 the organizational structure of Delta Alliance has got ample attention, because:

- The continuation of Delta Alliance after the closure of the KfC program in 2014 has to be assured;
- Delta Alliance has to attract external funds to realize its ambitions, and
- Delta Alliance has to be able to sign contracts with third parties: funding organisations and partners

In the Review report extensive descriptions have been given of the activities with regard to the organisational development undertaken during phase 3 in order to develop Delta Alliance into an independent network organization.

The organisational development can be divided into:

- Development of governance structure for the overall organisation,
- Network development

In this report we will only describe the developments that have taken place after the mid-term review.

3.2 Governance structure and activities

Developments since the mid-term review:

a. **International Governing Board**

The next Board meeting is being prepared and scheduled for 12 September 2014. It is the intention to discuss the strengthening and extension of the Board with new members who can actively support the new strategy.

b. **Director**

In September 2013 Ms Renske Peters was nominated by the Board as the new Director. She succeeded Mr Rik van den Bosch who had been acting director since the retreat of Mr Kees Slingerland in July 2012.

c. **Advisory Committee**

The next Advisory Committee meeting is being prepared and scheduled for 23 September, on the eve of the 'Deltas in Times of Climate Change Conference II'. At this moment 8 out of the 12 Wing coordinators have confirmed their participation. Also representatives of other deltas that have shown interest in joining the Delta Alliance network are invited.

d. **International Secretariat**

After the Mid-term review the International Secretariat has continued to set up an administrative organisation that permits to function as a portal for the conclusion of contracts between donor organisations and partners. Meanwhile the Administrative Organisation procedures have been documented. Preparations are being taken to adapt the staffing of the secretariat to the new strategy of Delta Alliance and the funding of the Dutch ministries through the Partner for Water program.

e. **Wings**

The Delta Alliance network counts currently 12 Wings. As a result of the mid-term review it has been decided that the Dutch Wing becomes the fly wheel of the network.

3.3 Network development through the Delta Alliance Wings

During phase 3 the network continued to grow. It currently counts 12 Wings (Indonesia, Vietnam, Bangladesh, China, Argentina, Brazil, Egypt, Mozambique, USA-California, USA-Louisiana, Myanmar and The Netherlands). In the course of phase 2 and 3 some other 10 deltas have shown keen interest to join the Delta Alliance network, notably from Ghana (Volta), Taiwan (Lanyang), Senegal (Senegal and Saloum), Kenya (Tana), Ghana (Volta), Benin (Ouémé), Rumania (Danube), Spain (Ebro), China (Yellow River) and Thailand (Chao Phraya). (see Figure 2).



Figure 2 The Delta Alliance network

Membership Agreements with the Wings

However, the relation between the International Secretariat and the Wings was not always strong and clear and not all Wings were evenly active. At the same time new deltas continued to show interest. Therefore the International Governing Board in its meeting of June 2013 took the following decisions:

- The relation between the Wings and the International Secretariat need to be strengthened and formalized through a Membership Agreement (MA), clearly indicating the rights and obligations at both sides. The MA (see Annex 4) can also help to strengthen the cooperation between the member organizations within the Wings
- Delta Alliance will become an open network organization. This means that each delta in which a number of organizations solicit membership can join the network on the conditions of the MA.
- The MA with each individual Wing can be dissolved by the Board in case the respective Wing doesn't respect the obligations of the MA, for instance by not being active for some time.

For the *obligations and rights of the Wings* reference is made to the Review Report.

Current situation regarding Membership Agreements

In December 2013 all Wings have received a letter from the Board with an invitation to sign the Membership Agreement. They have been invited for that purpose to contact their Wing member organisations to co-sign their active participation in the concerned Wing before the signing of the MA by the Wing coordinator and the Chair of the International Governing Board. The preparation of the MA within the Wings appeared to be more time consuming than expected. Also some legal aspects in the concerning countries may play a delaying role. So far, we have obtained mutually signed MA's only for the Bangladesh Wing and the Argentina Wing. It is expected however that during a special signing

ceremony during the next Advisory Board meeting, on the eve of the Rotterdam conference "Deltas is Times of Climate Change" several other MA's. We have received confirmation from Egypt, Myanmar, Mozambique and The Netherlands that they are currently working on mobilizing the partners to co-sign the MA.

3.4 Knowledge sharing and knowledge generating activities since mid-term review

Since the mid-term review considerable knowledge sharing and knowledge generating activities have taken place. The most important projects (Comparative assessment, Toolbox ADM, San Francisco project, GWP-Delta Alliance cooperation) have already been described in the Content report phase 3. The focus of this report being on the organisational and administrative aspects we suffice with summarising the knowledge sharing and knowledge generating activities in Annex 5: Knowledge sharing and knowledge generating activities - factual update since the mid-term review.

3.5 Conclusions

The organisational setup of the Delta Alliance as has been implemented during phase 3 is well suited for the next phase to play its role as a knowledge driven network between deltas worldwide:

- The Delta Alliance can operate as an independent organisation through the establishment of the Delta Alliance International Foundation.
- Together with the international Wings the Delta Alliance is now well equipped to play its role as a knowledge broker for the Netherlands parties to reach out to deltas worldwide.
- Multi-year funding of the Delta Alliance by the Dutch government with concrete agreements for the period September 2014 – December 2015 is nearly guaranteed .
- The relation with the Wings is and will be further strengthened, among others through signed Membership Agreements.
- The Dutch main knowledge organisations are committed to work together to further strengthen the Netherlands outreach and knowledge sharing with respect to sustainable delta development. In this respect, the Dutch Wing may be regarded as the operational fly wheel of the network organisation.

4 Financial aspects

4.1 Subsidy Agreement between Knowledge for Climate and Delta Alliance

This chapter covers the whole phase 3 period from 1 January 2011 till 31 August 2014.

On 2 July 2013 the subsidy for phase 3 was directly granted to Foundation Delta Alliance, in contrast with the subsidies for phase 1 and 2 which were granted to Alterra as main implementing agency for the launching of the Delta Alliance network organisation.

The subsidy granted to Delta Alliance for Phase 3 (1 January 2011 – 31 August 2014) amounts € 800.000,- to be used for the activities and actions as described in the by the Board of KfC approved Delta Alliance proposal dated 31 May 2012 and the Delta Alliance workplan dated 23 January 2013. Delta Alliance is expected to deliver a co-funding of at least € 610.500,-. The project is registered under 'StDA01 Delta Alliance – phase 3'.

Subsequently, Delta Alliance has prepared (with the kind support of the KfC Program Office) subsidy agreement with Alterra, Deltares, UNESCO-IHE and Arcadis. The subsidy was granted on 24 July 2013.

As described in chapter 2 a reorientation of the Delta Alliance activities was agreed upon by the Board of KfC and all Delta Alliance phase 3 partners after the mid-term review. At this stage also TU Delft became involved in the program. This reorientation had also some rather minor consequences for the budget distribution between the partners. The partners agreed upon this redistribution of the fund, which was confirmed by a letter of 4 July 2014 of the Chair of Delta Alliance to the partners.

The table below gives an overview of the distribution of the budget before after the mid-term review reorientation.

Partner	Cancelled situation conform Subsidy Agreement		Revised situation	
	Budget old	Subsidy old	Budget new	Subsidy new
Alterra	€ 1.086.816	€ 610.000	€ 1.126.443	€ 629.000
Deltares	€ 272.951	€ 132.000	€ 223.324	€ 108.000
UNESCO-IHE	€ 78.088	€ 28.000	€ 54.088	€ 16.000
Arcadis	€ 60.000	€ 30.000	€ 60.000	€ 30.000
TU Delft	€ 0	€ 0	€ 34.000	€ 17.000
Total	€ 1.497.855	€ 800.000	€ 1.497.855	€ 800.000

Instead of adding TU Delft to the subsidy agreement, with all the involved administrative hassle, it was decided that TU Delft would be considered as a subcontractor of Alterra. It should be noted that all the costs of the International Governing Board, International Secretariat and Director(s) are all included in the Alterra budget.

4.2 Overview of expenditures on Knowledge for Climate subsidy

The table below gives an overview of how the Knowledge for Climate subsidy for phase 3 of 800 k€ has been used for the various activities. The official financial statements including the accountants reports will be delivered before 10 November 2014.

Activity/Period	Detailed activities	Result/publication	K€
2011 -2012			
Research activities	<ul style="list-style-type: none"> a. Finalisation and dissemination Comparative assessment 10 deltas b. Support to World Delta Summit, Jakarta c. Identification missions to Bangladesh, California (2x) d. Mozambique: Identification mission and additional research 	<ul style="list-style-type: none"> a. Comparative assessment report; DA report No. 1(1000 copies) b. Report on the Summit c. Mission reports d. Position paper; DA report No.2 	159
Partnering with NWO	<ul style="list-style-type: none"> a. Identification of cooperation with NWO/WOTRO program Urbanising Deltas of the World 	<ul style="list-style-type: none"> a. Several proposals on 'knowledge management' of UDW by Delta Alliance. 	11
Knowledge exchange and development of the DA organisation	<ul style="list-style-type: none"> a. Participation in 12 international conferences and events, either as co-organiser or as invited (keynote) speaker; b. Capacity building workshop in Vietnam on Delta planning c. Maintenance and extension of the network d. Accommodating large demand for Comp. Assessment Report. e. Establishment of DA Foundation 	<ul style="list-style-type: none"> a. DA report No. 5: Assessments for Investments; several presentations and reports at website b. Workshop report and presentations on website c. Extension from 4 to 10 Wings d. Reprint of 1500 copies e. Foundation established, Board installed 	190
2013 -2014			
Case study Mozambique	Study on the 'Impacts of changing flow regimes to agricultural practices in the Zambezi delta'	Report (soon) available on the website.	15
Case study California	Building capacity of San Francisco to address the risks of flooding from sea level rise and storms by developing adaptation alternatives for the Mission Creek area and continuing exchange of knowledge.	75% of project finalised (see Content report phase 3). Final workshop in October 2014.	60
Comprehensive framework ADM	Overview of new approaches in several deltas that can be labelled under Adaptive Delta Management.	DA Report no 8: 'Towards a Framework for Adaptive Delta Management (June 2014)'	59
Toolbox ADM	Overview of methods and technologies embedded in an overall approach to the management of complex delta systems.	Toolbox available on the DA website	60
Comparative assessments	Assessment of the vulnerability and resilience of 4 additional deltas: Ayeyarwady (Myanmar), Ouémé (Benin), Tana (Kenya), Parana (Argentina) + synthesis of 14 deltas, building on the earlier 10 deltas assessment report	DA reports no 7 and 7A: Comparative assessment of the vulnerability and resilience of deltas – extended version with 14 deltas: synthesis report (hard copy and website) and working document (website)	60
Enabling Delta Life Initiative (with GWP)	Formulation of a joint GWP – Delta Alliance Global Program of Action on Deltas, with 8 work packages and a budget of 10 m€.	Detailed program proposal, executive summary and results framework available for submission to potential donors.	25
Review process and development relation with I&M/Buza	Preparation review report, review meeting and follow-up. Several propositions to I&M/Buza	Review process finalised. Proposition to I&M/Buza has resulted in funding for DA.	56
Network development	Maintenance of the network, preparation of Membership Agreements (MA), preparation of Advisory Committee (AC) meeting	At least 8 out of 12 Wing coordinators present during AC meeting. 2 MA's signed, more MA's to be signed at AC meeting	25
Operational costs International Secretariat and Board	Operational costs; website maintenance; fees director, chair of the board, web manager, program manager, administrative support. Formulation final reports.	Good functioning organisation. 'Content report Phase 3' and 'Business Development report Phase 3' delivered.	80
Total			800

4.3 Overview of externally funded Delta Alliance projects Phase 3

During phase 3 the Delta Alliance secretariat has managed to attract for its partners a number of externally financed projects. These projects are as well a result of as a contribution to the international recognition of Delta Alliance as a knowledge driven network. The table below gives an overview of these externally funded projects. These projects will also serve as matching projects for the KfC subsidy.

Activity/Period	Funding agency	Detailed activities	Result/publication	K€
Rio+20 Delta Alliance Young professional Award (2011-2014)	Ministry of Infrastructure and the Environment Partners: Deltares, Alterra, Grontmij, WWF, Both Ends, Arcadis, University of Twente	Worldwide competition for young professionals to come with innovative solutions for delta challenges Event during Rio+20 Cases studies by the 3 award winning teams	DA report No2: Delta Alliance Young Professionals Award, 10 best solutions Successful event during Rio+20 DA report No6: Delta Alliance Young Professionals Award: final report Reports of 3 case studies (on website).	225 25
Transboundary Water Assessment Program (2013-2015)	Funded by GEF Coordinated by UNDP UNEP - DHI	Assessment of the vulnerability of 26 deltas in transboundary river basins.	Draft final report submitted. Will also be submitted as DA report no. 10	40
Vulnerability assessment Ayeyarwady delta: Scoping phase (2013)	GWP BOBLME/FAO	Scoping study for the assessment of the vulnerability of the Ayeyarwady delta (Myanmar)	Final report submitted	20 21
Vulnerability assessment Ayeyarwady delta: second phase (2014)	GWP BOBLME/FAO	Full assessment of the vulnerability of the Ayeyarwady delta (Myanmar)	Mission report submitted Final report due in October 2014	60
Enabling Delta Life Initiative (2012)	DGIS	Preparation of this initiative with GWP Desk study and electronic platform Workshops during Stockholm World Water week 2012 Report	DA report no. 4 Start of an interesting initiative	50
Enabling Delta Life Initiative (2012)	GWP (co-funding by Delta Alliance)	Organisation of workshops in Mekong and Nile Formulation of program proposal	2 workshops organised	35
San Francisco Bay – Preparing for the next level	San Francisco City – several departments. Contribution: 110 K\$	Building capacity of San Francisco to address the risks of flooding from sea level rise and storms by developing adaptation alternatives for the Mission Creek area and continuing exchange of knowledge.	75% of project finalised (see Content report phase 3). Final workshop in October 2014.	85
Total				561

4.4 Overview of projects of Delta Alliance partners for matching during Phase 3

Alterra has allocated part of its strategic funds ('Kennisbasis') provided by the Dutch Ministry of Economic Affairs for a project called 'Climate change adaptation of agriculture in deltas'. Part of the budget of this project was used for the delta planning workshops in Vietnam (2012), Myanmar (2013) en Bangladesh (in preparation, October 2014).

Activity/Period	Partner	Detailed activities	Result/publication	K€
Climate change adaptation of agriculture in deltas (2011-2014)	Alterra (KB: strategic funds from Min. Economic Affairs)	This project delivers a.o. the Alterra contribution for the delta planning workshops	2 workshops organised (reports on website) 1 workshop in preparation (Financial contribution to workshops approx. 150 k€)	390
	Deltares			pm
	UNESCO-IHE			pm
	Arcadis			pm
Total				390

4.5 Overview of own contribution Delta Alliance partners

The overview below presents (part of) the own contribution of the Delta Alliance partners to the realisation of the phase 3 activities.

Activity/Period	Partner	Detailed activities	Result/publication	K€
Program management (2012)	Alterra	Activities of Secretariat and network activities	Continuation of activities during period of uncertainty on subsidy grant (registered hours)	26
Cost Board and Director (1/1/2012 till 1/7/2013)	Alterra	Salary costs of Chair of the Board and Director	Continuation of activities during period of uncertainty on subsidy grant. (estimate of the costs)	80
Contribution to all kind of activities of the DA workplan (2011-2012)	Deltares	publication/dissemination of Comp. Assessment; NL Wing activities; participation in conferences, articles, website contribution	Several Delta Alliance publications,	141
Contribution to all kind of activities of the DA workplan (2013-2014)	Deltares	Review activities; Proposal development phase3; Comparative Assessment (extended version);; Toolbox and updating of DA website; Participation in conferences; NLWing activities; GWP-DA project TWAP project; Belmont Forum Deltas project	Publication Comparative Assessment of Deltares – extended version with 14 deltas; Contribution to: Review report; Proposal phase3; Toolbox; updated DA website; TWAP deltas report; First results of BF-Deltas project	
	UNESCO-IHE			pm
	Arcadis			pm
Total				247

5 Final conclusions and Outlook

At the end of phase 3 the following conclusions can be drawn:

1. Delta Alliance can operate as an independent organisation through the establishment of the Delta Alliance International Foundation and an operational secretariat.
2. Together with the international Wings Delta Alliance is well equipped to play its role as knowledge broker for the global deltas. The relations with the Wings are and will be strengthened through signed Membership Agreements.
3. Delta Alliance has strengthened the Dutch Wing, with commitment of the main knowledge institutes in the Netherlands to work through Delta Alliance in the pre-competitive stage. The Dutch Wing is ready to operate as the flywheel of the network organisation.
4. Agreement has been reached with the Dutch Ministry of Infrastructure and Environment, the Ministry of International Trade and Development Cooperation and the Delta Commissioner on multi-annual activities to be carried out by Delta Alliance, including concrete funding of 400 k€ for the period September 2014 – December 2015 and a confirmed intention to continue this contribution in the revised 'Water Plan' in 2016. The Wing obtains herewith a logical and recognizable position within the Dutch water sector. Herewith the core funding of Delta Alliance has been assured. Expected additional regular assignments from the ministries provide cohesion and position the consortium well for additional international assignments.
5. The Comparative Assessment was further developed and the Toolbox for Adaptive Delta Management was set up. These two tools will form the backbone of the future Delta Alliance activities in order to provide (i) an up to date overview of the deltas in the world in terms vulnerabilities, possible interventions and important actors (the atlas), and (ii) a set of tools, methods and approaches that can help change agents to increase resilience in these deltas. These knowledge generating activities contribute to the international recognition and branding of Delta Alliance as a knowledge provider on delta issues.
6. Proof of this recognition is the interest of UNDP, UNEP-DHI, GEF, FAO and GWP to work with Delta Alliance in concrete projects.
7. Delta Alliance has developed a strategic link with the Global Water Partnership, which resulted in an ambitious joint global programme of action on deltas. The programme is part of the general GWP programme, but funding still needs to be secured from third parties. The joint implementation of this program will become an important backbone of the global activities of delta Alliance.
8. Delta Alliance has favourably responded to a request from the GEF to participate in the Trans-boundary Water Assessment Programme. Through this programme not only add 26 more deltas will be added to the assessment database, but it also provides a great opportunity to contribute directly to managing pressing delta problems.
9. Relations have been established with a number of other international organisations such as WB, ADB, FAO, GEF, UNDP.

We believe that with these results the Delta Alliance has made optimal use of the resources put at its disposal and is ready to enrol into a new period with a clear and recognised strategy, secured core funding for basic activities, international recognition, and two strategic tools for knowledge compilation in place.

