



United Nations
Educational, Scientific and
Cultural Organization

Internal Oversight
Office

IOS/EVS/PI/176



Mid-term Evaluation of Phase VIII of the UNESCO International Hydrological Programme (2014-2021)

Commissioning office:

UNESCO Internal Oversight Service (IOS)

Authors:

Dr Andrew Farmer

Dr Daniela Russi

(Institute for European Environmental Policy IEEP)

Carlos Hinojosa

Liliana Pinzón

(Technopolis Group)

Reference group members:

Alexandros Makarigakis, Natural Sciences Sector (HQ)

Anna Bonetti, Natural Sciences Sector (HQ)

Miguel Doria, Natural Sciences Sector, UNESCO Montevideo

Nicole Webley, Natural Sciences Sector (HQ)

Renée Gift, Natural Sciences Sector (HQ)

Sarantuyaa Zandaryaa, Natural Sciences Sector (HQ)

Zaki Shubber, IHE Delft Institute for Water Education

Evaluation period:

October 2018-April 2019

Location of the evaluand:

Intergovernmental

Report submission:

May 2019

Cover Photo: Getty Images

The evaluators are independent from UNESCO. The Institute for European Environmental Policy (IEEP) is an independent, not-for-profit institute based in the UK and Belgium. Technopolis Group is an independent company based in the UK with offices around the world.

Abstract

The UNESCO International Hydrological Programme (IHP) is the only intergovernmental programme of the United Nations (UN) devoted to water research, water resources management, water education and capacity building. It has been operating since 1975 and works through a series of programmes, which set out the objectives and targets for specific periods. The current programme, Phase VIII, runs from 2014 to 2021. The IOS Evaluation Office undertook a mid-term evaluation of the IHP Phase VIII, examining the following issues: strategic positioning of the IHP; coordination and partnerships; results and sustainability; human and financial resources and programme reporting; outreach and communications; and Priority Africa, Gender Equality, peace (From Potential Conflict to Co-operation) and Youth and Young Water Professionals. The evaluation found that the IHP is delivering on the targets set out in Phase VIII despite its limited resources. Its intergovernmental nature is a key strength, but improvements could be made in working with other organisations. The evaluation includes several recommendations to support the development of Phase IX of the IHP, which will run to 2029 and ensure it remains relevant to Agenda 2030 and other global agendas.

Acknowledgements

The IOS Evaluation Office would like to acknowledge and thank all who participated in and contributed to this mid-term evaluation. The evaluation was managed by Mr. Moritz Bilagher, IOS Principal Evaluation Specialist, with the assistance of Mr. Giacomo Tirelli, IOS Associate Programme Coordinator. It was conducted by a team of independent external consultants from the Institute for European Environmental Policy (IEEP) in collaboration with Technopolis Group.

Ongoing quality assurance was provided by the Evaluation Reference Group, in which each Programme Sector and several relevant Field Offices were represented, along with the Division on Gender Equality. The IOS Evaluation Office would, in particular, like to thank Dr Alexandros Makarigakis, Programme Specialist, Water for Human Settlements of the UNESCO Natural Sciences Sector at UNESCO HQ.

External quality assurance of the evaluation report was provided by Mr Geert Engelsman, independent evaluation consultant.

Susanne Frueh
Director, IOS

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ABBREVIATIONS

DAC	Development Assistance Committee
FAO	United Nations Food and Agriculture Organisation
FI	Flagship Initiative
HELCOM	Helsinki Commission (also known as the Baltic Marine Environment Protection Commission)
HQ	UNESCO Headquarters
IAEA	International Atomic Energy Agency
IDB	Inter-American Development Bank
IFI	International Flood Initiative
IGC	Inter-Governmental Council
IHE	Delft Institute for Water Education
IHP	International Hydrological Programme
IOS	Internal Oversight Service
LAC	Latin American and the Caribbean
LCBC	Lake Chad Basin Commission
MS	Member States
NC	IHP National Committee
OECD	Organisation for Economic Co-operation and Development
PCCP	From Potential Conflict to Co-operation Potential
RP	Regular Programme (Budget)
SDG	Sustainable Development Goal
SIDS	Small Island Developing States
SISTER	System of Information on Strategies, Tasks and the Evaluation of Results
ToR	Terms of Reference
UK	United Kingdom
UN	United Nations
UNDP	United Nations Development Programme
UNECE	United Nations Economic Commission for Europe

UNEP	United Nations Environment Programme (UN Environment)
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNHCR	United Nations High Commissioner for Refugees
UNICEF	United Nations International Children's Emergency Fund
UNIDO	United Nations Industrial Development Organization
USD	United States Dollars
USP	Unique Selling Point
WHO	World Health Organisation
WMO	World Meteorological Organisation
WWAP	UNESCO World Water Assessment Programme
XB	Extra-budgetary (funding)

EXECUTIVE SUMMARY

The UNESCO International Hydrological Programme (IHP)

- i. The UNESCO International Hydrological Programme (IHP) is the only intergovernmental programme of the United Nations (UN) System devoted to water research, water resources management, water education and capacity building. The intergovernmental nature of the IHP is a significant strength enabling political buy-in by Member States, which, in combination with its scientific foundation, lends it a strategic position on the science-policy interface in a field with great significance for human well-being. In the 2030 Agenda, this field is reflected in Sustainable Development Goal (SDG) 6 on water and sanitation.
- ii. The IHP has been operating since 1975 and works through a series of programmes, which set out the objectives and targets for specific phases. IHP has three main objectives: (i) to mobilise international cooperation to improve knowledge and innovation to address water security challenges; (ii) to strengthen the science-policy interface to achieve water security at local, national, regional and global levels; and (iii) to facilitate education and capacity development in order to enhance water resources management and governance.
- iii. The current Phase VIII, on 'water security', runs from 2014 to 2021. Water security is defined as 'the capacity of a population to safeguard access to adequate quantities of water of acceptable quality for sustaining human and ecosystem health on a watershed basis, and to ensure efficient protection of life and property against water-related hazards: floods, landslides, land subsidence, and droughts'. The ultimate goal of IHP is that populations worldwide achieve water security.

Objectives and methodology for the evaluation

- iv. This document reflects the Mid-Term Evaluation of Phase VIII of the IHP. The evaluation is intended to help the IHP Secretariat, its governing bodies and the wider UNESCO Water Family, including IHP Category II Centres and

Chairs, to effectively and efficiently implement the remainder of IHP Phase VIII and to support the development of Phase IX, which will run up to 2029.

- v. The primary intended users of the evaluation are therefore all those involved in the further implementation of Phase VIII and those responsible for developing Phase IX: the IHP Secretariat, its governing bodies (the Bureau and the Council) and the Phase IX Taskforce. Secondary users of the evaluation are UNESCO Member States, the wider UNESCO Water Family (including UNESCO Chairs and relevant Category II Centres), civil society organisations and all those who take an interest in the crucial role of water in safeguarding human well-being worldwide.
- vi. A theory of change was developed to refine the evaluation questions and, with this in place, an evaluation matrix was established to connect these questions with evidence-gathering methods. These included a literature review of IHP key documents; an online survey targeting the UNESCO Water Family; semi-structured interviews; quantitative analysis of existing programme data including financial data; one field visit; and direct observations. Meetings with the designated evaluation reference group, IHP Secretariat staff and the evaluation management team at the Internal Oversight Service helped to develop the evaluation matrix, other details of the methodology and testing of the results, conclusions and recommendations.

Findings

The evaluation findings are as follows:

Strategic positioning

The IHP has important, unique selling points within the global UN water context: its scientific basis and intergovernmental nature

- vii. The IHP is part of the UN Water Family, which includes the Food and Agriculture Organization (FAO), the United Nations Development Programme (UNDP), the United Nations Environmental Programme (UNEP), the United Nations High Commissioner for Refugees (UNHCR), the World Health Organization (WHO) and the World Meteorological Organization (WMO). In September 2003, to enhance co-ordination, UN Water was established. In this strategic context, IHP

provides the scientific basis for understanding water management issues in a way that other UN bodies do not.

- viii. A second unique selling point of the IHP is its intergovernmental nature. It consists not only of UN staff, at Headquarters (HQ) and regionally, but also of National Committees complemented by Category II Centres and Chairs. This brings a collective enterprise from the global level to the local level, which is not a characteristic of the other relevant UN bodies. Thus, IHP effectively operates on the interface of science and (international and national) policy development.

The work of the IHP is well-aligned with key global agendas

- ix. Since the start of Phase VIII in 2014, global agendas have changed significantly. The UN adopted Agenda 2030 and the SDGs in 2015, the Sendai Framework for Disaster Risk Reduction in 2015 and the Paris Climate Agreement and New Urban Agenda in 2016. The evaluation found that IHP is well-aligned with these agendas. Although UNESCO has a specific role as custodian of SDG Indicator 6.5.2 on transboundary waters, other UN bodies lead the monitoring of other indicators of SDG 6. IHP contributes to key areas within SDG 6, such as water stress, water quality and water-related ecosystems.

There is a tension between a need to focus and to maintain breadth of activity as reflected in the wide-ranging agendas and the intergovernmental nature of the IHP, implying a drive to reflect Member State needs

- x. Given its limited resources, there is a tension between the perceived importance of the breadth of activities undertaken by the IHP and the need for it to focus on a set of strategic key activities. There is no simple solution to this, given the variety of needs of Member States. However, the evaluation team considered it necessary to better align agreed objectives with the commitments and resources at all levels to deliver those objectives.

Co-ordination and partnerships

The IHP Secretariat performs well in its co-ordination role, especially given its limited resources, although some improvements in its communication with the Water Family are needed

- xi. The IHP Secretariat has a critical role in co-ordinating the IHP, including the co-ordination of its activities, engaging with the network and organising the central budget. This work is effectively taken forward by staff members at HQ in Paris and regional hydrologists in Field Offices around the world. The co-ordination and leadership of the Secretariat is widely valued. While some within the IHP network praised the level of communication, the evaluation team takes the position that more can be done.

The IHP network is critical to the delivery of the Programme's objectives, but their activities need to be more clearly aligned with the objectives of the IHP to improve on efficiency and ensure the effective delivery of outcomes

- xii. The IHP is, in essence, a network of IHP National Committees (NC), UNESCO Chairs and UNESCO Category II Centres, co-ordinated by the Secretariat. The NCs play a central role in this architecture, as they represent the Member States in the IHP Intergovernmental Council where the work of the IHP is agreed upon. In addition, they should deliver on IHP's objectives. Nevertheless, their de facto level of activity varies strongly by country. For example, some countries do not have NCs, while in others they are small and barely functional. Yet, others have highly active NCs with a significant commitment sustained over many years.
- xiii. UNESCO Chairs focusing on water vary in their role, but they usually work on research- and education-related objectives of the IHP. They play an important role in the IHP through ensuring knowledge exchange and popularising science.
- xiv. UNESCO water-related Centres are crucial in contributing to specific IHP objectives such as those related to research and education, hosting Flagship Initiatives and co-ordinating work in third countries. Three points relevant to Category II Centres in IHP will require addressing:
- The inefficiency of maintaining inactive centres, which results in costs of US\$12,000 per year for each, charged to the budget of the UNESCO Water Division.
 - Centres that are active but follow their own agenda. This relates to a wider concern of how priorities are set, responsibilities across the network distributed and buy-in to objectives promoted.
 - Some Centres actively support co-operation with other organisations (national, regional, global), while others are limited in their networking.

Partnerships are critical for the IHP in ensuring extra-budgetary funds and in-kind support, political buy-in and enhancing value of outcomes. Hence, the IHP's ability in developing partnerships requires continued emphasis

- xv. The IHP is itself a partnership. Each institution in it should be working with others at national, regional and / or global level to deliver different IHP objectives. Partnerships are critical for raising additional resources. The staff of the NCs, Chairs and Centres are resources outside of the formal budget, funded by Member States and others. Many activities of the IHP are delivered in partnership with others at the international, national and local level. This adds significant value to IHP.

Results and sustainability

While IHP targets have mostly been achieved, these concern outputs rather than outcomes. Pressures on resources are also a significant risk

- xvi. According to indicators included in UNESCO's SISTER database, IHP's targets have mostly been achieved. However, since the IHP's system to report on the outcomes of these activities is weak, a systematic analysis of its impact is currently difficult. This type of assessment is complicated by the fact that outcomes take time to take hold and may depend on a wide range of institutional, political and structural factors, making it difficult to attribute successes to the IHP.
- xvii. The three most important factors that positively contribute to the achievement of outcomes are: access to networks, organisational set-up and availability of resources. Factors affecting outcomes negatively are mainly insufficient funds. From IHP's perspective, this is worsened by an increasing competition among international agencies interested in working on water-related issues.

IHP resources and reporting

UNESCO reporting could be improved to capture the full breadth of IHP results and outcomes

- xviii. The current monitoring and system provides much useful information on the IHP activities and outputs, but it does not capture the full breadth of IHP results and outcomes.

Budget limitations, including a freeze in core budget and fragmentation by donors, constitute a major constraint, but IHP has been successful in gaining significant extra-budgetary funds

- xix. Human and financial resources limitations are not new to Phase VIII and their effects have had a significant impact on the extent to which the programme has been able to deliver on its ambitions over the past years. Recent budget freezes of the UNESCO Water Division have had a direct impact on the Programme's ability to deliver key activities and outputs. Furthermore, funding fragmentation by donors, which may divide funding into several small tranches and allocate them to new or small organisations, has contributed to an increase in the number of small institutions working on water and, consequently, the fragmentation of the international water development architecture. Underfunding and staff reductions, coupled with increasing competition for funding from global donors, are key challenges for the IHP and major threats to its sustainability.
- xx. To cope with resource limitations, measures have been taken such as establishing priorities for the implementation of focal areas and specific objectives (e.g. the Nairobi priority matrix). In addition, the IHP leveraged in-kind resources available through the UNESCO Water Family, raised extra-budgetary funds from external donors and created a special account to enable the Programme to receive the financial assistance it needs to meet the demands of Member States. There is, however, a continued need to re-focus the programme on a more limited number of priorities in order to enhance its capacity to generate a meaningful impact in any given field.

Outreach and Communications

Outreach is critical to IHP's objectives and a Communication Strategy is in place but a more proactive approach to communication is needed as the visibility of IHP needs to be greater than it currently is

- xxi. Outreach and communications are essential to help IHP ensure that the key messages of its strategy, or of a project or initiative, reach their desired audience and support the achievement of the stated objectives. It is important for the IHP not to be inward-looking, but for it to communicate its work to diverse audiences, not least policy audiences in addition to scientific ones. However, communication may well be the area most directly affected by resource limitations.
- xxii. It is difficult to assess the effects of the Communication and Outreach Strategy and, in particular, its outcomes. While the use of the IHP's website, including at regional level, has improved, with more timely information available, it is under-utilised and more effort is needed to disseminate information. There is also a lack of clarity on branding of IHP activities, if not led by the Secretariat, and a still limited use of social media. The evaluation team's analysis suggests that communications and outreach should be treated as priorities, which translates

into dedicating more (human and financial) resources to this endeavour. A more proactive approach to communications is needed as it is important to improve the visibility of the IHP.

Cross-cutting themes: Priorities Africa and Gender Equality, peace and youth including young water professionals

The work of the IHP contributes positively to all horizontal UNESCO objectives, with a focus on Africa, addressing water conflict issues and promoting involvement of youth and young professionals but, while there is some focus on gender equality, there is a lack of specific targets and of tracking of activity on this issue

- xxiii. The importance of Africa for the IHP is reflected in two ways: first, in the allocation of the budget and, secondly, in that this Priority has designated performance targets and indicators. Africa receives more resources from the main budget than other regions and it has specific performance targets and indicators adopted under the 39 C/5 performance framework. The latter is a game-changer in terms of IHP's ability to focus resources and efforts. Indicators are formulated in a way that prioritise actions in this continent and seek to capture specific support provided there.
- xxiv. The IHP is directly addressing Gender Equality through a range of activities and the survey revealed a broad perception that IHP contributes to a large extent to gender equality. It is meant to keep track of gender-specific results through a set of gender-sensitive indicators. However, the IHP does not contain gender-specific objectives or focal areas. An analysis of the documents describing the six thematic areas of IHP Phase VIII highlights that an explicit gender component is virtually absent. The lack of data regarding gender-specific results of the IHP was also evidenced in the SISTER report of activities. Even though some targets associated with the performance indicators are sex-disaggregated, the reporting is often incomplete. This points to a need for a more proactive approach on gender and the collection of data.
- xxv. Peace stands out as an overarching objective for UNESCO and the IHP is widely seen as contributing to this through its work. There is a common recognition that strengthening capacities of water management and the promotion of research on water security are means to avoid conflicts and enhance peace and stability, both within societies and between countries on shared basins or aquifers (e.g. IHP work on transboundary water management).

- xxvi. Youth and young water professionals are generally considered as two key target groups for IHP interventions. The programme includes a focal area specifically addressing water education for children and youth. In recent years, IHP has made important efforts to reach out to youth more actively, for example, through its contribution to the organisation of the Youth Forum within the 8th World Water Forum. The work on youth has been carried out without a dedicated budget.

The way forward (conclusions and recommendations)

- xxvii. In **preparation of Phase IX**, strong elements of Phase VIII should be maintained and further built on, while the opportunity should be seized to make changes, where useful, to strengthen the Programme. The Phase VIII theme of 'water security' still captures the core global water needs – sufficient water quality and quantity – of surface and ground water and resilience to water-related hazards. In line with this, '*Finding solutions for people and nature through water in an uncertain world*' is suggested as a theme for Phase IX. However, on developing the content of Phase IX, the Secretariat should clarify, for each identified priority, who will contribute to taking it forward. Clearly defined functions for National Committees, including specific roles to deliver Phase VIII (and IX) targets, should be articulated. In addition, a detailed analysis of what each proposed IHP Phase IX activity will contribute to the global agendas on which IHP could lead, should be undertaken. Finally, an assessment of the contributions of each activity to each cross-cutting theme, including Africa, Gender Equality and Youth, should be undertaken.
- xxviii. In general, the **positioning of the IHP** could be improved. To this effect, the IHP should take strategic actions to strengthen the relationship between IHP and other UN agencies and organisations with responsibilities for water. It seems to have perceived itself, first and foremost, as a scientific entity and while it is – and this is one of its comparative advantages – water is of enormous interest to all of society. Therefore, IHP could consider enhancing its strengths on the science-policy interface by increasing its interaction with and support to policy makers. This might also broaden its funding base, as IHP should take measures to increase funding of the programme by mobilising additional extra-budgetary resources. This could be underpinned by a strengthened monitoring and evaluation framework to allow for regular reporting on outcomes and more consistent central reporting practices, particularly regarding the programme's finances. To this end, IHP also requires improved communications (a) by identifying communication needs at the start of each project / activity (what should be communicated, to whom and how?) and (b) by identifying IHP staff to receive communication training (e.g. on science communication).

Recommendations

The evaluation makes 11 recommendations. These are:

Recommendation 1: Consider as a theme for IHP Phase IX: 'Finding solutions for people and nature through water in an uncertain world'

Recommendation 2: Undertake a detailed analysis of what each proposed IHP Phase IX activity will contribute to the global agendas on which IHP could lead

Recommendation 3: Make clear, for each identified Phase IX priority, who will contribute to taking it forward

Recommendation 4: Take strategic actions to strengthen the relationship between IHP and other UN agencies and organizations with responsibilities for water

Recommendation 5: Articulate clearly defined functions for National Committees, including specific roles to deliver Phase VIII (and IX) targets

Recommendation 6: Enhance IHP's strengths on the science-policy interface by increasing its interaction with and support to policy makers

Recommendation 7: Take measures to increase the funding of the programme by mobilising additional extra-budgetary resources

Recommendation 8: Develop a specific and detailed performance assessment framework for the IHP

Recommendation 9: Develop improved, more consistent central reporting practices, particularly regarding the programme's finances

Recommendation 10: Improve the communications of the Programme (a) by identifying, at the start of each project / activity, communication needs (what should be communicated, to whom and how?) and (b) by identifying key IHP staff to receive communication training, in particular on science communication?

Management Response

Overall Management Response	
<p>UNESCO welcomes the findings of the mid-term evaluation of Phase VIII of the International Hydrological Programme (2014-2021), which will provide useful inputs for the preparation of the IHP-IX and on enhancing the active participation and accountability of the UNESCO Water Family in programme implementation. As the development of IHP phases is a Member State-driven process, the Secretariat will ensure provision of inputs as per the recommendations suggested by the evaluation to ensure that they are taken into consideration. Recommendations on performance assessment and reporting will be taken on board promptly.</p>	
Recommendation	Management response
<p>1. Consider as a theme for IHP Phase IX: ‘Finding solutions for people and nature through water in an uncertain world’.</p> <p><i>For the IHP Bureau, Council and Phase IX taskforce</i></p>	<p>The development of IHP phases is a Member State-driven process where the Secretariat facilitates the dialogue.</p> <p>The Secretariat will distribute the proposal along with the associated part of the IHP-VIII evaluation report to the two expert bodies responsible for developing the core body of text prior to consultations with the UNESCO Water Family: the Task Force and the Experts of Member States</p>
<p>2. Undertake a detailed analysis of what each proposed IHP Phase IX activity will contribute to the global agendas on which IHP could lead.</p> <p><i>For the UNESCO Water Family</i></p>	<p>Accepted</p> <p>IHP-IX will be developed in close connection to the 2030 Agenda, the 2063 African Union Agenda, the Paris Agreement, the Sendai Framework and the Addis Ababa Action Agenda.</p> <p>However, IHP-IX is a strategic document and it does not contain activities. An operational plan to implement the strategy could potentially include a list of activities towards this direction.</p>
<p>3. Make clear, for each identified Phase IX priority, who will contribute to taking it forward.</p> <p><i>For the Secretariat, IHP Bureau, Council and Phase IX taskforce</i></p>	<p>Accepted</p> <p>Additional questions will be included in the consultation of the UNESCO Water Family for the 1st order draft of IHP-IX, to identify and do the follow-up on which Members will contribute to what part.</p>
<p>4. Take strategic actions to strengthen the relationship between IHP and other UN</p>	<p>Accepted</p> <p>New agreements for cooperation will be pursued as well as the revision of existing ones to ensure that relations</p>

<p>agencies and organizations with responsibilities for water.</p> <p><i>For the Secretariat, IHP Bureau, Council, IHP National Committees and / or focal persons</i></p>	<p>with other UN Organizations and Agencies will be strengthened.</p> <p>A questionnaire could be sent to major UN Programmes active in water-related fields, requesting them to define their role and propose the way they envision cooperation with IHP (including the implementation vs. execution of projects).</p>
<p>5. Articulate clearly defined functions for National Committees, including specific roles to deliver Phase VIII (and IX) targets.</p> <p><i>For the IHP Bureau, Council, National Committees and / or focal persons</i></p>	<p>Accepted</p> <p>The functions of IHP NCs will be described in a set of Terms of Reference that will be proposed for the endorsement of the IHP governing bodies and sent to them.</p> <p>As IHP is an intergovernmental programme, it is the Member States, via the coordination of their IHP NCs, who are to implement the programme in its entirety.</p> <p>It is highly unlikely that further clarification of their role can take place at this stage, as 6 of the overall 8 years of IHP-VIII's implementation have passed. But recommendation 3, will be pursued for the new phase.</p>
<p>6. Enhance IHP's strengths on the science-policy interface by increasing its interaction with and support to policy makers.</p> <p><i>For the UNESCO Water Family</i></p>	<p>Accepted</p> <p>Following up to the 1st Science Policy Interface Colloquium on Water (SPIC Water) and the 1st International Water Conference, a road has been paved for high visibility opportunities to continue the exchange. SPIC Water will continue throughout all Council Sessions in the future.</p> <p>Furthermore, the division will orient its work to produce more science policy briefs including the results of the envisioned water chamber sessions.</p>
<p>7. Take measures to increase the funding of the programme by mobilising additional extra-budgetary resources.</p> <p><i>For the Secretariat, Category II Centres and Chairs</i></p>	<p>Accepted</p> <p>IHP will pursue the increase of additional extrabudgetary resources.</p> <p>The establishment of a multi-donor trust fund will be pursued as need arises. The establishment of the Special Account of IHP for the implementation of SDG 6, provides, for the time being, donors with the opportunity to finance the work of UNESCO. Upon the realization that this mechanism does not suffice for implementing the recommendation, a multi-donor trust fund will be pursued. In addition, UNESCO will strengthen the partnership with GEF and other funding sources.</p>
<p>8. Develop a specific and detailed performance assessment framework for the IHP.</p> <p><i>For the Secretariat</i></p>	<p>Accepted</p> <p>A new performance assessment framework will be developed for the approval of the IHP Council at its 24th session (scheduled for June 2020).</p> <p>It needs to be noted that the timeframe and finances available for the implementation of the Programme make it challenging to precisely monitor the impact of IHP activities.</p> <p>Thus, although pursuing such assessment framework at outcome level is something that could be pursued, the</p>

	monitoring at impact level may require additional resources.
<p>9. Develop improved, more consistent central reporting practices, particularly regarding the programme's finances</p> <p><i>For the Secretariat, the IHP Bureau and Council</i></p>	<p>Accepted</p> <p>A new framework for reporting will be developed to respond to Recommendation 8. The financial reporting will be included under the same framework.</p> <p>It needs to be mentioned that the financial reporting can be done by the Secretariat to the extent possible (regular and extrabudgetary Programme and Budget) excluding IHP NCs, Category II Centres and Chairs, as they are independent from the Secretariat and one can only rely on their volunteered contribution.</p>
<p>10. Improve the communications of the Programme (a) by identifying, at the start of each project / activity, communication needs (what should be communicated, to whom and how?) and (b) by identifying key IHP staff to receive communication training, in particular on science communication</p> <p><i>For the Secretariat and the UNESCO Water Family</i></p>	<p>Accepted</p> <p>A communication skills audit will be pursued in the 40 C/5 biennium.</p> <p>A guide, for all Programme Officers both at HQ and in the field, on the identification and transmission of the communication needs of the programme and projects will be developed by a consulting company within the 41 C/5 biennium.</p> <p>Following the results of the audit and the development of the guide, a training on improving the communication capacities within IHP will be implemented within 41 C/5 biennium or by 42 C/5 biennium (depending on the available finances).</p>
<p>11. Conduct an assessment of the contributions of each activity to each cross-cutting theme, including Africa, Gender Equality and Youth</p> <p><i>For the UNESCO Water Family</i></p>	<p>Accepted</p> <p>Currently, there are indicators for both Global priorities that all activities need to respond to when entering them in SISTER. The secretariat also reports to the Executive Board on activities specifically targeting Africa and Gender Priority.</p> <p>For the target group of Youth, IHP-IX's Task Force is comprised of Young Experts from all six Regional Groups and youth is mentioned in the 1st order draft.</p> <p>Nevertheless, the development of the strategy is a UNESCO family affair with most of the weight falling onto countries. The role of the Secretariat is to facilitate. As such, the only action to be taken, will be to raise the awareness of the UNESCO Water Family during the consultation process of developing IHP-IX on the recommendation and avail the Secretariat's resources for advising the Member States to include specific indicators in the reporting.</p>

1. INTRODUCTION

1.1 Overview

1.1.1 Background

1. The UNESCO International Hydrological Programme (IHP) is the only intergovernmental programme of the United Nations (UN) System devoted to water research, water resources management and water education and capacity building. It has been operating since 1975 and works through a series of programmes. The Phase VIII programme sets out the objectives and targets for 2014 to 2021.

2. The major theme of Phase VIII is water security, which is defined as ‘the capacity of a population to safeguard access to adequate quantities of water of acceptable quality for sustaining human and ecosystem health on a watershed basis, and to ensure efficient protection of life and property against water related hazards - floods, landslides, land subsidence, and droughts’. This document presents a mid-term evaluation of Phase VIII.

1.1.2 Purpose and use

3. Through Draft Resolution IHP/IC-XXIII/DR.7, the IHP Intergovernmental Council (IGC) formally requested the IHP Secretariat at its 23rd Session to undertake a mid-term evaluation of Phase VIII of the IHP.

4. The Terms of Reference (Annex A) stated that the mid-term evaluation “will take stock of where the IHP Phase VIII is heading” and that the specific objectives of the evaluation are to:

a) Generate evidence of key achievements and challenges in order to inform decision-making processes of the IHP governing bodies, UNESCO’s Executive Board and General Conference, UNESCO Senior Management and donors;

- b) Provide a general understanding of which dimensions of the IHP--VIII best fit its purpose to respond to Member States’ needs for the implementation of the 2030 Agenda and build upon UNESCO’s comparative advantages;
- c) Identify which implementation mechanisms and approaches work best under which circumstances and how they can be improved; and
- d) Identify any gaps that will still need to be addressed in what remains in the IHP-VIII in order to close this phase of the IHP successfully.

5. The evaluation, therefore, seeks to assess how well the programme meets the needs of the Member States. It recognises the important changing global agendas since 2014, in particular the adoption of Agenda 2030 and its Sustainable Development Goals (SDGs) and examines how well the IHP is positioned with respect to these. From the evidence gathered, the evaluation presents conclusions, which aim to help better align the IHP with these needs.

6. In order to achieve this purpose, following careful reflection, the evaluation team decided to structure this evaluation project by themes or ‘scoping elements’ rather than the traditional evaluation criteria of the Organisation for Economic Co-operation and Development (OECD) Development Assistance Committee’s (DAC) Network on Development Evaluation.¹ These elements, however, reflect such criteria as follows:

- Strategic positioning (including relevance);
- Coordination and partnerships (effectiveness and efficiency);
- Results and sustainability (including effectiveness, signs of impact and sustainability);
- Human and financial resources (efficiency);
- Outreach and communications (effectiveness);
- Priority Africa, Gender, From Potential Conflict to Co-operation and Youth and young water professionals (all of the above criteria).

7. The key purposes of the evaluation are (a) to inform the remaining implementation of Phase VIII and (b) to inform the development of Phase IX. The primary intended users of the evaluation are those involved in the further implementation of Phase VIII and developing Phase IX of the IHP: the IHP Secretariat,

¹ These are: relevance, effectiveness, efficiency, impact and sustainability.

the IHP Bureau and Council and Phase IX Taskforce. Additional users are the Member States, the wider IHP network (UNESCO Water Family), including Category II Centres and Chairs as well as civil society organisations, such as those supporting young people, working in the Water Sector and all those concerned with the future of water and SDG 6, including UN Water.

1.1.3 Evaluation questions

8. The primary focus of the evaluation is on the issues in the following table:

Table 1: The main themes and questions of the evaluation

Theme of the evaluation	Key issues
Strategic positioning	What are the comparative advantages of the IHP within the current UN Water context and how should the IHP strategically position itself in light of its comparative strengths in order to help deliver on SDG 6 and other relevant internationally agreed agendas?
Coordination and partnerships	How effectively is the IHP performing in its coordination function of the UNESCO Water Family and what are its primary strengths and weaknesses in this regard?
Results and sustainability	How has the IHP contributed to attaining the results associated with the six thematic areas of the IHP-VIII, what are the factors influencing this and to what extent can results be made sustainable?
Human and financial resources and capacities	How well has the IHP coped with the human and financial resource constraints faced by the IHP and UNESCO during the past several years and what can be done to make better use of resources?
Outreach and communications	How successful has the IHP been in its communication and achieving visibility?

Source: IOS, evaluation terms of reference.

1.2 Description of the International Hydrological Programme (evaluand)

9. The IHP is an intergovernmental programme devoted to water research,

water resources management, and education and capacity building. The programme, tailored to Member States' needs, is implemented in phases lasting several years. It is overseen by an Intergovernmental Council (a subsidiary body of UNESCO's General Conference, also known as the IHP Council), a Bureau and managed by a Secretariat at UNESCO's headquarters and Field Offices (around 30 staff in total with support from UNESCO's regular programme budget of around US\$ 6.5M *per annum* plus a similar level of extra budgetary support). In developing the periodic programmes, the IHP consults with its 169 IHP National Committees, international scientific associations and other UN bodies. This evaluation examines Phase VIII of the IHP as a whole (and not one part of the IHP, such as the Secretariat). This is illustrated in the following Figure 1: The governance of the IHP and structure of the IHP family, below.

10. The IHP has evolved since 1975 to cover a range of aspects of education and capacity-building, and enhance water resources management and governance. The IHP seeks to facilitate an interdisciplinary and integrated approach to watershed and aquifer management, which incorporates the social dimension of water resources, and promotes and develops international research in hydrological and freshwater sciences.

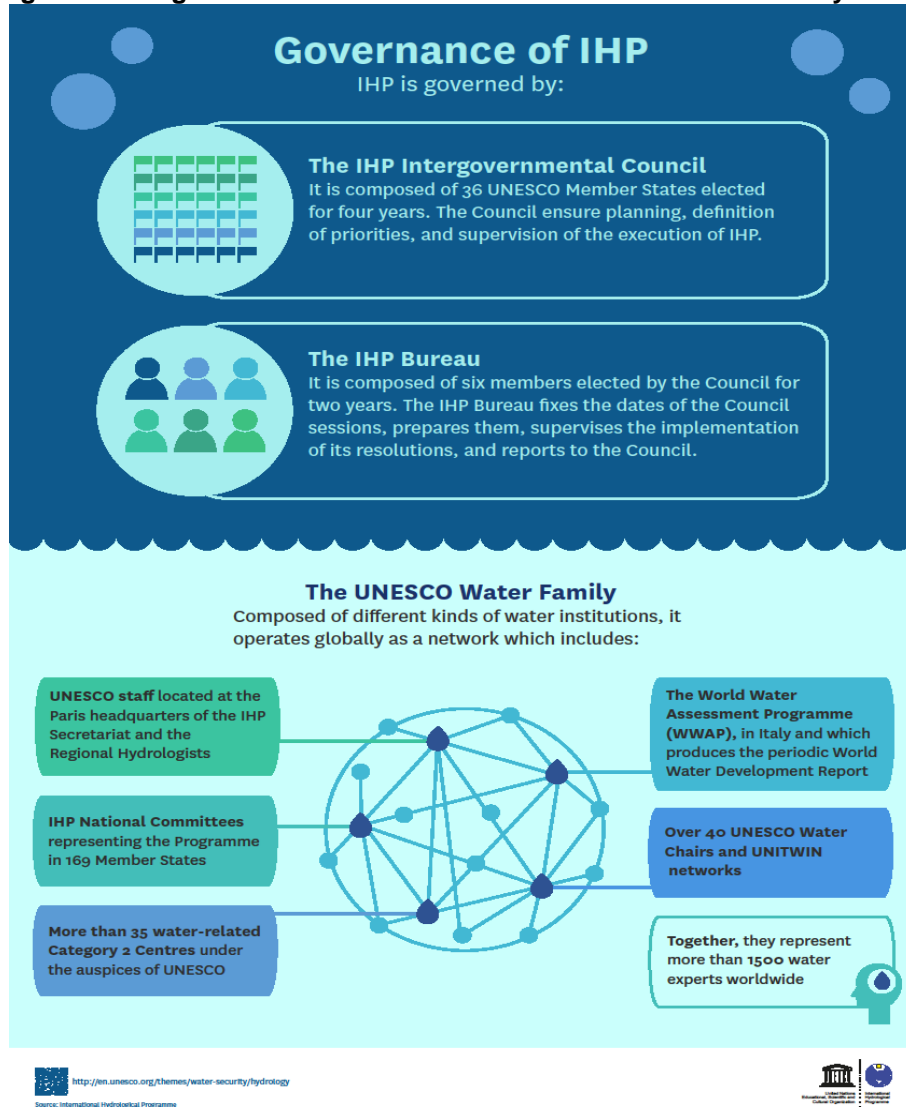
11. The eighth phase of the IHP, which is the focus of this evaluation, runs from 2014-2021 and has the overall theme of "water security". Therefore, it runs over the same period as UNESCO's Medium-Term Strategy for 2014-2021 (Document 37 C/4). It was formulated following the establishment of a working group by the IHP Council in 2012. The eighth phase of the IHP (IHP-VIII) focuses on six thematic areas. Each of these has five focal areas (Table 2: Themes and Focal Areas of IHP Phase VIII). It includes 115 activities (see Annex I) taking place in all areas of the world. Some are specific to individual regions (for example, Africa, South-East Asia or Arab States), while many are cross-cutting in nature, such as on improving water governance, better modelling for groundwaters, etc.

12. Each Focal Area includes General Objectives and several Specific Objectives. These constitute specific areas of work or actions which the IHP is expected to deliver. However, at the Nairobi 2013 IHP meeting, it was agreed by some members of the UNESCO Water Family that only some of the Specific Objectives should be immediately taken forward during the first two biennia of Phase VIII of the IHP.

13. IHP consists of its Member States, Secretariat, UNESCO Chairs and Category II Centres. These, together with the World Water Assessment Programme (WWAP), comprise the **UNESCO Water Family**. The governance of the IHP is described in Figure 1. Strategic direction (including agreement of the programme as a whole) is given by the Member States in the Inter-Governmental Council. Supervision of the implementation of the IGC decisions is given by the Bureau, which consists of six

Member State representatives elected by the IGC. It is useful to note that the IHP National Committees of Member States are different to the National Commissions established to support the work of UNESCO as a whole.

Figure 1: The governance of the IHP and structure of the IHP family



Source: IHP Secretariat.

Table 2: Themes and Focal Areas of IHP Phase VIII

Themes	Focal Areas
1. water-related disasters and hydrological changes	Risk management as adaptation to global changes Understanding coupled human and natural processes Benefiting from global and local earth observation systems Addressing uncertainty and improving its communication Improving the scientific basis for hydrology and water sciences for preparation and response to extreme hydrological events
2. groundwater in a changing environment	Enhancing sustainable groundwater resources management Addressing strategies for management of aquifer recharge Adapting to the impacts of climate change on aquifer systems Promoting groundwater quality protection Promoting management of transboundary aquifers
3. addressing water scarcity and quality	Improving governance, planning, management, allocation, and efficient use of water resources Dealing with present water scarcity and developing foresight to prevent undesirable trends Promoting tools for stakeholder involvement and awareness, and conflict resolution Addressing water quality and pollution issues within an IWRM framework improving legal, policy, institutional, and human capacity Promoting innovative tools for safety of water supplies and controlling pollution
4. water and human settlements of the future	Game-changing approaches and technologies System-wide changes for integrated management approaches Institution and leadership for beneficitation and integration Opportunities in emerging cities in developing countries Integrated development in rural human settlements
5. Ecohydrology – engineering harmony for a sustainable world	Hydrological dimension of a catchment – identification of potential threats and opportunities for sustainable development Shaping of the catchment ecological structure for ecosystem potential enhancement – biological productivity and biodiversity Ecohydrology system solution and ecological engineering for the enhancement of water and ecosystem resilience and ecosystem services Urban Ecohydrology – storm water purification and retention in the city landscape, potential for improvement of health and quality of life Ecohydrological regulation for sustaining and restoring continental to coastal connectivity and ecosystem functioning
6. water education – key for water security	Enhancing tertiary water education and professional capabilities in the water sector Addressing vocational education and training of water technicians Water education for children and youth Promoting awareness of water issues through informal water education Education for transboundary water cooperation and governance

Source: IHP Secretariat.

14. The inter-governmental nature of the IHP means that what is decided to be done and how it is done is a collective enterprise of the different parts of the IHP and the UNESCO Water Family – Member States, Secretariat, UNESCO Chairs and Centres as well as WWAP. This frames the understanding of this evaluation. Many strategic decisions of the IHP are a collective process, while individual activities of members of the UNESCO Water Family may be driven by their individual priorities (alongside the collective ones of the programme as a whole). This also affects what resources are available (UNESCO regular budget, extra-budgetary support or in-kind support within countries).

1.3 Evaluation methodology

15. In order to map the logic underpinning the programme, with a view to effectively frame the evaluation of Phase VIII of the IHP, a Theory of Change and evaluation framework were developed. The Theory of Change is presented in Annex C and explores how the IHP intends to deliver on its intended outcomes.

16. The work of the IHP is focused on research and education and, consequently, the Theory of Change is based on the assumption that better knowledge (through science) and better use and dissemination of that knowledge (through education) will deliver positive outcomes for water management around the world. This is important in considering how different actions, outputs, activities, etc., can contribute to the desired objectives of the IHP as expressed in the Phase VIII document.

17. To support the evaluation, an evaluation matrix was developed as well. This was based on initial questions provided in the terms of reference (Annex A), but elaborated following initial discussion with the evaluation reference group, the IHP Secretariat and based on an examination of the literature. This sets out the questions to be answered to evaluate the key themes explored in the following chapters. The evaluation matrix is provided in Annex D.

18. The evaluation matrix is structured according to the main themes set out in Table 1 above and as per the requirements stipulated in the Terms of Reference. For each theme, evaluation questions were articulated and the results of the findings for these questions are set out in the following chapters, which follow the same structure as the evaluation questions. This structure is followed through in the conclusions and recommendations, which state explicitly the specific intended audience for each recommendation.

19. The Theory of Change, evaluation framework and methods were laid down in an inception report and presented to a designated Evaluation Reference Group, composed of selected stakeholders, the IHP Secretariat and the Internal Oversight Service (IOS) Evaluation Office. Following discussion at the inception workshop with the Evaluation Reference Group, the approach was revised. Further, the draft findings of the evaluation were also presented to the Evaluation Reference Group, the IHP Secretariat and IOS and revised to respond to the comments as received.

20. With the analytical framework in place, the main work involved different types of evidence-gathering (methods). These methods were chosen to provide an opportunity to capture views from as broad a sample of the IHP family as possible (in the online survey) and to discuss specific issues in depth (through the interviews), both drawing on the initial findings of the literature review.

Initial informal discussions

21. Following the kick-off meeting, individual interviews were held with several IHP Secretariat staff to better understand the IHP and to guide the data collection phase.

22. In the early stages of the work, a member of the evaluation team attended the Latin America and Caribbean regional meeting of the IHP National Committees and Focal Points in Panamá City, 23-25 October 2018. This allowed him to observe the activities and views of IHP members, but also to have informal discussions with representatives of the Regional Secretariat, National Committees, Category II Centres, Chairs and others.

Literature review

23. A literature review was undertaken. This sought to extract information relevant to the questions as formulated in the evaluation framework. The literature review was important in providing an understanding of numerous sources of information relevant to the evaluation, including from documents that were designed to promote the IHP to external audiences and documents designed to inform internal reporting. An “IHP Information Pack” was provided to the evaluation team by the IHP Secretariat, which contained a great number of publications, reports from within the IHP network and more. Additional documents were provided by the Secretariat and others on request, such as during interviews, as specific issues emerged.

Quantitative analysis of existing data

24. The evaluation team obtained data and information extracted from UNESCO's SISTER reporting. This included data on actions, activities and outputs of the IHP in relation to targets during the course of Phase VIII and information on budget and expenditure. These data were analysed quantitatively in order to arrive at an overview of the Programme's finances.

Direct observations

25. In some cases, the evaluation team also undertook direct observations, for example, of the IHP website. Such observations had the objective to verify whether certain commitments had been followed up on.

Online survey

26. In order to collect further data for the Mid-term Evaluation of Phase VIII of the IHP, in line with the evaluation framework, an online survey was administered to collect views from respondents on several questions in the evaluation matrix (see Annex E). The online survey was important to enable as wide a response from actors within IHP as possible. It was developed by the evaluation team and revised following comments from IOS Evaluation Office. It consisted of 35 questions covering all aspects of the evaluation framework. It was available in English and French. The survey was designed to be completed by those involved with the IHP, i.e. the wider UNESCO Water Family. IOS issued invitations to all National Commissions, all National Committees, all UNESCO Water Chairs, all Category II Centres and the IHP Secretariat.

27. Respondents were mainly asked closed questions, where they had to choose from options provided in the survey, and some open questions where they were free to write text of their own. The online survey was available for respondents to complete for one month, from 12 December 2018 to 11 January 2019. One reminder was sent to invitees during this period.

28. In total, 109 responses were received. Annex E provides a copy of the survey and Annex L provides an analysis of the responses received to the closed questions (comments in open questions were integrated within the main analysis). The analysis of the data gathered only required a simple numerical comparison of the results in absolute and relative terms. This level of response represents a good proportion of the target audience for the survey and the results should be representative of the different parts of the IHP family.

Interviews

29. Interviews were carried out to enable detailed exploration of issues arising in the evaluation. They allowed both for questioning views presented by interviewees and to test views expressed by others or test tentative conclusions. Further, given the variety of experiences of the interviewees, they enabled detailed exploration of specific aspects of the evaluation for which they have expertise.

30. Interviews were conducted with a range of interviewees covering the IHP Bureau, Secretariat, National Committees, UNESCO Chairs, Category II Centres and other UN bodies. The choice whom to interview was based on ensuring representation of the different elements of the IHP family. Each interviewee was sent a list of questions to consider, covering the evaluation framework (provided in Annex F), but the interviews allowed different issues to be explored in-depth, depending on the experience and expertise of the interviewee. In total 31, interviews were conducted. A list is provided in Annex H.

Field visits

31. A visit to the IHP LAC regional meeting in Panamá on 23-25 October 2018 was undertaken. Due to limitations in time and budget, only one field visit was included in the process of this evaluation. Nevertheless, the interviews and survey captured views of many individuals working across the globe.

32. The field visit allowed for numerous side discussions with representatives of the regional Secretariat and LAC National Committees, UNESCO Chairs and Category II Centres as well as to increase the team's understanding of the work of the IHP through the several presentations made during the meeting.

1.4 Limitations

33. In following the agreed methodology, few limitations were faced in its implementation. Requests for literature were positively responded to and the response rate to the online survey was good. The team followed-up on any requests and respondents who wanted to send written comments instead were encouraged to do so. Only one field visit was undertaken, however, which while it was useful, further visits may have led to additional evidence for the evaluation.

34. The primary limitation of the evaluation is the scale of the organisational nature and scope of work of the IHP compared to the scale of the evaluation. The evaluation questions could be asked of each entity (Region, Chair, Centre, etc.) within the IHP to enrich the analysis, but this would require many more resources and a much longer

period for the work. However, the support given to the evaluation team across the work has been positive and has resulted in significant information to enable the evaluation analysis to be undertaken in an overall representative manner.

1.5 Reading guide

35. This evaluation report is structured according to the main themes of this evaluation: strategic positioning (does the IHP focus on the right issues?); coordination and partnerships (how does the IHP work with others?); results and sustainability (outputs and outcomes of the IHP); human and financial resources (how does the IHP cope with limited resources?); and outreach and communications (how does the IHP ensure that results are disseminated to the right audiences?). Finally, the report addresses the cross-cutting themes of Priority Africa, Priority Gender Equality, peace and, in particular, the initiative 'From Potential Conflict to Co-operation' (PCCP) and, ultimately, youth and young water professionals (how does the IHP contribute to cross-cutting UNESCO objectives?).

36. Each chapter sets out the key findings and conclusions. The final two chapters present the overall key conclusions and the recommendations for the evaluation, respectively. The report also includes several annexes containing additional information on this evaluation, the IHP overall, methods undertaken for gathering evidence and data.

2. Strategic positioning

2.1 Introduction

37. The first consideration in the evaluation of the IHP is to ask if its work is focused on the right issues. With this addressed, it is possible to reach conclusions concerning other issues, such as whether it is doing this right and with which means. This chapter looks at the strategic positioning of the IHP with regard to global agendas and its relative role with respect to other UN bodies, including UN Water. It starts by examining its comparative value alongside other related bodies, which are also active in the field of water (Section 2.2). It then considers how the IHP is positioned with respect to major global agendas that have been adopted since IHP Phase VIII commenced, such as Agenda 2030 (Section 2.2). It finally explores other aspects of strategic positioning, such as the needs of Member States and how focused the work should be (Section 2.3).

38. It is important to note that the issues raised in this chapter interact with those in subsequent chapters. The position of the IHP within the wider UN Water context links to issues of partnerships (Ch. 3); the issue of what the IHP should focus on is strongly influenced by resourcing (Ch. 5) and what should be done may be linked to the ability of the IHP to communicate effectively (Ch. 6). In general, this chapter focuses on the Programme in relation to its external (i.e. its strategic) environment.

2.2 The comparative value of the IHP within the UN water context

39. The IHP is one of a number of UN institutions working on water issues. There are others in the UNESCO Water Family and other UN bodies, which have sections which work on water or undertake water-related work, such as the Food and Agriculture Organisation (FAO), the IAEA (International Atomic Energy Agency), United Nations Development Programme (UNDP), United Nations Environmental Programme (UNEP), United Nations High Commissioner for Refugees (UNHCR), United Nations Children Fund (UNICEF), United Nations Industrial Development Organisation (UNIDO), Food and Agriculture Organisation (FAO), World Health Organisation (WHO), World Meteorological

Organisation (WMO), World Health Organisation (WHO), United Nations Economic Commission for Europe (UNECE) and the Baltic Marine Environment Protection Commission (HELCOM). Some have direct concern with aspects of water management (e.g. water policy development), while others have specific water interests, such as health (WHO), water availability for development (UNDP), etc.

40. Further, the roles of these agencies are evolving. In order to provide some co-ordination to these activities, UN Water was established as a mechanism, which brings together representatives of several UN bodies (<http://www.unwater.org>). UN Water coordinates the efforts of UN entities and international organisations working on water and sanitation issues. It is, therefore, important to determine what the comparative advantages of the IHP are within the UN Water context.

41. IHP provides the scientific basis for understanding water management issues in a way that other UN bodies cannot. It has decades of experience and wide breadth of expertise in water science. This is its first unique selling point (USP) of the IHP. A second USP of the IHP is its intergovernmental nature. It consists not only of UN staff, at HQ and regionally, but also of the National Committees, along with the UNESCO Water Family (Category II Centres, Chairs and WWAP). This brings a collective enterprise from global to local, which is not a character trait of most of the other relevant UN bodies. Members of the IHP family (e.g. a Centre or Chair) may conduct activities only at a national level or contribute to wider international work. Other activities are at the global level. These different levels of activity contribute to the strengths of IHP.

42. However, while the IHP may have unique characteristics, it is important to consider if there are elements of its work that could be better undertaken by, or shared with, another UN body. The online survey, which was limited to members of the UNESCO water family, asked specifically if there were any issues addressed within the IHP Phase VIII that would be more appropriately taken forward by a different organisation, which could include another UN body. Only 19% of respondents thought that there were, with 65% stating that there were not. However, there were differences between respondent groups: 31% of National Committee respondents thought that there were issues better addressed by others, as did 23% of Category II Centre respondents, whereas only 6% of Chairs thought so. No other group in the Wider UNESCO Water Family in the survey thought that this was the case.

43. The only example of activities that, according to survey respondents, could be undertaken by others were certain aspects of hydrology and water monitoring that could be undertaken by WMO, while at the same time noting, however, that the IHP

should remain involved in this area as well. In fact, it could be argued that the IHP undertakes too much work on monitoring of basic water data. There are historic reasons for this, but WMO might now be better placed for some, but not all, of this kind of work.

44. In general, several respondents highlighted that there is a need for better co-ordination across the UN, with WMO and WHO specifically highlighted, so as to deliver a more holistic approach to water issues. In this regard, UNESCO's focus on science and education was stressed as an important characteristic of the IHP as part of its wider contribution to water issues at UN level. It is important that IHP build on, and emphasise, this USP as it can represent a valuable offer when forming partnerships.

45. In examining the comparative role of the IHP, it is important to consider how the global water agenda and priorities are defined and, therefore, the IHP's role in this. Each organisation has its priorities, which may all relate to a common set of goals, such as Agenda 2030. There is concern of duplication from some others covering similar ground. It is important to avoid duplication across the UN system. Two clear reasons were given for this: first, the decreasing budgets of many UN bodies should mean they should seek to avoid wastage of resources that duplication could bring (although it can also mean competition for a resource in the same subject area). Second, there are examples of different UN bodies interacting in the same river basins leading to substantive confusion or waste.

46. However, while these are undesirable outcomes, not all 'duplication' is counter-productive. Looking at the same scientific or water management problem from different perspectives can be particularly valuable. It is also important to note that some highlighted that gaps in the thematic or geographic coverage of IHP are more significant than the overlaps.

47. It is also important to note further feedback from those outside of the IHP. They recognised the long-standing value of the IHP for water governance, science and education. However, views were expressed that sometimes representatives of the IHP present this expertise in a way that is counter-productive, i.e. as if the IHP "knows best" due to its stronger science foundation. It is possible that part of the reaction to how the IHP, at least at times, presents itself is due to the limited lead role that was given to it with respect to SDG 6 (see below), which means other UN bodies have a higher profile for water

management issues. Interviewees were reluctant to be specific, but given the value that only the IHP can bring, there is clearly more value that IHP could contribute collectively within UN Water if more constructive relationships were established.

2.3 Strategic positioning of the IHP with respect to key global agendas

48. The global context in which the IHP operates, changes, and it is important to consider how well the IHP contributes to those agendas and what changes might be needed for the IHP to make its appropriate contribution. Since the start of IHP Phase VIII in 2014, global agendas have changed significantly. The UN has adopted Agenda 2030 (including the Sustainable Development Goals (SDGs)²) in 2015, the Sendai Framework for Disaster Risk Reduction in 2015, the Paris Climate Agreement in 2015 and the New Urban Agenda in 2016. The work of the IHP interacts with all of these.

49. The online survey asked respondents how well they thought the objectives of IHP Phase VIII were aligned to four global agendas. The results for all combined responses are provided in Figure 2. It can be seen that there is a strong view that the objectives of Phase VIII are aligned to these agendas – 94% agreed or strongly agreed that this is the case for the SDGs, and over 70% for the other agendas. Some individuals in the Bureau and Secretariat did not agree and results were slightly less positive for responses from Chairs compared to those from National Committees and Category II Centres. Although few in number, responses from others in the UNESCO Water Family tended to consider that the objectives of Phase VIII are strongly aligned to these agendas. However, while the survey was generally positive, interviewees expressed some reservations.

50. In our view, the IHP does contribute to delivering the SDGs. Although UNESCO has a specific role in monitoring SDG 6.5.2 on transboundary waters, other UN bodies lead on other aspects of SDG 6. Although it might be assumed that Phase VIII would not have taken account of agendas adopted after it was itself adopted, the development of Phase VIII did take into account ongoing discussions relevant to the development of Agenda 2030, which were, at the time, referred to as the post-2015 agenda. Having said this, there is generally a lack of specific links between individual IHP activities and SDG objectives.

51. The IHP ought to be playing a greater role than it is in, and should align its activities more explicitly with, the SDGs and its targets (not limited to SDG 6). An evaluation of

² Note that while SDG 6 (to 'Ensure availability and sustainable management of water and sanitation for all') is a primary focus for water-related action on the SDGs, several other SDGs contain targets which interact strongly with water (agriculture, poverty, etc.).

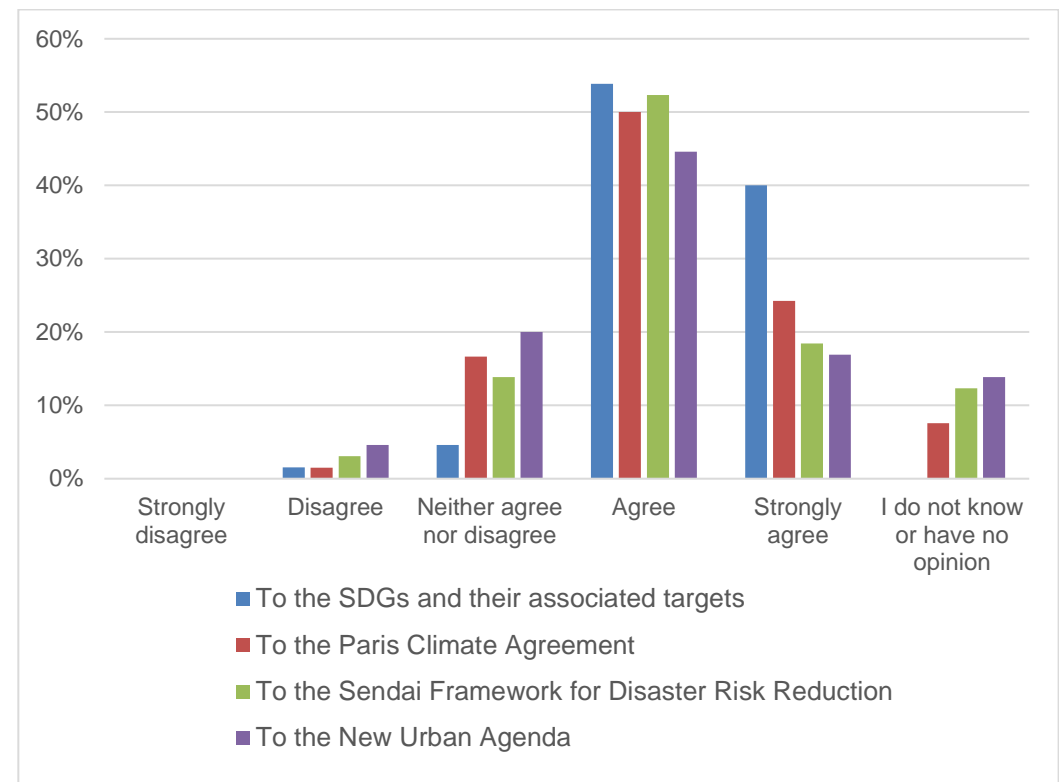
IHP Flagships Initiatives,³ which was undertaken separately from this evaluation, summarised the links between the Flagships and the SDGs, demonstrating links between some of these and individual targets of SDG 6, but offered no further detail on the extent of alignment, particularly with regard to SDG indicators that had been adopted. However, it is evident that much of the IHP's work does contribute to key areas, such as water stress, water quality, water related ecosystems, etc. within SDG 6.

52. The IHP has undertaken some mapping of its activities against the SDGs, but interviewees suggested that a more detailed mapping exercise is needed. For Phase VIII, this would enable the IHP to present the relevance of its work within Agenda 2030, but for Phase IX it will be important to help prioritise objectives and ensure that Member States, partners and others recognise the relevance of the work undertaken by IHP.

53. With regard to the Sendai Framework for Disaster Risk Reduction and the New Urban Agenda, the IHP themes of water-related disasters (Theme 1) and on water and human settlements of the future (Theme 4) contribute to aspects of these agendas (as do elements of other themes, such as water security or transboundary water management). Changes to address the Paris Climate Agreement were less emphasised by participants in the evaluation. The importance of understanding climate change impacts and making better adaptive choices based on sound science was stressed by several stakeholders (National Committees, Secretariat, Centres and Chairs). However, the link to climate mitigation, the main focus of Paris, was not highlighted.

54. Finally, although the importance of the global agendas was widely recognised as important for framing IHP objectives, it is important to emphasise the issue of long-term continuity. Developing water management science can take time and, therefore, IHP needs to think about needs beyond 2030 in the development of Phase IX.

Figure 2: Alignment of IHP Phase VIII to global agendas



Source: online survey.

2.4 Meeting the needs of Member States: Focus and breadth of work

55. A particular issue that arose during the evaluation was a tension between those who viewed the breadth of activities undertaken by the IHP as a strength and necessary and those who thought that this diluted the impact of the IHP and, therefore, that the

³ Hydroconseil (2018). Evaluation of IHP's programmes and major initiatives. Paris: UNESCO.

IHP should focus on a smaller number of subjects.

56. One challenge for the IHP is also, as noted above, one of its key strengths or USPs: that it is an intergovernmental programme. The development of Phase VIII involved the identification of the needs of the Member States, taking account of major global priorities, important ongoing work, etc. This inevitably created a long list of specific objectives for each theme and focal area. After the adoption of Phase VIII, the challenge of taking forward many objectives at the same time was recognised. Subsequently, at a meeting in Nairobi the implementation of Specific Objectives for each theme for different biennia was decided upon. This effectively reduced the number of objectives for the first four years of Phase VIII by about half. However, this process has been criticised (e.g. in some of the interviews with the Secretariat and Bureau) as not involving all necessary specialists, not taking account of important ongoing work and, in general, not being clear. Participants of the Nairobi Meeting could not be considered to be representatives of the IHP Council or IHP National Committees.

57. With this breadth of activity driven by many participants within the IHP, it is important to ask if Phase VIII reflects the needs of those organisations. The online survey explored this question and 85% of respondents stated that it did reflect the needs and concerns of their organisations. The main dissent from this was found within some National Committee responses, who were mostly also Bureau and Council members. Category II Centres and Chairs were highly supportive, even if some might feel more distant from IHP decision-making.

58. There is a tension between a need for the IHP to be more focused, on the one hand, as this would enable it to deliver higher quality outputs and promote these in a smaller number of areas and help it to lead these within UN Water. However, on the other hand, a need was felt for IHP to reflect the wide variety of requirements and priorities of its members. Further factors influencing the scope of IHP activities include the existence of several long-term areas of work and a need to react to global contexts, such as Agenda 2030, which mean that the IHP must cover a wide range of issues.

59. However, when asked, all those with strong views on whether IHP should be more focused or not recognised that it was very difficult to deliver on a long list of objectives (as in Phase VIII) and that the limited resources available should stimulate some focus (which is what the Nairobi meeting attempted, even if that has several limitations). Interviewees and respondents to the online survey made suggestions in two areas to address this tension: in choosing objectives and in

delivering them.

60. In choosing objectives, it would be beneficial not simply to state what the challenges for water management are and list issues generated by Member States, etc. It would be useful to state who is expected to deliver those objectives (Secretariat, Chair, support from a particular country, etc.). This would help ensure that objectives could be delivered.

61. In delivering objectives, each theme (or sub-theme) should be taken forward by a "task force". This could include different Secretariat staff, Centres, Chairs and others, so that it is clear how, when and where the work will be done. It would spread ownership and could also facilitate co-operation with others outside of the IHP.

62. In considering the breadth of work, gaps or more intensive work areas identified were:

- Greater work on economics and social sciences;
- Transboundary water issues; issues relating to SIDS;
- Water diplomacy;
- Water culture;
- More on climate issues;
- More on health issues; and
- A greater focus on water-related disasters.

63. On areas to drop, we found no consensus, with differing views on the importance of the current themes. Some argue that IHP should focus more on science (comments from Chairs) and less on other activities, while others argued that more emphasis should be given to policy communication on outputs. Another member of the UNESCO Water Family stated that the link with policy is "not the IHP's strength". Our conclusion is that ensuring that the science produced is usable for practical decision-making, including for policy, is important for the relevance of IHP and there are clear examples where this occurs (see Chapter 4). Thus, while IHP is not directly involved in policy-making, this is different from activities not being policy-relevant.

64. The IHP operates on the interface of scientific research and use of this research, including for policy-related purposes and, in the context of its scientific research activities continuity is a key issue for determining the work to be undertaken. Given its very nature, scientific research often requires a long-term commitment and frequent change risks damage to the scientific value of a programme. However, where IHP can be agile, and adapt to changing needs and agendas, is in its use of research (e.g. in capacity building, education, outreach, policy influencing).

65. In conclusion, there is a need to better align agreed objectives with commitments and resources at all levels, to deliver on agreed objectives and this should be considered in the elaboration of future phases of the Programme.

3. Coordination and partnerships

3.1 Introduction

66. The IHP is a network of institutions – National Committees, Chairs, Category II Centres and Secretariat. Member States, through the Council, agree on the work of the IHP (Phase VIII), and it is this network which should then deliver the IHP's objectives. The IHP is, therefore, a collective enterprise. To ensure that all parts work towards its objectives, good co-ordination of the IHP is critical. Consequently this chapter opens with an examination of the role of the Secretariat in this function (Section 3.2). The Chapter continues by examining effectiveness of the National Committees, Chairs and Category II Centres (Section 3.3). It concludes by considering the importance of partnerships (Section 3.4), including in bringing in resources to support delivery of the IHP.

3.2 The effectiveness of IHP's co-ordination function within the UNESCO Water Family

67. The Secretariat has a critical role in co-ordinating the IHP – co-ordinating activities, working with the network, organising the central budget, etc. The Secretariat manages communication with regions, National Committees (or, where these are lacking, the National Commissions – totally 199 countries), 35 Category II Centres and 44 Chairs. It communicates on behalf of the IHP within UNESCO and to the wider UN and other international bodies. It manages spending on agreed activities. It is responsible for co-ordination and preparation of reports to the Council and Bureau. It also organises much communication to other stakeholders. Importantly, the Secretariat includes those staff at HQ in Paris and the regional hydrologists.

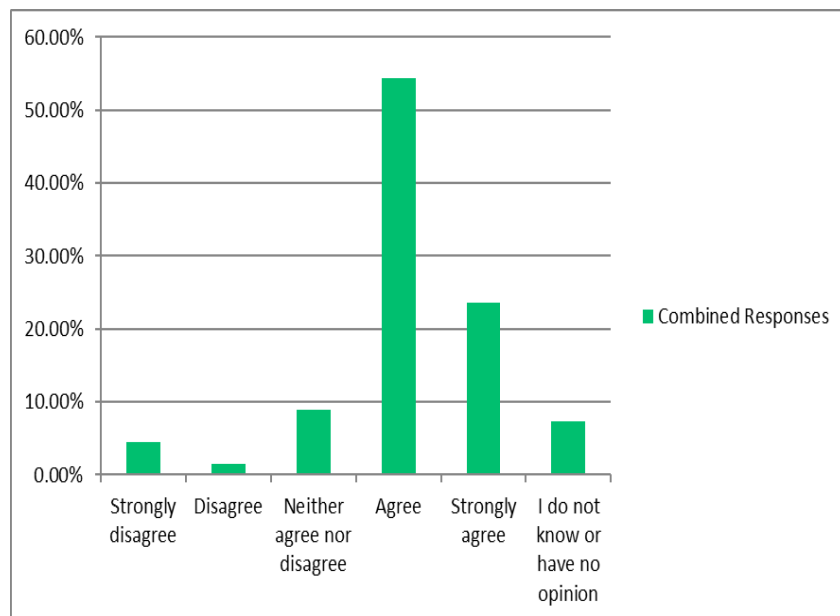
68. Interviewees expressed diverse views on the Secretariat. The importance of communication was stressed by many. The strongest criticism came from some regional hydrologists, who complained that some staff from headquarters would initiate activities in a region without communicating with that region. It

was suggested that this could, in part, be addressed if the Secretariat had a protocol which set out “who needs to know what” at different points in time for different activities it undertakes (e.g. if a field visit is made, a publication, etc.).

69. The regional hydrologists are important in supporting regional activities. Regional meetings, for example, are the only occasions when National Committees, Chairs and Category II Centres all come together. Doing this at a global level is impractical. They also support countries and regional activities. However, the resources of the regional hydrologists vary. Some attract support from countries (e.g. interns for the office) and some regions have countries with sufficient resources to pay for meeting costs. Others (especially in Africa) lack resources, so that practical support activities are difficult to deliver. However, it should be noted that some regions do organise periodic virtual co-ordination meetings with water family members and include participation from the Paris Secretariat where possible. This enables some cohesion without being limited by resource constraints.

70. In the survey, respondents were asked if they agreed with the statement that the IHP Secretariat is effectively performing its coordination function in the UNESCO Water Family. The following figure shows that 24% strongly agreed and 54% agreed with the statement. Only four respondents disagreed or strongly disagreed – coming from Council, National Committees and other UNESCO Water Family members. Some respondents gave very positive views: “Co-ordination is perfect” (a Centre), “IHP Secretariat is doing a remarkable job” (a Chair). However, others viewed it as “OK”, but limited in particular due to resource constraints (human and financial). Overall, the evidence is that co-ordination and communication from the Secretariat is good, given the resource constraints that it has, but opportunities for greater efficiencies (e.g. as shared internet platforms evolve) should be taken advantage of.

Figure 3: IHP Secretariat effective performance of coordination function in the UNESCO Water Family



Source: online survey.

3.3 Capitalising on the IHP network

Introduction

71. National Committees, Chairs and Category II Centres are very different entities and have specific functions. However, the activities that they undertake may overlap. Presentations from a wide range of these entities at the LAC Regional Meeting in 2018 included examples of activities such as publications, public information campaigns, co-ordinating policy dialogue, information platforms, etc. However, some types of activities could be reported by a National Committee, Chair or Category II Centre, varying between countries, depending on which entity is undertaking it. Of course, as long as there is not wasteful duplication within a country and as long as positive results are delivered, it does not matter who leads an activity. For different countries leadership, ability to attract resources, expertise, etc, will vary between the

entities. However, within this evaluation, knowing what each type of entity is supposed to do is not, therefore, straightforward.

National Committees

72. National Committees (NC) are constituted by decree or by other appropriate legal instrument and run under the authority of national governments.⁴ NCs are supposed to be multi-stakeholder in membership, including scientific and water management bodies, relevant government organisations, professional associations and civil society. IHP NCs should have a two-fold mandate:

- To provide advice to the Government on water-related research, education and capacity building and national water policy.
- To be coordinating bodies working with other NCs to achieve shared water objectives within the IHP framework.

73. As a Secretariat interviewee stated: “NCs are the owners of the IHP”. However, for many countries, reality is different from this objective. Some countries do not have NCs and the IHP Secretariat and others in the UNESCO Water Family do encourage these to be established. In some cases, the NCs are very small and barely functional (examples given included small countries). In contrast, others are very active and show significant commitment. The NC in Chile, for example, consists of individuals spread across the country and they meet in person once a month. Some, such as that of Cuba, have been strong supporters of the IHP for many years.

74. NCs are supposed to report on their activities, but a review of the reporting during the first two biennia of IHP VIII shows that many do not present written reports (although many may present oral reports at regional meetings if these take place). This is especially the case for countries with very limited resources. If the reports are taken to be a summary of how a NC views its role within the IHP, then there is a diversity of views. Some developed countries report on a wide range of activities undertaken in their country (the reports of which may include much of the water science being undertaken, which may or may not link specifically with IHP VIII objectives), while others focus on bilateral support. Reports from developing countries are equally diverse.

75. In the survey, respondents were asked the extent to which they agreed to six statements about NCs. The following table presents the results for all categories of respondent combined. Respondents considered that NCs largely contributed to all of the different actions, although some respondents, across most categories of

⁴ In accordance with IHP/IC-XIII/11.

respondents, disagreed.

Table 3: Extent of agreement on statements about National Committees

	Yes	Partially	No	Do not know
They offer means to disseminate outputs from IHP activities	53%	32%	7%	9%
They contribute to formulation of IHP strategic planning and thinking	51%	26%	14%	9%
They contribute to wider water education and capacity building objectives of IHP	49%	28%	11%	12%
They are important contributors to research supporting IHP objectives	48%	28%	18%	7%
They are important in helping to provide resources to support IHP activities (nationally, globally or bilaterally)	46%	25%	18%	11%
They provide political buy-in to the IHP at national level	33%	35%	18%	14%

Source: online survey.

76. The NCs have different roles, including promoting science, education and awareness-raising, which could also be roles of other parts of the IHP network. They also have a political role, both for support to the IHP and to promote results from the IHP into appropriate policy arenas. However, the limitations of some NCs in delivering these roles are not new to Phase VIII. One NC respondent stated: "In my country there is a lack of strong and long-term commitment to support the IHP NC which does not allow it to implement IHP activities locally in an efficient way". IHP Phase VIII was mainly designed by independent experts and this has meant that there might not be buy-in from some NCs / countries. However, Phase VIII was debated and adopted by the IHP Council and it clearly added targets to the programme. Further, some NCs contribute to IHP decision-making without consulting the relevant water institutions in their country. As a result, while NCs, as noted above, might be "owners" of the IHP, some might not feel they own all that the programme contains.

77. In conclusion, although in some countries the NCs are lacking or under significant resource constraints, generally, they add important value to the IHP, co-ordinating the scientific and educational endeavours, delivering political buy-in and ensuring countries' needs are expressed within the Inter-governmental Council (IGC).

UNESCO Chairs

78. Chairs vary in their role, but principally focus on research and educational objectives of the IHP. In the survey, respondents were asked about the extent to which they agreed with six statements about Chairs. The following table presents the results for all categories of respondents combined.

79. The Chairs contribute to a wide range different actions, not just research and education, but also policy contributions. However, they are less important for political buy-in of the IHP. It has to be stressed that Chairs are individuals with different research and wider work contexts and, therefore, while the Chairs add important value to the IHP, those values may not be attributable to each and every Chair.

Table 4: Extent of agreement on statements about Chairs

	Yes	Partially	No	Do not know
They contribute to wider water education and capacity building objectives of IHP	71%	16%	2%	11%
They are important contributors to research supporting IHP objectives	70%	20%	2%	9%
They offer means to disseminate outputs from IHP activities	59%	30%	2%	9%
They are important in helping to provide resources to support IHP activities (nationally, globally or bilaterally)	54%	34%	2%	11%
They contribute to formulation of IHP strategic planning and thinking	45%	36%	5%	14%
They provide political buy-in to the IHP at national level	34%	29%	20%	18%

Source: online survey.

Category II Centres

80. The function of the Centres is to take forward specific areas of water research and education. They can, therefore, be very important in delivering specific IHP objectives with research, hosting Flagship Initiatives, etc. However, as several interviewees noted, while some Centres are very active and productive, others are "dead". Further, some

“do what they want to” (i.e. focus on issues which are no longer IHP priorities) while again others integrate well the objectives of the IHP. A recent mapping⁵ of Centres found 27 active and 9 inactive Centres. The mapping indicated the IHP themes to which they contribute, but this does not provide a clear understanding of precisely how they are contributing to specific IHP objectives (e.g. actively focused on a target or simply generally working in the thematic area).

81. In the survey, respondents were asked the extent to which they agreed with the six statements about Category II Centres. Table 5 presents the results for all categories of respondent combined. Respondents considered that Centres contribute to all of the different actions. There was little difference between categories of respondent. Those answering “no” to “political buy-in” were National Committees and Centres and those who answered “no” to “important contributors to research” were National Committees. A respondent from a Centre stated “Strong Centres contribute irrespective of the functioning of the national IHP, but may be sub-optimal if the national is weak”. A Chair stated: “Centres foster intercultural dialogue between representatives of the countries of the region involved in management of water”.

Table 5: Extent of agreement on statements about Category II Centres

	Yes	Partially	No	Do not know
They contribute to wider water education and capacity building objectives of IHP	65%	18%	0%	16%
They are important contributors to research supporting IHP objectives	65%	13%	4%	18%
They offer means to disseminate outputs from IHP activities	64%	16%	0%	20%
They contribute to formulation of IHP strategic planning and thinking	51%	29%	0%	20%
They are important in helping to provide resources to support IHP activities (nationally, globally or bilaterally)	51%	29%	2%	18%
They provide political buy-in to the IHP at national level	35%	33%	7%	25%

Source: online survey.

82. The evidence did not challenge the view that Centres are important for IHP delivery. They contribute to water research, hosting Flagship Initiatives, education and outreach. Further, some are active outside of their own countries, supporting capacity building in other countries.

83. However, three points were raised that need addressing by the IHP (or by UNESCO more widely in relation to Category II Centres):

- The inefficiency of having inactive centres. Each Centre results in costs of US\$ 12,000 per year to administer. For inactive Centres, this is a burden. UNESCO regularly reviews its Category II Centres, which is useful, but these reviews should determine the appropriate response to inactive Centres (not only within the IHP).
- Centres that are active, but on their own agenda. Researchers will inevitably focus on issues for which research funds are available. However, this issue relates to the wider concern on how priorities are set in the IHP, responsibilities across the IHP network and buy-in to IHP objectives.
- Some Centres actively support co-operation with other organisations (national, regional, global), but others are limited in their networking, which should be an IHP added value.

84. It is important to note that the evaluation report on the Flagship Initiatives (see § 51) raised similar concerns for Centres (and some Chairs and National Committees): that many do not report on activities; several are not endowed with clear objectives or targets; several are not particularly visible; some are inactive; some do not add value.

3.4 Partnerships

85. Partnerships are critical for the IHP. The IHP is, itself, a partnership and the different parts of IHP can each have partnerships with external organisations. Each institution in it should be working with others at national, regional and global level to deliver different IHP objectives. Chapter 2 and Section 3.3 noted issues concerning this. Partnerships are also important in raising additional resources for IHP activities. These include extra-budgetary funds, explored in Chapter 5.

86. Partnerships are important for raising additional resources beyond formal extra-budgetary funds. The above-mentioned evaluation report of the Flagship Initiatives also stated that they “can be considered as an important tool for enabling IHP to mobilize international cooperation to improve knowledge and innovation”. It stressed their role as a ‘hybrid’, involving actors within and outside the UNESCO Water Family. They, therefore, can act not only to foster co-operation on activities (research, communication, etc.), but also to bring together resources for those activities. It is important to note that partnerships raising resources from external sources can be from any part of the IHP family – from the Secretariat to Centres raising support for particular

⁵ Mapping of Water-Related Category 2 Centres under the Auspices of UNESCO. IHP/IC-XXIII/Ref. 6 Paris, 25 May 2018.

research activities.

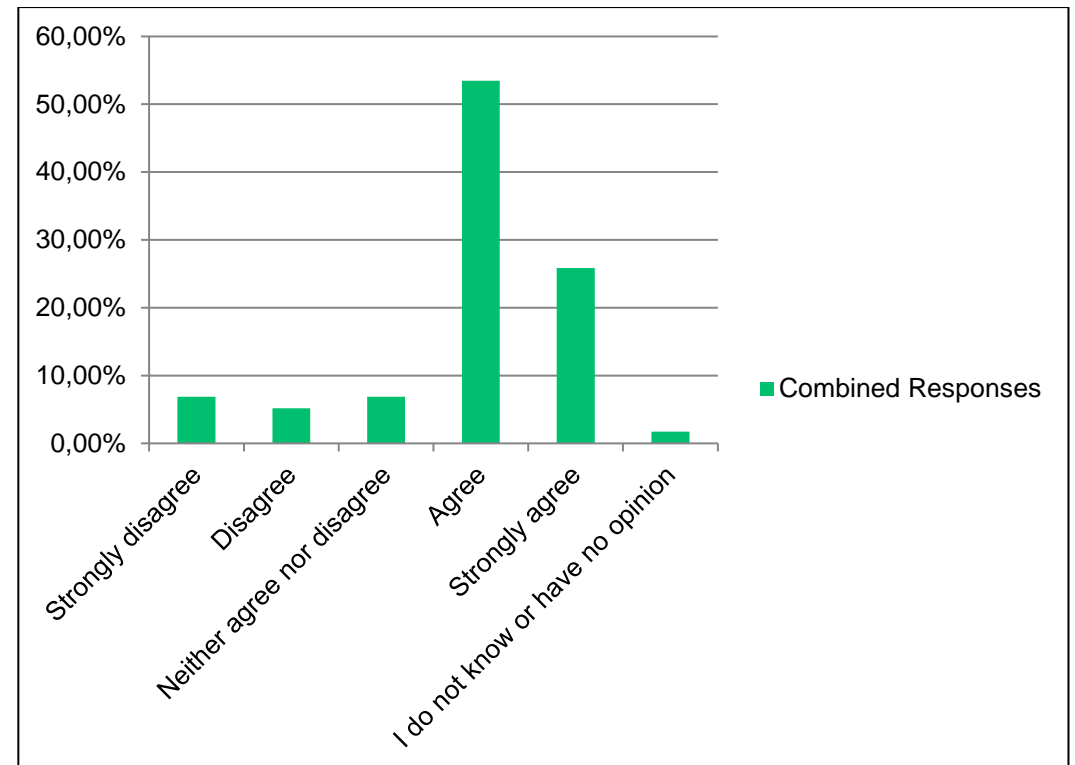
87. There are examples of different actors (Centre, Member States, Secretariat) each acting to attract small resources (transport, etc.) to deliver projects (with the positive outcome that there is buy-in from many organisations). This type of resource-gathering is only possible because of the wide network of the IHP with actors on the ground. In the survey, respondents were asked if they agreed with the statement that the IHP is effective in establishing partnerships (internal and external) (see Figure 4). For all respondents, 25% strongly agreed and 54% agreed with this statement. This pattern was similar for most categories of respondent, except for Bureau and Council, which were less likely to agree.

88. Partnerships included work led by the Secretariat with partnerships with UN Environment, UN Development Programme (UNDP), UN High Commissioner for Refugees (UNHCR), Food and Agriculture Organisation (FAO), World Meteorological Organisation (WMO), World Health Organisation (WHO), UN Economic Commission for Europe (UNECE), The Baltic Marine Environment Protection Commission (HELCOM), etc., and also work in country with UNHCR, UNICEF, etc. It seemed that the positive view on partnerships was of many ad hoc arrangements, rather than a more systematic or systemic outcome (even through UN Water). Examples include:

- UNHCR: working in Ethiopia to improve efficiency of detection of groundwater resources for refugees, saving money and time.
- UNECE: working on developing best practice to support management of transboundary river basins.
- HELCOM: work on emerging substances and how to manage these.

89. IHP needs to develop partnerships for several reasons: to access resources, to access expertise, to link to decision-makers, etc. UN Water provides an umbrella within which partnerships can be developed. If IHP were to be clearer as to its role in supporting UN water objectives within UN Water, long-term partnerships may arise. IHP is successful with ad hoc partnerships for specific activities. These are the responsibility of the whole IHP family, and it would be useful to explore more opportunities for such partnerships, such as with the development banks, private companies, etc. The Secretariat could do this more strategically, but identifying that a development bank might, for example, work with particular Category II Centres to partner its interests.

Figure 4. IHP effectiveness in establishing partnerships



Source: online survey.

4. Results and sustainability

4.1 Introduction

91. The IHP carries out three kinds of activities: 1) Research, monitoring and data collection; 2) Capacity-building and knowledge dissemination; 3) Policy dialogue and advice. These activities generate a wide range of outputs (defined as the products or activities), e.g. publications, databases, models, training activities and events. These outputs are expected to produce outcomes, i.e. visible changes that occur as a result of IHP's activities, for example new measures to anticipate hydro-hazards, which can lead, in the longer term, to impact such the alleviation of hydro-hazards at the local level.

92. While many outputs are visible and can be easily listed, outcomes are more difficult to assess. In fact, the IHP's role is mostly indirect, as a facilitator of models, tools, data, information and knowledge. For example, the IHP may develop a new assessment tool or a training programme, but the degree to which these are used to improve water resource management will depend on external factors, including political choices on priorities and investments. In addition, changes may require time and may be reinforced or hampered by political, institutional and biophysical factors that are complex and mainly outside IHP's control. A recent outcome may be due to an IHP output prior to Phase VIII and outputs during Phase VIII may not deliver outcomes until after 2021.

93. As will be further explained in Chapter 5, IHP has not put in place a system to report on outcomes. For example, while information is collected on the number of participants in the training courses organised by the IHP, there is no follow-up reporting on the use of the knowledge provided by those courses. Collecting this information would help monitor the impact and effectiveness of IHP training and thereby prioritise interventions. This said, it may also be resource intensive and add to reporting administration.

94. In addition, a systematic analysis of the sustainability of the IHP's outcomes in the long term is not carried out at the moment. Some of the survey respondents highlighted lack of evidence on IHP outcomes, which makes it difficult to assess its impact, i.e. its longer-term effects.

95. Since information on outcomes is not available, assessing the efficiency and effectiveness of the IHP's activities cannot be done in a rigorous way, at this stage.

96. In this chapter, based on the information we obtained from the analysis of the SISTER database, literature review, the online survey and the interviews we will address, in this order, the question of whether the expected results of the programme have been achieved (Section 4.2); which factors are influencing the achievement and sustainability of results (Section 4.3); and, finally, whether these results are meeting national and global needs (Section 4.4).

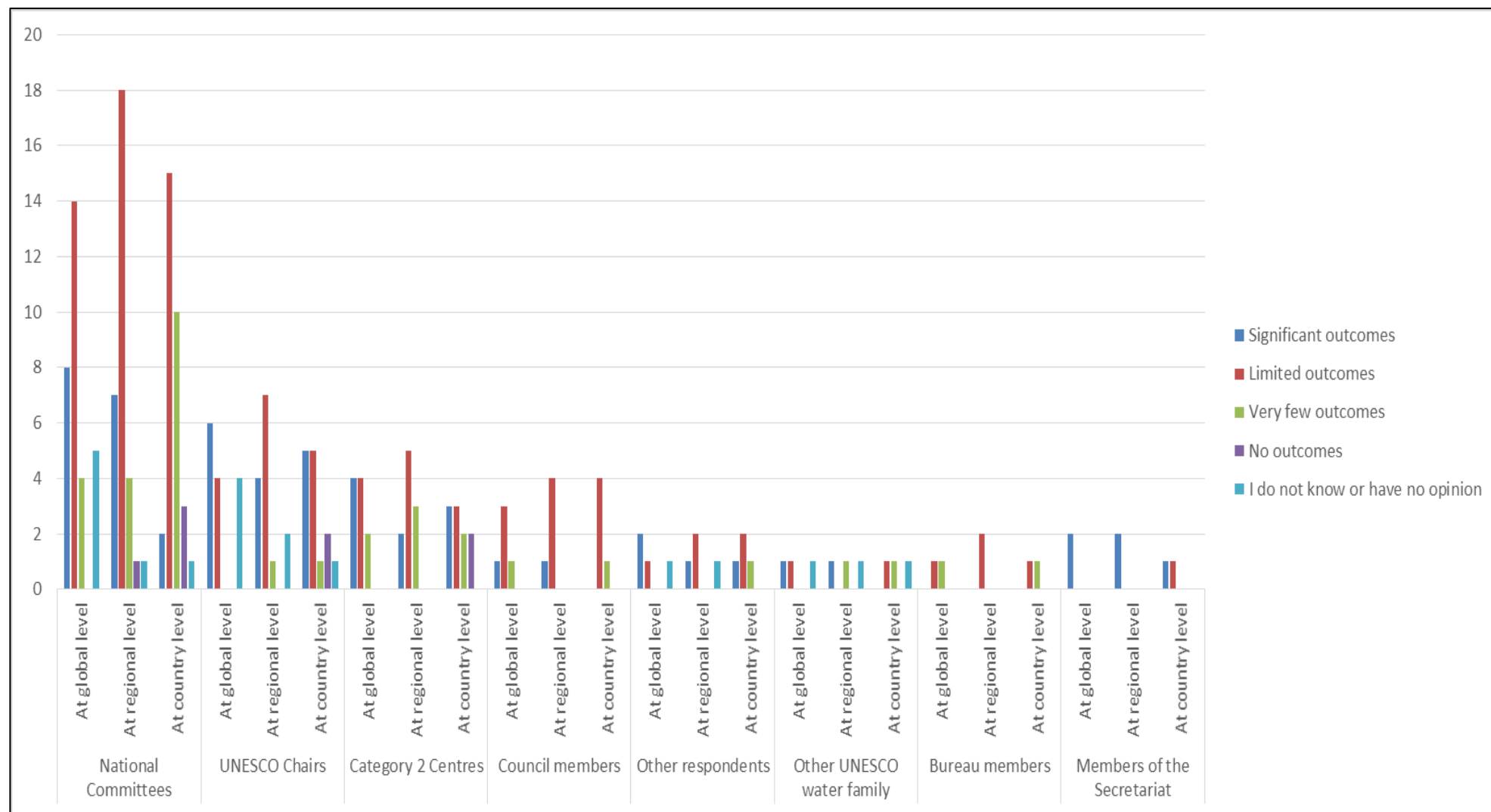
4.2 Have the expected results of the programme been achieved?

97. According to the SISTER database, IHP VIII provided support to 115 activities within the 37/38 & 39 C/5 with its regular budget and to 34 activities with extra-budgetary funds. The evaluation team performed an analysis of the level of achievements of the targets set for each of the indicators designed to measure the performance associated with the expected results under MLA 6 for 37 and 38 C/5 (see Annex K for more information). These biennia have already closed, and therefore their performance can be analysed.

98. The results suggest that, according to the official indicators included in the SISTER reporting system, the targets have been mostly achieved. This aligns with the perception of stakeholders within the UNESCO Water Family as per the survey data. Almost 60% of the respondents agreed and almost 25% strongly agreed with the statement that IHP Phase VIII is adequately delivering on its overarching theme "Water security: Responses to local, regional, and global challenges", while only 3% disagreed.

99. However, when asked more specifically about outcomes, the results of the surveys are reason for less optimism, as shown in Figure 5. In fact, only 37% of the 52 respondents stated that there have been significant outcomes at the global level, only 29% that there have been significant outcomes at the regional level and only 15% at the country level. The most positive responses on outcomes were from the Secretariat, the UNESCO Category II Centres and from UNESCO Chairs, whereas members of the Council, the Bureau, the National Committees and other members of UNESCO's Water Family were more cautious in their responses (see Figure 5).

Figure 5. Extent to which outputs of IHP Phase VIII have led to significant outcomes in affecting water management policy or practice



Source: online survey.

100. Examples of outputs for the different themes of IHP Phase VIII are given in the table below.

Table 6: Examples of outputs for each IHP Theme

Theme	Examples of outputs
1. Water-related disasters and hydrological changes	Report on sustainable water management in the tropical Andes due to climate change Report on glacier retreat in the Andes Report on mountains: early warning systems for climate change Policy brief: Our global water towers: ensuring ecosystem services from mountains under climate change
2. Groundwater in a changing environment	GRAPHIC Position Paper: groundwater and climate change Report on groundwater governance Global map of transboundary aquifers Study on protection and sustainable use of the Dinaric karst aquifer system Report on governance of groundwaters in transboundary aquifers
3. Addressing water scarcity and quality	Study on emerging pollutants in waste water in developing countries The International Initiative on Water Quality Accomplishment Report: managing water resources in arid and semi-arid regions of Latin America and Caribbean
4. Water and human settlements of the future	Creation of the Megacities Alliance for Water and Climate Study on urban water challenges in the Americas Report on 15 megacities, water and global change
5. Ecohydrology – engineering harmony for a sustainable world	Review of ecohydrology - historical evolution, advancements and implementation activities historical evolution, advancements and as an integrative science from molecular to basin scale
6. Water education – key for water security	Proceedings of Water Education and Capacity Building Global synthesis of water education for sustainable development Brochure on women for water and water for women

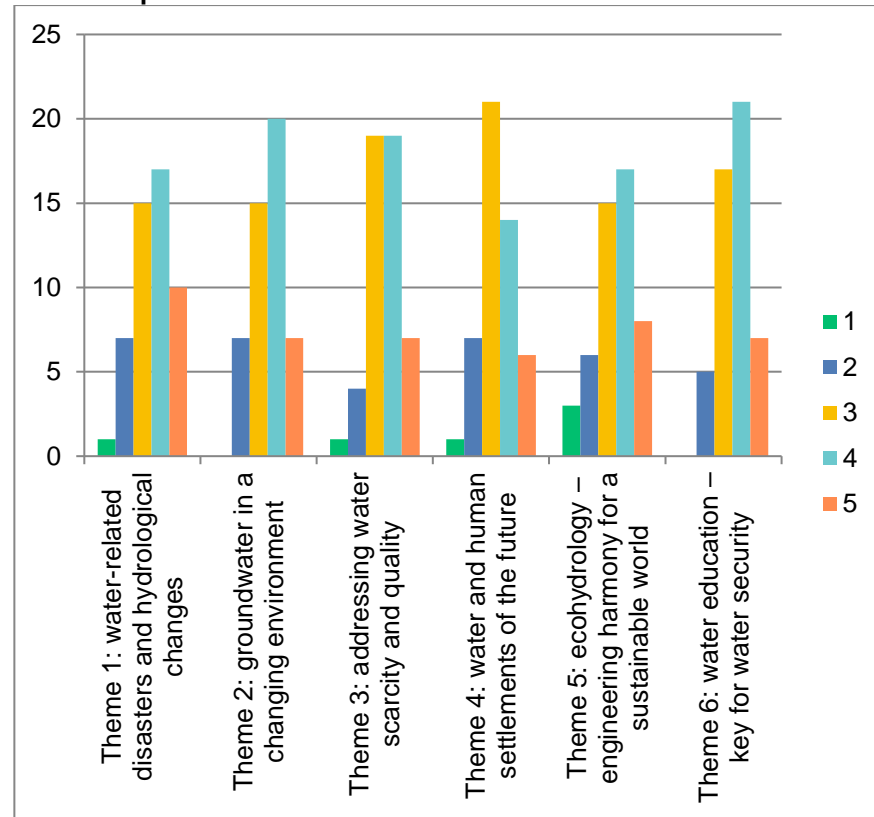
Source: IHP Secretariat.

101. Views of interviewees differ as regards the quality and impact of the IHP education activities. Some argue that this is what the IHP does best, while others think that the IHP's role in education needs to be improved and revitalised, and that this can partly be due to the fact that the UNESCO-IHE Centre in Delft has been downgraded from an UNESCO Category I Institute to a Category II Centre. The IHP should progress on water education by providing leadership in interdisciplinary, innovative curricula that include not only water engineering, but also social science, water law and history. Figure 6 shows the view of survey respondents on how well the expected results of the different themes of IHP Phase VIII have been delivered. More than 50% gave a score of 4 or 5 on a scale of 5 for all themes except Theme 4 and over an additional 30% gave a score of 3 to all themes.

102. There are numerous IHP Phase VIII activities, which are particularly interesting, innovative and successful. An example is the G-WADI initiative (Global Network on Water and Development Information for Arid Lands, <http://gwadi.org>), which aims to provide better tools and methodologies to manage arid and semi-arid areas. The initiative allowed to develop flood and drought monitoring systems for Africa and Latin America, a drought atlas for Latin America and the Caribbean countries and precipitation monitoring in real time. The elements that contributed to the success of the initiative was a strong Secretariat, based at the International Centre for Integrated Water Resources Management (a Category II Centre) and the decentralised management (the initiative is organised through sub-regional secretariats in sub-Saharan Africa, Asia, Latin America, Europe, Arab countries). Decentralisation allowed the initiative to capture and react to regional needs and organise activities accordingly. It also allowed additional funding to be attracted from a variety of sources and to foster international collaboration, for example, tools developed in a country have been applied to others.

103. Other IHP initiatives have produced tools, methodologies and data to address water security challenges, including drought and flood early warning systems, case-studies on sediments and erosion and tools to support climate change adaptation measures, for example. Annex M includes a list of projects and initiatives mentioned by the interviewees.

Figure 6 Extent to which IHP Phase VIII has delivered expected results at its mid-point



Source: online survey.

104. In general, during the interviews, the leading role of the IHP in raising awareness and interest in the concept of hydrology at the UN level was highlighted. In particular, the IHP contributes to the international affirmation of the concept of eco-hydrology, a holistic approach combining elements of hydrology and ecology. According to some of the interviewees, the inter-disciplinarity of the IHP should be further increased by complementing it with approaches derived from the social sciences, which are essential to understand the institutional, social and political factors that have an impact on water management, and to favour the adoption of the most innovative technological and scientific approaches. Collaborating with the UNESCO Sector for Social and Human Sciences may be a way to encourage inter-disciplinarity.

105. Some of the interviewees proposed themes on which the IHP should progress further. One is transboundary cooperation on water management and water diplomacy. The IHP is already active on this topic, but it could perform a more essential role as a policy-neutral platform with high scientific credibility, and facilitate dialogue among countries. In addition, some note that the IHP should be more proactive in working on the link between climate change and water management, as climate change as a topic attracts a lot of international attention and financing at the moment.

106. Finally, some of the interviewees argued that the IHP support to policy-making and policy advice is still weak and should be improved even though there are good examples, such as the work on emerging substances with HELCOM. Indeed, identifying critical areas of policy relevance might lead to new opportunities for funding. The IHP's role at the moment is mainly to provide scientific knowledge, but our conclusion is that it should be more involved in the practical application of it. This should be achieved by fostering more interaction between policy makers at ministerial level and scientists, which now tend to work separately. A more integrated approach would also lead to new funding opportunities for IHP.

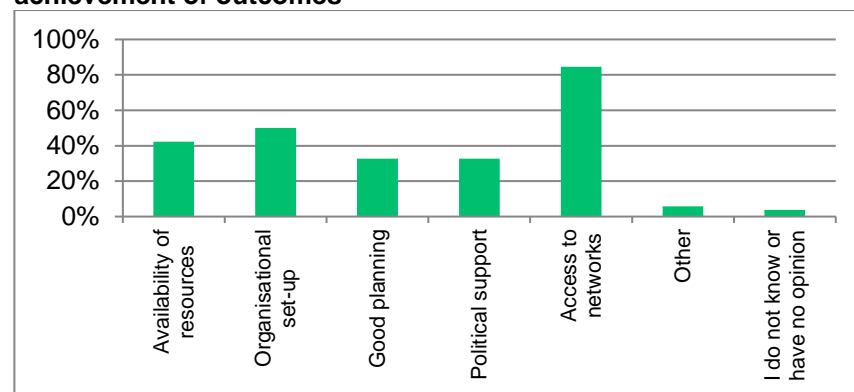
4.3 Factors influencing the achievement of results and their sustainability

107. According to the views of members of the UNESCO Water Family, as per the results of the survey, the three most important factors that positively contribute to the achievement of outcomes are access to networks (85% of respondents); organisational set up (50%); and availability of resources (42%) – see Figure 7.

108. The IHP is the only UN programme on water that has science at its core, and includes a large network of scientific institutions (the Category II Centres and the Chairs). As such, interviewees stated that the IHP has a high international credibility and reputation as a politically neutral, scientific programme that favours networking among scientists, knowledge transfer among countries and capacity building. In addition, the IHP is an intergovernmental programme, which means it has an entry point to governments and a privileged role on the interface between scientists and policy makers.

109. The IHP has a very limited budget compared to other UN agencies and programmes, but interviewees stressed that its transversal and intergovernmental nature may lead to a multiplier effect. This would allow IHP to mobilise resources from a variety of sources, including contributions from Member States and donors, research programmes and universities. IHP activities engage policy makers, academic practitioners and civil society organisations, favouring interdisciplinary and transversal cooperation and mutual learning among key stakeholder categories.

Figure 7. Extent to which factors positively contributed to achievement of outcomes



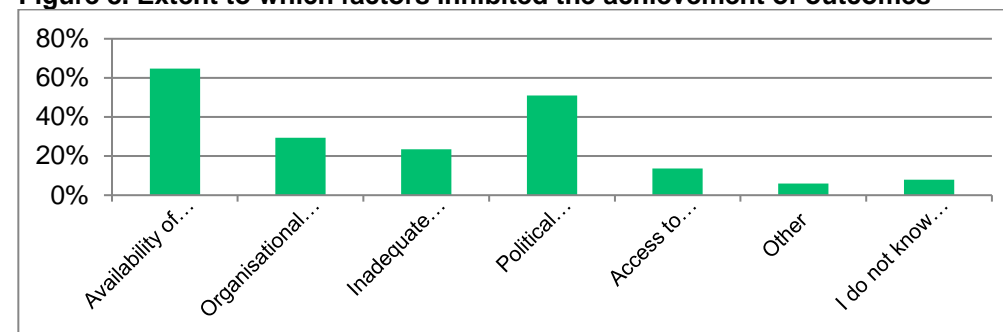
Source: online survey.

110. According to the views of members of the UNESCO Water Family, as per the results of the survey, the three most important factors that inhibit the achievement of outcomes are lack of resources (65% of respondents), lack of political support (51%) and organisational set-up (29%) – see Figure 8

111. There are concerns over the reduction of available funds, which is perceived as having a significant impact on IHP activities, although Chapter 5 shows that there has been relatively stable funding for the first half of IHP VIII. This is worsened by an increasing competition among international agencies interested in working on water-related issues – see Chapter 2. IHP's low budget - and consequently the limited availability of human resources to allocate for fund-raising - puts it in an unfavourable position to compete with bigger agencies. In addition, the low budget translates into a reduced visibility of IHP work in the international arena, due to both limited communication activities (see Chapter 6) and limited participation in international events and discussions. As a consequence of its lower international visibility, the IHP is less attractive to donors and less able to attract funds than it should be.

112. The intergovernmental nature of the IHP is a barrier because its governmental stakeholders have their own agendas and interests, which do not necessarily match scientific priorities. For example, IHP work is sometimes hampered by the position of some of the Member States, which are reluctant to share knowledge on water management and cooperate with other countries, either because they see knowledge as an asset to be retained or because of national security reasons. This attitude hinders international cooperation, especially transboundary water management.

Figure 8. Extent to which factors inhibited the achievement of outcomes



Source: online survey.

113. As regards the organisational set-up, the current governance of the programme is not optimal. Some interviewees argue that the IHP network is too big and requires more coordination than what currently available resources allow for (this point is discussed in Chapter 2). Another factor that hinders the achievement of outcomes is the lack of coordination among teams and parts of the IHP network, which tend to work independently from each other. This reduces the efficiency and effectiveness of the programme, and the creation of synergies among projects and activities. The issues arising from the organisation of the IHP network are explored in Chapter 3.

4.4 Are the results meeting global and national needs?

114. IHP has produced many results that can contribute to global and national water needs (see examples in Annex M). Many interviewees stated that the IHP is contributing to addressing the increasing challenges related to water management, including transboundary co-operation, drought and flood management and impacts of climate change (e.g. melting glaciers). As noted in Chapter 2, IHP priorities are agreed in a consultative process, which allows Member States to highlight their specific needs and priorities. This approach ensures that IHP activities are relevant and useful at the national level but, as a downside, it tends to result in a large and diverse list of priorities, which may hamper the overall efficiency of the programme.

115. The IHP contributes to the national priorities and has a good reputation and visibility among the national governmental and scientific institutions. For some countries, it has a particularly valuable role in connecting local scientists with the global community and thereby favouring the exchange of knowledge. In some cases, the IHP's impact is limited by the fact that barriers to effective water management are more political and structural than scientific in nature (e.g. difficulties related to urban waste water treatment in large cities).

116. IHP activities also help countries progress towards the achievement of SDGs and other international commitments. However, the role of the IHP is not as strong as it could be in the context of Agenda 2030, mainly due to lack of resources. This is explored in Chapter 2. It is important that the IHP ensure long term strategic planning and make sure that its projects are owned locally. Unlike other UN agencies, the IHP has a programmatic approach, which means that it tries to ensure the long-term sustainability of its projects. This gives high credibility to the IHP on the ground.

117. However, the financial constraints are a threat, as some of the projects need to be terminated due to lack of financing and there are not enough personnel in regional offices to ensure the sustainability of IHP projects. The increased competition among UN agencies and programmes over work related to water – and the related reduction of available funds - may compromise IHP sustainability in the long run. Further, IHP communication efforts are not enough to provide good visibility and this results in less funding than needed to ensure long-term sustainability. Finally, IHP sustainability is threatened by lack of coherence of projects and initiatives in terms of scale and scope.

5. Human and financial resources and capacities

5.1 Introduction

118. Human and financial resource constraints are a recurrent issue for UNESCO and the range of programmes and activities it supports. IHP is no exception. The evaluation of IHP VII had already taken full stock of the extent to which reduced core funding represented a critical issue for the programme moving forward. At the time, underfunding and staff reductions coupled with increasing competition for funding from global competitors was identified a key challenge for the IHP, as well as a major threat to its sustainability. A recommendation was put forward to create a multi-donor trust fund (MDTF) as well as to hire a programme fund-raiser, in order to better cope with budget constraints and increase the programme's capacity to leverage additional external resources. This was not implemented.

119. Under IHP VIII, this situation has not improved. Not only has the reduced level of core funding remained stable under IHP VIII (albeit at lower levels than previous phases), in addition, the programme has not moved forward with any of the recommendations of the previous evaluation regarding financial resources. As a result, human and financial shortages are systematically identified as a key limitation to the programme's ability to fulfil its objectives.

120. This said, considerable amounts of extra-budgetary resources have been raised to support the work being conducted by a number of themes. In addition to this, the resources available through the wide network of the UNESCO Water Family (e.g. Centres and Chairs) are considered to reduce dependency on central / core funds made available by UNESCO. Attracting more resources itself requires resources. Some Secretariat staff indicate that even if more financial resources were available, they would not have the necessary human capacities to administer them and implement additional activities. This puts IHP in somewhat of a vicious resource cycle, which requires resolving.

121. In this chapter, we will, in order, discuss: the effects of changing resources on the implementation of the programme (Section 5.2), strategic choices

necessary to align with programmatic expectations (Section 5.3) and, finally, effectiveness of current reporting practices (Section 5.4).

5.2 The effects of changing resources on implementing the programme

122. The IHP budget, or rather, the IHP in terms of financial resources, has three levels:

- The first level corresponds to the core budget of the IHP provided through UNESCO's **regular programme (RP) budget**, and is allocated via UNESCO's institutional financial programming procedure. According to data collected by the evaluation team, the overall budget of IHP VIII for the first six years of its eight year period stands at approximately US\$ 40M (c.a. US\$ 6.5M per annum), of which approximately 30% is dedicated to funding activities while the rest funds IHP staff at UNESCO HQ and Field Offices. The operational budget has remained stable (ca. US\$ 4M per biennium) across all three IHP Phase VIII biennia. Based on the information in the IHP VII (i.e. previous) evaluation, there does not appear to have been a significant decline in IHP core funding as compared to the final period of Phase VII. In fact, perceptions of declining resources were already formulated at the outset of IHP VII. Additional RP core budget figures are presented in Annex K. The number of staff financed through core funding has also remained stable compared to IHP VII (i.e. approximately 30 staff members, mostly at HQ).
- The **extra-budgetary funding (XB)** is additional funding provided by external donors, not included or programmed via the UNESCO institutional budgetary programming process. This is used to finance operations overseen by UNESCO staff and teams. XB funding under IHP VIII is estimated at ca. US\$ 37M,⁶ a number which in principle is similar to that available under IHP VII.⁷ Additional XB figures for IHP are presented in Annex K. This is complemented by in-kind contributions from Member States and partners, which may represent very significant amounts but that are hard to estimate and are not included here.
- **UNESCO Water Family resources** are time and money dedicated by members of the UNESCO Water Family (e.g. Centres, Chairs, National Committees) to implementing activities which are considered to advance the achievement of IHP VIII goals. There are no data available on the total amount of resources from NCs and Chairs resources made available under IHP VIII. However, a mapping⁸ of Centres in 2018 found that, for 23 Centres, there was an annual budget of US\$ 12,389,700 but, for IHE alone, the annual budget consists of another US\$ 54 million.

⁶ This figure does not take into account the funding provided by the Italian Government for WWAP.

⁷ Based on figures presented in the evaluation of IHP VII.

⁸ Mapping of Water-Related Category 2 Centres under the Auspices of UNESCO. IHP/IC-XXIII/Ref. 6 Paris, 25 May 2018.

123. Restricted financial resources are not new to IHP VIII. IHP VII had already faced significant budget cuts given the changing Member State contribution landscape at UNESCO. Under IHP VII, the (non-) availability of resources had already been pointed out as a major constraint to the implementation of the programme, as well as a key threat to sustainability of it:

“Reduced core funding is a serious threat to IHP at all levels from individual Member States to the Secretariat and UNESCO. At headquarters, it has caused loss of staff and contributed to increased workloads and staff frustration.... Already, some of the more active Member States are considering cutting down on input and more National Committees are becoming less effective or withdrawing. This can be exacerbated by reduced funding from governments, universities and other donors to certain Category II Centres.” - IHP VII evaluation, p. 4

124. The measures proposed at the time to address this issue, mainly to create a Multi-Donor Trust Fund, to become “more commercial” in raising extra-budgetary funds and to increase internal capacities to conduct extra-budgetary fundraising from public and private donors, have not been implemented under IHP VIII.

125. As was the case under the previous programme, budget limitations appear to be negatively affecting the quantity and scope of IHP activities as well as its ability to deliver on its objectives. According to our on-line survey results, 65% of respondents consider the lack of resources to be the leading cause in the programme’s inability to deliver on all of its expected outcomes. Resource limitations are also frequently identified by IHP staff as being one of the key challenges to overcome in delivering on expected results and objectives.

126. The financial challenges IHP VIII is facing are well documented in the ‘Institutional Developments at UNESCO’ supporting documents, developed as part of IHP council meeting reports. In 2017, for instance, the UNESCO Secretariat was informed by its Senior Management Team that, due to the non-payments of three Member States among the top 25

127. UNESCO’s contributors, a contingency plan was put in place in order to recover US\$ 50 million. As a result, a total of US\$592,206 of IHP budget were “frozen” from both ER 10 and ER 11. According to the report, this contingency plan diversely affected the activities planned in IHP, limiting representation in high visibility events, intellectual output, providing support to the most vulnerable and eliminating opportunities for intra-sectoral cooperation as well as with the UNESCO Water Family members.⁹

128. In addition to this, changes in the global context of efforts in support of water management have also impacted the availability of resources. For instance, a number of organisations which previously provided financial support to IHP (e.g. UNDP, UNEP, IDB) have begun to develop their own programmes on water; and there is a trend among major donors to divide funding support among many different organisations, which has in some cases led to duplications of efforts.

129. Budget limitations and the scarcity of available resources appear to be having far-ranging effects on the IHP:

- As described above, they hamper its ability to implement planned activities. Several key functions such as communications and fundraising have been strongly limited as a result of budget constraints. Staff shortages are also keeping some sections from taking on additional activities and accepting additional XB donations and governance members. Short-term funding generates significant staff turn-over, increasing transaction costs and fragilising long-term stability for activities. The risk of overworking staff was stressed by several IHP representatives. In spite of this, survey results show that IHP stakeholders largely consider the Secretariat to be adequately performing its coordination function (see Chapter 3).
- The lack of funding makes it increasingly challenging to engage and mobilise members of the UNESCO Water Family, given that IHP has limited resources (financial and human) to offer for the implementation of IHP VIII activities.
- While the majority of impacts of budget cuts appear to be affecting the IHP Secretariat at HQ, budget limitations were also said to be affecting the quality and level of interactions at the regional level. For instance, one interviewee cited that fact that the African regional IHP network is comparatively less active, compared to its Asian and Latin American counterparts, mainly because of the lack of resources from within members of the network, necessary to do its work, even if

⁹ According to the report, the main consequences of the freeze were: IHP was not able to perform the evaluation of the IHP initiatives / programmes, was not represented adequately at the 9th International Jeju Water Forum (South Korea), the World Water Week and UN-Water meeting (Sweden, August- September), meetings on Groundwater in arid areas and climate change (Tunis) and on water quality in Central Asia. The foreseen work on assessing rural water management and support the most vulnerable populations was eliminated; work on the effects of climate change on glaciers and a joint collaboration on water scarcity and water quality did not proceed, as well as contribution to the organisation of an International

Symposium on Ecohydrology and Circular Economy was not finalised. Finally, a planned meeting to define the priorities by IHP National Committees, C2C, Chairs and WWAP to implement IHP-VIII was cancelled. Field offices were affected as well, leading to a lesser impact of UNESCO in the field, notably in Asia where the Ecosystems IWRM for the World Water Forum and the Asia-Pacific Water Summit were taking place. Also IHP meetings were cancelled on addressing floods in developing countries, revamping of the initiative From Potential Conflict to Cooperation Potential (PCCP) towards a new strategy on water diplomacy and part of the FRIEND programmed events. The recruitment of a P4 for the Groundwater Systems Section was put on hold.

more regular funds are currently allocated to Africa.

130. Actions have been taken by the Secretariat to mitigate the effects of budget restrictions. In particular, the IHP Secretariat, in consultation with the Bureau of Strategic Planning (BSP), prepared the establishment of a special account. That was meant to enable IHP to receive the financial assistance it needs to meet the demands of the Member States, mainly for capacity-building activities and the major initiatives approved under the strategic plan for IHP-VIII. On top of this, many divisions have been very successful at filling financing gaps through raising extra-budgetary funds.

131. Thus, in order to address budget constraints, it is important to raise additional funds. The IHP has been successful in raising extra-budgetary funds and the level of these funds has not declined. Further, at national and regional level, members of the IHP family do provide further resources, but in this case the extent of such resources is severely constrained in poorer regions / countries.

5.3 Strategic choices necessary to align with programmatic expectations

132. With six themes, five focal areas per theme, and approximately five objectives per focal area, the IHP has approximately 150 objectives to achieve in the eight years of Phase VIII. This means it has approximately US\$ 260K in RP funding (operations and staff) to support each objective over an eight-year period on a global scale (US\$ 33K per year) on average. If only the operational budget is taken into account, then IHP has ca. US\$ 80K available to pursue each objective (or US\$ 6.5K per year). Even if this money is only meant to act as a catalyst or seed funding for further investment by other UNESCO Water Family members and external partners, there is still a significant gap between the level of ambition, and the sheer scope of the programme, and the level of financial resources it has at its disposal to achieve these.

133. Again, this situation is not new to IHP VIII. The previous evaluation had already flagged this issue, particularly in terms of the potential human resources shortcomings to effectively manage and deliver on such a wide-ranging spectrum of objectives and themes:

“Under the plans for IHP-VIII, they will cover 6 Themes each comprising 5 Focal Areas. Crudely speaking, on average this is one Focal Area per member of staff... Strategic Plans should focus on what IHP does best, capitalising on its ‘unique

advantages’.” – IHP VII Evaluation

134. It is important to note, however, that at present, it is relatively unclear how core funding is being spent and to know the specific types of activities being implemented by IHP secretariat staff.¹⁰

135. There is a continued need to re-focus the programme on a more limited number of priorities, in order to enhance its capacity to generate any meaningful impact in any given field. Even if one were to take into account the additional resources mobilised by the entire Water Family, the programme’s overall resources are still relatively modest compared to its level of ambition and its global scale. As a result, there is still a need to “reduce the range of topics covered and filter the requests from Member States more rigorously, considering the resources available and the practicalities of supporting a given theme”.¹¹ This is also explored in Chapter 2.

136. In addition, there is a need to strategically reflect on how (as opposed to where and on what) available resources are best spent, particularly for the activities the Secretariat should be implementing to effectively roll out the IHP programme. This point relates to the nature and vocation of the Secretariat, and the role it is meant to play in the delivery of the IHP. However, given the existence of limited central funding, there is a need to scale back on the diversity of Secretariat-executed activities, in order to focus on activities and work reflecting the programme’s vocation of acting as a knowledge hub, network and platform for a community of practice interested in improving water management worldwide. IHP could perhaps further align the role and work for the Secretariat with the five functions of UNESCO: laboratory of ideas, developing and strengthening the global agenda in its areas of competence; information dissemination; capacity building; strengthen international and regional cooperation; and inter-agency cooperation.

5.4 Effectiveness of reporting

137. Reporting activities within the IHP takes place at three distinct but interconnected levels:

- At the first level, all Members of the UNESCO Water family provide regular reports on the activities they consider to be linked to IHP VIII. These reports represent a patchwork of activities and results implemented by a very wide array of organisations across the globe. Assessing the extent to which these activities can all be attributed to the IHP is far from straightforward. However, the view at UNESCO IHP is that given that these organisations are members of the Water

¹⁰ UNESCO does not keep track of staff time use, according to different activities or projects.

¹¹ IHP VII evaluation

Family, their work is automatically considered to be part of IHP.

- A second level of reporting is conducted by the Secretariat to IHP and wider UNESCO governance instances. This generally involves providing an account of the key achievements of the programme, in line with the different thematic objectives. Internally, the Secretariat also reports on the financial situation of the programme, as well as any other emerging issues (i.e. management, governance, structure). This level of reporting is mainly done in the framework of IHP Bureau and Council meetings.
- The third level is the reporting conducted by IHP staff and divisions to UNESCO, via the official reporting system SISTER. This responds to accountability demands and feeds into the general programme performance monitoring system.

138. At all three levels, the evaluation revealed areas for improvement within IHP, which are summarised in the following sections.

Reporting at the level of UNESCO Water Family

139. While the reporting appears to be exhaustive, its depth and scope varies strongly from one country and organisation to another (and several countries and organisations fail to report). The reports provided are not always structured according to the programme itself, making it difficult to attribute contributions being made by the Water Family to the different IHP objectives. Reporting is mostly done on the basis of self-assessments, which implies an inherent risk of an overstated sense of achievement as well as lack of objective judgement as to the quality of work and results achieved.

140. Within the IHP Secretariat, the general perception emerging through the evaluation is that the current reporting system does not capture the full extent of the work conducted by the Water Family and does not allow it to collect data on programme outcomes and impacts. In other words, the reporting system is mainly limited to identifying and listing activities and, in many cases, it is not possible to know the extent to which those activities are linked to the IHP. Water Family reporting is indeed very much focused on providing qualitative descriptions of activity implementation. The internal reporting system should instead be focused at adequately measuring a) the actual progress being made to reaching IHP goals in terms of outcomes and impact and b) the additionality of the IHP in enabling members of the Water Family to achieve this progress (i.e. the actual impact of the programme on the work of the Water Family).

141. The on-line survey found that while only a very limited number of stakeholders considered the reporting procedures to be cumbersome (12% of

respondents), the majority of respondents do not consider the system to allow an appropriate view of an organisation's activities. Further, less than one quarter indicated that they understand how the Secretariat, Bureau and / or Council use the reporting or see decisions by them based on the reporting. Thus the current reporting system is seen by most as being of limited use. This said, more than 50% of respondents agree that reporting of IHP activities under Phase VIII has helped to make better management decisions and achieve IHP VIII objectives.

Reporting at the level of IHP governance bodies

142. The Secretariat conducts reporting on progress towards objectives to different governance bodies. This information is presented at Bureau and Council meetings, as well as to regional meetings of IHP National Committees and summarised in meeting reports and supporting documents. The evaluation team conducted detailed analysis of these documents and found that, while reporting is regularly carried out, the content and quality of this reporting does not allow a full understanding of the 'state of health' of the programme vis-à-vis its intended goals and available resources.

143. Some of the main deficiencies of IHP Bureau and Council reports include:

- The lack of use of quantitative indicators regarding the level of achievement of stated goals.
- A more precise and coherent picture of the financial situation of the programme, presenting how much money has been spent, where and how.
- An identification of key challenges to be overcome, including an overview of who has been active in the programme within the UNESCO Water Family and who has not.
- A more consistent use of standard indicators across different reporting periods (i.e. time-series data), allowing a comparison of the present situation to that of the previous reporting period.

144. Survey results and interviews with IHP Bureau and Council members did not reveal any generalised criticism regarding the quality of reporting and data being provided to them by the Secretariat. One Council member did mention, however, that: "*There is not enough information. While the brochures on thematic outcomes and regions are good, the information is relatively irrelevant - nothing on what is achieved and what the outcomes have been*".

Reporting at institutional level (i.e. programme monitoring)

145. The quality and robustness of central programme reporting is also sub-optimal. This is not, however, the result of weak monitoring and reporting practices or lack of

internal reporting procedures. On the contrary, many IHP staff consider existing reporting practices to be burdensome and time consuming. According to one IHP staff member, for example: *“The frustration is that we spend a large amount of time reporting (to IHP Nat Coms, Bureau, Council, ExBoard, General Conference, SISTER, etc).”*

146. The weakness of the internal reporting is mainly linked to the architecture and content of the performance monitoring framework, rather than to the actual reporting activities carried out by IHP staff.¹² While the intention of the programme was to develop a specific monitoring framework based on the Nairobi matrix, this was never carried out. As a result, there is no formal monitoring of progress towards the priority objectives and intended outcomes identified in the matrix.

147. The current monitoring system is based on the use of a set of performance indicators defined in the different C/5 documents adopted by UNESCO. As is generally the case with C/5 indicators, IHP C/5 indicators are fairly generic and highly focussed on programme outputs rather than outcomes and impacts. They do not reflect the diversity and range of specific objectives in IHP VIII. In addition, monitoring indicators have been modified throughout the course of the programme, making it difficult to compare results achieved throughout its lifetime. The programme suffers from a lack of a more robust performance framework including testable and quantifiably measurable objectives, activities, outcomes and results. It also lacks a performance framework for Secretariat work and ambitions, allowing assessment of the extent to which the Secretariat’s function as a programme ‘enabler’ has been effective.

148. As a result of this, the issues identified by the previous evaluation of IHP VII regarding the IHP reporting system remain true to this day, indicating that little has been done in order to improve the situation under IHP VIII.

¹² It is worth noting, however, that as is the case in many UNESCO units and programmes, within the IHP there seems to be a lack of more adequate understanding the different levels of results that the programme should be reporting on (e.g. outputs, outcomes and results). Performance in many

cases seems to be strictly assimilated to the delivery of activities and outputs, leading to a frequent oversight of the need to capture intermediate outcomes and outcomes.

6. Outreach and communications

6.1 Introduction

149. Outreach and communications are essential tools to help IHP ensure that the key messages of its strategy, or of a project or initiative, reach their desired audience and support the achievement of the stated objectives. They also allow the programme to communicate its achievements and value-added vis-à-vis donors and other supporters of water management development – to ensure political buy-in as well as to raise resources for different elements of the programme. However, this is perhaps the area most affected directly by resource limitations (see Chapter 5), with visible consequences like the cancellation of some communication channels, such as the Water Newsletter. This is perceived as having negative effects on the level of engagement that IHP has with its stakeholders.

150. The adverse effects of lacking a strong Communication and Outreach approach, including human and financial resources, are longstanding issues within the IHP. Many of the weaknesses and areas for improvement identified in this evaluation, have been previously flagged either directly by the Secretariat or by other evaluators.

151. The Communication and Outreach Committee was created in 2015, at the IHP Council's 21st session to raise the profile of communications in the Programme. It developed a strategy¹³ and formulated recommendations regarding the website, the use of social media and the publications of IHP.¹⁴ It also highlighted some practices to avoid, e.g. overly technical terminology on the website. IHP's Communication and Outreach strategy is supported by one officer, who serves the entire Programme, and a Communication and Outreach Committee composed of representatives of six Members States, one per IHP Region. The creation of both the Officer position and the Committee is the result of successive requests, in which it was emphasised that these are important to strengthen the work of the IHP.

152. In order to develop the IHP Communication and Outreach Strategy, the

Secretariat identified a set of key outreach and communication measures to be taken. These included updating the IHP website, keeping stakeholders informed of relevant activities of the UNESCO Water Family on a quarterly basis and updating the Terms of Reference for the Communication and Outreach Committee and presenting them to the 23rd Session of IHP Council.

153. In this evaluation, the assessment of the effectiveness of this strategy is mainly based on qualitative appraisals provided by IHP stakeholders on one hand and direct observations of the evaluation team on the other. A review of the above-mentioned key measures revealed that two of three of these had been accomplished. A visit of the website allowed us to see that the page had been updated, including recent publications and news. On the communication side, we did not have enough information to determine whether or not it has been complied with. However, the comments from the interviewees emphasised the need to improve internal communications, meaning that it remained a critical point. Regarding the terms of reference of the committee, these were published and are available online.¹⁵

154. Despite these efforts, there was consensus among the interviewees that a more proactive approach to communication is needed. Many of the interviewees stressed the importance of improving the visibility of the IHP, strengthening the engagement of stakeholders and enhancing communication capacities at the regional offices. In order to discuss these, and other points, in this chapter we will address the effectiveness of the IHP Communication and Outreach Strategy (Section 6.2) and results attributed to the implementation of this strategy (Section 6.3).

6.2 Effectiveness of IHP Communication and Outreach Strategy

155. According to the Communication and Outreach Strategy, the aims of this strategy are:

- Strengthening the collaborative engagement of IHP members and other stakeholders in implementing IHP programmes; and
- Increasing public recognition of IHP's network and its role and enhancing the impact of IHP's messages.

156. Overall, lack of support for communication activities has resulted in a number of weaknesses in IHP communications, so that the objectives stated above have only been partially achieved. Many of these issues now appear to be chronic, given that they have been pointed out by previous evaluations. For instance, the evaluators of

¹³ http://www.unesco.org/new/fileadmin/MULTIMEDIA/HQ/SC/pdf/IHP_Bur-LII_ref_1.pdf

¹⁴ It is not clear if the proposed strategy was approved by IHP governance formally.

¹⁵ https://en.unesco.org/sites/default/files/ic-xxiii_ref_10_tor_communication_and_outreach_committee.pdf

Phase VII conducted a comprehensive analysis of the IHP website, with several recommendations based on their findings. They made similar observations to the ones pointed out by the current evaluation, while indicating that many of these issues had already been highlighted by the Phase VI evaluation.

157. A quick overview of some of the websites of the flagship initiatives, Chairs, Category II Centres and projects, reveals that IHP is not always identified as the lead or associated with the initiative and the IHP logo is not systematically used. There does not appear to be a common understanding as to how the IHP should be referenced or presented in the multiple communication channels and products it is related to.

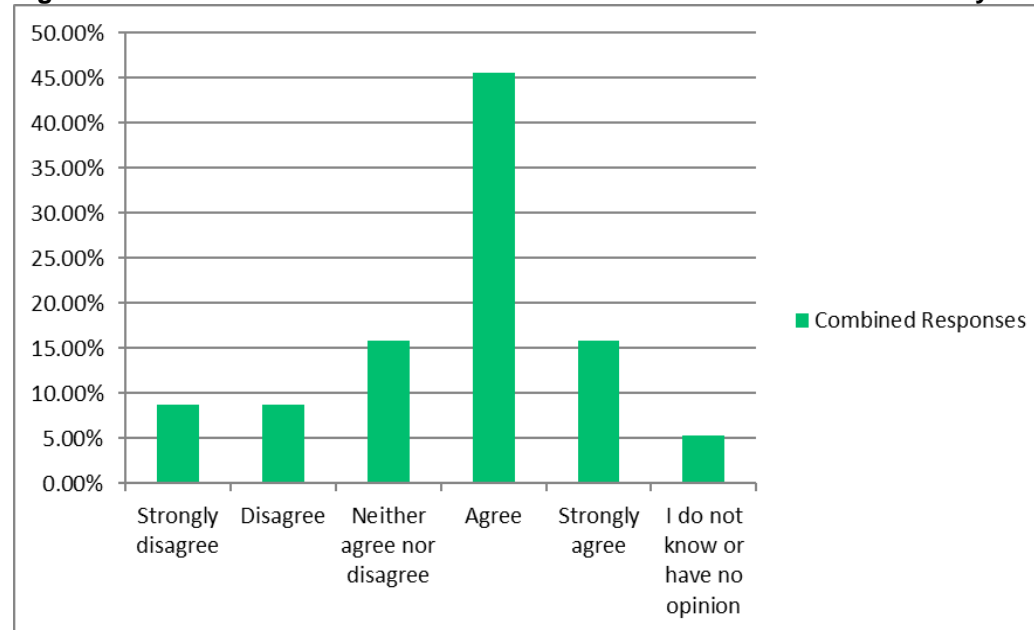
158. The outreach and communications plan included objectives of updating the IHP webpages constantly and improving them through the creation of content in other languages (e.g. Spanish) and the addition of new pages with information on IHP initiatives and projects. However, the webpages are often considered to lack user-friendliness and the information displayed, according to some of the interviewees, requires additional tailoring to specific audiences. As stated in one interview: *“The website is very inaccessible. You need to know your way around to get information on the IHP. The information on the IHP is in the UNESCO webpage, and you need to dig into it to find the IHP. This does not make regional programmes visible”*.

159. However, the survey indicated that many still perceived the webpages as user-friendly (see Figure 9). It is important to note that user-friendliness is, by definition, subjective, and user-friendliness improves for those who work frequently with the website and is different for those who are occasional visitors (including external audiences that the IHP is seeking to communicate with).

160. There is general agreement about the importance of the use of social media as a tool to raise the profile and visibility of the IHP. The Communication and Outreach Strategy recognises the value of this tool and there were efforts to share information on Twitter and use other social media more extensively. To date, the Programme does not have a profile on Facebook. It only shares information through the UNESCO account and there are two Twitter accounts for the Programme (@unesco_water) and (@unescoWATER). According to the Report of the IHP Communication and Outreach Committee for the 56th Session of the IHP Bureau, the official Twitter account is (@unescoWATER). It was created on February 2018 and is available to IHP and members of the UNESCO Water Family. It was noticed that the account is not continuously updated and sometimes content is shared using a hashtag (#Unesco_IHP) and accounts of the staff member. The existence of different accounts and approaches to

communicate might create confusion among users, so it is desirable to select a single strategy to share information via Twitter. All this translates into a need for improvement actions for the remaining years of the Phase.

Figure 9. Extent to which communication with IHP Secretariat is user-friendly



Source: online survey.

161. Finally, human resources are critical for implementation of the strategy. In particular, a science communicator is urgently needed to support the work of the Programme Officer in charge of communications. Also, more creative ways to tackle the issue of human resource constraints were suggested. Some of the Field Offices have found interesting modalities to solve the resource constraints for communications, which might be replicated by other offices. For example, after UNESCO ceased to publish its Water e-Newsletter, the UNESCO Office in Montevideo found an opportunity to keep a newsletter with the support of the UNESCO Chair on Water in the Knowledge Society in Mexico that included the production of a newsletter as part of their activities. That is a good example of how the Chairs and Centres can help to fill the gaps experienced by the IHP (see also Chapter 3).

6.3 Results attributed to IHP Communication and Outreach Strategy

162. It is difficult to assess the effects of the Communication and Outreach Strategy. For instance, there is no evidence to link a specific increase of resource mobilisation to specific elements of the implementation of the Strategy. In order to do that, a specific evaluation of the strategy would be needed, which might include methods such as focal groups and a reputation assessment.

163. According to the survey results, the majority of respondents consider IHP communications as having contributed, to some extent or significantly, to the programme’s main objectives (see Table 7).

Table 7. Extent to which IHP VIII communication efforts have been effective in contributing to programme objectives

	Significant contribution	Some contribution	Minor contribution	Not at all	I do not know or have no opinion
Enhancing the scientific understanding of water management issues	33%	50%	13%	0.00%	4%
Informing important policy agendas (on water and/or which should take account of water issues)	31%	45%	16%	0.00%	8%
Encouraging increased participation of women in water management	31%	41%	16%	0.00%	12%
Engaging young people on water management issues	31%	41%	16%	2%	10%
Enhancing the capacity of those working on water management	29%	45%	18%	2%	6%

Source: online survey.

164. As illustrated by Table 7, the majority of survey respondents consider IHP VIII to have enhanced the scientific understanding of water management issues. This is in line with the programme’s strong scientific capacities, rooted in its legacy as a scientific promotion and cooperation programme.

165. Regarding the ability of the IHP to enhance the capacity of people working on water management, 20% of the respondents consider it to have only made minor contributions in this area. This number rises to 40% when only considering

Category II institute responses.

166. The contributions of IHP as a supplier of information and technical evidence for informing policy agendas are recognised, as more than two thirds of respondents consider the programme has made some or significant contributions in this area. This can be seen a good basis upon which IHP can further improve its role among the National Committees.

167. In relation to the engagement of women and youth, interestingly a relatively high percentage of respondents do not have an opinion or do not know if IHP is working on this, opening an opportunity for improvement. This said, a number of respondents did point to the fact that the IHP needs to further increase its capacity to communicate on the impact of its work, rather than simply on its activities and outcomes, as evidenced in the following two comments:

“There should be better communication of the impacts of the IHP’s work, not just the outputs.”
- Survey respondent

“Communication of the IHP’s impact is poor. Most reporting is limited to lists of events held or training courses run. This doesn’t help identify the impact of the Programme on global water research and knowledge”.- Survey respondent

7. Priority Africa, Gender, Peace and Youth

7.1 Introduction

168. UNESCO priorities of Africa and Gender Equality, along with the overarching objective of world peace, officially constitute cross-cutting topics of importance for the actions and activities of the IHP. Given their importance at the institutional level, they are meant to act as central elements for the formulation of projects and the implementation of activities. Youth, a priority group for UNESCO, are key actors and partners of the IHP in its mission to achieve water security.

169. The following sections provide an examination of whether and how the IHP is making effective contributions to these institutional priorities. In general terms, and based on the results of the on-line survey, there appear to be differing views among the UNESCO Water Family as to the extent to which IHP VIII has contributed to these priorities. The most significant contributions of the IHP are perceived under Gender Equality and UNESCO's vision of peace (i.e. 50% of survey respondents indicated IHP VIII has contributed to a large extent to these priorities), which will be discussed in Section 7.3 and 7.4, respectively.

170. The perceived contributions to Priority Africa (see Section 7.2) are significantly lower, given that only 37% of stakeholders indicate that the programme has contributed to a large extent to this priority, while 61% of them consider it has only contributed to a limited extent or have no opinion / do not know. Target group youth is discussed in Section 7.5.

7.2 Priority Africa

171. There are very clear links between the IHP VIII programme and objectives and the ambitions formulated in the Priority Africa operational strategy adopted by UNESCO. In particular, water security and improvement of freshwater management can be seen as directly contributing to Flagship Programme 4 of the operational strategy relating to "Fostering science for the sustainable management of Africa's natural resources and disaster risk reduction". All four of the main actions¹⁶ identified in the Africa strategy find a direct counterpart in the objectives and themes of IHP VIII, which illustrates a strong level of coherence between both documents.

172. However, the extent to which IHP has effectively contributed to Priority Africa through its activities and spending is difficult to assess. This is mainly because of the lack of specific result-objectives regarding how IHP is meant to contribute to Priority Africa priority, as well as to how the Africa Department is meant to facilitate the roll-out of the IHP (and IHP-related Africa goals) in Africa.

173. The importance of Africa for the IHP is mainly reflected in two elements: the allocation of the budget, whereby Africa is the region that receives more resources for operations than other regions; and the performance indicators and targets adopted under the 39 C/5 performance framework. In terms of budget, according to the distribution for the biennium 2018-2019 (39 C/5), Africa will receive US\$ 715K of the programme's operational budget, corresponding to 19% of the resources, which is almost double the resources of other Regional Offices, such as Arab States and Latin America and the Caribbean.¹⁷

174. The introduction of Africa-specific performance indicators for IHP under 39 C/5 is seen as a game-changer in terms of the programme's ability to focus resources and efforts on the regions. It is also meant to improve tracking and reporting of work done by the IHP in the region. Indicators are formulated in a way that prioritises actions in this continent and seek to capture specific support being provided there. For the time being, however, no data are available regarding progress towards the achievements of these targets. There does not appear to be a central mechanism for the IHP to report back to

¹⁶ Upgrade scientific institutions, in the fields of the environmental, earth, ocean and climate system sciences, through strengthening universities and research centres and mobilizing international science cooperation; Train a critical mass of natural resources and disaster risk managers (young skilled people and resourceful scientists and engineers) with the perspective of employability; Support the development of tools for disaster risk reduction (DRR); Promote and support UNESCO-

designated sites to be recognized and used as laboratories and learning platforms for sustainable development at the national and regional level.

¹⁷ 23rd IHP Council Report.

the Africa Department in charge of overseeing the implementation of the Africa operational strategy. On top of this, there is no Africa focal point within the IHP programme in charge of liaising with the Africa Department.

175. There are numerous examples of IHP supported activities and work directly targeting Africa. The Africa Department representative interviewed as part of this evaluation highlighted the BIOPALT project, implemented in collaboration with the Natural Sciences Sector, with the specific support of IHP. The BIOPALT project aims to strengthen the capacity of Member States of the Lake Chad Basin Commission (LCBC) to safeguard and sustainably manage the hydrological, biological and cultural resources of the Lake Chad Basin, thereby contributing to reducing poverty and promoting peace^{18,19}. Moreover, many projects and flagship initiatives prioritise actions in Africa, e.g. the International Flood Initiative (IFI).

176. In spite of the significant presence and investment made by the IHP in Africa, many interviewees indicated the level of support in light of the needs of the region are still sub-optimal. Key challenges related to a lack of resources and staff working on the region. The Africa regional network of the UNESCO Water Family is one of the less active networks, mainly because of a lack of resources for its co-ordination, support for meetings, etc. In the eyes of many respondents, this is inconsistent with having Africa as a priority.

177. However, care needs to be taken in interpreting these views. The IHP clearly allocates more resources to Africa than other regions. That these resources are not enough, and that many countries in Africa cannot provide in-kind support, is a problem in delivering the programme. This is, however, different from stating whether Africa is a priority within the programme as it is currently resourced.

7.3 Gender

178. As is the case with Priority Africa, the IHP is directly addressing Gender Equality through a range of activities²⁰ and keeps track of gender-specific results through a set of gender sensitive indicators.²¹ However, while the IHP formally endorses the UNESCO goals to further equal opportunities for women,

¹⁸ <https://en.unesco.org/biopalt>

¹⁹ It should also be noted that an interviewee from a Category II Centre gave this basin as an example of where several international organisations are working causing confusion at local level. This is not a criticism of the IHP, but a comment on the context of project interventions in some instances

²⁰ E.g. UNESCO's contribution to International Conference on Gender Dimensions of Weather and Climate Services ; Mainstreaming Gender and Climate Change in the Water Resources Management in the Arab region

they are cross-cutting, and the programme does not contain any gender-specific objectives or focal areas. In general, the programme has worked to incorporate gender into its projects, but the advances are not pervasive, leaving room for improvement and for including other aspects that have not yet been considered. For instance, some publications of the programme include a specific chapter on gender whereas for the documents describing the six thematic areas of IHP Phase VIII, which can be found in the IHP webpage, the gender component is virtually absent. In many other documents, the gender component is anecdotal or not mentioned at all. It is unclear how and if any gender mainstreaming has been built into the programme or any of the activities it supports. This said, formal IHP publications are reviewed by gender focal points.

179. The IHP is supported by UNESCO's Gender Equality Division for promoting gender mainstreaming in water resources management, water governance and in the water sector in general and to develop capacities on water-related issues and women's empowerment. The UNESCO Gender Equality Division mostly acts as a technical back-stopper, contributing to reports and building capacities among staff to promote Gender Equality.

180. Among the initiatives led by the IHP in relation to Gender Equality, the World Water Assessment Programme (WWAP) stands out for developing gender-sensitive water assessment, monitoring and reporting. The Gender & Water Toolkit, developed by WWAP, provides a conceptual framework and sex-disaggregated indicators for the monitoring of the SDGs, with particular reference to SDGs 5 (gender) and 6 (water and sanitation). This is a very important initiative, as it contributes to solving the problem of insufficient sex-disaggregated data. The lack of data is a major obstacle to the production of scientific evidence on gender inequalities related to water and to the formulation of evidence-based policies. In addition, work on this issue has also been carried out by a number of UNESCO chairs such as the UNESCO Chair on Water, Women and Development (Brazil); the UNESCO Chair on Water, Women and Decision-making (Ivory Coast); and the UNESCO Chair on Water, Women and Decision-making (Morocco).

181. The lack of data regarding gender-specific results of the IHP was also evidenced in the SISTER report of activities (as is the case with Africa and SIDS). Even though some of the targets associated with the performance indicators are sex-disaggregated,

²¹ Number of supported Member States which have enhanced resilience to climate change, water-related hazards and scarcity in a gender-responsive manner. Assessment according to the following: - inclusive, gender responsive, science-based strategies designed and/or implemented, - innovative tools and cooperation methodologies for IWRM applied, - water cooperation initiatives developed and/ or implemented, - levels of women's and scientists' engagement

the reporting is incomplete. This points at the need for a more proactive approach on gender and the collection of data.

182. On the other hand, 53% of survey respondents think that the IHP is contributing to a large extent to gender equality. This might be the result of programmatic efforts to give more relevance to Gender Equality and emphasise this to several chairs specifically devoted to water and gender and other UNESCO Water Family members, as indicated by some interviewees. However, many interviewees indicated that the IHP could still be doing more to support gender equality. According to one interviewee: "There is a lot of attention on inviting female experts [to research events and conferences], but less awareness on more substantial issues, e.g. how we can support a societal change through scientific activities and promote empowerment".

183. A participant at the LAC Regional meeting stressed problems women face in career progression in parts of the Caribbean. Such types of structural challenges to gender equality should be considered by the IHP, even though they relate to issues beyond water management or science. Moreover, gender can be a substantial and differential element for bidding and raising funds. Some donors want interventions that integrate the gender component. For that reason, gender aspects need to be developed and become more visible.

7.4 From Potential Conflict to Co-operation Potential (PCCP)

184. Peace stands out as an overarching objective for UNESCO and IHP is widely seen as contributing to this objective through the work it conducts. There is common recognition that strengthening capacities of water management and the promotion of research on water security are means to avoid conflicts and enhance peace and stability both within societies and between countries on shared basins or aquifers. A clear example of this is the work the IHP conducts on transboundary water management, to help increase the opportunities for co-operation and development across national borders. However, in contrast to Africa and Gender Equality, the promotion of peace is much more of an underlying and implicit objective of the IHP programme, making it even more difficult to measure and assess the extent to which the programme is living up to original expectations as regards this issue.²²

²² For instance, the programme does not have peace related performance indicators, nor does it explicitly mention peace in any of its objectives and focal areas.

²³ The specific objectives of the focal area are: • Train teachers and informal educators on water issues at the local, regional and global scales. • Support and guide the development of improved tools for the teaching of water issues in the K-12 curriculum.

185. Actions for promoting knowledge, raising awareness and developing responses for peaceful collaboration in managing transboundary waters are seen as particularly successful. The most prominent project in this regard is 'from Potential Conflict to Co-operation Potential' (PCCP), which over the years implemented activities, conferences and training on transboundary water globally. These activities led to the production of a number of publications. They brought attention to water as a key driver for peace. Many declarations on water and peace are related to transboundary water and many of these activities are promoted by Category II Centres and Chairs, encouraging substantial international discussions and declarations.

186. In line with this, transboundary water management was mentioned in several interviews as one of the topics where the IHP can make a difference, given the intergovernmental nature of the programme and the neutrality attributed to science that gives a role of mediator to researchers. This role could become prominent in the coming years, because the potential for conflict over water is increasing. This said, there are other major UN programmes working on the issue of transboundary water management issues (e.g. UNDP), so IHP would need to ensure it adequately define its role and value proposition vis-à-vis existing efforts.

7.5 Youth and young water professionals

187. Youth and young water professionals are generally considered as two key target groups for the IHP interventions. The programme includes a focal area specifically addressing water education for children and youth (Focal Area 6.3).²³ According to UNESCO standards, youth include individuals between 15 and 25 years old, while young water professionals are between 25 and 35 years old. The most active tier for the IHP is that of young water professionals, as they are involved in a range of scientific events and specific activities implemented by the programme. Supporting youth is oftentimes cited as one of the key priorities of developing countries (e.g. Africa and some Small Island Developing States or SIDS).

188. In recent years, the IHP has injected important efforts to targeting and reaching out to youth more actively. One example of this is the contribution of the IHP to the organisation of the Youth Forum in the framework of the World Water Forum. Other examples include support to the UNESCO Youth Forum and other global youth initiatives. The aim of these activities was to integrate the voices of civil society representatives and NGOs in all its sessions and to be particularly inclusive with regard

• Guide and provide technical support to national/regional demonstration projects and development of prototype materials at national/regional levels in selected Member States/regions. • Provide technical assistance to the development of interdisciplinary support materials, such as guidelines, briefing papers, and case studies on leading practices in K-12 water education, and curriculum development on water resources, in coordination with other Sectors of UNESCO.

to Youth.

189. Other efforts in this area include the organisation of the Africa Water Week, where the IHP together with other agencies convened a session on “Promoting Youth Engagement in Water Governance through Youth-Led Research and Innovation” and a session on intergenerational dialogue on the SDGs during the High-Level Political Forum. The results of the co-convened session were elaborated as the youth declaration of Africa Water Week and presented in the closing ceremony. This is an example of how this focal area successfully changed decision-making processes and built youth capacity in the water sector.

190. The different activities for youth engagement help promote the role of youth as knowledge holders and innovators, giving them – youth and young professionals – the opportunity to interact with leaders and take part in decision-making processes, giving them a leadership position instead of a mere role of beneficiaries.

191. It is important to highlight that the work on youth has been carried out without a dedicated budget, which indicates that youth does appear to have been effectively mainstreamed into the programme’s activities. Nonetheless, in the opinion of a majority of the respondents of the survey (51%), IHP support in favour of youth could still be improved. Almost half of respondents indicate that IHP has only supported young water professionals in the last four years to a limited extent.

8. CONCLUSIONS

8.1 Introduction

192. This evaluation has explored a range of issues relating to the functioning of Phase VIII of the IHP. Conclusions relating to the different themes of the evaluation are set out below. Recommendations arising from the evaluation are set out in the following chapter.

193. As overarching conclusions, it is important to stress that much of the evidence gathered during the evaluation emphasised a positive message regarding the IHP. It has unique characteristics with respect to other relevant UN bodies, including its intergovernmental, science-based nature. It is delivering a wide range of outcomes seen as relevant to water management agendas. It is doing much with limited resources. This is not to say that there are not improvements to be made, but such improvements would build on a strong base.

8.2 Strategic positioning

194. It is important to start by emphasising the USPs of the IHP: its strong and long-term scientific and evidence-based foundation for water management and its intergovernmental nature. These are major strengths going forward, if built on correctly. On the other hand, there are two key issues to highlight with regard to the strategic positioning of the IHP: the agenda and strategic objectives it works to and its position within the wider UN context and global agendas.

195. With regard to global agendas, it was widely recognised that the IHP is contributing to those agendas. It leads less on the monitoring of Agenda 2030 (SDG 6) than might be expected, but care needs to be taken in expanding the number of specific activities of the IHP given the need to be more focused. However, while many other UN bodies are focused on policy pertaining to, or the promotion and monitoring of, SDGs, the IHP has the science underpinning them. Some mapping of the IHP with regard to global agenda delivery has occurred, but more can be done in this regard.

196. The IHP is one of a number of UN entities that work on water issues. There is potential interaction at many levels, from global policy formulation to individual project implementation on the ground (e.g. where to drill a well). The analysis here has shown some good relationships but the evaluation also

exposed views that are not positive toward the IHP. The problem arises from the strengths of the IHP – that is has been working for decades, has a large network, covers many issues and is founded on strong science. While this might make it a natural lead on many water issues, other bodies have their officially determined roles and may resent the strong position of the IHP. The IHP has a huge amount to offer in support of global water agendas and it is important that steps are taken to improve relationships.

197. IHP priorities are agreed in a consultative process, whereby Member States put forward their specific needs and priorities. This approach ensures that activities are relevant at national level but, as a downside, it tends to result in a large and diverse list of priorities, which may hamper efficiency of the programme. While some argued that more focus is needed, others stated that diversity of targets is an inevitable outcome of the IHP's intergovernmental nature. We agree with the evaluation of Phase VII, which already said that greater focus is needed. The attempt to develop some prioritisation in the implementation of Phase VIII with the Nairobi matrix was a reaction to this challenge and, while we recognise the importance of the bottom-up, collective nature of determining the IHP's activities, this should not result in impracticable shopping lists. It is necessary to link targets for IHP Phase IX with resources and responsible actors for implementation.

8.3 Co-ordination and partnerships

198. The IHP is a large network of scientific institutions including Category II Centres and Chairs in addition to the Secretariat, which provides a strong scientific foundation to the work of the Programme. However, a specific strength of the IHP is that it combines this scientific grounding with being an intergovernmental UNESCO programme, thereby taking a key position on the (international) science-policy effect. This specific positioning has the potential to make the IHP an interesting partner, with ample possibilities for resource mobilisation, while the IHP's country-level structures contribute to political buy-in of the work and its products.

199. This strategic but complex structure also implies significant co-ordination challenges, for example in terms of determining who is and should be doing what in delivering IHP VIII and in reporting on activities and progress. The Secretariat provides a (global and regional) co-ordination function, which represents a challenging task given the limited resources. Yet, notwithstanding its constraints, the Secretariat is widely seen to do a good job, although there could be some improvement in communication with the Water Family.

200. The National Committees, Centres and Chairs all play important functions in taking forward the IHP. However, while some are active and provide positive contributions, others are "dead" or contribute little due to very limited resources (reflecting widely

different circumstances across countries).

201. However, there is an issue with some National Committees, Centres and Chairs in not being clear as to their functions. Greater collaboration and synergies among themes and teams needs to be promoted. While there are political challenges in addressing some of these issues, the way the programme is formulated should identify in a clearer way the responsibilities across the Water Family in terms of the delivery of specific elements of the programme.

8.4 Results and sustainability

202. The UNESCO Water Division provided support to 115 activities with its regular budget and to 34 activities with extra-budgetary funds related to IHP VIII implementation. The IHP is addressing the increasing challenges related to water management, including transboundary co-operation, drought and flood management, impacts of climate change (e.g. melting glaciers). IHP's targets have been mostly achieved. However, it lacks a system to report on the outcomes of these activities (hence the use of other methods in this evaluation to collect such information). In general, outcomes may take time to occur and depend on a wide range of institutional, political and structural factors. This makes the specific contribution of the IHP difficult to measure.

203. IHP also helps countries to progress towards the achievement of SDGs and other international commitments. However, the role of IHP is not as strong as it could be, mainly due to lack of resources, reduced internal and external communication and increasing competition from other international agencies. The IHP has high international credibility and a reputation as a scientific programme that favours networking among scientists, knowledge transfer among countries and capacity building.

8.5 Human and financial resources and reporting

204. The IHP has limited resources. This is of serious concern to many across the IHP family. This is not a new issue and the overall regular programme budget has changed little since the end of IHP VII. However, the average amount of money available for each target in IHP VIII is very small. Even with its limited resources, the Secretariat has been very successful in attracting extra-budgetary funding. The limited human resources, which have remained stable during Phase VIII, mean that it can be a challenge to absorb the money that does come in. It is also important to acknowledge the contribution of in-

kind support from Member States and others for many different IHP activities. Without this support, many IHP activities would not take place.

205. Analysis has been constrained, however, as currently, due to the nature of UNESCO reporting, it is unclear how core funding is being spent and to know the specific types of activities being implemented by IHP Secretariat staff.

206. Because of the budget limitations, there is a need to better align the availability of resources within IHP to the scope and level of its ambitions and to re-focus the programme on a more limited number of priorities, in order to enhance its capacity to generate a meaningful impact in any given field.

207. Ensuring availability of a greater 'critical mass' of resources, both human and financial, behind key objectives of the programme, will increase the likelihood of generating more meaningful and long-term sustainable impact. This in turn may increase the visibility and the appeal of the programme, particularly in the eyes of international donors interested in supporting water issues. This conclusion links, therefore, to that within strategic positioning that development of targets within the development of the programme should be linked to available resources and actors to drive them forward.

208. The current monitoring and reporting system provides much useful information of IHP activities and outputs, but it does not capture the full breadth of IHP results and outcomes. This is mainly due to the lack of a more robust performance assessment framework, at both the programme and activity level, including adequate performance indicators and quantifiable targets.

8.6 Improving the IHP Communication and Outreach Strategy

209. There are several challenges on communication and outreach given the resource constraints and pressing need for implementing the Communication and Outreach Strategy. First and foremost, communication and outreach should be treated as priorities, which translates into dedicating more resources, financial and human, to this endeavour. In addition, the Secretariat and those leading specific IHP projects should integrate communications into their work to a greater extent than is generally the case at present. In relation to human resources, people trained in science communication are needed to develop strategic thinking on how best to communicate IHP efforts and results (generally and on specific issues or for specific audiences).

210. The internal communication practices should enable the network members to know what others are doing, share information and material and identify experts and potential partners. Taking into account that one of the assets of the IHP is the research

network created over the years, the IHP should increase its efforts to organising scientific groups to address the major challenges in hydrology. This activity contributes directly to the objective of co-ordinating and facilitating research and could increase the visibility of the IHP.

211. As regards external communication, the Programme relies on a single person to take care of the website and social media, including Facebook, Twitter and Flickr, among others. In the face of this problem, some interviewees suggested to create capacities among project managers in regional offices and train them on how to communicate their work.

8.7 Cross-cutting issues

212. Many IHP activities contribute to cross-cutting objectives for Priority Africa, Priority Gender Equality, peace and target group youth. In some cases, there are specific decisions that demonstrate a commitment to a priority (e.g. proportion of regional resources for Africa), but often the contributions are anecdotal or even incidental. Clearly, the overarching goal of water security and support for education contributes to these objectives in different ways.

213. The evaluation has shown specific concrete actions in relation to all cross-cutting issues within IHP and while some of those contacted during the evaluation stated that more could be done on individual issues, no one suggested that the IHP was ignoring one of the issues or that there were systemic problems in taken them forward.

9. RECOMMENDATIONS

9.1 Introduction

214. This chapter sets out the recommendations arising from the conclusions reached in this evaluation. It is structured according to the main chapters / themes of the evaluation. Under each, between one and four recommendations are made. With each recommendation, an indication is given as to whom the recommendation is addressed and a brief explanation provided.

215. The recommendations set out below inform both the remainder of Phase VIII and the future development of Phase IX. In this context, it must be noted that the targets and objectives for the remainder of Phase VIII are already agreed and it is not possible to change these given the governance framework of IHP and time available. In the remainder of Phase VIII it is important to prepare for Phase IX, e.g. form partnerships, work with policy makers, secure extra-budgetary funding and so on as set out in the recommendations below.

9.2 Strategic positioning

Recommendation 1 - For the IHP Bureau, Council and Phase IX taskforce

Consider as a theme for IHP Phase IX: ‘Finding solutions for people and nature through water in an uncertain world’

216. The Phase VIII theme of ‘water security’ still captures the core global water needs – sufficient water quality and quantity – of surface and ground water and resilience to water related hazards. ‘Finding solutions for people and nature through water in an uncertain world’ brings together the needs for sufficient water or sufficient quality for people as well as requirements for ecosystems. The recommendation has been developed drawing on the IHP’s unique selling point (USP) of operating on the science – policy interface from a strong scientific foundation while implicitly covering all the core elements of Agenda 2030. It provides the basis for setting the science and education objectives for delivery of this theme.

Recommendation 2 – For the UNESCO Water Family

Undertake a detailed analysis of what each proposed IHP Phase IX activity will contribute to the global agendas on which IHP could lead

217. While there has been some mapping of IHP activities against global agendas, this has been superficial. In particular, an analysis of the science and education needs for water for these agendas is necessary. From this, the particular contributions that IHP Phase IX could make can be determined. This analysis should be at global scale, but Member States can be encouraged to undertake similar analyses locally. In relation to the targets of SDG6, IHP’s contribution should be reassessed, presenting proposals for new indicators under its field of competence under the custody of IHP.

Recommendation 3 – For the Secretariat, IHP Bureau, Council and Phase IX taskforce

Make clear, for each identified Phase IX priority, who will contribute to taking it forward

218. The initial identification of priorities and targets for Phase IX should continue to be based on the needs and priorities of the Member States. However, to avoid a long ‘shopping list’ without prioritisation and resources, the IHP Council should ensure that each target has a responsible organisation (Secretariat, Category II Centre, Chair, etc.) and indicative resources for its delivery. In some cases, a taskforce comprising different parts of the IHP family could be appropriate to take forward a target.

219. Of course, confirmed budget across an eight-year period is not possible and actors may change or become inactive. However, initial planning can assume currently available resources and the Bureau and Council and amend the planning if circumstances change.

Recommendation 4 – For the Secretariat, IHP Bureau, Council, IHP National Committees and / or focal persons

Take strategic actions to strengthen the relationship between IHP and other UN agencies and organizations with responsibilities for water

220. The IHP should strengthen its relations with other UN bodies. Improved relations are likely to result in a greater appreciation of the specific strengths of IHP and help

clarify working relationships, for example, within UN Water. Other major UN programmes are active in water-related fields and, in particular, transboundary water management. Therefore, IHP would need to ensure it adequately define its role and value proposition vis-à-vis existing efforts.

9.3 Co-ordination and partnerships

Recommendation 5 – For the IHP Bureau, Council, National Committees and / or focal persons

Articulate clearly defined functions for National Committees, including specific roles to deliver Phase VIII (and IX) targets

221. The roles of National Committees, both in general and in contributing to specific programme objectives and targets, are often not defined. It is important for such roles to be clarified based on a consensus within the Water Family. Clarification of roles for the Phase VIII would also assist in identifying responsibilities for future objectives and targets under Phase IX as suggested by Recommendation 3.

9.4 Results and sustainability

Recommendation 6 – For the UNESCO Water Family

Enhance IHP's strengths on the science-policy interface by increasing its interaction with and support to policy makers

222. The direct beneficiaries of the results of IHP activities are typically policy-makers, be it at global level, national level or river basin level. While there exist some good examples of IHP interaction with policy-makers, this is not typical and, in addition, the evaluation team believe that more of the IHP's scientific findings could be made policy-relevant. From the perspective that interaction with policy-makers is appropriate for several of the actors within IHP, advantage should be taken of the many possible routes for IHP to achieve impact through policy (from formal submissions of evidence to personal connections).

9.5 Human and financial resources

Recommendation 7 – For the Secretariat, Category II Centres and Chairs

Take measures to increase the funding of the programme by mobilising additional extra-budgetary resources

223. All parts of the IHP family should work to attract additional extra-budgetary funds. IHP has been successful in attracting such funds already, but further effort should be made in this regard, given likely future constraints on the core budget. This could include re-considering the possibility of creating a multi-donor trust fund to attract further extra-budgetary resources for IHP implementation as per the recommendations and the management response of the IHP VII evaluation.

Recommendation 8 – For the Secretariat

Develop a specific and detailed performance assessment framework for the IHP

224. This framework should serve as the basis for the development of performance frameworks developed for all activities implemented under IHP, including cross-cutting activities. The performance indicator framework should be aligned and compatible or, at least, integrated with the existing one in SISTER to avoid duplication. The performance framework could be based on existing monitoring frameworks and should include objectives and measurable targets for:

- IHP focal areas which go beyond simple outputs and activities (e.g. outcomes and impacts). This should include targets for outcomes and impact generated for institutional priorities (e.g. Gender Equality and Africa);
- The work of the IHP Secretariat, allowing for an assessment of its performance based on a clearly defined role;
- Fund-raising and expenditure by regions and institutional priorities; and
- The dynamism and resilience of the UNESCO Water Family.

Recommendation 9 – For the Secretariat, the IHP Bureau and Council

Develop improved, more consistent central reporting practices, particularly regarding the programme's finances

225. The use of consistent financial reporting indicators across all reporting periods (e.g. using time-series), particularly in financial reports presented to the IHP Council,

will benefit the Programme. Financial reporting should provide a detailed picture of where the programme stands in terms of its finances at the level of the entire programme and the biennium. It should include consistent data and indicators of budget breakdown and use by region, HQ vs. Field Offices and implementing unit. Extra-budgetary financial reporting should be presented on the basis of these criteria as well.

9.6 Improving the IHP Communication and Outreach Strategy

Recommendation 10 – For the Secretariat and the UNESCO Water Family

Improve the communications of the Programme (a) by identifying, at the start of each project / activity, communication needs (what should be communicated, to whom and how?) and (b) by identifying key IHP staff to receive communication training, in particular on science communication?

226. An assessment of communication requirements should be a fundamental part of project planning within the framework of the IHP going forward. Following such an assessment, the necessary resources for communication can be identified, along with the potential role of partners in contributing to communications (in terms of resources and participation in communication processes) and timing (e.g. if it needs to fit into a time-sensitive policy process).

227. It is crucial to improve the communication capacities within IHP and skills training is a potentially effective and efficient measure to achieve this. Nevertheless, the team has not been able to identify communication skills needs in detail, so it would be advisable to undertake a communication skills audit prior to undertaking training.

9.7 Cross-cutting issues

Recommendation 11 – For the UNESCO Water Family

Conduct an assessment of the contributions of each activity to each cross-cutting theme, including Africa, Gender Equality and Youth

228. This evaluation has uncovered some of the interactions and expectations with regard to IHP and UNESCO cross-cutting issues, including its Global Priorities and target group Youth. However, it remains unclear to what extent IHP delivers on each of these and, therefore, what, if any, gaps exist between its potential to contribute to these themes and its actual contributions (and then how to address these gaps). To address this, an assessment should be made of how each activity in the IHP contributes to any cross-cutting issue consistent with the core purpose of that activity and how it could contribute to a greater extent to these.

229. In particular, potential has been identified to engage, to a greater extent, with Gender Equality and with Youth and young water professionals. Actions from across the IHP family will be needed to place these themes, to a greater extent, on the map for IHP. It would require action not only by the Secretariat, but by the entire Water Family. For example, an emphasis on Gender Equality, Youth or both these themes could be included in IHP IX.

Appendices

A. TERMS OF REFERENCE

I. Background

Brief description of the International Hydrological Programme (IHP)

1. The IHP is the only intergovernmental programme of the United Nations system devoted to water research, water resources management, education and capacity building. Since its inception in 1975, the IHP has evolved from an internationally coordinated hydrological research programme into an encompassing and holistic programme to facilitate education and capacity building and enhance water resources management and governance.

2. The IHP's main objective is to facilitate an interdisciplinary and integrated approach to watershed and aquifer management, which promotes and develops international research on hydrological and freshwater sciences by incorporating the social dimensions of water resources with the view of contributing towards the Sustainable Development Goal (SDG) 6 on water along with and other relevant internationally agreed agendas such as the Sendai Framework, Paris Agreement and the New Urban Agenda.

3. Since its inception, phases of the IHP have been implemented over a six-year period. Currently in its eighth phase (2014-2021), the IHP has shifted to an eight-year cycle to align its work to [UNESCO's Medium-Term Strategy \(C/4; 2014-2021\)](#).

4. This eight phase, or IHP-VIII, specifically aims to improve water security in response to local, regional and global challenges. It is organised around six thematic areas, each of which include several focal areas. The thematic areas, as indicated in the strategy for IHP-VIII, are:

1. *Water-related disasters and hydrological changes;*
2. *Groundwater in a changing environment;*
3. *Addressing water scarcity and quality;*
4. *Water and human settlements of the future;*
5. *Ecohydrology – Engineering harmony for a sustainable world;*

²⁴ The work of IHP contributes to Expected Results 10 and 11 of the 37 C/5 and 38 C/5.

6. *Water education – Key for water security.*

5. An external evaluation of the previous phase of IHP, Phase VII (2008-2013), was managed by IOS in 2014. The evaluation identified seven key areas of recommendations including, *inter alia*, to strengthen the UNESCO Water Family as a global network of expertise on water, to clearly position IHP and the UNESCO Water Family in the global landscape of water institutions and strengthen collaboration with selected institutions and, finally, to strengthen the financial sustainability of the IHP. The details of the full evaluation report are included in the references.

Governance and human and financial resources of the Programme

6. The IHP Intergovernmental Council (IGC) is composed of 36 Member States and is elected by the General Conference of UNESCO. The main role of the IGC, which meets every two years, is to ensure sound planning, definition of priorities and supervision of the execution of the IHP.

7. The IGC elects a six-member Bureau, which meets yearly to supervise the implementation of Council resolutions to report on the status of programme implementation and to prepare the sessions of the Council in consultation with the Secretariat.

8. The financial and human resources available to the IHP are included within the UNESCO approved programme and budget covering the four-year period under study (i.e. 2014-2017 of the 37 C/5 and 38 C/5).²⁴ The total amount of expenditure under the regular budget for the period was approximately US\$ 26 million and the total amount of expenditure of extra-budgetary resources was approximately US\$ 32 million.²⁵

Tab. 1: *Total amount of expenditure (2014-2017) for the IHP*

Regular budget	Extra-budgetary resources
US\$ 26 million	US\$ 32 million

9. In terms of human resources, the IHP Intergovernmental Council and Bureau are assisted by the IHP Secretariat based in the Division of Water Sciences of the Natural Sciences Sector. The Division of Water Sciences at Headquarters includes approximately 20 staff. There are approximately 45 Natural Sciences staff members located in UNESCO Field Offices. Only a number of them work in support of IHP-related work, such as Regional Hydrologists.

²⁵ Source: 204 EX/4 Part I, page 40–41, for Expected Results 10 and 11 of the 37 C/5 and 38 C/5.

Tab. 2: Human resources of the Division of Water Sciences, Natural Sciences Sector of UNESCO

Paris-HQ	Field Offices
20 staff members	45 staff members

10. A number of key actors, forming the UNESCO Water Family, works to support the implementation of IHP-VIII and the strategic goals of UNESCO. This network comprises the Division of Water Sciences and IHP Secretariat within the Natural Sciences Sector, the World Water Assessment Programme (WWAP), IHP National Committees, UNESCO Category 2 Centres under the auspices of UNESCO, water-related Chairs and UNITWIN Networks and several UNESCO Field Offices focused on water-related programmes.

11. There is an ongoing external evaluation of fifteen Flagship initiatives managed by the IHP Secretariat with the support of IOS whose main purpose is to assess their performance in terms of results achieved and to examine their strategic positioning vis-à-vis IHP priorities. The evaluation's findings and key lessons will constitute an essential input into the evaluation of IHP-VIII.

12. With IHP-VIII now at mid-point, through Draft Resolution IHP/IC-XXIII/DR.7, the IHP Intergovernmental Council (IGC) formally requested the IHP Secretariat at its 23rd Session to undertake a mid-term evaluation of the phase. To this end, the Evaluation Office at the Internal Oversight Service (IOS) of UNESCO intends to retain a suitably qualified evaluation team with specific expertise in water in international settings (hereafter: the evaluation team).

II. Purpose

13. This mid-term evaluation of IHP-VIII will tack stock of where IHP Phase VIII is heading with the dual purpose of:

(a) *Identifying necessary adjustments to the implementation of the remaining years of the strategy (i.e. 2019-2021), especially in the light of the new Sustainable Development Goal (6) on water, and*

(b) *Informing the development of IHP Phase IX in its early phases of conception.*

14. In order to achieve this purpose, the evaluation should assess the relevance and comparative advantage of the IHP, in particular with regard to its role and strategic positioning in contributing to the achievement of SDG 6, to other water related targets of the 2030 Development agenda and other relevant internationally agreed agendas.

15. The primary users of the evaluation include the IHP governing bodies (IGC and Bureau), the IHP-IX Task Force, UNESCO's Executive Board and General Conference and the IHP Secretariat. The Secretariat will be requested to respond to the report's findings and recommendations. Members of the UNESCO Water Family and donors will also be important users of the evaluation report. Other UN organisations, which are responsible for SDG 6, represent additional potential users.

16. The above stakeholders are expected to use the evaluation of IHP-VIII to meet both learning and accountability purposes. More specifically, the evaluation will:

- Generate evidence of key achievements and challenges in order to inform decision-making processes of the IHP governing bodies, UNESCO's Executive Board and General Conference, UNESCO Senior Management and donors;
- Provide a general understanding of which dimensions of the IHP-VIII best fit its purpose to respond to Member States' needs for the implementation of the 2030 Agenda and build upon UNESCO's comparative advantages; and
- Identify which implementation mechanisms and approaches work best, under which circumstances and how they can be improved.
- Identify any gaps that will still need to be addressed in what remains in IHP-IX, in order to close this phase of the IHP successfully.

III. Scope

17. The evaluation is being conducted at the midpoint in the implementation of IHP-VIII. The evaluation will be retrospective in that it shall look back at the implementation of Phase VIII between 2014 and 2018 to identify what has worked well, what has not, how and why. The evaluation will also include a prospective orientation to inform IHP programme delivery during the second part of its current strategy (2018–2021) as well as the development of IHP Phase IX.

18. The evaluation will be organised around the following dimensions or 'scope elements' and, nested within these, overarching evaluation questions:

What are the gaps / needs identified by Member States and partners that IHP-VIII does not address?

STRATEGIC POSITIONING

What are the comparative advantages of the IHP within the current UN Water context and in relation to other UN agencies and partners (e.g. World Bank) working in this field?
How should the IHP strategically position itself in light of its comparative strengths in order to best meet the needs of UNESCO Member States and in order to deliver on SDG 6 and other relevant internationally agreed agendas?
This elements looks at IHP beyond the UNESCO Water Family.

COORDINATION AND PARTNERSHIPS

How effectively is the IHP performing in its coordination function of the UNESCO Water Family?
What are its primary strengths and weaknesses in this regard and what measures are needed to further strengthen the coordination function?

How could UNESCO and the IHP effectively capitalise on the work of its network including Chairs and Category II Institutes and Centres?
How effective is the IHP in establishing partnerships and raising extra-budgetary funds?
This elements looks at IHP within the UNESCO Water Family.

RESULTS AND SUSTAINABILITY

How has the IHP contributed to attaining the results associated with the six thematic areas of IHP-VIII?
What factors are influencing achievement or not of planned results?
What provisions have been made to ensure sustainability of achieved results?
Is there tangible proof that the programme achieved positive impact at national, regional and / or global level(s)?²⁶
How are these results serving Member States in reaching targets and goals for the achievement of SDG 6 and other relevant internationally agreed agendas?
How can failures be overcome?

HUMAN AND FINANCIAL RESOURCES CAPACITIES

How well has the IHP coped with the human and financial resource constraints faced by IHP and UNESCO during the past several years?
What resources are expected to be available and (how) can they be increased?
What strategic choices are required to align programmatic expectations (i.e., delivering on planned outcomes, contributing to SDG 6 commitments, performing its coordination role) with the available resources?

OUTREACH AND COMMUNICATIONS

To what extent has implementation of the [IHP Communication and Outreach Strategy](#) been effective in improving IHP's visibility internally (e.g., within the UNESCO Water Family) and externally?
What results can be attributed to the implementation of the Strategy (e.g., enhanced resource mobilisation)?
What still needs to be addressed and how?

19. Gender Equality and Priority Africa are two organisational priorities to be addressed in all UNESCO evaluations. The evaluation should examine how effectively IHP-VIII has addressed these priorities at all stages of the programme cycle, from the design phase, during implementation and through to contributing to agreed-upon organisation-wide results.

IV. Methodology

20. While the evaluation will include the methodological elements below, the evaluator(s) is expected to elaborate an appropriate methodology in their technical proposal in response to these Terms of Reference. The evaluation design will be further refined during the inception phase, in consultation with the Evaluation Reference Group.
21. A theory of change for the programme will have to be developed as part of the evaluation. In line with this requirement, potential bidders are encouraged to consider an evaluation design that applies a theory of change-based approach

²⁶ This dimension should be addressed on the basis of a limited number of selected case studies.

(e.g., methods such as contribution analysis, outcome mapping or outcome harvesting to assess the quality and results of IHP-VIII).

22. Within a broader evaluation research methodology, with nested case studies, the data collection methods should at least include:

- **Desk review** of all key relevant documentation;²⁷
- To obtain in-depth data, **semi-structured interviews**, including with members of the Secretariat; other UNESCO colleagues; members of the UNESCO Water Family; and members of UN Water, including World Bank, the Global Environment Facility (GEF) and other partners to ensure a good coverage of views in line with the scope of this evaluation;
- To obtain broad data, **survey questionnaires** to address stakeholders, including Member States, Field Office staff including directors and key partners and beneficiaries in the field.

23. While the majority of the above-mentioned methods may be implemented remotely or from the home-base of the evaluation team, at least two visits to HQ are required: one to present and discuss the inception report and one to present the draft final report at a stakeholder workshop (see Point VII.6 below). The travel costs are to be included in the financial proposal.

24. In addition to the visits to HQ, the evaluation team may wish to include between one and four field visits / missions. The costs for this will have to be included in a separate element of the financial proposal so that it can be evaluated with and without these mission costs. It is important that the bidder give a solid rationale for any proposed field visit / mission within the framework of the technical proposal and with a purpose of data collection.

25. This evaluation is expected to require approximately 80 working days inclusive of all travel except the field visits mentioned under Point IV.5, which will have to be budgeted separately.

26. A designated evaluation manager at the Evaluation Office of UNESCO's Internal Oversight Service (IOS) will manage the evaluation with advisory support from the Natural Sciences Sector and, specifically, the Division of Water Sciences (SC/HYD). The Division, in conjunction with the Evaluation Reference Group mentioned below (see Point V.4), will support the IOS Evaluation Office through quality assurance of the deliverables. The Division will provide the evaluation team with all relevant documentation, such as strategy and project documents, monitoring and progress reports, financial reports, final evaluation reports, contact details of relevant stakeholders, etc.

27. An independent external evaluation team will conduct the evaluation. This evaluation team will prepare three main written deliverables: (i) an inception report, (ii) a draft evaluation report and (iii) a final evaluation report. They will also deliver a stakeholder workshop for validating findings and recommendations. To this end, they will engage in the activities within the parameters of the above-mentioned scope and methodology, in consultation with the evaluation manager.

28. The evaluation team will comply with United Nations Evaluation Group (UNEG) Norms and Standards for Evaluation, UNEG Guidelines for Integrating Human Rights and Gender Equality in Evaluations and UNEG Ethical Guidelines for Evaluation. The team is typically responsible for their own logistics: office space, administrative and secretarial support, telecommunications, printing of documentation, travel, etc. Suitable office space will be provided for the team when working from UNESCO premises. The evaluation team will also be responsible for administering and disseminating all evaluation tools such as surveys as well as for travel logistics.

29. An Evaluation Reference Group has been established to accompany the evaluation process. It will advise on aspects such as the development of the evaluation questions, provide feedback on the inception and draft evaluation reports and offer guidance on the appropriate actions to be taken in response to the evaluation recommendations. The Evaluation Reference Group is comprised of representatives from the IOS Evaluation Office, IHP Secretariat, programme field staff, Executive Office of the Natural Science Sector and Bureau for Strategic Planning.

V. Roles and Responsibilities

²⁷ At the outset of the evaluation, UNESCO will provide a list of reference material as inputs for the desk review.

VI. Qualifications of the Evaluation Team

30. The recommended composition of the evaluation team is one senior evaluator supported by a junior evaluator / researcher, with a mix of expertise in water and the United Nations System, although other proposals will be considered.
31. The evaluation team, of which no member may have had previous involvement in the design or implementation of the activities under review, should include a **senior evaluator**, acting as team leader, who possesses the following mandatory qualifications and experience:
- At least 10 years of professional experience in designing and leading evaluations of international multilateral organisations, programme or funds;
 - Professional experience relevant to the field of water resources management leading to broad credibility, as attested through a minimum of two papers or articles published in international peer reviewed journals or similar;
 - Understanding and knowledge of UN mandates and programming related to water issues;
 - Understanding and application of UN mandates in Human Rights and Gender Equality;
 - Excellent communication including writing skills in English.
32. Desired qualifications for any team member, e.g. a **junior evaluator**:
- Advanced degree (PhD preferred) in Water sciences and / or Environmental-related sciences and / or Engineering;
 - Work experience in the UN and / or experience with assignments for the UN;
 - Working knowledge of French or other official languages of the UN.
33. Verification of these qualifications will be based on the provided curriculum vitae, which should include a list of publications of the team leader / senior evaluator. Moreover, the names, titles and

contact details of two references should be provided that can attest, in particular, to the mandatory qualifications and experiences mentioned above. Finally, the technical proposal should include either a web link to, or an electronic copy of, a recently completed evaluation report relevant to the assignment (this will constitute the writing sample).

VII. Deliverables and schedule

Deliverables

- 1.
34. The evaluation will consist of three main deliverables: (i) an inception report, (ii) a draft report and (iii) a final report.
- Inception report: The inception report describes the conceptual framework to be used in undertaking the evaluation. The report sets out in some detail the evaluation methodology and indicates how questions and sub-questions are to be answered by way of data collection methods, data sources, sampling (where applicable) and indicators by way of an evaluation matrix. The inception report should also contain the intervention logic or theory of change underlying the evaluation subject. Finally, the report must include a work plan indicating the phases in the evaluation with key deliverables and milestones.
 - Draft evaluation report: The draft evaluation report should be written in English according to the (forthcoming) UNESCO's Evaluation Report Guidelines. The draft report will be circulated among members of the Evaluation Reference Group for comments and will be presented and discussed at a designated stakeholder workshop. The main body of the draft report shall not exceed 35 pages, excluding the executive summary and annexes. The structure of the draft report shall include: executive summary, introduction, one chapter per main evaluation scope element (see Point III.2), a chapter on cross-cutting dimensions of Gender Equality and Priority Africa (see Point III.3) as well as any emerging special topic, conclusions and recommendations. UNESCO's guidelines for evaluation reports will be shared with the evaluator(s) at the outset of the evaluation.
 - Final evaluation report: While the final evaluation report will follow the structure of the draft report, the evaluation team is requested to adhere to the following structure (font size 12, single-spaced):
 - Executive summary (2-4 pages);
 - Introduction (2-4 pages);
 - Chapter per main evaluation scope element, clearly responding to each of the evaluation questions while presenting solid evidence and analyses to underpin these responses (4 pages per chapter, i.e. 20 pages);

- Special chapter (2-4 pages);
- Conclusions and recommendations (4 pages);
- Annexes (as needed).

Schedule

35. The evaluation is expected to start in September 2018 and be concluded by January 2019. The indicative timetable of key activities and deliverables is shown below:

Activity / Deliverable	Timeline
Launch of the evaluation	<i>Mid-September 2018</i>
Inception report	<i>End September 2018</i>
Presentation of the inception report (UNESCO HQ, Paris)	<i>Early October 2018</i>
Data collection and analysis (including potential field missions)	<i>October - November 2018</i>
Draft evaluation report	<i>December 2018</i>
Stakeholder workshop (UNESCO HQ, Paris)	<i>December 2018</i>
Final evaluation report	<i>January 2019</i>

VIII. References

Jones, T., Winde, F. & Mejia, A. (2014). *Evaluation of Phase VII (2008-2013) of the International Hydrological Programme*. Paris: IOS/UNESCO [Retrieved 11 June 2018 from: <http://unesdoc.unesco.org/images/0022/002280/228062E.pdf>].

Gerlak, A., Megdal, S. & Varady, R. (2015). *Evaluation of the World Water Assessment Programme: Final report*. Paris: IOS/UNESCO [Retrieved 11 June 2018 from: <http://unesdoc.unesco.org/images/0023/002344/234429E.pdf>]

B. THE THEMES AND FOCAL AREAS OF IHP PHASE VIII

The themes and focal areas for phase VIII are:

- Theme 1: water-related disasters and hydrological changes:
 - Focal Area 1.1 – Risk management as adaptation to global changes
 - Focal Area 1.2 – Understanding coupled human and natural processes
 - Focal Area 1.3 – Benefiting from global and local earth observation systems
 - Focal Area 1.4 – Addressing uncertainty and improving its communication
 - Focal Area 1.5 – Improving the scientific basis for hydrology and water sciences for preparation and response to extreme hydrological events
- Theme 2: groundwater in a changing environment
 - Focal Area 2.1 – Enhancing sustainable groundwater resources management
 - Focal Area 2.2 – Addressing strategies for management of aquifer recharge
 - Focal Area 2.3 – Adapting to the impacts of climate change on aquifer systems
 - Focal Area 2.4 – Promoting groundwater quality protection
 - Focal Area 2.5 – Promoting management of transboundary aquifers
- Theme 3: addressing water scarcity and quality
 - Focal Area 3.1 – Improving governance, planning, management, allocation, and efficient use of water resources
 - Focal Area 3.2 – Dealing with present water scarcity and developing foresight to prevent undesirable trends
 - Focal Area 3.3 – Promoting tools for stakeholder involvement and awareness, and conflict resolution
 - Focal Area 3.4 – Addressing water quality and pollution issues within an IWRM framework improving legal, policy, institutional, and human capacity
 - Focal Area 3.5 – Promoting innovative tools for safety of water supplies and controlling pollution
- Theme 4: water and human settlements of the future
 - Focal Area 4.1 – Game-changing approaches and technologies
 - Focal Area 4.2 – System-wide changes for integrated management approaches
 - Focal Area 4.3 – Institution and leadership for beneficiation and integration
 - Focal Area 4.4 – Opportunities in emerging cities in developing countries
 - Focal Area 4.5 – Integrated development in rural human settlements
- Theme 5: ecohydrology – engineering harmony for a sustainable world
 - Focal Area 5.1 – Hydrological dimension of a catchment – identification of potential threats and opportunities for sustainable development
 - Focal Area 5.2 – Shaping of the catchment ecological structure for ecosystem potential enhancement – biological productivity and biodiversity
 - Focal Area 5.3 – Ecohydrology system solution and ecological engineering for the enhancement of water and ecosystem resilience and ecosystem services
 - Focal Area 5.4 – Urban Ecohydrology – storm water purification and retention in the city landscape, potential for improvement of health and quality of life
 - Focal Area 5.5 – Ecohydrological regulation for sustaining and restoring continental to coastal connectivity and ecosystem functioning
- Theme 6: water education – key for water security
 - Focal Area 6.1 – Enhancing tertiary water education and professional capabilities in the water sector
 - Focal Area 6.2 – Addressing vocational education and training of water technicians
 - Focal Area 6.3 – Water education for children and youth
 - Focal Area 6.4 – Promoting awareness of water issues through informal water education
 - Focal Area 6.5 – Education for transboundary water cooperation and governance

c. THEORY OF CHANGE OF THE IHP VIII

Challenges and issues leading to the implementation of the policy

Achieving water security has become a global concern as a result of increasing water scarcity and the effects this is expected to have, on human health, nature and well-being. There are natural causes for water shortages but the primary driver is human activity which, along with economic growth, has increased the pressures on water supplies.

Several challenges arise from achieving water security, which range from widespread problems such as climate change to operational aspects such as local water rates²⁸. The International Hydrology Programme's approach to these challenges is to expand the scientific base to "understand the impacts of global changes on water systems and to link scientific conclusions to policies for promoting sustainable management of water resources"²⁹. The issues and challenges are well identified and can be summarized as follows:

- Freshwater scarcity is a global burden, posing an enormous threat to global health, security and prosperity. The **demand for water is expected to increase** at the global level, as a result of growing population, rising incomes, economic development and changing consumption patterns, among others. Over the past 100 years, the global use of water has increased by a factor of six and is growing at a rate of 1% per year³⁰. Industry, dominated by energy production, and agriculture are the major withdrawals of water.
- The **shrinking of water reservoirs** is driven mainly, by overuse and mismanagement, pollution and climate change, as well as growing population and rising incomes. The water available is enough for supplying average global annual needs, however regional and temporal variations in the availability of water, are affecting over two

²⁸ INTERNATIONAL HYDROLOGICAL PROGRAMME (IHP) EIGHTH PHASE "WATER SECURITY: RESPONSES TO LOCAL, REGIONAL, AND GLOBAL CHALLENGES" STRATEGIC PLAN IHP-VIII (2014-2021)

²⁹ IHP, 2011. THE IMPACT OF GLOBAL CHANGE ON WATER RESOURCES: THE RESPONSE OF UNESCO'S INTERNATIONAL HYDROLOGY PROGRAMME. Page 2.

billion people living in potential severely water-stressed areas and this could increase to some 2.7–3.2 billion in 2050.

- Economic growth, use of pesticides in agriculture, inadequate or non-existing wastewater management and population density largely relate to **deterioration of water quality**, which is expected to increase in the next decades, threatening human health and the environment. The most prevalent quality challenge, is pathogen contamination, however contamination by metals, pesticides and other substances remain a problem worldwide.
- **Climate change** could make water disasters more frequent and acute by shifting weather patterns such that many dry regions experience more droughts while wet regions suffer more floods.

Water is essential to all human activity and a fundamental driver of socio-economic growth. It is a key element to challenge poverty, gender inequality, access to food and the disruption of ecosystems. Providing access to clean water provides benefits to health, education, equity and the economy, therefore investment in water assets yields both economic and social dividends.

Expected high level impact of the IHP-VIII programme

Given the mentioned challenges in relation to freshwater, IHP-VIII building on its expertise on scientific cooperation on water research, expects to contribute to **achieve water security and sustainable water management** worldwide³¹. It aims to do so by providing support for its "Member States to strengthen their responses to local, national and regional water security challenges towards the achievement of water-related SDGs and targets" (cf. Expected Result 4 under MLA 2, included in the 39 C/5 (2018-2021)).

Through its work, IHP seeks to strengthen the scientific understanding of local, regional and global challenges in water systems and to link scientific findings with policies in order to promote the sustainable management of water resources. All efforts are directed towards protecting vulnerable water systems, mitigating the effects of water-related hazards such as floods and droughts, safeguarding access to water-related functions and services, and managing water resources in an integrated and equitable manner.

³⁰ WWDR, 2018. NATURE-BASED SOLUTIONS for WATER. Facts and figures.

Expected outcomes

The eighth phase of IHP, has six thematic areas that were defined according to the priorities and needs pointed by the Member States. The themes and focal areas address issues related to:

- Theme 1: Water-related Disasters and Hydrological Changes
- Theme 2: Groundwater in a Changing Environment
- Theme 3: Addressing Water Scarcity and Quality
- Theme 4: Water and Human Settlements of the Future
- Theme 5: Ecohydrology, Engineering Harmony for a Sustainable

World

- Theme 6: Water Education, Key to Water Security

For the purpose of the Theory of Change (ToC), each of these themes has been linked to a specific programme outcome, which should contribute to the achievement of the high-level impact described in the previous section. The following table presents the specific outcome formulated by the evaluation team for each of the six themes. It is worth noting that this type of outcome (i.e. at the theme level) has not been included in the ToC presented in the inception report of the flagship initiatives. For us, these outcomes allow us to bridge the gap between programme expected impacts, and project and activity results. However, given that they have been formulated by our evaluation team based on an initial literature review, they are subject to further discussion with IHP and the evaluation reference group.

Table 8 IHP-VIII expected outcomes (theme-level)

Theme	Associated expected outcome	Related 39 C/5 performance indicator
<p>Theme 1: Water-related Disasters and Hydrological Changes</p>	<p>To contribute to the capacity of Member States to meet the targets set at the Sendai Framework for DRR, and SDG targets 11.5, 13.1 and 13.3 through prediction capability enhancement and response capacity development (e.g. to identify and implement appropriate and timely measures to anticipate hydrohazards and alleviate their impacts in a continuously changing environment).</p>	<p>Number of supported Member States which have enhanced resilience to climate change, water-related hazards and scarcity</p>
<p>Theme 2: Groundwater in a Changing Environment</p>	<p>To support Member States to implement integrated water resources management at all levels, including through transboundary cooperation as appropriate.</p>	<p>Number of supported Member States which have resilient human settlements and/or improved groundwater resources management and governance including at transboundary level</p>
<p>Theme 3: Addressing Water Scarcity and Quality</p>	<p>To provide support to Member States to adopt better practices and governance for wastewater management and reuse, as well as water quality and pollution control (e.g. conduct water quality assessments). Serving Member States in monitoring SDG targets 6.1 and 6.3 as well as target 3.3 in its reference to water borne diseases.</p>	<p>Number of supported Member States which have adopted science-based approaches to water quality, ecohydrology and engineering solutions, and water security education</p>

Theme	Associated expected outcome	Related 39 C/5 performance indicator
Theme 4: Water and Human Settlements of the Future	To support Member States to reduce their water footprint and sustainably manage their water resources in urban and rural environments (e.g. through integrated urban water management practices), and assist them in their efforts to monitor targets 6.1, 6.2, 6.3, 11.5 and 13.3.	N/A
Theme 5: Ecohydrology, Engineering Harmony for a Sustainable World	To advance the integration of social, ecological and hydrological research; allowing Member States' to improve their scientific understanding of hydrological and biological processes (e.g. through the establishment of ecohydrology demonstration sites) that will help them in monitoring SDG targets 6.6 and 15.1.	Number of supported Member States which have adopted science-based approaches to water quality, ecohydrology and engineering solutions, and water security education
Theme 6: Water Education, Key to Water Security	To improve and update water education at all levels to achieve access and management of water in a sustainable manner, and to improve employment opportunities for youth. To improve youth engagement in water governance and decision making	Number of supported Member States which have adopted science-based approaches to water quality, ecohydrology and engineering solutions, and water security education

In addition to this IHP expects to contribute to bridging the **gender** gap in science and in water governance and management, through the activities it implements. Specific mention is made in the 39 C/5 of “the sex-disaggregated methodology developed by WWAP” to be used in extrabudgetary projects to support gender equality in water-related policies to be established by Member States. IHP has given itself the goal of including a gender perspective on the activities of IHP, both inward activities including more representation on women on IHP representatives and governing bodies, and outwards strengthening the gender approach, e.g. producing gender disaggregated statistics related to water. As a result, performance indicators are meant to consider disaggregate results by gender to identify advances on this challenge.

As a UNESCO Programme, IHP also has geographical priority areas, specifically Africa, developing countries and SIDS, as well as youth as a priority group of UNESCO. This in spite of the fact that the programme has a global character and by nature is intergovernmental with the participation of 165 Member States which contribute to achieving water security. According to MLA2 “priority Africa will be addressed by supporting Member States in their efforts to provide **sustainable access to safe and adequate water and sanitation to meet their basic needs, promote development and protect the environment as enshrined in the Africa Water Vision 2025** and under the AU Agenda 2063’s goal 7. IHP will also pay special attention to the water needs of SIDS”. As is the case for gender, the performance indicators included in UNESCO’s Programme (UNESCO 39 C/5) for IHP identify how many of the beneficiary countries should be in Africa or in one of the target countries (LIDC or SIDS).

We suggest embedding both of these intended outcomes (i.e. gender and Africa) as a cross-cutting element of the IHP VII ToC.

Intermediate outcomes (i.e. specific objectives)

In order to generate high level impact and outcomes, IHP main expected intermediate outcome is **to strengthen international cooperation to improve water resource management and governance** by:

1. improving their scientific, knowledge and technological basis (research)
2. enhancing the available base of human resources and capacities (knowledge management and education and training)

3. promoting policy dialogue and cooperation and strengthening the science-policy interface (policy advice and technical assistance)

Building on past achievements of the Programme, IHP-VIII continues working on incorporating the social and economic dimension of water resources into water management and governance. That challenge implies work on the role of human behaviour, cultural beliefs and attitudes to water as well as the results of socio-economic research to adapt to changing water availability.

Expected outputs and activities

The IHP implements a very broad range of activities, which lead to the generation of an equally broad spectrum of outputs. For the purpose of the ToC, we have identified three broad activity types and related outputs, according to the three key intermediate outcomes identified above. As opposed to the ToC included in the flagship evaluation inception report, we have merged the ‘knowledge management and awareness raising’ and the ‘education and training’ activities, into a single activity. This has been done for the purpose of streamlining the ToC.

The following table presents a preliminary list of activities and outputs, which is meant to be further enriched based on the feedback provided by IHP. The activities that were listed are based on the report of activities and outcomes 2014-2015, for each of the six focal areas.

Inputs

The resources being allocated to the implementation of the IHP are yet to be analysed. This relates to the human (time available and expertise) and financial resources which are allowing for the implementation of specific projects and initiatives. This will also include the resources allocated to the implementation of IHP secretariat work such as coordinating and facilitating collaborative work within the UNESCO water family, and branding the UWN. This data will be collected principally through extractions from the SISTER system, to be provided by UNESCO/IHP. Specific attention will be given to the analysis of extra-budgetary vs regular programme funding provided for IHP VIII implementation, as well as the distribution across the six priority themes.

Table 9. Activities and outputs to deliver specified outcomes

<u>Outcome type (cf. previous section)</u>	<u>Activities</u>	<u>Examples of expected outputs</u>
Outcome 1: Improving scientific, knowledge and technological basis of water management and governance	<u>Research, monitoring and data collection</u> Research projects Data collection and cleaning Establishment of ecohydrology demonstration sites Feasibility studies Development of tools, systems, software, apps for IWRM and monitoring Vulnerability assessments Science-based approaches developed or implemented	Scientific publications that demonstrate IHP being at the forefront in scientific research Scientific publications and grey literature with potential use for policy making and water management produced Innovative solutions for water management coming from research developed More information is made available for decision making, assessment, monitoring, etc. via databases and data repositories
Outcome 2: Enhancing the available base of human resources and capacities for water management and governance	<u>Capacity building and knowledge dissemination</u> Capacity building events such as training activities and conferences Development of training material and training programmes Identification and dissemination of best practices through studies and workshops Creation of secondary and tertiary education programmes Exhibitions for awareness raising Development of communication channels and tools to disseminate research findings and good practices	Scientists trained and with improved academic credentials Policy makers exposed and aware of water management related issues Water managers participating in training events or exposed to new information, leading to improved skills or capacities Media professionals participating in IHP sponsored activities for improved capacities Training and capacity building courses implemented and rolled out Communication channels and tools accessed and consulted by target groups
Outcome 3: Promoting policy dialogue and cooperation and strengthening the science-policy interface of water management and governance	<u>Policy dialogue and advice</u> Providing support in the implementation of new water resource management strategies Enabling the uptake of research-generated data in the policy making process and in real-life water management procedures Providing advice and technical assistance for the development of new and improved policies and regulation for water management and protection (e.g. improved policies for transboundary water management) Creating a forum for policy-makers and researchers to exchange information, leading to better policies and regulation for water management	New and improved policy and regulation on water management based on the results of research New and improved collaboration between policy makers and researchers Mention of IHP related publications/data/evidence in policies and regulations Innovation in policy-making, governance and water management schemes

Figure 10 Overview of the IHP VII intervention logic



D. THE EVALUATION FRAMEWORK

The table below sets out the key evaluation questions that have framed the evaluation for each of the key areas of the evaluation (which form the chapters in the main report). The table provides the questions set out in the terms of reference of the work and the revised questions following development by the evaluation team and discussion with IOS and the evaluation reference group.

Area of evaluation	Original evaluation questions in TOR	Revised/sub questions by the evaluation team
Strategic positioning	What are the comparative advantages of the IHP within the current UN Water context and in relation to other UN agencies and partners (e.g. World Bank) working in this field?	What are the priorities on water across the UN System? and how where these priorities been mandated How are IHP objectives defined by MS in relation to the above UN water priorities (if at all)? How do other UN institutions and MS view the IHP relative role and its relative value? What can IHP do or offer that other entities cannot?
	How should the IHP strategically position itself in light of its comparative strengths in order to best meet the needs of UNESCO Member States and in order to deliver on SDG 6 and other relevant internationally agreed agendas?	How does the IHP position itself strategically with respect to key agendas, including the right to water, and taking account of global polarisation? What are the specific contributions IHP should be expected to contribute to the SDGs, including from MS? What does it already do within Phase VIII? What are the needs of Member States? What changes would need to be made to align fully with SDGs? What are the potential synergies/collaboration with other UN institutions? What should the UNESCO IHP presence be in UN centres such as New York, Rome and Geneva?
	N/A	What changes (if any) would be needed to better position the IHP to contribute to the Sendai Framework for Disaster Risk Reduction? What changes (if any) would be need to better position the IHP to respond to the Paris Climate Agreement? What changes (if any) would be need to better position the IHP to contribute to the New Urban Agenda?
Coordination and partnerships	How effectively is the IHP performing in its coordination function of the UNESCO Water Family?	Do you deem the present coordination efforts sufficient enough? How well is it doing? If not, what does the Secretariat need to do to perform this function? What do others expect?
	What are its primary strengths and weaknesses in this regard and what measures are needed to further strengthen the coordination function?	Question unchanged
	How could UNESCO and the IHP effectively capitalise on the work of its network including Chairs and Category II Institutes and Centres?	What added value is current obtained from national committees and focal points, chairs and centres to IHP/IHP VIII – both activities and budget?

Area of evaluation	Original evaluation questions in TOR	Revised/sub questions by the evaluation team
		<p>What added value is possible from national committees and focal points, chairs and centres to IHP/IHP VIII – both activities and budget? (more than currently) What inhibits obtaining this value now? What can UNESCO/IHP do to improve this (noting the challenge of managing a growing network)?</p>
	How effective is the IHP in establishing partnerships and raising extra-budgetary funds?	<p>What partnerships have been established by/with IHP and what factors contribute to successful partnerships? What is the extent and importance of extra-budgetary funds? Where are these funds allocated (HQ, demonstration projects, etc.)? Who initiates the funds? Who prioritises what money is spent on?</p>
Results and sustainability	How has the IHP contributed to attaining the results associated with the six thematic areas of IHP-VIII?	<p>What are the results of IHP VIII in each thematic area? – Publications; outcomes, a platform for interaction, debate and collaboration, etc.? What specific actions within the different IHP actors has contributed to these? What themes have generated most results?</p>
	What factors are influencing achievement or not of planned results?	What has inhibited/supported achievement of results: the contextual issues of structure, resources, relationships, role of external actors/issues, politics?
	What provisions have been made to ensure sustainability of achieved results?	No change
	Is there tangible proof that the programme achieved positive impact at national, regional and / or global level(s)? Note that this dimension should be addressed on the basis of a limited number of selected case studies.	<p>What specific examples of impacts are there of IHP outputs affecting global policy/practice; regional policy/practice; MS policy/practice? How important is the IHP contribution to these specific developments?</p>
	How are these results serving Member States in reaching targets and goals for the achievement of SDG 6 and other relevant internationally agreed agendas?	Question unchanged
	How can failures be overcome?	Question unchanged
	What are the gaps / needs identified by Member States and partners that IHP-VIII does not address?	<p>What was agreed to take forward in the first part of Phase VIII and what later? Does this leave gaps? How are gaps determined (given the broad nature of some targets)? What are the reasons for gaps?</p>
Human and financial resources capacities	How well has the IHP coped with the human and financial resource constraints faced by IHP and UNESCO during the past several years?	<p>What is meant by the IHP “budget” given the amount of extra-budgetary activity at country level? What has been the relative change in budget? What has been the consequence for staffing, meetings, projects, etc.? What alternative funds were used? What views are there on whether decisions were correct?</p>

Area of evaluation	Original evaluation questions in TOR	Revised/sub questions by the evaluation team
	What resources are expected to be available and (how) can they be increased?	Question unchanged.
	What strategic choices are required to align programmatic expectations (i.e., delivering on planned outcomes, contributing to SDG 6 commitments, performing its coordination role) with the available resources?	The question is unchanged, but it is essentially about how to make difficult choices. To address future agendas with lower resources, we should ask: “what should be dropped?” if key agendas are to be prioritised.
	N/A	How well is progress towards the overall and specific objectives of the IHP recorded and reported? How well do the Secretariat, Bureau and Council respond to the results of such monitoring?
Outreach and communications	To what extent has implementation of the IHP Communication and Outreach Strategy been effective in improving IHP’s visibility internally (e.g., within the UNESCO Water Family) and externally?	What is the intended/desired visibility of the IHP? What elements of the Outreach Strategy contribute to this?
	What results can be attributed to the implementation of the Strategy (e.g., enhanced resource mobilisation)?	Question unchanged
	What still needs to be addressed and how?	What are the planned changes to the Outreach Strategy? What are the identified needs, e.g. for SDG 6 and other agendas? What resources or changes are necessary?
Priority Africa	N/A	How has planning within IHP identified actions consistent with Africa as a priority? How is Africa as a priority expressed beyond some IHP activities being in/relevant to Africa? How do IHP initiatives contribute to UNESCO global priorities on Africa?
Gender	N/A	How has planning within IHP identified actions consistent with gender as a priority? How far are actions tools to monitor gender in hydrology and actions to promote gender equality? How do IHP initiatives contribute to UNESCO global priorities on gender?
From Potential Conflict to Co-operation	N/A	How has planning within IHP identified actions to promote peace on the management of transboundary waters? Are there particular outcomes within IHP that are success examples?
Youth and young water professionals	N/A	How were youth engaged in IHP as a priority group of UNESCO?

E. ONLINE SURVEY QUESTIONNAIRE

Introductory text

The UNESCO Internal Oversight Service, Evaluation Office (IOS/EO) has recently launched the Mid-term evaluation of Phase VIII of UNESCO's International Hydrological Programme (IHP).

In order to develop a deep insight into the IHP and how well it is (or should be) contributing to critical objectives, it is important to seek views from a wide range of stakeholders within and beyond IHP. This survey is, therefore, designed to gather such views. **As a key stakeholder, your view on UNESCO's work as well as your recommendations for possible improvements in the future are of high value for the mid-term review.** You are therefore cordially invited to take part in the evaluation survey, which takes about 20 minutes to complete.

Your responses will be **collected anonymously** and will only be presented at an aggregate level (and anonymously for individual comments). UNESCO has appointed a team of **independent evaluators from the Institute for European Environmental Policy (IEEP), supported by Technopolis Group**, who are managing the survey and will process your information in a secure and professional way.

Should you have any questions on the Mid-term evaluation please feel free to contact UNESCO's Internal Oversight Service at m.bilagher@unesco.org. For technical questions on the survey please contact the IEEP evaluation team at: afarmer@ieep.eu

Thank you in advance for your participation.

Identifier questions

Please select your country of residence (leave blank if from the UN or other international organisation):

Drop down menu of countries

Please select the type of body you represent (you may choose more than one if needed):

IHP Council

*IHP Bureau
IHP Secretariat
IHP Category 2 Centre
IHP UNESCO Chair
IHP National Committee
WWAP
Other UNESCO water family
Other*
If other please specify: *Box*

Strategic Positioning

1. How well do you agree with the statement that the IHP Phase VIII is adequately delivering on its overarching theme: "Water security: Responses to local, regional, and global challenges"?
Scoring: Strongly disagree; Disagree; Neither agree nor disagree; Agree; Strongly agree; I do not know or have no opinion
2. Do you consider that the IHP Phase VIII is focused on the correct issues/needs concerned with water management from the perspective of your organisation?
Yes/No/ I do not know or have no opinion
Please detail: *Box*
3. Are there other gaps / needs that IHP-VIII does not address that you consider should be included?
Yes/No/ I do not know or have no opinion
Please detail: *Box*
4. Are there issues addressed within the IHP that you consider would be more appropriately taken forward by another organisation (such as another UN body)?
Yes/No/ I do not know or have no opinion
Please detail: *Box*
5. Should some priority, objective or activity of IHP Phase VIII be dropped?
Please detail: *Box*
6. How well do you agree with the statement that the objectives of the IHP are aligned to the SDGs and their associated targets? [Please consider all SDGs for which water is relevant and not only SDG6].
Scoring: Strongly disagree; Disagree; Neither agree nor disagree; Agree; Strongly agree; I do not know or have no opinion

7. How well do agree with the statement that the objectives of the IHP are aligned to the Paris climate agreement?

Scoring: Strongly disagree; Disagree; Neither agree nor disagree; Agree; Strongly agree; I do not know or have no opinion

8. How well do agree with the statement that the objectives of the IHP are aligned to the Sendai Framework for Disaster Risk Reduction?

Scoring: Strongly disagree; Disagree; Neither agree nor disagree; Agree; Strongly agree; I do not know or have no opinion

9. How well do agree with the statement that the objectives of the IHP are aligned to the New Urban Agenda?

Scoring: Strongly disagree; Disagree; Neither agree nor disagree; Agree; Strongly agree; I do not know or have no opinion

10. What changes, if any, would you make to any aspect of the IHP (e.g. objectives, specific actions by specific bodies in IHP) to enhance its contribution to the delivery of the SDGs, Sendai Framework for Disaster Risk Reduction and/or New Urban Agenda?

Box

Coordination and partnerships

11. How well do agree with the statement that the IHP is effectively performing in its coordination function of the UNESCO Water Family?

Scoring: Strongly disagree; Disagree; Neither agree nor disagree; Agree; Strongly agree; I do not know or have no opinion

Do comment on the coordination function, its strengths and weaknesses: *Box*

12. What added value is currently obtained from IHP national committees to IHP/IHP VIII? Please answer on the institutions you are familiar with.

- They provide political buy-in to the IHP at national level *yes/partially/no/I do not know or have no opinion*
- They provide a means to disseminate outputs from IHP activities elsewhere *yes/partially/no/I do not know or have no opinion*
- They contribute to the formulation of IHP strategic planning and thinking *yes/partially/no/I do not know or have no opinion*
- They are important sources of water information for IHP objectives *yes/partially/no/I do not know or have no opinion*
- They are important contributors to research supporting IHP objectives *yes/partially/no/I do not know or have no opinion*

- They contribute to wider water education and capacity building objectives of IHP *yes/partially/no/I do not know or have no opinion*
- They are important in helping to provide resources to support IHP activities (nationally, globally or bilaterally) *yes/partially/no/I do not know or have no opinion*

Do comment further, including on other values you think are obtained: *Box*

13. What added value is currently obtained from, IHP chairs to IHP/IHP VIII? Please answer on the institutions you are familiar with.

- They provide political buy-in to the IHP at national level *yes/partially/no/I do not know or have no opinion*
- They provide a means to disseminate outputs from IHP activities elsewhere *yes/partially/no/I do not know or have no opinion*
- They contribute to the formulation of IHP strategic planning and thinking *yes/partially/no/I do not know or have no opinion*
- They are important sources of water information for IHP objectives *yes/partially/no/I do not know or have no opinion*
- They are important contributors to research supporting IHP objectives *yes/partially/no/I do not know or have no opinion*
- They contribute to wider water education and capacity building objectives of IHP *yes/partially/no/I do not know or have no opinion*
- They are important in helping to provide resources to support IHP activities (nationally, globally or bilaterally) *yes/partially/no/I do not know or have no opinion*

Do comment further, including on other values you think are obtained: *Box*

14. What added value is currently obtained from IHP centres to IHP/IHP VIII? Please answer on the institutions you are familiar with.

- They provide political buy-in to the IHP at national level *yes/partially/no/I do not know or have no opinion*
- They provide a means to disseminate outputs from IHP activities elsewhere *yes/partially/no/I do not know or have no opinion*
- They contribute to the formulation of IHP strategic planning and thinking *yes/partially/no/I do not know or have no opinion*
- They are important sources of water information for IHP objectives *yes/partially/no/I do not know or have no opinion*
- They are important contributors to research supporting IHP objectives *yes/partially/no/I do not know or have no opinion*
- They contribute to wider water education and capacity building objectives of IHP *yes/partially/no/I do not know or have no opinion*
- They are important in helping to provide resources to support IHP activities (nationally, globally or bilaterally) *yes/partially/no/I do not know or have no opinion*

Do comment further, including on other values you think are obtained: *Box*

15. What further added value is possible from IHP national committees and IHP chairs and centres to IHP/IHP VIII and do you think anything hinders obtaining this or would be needed to deliver it? Please answer on the institutions you are familiar with: *Box*

Results and sustainability

16. How well has the IHP delivered the expected results of the different thematic areas of Phase VIII at its mid-point? Please score (1 – not at all; 5 – expected results by mid-point fully delivered).

Theme 1: water-related disasters and hydrological changes [*Score 1-5/ I do not know or have no opinion*]

Theme 2: groundwater in a changing environment [*Score 1-5/ I do not know or have no opinion*]

Theme 3: addressing water scarcity and quality [*Score 1-5/ I do not know or have no opinion*]

Theme 4: water and human settlements of the future [*Score 1-5/ I do not know or have no opinion*]

Theme 6: ecohydrology – engineering harmony for a sustainable world [*Score 1-5/ I do not know or have no opinion*]

Theme 6: water education – key for water security [*Score 1-5/ I do not know or have no opinion*]

17. How well do you agree with the statement that the IHP contributes to promoting research and other activities which are at the frontier of knowledge?

Scoring: Strongly disagree; Disagree; Neither agree nor disagree; Agree; Strongly agree; I do not know or have no opinion

Please comment on your answer: *Box*

18. Do you consider that the outputs of the IHP have had important outcomes in affecting water management policy or practice at global level?

There have been: significant outcomes/limited outcomes/very few outcomes/no outcomes/ I do not know or have no opinion

19. Do you consider that the outputs of the IHP have had important outcomes in affecting water management policy or practice at regional level?

There have been: significant outcomes/limited outcomes/very few outcomes/no outcomes/ I do not know or have no opinion

20. Do you consider that the outputs of the IHP have had important outcomes in affecting water management policy or practice at country level?

There have been: significant outcomes/limited outcomes/very few outcomes/no outcomes/ I do not know or have no opinion

21. Please comment. If you consider that there have been important outcomes for water management policy or practice from the IHP at any level or particular examples of where outcomes from IHP work have not occurred, do provide examples: *Box*

22. What factors have contributed to the success of these outcomes and/or have potentially inhibited them?

Choose one or more: Resources available, organisational issues, planning, politics, relationships, time, other/ I do not know or have no opinion

If other please describe: *Box*

23. In your opinion, are there things that could be done to make the outputs of the IHP more sustainable over time? Please comment on any issue you consider relevant (what is produced, how it is presented, used, etc.) and on any subject you are familiar with: *Box*

24. How well do you consider the IHP has been contributing to UNESCO's Priority Africa objective in the last four years?

Choose one of the following: Not at all/to a limited extent/to a large extent/ I do not know or have no opinion

Please comment if you wish: *Box*

25. How well do you consider the IHP has been contributing to UNESCO's priority on gender in the last four years?

Choose one of the following: Not at all/to a limited extent/to a large extent/ I do not know or have no opinion

26. How well do you consider the IHP has been contributing to UNESCO's priority on gender in the last four years?

Choose one of the following: Not at all/to a limited extent/to a large extent/ I do not know or have no opinion

Please comment if you wish: *Box*

27. How well do you consider the IHP has been contributing to UNESCO's objective of promotion of peace in the last four years?

Choose one of the following: Not at all/to a limited extent/to a large extent/ I do not know or have no opinion

Please comment if you wish: *Box*

28. How well do you consider the IHP has been contributing to including youth and supporting young water professionals in the last four years?

Choose one of the following: Not at all/to a limited extent/to a large extent/I do not know or have no opinion

Please comment if you wish: *Box*

Human and financial resources capacities

29. How well do you think the IHP has coped with the human and financial resource constraints faced by IHP and UNESCO during the past several years?

Choose one or more of the following:

- *It has made effective, strategic choices*
- *It has become more efficient in use of resources*
- *It has sought out additional resources from different sources*
- *It has made choices, but these are not the right ones*
- *It has not improved its efficiency*
- *I do not know or have no opinion*

30. How well do you agree with the statement that the IHP is effective in establishing partnerships and raising extra-budgetary funds?

Scoring: Strongly disagree; Disagree; Neither agree nor disagree; Agree; Strongly agree; I do not know or have no opinion

31. Please comment on any issues concerning IHP budgets and resources you consider to be important.

Box

IHP Monitoring and Reporting

All organisations within IHP are asked to report regularly on their activities. This reporting is used in different ways to understand how IHP objectives are being delivered and to support management decisions. The question below asks for your views on the value and use of such reporting.

32. How well is progress towards the overall and specific objectives of the IHP recorded and reported?

Please choose one or more of the following:

- *I, or my organisation, report to UNESCO on my/our IHP activities*
- *The reporting provides a good overview of my/my organisations activities*

- *The reporting does not provide an adequate view of my/my organisations activities*

I examine the reports submitted by others within IHP

- *The reporting I/my organisation undertakes is burdensome*
- *I understand how the Secretariat, Bureau and/or Council use the reporting*
- *I see decisions by the Secretariat, Bureau and/or Council based on the reporting*
- *I do not know or have no opinion*

33. Do you agree with the statement that reporting of IHP activities contributes to better management decisions to help deliver IHP objectives?

Scoring: Strongly disagree; Disagree; Neither agree nor disagree; Agree; Strongly agree; I do not know or have no opinion

If you wish to comment on your answers or on any other aspect of reporting within IHP, please do so in the box below: *Box*

IHP Communication and Dissemination

34. Do you consider that communication and dissemination of material, results, data, etc., from the work of IHP is effective in contributing to the following objectives:

Enhancing the scientific understanding of water management issues

Significant contribution/some contribution/minor contribution/not at all/ I do not know or have no opinion

Enhancing the capacity of those working on water management

Significant contribution/some contribution/minor contribution/not at all/ I do not know or have no opinion

Engaging successfully in informing important policy agendas (on water and/or which should take account of water issues)

Significant contribution/some contribution/minor contribution/not at all/ I do not know or have no opinion

Encouraging increased participation of women in water management

Significant contribution/some contribution/minor contribution/not at all/ I do not know or have no opinion

Engaging with young people on water management issues

Significant contribution/some contribution/minor contribution/not at all/ I do not know or have no opinion

35. How well do agree with the communication with the Secretariat is easy?
Scoring: Strongly disagree; Disagree; Neither agree nor disagree; Agree; Strongly agree; I do not know or have no opinion

Please provide comments on any of your answers if you wish, such as on how to improve any aspect of communication: *Box*

F. INTERVIEW QUESTIONS

Introduction for the interviewer

The purpose of the interviews is to gather evidence to support the IHP Phase VIII mid-term evaluation. The interviewers should, therefore, focus their questions around the questions set out in the agreed evaluation framework. To help with this, this list of interview questions has been produced. However, it is important to stress that these are not rigidly prescribed. Deviation from this (within the bounds of the evaluation framework) is desirable in cases such as:

1. Where an interviewee has particular knowledge – in such cases, the interviewer should explore this, using the sub-questions in the evaluation framework. This is especially the case where an interviewee may have good case specific information (on a success or failure) and it is important to understand what has happened and why.
2. Where an interviewee has been recommended for a specific purpose – we may be recommended to speak to someone because of particular knowledge or views and it may be appropriate to limit questions to that area.
3. Where an interviewee is external to the IHP and/or UNESCO Water Family, questions relating to internal IHP issues may be ignored and more detailed questions in results of IHP or interface with IHP focused upon. The interviewers should, therefore, use this framework of interview questions with common sense in seeking to maximise information gathering for the evaluation.

For these reasons, the interview framework set out below sets out the core questions, rather than seeking to cover every possible question that might be asked of every interviewee for every issue set out in the evaluation framework.

Introduction for the interviewee

The Internal Oversight Office of UNESCO is undertaking **Mid-term Evaluation of Phase VIII** (2014-2021) of the International Hydrological Programme (IHP). This evaluation has two purposes:

- a) Identifying necessary adjustments to the implementation of the remaining years of the strategy (i.e. 2019-2021), especially in the light of the new Sustainable Development Goal (6) on water, and
- b) Informing the development of IHP Phase IX in its early phases of conception.

This evaluation is exploring different aspects of IHP Phase VIII, including its strategic positioning, its structure and governance, its outputs and

outcomes and its resourcing and communication. The evaluation is collecting evidence from the literature, IHP reporting, use of an on-line survey and through interviews.

The IOS has contracted the Institute for European Environmental Policy, supported by Technopolis Group, to support the evaluation and the evaluation team from these organisations will conduct the interviews.

The interview questions are set out below. These are not prescriptive or rigid. Where an interviewee has particular information or views on an issue, the interviewers will explore these. These questions guide the interview – they do not constrain it. Please highlight any issue you consider to be important and relevant with the interviewer.

Name of interviewer:

Date:

Name of interviewee:

Position:

Organization:

Results

- Which of the six different themes included in the programme do you think IHP has made the most significant progress on? And the least?
- How well does IHP perform in each of its action lines (research, monitoring & data collection; capacity building and knowledge dissemination; policy dialogue and advice)?
- If you could keep just one activity/programme carried by IHP, what would it be?
- Can you provide an example of a project or activity which in your view, really illustrates the value and additionality of IHP Phase VIII?
- What key outcomes (rather than outputs) of IHP Phase VIII can you identify?
- How would the world be different today if IHP did not exist?
- What are the main barriers that IHP faces to achieve its goals? What would be your suggestion to overcome these?
- What do you consider to be the key threats to sustainability to IHP actions and results?
- Do you believe IHP Phase VIII is contributing to UNESCO's priorities, including gender, Africa, and peace?
- Do you have any recommendations on potential improvements for the remainder of the programme?

For countries:

- What progress has been made in your country in relation to water issues thanks to IHP Phase VIII?

- How well is IHP positioned in your country? Is it a known actor, does it have a relevant role?
- How significant is the contribution of IHP to your country and the water issues?
- Do you consider IHP important in your efforts to achieve the 2030 Agenda, Sendai framework, Paris Agreement and New Urban Agenda? If not, how would you suggest that it could contribute?
- Strategic positioning
- How is IHP Phase VIII positioned in relation to other UN agencies and partners (e.g. World Bank) working in freshwater topics? What are the comparative strengths of IHP? And its comparative weaknesses?
- Do you think there are any issues / objectives which are not included in IHP Phase VIII, which are of importance to Member States / regions?
- How relevant are the activities of IHP Phase VIII in relation to global development and climate objectives (Sendai Framework for Disaster Risk Reduction, Paris Climate Change Agreement, New Urban Agenda)? To what extent do you consider IHP to be contributing to reaching these objectives?
- To what extent is IHP Phase VIII contributing to meet SDG 6 and the other goals of the 2030 agenda (e.g. water aspects of the other SDGs)? How do you think the programme could be further contributing to reaching SDG 6 relating to water? What about by changing the structure of the strategy and aligning to the SDGs cycles?
- What is the comparative advantage of the IHP Phase in delivering SDG 6 and related agendas compared to other UN agencies and partners?
- What changes, if any, would you make to any aspect of the IHP (e.g. objectives, specific actions by specific bodies in IHP) to enhance its contribution to the delivery of the SDGs, Sendai Framework for Disaster Risk Reduction and/or New Urban Agenda?
- Are there issues addressed within the IHP that you consider would be more appropriately taken forward by another organisation (such as another UN body)?

Coordination and partnerships

- How effectively is the IHP performing in its coordination function of the UNESCO Water Family? How could IHP be strengthened in this function?
- How effectively are the specific objectives of IHP Phase VIII communicated to the UNESCO water family and what expectations are set for each member?

- Do you believe different members of the UNESCO water family are fulfilling their roles in contributing to reaching IHP Phase VIII objectives?
- What is your opinion of the quality and quantity of the support and management being provided by the Secretariat for the delivery of the programme?
- How could IHP enhance its work by taking advantage of the network available (water family), including Chairs and Category II Institutes and Centres?
- Could IHP enhance its capacity to raise extrabudgetary funds? How would you suggest it does so?

Human and financial resources and capacities

- What has been the impact of human and financial resource constraints faced by IHP and UNESCO during the past several years? To what extent has this impacted the quality of IHP work and its capacity to meet its objectives?
- Do you have any examples of good practices implemented to overcome this challenge?
- How can IHP deal with resource constraints to deliver planned outcomes and contribute to world water issues moving forward?

Outreach and communications

- Do you consider that communication and dissemination of material, results, data, etc., from the work of IHP is effective in contributing to the IHP objectives?
- How efficiently is the IHP Communication and Outreach Strategy improving IHP's visibility internally (e.g., within the UNESCO Water Family) and externally?
- How often do you receive communication from IHP currently and how often would you wish you should receive communications?
- How often do you consult the website and social media related to IHP? What recommendations would you make to improve the communication and outreach?

G. LITERATURE REVIEWED

International Hydrological Programme Eighth Phase “Water Security: Responses to Local, Regional, And Global Challenges” Strategic Plan IHP-VIII (2014-2021)

UNESCO. General Conference; 39th; 39 C/5 Approved programme and budget 2018-2019: first biennium of the 2018-2021 quadrennium

A video presenting the functioning of IHP by Stein Van Oosteren, former Chairperson of the IHP Finance Committee

Water People and Cooperation 50 Years of Water Programmes for Sustainable Development at UNESCO

IHP Presentation Brochure on IHP-VIII

IHP-VIII information graphic

The Implementation Matrix of IHP-VIII designed during the 2013 UNESCO Strategic and High-Level Meeting on Water Security and Cooperation

Brochures on the achievements of each of the IHP Themes – for 2014-15 and for 2016-2017

Presentation Video of IHP-WINS

Statutes of the IHP Intergovernmental Council

Rules of Procedure of the IHP Intergovernmental Council

A document summarizing the history of the IHP Intergovernmental Council since 1965, highlighting membership and representation of all regions in all its bodies

XII Meeting of National Committees and Focal Points of the International Hydrological Programme for Latin America and the Caribbean (Ciudad de Panamá, Panamá, 23rd-25th October, 2018) Informative Bulletin

Evaluation of IHP's programmes and major initiatives. December 2018.

Functioning of the National Committees for the International Hydrological Programme (Version prepared for Latin America and the Caribbean)

Revision of the Integrated Comprehensive Strategy for Category 2 Institutes and Centres Under the Auspices of UNESCO 37 C/18 Part I 5 November 2013

Specific Actions for the Management of Category 2 Centres. Mapping of Water-Related Category 2 Centres Under the Auspices of UNESCO IHP/IC-XXIII/Ref. 6 Paris, 25 May 2018

Follow Up to the United Nations Joint Inspection Unit (JIU) Recommendations Concerning the Methods of Work of UNESCO's Intergovernmental Bodies. Report by the External Auditor. 38 C/23

Participation of the International Hydrological Programme in the Implementation and Monitoring of Water Related Sustainable Development Goals IHP/IC-XXII/Inf.4 8 June 2016

IHP Actions in the Implementation and Monitoring of the Sustainable Development Goal 6 Relating to Water and Sanitation. IHP/Bur-LIII/10 5 April 2016

Theme 1:

- Challenges in Sustainable Water Supply in the Tropical Andes due to Climate Change
- The Impact of Glacier Retreat in the Andes
- Mountains: early warning systems for climate change
- Our global water towers: ensuring ecosystem services from mountains under climate change

Theme 2:

- Groundwater, Climate Change, and Small Island Developing States
- Shared global vision for Groundwater Governance 2030: A call-for-action
- Groundwater vulnerability maps
- Protection and Sustainable Use of the DINARIC KARST AQUIFER SYSTEM
- Governance of groundwater resources in transboundary aquifers (GGRETA)

Project: Overview and Results

- GGRETA project: Main achievements and Key Findings (Phase 1, 2013-2015)
- The GGRETA Information Management System
- Hydrodiplomacy, Legal and Institutional Aspects of Water Resources Governance - Training Manual – GGRETA project
- Guidelines for Multidisciplinary Assessment of Transboundary Aquifers (draft)
- Transboundary Aquifers and Groundwater Systems of Small Island Developing States Status and Trends: SUMMARY FOR POLICY MAKERS
- Main Hydro(Geo)Logical Characteristics, Ecosystem Services and Drivers of Change of 26 Representative Mediterranean Groundwater-Related Coastal Wetlands
- Legal, institutional and policy aspects of coastal aquifer management. Strategic Partnership for the Mediterranean Sea Large Marine Ecosystems

Theme 3:

- Emerging Pollutants in Wastewater Reuse in Developing Countries
- International Initiative on Water Quality
- Accomplishment Report: Managing Water Resources in Arid and Semi-Arid Regions of Latin America and Caribbean

- Managing Water Resources in Arid & Semi-Arid Regions of Latin America & The Caribbean
Theme 4:
 - Information brochure: Megacities Alliance for Water and Climate
 - Urban Water Challenges in The Americas
 - Water, Megacities and Global Change: Portraits of 15 Emblematic Cities of the World
Theme 5:
 - Ecohydrology as an Integrative Science from Molecular to Basin Scale: Historical Evolution, Advancements and Implementation Activities
Theme 6:
 - Proceedings on Water Education and Capacity Building Key for Water Security and Sustainable Development, 7th World Water Forum
 - Water Education for Sustainable Development: A Global Synthesis
 - Water for Women, Women for Water: Development Through Empowerment
- The evaluation also examined reports provided by National Committees, Chairs and Category 2 Centres during 2014-16 and 2016-18. These are not individually listed here.

H. INTERVIEW LIST

Bureau members

Mr András Szöllösi-Nagy (Hungary)

Mr Alan Jenkins (UK)

Mr Farhad Yazdandoost (I.R. Iran) (answers provided in writing)

Secretariat

Alexandros Makarigakis

Abou Amani

Alice Aureli

Anil Mishra

Giuseppe Arduino

Sarantuyaa Zandaryaa

Alexander Otte

Renée Gift

Youssef Filali-Meknassi

Nicole Webley

Tales Carvalho-Resende

Regional hydrologists and field offices

Africa: Jayakumar Ramasamy, Nairobi

Africa: Simone Grego, Abuja

Africa: Koen Verbist, Harare

Asia/Pacific: Hans Thulstrup

China: Phillippe Pypaert

Central Asia: Kristine Tovmasyan

Latin America and the Caribbean: Miguel Doria

Africa/Gender

Mr. Damiano Giampaoli

Member States

Japan- Yasuto Tachikawa

Category II Centres

Gabriel Mancilla, CAZALAC, Water Centre for Arid and Semi-arid Zones of Latin America and the Caribbean, Chile

Will Logan, ICIWaRM, International Center for Integrated Water Resources Management, USA

UNESCO Chairs

Quentin Grafton, UNESCO Chair in Water Economics and Transboundary Water Governance Australian National University

Helmut Habersack, UNESCO Chair on Integrated River Research and Management University of Natural Resources and Life Sciences, Vienna

OTHER

Maria Donoso

WWAP: Mr Engin Koncagul

UN Water family

UNDP: Marianne Kjellen

WMO: Johannes Cullmann, Director

I. IHP ACTIVITIES

The following table presents an overview of the activities financed via the IHP Regular Programme Budget for 37/38 & 39 C/5. This information was extracted from SISTER in December 2018. Overall, IHP VIII has provided RP support for approximately 115 activities. It's worth highlighting that the database analysis has revealed the existence of several activities with identical titles, implemented under different C/5. There are also two cases of activities with identical names, implemented under all three C/5s covered by IHP VIII. A breakdown by IHP VIII theme is provided later in the document.

	Activity title	C/5
1	Addressing water quality challenges to improve water security	37
2	Addressing water scarcity and quality in LAC	37
3	Awareness-building activities for promoting knowledge and innovation for sustainable management and conservation of freshwater recourses, strengthening institutional capacities for water security in Uzbekistan.	37
4	Building capacities and strengthening the knowledge base in response to water security challenges in Central Asia, addressing notably the impact of glaciers melting on trans-boundary water systems in the region.	37
5	Capacity building in hydrology-IHP, G Wadi and aquifer recharge management in the cluster countries	37
6	Culture de la paix: évaluation et gestion concertée des aquifères transfrontaliers en Afrique Centrale	37
7	Engineering harmony for a sustainable world: the LAC regional programme on ecohydrology	37
8	Enhancement of Water Resources Management at Beirut Cluster	37
9	Enhancing capacity building for climate change impacts assessment and adaptation in the Arab region	37
10	Enhancing exchanges, communication and support to IHP scientific networks and family in Africa	37
11	Enhancing support to the communication activities of IHP	37
12	Enhancing sustainable use of water resources in SEE, Black-Sea and Caucasus countries	37
13	Enhancing water governance through IHP national commissions cooperation	37
14	Gender Mainstreaming in Integrated Water Resources Management in rural areas in the Arab region	37

15	Implementing the IHP VIII in LAC by fostering sustainable groundwater resources management and improving water education	37
16	Implementing the IHP VIII in LAC through addressing global changes, with focus in mountain ecosystems, urban environments and education	37
17	Implementing the IHP VIII in LAC through sustainable groundwater and surface water resources management especially in transboundary areas	37
18	Improve groundwater mapping, management and governance in the Horn of Africa arid and semi-arid countries including transboundary aquifer systems	37
19	Improving international collaboration for the development of water policies in the Sahel region.	37
20	Institutional and human water capacity enhanced in the sub-regions	37
21	Managing groundwater resources in LAC	37
22	Mobilisation pour la mise en œuvre de l'initiative RESHYST-Africa en Afrique Centrale	37
23	Responding to water related disasters and hydrological change in LAC	37
24	Strengthening Institutional Capacities for Freshwater Security and Regional Cooperation	37
25	Strengthen cooperative Implementation of IHP-VIII by Category 2 water related centres, UNESCO water chairs, and the National Committees of IHP	37
26	Strengthen human and institutional capacity to cope with the water scarcity for sustainable water resources management	37
27	Strengthening capacity to combat drought and famine through efficient utilization of groundwater resources for emergency water supply	37
28	Strengthening droughts and floods monitoring and forecasting in Eastern African countries	37
29	Strengthening human and institutional capacity on water management, security and cooperation in the Eastern Africa Sub-region	37
30	Support African Regional Center for Eco-hydrology to foster Climate Change Resilience	37
31	Support for the management of water resources in Uruguay in the context of water security and the framework of the post-2015 development agenda	37

32	Support improved teaching tools for Water and education in the Arab region	37
33	Support to policy-making in water management in Iraq	37
34	Support to water sustainability in the Gulf Cooperation Council members and Yemen	37
35	UNESCO's contribution to International Conference on Gender Dimensions of Weather and Climate Services	37
36	Water and human settlements in LAC	37
37	Water diplomacy and cooperation in the Maghreb	37
38	Water education: key for achieving water security in LAC	37
39	Activités de renforcement des capacités nationales pour le renforcement de la gouvernance de la Gestion Intégrée des Ressources en Eau (GIRE) en République du Congo	38
40	Addressing water security challenges in Central Asia	38
41	Enhancing exchanges, communication and support to IHP scientific networks and family in Africa	38
42	Enhancing sustainable use of shared water resources in SEE.	38
43	Enhancing water governance in a context of climate change in Central Africa	38
44	Enhancing water governance through water related Category-2 centers and IHP national commissions cooperation in the Arab region	38
45	Fostering ecohydrology in Central America	38
46	Fostering water security in LAC through the implementation of the VIII Phase of IHP	38
47	G3 World Water Assessments	38
48	Implementing the IHP VIII phase in the Andean countries by enhancing their participation in regional activities and with focus in glacier and mountain ecosystems, urban environments and water education and culture	38
49	Improvement of the Steering Competence of Iraqi Water Sector Management Staff	38
50	Integrated Water Resources Management Capacity Building in Sudan	38

51	IWRM and ecohydrology in Ghana	38
52	La GIRE et la diplomatie scientifique pour une bonne gouvernance de l'eau au Maghreb	38
53	Mainstreaming Gender and Climate Change in the Water Resources Management in the Arab region	38
54	Policy scenario development pathways to water security in the Pacific	38
55	Reinforcing national capacities and institutional frameworks to strengthen water governance and to address water quality and pollution in the region.	38
56	Renforcement des politiques et de la gouvernance de l'Etat malien en matière de ressources en eau pour l'atteinte des Objectifs du Développement Durable	38
57	Strengthen capacity to address water quality and water scarcity for sustainable water resources management	38
58	Strengthening capacities for the management of shared water resources and the building of resilience to flooding disasters in the Sahel region	38
59	Strengthening capacity for droughts and floods monitoring and forecasting in Eastern Africa	38
60	Strengthening cooperative Implementation of IHP-VIII with the National Committees of IHP, Category 1 and 2 water related centres and institutes, UNESCO water chairs, and the World Water Assessment Programme.	38
61	Water and education capacity building of teachers in the Arab region	38
62	Water-Management in UNESCO Green Academies in Africa	38
63	Amélioration de la gestion et de la sécurité de l'eau douce en République du Congo	39
64	Capacity building of water professionals for addressing water security challenges focusing on the achievement SDGs	39
65	Capacity building towards achievement of SDGs in the Caribbean through increased participation in IHP	39
66	Enhanced knowledge and promotion of environmental flows in Central America	39
67	Enhancing Scientific Cooperation on Water Security in the Arab Region through IHP Scientific and Water Education Networks	39
68	Enhancing the sustainable management of shared water resources in SEE.	39

69	Enhancing Water Security in Central Asia	39
70	Enhancing water security in LAC through the implementation of the VIII Phase of IHP	39
71	Fostering Water Security in SADC Countries in the context of Climate Change: SADC WIN	39
72	Improve tools and enhance capacity in addressing water related disasters and hydrological risk and promoting water cooperation	39
73	Improved policies and increased institutional and human capacities for water security through scientific cooperation in LAC	39
74	Improving the management of water quality and transboundary waters in West Africa	39
75	Improving water quality through knowledge and policy enhancement for the SDGs achievement	39
76	Improving Water Security in the Pacific SIDS	39
77	Increased capacity for water security through scientific cooperation of young water professionals in Uzbekistan	39
78	Increased capacity to ensure water security through scientific networking in Asia and the Pacific	39
79	Intégration des ODDs dans les politiques de l'eau au Maghreb et Défis de la sécurité de l'eau	39
80	Inventory of Karez Water System of Pakistan	39
81	Renforcement des capacités et amélioration de la gouvernance de l'eau en Afrique Centrale	39
82	Strengthen the management of water resources in water stressed regions by developing methodologies, tools, guidelines and policy advices to Member States towards the achievement of water-related SDGs	39
83	Strengthening Arab countries capacity to address water security challenges to sustainable development	39
84	Strengthening capacities for the management of water resources in the Sahel Region	39
85	Strengthening capacity for droughts and floods monitoring and forecasting / Groundwater Resources / Water for human settlement and Eco-hydrology based approach for water resources in Eastern Africa	39
86	Strengthening Cooperative Implementation of IHP-VIII with the UNESCO Water Family	39
87	Strengthening IHP's governance	39

88	Strengthening responses to water security challenges in Asia and the Pacific: achieving water related SDG targets	39
89	Strengthening the Capacity for Integrated Water Resources Management in Sudan	39
90	Strengthening the national capacities of the four countries of UNESCO Tehran Cluster Office in developing sustainable water policies and water development acts	39
91	Strengthening Water Education in South Sudan	39
92	Strengthening water security for human settlements	39
93	Strengthening water security with ecohydrological solutions and techniques	39
94	Support to IHP Family in Africa for exchange of experience, communication and scientific network	39
95	UNESCO Green Academies in Africa	39
96	Water education and culture, snow and glaciers, and urban environments: implementing the IHP VIII Phase in the Andean subregion	39
97	Water Education: Advancing scientific knowledge on water challenges	39
98	Additional Appropriation: Knowledgebase for River Basin Planning	37 & 38
99	Capacity building for water resources management strategies formulation coping with water scarcity of the Arab region	37 & 38
100	Ecohydrology for engineering harmony and water security in the Asia-Pacific Region	37 & 38
101	Enhance capacity to improve ecohydrology techniques for sustainable water management	37 & 38
102	Enhanced interoperability of regional IHP networks to improve human and institutional capacities for water security in the ASPAC region	37 & 38
103	Enhancing water education, the key for water security	37 & 38
104	Groundwater Resources and Transboundary Aquifers Mapping in Mekong River Basin	37 & 38
105	Human and institutional capacities for water security strengthened through improved international cooperation in the LAC region	37 & 38

106	Implementing the IHP VIII in LAC by addressing hydrological change and water-related disastes, ecosystem management and water education	37 & 38
107	Implementing the IHP VIII in LAC by improving groundwater knowledge, ecosystem management and water education in SIDS	37 & 38
108	Improve scientific basis to develop adaptation strategies and risk management tools to cope with water related disasters in a changing environment	37 & 38
109	Promoting groundwater governance in the Arab region	37 & 38
110	Promoting Sustainable Water Management in Human Settlements of the Future	37 & 38
111	Securing Sustainable Urban Water Management Pathways in the Asia-Pacific Region	37 & 38
112	Strengthening water governance and policy	37 & 38
113	Towards water security in the four countries of Tehran Cluster	37 & 38
114	Promoting scientific exchange, knowledge sharing and partnership-building to address water security challenges in East Asia, in particular water scarcity, quality and the impacts of climatic extremes.	37, 38 & 39
115	Provide a scientific platform and tools to enhance Member States' capacity to meet the challenges of sustainable groundwater resources management in a changing environment	37, 38 & 39

The identification of activities financed by XB funds under IHP VIII has been conducted on the basis of IHP council reports, given that the SISTER extraction revealed a very high number of activities. According to the report of the latest council meeting held in 2018, several activities have been financed by the IHP VIII XB funds. The following table presents these activities as reported in document IHP/IC-XXIII/Inf.1 Rev. Paris, 13 April 2018 (i.e. IHP council meeting report for 2018). It's worth highlighting that the evaluation team has identified inconsistencies regarding the total number of XB activities and the related overall budget, across the different council and bureau financial reports. In addition, figures reported in Council and Bureau reports don't match the figures from the SISTER extraction conducted by UNESCO. For the sake of consistency, the team has decided to use the latest available data presented in the 2018 IHP council report.

	Activity title
1	The impact of glacier retreat in the Andes: International Multidisciplinary Network for Adaptation Strategies
2	Addressing Water Security: Climate Impacts and Adaptation Responses in Africa, Asia and LAC
3	African Drought Early Warning System Expansion to Southern Africa
4	Strategic Strengthening of Flood Warning and Management Capacity: Phase 2

5	Needs assessment for Climate Services for improved Water Resources Management in vulnerable regions to Southern Africa
6	Enhancing Climate Services for Improved Water Resources Management in Vulnerable Regions to Climate Change: Case studies from Africa and Latin America and the Caribbean (ClimWaR)
7	Advanced Survey of Hydrogeological Resources in Iraq - Phase II (ASHRI-2)
8	Governance of Groundwater Resources in Transboundary Aquifers (GGRETA) - Phase 2
9	Formulation of the Project Preparation Grant (PPG) - Enabling implementation of the Regional SAP for the rational and equitable management of the Nubian Sandstone Aquifer. System (NSAS)
10	GEF International Waters: Learning Exchange And Resources Network (IW:LEARN) 4th Phase
11	MedProgramme: Mediterranean Sea Program - Strategic actions for the protection of Mediterranean coastal aquifers
12	Coping with Water Scarcity in the Arab Region
13	Emerging Pollutants in Wastewater Reuse
14	Safeguarding Applied Management of Water Resources (SAMoWaR) in the autonomous Kurdistan region of Iraq
15	Strengthening the work of the Brazilian National Water Agency (ANA) and of the Brazilian Water Sector organizations in the preparatory actions for the 8th World Water Forum
16	Global Water Pathogen Project
17	Development of Studies on Water Resources and Basic Sanitation Regulation and Institutional Organization of ADASA
18	Ecological and Eco-hydrological Solutions for Sustainable Management in Indonesia and Asia Pacific Region
19	Upscaling Water Security to Meet Local, Regional, and Global Challenges
20	Strengthening UNESCO Green Academy and Lake Tana Biosphere Reserve
21	South-South Cooperation to Strengthen the Integrated Management and Sustainable Use of Water Resources in the Context of Latin America and the Caribbean, and the Community of Portuguese Language Countries (CPLP)
22	NEPAD African Network of Centres of Excellence on Water Sciences and Technology
23	Strengthening of capacities on water governance and sustainable management of freshwater in LAC
24	Capacity building for sustainable water management in Uzbekistan
25	International Hydrological Programme - Water Interoperability Networks for Global Change Adaptation (WINGA - ASPAC)

26	IHP-WISER in AP International Hydrological Programme Water Informatics for Sustainability and Enhanced Resilience in Asia and the Pacific
27	Technical support for preparation and institutional ADASA for the creation of the World Water Forum 8, Brasilia, 2018
28	UN Water activities implemented by UNESCO - GEMI initiative

J. KEY PERFORMANCE INDICATOR ANALYSIS AS PER C/5 PERFORMANCE FRAMEWORKS

The performance framework developed as part of the Nairobi Matrix is not being used by the IHP to monitor activities and results.

The following tables present the level of achievement of the targets set for each indicator designed to measure the performance associated to the expected results under MLA 6 for 37 and 38 C/5, and MLA 3, under 39 C/5. These MLA correspond to the IHP under the UNESCO C/5 budgetary programming documents. All of the information regarding progress towards targets was extracted from SISTER.

In the case of the first two biennia there were six indicators for the ER 10 and five indicators for the ER 11. These indicators were used consistently across the two biennia³². The targets were designed for a four-year period and progress was monitored by the end of 2017 to determine whether the indicator was met. According to the reporting data for the first two biennia, the great majority of indicator targets are reported as being met. However, there are observations in many indicators in relation to the level of detail given, since reporting is incomplete.

It's worth highlighting at this change that the performance framework used to monitor the IHP was completely overhauled under the 39 C/5 biennium. This is somewhat surprising given that neither the structure nor the content of the programme changed at this point in time. As a result of this, a different performance assessment framework is being used for the second half of the programme, making it impossible to compare results across biennia. Because of this, progress towards objectives is being presented under two sections: the first corresponds to the 37 & 38 biennia, while the second corresponds to the on-going 39 C/5.

³² During the 2016-2017 biennia, for the ER11, the performance indicator 5 was eliminated, according to the data extracted from SISTER

Progress towards objectives established under 37 & 38 C/5

ER 10: Responses to local, regional and global water security challenges strengthened

	Performance indicator	Target 2014-2017	Progress achieved against target at 31/12/2017	Target achieved
1	Number of supported institutions which have developed research and training programmes on floods and drought risk management related to climatic extremes	At least 20 institutions in three regions at least 2 institutions from SIDS	At least 27 institutions including 9 from SIDS	Yes, however no details about the regions to confirm achievement of the target
2	Number of Member States including SIDS which have improved groundwater governance at local, national and transboundary levels	11 Members States participating in the groundwater monitoring network (GGMN) 30 Member States applied the methodology for the transboundary aquifers assessment of which 5 are SIDS	31 MS participating in GGMN At least 30 MS benefiting TBA assessment and additional countries expected with new GEF projects 42 SIDS groundwater systems assessed	Yes
3	Number of Member States benefiting from innovative tools and approaches which have addressed water scarcity and quality	60 Member States with at least five from Arab States and five from Africa and 5 from SIDS	At least 65 MS including 19 SIDS	Yes, however there is not information on Arab States and African countries
4	Number of supported urban areas which have developed innovative and integrated approaches to water management	At least 10 urban areas	36 urban areas	Yes
5	Number of supported Member States which have applied ecohydrology guidelines and thus contributed to Integrated Water Resources Management	At least 6 Member States	At least 15 countries	Yes

	Performance indicator	Target 2014-2017	Progress achieved against target at 31/12/2017	Target achieved
6	Number of supported Member States which have strengthened water education approaches at all levels for water security	At least 35 Member States, particularly in Africa and SIDS At least one network of water and mass media professionals	At least 50 MS	Yes, however there are no details in relation to Africa and SIDS. Additionally, there is not information of networks of water and mass media professionals

ER 11: Knowledge, innovation, policies and human and institutional capacities for water security strengthened through improved international cooperation:

	Performance indicator	Target 2014-2017	Progress achieved against target at 31/12/2017	Target achieved
1	Number of resolutions taken by Member States to enhance water governance through cooperation mechanisms at the national, regional and international levels	Eight IHP resolutions to enhance water governance adopted by the IHP Council	Nine resolutions to enhance water governance adopted the IHP Council	Yes
2	Number of students graduated, or professionals trained through the UNESCO water family at the primary, secondary bachelor, master and Ph.D. levels or postgraduate or non-formal courses with skills to address water security challenges and number of technicians trained to assist in water services and infrastructure.	At least 1,500 people trained notably from developing countries, of whom at least 30% are women	Estimated at around 10,000	Yes, however no information about people trained from developing countries and percentage of women

	Performance indicator	Target 2014-2017	Progress achieved against target at 31/12/2017	Target achieved
3	Number of water-related global assessments with data relevant for policy makers.	At least three World Water Development Reports and associated case studies delivered by the UNESCO-led WWAP on water security themes, with at least 300 citations in scientific and non-scientific publications	4 World Water Development Reports and associated case studies delivered by the UNESCO-led WWAP on water security themes	Yes, no comments about number of citations
4	Number of UNESCO water family institutions actively engaged in a comprehensive global framework to reinforce synergies among them on water science, education and innovation	At least 22 institutions	At least 45 institutions	Yes
5	Number of experts contributing to improve the analysing and synthesising of scientific and technological information to support decisions by policy-makers and the curricular content.	100 experts reviewing literature to produce policy relevant information	N/A	

Progress towards objectives established under 39 C/5

The current biennium (2018-2019), includes new indicators as a result of the establishment of a separate MLA on water and the two related expected results, ER 7 and ER 8. There are four indicators for ER 7 and three indicators for ER 8.

As the reporting period is still ongoing, final reporting data on the 39 C/5 indicators for IHP is not available yet. The following tables do provide an overview of the status and level of achievement at present. This information shows that the programme is currently on track to reach its objectives for the present biennium.

ER 7: Member States have strengthened their response to water security challenges towards the achievement of water-related SDGs and targets, and other targets from relevant international water agendas

	Performance indicator	Target 2018-2019	Progress achieved against target at 30/06/2018	Target achieved
1	<p>Number of supported Member States which have enhanced resilience to climate change, water-related hazards and scarcity in a gender-responsive manner. Assessment according to the following:</p> <ul style="list-style-type: none"> - inclusive, gender responsive, science-based strategies designed and/or implemented - innovative tools and cooperation methodologies for IWRM applied - water cooperation initiatives developed and/ or implemented - levels of women's and scientists' engagement 	20 additional of which 5 in Africa and 1 SIDS	<p>Actions initiated so far will ultimately benefit various countries including among other Chile, Andean countries, Central Asia countries, Lake Chad Basin countries, Morocco, Afghanistan, Iran, Southern Africa countries and Sudan</p>	<p>Almost 50% of the target achieved. At least 3 African countries. No information about SIDS.</p>
2	<p>Number of supported Member States with improved groundwater resources management and governance including at transboundary level in a gender-responsive manner. Assessment according to the following:</p> <ul style="list-style-type: none"> - exchanging knowledge (best cases, guidelines, etc.) on a shared cooperation platform for human settlements - groundwater resources' resilience to climate change in terrestrial and coastal zones enhanced - management and governance of transboundary aquifers improved 	10 additional of which 5 in Africa	<p>Actions initiated so far will ultimately benefit among others Iraq, Countries from African Network of River Organizations (ANRO), countries from Mediterranean region, countries from eastern and north Africa region, countries from central Africa region.</p>	<p>Advances reported including African countries</p>

	Performance indicator	Target 2018-2019	Progress achieved against target at 30/06/2018	Target achieved
3	Number of supported Member States which have strengthened their human settlements' resiliency in a gender-responsive manner. Assessment according to the following: - exchanging knowledge (best cases, guidelines, etc.) on a shared cooperation platform for human settlements	5 additional of which 2 in Africa	Actions initiated so far will ultimately benefit mainly some developing countries in Africa and Asia	Advances reported including African countries
4	Number of supported Member States which have adopted science-based approaches to water quality, ecohydrology and engineering solutions in a gender-responsive manner. Assessment according to the following: - water quality assessments, methodologies and case studies on wastewater management and safe reuse conducted - ecohydrology demonstration sites established and related guidelines applied - individuals trained by the IHP Water Family (disaggregated by sex, age, institute and country) - youth and young water professional groups participating in policy processes	15 additional of which 2 in Africa and 1 SIDS	Two new eco-hydrological sites established in two countries and various actions initiated.	Actions initiated in several countries

ER 8: Member States have improved policies and increased institutional and human capacities for water security through scientific cooperation

	Performance indicator	Target 2018-2019	Progress achieved against target at 30/06/2018	Target achieved
1	Number of supported Member States showcasing best practices and policies inspired by WWAP publications (WWDR, SDG 6 Synthesis Report, Gender and Water Toolkit, Migration-Gender and Employment, etc.). Assessment according to the following: - case-studies collected and published by WWAP; - Member States having applied the sex-disaggregated data and indicators methodology developed by WWAP	5 of which 1 in Africa and 1 SIDS	1 in Africa (Botswana). The WWDR 2018 "Nature Based Solution for Water" was launched at the 8th World Water Forum in Brasilia, March 2018	African priority covered.

	Performance indicator	Target 2018-2019	Progress achieved against target at 30/06/2018	Target achieved
2	<p>Number of supported Member States which have strengthened water education approaches at all levels and number of trained men and women at all levels with skills for addressing water security and achievement of SDG water targets. Assessment according to the following:</p> <ul style="list-style-type: none"> - individuals trained by the IHP Water Family (disaggregated by sex, age, institute and country) - youth and young water professional groups participating in policy processes 	30 of which 4 in Africa and 1 SIDS. 9,000 (40% women)	No information yet, as this will come later in the year from all FUs and the Water Family	NA
3	<p>Number of supported Member States which have fostered international networks towards improved water security in a gender-responsive manner, using the Water Information Network System (IHP-WINS). Assessment according to the following:</p> <ul style="list-style-type: none"> - operational IHP National Committees in place - contribution of UNESCO Chairs and category 2 centres related to water to scientific research project implementation or joint activities - regional meetings of IHP National Committees, category 2 centres and UNESCO Chairs - (sub)regional and/or global roadmaps towards SDG 6 and additional water-related targets defined and/or implemented with UNESCO water family - level of engagement with UNESCO water family institutions 	10 of which 3 in Africa and 1 SIDS	7 of which 1 in Africa (Afghanistan, France, Japan, Pakistan, Senegal, The Netherlands and the UK).	70% of the target achieved.

K. FINANCIAL ANALYSIS OF IHP VIII

The aim of the financial analysis (or input analysis) is to understand exactly the level of financial resources being dedicated to the implementation of IHP. It only took into account the Regular Programme (RP) and the Extra-budgetary (XB) budget being directly managed and implemented by UNESCO (headquarters and field offices). The evaluation team has not data regarding the resources mobilized by the UNESCO water family as part of the advancement of IHP objectives (e.g. financing provided by centres and chairs).

Given the absence of a single financial overview report of the programme, the evaluation team had to piece together the financial analysis based on several sources of information. The analysis of RP finances was mainly drawn from the analysis of information provided in “INSTITUTIONAL DEVELOPMENTS AT UNESCO” documents produced as supporting documents for IHP council meetings; as well as the SISTER extraction conducted as part of this evaluation in December 2018.

As is the case for the activities analysis presented in previous sections, the XB financial analysis has only be conducted on the basis of the information contained in the 2018 IHP council report.

Regular Programme (RP) budget

The first finding of the financial analysis is that there is no single consolidated overview of the spending conducted by IHP to date, neither for RP nor for XB budget.

The following table produced by the evaluation team gives an idea of the budget distributed by Expected Result and period of reporting. It distinguishes Regular Budget and Extrabudgetary funds. For the biennia 2014-2015, the budget allocated to Operation and Staff was determined.

The figures for 2014-2015 and 2016-2017 were extracted from the document “INSTITUTIONAL DEVELOPMENTS AT UNESCO” (IHP/IC-XXII/6) of the 22nd session of the IHP Council. The information for the period 2018-2019, was available in the document “INSTITUTIONAL DEVELOPMENTS AT UNESCO” (IHP/IC-XXIII/Inf.1) of the 23rd session of the Intergovernmental Council from 2018.

		REGULAR BUDGET					EXTRABUDGETARY		
		ER 10 / 7		ER 11 / 8		Sub-total	ER 10	ER 11	Sub-total
		Operational	Staff	Operational	Staff				
37	2014-C/5	2.4	7.3	1.1	2.1	12.9	15.1	3.6	18.7
38	2016-C/5	2.7	ND*	1.3	ND*	13.9	9.7	2.1	11.8
39	2018-C/5	10.1		3.9		14.0			
Total						40.8			36.5**

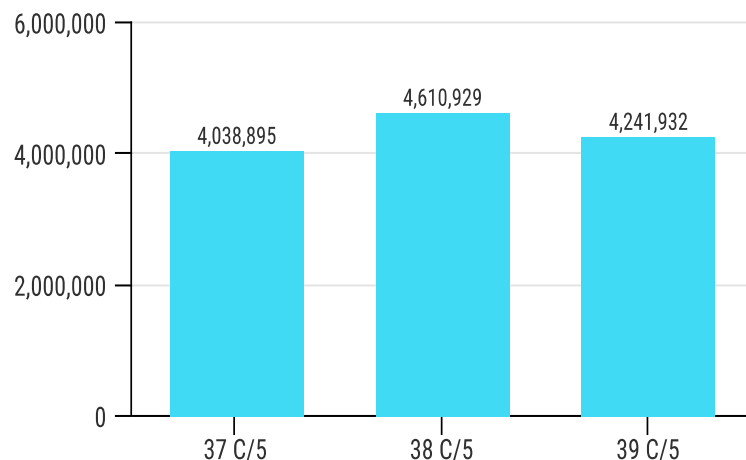
Values expressed in millions of USD. *There are not figures available for Staff corresponding to the 2016-2017 period. However, the total amount that results by adding operational and staff budget is reported for this period.

**According to the document “INSTITUTIONAL DEVELOPMENTS AT UNESCO” (IHP/Bur-LVI/6) of the 56th session of the IHP Bureau, the extrabudgetary funds represent a total of approximately USD 36.5 million distributed among 28 projects over different executing periods, starting at 2009.

According to the above, the total RP budget (operational and staff) for IHP VIII amounts to c.a. \$41M USD. Information regarding the share of operational vs. staff budget is only available for the 37 and 38 C/5: during both periods, there is a c.a. 30/70 share of the budget between operations and staff. This indicates that the lion’s share of IHP resources are financing staff time at UNESCO. There is also a tendency to allocate more funds for the Expected Result 10 /7.

The analysis of the breakdown of operational budget has been conducted on the basis of a SISTER extraction. As presented in the following figure, the

operational budget has remained stable across all three IHP VIII biennia. The data do show a slight increase in operational budget for the 38 C/5. All in all, it appears IHP has been allocated a total of c.a. \$12.8M USD in RP operational budget since its launch.

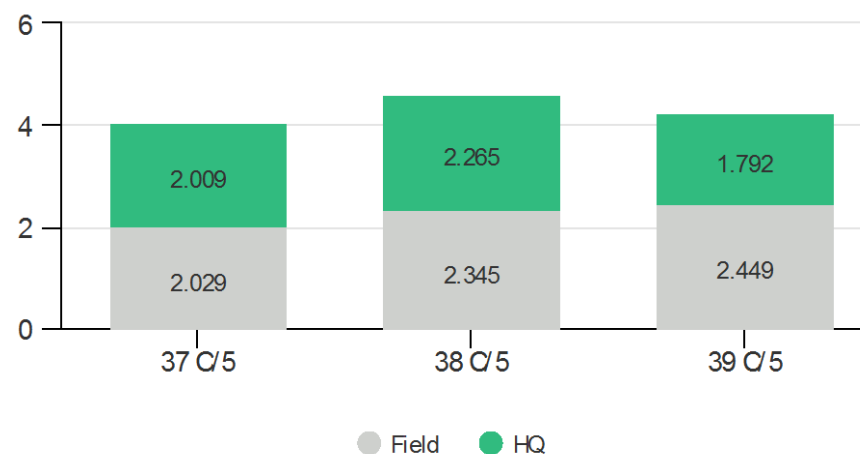


During the periods of reporting corresponding to 38 and 39 C/5, there is information available regarding the budget assigned to headquarters and field offices for each Expected Result. The data was obtained from the document "INSTITUTIONAL DEVELOPMENTS AT UNESCO" (IHP/Bur-LVI/6) of the 56th session of the IHP Bureau.

		ER 10 / 7		ER 11 / 8		Total
		Operationa l	Staff	Operationa l	Staff	
38 C/5	Headquarter s	1.4	4.3	730	1.4	7.8
	Field Offices	1.3	3	547	857	5.7
		ER 7		ER 8		Total
39 C/5	Headquarter s	0.950	4.3	830	1.7	7.8
	Field Offices	1.5	2.8	377	757	5.4

Values expressed in millions of USD

Based on the above, for 38 C/5 - 58% of the budget (incl. operations and staff) is allocated to Headquarters and 42% to Field Offices. This is also the case of the budget for 2018-2019 (39 C/5), 59% goes to Headquarters and 41% to Field Offices. The SISTER extraction shows that there is a balanced distribution of RP operational funding between HQ and the field offices (cf. following figure). Overall, there appears to be close to a 50/50 distribution of between HQ and FOs.



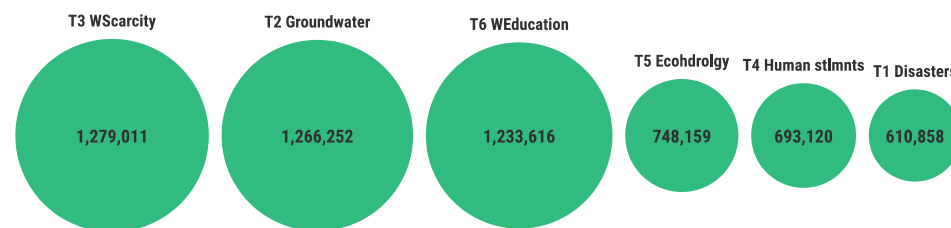
For the first two periods reported (2014-2015 and 2016-2017), the financial information is broken down by theme and expected result.

	2014-2015		2016-2017	
	Regular Programme	Extrabudgetary	Regular Programme	Extrabudgetary
ER 10: Responses to water challenges				
1 Water Disasters	284	662	378	3.8
2 Groundwater	466	9,3	499	2.7
3 Water scarcity/quality	575	657	597	323
4 Settlements	304	872	226	464
5 Ecohydrology	344	678	416	478
6 Water education	439	2,9 M	585	2
ER 11: Institutional water capacity				
1 Governance	917	1.1	193	12
2 Institutional capacities	45	243	4	0
3 WWAP/WWD R	40	0	3.4	2

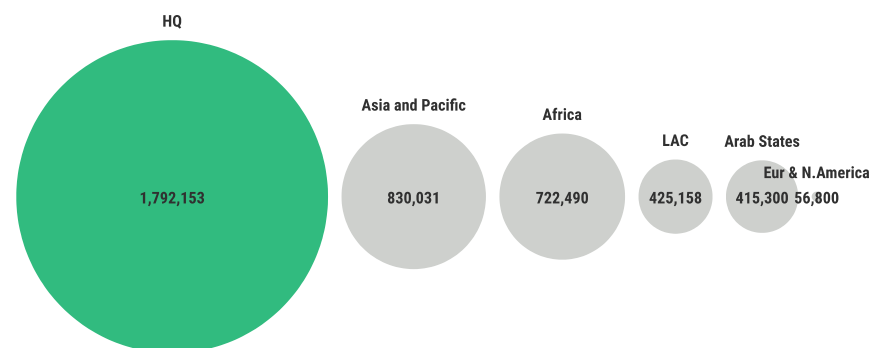
Values expressed in millions of USD

Based on the SISTER extraction, the distribution of RP operational budget across IHP themes for is as follows:

By theme for the 39 C/5:



By region for the 39 C/5:



As can be seen, under the first two biennia, T3, T2 and T6 have received higher shares of RP operational, as compared to T5, T4 and T1. Given the changes introduced to the structure of the 39 C/5, there is no data available on the breakdown of the budget by IHP theme. Information is now organized on a regional basis.

Under 39 C/5, the highest share of operational budget has remained at HQ. Asia and the Pacific, and Africa regions have received the lion's share of the operational budget under the current biennium.

The following table provides a breakdown of RP operational budget across all three biennia, by theme (for 37 and 38 C/5) and geography (for 39 C/5):

C/5	37 C/5		37 C/5 Total	38C/5		38C/5 Total	39C/5		39C/5 Total	Grand Total
ER	ER10	ER11		ER10	ER11		ER7	ER8		
Africa							\$ 600 200,00	\$ 122 290,00	\$ 722 490,00	\$ 722 490,00
Arab States							\$ 329 460,00	\$ 85 840,00	\$ 415 300,00	\$ 415 300,00
Asia and Pacific							\$ 745 031,00	\$ 85 000,00	\$ 830 031,00	\$ 830 031,00
Europe and North America							\$ 56 800,00		\$ 56 800,00	\$ 56 800,00
HQ							\$ 995 053,00	\$ 797 100,00	\$ 1 792 153,00	\$ 1 792 153,00
Latin America and the Caribbean							\$ 271 208,00	\$ 153 950,00	\$ 425 158,00	\$ 425 158,00
G1 Water governance and policy		\$ 1 129 599,00	\$ 1 129 599,00		\$ 1 337 096,00	\$ 1 337 096,00				\$ 2 466 695,00
G2 Enhanced centres of water knowledge and innovation		\$ 80 271,00	\$ 80 271,00		\$ 231 842,00	\$ 231 842,00				\$ 312 113,00
G3 World Water Assessments		\$ 40 000,00	\$ 40 000,00		\$ -	\$ -				\$ 40 000,00
G1 Water-related disasters and hydrological change	\$ 305 020,00		\$ 305 020,00	\$ 305 838,00		\$ 305 838,00				\$ 610 858,00
G2 Groundwater in a changing environment	\$ 558 709,00		\$ 558 709,00	\$ 707 543,00		\$ 707 543,00				\$ 1 266 252,00
G3 Addressing water scarcity and quality	\$ 650 701,00		\$ 650 701,00	\$ 628 310,00		\$ 628 310,00				\$ 1 279 011,00
G4 Water and human settlements of the future	\$ 365 495,00		\$ 365 495,00	\$ 327 625,00		\$ 327 625,00				\$ 693 120,00

G5 Ecohydrology, engineering harmony for a sustainable world	\$ 343 600,00		\$ 343 600,00	\$ 404 559,00		\$ 404 559,00				\$ 748 159,00
G6 Water education, the key for water security	\$ 565 500,00		\$ 565 500,00	\$ 668 116,00		\$ 668 116,00				\$ 1 233 616,00
Grand Total	\$2 789 025,00	\$ 1 249 870,00	\$ 4 038 895,00	\$3 041 991,00	\$ 1 568 938,00	\$ 4 610 929,00	\$2 997 752,00	\$1 244 180,00	\$ 4 241 932,00	\$12 891 756,00

The breakdown of operational budget by implementing unit has also been analyzed, based on information extracted from sister. This has allowed to shed light on the field offices who are the most active in the implementation of IHP activities. According to this data, the Montevideo, Cairo and Jakarta office appear to be significantly involved in IHP, having managed more than \$800k USD in RP operational budget. The following word cloud had been developed on the basis of the overall share of RP operational budget managed by UNESCO field offices. It's destined for UNESCO stakeholders familiar with field office initials only.

Extrabudgetary funds (XB)

As previously stated, the information on XB funds has been mainly extracted from the IHP Council report 23 (2018). According to this document IHP extrabudgetary activities and projects represent a total of \$36.7M USD a total of approximately over the different executing periods³³. Out of 36 extrabudgetary projects, 27 are ongoing (representing an amount of USD 27.9 million).

Based on the above information, it would appear that for every dollar of IHP RP budget (both operational and staff), there's is approximately one additional dollar of XB funding raised and spent. This ratio increases when taking into account only the operational RP budget. Based on the previous figures, there is approximately 3 dollars in XB funding for every RP operational budget dollar spent.

In addition to these activities, the Government of Italy has been financing WWAP since 2007, with a total contribution of USD 22.2 million until 2016. It's unclear how much funding has been provided under IHP VIII only. WWAP has also received contributions from other partners as project-based funding.

Among the major donors to IHP (excluding institutes and centres) are the Belgium – Government of Flanders, Brazil, the European Union (EU), Global Environment Facility (GEF), Indonesia, Italy, Japan, Republic of Korea, Malaysia, Spain, Sweden and Switzerland.

Funding agency	Amount (USD)
Belgium - Government of Flanders	\$1,793.191
Sweden - Sida	\$788.913
Japan – Ministry of Foreign Affairs	\$4,071.404
European Union (EU)	\$6,784.260
Switzerland – Swiss Agency for Development and Cooperation	\$1,896.162
GEF	\$690.000
UNDP	\$503.380
Multi-donor special account	\$155.000
Switzerland - Department of Foreign Affairs	\$1,042.000
Brazil (Government)- National Water Agency (ANA)	\$4,509.169
The Bill and Melinda Gates Foundation	\$300.000
Brazil (Government) - Water, Energy and Basic Sanitation Regulatory Agency of Brazil's Federal District (ADASA)	\$9,114.394
Ministry of Land, Infrastructure and Transportation (MOLIT) of RoK	\$3,646.000
Indonesia	\$475.000
Malaysia	\$476.219
Spain - AECID	\$450.000
Japan – Ministry of Education, Culture, Sports, Science and Technology	\$1,035.216
Government - Japan - Ministry of Education, Culture, Sports, Science and Technology	\$371.954
Multilateral - European Union (EU)	\$82.244
UNOPS	\$204.000
Multilateral - European Union (EU) - Joint Research Centre	\$2,441.736
Total	\$40,830.242

At the level of executing agency, the higher share of XB budget is received by the

³³ However, according to the breakdown table presented in the report, the total amounts to \$40.8M.

Brazil Office.

Executing agency	Amount (USD)
IHP	\$11,952.246
UNESCO Office in Jakarta	\$6,429.793
UNESCO Office in Baghdad	\$7,826.260
IHP and IOC	\$250.000
UNESCO Office in Cairo	\$125.000
UNESCO Office in Brasilia	\$13,623.563

UNESCO Office in Addis Ababa	\$30.000
UNESCO Office in Montevideo	\$450.000
UNESCO Office in Tashkent	\$143.380
Total	\$40,830.242

L. RESULTS OF THE ONLINE SURVEY

Introduction

In order to support the mid-term evaluation of Phase VIII of the IHP an online survey was created to seek views from respondents on different questions relevant to the evaluation. The survey was designed to be completed by those involved with the IHP and also the wider UNESCO water family. IOS issued invitations to National Commissions, National Committees, UNESCO Chairs, Category II Centres and the IHP Secretariat.

The online survey was available for respondents to complete it for one month - from 12 December 2018 to 11 January 2019.

Respondents were asked closed questions where they had to choose from options provided in the survey and open questions where they were free to write text of their own. This Annex provides a summary of the responses to the closed questions. Comments made to open questions have been taken into account in the main evaluation report.

It is important to note that, for some questions, respondents were asked to choose one option. For others, respondents could choose more than one option from a list. For the latter questions the total number of responses may, therefore, exceed the number of respondents.

Organisations responding

Respondents were asked to indicate the type of organisation they represented. The distribution is given in the table below. It is important to note that an individual respondent may belong to more than one category. They might be a member of both a national committee and the Bureau.

Organisation	Number
IHP Council member	8

IHP Bureau member	2
IHP Secretariat member	2
IHP Category 2 Centre	22
IHP UNESCO Chair	26
IHP National Committee	47
WWAP	1
Other UNESCO water family member	6
Other	12

Location of respondents

Respondents were asked, if relevant, the country of the organisation they represent. 88 respondents did so and the countries are listed in the table below.

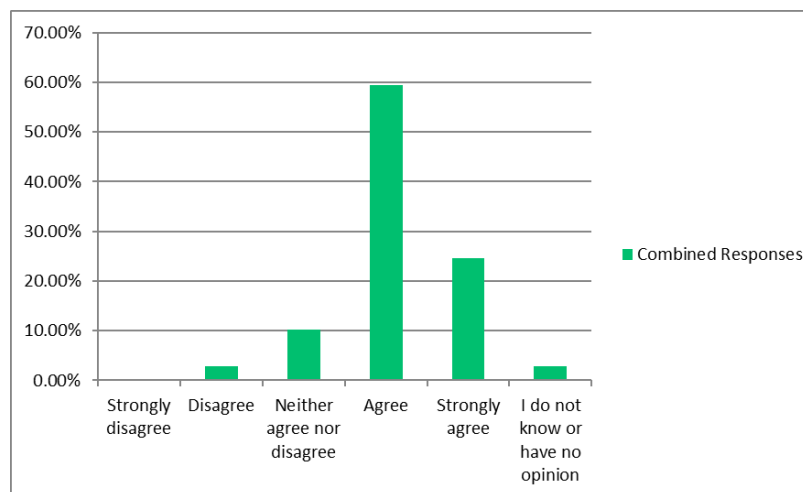
Country	Number
Afghanistan	1
Armenia	2
Australia	1
Austria	1
Belgium	1
Belize	1
Brazil	1
China	1
Colombia	4
Congo	1
Costa Rica	2
Côte D'Ivoire	1
Czechia	1
Democratic Republic of the Congo	3
Dominica	1
Egypt	2
France	1

Greece	1
Grenada	1
Honduras	1
Indonesia	1
Iran (Islamic Republic of)	4
Jamaica	1
Japan	5
Kazakhstan	3
Kuwait	1
Lao People's Democratic Republic	1
Lebanon	2
Lithuania	1
Mauritius	1
Mexico	2
Mongolia	1
Mozambique	3
Namibia	1
Netherlands	1
New Zealand	1
Norway	1
Pakistan	4
Peru	2
Poland	2
Portugal	1
Republic of Korea	3
Russian Federation	1
Rwanda	1
Saint Lucia	1
Serbia	1

Slovenia	1
South Africa	2
Spain	1
Sudan	3
Sweden	1
Switzerland	1
Thailand	2
Tunisia	3
Uganda	1
United Kingdom of Great Britain and Northern Ireland	1
United States of America	1
Uruguay	4
Uzbekistan	1

To what extent do you agree with the statement that the IHP Phase VIII is adequately delivering on its overarching theme: “Water security: Responses to local, regional, and global challenges”?

Answer Choices	Combined Responses		Council		Bureau		National Committees		Secretariat		Category 2 Centres		Chairs		Other UNESCO water family		Other	
	%	Count	%	Count	%	Count	%	Count	%	Count	%	Count	%	Count	%	Count	%	Count
Strongly disagree	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0
Disagree	2.90%	2	0.00%	0	0.00%	0	5.71%	2	0.00%	0	0.00%	0	0.00%	0	0.00%	0	16.67%	1
Neither agree nor disagree	10.14%	7	40.00%	2	50.00%	1	14.29%	5	0.00%	0	0.00%	0	5.88%	1	0.00%	0	0.00%	0
Agree	59.42%	41	40.00%	2	50.00%	1	62.86%	22	100.00%	2	46.15%	6	47.06%	8	75.00%	3	50.00%	3
Strongly agree	24.64%	17	20.00%	1	0.00%	0	17.14%	6	0.00%	0	53.85%	7	41.18%	7	25.00%	1	16.67%	1
I do not know or have no opinion	2.90%	2	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	5.88%	1	0.00%	0	16.67%	1
Answered		69		5		2		35		2		13		7		4		6
Skipped		38		4		1		11		1		9		9		3		6



To what extent do you agree with the following statements?

Combined responses:

	Strongly disagree	Disagree			Neither agree nor disagree		Agree		Strongly agree		I do not know or have no opinion		Total
The objectives of the IHP Phase VIII are aligned to the SDGs and their associated targets (Please consider all SDGs relevant to water)	0.00%	0	1.5 4%	1	4.62%	3	53.8 5%	3 5	40.00 %	26	0.00%	0	65
The objectives of the IHP Phase VIII are aligned to the Paris Climate Agreement	0.00%	0	1.5 2%	1	16.67%	11	50.0 0%	3 3	24.24 %	16	7.58%	5	66
The objectives of the IHP Phase VIII are aligned to the Sendai Framework for Disaster Risk Reduction	0.00%	0	3.0 8%	2	13.85%	9	52.3 1%	3 4	18.46 %	12	12.31%	8	65
The objectives of the IHP Phase VIII are aligned to the New Urban Agenda	0.00%	0	4.6 2%	3	20.00%	13	44.6 2%	2 9	16.92 %	11	13.85%	9	65
Answered													66
Skipped													35

Responses from Council members:

	Strongly disagree	Disagree			Neither agree nor disagree		Agree		Strongly agree		I do not know or have no opinion		Total
The objectives of the IHP Phase VIII are aligned to the SDGs and their associated targets (Please consider all SDGs relevant to water)	0.00%	0	20.0 0%	1	20.00%	1	40.0 0%	2	20.00 %	1	0.00%	0	5
The objectives of the IHP Phase VIII are aligned to the Paris Climate Agreement	0.00%	0	0.00 %	0	60.00%	3	20.0 0%	1	20.00 %	1	0.00%	0	5
The objectives of the IHP Phase VIII are aligned to the Sendai Framework for Disaster Risk Reduction	0.00%	0	0.00 %	0	20.00%	1	60.0 0%	3	20.00 %	1	0.00%	0	5
The objectives of the IHP Phase VIII are aligned to the New Urban Agenda	0.00%	0	20.0 0%	1	40.00%	2	20.0 0%	1	20.00 %	1	0.00%	0	5

Responses from Bureau members:

	Strongly disagree	Disagree			Neither agree nor disagree		Agree		Strongly agree		I do not know or have no opinion		Total
The objectives of the IHP Phase VIII are aligned to the SDGs and their associated targets (Please consider all SDGs relevant to water)	0.00%	0	50.0 0%	1	0.00%	0	50.00 %	1	0.00 %	0	0.00%	0	2
The objectives of the IHP Phase VIII are aligned to the Paris Climate Agreement	0.00%	0	0.00 %	0	50.00%	1	50.00 %	1	0.00 %	0	0.00%	0	2
The objectives of the IHP Phase VIII are aligned to the Sendai Framework for Disaster Risk Reduction	0.00%	0	0.00 %	0	0.00%	0	100.0 0%	2	0.00 %	0	0.00%	0	2
The objectives of the IHP Phase VIII are aligned to the New Urban Agenda	0.00%	0	50.0 0%	1	0.00%	0	50.00 %	1	0.00 %	0	0.00%	0	2

Responses from National Committees:

	Strongly disagree	Disagree		Neither agree nor disagree		Agree		Strongly agree		I do not know or have no opinion		Total	
The objectives of the IHP Phase VIII are aligned to the SDGs and their associated targets (Please consider all SDGs relevant to water)	0.00%	0	3.23%	1	3.23%	1	61.29%	1	35.48%	11	0.00%	0	31
The objectives of the IHP Phase VIII are aligned to the Paris Climate Agreement	0.00%	0	0.00%	0	19.35%	6	61.29%	1	19.35%	6	3.23%	1	31
The objectives of the IHP Phase VIII are aligned to the Sendai Framework for Disaster Risk Reduction	0.00%	0	3.23%	1	9.68%	3	64.52%	2	16.13%	5	9.68%	3	31
The objectives of the IHP Phase VIII are aligned to the New Urban Agenda	0.00%	0	9.68%	3	9.68%	3	64.52%	2	12.90%	4	19.35%	6	31

Responses from members of the Secretariat:

	Strongly disagree	Disagree		Neither agree nor disagree		Agree		Strongly agree		I do not know or have no opinion		Total	
The objectives of the IHP Phase VIII are aligned to the SDGs and their associated targets (Please consider all SDGs relevant to water)	0.00%	0	0.00%	0	50.00%	1	50.00%	1	0.00%	0	0.00%	0	2
The objectives of the IHP Phase VIII are aligned to the Paris Climate Agreement	0.00%	0	50.00%	1	0.00%	0	50.00%	1	0.00%	0	0.00%	0	2
The objectives of the IHP Phase VIII are aligned to the Sendai Framework for Disaster Risk Reduction	0.00%	0	50.00%	1	0.00%	0	50.00%	1	0.00%	0	0.00%	0	2
The objectives of the IHP Phase VIII are aligned to the New Urban Agenda	0.00%	0	50.00%	1	0.00%	0	50.00%	1	0.00%	0	0.00%	0	2

Responses from Category 2 Centres:

	Strongly disagree	Disagree		Neither agree nor disagree		Agree		Strongly agree		I do not know or have no opinion		Total	
The objectives of the IHP Phase VIII are aligned to the SDGs and their associated targets (Please consider all SDGs relevant to water)	0.00%	0	7.69%	1	0.00%	0	38.46%	5	53.85%	7	0.00%	0	13
The objectives of the IHP Phase VIII are aligned to the Paris Climate Agreement	0.00%	0	0.00%	0	7.69%	1	53.85%	7	30.77%	4	7.69%	1	13
The objectives of the IHP Phase VIII are aligned to the Sendai Framework for Disaster Risk Reduction	0.00%	0	0.00%	0	7.69%	1	69.23%	9	15.38%	2	7.69%	1	13
The objectives of the IHP Phase VIII are aligned to the New Urban Agenda	0.00%	0	7.69%	1	7.69%	1	46.15%	6	23.08%	3	15.38%	2	13

Responses from UNESCO Chairs:

	Strongly disagree	Disagree			Neither agree nor disagree		Agree		Strongly agree		I do not know or have no opinion		Total
The objectives of the IHP Phase VIII are aligned to the SDGs and their associated targets (Please consider all SDGs relevant to water)	0.00%	0	0.0 0%	0	0.00%	0	47.6 2%	1 0	52.38 %	11	0.00%	0	21
The objectives of the IHP Phase VIII are aligned to the Paris Climate Agreement	0.00%	0	0.0 0%	0	9.52%	2	47.6 2%	1 0	28.57 %	6	14.29%	3	21
The objectives of the IHP Phase VIII are aligned to the Sendai Framework for Disaster Risk Reduction	0.00%	0	0.0 0%	0	15.00%	3	40.0 0%	8	20.00 %	4	15.00%	3	20
The objectives of the IHP Phase VIII are aligned to the New Urban Agenda	0.00%	0	0.0 0%	0	30.00%	6	45.0 0%	9	15.00 %	3	10.00%	2	20

Responses from other UNESCO water family:

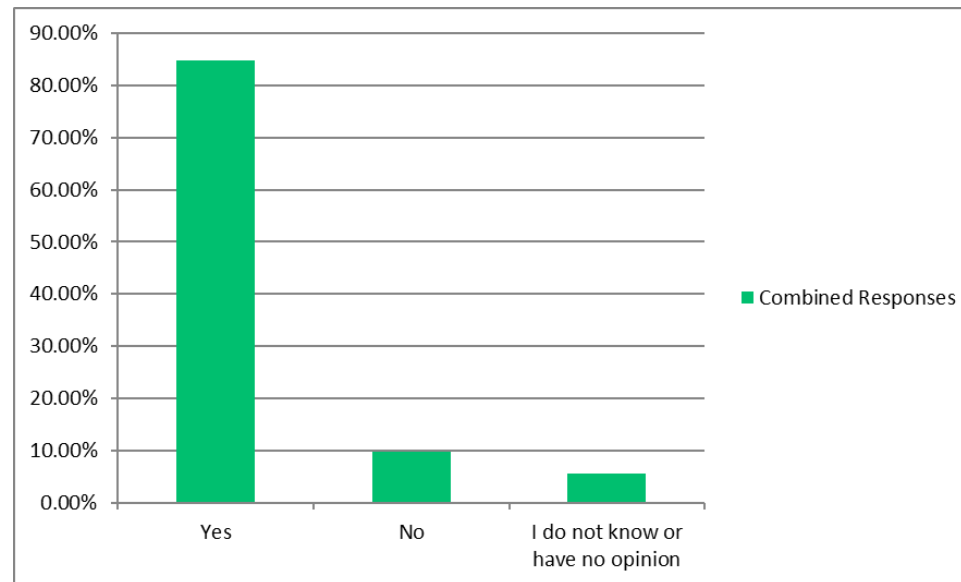
	Strongly disagree	Disagree			Neither agree nor disagree		Agree		Strongly agree		I do not know or have no opinion		Total
The objectives of the IHP Phase VIII are aligned to the SDGs and their associated targets (Please consider all SDGs relevant to water)	0.00%	0	0.0 0%	0	0.00%	0	25.0 0%	1	75.00 %	3	0.00%	0	4
The objectives of the IHP Phase VIII are aligned to the Paris Climate Agreement	0.00%	0	0.0 0%	0	0.00%	0	25.0 0%	1	75.00 %	3	0.00%	0	4
The objectives of the IHP Phase VIII are aligned to the Sendai Framework for Disaster Risk Reduction	0.00%	0	0.0 0%	0	25.00%	1	25.0 0%	1	25.00 %	1	25.00%	1	4
The objectives of the IHP Phase VIII are aligned to the New Urban Agenda	0.00%	0	0.0 0%	0	25.00%	1	0.00 %	0	50.00 %	2	25.00%	1	4

Responses from other respondents:

	Strongly disagree	Disagree			Neither agree nor disagree		Agree		Strongly agree		I do not know or have no opinion		Total
The objectives of the IHP Phase VIII are aligned to the SDGs and their associated targets (Please consider all SDGs relevant to water)	0.00%	0	0.0 0%	0	0.00%	0	60.0 0%	3	40.00 %	2	0.00%	0	5
The objectives of the IHP Phase VIII are aligned to the Paris Climate Agreement	0.00%	0	0.0 0%	0	16.67%	1	50.0 0%	3	33.33 %	2	0.00%	0	6
The objectives of the IHP Phase VIII are aligned to the Sendai Framework for Disaster Risk Reduction	0.00%	0	0.0 0%	0	16.67%	1	50.0 0%	3	16.67 %	1	16.67%	1	6
The objectives of the IHP Phase VIII are aligned to the New Urban Agenda	0.00%	0	0.0 0%	0	16.67%	1	50.0 0%	3	33.33 %	2	0.00%	0	6

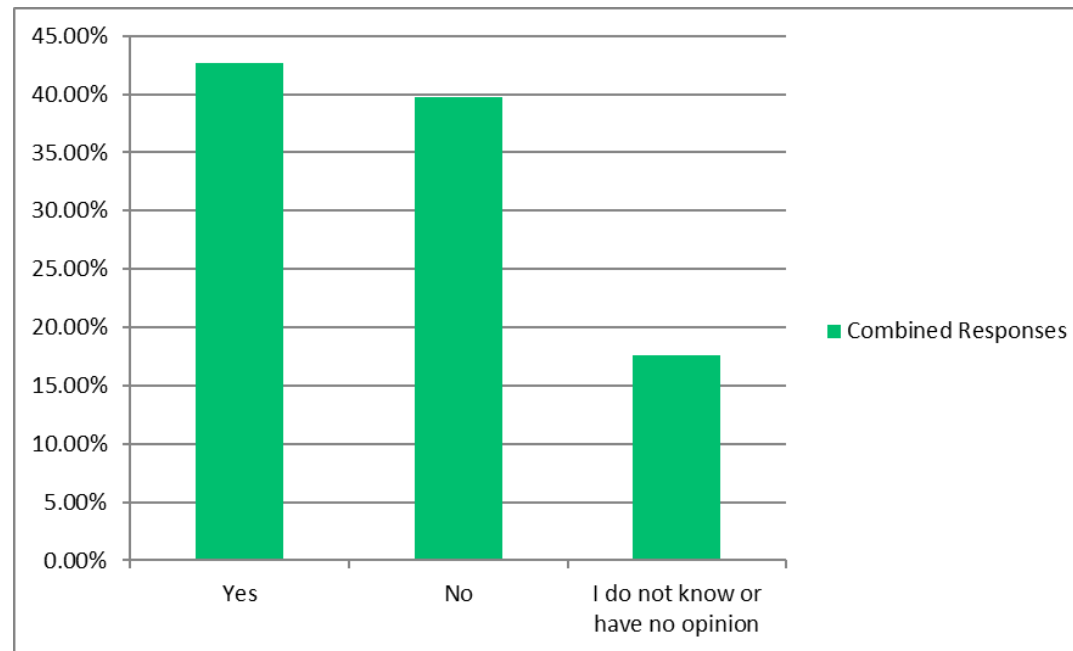
Do you consider that IHP Phase VIII appropriately reflects the needs and concerns of your organization in the field of water management?

Answer Choices	Combined Responses		Council		Bureau		National Committees		Secretariat		Category 2 Centres		Chairs		Other UNESCO Water Family		Other	
	%	Count	%	Count	%	Count	%	Count	%	Count	%	Count	%	Count	%	Count	%	Count
Yes	84.72%	61	60.00%	3	50.00%	1	80.56%	29	100.00%	2	100.00%	13	85.71%	18	100.00%	4	83.33%	5
No	9.72%	7	40.00%	2	50.00%	1	13.89%	5	0.00%	0	0.00%	0	9.52%	2	0.00%	0	0.00%	0
I do not know or have no opinion	5.56%	4	0.00%	0	0.00%	0	5.56%	2	0.00%	0	0.00%	0	4.76%	1	0.00%	0	16.67%	1
Answered		72		5		2		36		2		13		21		4		6
Skipped		37		4		1		10		1		9		5		3		6



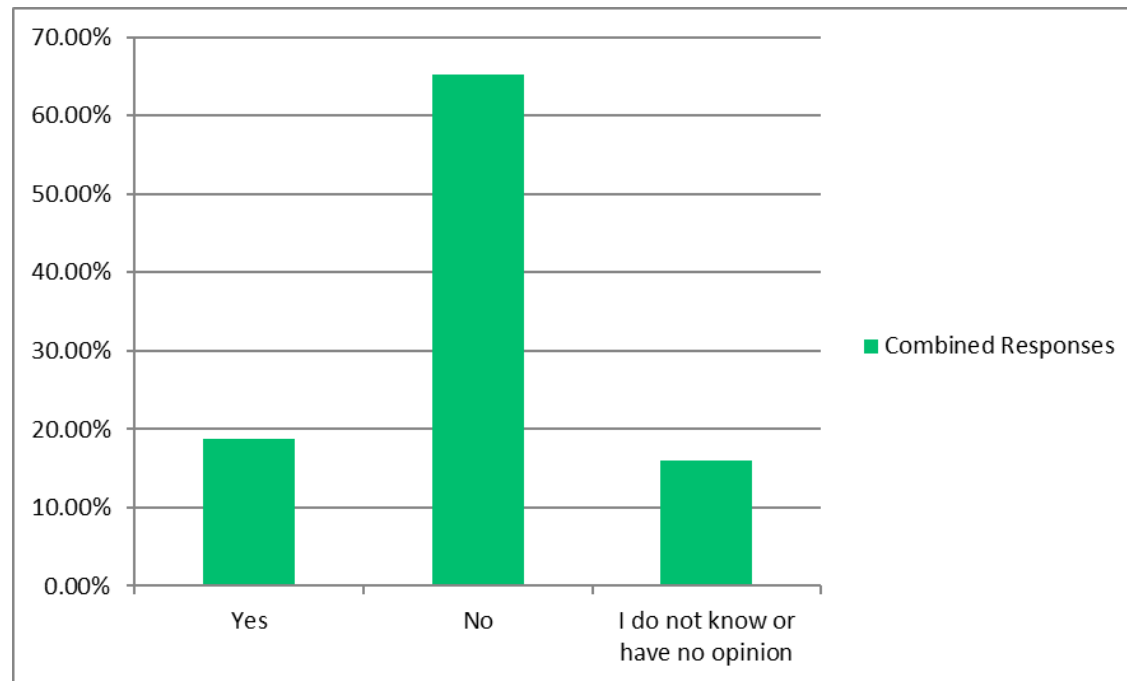
Are there gaps or needs that are not addressed by IHP Phase VIII and which should be included?

	Combined Responses		Council		Bureau		National Committees		Secretariat		Category 2 Centres		Chairs		Other UNESCO Water Family		Other	
	%	Count	%	Count	%	Count	%	Count	%	Count	%	Count	%	Count	%	Count	%	Count
Yes	42.65%	29	60.00%	3	50.00%	1	52.94%	18	50.00%	1	50.00%	6	36.84%	7	25.00%	1	16.67%	1
No	39.71%	27	40.00%	2	50.00%	1	35.29%	12	50.00%	1	50.00%	6	42.11%	8	50.00%	2	33.33%	2
I do not know or have no opinion	17.65%	12	0.00%	0	0.00%	0	11.76%	4	0.00%	0	0.00%	0	21.05%	4	25.00%	1	50.00%	3
Answered		68		5		2		34		2		12		19		4		6
Skipped		41		4		1		12		1		10		7		3		6



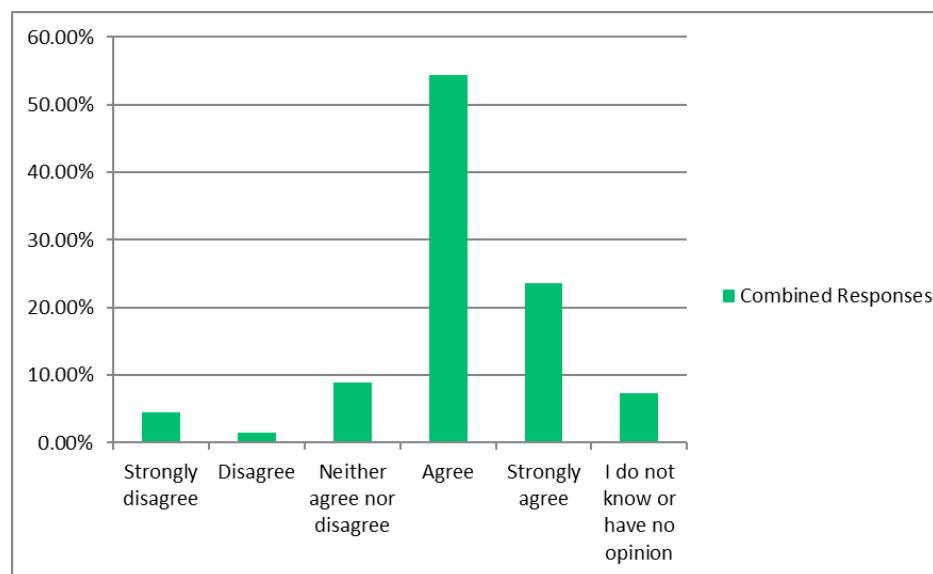
Are there any issues addressed within the IHP Phase VIII that would be more appropriately taken forward by a different organisation?

	Combined Responses		Council		Bureau		National Committees		Secretariat		Category 2 Centres		Chairs		Other UNESCO Water Family		Other	
Yes	18.84%	13	20.00%	1	50.00%	1	31.43%	11	0.00%	0	23.08%	3	5.56%	1	0.00%	0	0.00%	0
No	65.22%	45	80.00%	4	50.00%	1	57.14%	20	100.00%	2	69.23%	9	66.67%	12	75.00%	3	83.33%	5
I do not know or have no opinion	15.94%	11	0.00%	0	0.00%	0	11.43%	4	0.00%	0	7.69%	1	27.78%	5	25.00%	1	16.67%	1
Answered		69		5		2		35		2		13		18		4		6
Skipped		40		4		1		10		1		9		8		3		6



To what extent do you agree with the statement that the IHP Secretariat is effectively performing its coordination function in the UNESCO Water Family?

	Combined Responses		Council		Bureau		National Committees		Secretariat		Category 2 Centres		Chairs		Other UNESCO Water Family		Other	
	%	Count	%	Count	%	Count	%	Count	%	Count	%	Count	%	Count	%	Count	%	Count
Strongly disagree	4.41%	3	33.33%	2	33.33%	1	2.70%	1	0.00%	0	0.00%	0	0.00%	0	33.33%	1	0.00%	0
Disagree	1.47%	1	0.00%	0	0.00%	0	2.70%	1	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0
Neither agree nor disagree	8.82%	6	16.67%	1	0.00%	0	10.81%	4	0.00%	0	7.69%	1	5.88%	1	0.00%	0	0.00%	0
Agree	54.41%	37	50.00%	3	66.67%	2	56.76%	21	100.00%	3	53.85%	7	35.29%	6	33.33%	1	66.67%	4
Strongly agree	23.53%	16	0.00%	0	0.00%	0	21.62%	8	0.00%	0	38.46%	5	52.94%	9	0.00%	0	16.67%	1
I do not know or have no opinion	7.35%	5	0.00%	0	0.00%	0	5.41%	2	0.00%	0	0.00%	0	5.88%	1	33.33%	1	16.67%	1
Answered		68		6		3		37		3		13		17		3		6
Skipped		41		3		0		10		0		9		9		4		6



To what extent do you agree with the following statements about IHP National Committees?

Combined responses:

	Yes		Partially		No		I do not know or have no opinion		Total
They provide political buy-in to the IHP at national level	33.33%	19	35.09%	20	17.54%	10	14.04%	8	57
They offer means to disseminate outputs from IHP activities	52.63%	30	31.58%	18	7.02%	4	8.77%	5	57
They contribute to the formulation of IHP strategic planning and thinking	50.88%	29	26.32%	15	14.04%	8	8.77%	5	57
They are important contributors to research supporting IHP objectives	47.37%	27	28.07%	16	17.54%	10	7.02%	4	57
They contribute to wider water education and capacity building objectives of IHP	49.12%	28	28.07%	16	10.53%	6	12.28%	7	57
They are important in helping to provide resources to support IHP activities (nationally, globally or bilaterally)	46.43%	26	25.00%	14	17.86%	10	10.71%	6	56
Answered									57
Skipped									44

Responses from Council members:

	Yes		Partially		No		I do not know or have no opinion		Total
They provide political buy-in to the IHP at national level	20.00%	1	80.00%	4	0.00%	0	0.00%	0	5
They offer means to disseminate outputs from IHP activities	100.00%	5	0.00%	0	0.00%	0	0.00%	0	5
They contribute to the formulation of IHP strategic planning and thinking	80.00%	4	0.00%	0	20.00%	1	0.00%	0	5
They are important contributors to research supporting IHP objectives	40.00%	2	60.00%	3	0.00%	0	0.00%	0	5
They contribute to wider water education and capacity building objectives of IHP	60.00%	3	40.00%	2	0.00%	0	0.00%	0	5
They are important in helping to provide resources to support IHP activities (nationally, globally or bilaterally)	60.00%	3	40.00%	2	0.00%	0	0.00%	0	5

Responses from Bureau members:

	Yes		Partially		No		I do not know or have no opinion		Total
They provide political buy-in to the IHP at national level	0.00%	0	100.00%	2	0.00%	0	0.00%	0	2
They offer means to disseminate outputs from IHP activities	100.00%	2	0.00%	0	0.00%	0	0.00%	0	2
They contribute to the formulation of IHP strategic planning and thinking	100.00%	2	0.00%	0	0.00%	0	0.00%	0	2
They are important contributors to research supporting IHP objectives	0.00%	0	100.00%	2	0.00%	0	0.00%	0	2
They contribute to wider water education and capacity building objectives of IHP	50.00%	1	50.00%	1	0.00%	0	0.00%	0	2
They are important in helping to provide resources to support IHP activities (nationally, globally or bilaterally)	50.00%	1	50.00%	1	0.00%	0	0.00%	0	2

Responses from National Committees:

	Yes		Partially		No		I do not know or have no opinion		Total
They provide political buy-in to the IHP at national level	27.27%	9	42.42%	14	24.24%	8	6.06%	2	33
They offer means to disseminate outputs from IHP activities	51.52%	17	39.39%	13	9.09%	3	0.00%	0	33
They contribute to the formulation of IHP strategic planning and thinking	48.48%	16	45.45%	15	6.06%	2	0.00%	0	33
They are important contributors to research supporting IHP objectives	51.52%	17	33.33%	11	15.15%	5	0.00%	0	33
They contribute to wider water education and capacity building objectives of IHP	48.48%	16	42.42%	14	9.09%	3	0.00%	0	33
They are important in helping to provide resources to support IHP activities (nationally, globally or bilaterally)	53.13%	17	28.13%	9	18.75%	6	0.00%	0	32

Responses from members of the Secretariat:

	Yes		Partially		No		I do not know or have no opinion		Total
They provide political buy-in to the IHP at national level	50.00%	1	0.00%	0	50.00%	1	0.00%	0	2
They offer means to disseminate outputs from IHP activities	50.00%	1	0.00%	0	50.00%	1	0.00%	0	2
They contribute to the formulation of IHP strategic planning and thinking	50.00%	1	50.00%	1	0.00%	0	0.00%	0	2
They are important contributors to research supporting IHP objectives	0.00%	0	50.00%	1	50.00%	1	0.00%	0	2
They contribute to wider water education and capacity building objectives of IHP	50.00%	1	0.00%	0	50.00%	1	0.00%	0	2
They are important in helping to provide resources to support IHP activities (nationally, globally or bilaterally)	50.00%	1	0.00%	0	50.00%	1	0.00%	0	2

Responses from Category 2 Centres:

	Yes		Partially		No		I do not know or have no opinion		Total
They provide political buy-in to the IHP at national level	36.36%	4	27.27%	3	9.09%	1	27.27%	3	11
They offer means to disseminate outputs from IHP activities	54.55%	6	27.27%	3	9.09%	1	9.09%	1	11
They contribute to the formulation of IHP strategic planning and thinking	63.64%	7	9.09%	1	18.18%	2	9.09%	1	11
They are important contributors to research supporting IHP objectives	27.27%	3	36.36%	4	27.27%	3	9.09%	1	11
They contribute to wider water education and capacity building objectives of IHP	36.36%	4	45.45%	5	9.09%	1	9.09%	1	11
They are important in helping to provide resources to support IHP activities (nationally, globally or bilaterally)	30.00%	3	30.00%	3	30.00%	3	10.00%	1	10

Responses from UNESCO Chairs:

	Yes		Partially		No		I do not know or have no opinion		Total
They provide political buy-in to the IHP at national level	26.67%	4	40.00%	6	6.67%	1	33.33%	5	15
They offer means to disseminate outputs from IHP activities	53.33%	8	33.33%	5	6.67%	1	13.33%	2	15
They contribute to the formulation of IHP strategic planning and thinking	53.33%	8	20.00%	3	20.00%	3	13.33%	2	15
They are important contributors to research supporting IHP objectives	46.67%	7	20.00%	3	26.67%	4	13.33%	2	15
They contribute to wider water education and capacity building objectives of IHP	53.33%	8	26.67%	4	6.67%	1	20.00%	3	15
They are important in helping to provide resources to support IHP activities (nationally, globally or bilaterally)	28.57%	4	42.86%	6	14.29%	2	21.43%	3	14

Responses from other UNESCO water family:

	Yes		Partially		No		I do not know or have no opinion		Total
They provide political buy-in to the IHP at national level	33.33%	1	33.33%	1	0.00%	0	33.33%	1	3
They offer means to disseminate outputs from IHP activities	33.33%	1	33.33%	1	0.00%	0	33.33%	1	3
They contribute to the formulation of IHP strategic planning and thinking	33.33%	1	0.00%	0	33.33%	1	33.33%	1	3
They are important contributors to research supporting IHP objectives	33.33%	1	33.33%	1	0.00%	0	33.33%	1	3
They contribute to wider water education and capacity building objectives of IHP	33.33%	1	0.00%	0	33.33%	1	33.33%	1	3
They are important in helping to provide resources to support IHP activities (nationally, globally or bilaterally)	33.33%	1	0.00%	0	33.33%	1	33.33%	1	3

Responses from other respondents:

	Yes		Partially		No		I do not know or have no opinion		Total
They provide political buy-in to the IHP at national level	50.00%	3	16.67%	1	0.00%	0	33.33%	2	6
They offer means to disseminate outputs from IHP activities	50.00%	3	16.67%	1	0.00%	0	33.33%	2	6
They contribute to the formulation of IHP strategic planning and thinking	50.00%	3	0.00%	0	16.67%	1	33.33%	2	6
They are important contributors to research supporting IHP objectives	66.67%	4	16.67%	1	0.00%	0	16.67%	1	6
They contribute to wider water education and capacity building objectives of IHP	50.00%	3	0.00%	0	0.00%	0	50.00%	3	6
They are important in helping to provide resources to support IHP activities (nationally, globally or bilaterally)	50.00%	3	0.00%	0	16.67%	1	33.33%	2	6

To what extent do you agree with the following statements about IHP Chairs?

Combined responses:

	Yes		Partially		No		I do not know or have no opinion		Total
They provide political buy-in to the IHP at national level	33.93%	19	28.57%	16	19.64%	11	17.86%	10	56
They offer means to disseminate outputs from IHP activities	58.93%	33	30.36%	17	1.79%	1	8.93%	5	56
They contribute to the formulation of IHP strategic planning and thinking	44.64%	25	35.71%	20	5.36%	3	14.29%	8	56
They are important contributors to research supporting IHP objectives	69.64%	39	19.64%	11	1.79%	1	8.93%	5	56
They contribute to wider water education and capacity building objectives of IHP	71.43%	40	16.07%	9	1.79%	1	10.71%	6	56
They are important in helping to provide resources to support IHP activities (nationally, globally or bilaterally)	53.57%	30	33.93%	19	1.79%	1	10.71%	6	56
Answered									56
Skipped									45

Responses from Council members:

	Yes		Partially		No		I do not know or have no opinion		Total
They provide political buy-in to the IHP at national level	20.00%	1	40.00%	2	40.00%	2	0.00%	0	5
They offer means to disseminate outputs from IHP activities	60.00%	3	40.00%	2	0.00%	0	0.00%	0	5
They contribute to the formulation of IHP strategic planning and thinking	40.00%	2	40.00%	2	20.00%	1	0.00%	0	5
They are important contributors to research supporting IHP objectives	100.00%	5	0.00%	0	0.00%	0	0.00%	0	5
They contribute to wider water education and capacity building objectives of IHP	80.00%	4	20.00%	1	0.00%	0	0.00%	0	5
They are important in helping to provide resources to support IHP activities (nationally, globally or bilaterally)	40.00%	2	60.00%	3	0.00%	0	0.00%	0	5

Responses from Bureau members:

	Yes		Partially		No		I do not know or have no opinion		Total
They provide political buy-in to the IHP at national level	0.00%	0	50.00%	1	50.00%	1	0.00%	0	2
They offer means to disseminate outputs from IHP activities	50.00%	1	50.00%	1	0.00%	0	0.00%	0	2
They contribute to the formulation of IHP strategic planning and thinking	0.00%	0	50.00%	1	50.00%	1	0.00%	0	2
They are important contributors to research supporting IHP objectives	100.00%	2	0.00%	0	0.00%	0	0.00%	0	2
They contribute to wider water education and capacity building objectives of IHP	50.00%	1	50.00%	1	0.00%	0	0.00%	0	2
They are important in helping to provide resources to support IHP activities (nationally, globally or bilaterally)	0.00%	0	100.00%	2	0.00%	0	0.00%	0	2

Responses from National Committees:

	Yes		Partially		No		I do not know or have no opinion		Total
They provide political buy-in to the IHP at national level	33.33%	11	27.27%	9	18.18%	6	21.21%	7	33
They offer means to disseminate outputs from IHP activities	51.52%	17	36.36%	12	3.03%	1	9.09%	3	33
They contribute to the formulation of IHP strategic planning and thinking	39.39%	13	36.36%	12	9.09%	3	15.15%	5	33
They are important contributors to research supporting IHP objectives	63.64%	21	24.24%	8	3.03%	1	9.09%	3	33
They contribute to wider water education and capacity building objectives of IHP	60.61%	20	24.24%	8	3.03%	1	12.12%	4	33
They are important in helping to provide resources to support IHP activities (nationally, globally or bilaterally)	51.52%	17	36.36%	12	3.03%	1	9.09%	3	33

Responses from members of the Secretariat:

	Yes		Partially		No		I do not know or have no opinion		Total
They provide political buy-in to the IHP at national level	50.00%	1	0.00%	0	50.00%	1	0.00%	0	2
They offer means to disseminate outputs from IHP activities	50.00%	1	50.00%	1	0.00%	0	0.00%	0	2
They contribute to the formulation of IHP strategic planning and thinking	50.00%	1	0.00%	0	0.00%	0	50.00%	1	2
They are important contributors to research supporting IHP objectives	50.00%	1	50.00%	1	0.00%	0	0.00%	0	2
They contribute to wider water education and capacity building objectives of IHP	50.00%	1	50.00%	1	0.00%	0	0.00%	0	2
They are important in helping to provide resources to support IHP activities (nationally, globally or bilaterally)	0.00%	0	100.00%	2	0.00%	0	0.00%	0	2

Responses from Category 2 Centres:

	Yes		Partially		No		I do not know or have no opinion		Total
They provide political buy-in to the IHP at national level	9.09%	1	45.45%	5	27.27%	3	18.18%	2	11
They offer means to disseminate outputs from IHP activities	54.55%	6	45.45%	5	0.00%	0	0.00%	0	11
They contribute to the formulation of IHP strategic planning and thinking	45.45%	5	45.45%	5	9.09%	1	0.00%	0	11
They are important contributors to research supporting IHP objectives	72.73%	8	27.27%	3	0.00%	0	0.00%	0	11
They contribute to wider water education and capacity building objectives of IHP	81.82%	9	18.18%	2	0.00%	0	0.00%	0	11
They are important in helping to provide resources to support IHP activities (nationally, globally or bilaterally)	45.45%	5	54.55%	6	0.00%	0	0.00%	0	11

Responses from UNESCO Chairs:

	Yes		Partially		No		I do not know or have no opinion		Total
They provide political buy-in to the IHP at national level	40.00%	6	40.00%	6	6.67%	1	20.00%	3	15
They offer means to disseminate outputs from IHP activities	93.33%	14	13.33%	2	0.00%	0	0.00%	0	15
They contribute to the formulation of IHP strategic planning and thinking	66.67%	10	40.00%	6	0.00%	0	0.00%	0	15
They are important contributors to research supporting IHP objectives	93.33%	14	13.33%	2	0.00%	0	0.00%	0	15
They contribute to wider water education and capacity building objectives of IHP	100.00%	15	6.67%	1	0.00%	0	0.00%	0	15
They are important in helping to provide resources to support IHP activities (nationally, globally or bilaterally)	86.67%	13	13.33%	2	0.00%	0	6.67%	1	15

Responses from other UNESCO water family:

	Yes		Partially		No		I do not know or have no opinion		Total
They provide political buy-in to the IHP at national level	33.33%	1	33.33%	1	0.00%	0	33.33%	1	3
They offer means to disseminate outputs from IHP activities	66.67%	2	0.00%	0	0.00%	0	33.33%	1	3
They contribute to the formulation of IHP strategic planning and thinking	33.33%	1	33.33%	1	0.00%	0	33.33%	1	3
They are important contributors to research supporting IHP objectives	66.67%	2	0.00%	0	0.00%	0	33.33%	1	3
They contribute to wider water education and capacity building objectives of IHP	66.67%	2	0.00%	0	0.00%	0	33.33%	1	3
They are important in helping to provide resources to support IHP activities (nationally, globally or bilaterally)	66.67%	2	0.00%	0	0.00%	0	33.33%	1	3

Responses from other respondents:

	Yes		Partially		No		I do not know or have no opinion		Total
They provide political buy-in to the IHP at national level	60.00%	3	0.00%	0	0.00%	0	40.00%	2	5
They offer means to disseminate outputs from IHP activities	60.00%	3	0.00%	0	0.00%	0	40.00%	2	5
They contribute to the formulation of IHP strategic planning and thinking	60.00%	3	0.00%	0	0.00%	0	40.00%	2	5
They are important contributors to research supporting IHP objectives	60.00%	3	0.00%	0	0.00%	0	40.00%	2	5
They contribute to wider water education and capacity building objectives of IHP	60.00%	3	0.00%	0	0.00%	0	40.00%	2	5
They are important in helping to provide resources to support IHP activities (nationally, globally or bilaterally)	60.00%	3	0.00%	0	0.00%	0	40.00%	2	5

To what extent do you agree with the following statements about Category II Centres associated with IHP?

Combined responses:

	Yes		Partially		No		I do not know or have no opinion		Total
They provide political buy-in to the IHP at national level	34.55%	19	32.73%	18	7.27%	4	25.45%	14	55
They provide a means to disseminate outputs from IHP activities	63.64%	35	16.36%	9	0.00%	0	20.00%	11	55
They contribute to the formulation of IHP strategic planning and thinking	50.91%	28	29.09%	16	0.00%	0	20.00%	11	55
They are important contributors to research supporting IHP objectives	65.45%	36	12.73%	7	3.64%	2	18.18%	10	55
They contribute to wider water education and capacity building objectives of IHP	65.45%	36	18.18%	10	0.00%	0	16.36%	9	55
They are important in helping to provide resources to support IHP activities (nationally, globally or bilaterally)	50.91%	28	29.09%	16	1.82%	1	18.18%	10	55
Answered									55
Skipped									46

Responses from Council members:

	Yes		Partially		No		I do not know or have no opinion		Total
They provide political buy-in to the IHP at national level	40.00%	2	60.00%	3	0.00%	0	0.00%	0	5
They provide a means to disseminate outputs from IHP activities	80.00%	4	20.00%	1	0.00%	0	0.00%	0	5
They contribute to the formulation of IHP strategic planning and thinking	60.00%	3	40.00%	2	0.00%	0	0.00%	0	5
They are important contributors to research supporting IHP objectives	80.00%	4	20.00%	1	0.00%	0	0.00%	0	5
They contribute to wider water education and capacity building objectives of IHP	80.00%	4	20.00%	1	0.00%	0	0.00%	0	5
They are important in helping to provide resources to support IHP activities (nationally, globally or bilaterally)	60.00%	3	40.00%	2	0.00%	0	0.00%	0	5

Responses from Bureau members:

	Yes		Partially		No		I do not know or have no opinion		Total
They provide political buy-in to the IHP at national level	0.00%	0	100.00%	2	0.00%	0	0.00%	0	2
They provide a means to disseminate outputs from IHP activities	100.00%	2	0.00%	0	0.00%	0	0.00%	0	2
They contribute to the formulation of IHP strategic planning and thinking	50.00%	1	50.00%	1	0.00%	0	0.00%	0	2
They are important contributors to research supporting IHP objectives	100.00%	2	0.00%	0	0.00%	0	0.00%	0	2
They contribute to wider water education and capacity building objectives of IHP	100.00%	2	0.00%	0	0.00%	0	0.00%	0	2
They are important in helping to provide resources to support IHP activities (nationally, globally or bilaterally)	50.00%	1	50.00%	1	0.00%	0	0.00%	0	2

Responses from National Committees:

	Yes		Partially		No		I do not know or have no opinion		Total
They provide political buy-in to the IHP at national level	21.88%	7	46.88%	15	9.38%	3	21.88%	7	32
They provide a means to disseminate outputs from IHP activities	59.38%	19	21.88%	7	0.00%	0	18.75%	6	32
They contribute to the formulation of IHP strategic planning and thinking	46.88%	15	34.38%	11	0.00%	0	18.75%	6	32
They are important contributors to research supporting IHP objectives	59.38%	19	15.63%	5	6.25%	2	18.75%	6	32
They contribute to wider water education and capacity building objectives of IHP	59.38%	19	25.00%	8	0.00%	0	15.63%	5	32
They are important in helping to provide resources to support IHP activities (nationally, globally or bilaterally)	46.88%	15	37.50%	12	3.13%	1	15.63%	5	32

Responses from members of the Secretariat:

	Yes		Partially		No		I do not know or have no opinion		Total
They provide political buy-in to the IHP at national level	50.00%	1	50.00%	1	0.00%	0	0.00%	0	2
They provide a means to disseminate outputs from IHP activities	50.00%	1	50.00%	1	0.00%	0	0.00%	0	2
They contribute to the formulation of IHP strategic planning and thinking	50.00%	1	50.00%	1	0.00%	0	0.00%	0	2
They are important contributors to research supporting IHP objectives	50.00%	1	50.00%	1	0.00%	0	0.00%	0	2
They contribute to wider water education and capacity building objectives of IHP	50.00%	1	50.00%	1	0.00%	0	0.00%	0	2
They are important in helping to provide resources to support IHP activities (nationally, globally or bilaterally)	0.00%	0	100.00%	2	0.00%	0	0.00%	0	2

Responses from Category 2 Centres:

	Yes		Partially		No		I do not know or have no opinion		Total
They provide political buy-in to the IHP at national level	20.00%	2	50.00%	5	20.00%	2	10.00%	1	10
They provide a means to disseminate outputs from IHP activities	90.00%	9	10.00%	1	0.00%	0	0.00%	0	10
They contribute to the formulation of IHP strategic planning and thinking	70.00%	7	30.00%	3	0.00%	0	0.00%	0	10
They are important contributors to research supporting IHP objectives	80.00%	8	10.00%	1	10.00%	1	0.00%	0	10
They contribute to wider water education and capacity building objectives of IHP	90.00%	9	10.00%	1	0.00%	0	0.00%	0	10
They are important in helping to provide resources to support IHP activities (nationally, globally or bilaterally)	80.00%	8	20.00%	2	0.00%	0	0.00%	0	10

Responses from UNESCO Chairs:

	Yes		Partially		No		I do not know or have no opinion		Total
They provide political buy-in to the IHP at national level	50.00%	7	14.29%	2	0.00%	0	42.86%	6	14
They provide a means to disseminate outputs from IHP activities	64.29%	9	14.29%	2	0.00%	0	28.57%	4	14
They contribute to the formulation of IHP strategic planning and thinking	64.29%	9	14.29%	2	0.00%	0	28.57%	4	14
They are important contributors to research supporting IHP objectives	71.43%	10	14.29%	2	0.00%	0	21.43%	3	14
They contribute to wider water education and capacity building objectives of IHP	64.29%	9	21.43%	3	0.00%	0	21.43%	3	14
They are important in helping to provide resources to support IHP activities (nationally, globally or bilaterally)	57.14%	8	21.43%	3	0.00%	0	28.57%	4	14

Responses from other UNESCO water family:

	Yes		Partially		No		I do not know or have no opinion		Total
They provide political buy-in to the IHP at national level	66.67%	2	0.00%	0	0.00%	0	33.33%	1	3
They provide a means to disseminate outputs from IHP activities	100.00%	3	0.00%	0	0.00%	0	0.00%	0	3
They contribute to the formulation of IHP strategic planning and thinking	33.33%	1	66.67%	2	0.00%	0	0.00%	0	3
They are important contributors to research supporting IHP objectives	100.00%	3	0.00%	0	0.00%	0	0.00%	0	3
They contribute to wider water education and capacity building objectives of IHP	100.00%	3	0.00%	0	0.00%	0	0.00%	0	3
They are important in helping to provide resources to support IHP activities (nationally, globally or bilaterally)	66.67%	2	33.33%	1	0.00%	0	0.00%	0	3

Responses from other respondents:

	Yes		Partially		No		I do not know or have no opinion		Total
They provide political buy-in to the IHP at national level	40.00%	2	0.00%	0	0.00%	0	60.00%	3	5
They provide a means to disseminate outputs from IHP activities	40.00%	2	0.00%	0	0.00%	0	60.00%	3	5
They contribute to the formulation of IHP strategic planning and thinking	40.00%	2	0.00%	0	0.00%	0	60.00%	3	5
They are important contributors to research supporting IHP objectives	40.00%	2	0.00%	0	0.00%	0	60.00%	3	5
They contribute to wider water education and capacity building objectives of IHP	40.00%	2	0.00%	0	0.00%	0	60.00%	3	5
They are important in helping to provide resources to support IHP activities (nationally, globally or bilaterally)	40.00%	2	0.00%	0	0.00%	0	60.00%	3	5

To what extent has IHP Phase VIII delivered the expected results of the different thematic areas at its mid-point? Respondents gave a score (1 – not at all; 5 – expected results by mid-point fully delivered).

Combined responses:

	1		2		3		4		5		Total
Theme 1: water-related disasters and hydrological changes	2.00%	1	14.00%	7	30.00%	15	34.00%	17	20.00%	10	50
Theme 2: groundwater in a changing environment	0.00%	0	14.29%	7	30.61%	15	40.82%	20	14.29%	7	49
Theme 3: addressing water scarcity and quality	2.00%	1	8.00%	4	38.00%	19	38.00%	19	14.00%	7	50
Theme 4: water and human settlements of the future	2.04%	1	14.29%	7	42.86%	21	28.57%	14	12.24%	6	49
Theme 5: ecohydrology – engineering harmony for a sustainable world	6.12%	3	12.24%	6	30.61%	15	34.69%	17	16.33%	8	49
Theme 6: water education – key for water security	0.00%	0	10.00%	5	34.00%	17	42.00%	21	14.00%	7	50
Answered											52
Skipped											49

Responses from Council members:

	1		2		3		4		5		Total
Theme 1: water-related disasters and hydrological changes	0.00%	0	20.00%	1	20.00%	1	40.00%	2	20.00%	1	5
Theme 2: groundwater in a changing environment	0.00%	0	40.00%	2	20.00%	1	40.00%	2	0.00%	0	5
Theme 3: addressing water scarcity and quality	0.00%	0	20.00%	1	40.00%	2	20.00%	1	20.00%	1	5
Theme 4: water and human settlements of the future	0.00%	0	40.00%	2	0.00%	0	40.00%	2	20.00%	1	5
Theme 5: ecohydrology – engineering harmony for a sustainable world	0.00%	0	40.00%	2	40.00%	2	20.00%	1	0.00%	0	5
Theme 6: water education – key for water security	0.00%	0	40.00%	2	0.00%	0	40.00%	2	20.00%	1	5

Responses from Bureau members:

	1		2		3		4		5		Total
Theme 1: water-related disasters and hydrological changes	0.00%	0	50.00%	1	0.00%	0	50.00%	1	0.00%	0	2
Theme 2: groundwater in a changing environment	0.00%	0	50.00%	1	50.00%	1	0.00%	0	0.00%	0	2
Theme 3: addressing water scarcity and quality	0.00%	0	50.00%	1	50.00%	1	0.00%	0	0.00%	0	2
Theme 4: water and human settlements of the future	0.00%	0	50.00%	1	0.00%	0	50.00%	1	0.00%	0	2
Theme 5: ecohydrology – engineering harmony for a sustainable world	0.00%	0	50.00%	1	50.00%	1	0.00%	0	0.00%	0	2
Theme 6: water education – key for water security	0.00%	0	50.00%	1	0.00%	0	50.00%	1	0.00%	0	2

Responses from National Committees:

	1		2		3		4		5		Total
Theme 1: water-related disasters and hydrological changes	3.33%	1	20.00%	6	33.33%	10	30.00%	9	13.33%	4	30
Theme 2: groundwater in a changing environment	10.34%	3	17.24%	5	37.93%	11	24.14%	7	10.34%	3	29
Theme 3: addressing water scarcity and quality	6.67%	2	13.33%	4	43.33%	13	26.67%	8	10.00%	3	30
Theme 4: water and human settlements of the future	6.67%	2	23.33%	7	36.67%	11	30.00%	9	3.33%	1	30
Theme 5: ecohydrology – engineering harmony for a sustainable world	10.00%	3	33.33%	10	16.67%	5	33.33%	10	6.67%	2	30
Theme 6: water education – key for water security	0.00%	0	23.33%	7	43.33%	13	30.00%	9	3.33%	1	30

Responses from members of the Secretariat:

	1		2		3		4		5		Total
Theme 1: water-related disasters and hydrological changes	0.00%	0	0.00%	0	0.00%	0	100.00%	1	0.00%	0	1
Theme 2: groundwater in a changing environment	0.00%	0	0.00%	0	0.00%	0	100.00%	1	0.00%	0	1
Theme 3: addressing water scarcity and quality	0.00%	0	0.00%	0	0.00%	0	50.00%	1	50.00%	1	2
Theme 4: water and human settlements of the future	0.00%	0	0.00%	0	100.00%	1	0.00%	0	0.00%	0	1
Theme 5: ecohydrology – engineering harmony for a sustainable world	0.00%	0	0.00%	0	100.00%	1	0.00%	0	0.00%	0	1
Theme 6: water education – key for water security	0.00%	0	0.00%	0	0.00%	0	100.00%	1	0.00%	0	1

Responses from Category 2 Centres:

	1		2		3		4		5		Total
Theme 1: water-related disasters and hydrological changes	0.00%	0	22.22%	2	33.33%	3	22.22%	2	22.22%	2	9
Theme 2: groundwater in a changing environment	0.00%	0	22.22%	2	33.33%	3	11.11%	1	33.33%	3	9
Theme 3: addressing water scarcity and quality	0.00%	0	11.11%	1	44.44%	4	22.22%	2	22.22%	2	9
Theme 4: water and human settlements of the future	0.00%	0	22.22%	2	44.44%	4	11.11%	1	22.22%	2	9
Theme 5: ecohydrology – engineering harmony for a sustainable world	0.00%	0	22.22%	2	33.33%	3	11.11%	1	33.33%	3	9
Theme 6: water education – key for water security	0.00%	0	0.00%	0	33.33%	3	33.33%	3	33.33%	3	9

Responses from UNESCO Chairs:

	1		2		3		4		5		Total
Theme 1: water-related disasters and hydrological changes	0.00%	0	15.38%	2	30.77%	4	30.77%	4	30.77%	4	13
Theme 2: groundwater in a changing environment	0.00%	0	7.69%	1	23.08%	3	53.85%	7	23.08%	3	13
Theme 3: addressing water scarcity and quality	0.00%	0	0.00%	0	53.85%	7	46.15%	6	7.69%	1	13
Theme 4: water and human settlements of the future	0.00%	0	15.38%	2	46.15%	6	23.08%	3	23.08%	3	13
Theme 5: ecohydrology – engineering harmony for a sustainable world	0.00%	0	7.69%	1	23.08%	3	38.46%	5	38.46%	5	13
Theme 6: water education – key for water security	0.00%	0	0.00%	0	35.71%	5	42.86%	6	28.57%	4	14

Responses from other UNESCO water family:

	1		2		3		4		5		Total
Theme 1: water-related disasters and hydrological changes	0.00%	0	0.00%	0	66.67%	2	33.33%	1	0.00%	0	3
Theme 2: groundwater in a changing environment	0.00%	0	0.00%	0	33.33%	1	66.67%	2	0.00%	0	3
Theme 3: addressing water scarcity and quality	0.00%	0	0.00%	0	0.00%	0	100.00%	3	0.00%	0	3
Theme 4: water and human settlements of the future	0.00%	0	0.00%	0	66.67%	2	33.33%	1	0.00%	0	3
Theme 5: ecohydrology – engineering harmony for a sustainable world	0.00%	0	0.00%	0	66.67%	2	33.33%	1	0.00%	0	3
Theme 6: water education – key for water security	0.00%	0	0.00%	0	0.00%	0	100.00%	3	0.00%	0	3

Responses from other respondents:

	1		2		3		4		5		Total
Theme 1: water-related disasters and hydrological changes	20.00%	1	20.00%	1	0.00%	0	40.00%	2	20.00%	1	5
Theme 2: groundwater in a changing environment	0.00%	0	25.00%	1	0.00%	0	50.00%	2	25.00%	1	4
Theme 3: addressing water scarcity and quality	25.00%	1	0.00%	0	25.00%	1	25.00%	1	25.00%	1	4
Theme 4: water and human settlements of the future	25.00%	1	0.00%	0	25.00%	1	25.00%	1	25.00%	1	4
Theme 5: ecohydrology – engineering harmony for a sustainable world	25.00%	1	0.00%	0	25.00%	1	25.00%	1	25.00%	1	4
Theme 6: water education – key for water security	0.00%	0	25.00%	1	0.00%	0	50.00%	2	25.00%	1	4

To what extent has IHP Phase VIII contributed to the following since 2014?

Combined responses:

	Not at all		To a limited extent		To a large extent		I do not know or have no opinion		Total
UNESCO's Priority Africa	0.00%	0	24.53%	13	37.74%	20	37.74%	20	53
UNESCO's Priority Gender Equality	0.00%	0	24.53%	13	52.83%	28	22.64%	12	53
UNESCO's vision of peace	1.92%	1	28.85%	15	51.92%	27	17.31%	9	52
Answered									53
Skipped									48

Responses from Council members:

	Not at all		To a limited extent		To a large extent		I do not know or have no opinion		Total
UNESCO's Priority Africa	0.00%	0	20.00%	1	40.00%	2	40.00%	2	5
UNESCO's Priority Gender Equality	0.00%	0	40.00%	2	20.00%	1	40.00%	2	5
UNESCO's vision of peace	0.00%	0	20.00%	1	60.00%	3	20.00%	1	5

Responses from Bureau members:

	Not at all		To a limited extent		To a large extent		I do not know or have no opinion		Total
UNESCO's Priority Africa	0.00%	0	50.00%	1	0.00%	0	50.00%	1	2
UNESCO's Priority Gender Equality	0.00%	0	100.00%	2	0.00%	0	0.00%	0	2
UNESCO's vision of peace	0.00%	0	50.00%	1	50.00%	1	0.00%	0	2

Responses from National Committees:

	Not at all		To a limited extent		To a large extent		I do not know or have no opinion		Total
UNESCO's Priority Africa	0.00%	0	25.81%	8	35.48%	11	38.71%	12	31
UNESCO's Priority Gender Equality	3.23%	1	35.48%	11	45.16%	14	16.13%	5	31
UNESCO's vision of peace	0.00%	0	35.48%	11	51.61%	16	9.68%	3	31

Responses from members of the Secretariat:

	Not at all		To a limited extent		To a large extent		I do not know or have no opinion		Total
UNESCO's Priority Africa	0.00%	0	0.00%	0	100.00%	2	0.00%	0	2
UNESCO's Priority Gender Equality	0.00%	0	0.00%	0	100.00%	2	0.00%	0	2
UNESCO's vision of peace	0.00%	0	50.00%	1	50.00%	1	0.00%	0	2

Responses from Category 2 Centres:

	Not at all		To a limited extent		To a large extent		I do not know or have no opinion		Total
UNESCO's Priority Africa	0.00%	0	50.00%	5	10.00%	1	40.00%	4	10
UNESCO's Priority Gender Equality	0.00%	0	40.00%	4	50.00%	5	10.00%	1	10
UNESCO's vision of peace	11.11%	1	22.22%	2	55.56%	5	11.11%	1	9

Responses from UNESCO Chairs:

	Not at all		To a limited extent		To a large extent		I do not know or have no opinion		Total
UNESCO's Priority Africa	0.00%	0	28.57%	4	57.14%	8	21.43%	3	14
UNESCO's Priority Gender Equality	0.00%	0	14.29%	2	78.57%	11	14.29%	2	14
UNESCO's vision of peace	0.00%	0	28.57%	4	50.00%	7	28.57%	4	14

Responses from other UNESCO water family:

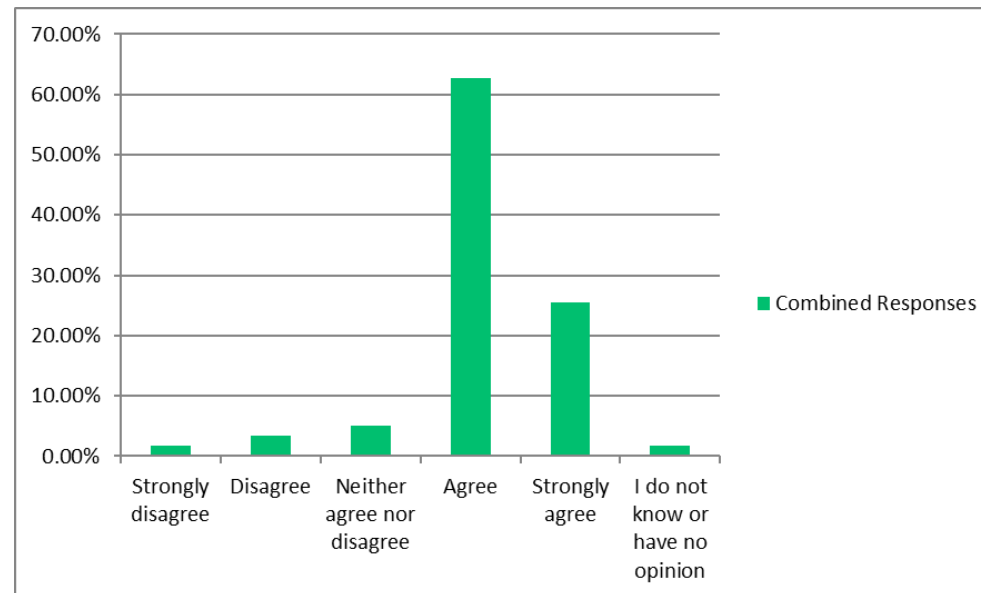
	Not at all		To a limited extent		To a large extent		I do not know or have no opinion		Total
UNESCO's Priority Africa	0.00%	0	33.33%	1	33.33%	1	33.33%	1	3
UNESCO's Priority Gender Equality	0.00%	0	33.33%	1	33.33%	1	33.33%	1	3
UNESCO's vision of peace	0.00%	0	33.33%	1	33.33%	1	33.33%	1	3

Responses from other respondents:

	Not at all		To a limited extent		To a large extent		I do not know or have no opinion		Total
UNESCO's Priority Africa	0.00%	0	0.00%	0	25.00%	1	75.00%	3	4
UNESCO's Priority Gender Equality	0.00%	0	0.00%	0	50.00%	2	50.00%	2	4
UNESCO's vision of peace	11.11%	1	22.22%	2	55.56%	5	11.11%	1	9

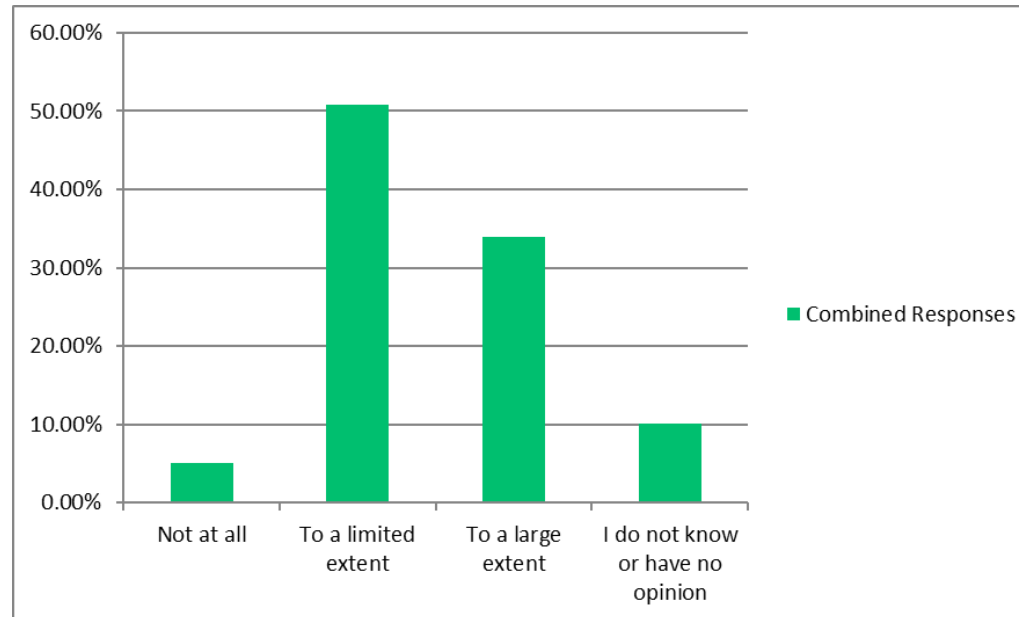
To what extent do you agree with the statement that the IHP Phase VIII contributes to promoting water research and knowledge?

	Combined Responses		Council		Bureau		National Committees		Secretariat		Category 2 Centres		Chairs		Other UNESCO Water Family		Other	
Strongly disagree	1.69%	1	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	6.67%	1	0.00%	0	0.00%	0
Disagree	3.39%	2	0.00%	0	0.00%	0	6.45%	2	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0
Neither agree nor disagree	5.08%	3	40.00%	2	50.00%	1	6.45%	2	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0
Agree	62.71%	37	40.00%	2	50.00%	1	67.74%	21	50.00%	1	70.00%	7	53.33%	8	33.33%	1	75.00%	3
Strongly agree	25.42%	15	20.00%	1	0.00%	0	19.35%	6	50.00%	1	30.00%	3	33.33%	5	66.67%	2	25.00%	1
I do not know or have no opinion	1.69%	1	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	6.67%	1	0.00%	0	0.00%	0
Answered		59		5		2		31		2		10		15		3		4
Skipped		50		4		1		15		1		12		11		4		8



To what extent do you consider the IHP has been supporting young water professionals in the last four years?

	Combined Responses		Council		Bureau		National Committees		Secretariat		Category 2 Centres		Chairs		Other UNESCO Water Family		Other	
Not at all	5.08%	3	20.00%	1	0.00%	0	6.45%	2	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0
To a limited extent	50.85%	30	80.00%	4	100.00%	2	61.29%	19	0.00%	0	50.00%	5	40.00%	6	33.33%	1	25.00%	1
To a large extent	33.90%	20	0.00%	0	0.00%	0	19.35%	6	100.00%	2	40.00%	4	53.33%	8	66.67%	2	50.00%	2
I do not know or have no opinion	10.17%	6	0.00%	0	0.00%	0	12.90%	4	0.00%	0	10.00%	1	6.67%	1	0.00%	0	25.00%	1
Answered		59		5		2		31		2		10		15		3		4
Skipped		50		4		1		15		1		12		11		4		8



Do you consider that the outputs of the IHP Phase VIII have led to significant outcomes in affecting water management policy or practice?

Combined responses:

	Significant outcomes		Limited outcomes		Very few outcomes		No outcomes		I do not know or have no opinion		Total
At global level	36.54%	19	38.46%	20	9.62%	5	0.00%	0	15.38%	8	52
At regional level	28.85%	15	51.92%	27	13.46%	7	1.92%	1	3.85%	2	52
At country level	15.38%	8	44.23%	23	26.92%	14	9.62%	5	3.85%	2	52
Answered											52
Skipped											49

Responses from Council members:

	Significant outcomes		Limited outcomes		Very few outcomes		No outcomes		I do not know or have no opinion		Total
At global level	20.00%	1	60.00%	3	20.00%	1	0.00%	0	0.00%	0	5
At regional level	20.00%	1	80.00%	4	0.00%	0	0.00%	0	0.00%	0	5
At country level	0.00%	0	80.00%	4	20.00%	1	0.00%	0	0.00%	0	5

Responses from Bureau members:

	Significant outcomes		Limited outcomes		Very few outcomes		No outcomes		I do not know or have no opinion		Total
At global level	0.00%	0	50.00%	1	50.00%	1	0.00%	0	0.00%	0	2
At regional level	0.00%	0	100.00%	2	0.00%	0	0.00%	0	0.00%	0	2
At country level	0.00%	0	50.00%	1	50.00%	1	0.00%	0	0.00%	0	2

Responses from National Committees:

	Significant outcomes		Limited outcomes		Very few outcomes		No outcomes		I do not know or have no opinion		Total
At global level	25.81%	8	45.16%	14	12.90%	4	0.00%	0	16.13%	5	31
At regional level	22.58%	7	58.06%	18	12.90%	4	3.23%	1	3.23%	1	31
At country level	6.45%	2	48.39%	15	32.26%	10	9.68%	3	3.23%	1	31

Responses from members of the Secretariat:

	Significant outcomes		Limited outcomes		Very few outcomes		No outcomes		I do not know or have no opinion		Total
	%	Count	%	Count	%	Count	%	Count	%	Count	
At global level	100.00%	2	0.00%	0	0.00%	0	0.00%	0	0.00%	0	2
At regional level	100.00%	2	0.00%	0	0.00%	0	0.00%	0	0.00%	0	2
At country level	50.00%	1	50.00%	1	0.00%	0	0.00%	0	0.00%	0	2

Responses from Category 2 Centres:

	Significant outcomes		Limited outcomes		Very few outcomes		No outcomes		I do not know or have no opinion		Total
	%	Count	%	Count	%	Count	%	Count	%	Count	
At global level	40.00%	4	40.00%	4	20.00%	2	0.00%	0	0.00%	0	10
At regional level	20.00%	2	50.00%	5	30.00%	3	0.00%	0	0.00%	0	10
At country level	30.00%	3	30.00%	3	20.00%	2	20.00%	2	0.00%	0	10

Responses from UNESCO Chairs:

	Significant outcomes		Limited outcomes		Very few outcomes		No outcomes		I do not know or have no opinion		Total
	%	Count	%	Count	%	Count	%	Count	%	Count	
At global level	46.15%	6	30.77%	4	0.00%	0	0.00%	0	30.77%	4	13
At regional level	30.77%	4	53.85%	7	7.69%	1	0.00%	0	15.38%	2	13
At country level	38.46%	5	38.46%	5	7.69%	1	15.38%	2	7.69%	1	13

Responses from other UNESCO water family:

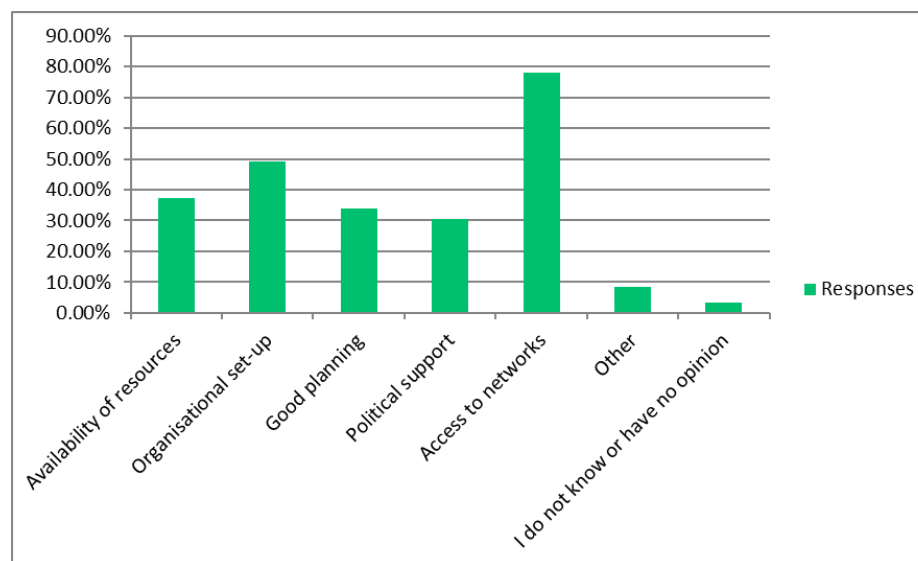
	Significant outcomes		Limited outcomes		Very few outcomes		No outcomes		I do not know or have no opinion		Total
	%	Count	%	Count	%	Count	%	Count	%	Count	
At global level	33.33%	1	33.33%	1	0.00%	0	0.00%	0	33.33%	1	3
At regional level	33.33%	1	0.00%	0	33.33%	1	0.00%	0	33.33%	1	3
At country level	0.00%	0	33.33%	1	33.33%	1	0.00%	0	33.33%	1	3

Responses from other respondents:

	Significant outcomes		Limited outcomes		Very few outcomes		No outcomes		I do not know or have no opinion		Total
	%	Count	%	Count	%	Count	%	Count	%	Count	
At global level	50.00%	2	25.00%	1	0.00%	0	0.00%	0	25.00%	1	4
At regional level	25.00%	1	50.00%	2	0.00%	0	0.00%	0	25.00%	1	4
At country level	25.00%	1	50.00%	2	25.00%	1	0.00%	0	0.00%	0	4

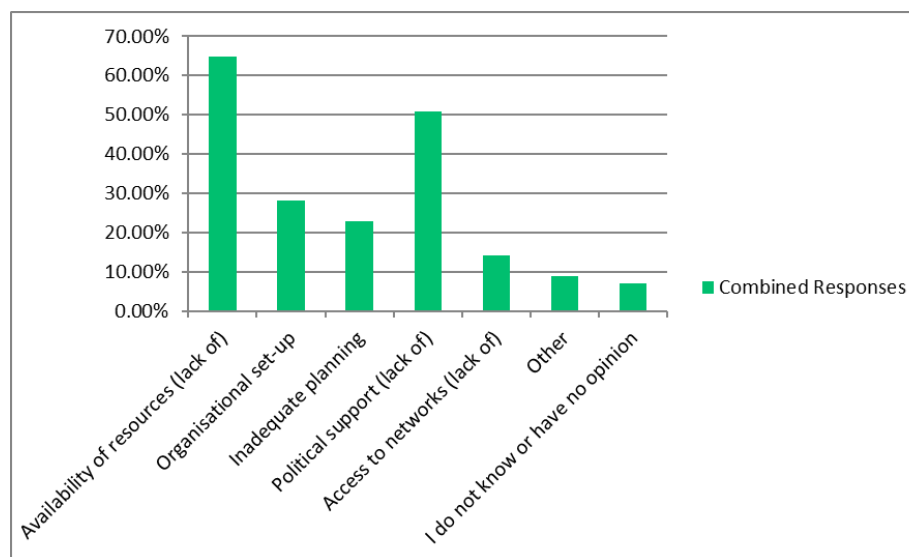
Which of the following factors have positively contributed to the achievement of outcomes? (Respondents could choose one or more options.)

	Responses		Council		Bureau		National Committees		Secretariat		Category 2 Centres		Chairs		Other UNESCO Water Family		Other	
	%	Count	%	Count	%	Count	%	Count	%	Count	%	Count	%	Count	%	Count	%	Count
Availability of resources	37.29%	22	0.00%	0	0.00%	0	41.94%	13	50.00%	1	60.00%	6	46.15%	6	33.33%	1	25.00%	1
Organisational set-up	49.15%	29	40.00%	2	0.00%	0	54.84%	17	0.00%	0	40.00%	4	53.85%	7	33.33%	1	75.00%	3
Good planning	33.90%	20	20.00%	1	0.00%	0	32.26%	10	50.00%	1	20.00%	2	38.46%	5	33.33%	1	25.00%	1
Political support	30.51%	18	0.00%	0	0.00%	0	19.35%	6	100.00%	2	20.00%	2	61.54%	8	0.00%	0	50.00%	2
Access to networks	77.97%	46	100.00%	5	100.00%	2	77.42%	24	100.00%	2	90.00%	9	92.31%	12	66.67%	2	75.00%	3
Other	8.47%	5	0.00%	0	0.00%	0	12.90%	4	50.00%	1	0.00%	0	0.00%	0	0.00%	0	0.00%	0
I do not know or have no opinion	3.39%	2	0.00%	0	0.00%	0	0.00%	0	0.00%	0	10.00%	1	0.00%	0	33.33%	1	0.00%	0
Answered		59		5		2		31		2		10		13		3		4
Skipped		51		4		1		15		1		12		12		4		8



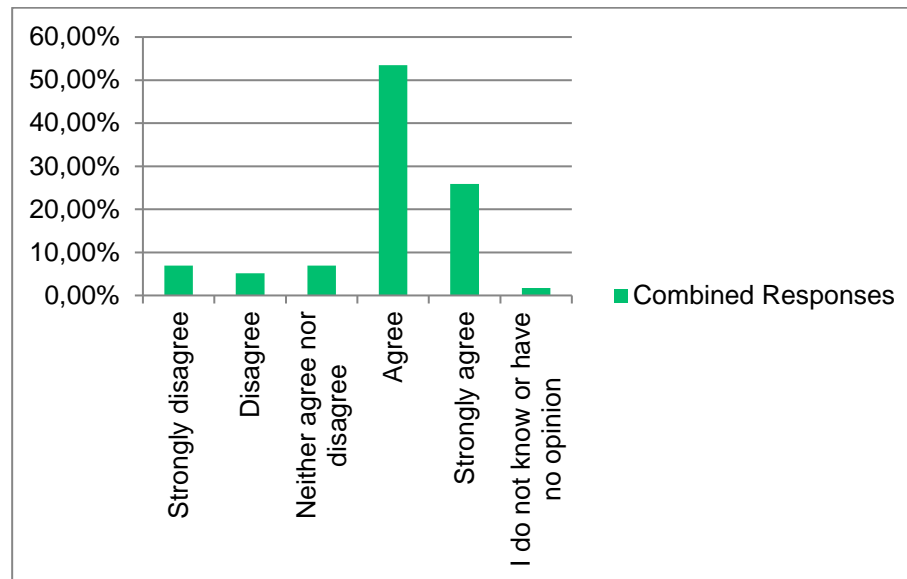
Which of the following factors have inhibited the achievement of outcomes? (Respondents could choose one or more options.)

	Combined Responses		Council		Bureau		National Committees		Secretariat		Category 2 Centres		Chairs		Other UNESCO Water Family		Other	
	%	Count	%	Count	%	Count	%	Count	%	Count	%	Count	%	Count	%	Count	%	Count
Availability of resources (lack of)	64.91%	37	75.00%	3	100.00%	2	67.74%	21	50.00%	1	60.00%	6	57.14%	8	33.33%	1	100.00%	4
Organisational set-up	28.07%	16	50.00%	2	100.00%	2	29.03%	9	50.00%	1	40.00%	4	21.43%	3	33.33%	1	50.00%	2
Inadequate planning	22.81%	13	50.00%	2	100.00%	2	25.81%	8	0.00%	0	30.00%	3	21.43%	3	0.00%	0	50.00%	2
Political support (lack of)	50.88%	29	75.00%	3	50.00%	1	51.61%	16	0.00%	0	80.00%	8	50.00%	7	33.33%	1	25.00%	1
Access to networks (lack of)	14.04%	8	0.00%	0	0.00%	0	19.35%	6	0.00%	0	10.00%	1	14.29%	2	33.33%	1	0.00%	0
Other	8.77%	5	0.00%	0	0.00%	0	12.90%	4	0.00%	0	0.00%	0	0.00%	0	0.00%	0	25.00%	1
I do not know or have no opinion	7.02%	4	0.00%	0	0.00%	0	3.23%	1	0.00%	0	10.00%	1	7.14%	1	33.33%	1	0.00%	0
Answered		57		4		2		31		2		10		14		3		4
Skipped		52		5		1		15		1		12		12		4		8



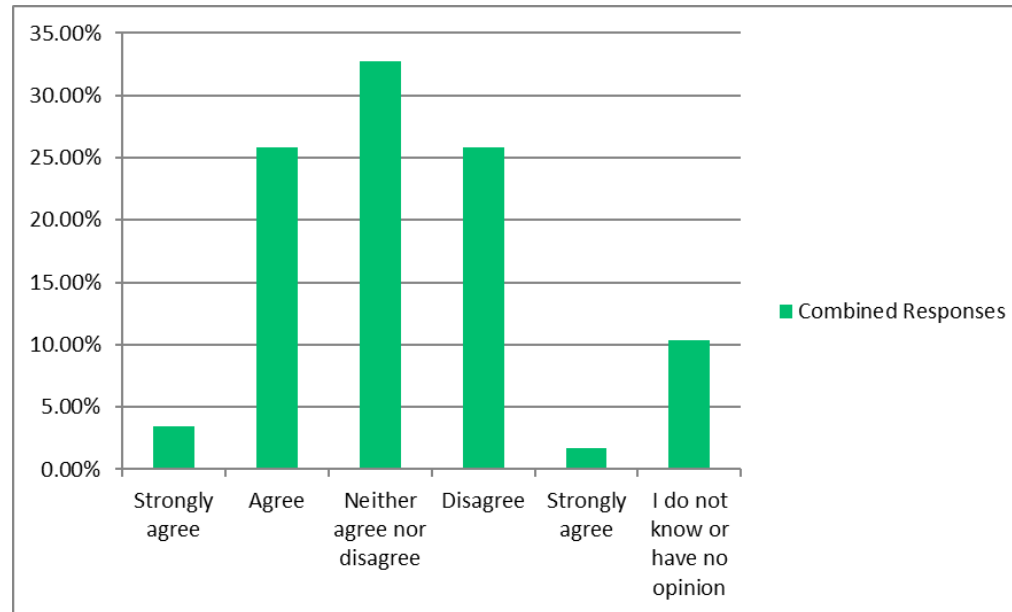
To what extent do you agree with the statement that the IHP is effective in establishing partnerships?

	Combined Responses		Council		Bureau		National Committees		Secretariat		Category 2 Centres		Chairs		Other UNESCO Water Family		Other	
Strongly disagree	6.90%	4	40.00%	2	0.00%	0	3.33%	1	0.00%	0	10.00%	1	0.00%	0	0.00%	0	0.00%	0
Disagree	5.17%	3	20.00%	1	50.00%	1	10.00%	3	0.00%	0	0.00%	0	0.00%	0	0.00%	0	25.00%	1
Neither agree nor disagree	6.90%	4	20.00%	1	50.00%	1	3.33%	1	0.00%	0	10.00%	1	13.33%	2	33.33%	1	0.00%	0
Agree	53.45%	31	20.00%	1	0.00%	0	60.00%	18	0.00%	0	60.00%	6	46.67%	7	33.33%	1	50.00%	2
Strongly agree	25.86%	15	0.00%	0	0.00%	0	20.00%	6	100.00%	2	20.00%	2	40.00%	6	33.33%	1	25.00%	1
I do not know or have no opinion	1.72%	1	0.00%	0	0.00%	0	3.33%	1	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0
Answered		58		5		2		30		2		10		15		3		4
Skipped		51		4		1		16		1		12		11		4		8



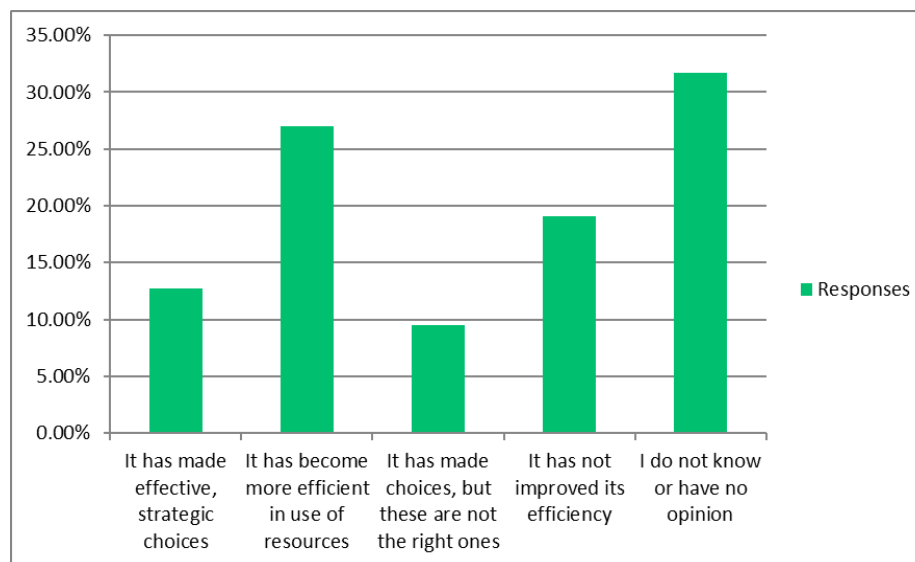
To what extent do you agree with the statement that the IHP is effective in raising funds?

	Combined Responses		Council		Bureau		National Committees		Secretariat		Category 2 Centres		Chairs		Other UNESCO Water Family		Other	
Strongly agree	3.45%	2	0.00%	0	0.00%	0	3.33%	1	0.00%	0	10.00%	1	0.00%	0	0.00%	0	0.00%	0
Agree	25.86%	15	20.00%	1	0.00%	0	40.00%	12	50.00%	1	30.00%	3	26.67%	4	33.33%	1	0.00%	0
Neither agree nor disagree	32.76%	19	20.00%	1	0.00%	0	20.00%	6	0.00%	0	30.00%	3	46.67%	7	33.33%	1	50.00%	2
Disagree	25.86%	15	40.00%	2	100.00%	2	23.33%	7	50.00%	1	30.00%	3	20.00%	3	0.00%	0	0.00%	0
Strongly agree	1.72%	1	20.00%	1	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0
I do not know or have no opinion	10.34%	6	0.00%	0	0.00%	0	13.33%	4	0.00%	0	0.00%	0	6.67%	1	33.33%	1	50.00%	2
Answered		58		5		2		30		2		10		15		3		4
Skipped		51		4		1		16		1		12		11		4		8



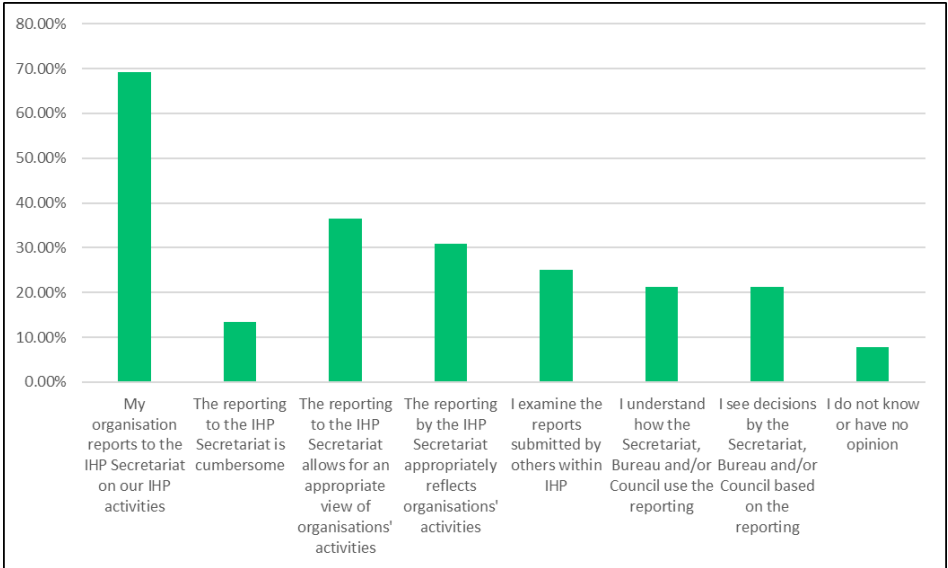
To what extent do you think that the IHP has coped with the human and financial resource constraints faced by IHP and UNESCO between 2014 and now? Respondents could choose one or more of the following.

	Responses		Council		Bureau		National Committees		Secretariat		Category 2 Centres		Chairs		Other UNESCO Water Family		Other	
It has made effective, strategic choices	12.70%	8	20.00%	1	0.00%	0	11.76%	4	50.00%	1	10.00%	1	14.29%	2	0.00%	0	25.00%	1
It has become more efficient in use of resources	26.98%	17	20.00%	1	0.00%	0	29.41%	10	50.00%	1	30.00%	3	7.14%	1	33.33%	1	25.00%	1
It has made choices, but these are not the right ones	9.52%	6	20.00%	1	0.00%	0	5.88%	2	0.00%	0	0.00%	0	21.43%	3	0.00%	0	0.00%	0
It has not improved its efficiency	19.05%	12	40.00%	2	100.00%	2	23.53%	8	0.00%	0	20.00%	2	14.29%	2	66.67%	2	0.00%	0
I do not know or have no opinion	31.75%	20	0.00%	0	0.00%	0	29.41%	10	50.00%	1	50.00%	5	42.86%	6	0.00%	0	50.00%	2
Answered		63		5		2		34		2		11		14		3		4
Skipped		52		4		1		16		1		12		12		4		8



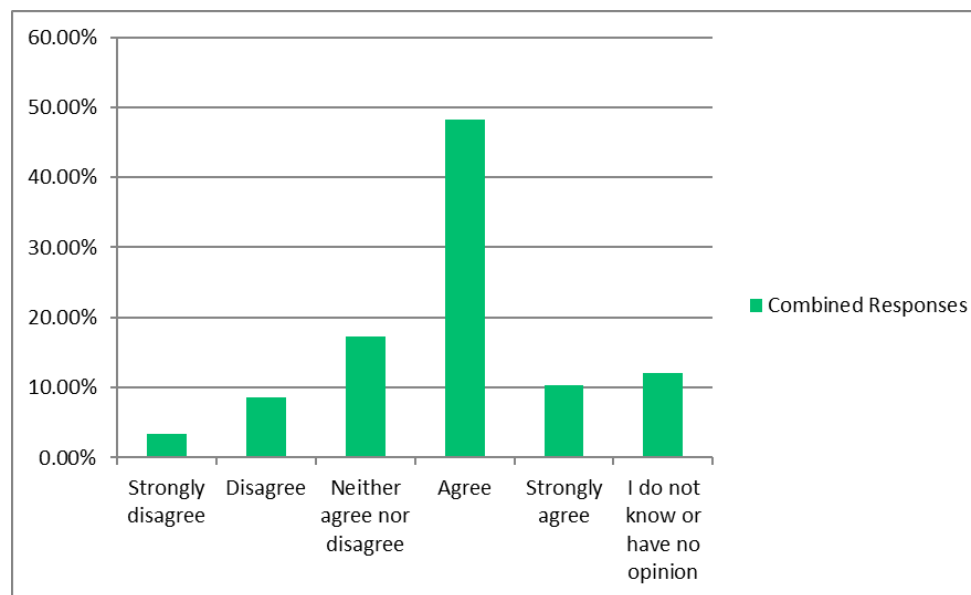
Every entity within IHP is asked to report regularly on their activities. Please tick any of the options below that apply:

	Combined Responses		Council		Bureau		National Committees		Secretariat		Category 2 Centres		Chairs		Other UNESCO Water Family		Other	
	%		%		%		%		%		%		%		%		%	
My organisation reports to the IHP Secretariat on our IHP activities	70.69%	41	100.00%	5	100.00%	2	66.67%	20	0.00%	0	80.00%	8	85.71%	13	66.67%	2	60.00%	3
The reporting to the IHP Secretariat is cumbersome	12.07%	7	20.00%	1	50.00%	1	20.83%	5	50.00%	1	0.00%	0	0.00%	0	0.00%	0	40.00%	2
The reporting to the IHP Secretariat allows for an appropriate view of organisations' activities	43.10%	25	40.00%	2	0.00%	0	37.50%	14	0.00%	0	40.00%	4	42.86%	7	33.33%	1	40.00%	2
The reporting by the IHP Secretariat appropriately reflects organisations' activities	32.76%	19	20.00%	1	0.00%	0	29.17%	9	50.00%	1	30.00%	3	42.86%	7	0.00%	0	40.00%	2
I examine the reports submitted by others within IHP	25.86%	15	20.00%	1	50.00%	1	25.00%	8	100.00%	2	20.00%	2	35.71%	5	33.33%	1	20.00%	1
I understand how the Secretariat, Bureau and/or Council use the reporting	22.41%	13	20.00%	1	50.00%	1	33.33%	10	50.00%	1	20.00%	2	14.29%	2	0.00%	0	20.00%	1
I see decisions by the Secretariat, Bureau and/or Council based on the reporting	22.41%	13	20.00%	1	0.00%	0	20.83%	7	50.00%	1	20.00%	2	21.43%	3	0.00%	0	20.00%	1
I do not know or have no opinion	6.90%	4	0.00%	0	0.00%	0	8.33%	2	0.00%	0	0.00%	0	0.00%	0	33.33%	1	20.00%	1
Answered		58		5		2		29		2		10		15		3		5
Skipped		51		4		1		17		1		12		11		4		7



Do you agree with the statement that reporting of IHP activities under Phase VIII has helped to make better management decisions to achieve IHP VIII objectives?

	Combined Responses		Council		Bureau		National Committees		Secretariat		Category 2 Centres		Chairs		Other UNESCO Water Family		Other	
	%	Count	%	Count	%	Count	%	Count	%	Count	%	Count	%	Count	%	Count	%	Count
Strongly disagree	3.45%	2	0.00%	0	0.00%	0	3.33%	1	0.00%	0	10.00%	1	0.00%	0	0.00%	0	0.00%	0
Disagree	8.62%	5	60.00%	3	100.00%	2	10.00%	3	50.00%	1	20.00%	2	0.00%	0	0.00%	0	0.00%	0
Neither agree nor disagree	17.24%	10	0.00%	0	0.00%	0	13.33%	4	0.00%	0	30.00%	3	26.67%	4	66.67%	2	25.00%	1
Agree	48.28%	28	40.00%	2	0.00%	0	50.00%	15	50.00%	1	40.00%	4	40.00%	6	33.33%	1	75.00%	3
Strongly agree	10.34%	6	0.00%	0	0.00%	0	10.00%	3	0.00%	0	0.00%	0	13.33%	2	0.00%	0	0.00%	0
I do not know or have no opinion	12.07%	7	0.00%	0	0.00%	0	13.33%	4	0.00%	0	0.00%	0	20.00%	3	0.00%	0	0.00%	0
Answered		58		5		2		30		2		10		15		3		4
Skipped		51		4		1		16		1		12		11		4		8



To what extent have IHP VIII communication efforts been effective in contributing to the following objectives:

Combined responses:

	Significant contribution		Some contribution		Minor contribution		Not at all		I do not know or have no opinion		Total
	%		%		%		%		%		
Enhancing the scientific understanding of water management issues	32.69%	17	50.00%	26	13.46%	7	0.00%	0	3.85%	2	52
Enhancing the capacity of those working on water management	29.41%	15	45.10%	23	17.65%	9	1.96%	1	5.88%	3	51
Informing important policy agendas (on water and/or which should take account of water issues)	31.37%	16	45.10%	23	15.69%	8	0.00%	0	7.84%	4	51
Encouraging increased participation of women in water management	31.37%	16	41.18%	21	15.69%	8	0.00%	0	11.76%	6	51
Engaging young people on water management issues	31.37%	16	41.18%	21	15.69%	8	1.96%	1	9.80%	5	51
Answered											52
Skipped											49

Responses from Council members:

	Significant contribution		Some contribution		Minor contribution		Not at all		I do not know or have no opinion		Total
	%		%		%		%		%		
Enhancing the scientific understanding of water management issues	20.00%	1	60.00%	3	20.00%	1	0.00%	0	0.00%	0	5
Enhancing the capacity of those working on water management	20.00%	1	40.00%	2	20.00%	1	0.00%	0	20.00%	1	5
Informing important policy agendas (on water and/or which should take account of water issues)	0.00%	0	80.00%	4	20.00%	1	0.00%	0	0.00%	0	5
Encouraging increased participation of women in water management	0.00%	0	60.00%	3	20.00%	1	0.00%	0	20.00%	1	5
Engaging young people on water management issues	0.00%	0	40.00%	2	40.00%	2	0.00%	0	20.00%	1	5

Responses from Bureau members:

	Significant contribution		Some contribution		Minor contribution		Not at all		I do not know or have no opinion		Total
	%		%		%		%		%		
Enhancing the scientific understanding of water management issues	0.00%	0	100.00%	2	0.00%	0	0.00%	0	0.00%	0	2
Enhancing the capacity of those working on water management	0.00%	0	50.00%	1	50.00%	1	0.00%	0	0.00%	0	2
Informing important policy agendas (on water and/or which should take account of water issues)	0.00%	0	50.00%	1	50.00%	1	0.00%	0	0.00%	0	2
Encouraging increased participation of women in water management	0.00%	0	50.00%	1	50.00%	1	0.00%	0	0.00%	0	2

Engaging young people on water management issues	0.00%	0	0.00%	0	100.00%	2	0.00%	0	0.00%	0	2
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Responses from National Committees:

	Significant contribution		Some contribution		Minor contribution		Not at all		I do not know or have no opinion		Total
	%		%		%		%		%		
Enhancing the scientific understanding of water management issues	17.24%	5	62.07%	18	17.24%	5	0.00%	0	3.45%	1	29
Enhancing the capacity of those working on water management	25.00%	7	46.43%	13	21.43%	6	7.14%	2	0.00%	0	28
Informing important policy agendas (on water and/or which should take account of water issues)	20.69%	6	48.28%	14	20.69%	6	0.00%	0	10.34%	3	29
Encouraging increased participation of women in water management	31.03%	9	31.03%	9	27.59%	8	0.00%	0	10.34%	3	29
Engaging young people on water management issues	27.59%	8	37.93%	11	27.59%	8	3.45%	1	3.45%	1	29

Responses from members of the Secretariat:

	Significant contribution		Some contribution		Minor contribution		Not at all		I do not know or have no opinion		Total
	%		%		%		%		%		
Enhancing the scientific understanding of water management issues	100.00%	2	0.00%	0	0.00%	0	0.00%	0	0.00%	0	2
Enhancing the capacity of those working on water management	50.00%	1	50.00%	1	0.00%	0	0.00%	0	0.00%	0	2
Informing important policy agendas (on water and/or which should take account of water issues)	100.00%	2	0.00%	0	0.00%	0	0.00%	0	0.00%	0	2
Encouraging increased participation of women in water management	0.00%	0	100.00%	2	0.00%	0	0.00%	0	0.00%	0	2
Engaging young people on water management issues	0.00%	0	100.00%	2	0.00%	0	0.00%	0	0.00%	0	2

Responses from Category 2 Centres:

	Significant contribution		Some contribution		Minor contribution		Not at all		I do not know or have no opinion		Total
	%		%		%		%		%		
Enhancing the scientific understanding of water management issues	40.00%	4	40.00%	4	20.00%	2	0.00%	0	0.00%	0	10
Enhancing the capacity of those working on water management	30.00%	3	30.00%	3	40.00%	4	0.00%	0	0.00%	0	10
Informing important policy agendas (on water and/or which should take account of water issues)	30.00%	3	40.00%	4	30.00%	3	0.00%	0	0.00%	0	10
Encouraging increased participation of women in water management	50.00%	5	20.00%	2	30.00%	3	0.00%	0	0.00%	0	10
Engaging young people on water management issues	40.00%	4	50.00%	5	10.00%	1	0.00%	0	0.00%	0	10

Responses from UNESCO Chairs:

	Significant contribution		Some contribution		Minor contribution		Not at all		I do not know or have no opinion		Total
Enhancing the scientific understanding of water management issues	7	42.86%	6	7.14%	1	0.00%	0	7.14%	1	14	7
Enhancing the capacity of those working on water management	6	42.86%	6	7.14%	1	0.00%	0	14.29%	2	14	6
Informing important policy agendas (on water and/or which should take account of water issues)	7	42.86%	6	0.00%	0	0.00%	0	14.29%	2	14	7
Encouraging increased participation of women in water management	7	42.86%	6	0.00%	0	0.00%	0	14.29%	2	14	7
Engaging young people on water management issues	8	21.43%	3	7.14%	1	0.00%	0	21.43%	3	14	8

Responses from other UNESCO water family:

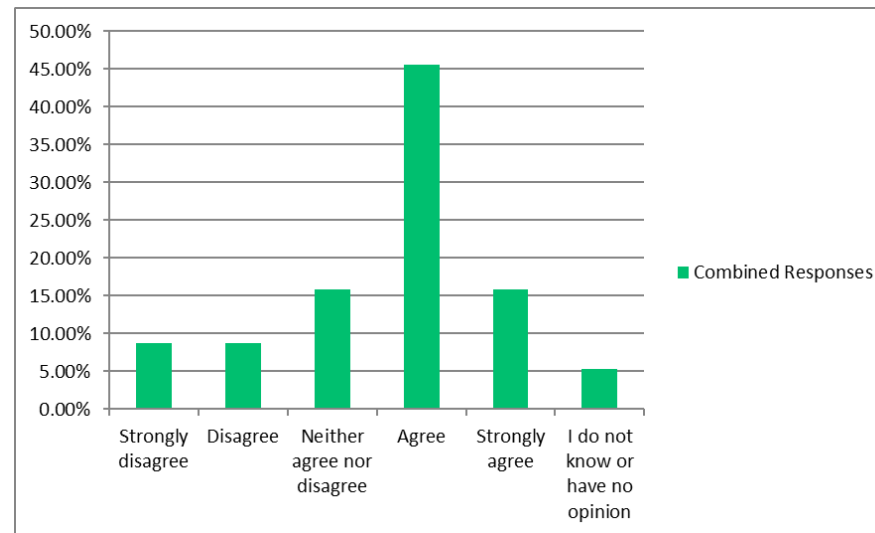
	Significant contribution		Some contribution		Minor contribution		Not at all		I do not know or have no opinion		Total
Enhancing the scientific understanding of water management issues	100.00%	3	0.00%	0	0.00%	0	0.00%	0	0.00%	0	3
Enhancing the capacity of those working on water management	33.33%	1	33.33%	1	33.33%	1	0.00%	0	0.00%	0	3
Informing important policy agendas (on water and/or which should take account of water issues)	66.67%	2	0.00%	0	33.33%	1	0.00%	0	0.00%	0	3
Encouraging increased participation of women in water management	33.33%	1	66.67%	2	0.00%	0	0.00%	0	0.00%	0	3
Engaging young people on water management issues	33.33%	1	66.67%	2	0.00%	0	0.00%	0	0.00%	0	3

Responses from other respondents:

	Significant contribution		Some contribution		Minor contribution		Not at all		I do not know or have no opinion		Total
Enhancing the scientific understanding of water management issues	20.00%	1	60.00%	3	0.00%	0	0.00%	0	20.00%	1	5
Enhancing the capacity of those working on water management	50.00%	2	50.00%	2	0.00%	0	0.00%	0	0.00%	0	4
Informing important policy agendas (on water and/or which should take account of water issues)	50.00%	2	50.00%	2	0.00%	0	0.00%	0	0.00%	0	4
Encouraging increased participation of women in water management	25.00%	1	75.00%	3	0.00%	0	0.00%	0	0.00%	0	4
Engaging young people on water management issues	25.00%	1	75.00%	3	0.00%	0	0.00%	0	0.00%	0	4

To what extent do you agree that the communication with IHP Secretariat is user-friendly?

	Combined Responses		Council		Bureau		National Committees		Secretariat		Category 2 Centres		Chairs		Other UNESCO Water Family		Other	
	%	Count	%	Count	%	Count	%	Count	%	Count	%	Count	%	Count	%	Count	%	Count
Strongly disagree	8.77%	5	20.00%	1	0.00%	0	3.45%	1	0.00%	0	10.00%	1	13.33%	2	0.00%	0	25.00%	1
Disagree	8.77%	5	20.00%	1	50.00%	1	13.79%	4	0.00%	0	0.00%	0	6.67%	1	0.00%	0	0.00%	0
Neither agree nor disagree	15.79%	9	0.00%	0	0.00%	0	20.69%	6	0.00%	0	30.00%	3	6.67%	1	33.33%	1	0.00%	0
Agree	45.61%	26	40.00%	2	50.00%	1	55.17%	16	50.00%	1	30.00%	3	33.33%	5	33.33%	1	50.00%	2
Strongly agree	15.79%	9	20.00%	1	0.00%	0	6.90%	2	50.00%	1	30.00%	3	26.67%	4	0.00%	0	25.00%	1
I do not know or have no opinion	5.26%	3	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	13.33%	2	33.33%	1	0.00%	0
Answered		57		5		2		29		2		10		15		3		4
Skipped		52		4		1		16		1		12		11		4		8



M. IHP PROJECTS MENTIONED IN THE INTERVIEWS

This Annex summarises key information on the projects, initiatives and programmes that were mentioned in the interviews. It is a non-exhaustive list of IHP projects, which can give an overview on what is considered most successful and useful by key IHP stakeholders.

Name	Webpage	Description
African Flood and Drought Monitor (AFDM)	https://iciwarm.info/abc	AFDM was developed by Princeton University to monitor and forecasts meteorological, agricultural and hydrological drought at various temporal and spatial scales. It also has a multi-decadal, historical reconstruction of the terrestrial water cycle against which current conditions can be compared.
Andean Glacier and Water Atlas	https://unesdoc.unesco.org/ark:/48223/pf0000265810	This publication explores the impact of glacier retreat on water resources. It was authored by researchers of GRID-Arendal (a Norwegian foundation) and IHP.
Climate Risk Informed Decision Analysis (CRIDA)	https://agwaguide.org/about/CRIDA/	CRIDA provides stepwise planning guidance for water resources planners, managers, and engineers to implement robust water management. It is particularly targeted at water managers in developing countries. Two case studies have applied the CRIDA methodology so far, one in Chile and one in South Africa, and more case-studies will be carried out in the future.
Disaster Reduction Learning Center (DRLC)	https://www.jica.go.jp/english/our_work/thematic_issues/disaster/disaster.html	The DRLC is located in Japan and aims to develop human resources engaged in disaster management and reduction in developing countries through the use of experience and lessons learned from the Great Hanshin-Awaji Earthquake. DRLC has been giving training opportunity to developing countries in cooperation with disaster risk reduction organizations in Japan and has been making efforts to introduce lessons learnt from the Great Hanshin-Awaji Earthquake and knowledge about Japanese disaster management and recovery to the world.
Drought Atlas for Latin America and the Caribbean.	https://unesdoc.unesco.org/ark:/48223/pf0000265894	This publications aims to support drought planners/managers to prepare for and manage droughts. It uses a probabilistic approach, to estimate the “return period” associated to the specified event, based on a historical series of annual rainfall records for the site or study area. The methodology is called Regional Frequency Analysis, based on a statistical technique called L-moments (RFA-LM)
Flow Regimes from International Experimental and Network Data (FRIEND) network	https://en.unesco.org/themes/water-security/hydrology/programmes/friend	FRIEND is an international research programme that helps to set up regional networks for analysing hydrological data. It includes eight regional groups and 140 countries
From Potential Conflict to Cooperation Potential (PCCP) project	http://www.unesco.org/new/en/natural-sciences/environment/water/ihp/ihp-programmes/pccp	The PCCP project facilitates multi-level and interdisciplinary dialogues in order to foster peace, cooperation and development related to the management of transboundary water resources. It addresses situations where water users need support to manage their transboundary water resources in a peaceful and equitable manner.
Global network of water museums	https://www.watermuseums.net	IHP’s global network of 14 water museum, which play an important role in educating about the importance of water and ways to manage and use it in a sustainable way (2 in Latin America, 3 in Asia and 9 in Europe)
Global Network on Water and Development	http://gwadi.org	The G-WADI network aims to strengthen the global capacity to manage the water resources of arid and semi-arid areas. The main outputs include real time and historical precipitation estimates,

Information for Arid Lands (G-WADI) initiative		hydrologic monitoring and forecasting (the African and Latin America drought monitors, multi-model hydrologic forecasts, the Drought Observatory in Chile) and chemical and isotopic tracers
Global Water Forum (GWF)	http://www.globalwaterforum.org/	GWF is an online resource publishing concise, open-access articles from leading researchers on water governance, policy, and science. It also provides open access resources, courses, and tools to help to understand water challenges.
International Drought Initiative (IDI)	https://en.unesco.org/themes/water-security/hydrology/programmes/droughts	The IDI initiative aims at providing a platform for networking and dissemination of knowledge and information between international entities that are active working on droughts.
International Flood Initiative (IFI)	http://www.ifi-home.info/	IFI's objective is to build capacity in countries to understand and better respond to floods through research, information networking, education and training, empowering communities and providing technical assistance and guidance.
International Initiative on Water Quality (IIWQ)	https://en.unesco.org/waterquality-iiwq	The IIWQ programme aims at promoting scientific collaboration to address water quality issues in a holistic manner through joint research activities, knowledge generation and dissemination, and sharing of effective solutions, technologies, policy approaches and best practices among researchers, practitioners and policy-makers as well as among other stakeholders in both developing and developed countries.
International Sediment Initiative (ISI)	http://www.unesco.org/new/en/jakarta/natural-sciences/water-sciences/international-sediment-initiative-isi/	ISI is a global initiative that aims to assess erosion and sediment transport to seas, lakes or reservoirs, and their social, economic and environmental impacts. It is aimed at the creation of a holistic approach for the remediation and conservation of surface waters, closely linking science with policy and management need.
Internationally Shared Aquifer Resources Management (ISARM) programme	https://en.unesco.org/themes/water-security/hydrology/groundwater/transboundary-cooperation	ISARM aims to compile a world inventory of transboundary aquifers and to develop wise practices and guidance tools concerning shared groundwater resources management. It provides guidance to establish and promote policies to encourage and assist organizations involved in the development of groundwater to monitor, record, assess and submit groundwater data and information; GIS databases to facilitate the storage and retrieval of groundwater data for different uses; and institutional and legal frameworks to manage, share and use data on international level.
3 rd Pamir's High Elevation International Geophysical Expedition (HEIGE)	http://www.unesco.org/new/en/natural-sciences/environment/water/wwap/display-single-news/news/geophysical-expedition-in-pamir-mountains-to-assess-the-effect	This project aims to assess impacts of natural variability and modern human activity on the mountainous region Pamir, an important water supplier for Central Asia. It is led by IHP together with the International Geoscience Programme (IGCP). The project collects glacier ice deposits to support climate change adaptation and mitigation practices.
Urban Water Management Programme (UWMP)	https://en.unesco.org/uwmp	The UWMP programme aims to support countries in addressing water problems in cities and improving water management in urban areas. It has three core activities: Sustainable Urban Water Management Strategies, Integrated Urban Water Infrastructure Provision for Slums and Best

		Practices in Urban Water Management.
Water Information Network System (IHP – WINS)	http://ihp-wins.unesco.org/	IHP is a data portal started in 2017, which allows registered users to easily upload geospatial data and various documents in several formats, and to create tailored maps choosing among 179 layers
World-wide Hydrogeological Mapping and Assessment Programme (WHYMAP)	https://www.whymap.org/whymap/EN/Home/whymap_node.html	WHYMAP is a joint programme of UNESCO, the Commission for the Geological Map of the World (CGMW), the International Association of Hydrogeologists (IAH), the International Atomic Energy Agency (IAEA) and the German Federal Institute for Geosciences and Natural Resources (BGR). BGR, together with the partners above, is gradually building up a geo-information system (WHYMAP GIS) in which the groundwater data are managed and visualized.

N. Biodata of evaluators

Dr. Andrew Farmer

Dr Andrew Farmer (lead of the evaluation team) is Head of the Natural Resources and Circular Economy Programme, IEEP. He has a PhD from St Andrews University in aquatic ecology and began his career as a research scientist in the USA and UK. Subsequently, Dr Farmer worked for a UK government agency for seven years. Dr Farmer has worked at IEEP for over 20 years. In this position, Dr Farmer has specialised in policy evaluation – ex-ante development of policies, evaluation of implementation and ex-post evaluation. He has undertaken evaluations of institutional structures and processes. He is a specialist in several policy fields, in particular water management, with many years analysis of the challenges facing countries in delivering improved water outcomes and in linking policies to the commitments of the SDGs. such as industry, water, marine, as well as wider governance issues, such as better regulation and institutional analysis. Dr Farmer has published a wide range of papers in peer reviewed journals as well as the following books: *Managing Environmental Pollution*, published in 1997 by Routledge; and a *Handbook of Environmental Protection and Enforcement*, published in 2007 by Earthscan. He is the Editor of the *Manual of European Environmental Policy* published by Earthscan in 2010 and 2011 and joint editor of *Environmental Crime in Europe*, published in 2017 by Bloomsbury. He is a member of the Advisory Group of the European Environmental Evaluators Network.

Carlos Hinojosa

Carlos Hinojosa is a senior consultant at Technopolis Group, Paris. He is an experienced policy evaluator specialising in the fields of research & development, innovation (RDI). Through the RDI policy spectrum, he has gained considerable experience in the fields of environmental protection, agriculture and regional development. Since joining Technopolis in 2010, Carlos has contributed to and managed more than two dozen evaluations for national, European and international clients including UNESCO, the World Bank, the IDB and the OECD. This includes the evaluation of UNESCO's Science Report, the evaluation of UNESCO's work in Capacity Building in the Basic Sciences and Engineering, and the UNESCO Abdus Salam International Centre for Theoretical Physics (ICTP). He led a study on the potential of the Chilean Sub-

Antarctic region as a natural scientific laboratory on behalf of the Chilean Innovation Council for Development. Between 2013 and 2014, Carlos joined the World Bank's Innovation, Technology and Entrepreneurship unit as the Innovation Policy Platform project manager. Shortly before joining Technopolis, Carlos worked for the OECD Local Economic and Employment Development Programme in Paris and Italy. Carlos obtained his undergraduate degree in Political Science from the Universidad de las Américas-Puebla, Mexico; and his Masters degree from the Institute of Political Studies of Paris. Between 2005 and 2007 he worked as the assistant to the political section of the Embassy of Canada in Mexico City.

Dr. Daniela Russi

Daniela Russi is a Senior Policy Analyst at IEEP. She graduated in Environmental Economics and in 2007 obtained a PhD in Environmental Sciences/Ecological Economics at the Autonomous University of Barcelona. At IEEP she deals with a wide range of aspects of Environmental and Ecological Economics that are related to the environmental policy process, including a) Water policy and the related costs and socio-economic benefits; b) Marine Protected Areas and the socio-economics benefits they provide; c) Market-Based instruments (MBIs), Innovative Financing Mechanisms (IFMs) for biodiversity and in particular Payments for Ecosystem Services (PES); and d) The potential policy use of Ecosystem Accounts. She published peer-reviewed papers in international journals.

Liliana Pinzón

Liliana Pinzón is a consultant at Technopolis Group in Bogotá. She studied chemistry at the National University of Colombia in Bogotá. Her experience developing research and development projects in Colombia and Germany contributed to her knowledge of innovation systems and her interest in public policy. Shortly before joining Technopolis, she worked for the Science Policy Research Unit (SPRU) on a joint project with Colciencias (the Colombian Agency for Science, Technology and Innovation) for the formulation of the new Colombian STI policy based on Transformative Innovation concepts, that aim to contribute to the achievement of the SDGs. She also collaborated with the activities of the Transformative Innovation Policy Consortium, supporting the areas of impact and communication. As a consultant in Technopolis, Liliana is involved in several projects for CAF-development bank of Latin America, UNPD and IDB in the fields of Science, Technology and Innovation policy and sustainability. She holds a master's degree in Sustainable Development from SPRU, University of Sussex.