UNESCO
United Nations
Educational, Scientific and
Cultural Organization

International
Hydrological
Programme

Evaluation of IHP's Programmes and Major Initiatives

Final Evaluation Report

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Submitted by:

Hydroconseil
Engineering that supports development

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Illustrations

Acronyms

Acronym	Definition
BGR	Federal Institute for Geosciences and Natural Resources
CGMW	Commission for the Geological Map of the World
EO	Evaluation Office
FAO	Food and Agrculture Organisation
FI	Flagship Initiative
FRIEND	Flow Regimes from International Experimental and Network Data
GRAPHIC	Groundwater Resources Assessment under the Pressures of Humanity and CC
G-WADI	Global Network on Water and Development Information in Arid Lands
GWP	Global Water Partnership
HCERES	Haut-Conseil de l'Evaluation de la Recherche et de l'Enseignement Supérieur
HELP	Hydrology for the Environment, Life and Policy
HQ	Headquarters
HR	Human Resources
IAEA	International Atomic Energy Agency
IAH	International Association of Hydrogeologists
IAHS	International Association of Hydrological Sciences
ICFM	International Conference on Flood Management
ICHARM	International Centre for Water Hazard
IDI	International Drought Initiative
IDMP	Integrated Drought Management Programme
IFI	International Flood Initiative
IGCP	International Geoscience Programme
IGRAC	International Groundwater Resources Assessment Centre
IHD	International Hydrological Decade

Acronym	Definition
IHE	Delft Institute for Water Education
IHP	International Hydrological Programme
IIWQ	International Initiative on Water Quality
IOS	Internal Oversight Service
IOS/EVS	Internal Oversight Service / Evaluation Office
ISARM	International Shared Aquifer Resources Management
ISI	International Sediment Initiative
IWRM	Integrated Water Resources Management
JIIHP	Joint International Isotope Hydrology Programme
MAR	Managing Aquifer Recharge
MDG	Millennium Development Goals
MS	Member States
PCCP	From Potential Conflict to Cooperation Potential
RO	Regional Office
SC/EO	Executive Office of the Natural Sciences Sector
SC/HYD	Division of Water Sciences
SDG	Sustainable Development Goals
SIDA	Swedish International Development Cooperation Agency
SISTER	System of Information on Strategies, Tasks and the Evaluation of Results
SIWI	Stockholm International Water Institute
TBAs	Transboundary Aquifers
ToRs	Terms of Reference
UFW	UNESCO Water Family
UK	United Kingdom
UN	United Nations
UNDP	United Nations Development Programme
UNEP	United Nations Environment Programme
UNESCO	United Nations Educational, Scientific and Cultural Organization
UN-Habitat	United Nations Habitat

Acronym	Definition
UNITWIN	UNESCO University chairs programme
USA	United States of America
UWF	UNESCO Water Family
UWMP	Urban Water Management Programme
WASH	Water Sanitation and Hygiene
WHO	World Health Organisation
WHYMAP	World-wide Hydrogeological Mapping and Assessment Programme
WMO	World Meteorological Organisation

A. Executive Summary

A.1. Introduction

The International Hydrological Programme (IHP) is an UNESCO intergovernmental programme that focuses on water research, water resources management, education and capacity-building. As a global level science and education programme, IHP covers a wide spectrum of themes, including through the management and implementation of fifteen Flagship initiatives.

At its 53rd session held in April 2016, the IHP Bureau decided to initiate the Flagship initiatives evaluation process.

The fifteen Flagships initiatives have mainly been created by resolutions of the IHP Council following the expression of such a need by member states. They work on long-term cross-cutting themes related to hydrology issues. They are collaborative structures and international partnerships on water-related issues. Their global aim is to enhance the management of water resources through science-based recommendations, education and capacity building.

A.2. Evaluation Purpose and Scope

The aim of this evaluation is to identify which of these Flagship initiatives should be modified, receive additional support from Member States, be terminated or handed over to other entities, considering the current needs from Member States and IHP-VIII. This evaluation is mainly focused on the period covered by last IHP strategic plan (2014-2018). This report gives an in-depth analysis of the Flagships as a type of project for IHP and a benchmarking of the Flagships' performance against a set of agreed criteria and based on the scorecard.

A.3. Evaluation methodology
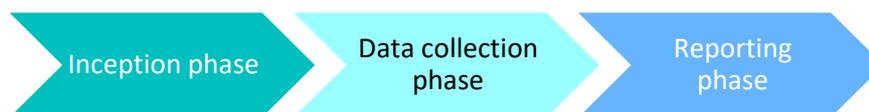
The evaluation process has been structured into three phases:

Inception phase → Data collection phase → Reporting phase

During the inception phase, the evaluation team used the findings from a preliminary document review and key informant interviews to develop the main tools for this evaluation: the evaluation matrix and the scorecard.

The data collection phase was conducted incrementally with a set of documents being analysed one after the other to collate missing data and triangulate information, an online survey was organised and reached 150 stakeholders and the evaluation team contacted the IHP secretariat Flagship initiatives focal points to collect further information.

During the reporting phase, the evaluators used the data collected to calculate the scores in the scorecard and answer the evaluation questions, as well as to develop preliminary recommendations.

A.4. Description of each Flagship

FI	Definition and objectives of the programme
FRIEND	International collaborative programme intended to develop knowledge and techniques at a regional level and a better understanding of hydrological variability and similarity across time and space through the mutual exchange of data.
GRAPHIC	International research network that promotes studies on the interactions between groundwater and the global hydrological cycle with a particular focus on climate change and the pressure of human activities.
G-WADI	International network focused on the production of interactive tools to optimise international cooperation in arid and semi-arid areas.
HELP	Applied research programme based on a network of catchments that uses a trans-disciplinary and local approach to water management at the river basin level.
IDI	International programme that focuses on developing drought warning tools on a national scale, with the aim to improve understanding, better anticipate and minimise the adverse effects of drought.
IFI	International programme with the aim to build capacity in countries to better respond to floods by promoting an integrated approach to flood management.
IIWQ	International programme promoting scientific research and knowledge-sharing to address water quality issues, and fostering capacity-building and awareness-raising on water quality and wastewater.
ISARM	International research programme that focuses on transboundary aquifers.
ISI	International initiative that seeks to address the environmental, social and economic impacts of erosion, sediment transport and sedimentation processes.
IWRM	International programme focused on promoting the concept of "Integrated Water Resources Management" through case study-based demonstrations, conferences, workshops and other awareness-raising activities for all types of target audience.
JIIHP	Research programme focusing on the integration of isotopes into hydrological practices.
MAR	International programme based on the promotion of the "Aquifer recharge management" concept.
PCCP	International programme that promotes water cooperation over the use of transboundary water resources as a mechanism for peace.
UWMP	International programme that develops, promotes, and disseminates guidelines, knowledge and information on new approaches to help cities to improve urban water management strategies.
WHYMAP	International programme aiming to collect, collate and visualise hydrogeological information at the global scale in order to convey groundwater-related information in a way appropriate for global discussion on water issues.

A.5. Findings

A.5.1. Relevance: the extent to which the FI are aligned with IHP strategy and bring added value.

- The FI help IHP to mobilise international cooperation, Strenghten the science-policy interface, and facilitate education and capacity development: IHP's three global missions
- All the themes are covered by at least two initiatives, meaning that the FI are globally aligned with the six themes of IHP-VIII.
- With the exception of JIIHP, the FI objectives are globally aligned with the SDGs, and would therefore contribute to the SDGs if met.
- In terms of thematic focus, most of the FI complement the work of other United Nations organisations in some way. Due to their very nature, some FI are partnerships with other UN organisations. Quite frequently there are duplications between FI activities and the activities of other UN organisations due to a lack of coordination.
- Most respondents to the online survey considered that the FI meet a current need.
- The added value of each flagship against other IHP activities and the activities of other stakeholders was acknowledged by the online survey respondents. Even if the level is not the same for all FI.

A.5.2. Design: the process of creating the initiatives' structure and the framework for their activities

- Few FI have clear objectives and targets
- No FI has logical framework
- No FI has end date
- Even when specific member countries requested the creation of a FI, no financial commitment was required and/or indicated. The financial resources required to properly implement the FI activities also do not seem to have been identified.
- This allows for a great diversity of initiatives, which can (if they have the necessary resources) adapt to needs and opportunities.

A.5.3. Reporting and monitoring: follow up of Flagship activities and results, to report and make improvements

- Most of the FI are not endowed with operational frameworks that set out clear objectives, measurable indicators and planned activities or clear deadlines for their implementation.
- For most of the FI, the only reporting mechanism is the IHP Secretariat activity report submitted to the Intergovernmental Council.
- The FI are not endowed with proper M&E systems.
- None of the FI publishes full financial reports and, in most cases, the focal points are not able to provide financial data on "their" FI.
- The FI report on their achievements at the IHP intergovernmental council meetings, which are held every two years. However, this reporting is not based on clear indicators (because these do not exist) or on expenditure.
- Even when they receive extra-budgetary funds, the FI rarely report on the use of these funds and/or on the activities carried out.

A.5.4. Institutional setting: the way stakeholders are organised in order to deliver results as part of the initiatives.

- Seven FI have steering committees (or their equivalent) that meet regularly
- Seven initiatives have no (external) secretariat and no steering committee
- In general, most of the work involved in producing and collecting data, developing a tool, organising workshops and/or training is undertaken by FI partners. Therefore, if the FI do not have the capacity to mobilise proactive partners, this has an adverse effect on their capacity to produce outputs.
- The ad-hoc institutional settings of the FI seem to foster the involvement of the partners and improve their capacity to produce outputs and mobilise resources. However, the absence of a good institutional setting can have a negative effect on partner involvement and on the overall effectiveness of the FI.

A.5.5. Financial model and efficiency: how resources are allocated to FI and FI results/inputs relationship

- The limited resources available force the FI to optimise their input/output relationship, especially in their use of partners.
- More funds would very probably enable them to produce more outputs.
- The time-consuming fundraising is sometimes to the detriment of FI focal points work on the content of the initiatives themselves.
- FI should improve their capacity to secure extra-budgetary funds through better reporting.

A.5.6. Effectiveness: Level of objectives' achievement

- All FI have issued publications, from scientific articles to implementation reports, through to case studies and training manuals, etc.
- Almost all of the FI have actively participated in conferences, especially in presentations or side event workshops.
- Half of the FI have organised training and eleven of the 15 have organised workshops.
- JIIHP, UWMP, MAR, FRIEND, GRAPHIC, G-WADI, ISI and WHYMAP have reported fewer than 13 activities in a 5-year period.
- One of the key impacts of the FI is that it has prompted experts to work together at a regional and/or global scale, improving international cooperation.
- The FI are also considered to have played a role in awareness-raising on their main focus areas.

A.5.7. Visibility: efforts deployed to make the initiatives visible to the sector stakeholders.

- Nine FI have independent websites aimed at ensuring some visibility. The six others have a webpage on the IHP or other partners' websites.
- While IFI and ISI outputs can be easily attributed to them through their logo, this is not always the case for the other FI.
- According to the online survey responses, the most well-known initiatives inside the UNESCO Water Family are FRIEND, HELP (the two oldest FI) and G-WADI
- Half or more of the UNESCO Water Family members remain unaware of many of the FI
- The fact that they lack visibility can alter their role as a "flagship" for UNESCO IHP.

A.6. Score card findings

Criteria	Relevance	Perceived added value	Visibility	Governance and Management	Inputs	Total
FRIEND	1.6	1.3	1.7	1.3	0.8	1.3
GRAPHIC	1.4	1.0	1.5	1.3	0.6	1.2
G-WADI	1.9	1.8	1.8	1.8	1.2	1.7
HELP	1.6	0.8	1.5	0.5	0.8	1.1
IDI	1.6	1.0	0.5	0.8	0.8	1.0
IFI	1.3	1.8	1.5	1.8	1.0	1.5
IIWQ	2.0	1.3	1.0	1.7	1.6	1.6
ISARM	1.7	1.8	1.2	1.3	1.2	1.4
ISI	1.1	1.0	1.5	1.7	1.0	1.3
IWRM	1.4	1.8	1.0	0.3	0.8	1.0
JIIHP	0.6	0.0	0.2	0.0	0.0	0.2
MAR	1.0	1.0	0.8	0.7	0.6	0.8
PCCP	1.3	1.8	1.0	0.2	1.0	1.0
UWMP	0.4	0.8	0.3	0.3	0.4	0.4
WHYMAP	1.3	1.8	1.5	1.0	0.4	1.2
Average	1.3	1.2	1.1	1.0	0.8	

A.7. Recommendations

The evaluation lead to some general recommendations:
- The FI should be endowed with measurable objectives, targets and indicators for a two-year or four-year period
- FI should have a secured budget and clear funding commitments
- Each FI should be endowed with M&E systems and should report on a yearly basis against their objectives and their expenses
- A decision should be taken at the beginning of each IHP phase to pursue each FI or end it
- Guidelines should be established on how to set up a flagship initiative
- A new way of (re)naming the IHP initiatives should be developed
- IHP should consider the opportunity for FI to be non-leading parties in another stakeholder's initiative/partnership

In addition to FI specific recommendations:

FI	Increase FI's level of implementation	Change the name of the initiative	Make efforts to improve the FI visibility	Restructure the institutional setting	Ensure added value or Consider closing the initiative
FRIEND					(some groups)
GRAPHIC		X			
G-WADI					
HELP	X			X	X
IDI					X
IFI	X	X	X		
IIWQ			X		
ISARM			X		
ISI	X				X
IWRM	X				X
MAR				X	X
PCCP					
UWMP				X	X
WHYMAP			X		

B. Introduction

The International Hydrological Programme (IHP) is an UNESCO intergovernmental programme that focuses on water research, water resources management, education and capacity-building. The IHP was created in 1975 following the UNESCO International Hydrological Decade (IHD, 1965-1975). IHP was initially implemented in six-year programmatic time intervals and has now, in its eighth phase (2014-2021), shifted to an eight-year cycle in line with UNESCO's overall quadrennial approach.

As a global level science and education programme, IHP covers a wide spectrum of themes, including through the management and implementation of fifteen Flagship initiatives[1].

B.1. The IHP institutional framework

UNESCO's International Hydrological Programme (IHP) is the only intergovernmental program of the United Nations system devoted to water research, management, education and capacity building. It is part of UNESCO's Division of Water Sciences included in UNESCO's Sector of Science. It has three main objectives related to water security: **(1)** Improve knowledge **(2)** Strengthen the science-policy interface at all levels **(3)** Education and capacity development. In addition to these three overall objectives, IHP's strategy is part of a medium-term phase of 8 years. In IHP-VIII, IHP's strategy is divided in six themes:

- *Water-related Disasters and Hydrological Change*

- *Groundwater in a Changing Environment*

- *Addressing Water Scarcity and Quality*

- *Water and Human Settlements of the Future*

- *Ecohydrology, Engineering Harmony for a Sustainable World*

- *Water Education – Key for Water Security*

The implementation of IHP-VIII, its six themes and focal areas are detailed in the "Nairobi Matrix", where key outputs are proposed. It also identifies the stakeholders in charge of implementing each theme (IHP staff and partners).

IHP is governed by two main bodies, the Council and the Bureau. The Secretariat facilitates the activities of these two bodies and implement the IHP activities as such under their supervision. The diagram below summarises their main tasks and responsibilities within IHP.

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[1] Referred to in this report as either "Flagship initiatives" or "Flagships".

Figure 1: Institutional framework of IHP
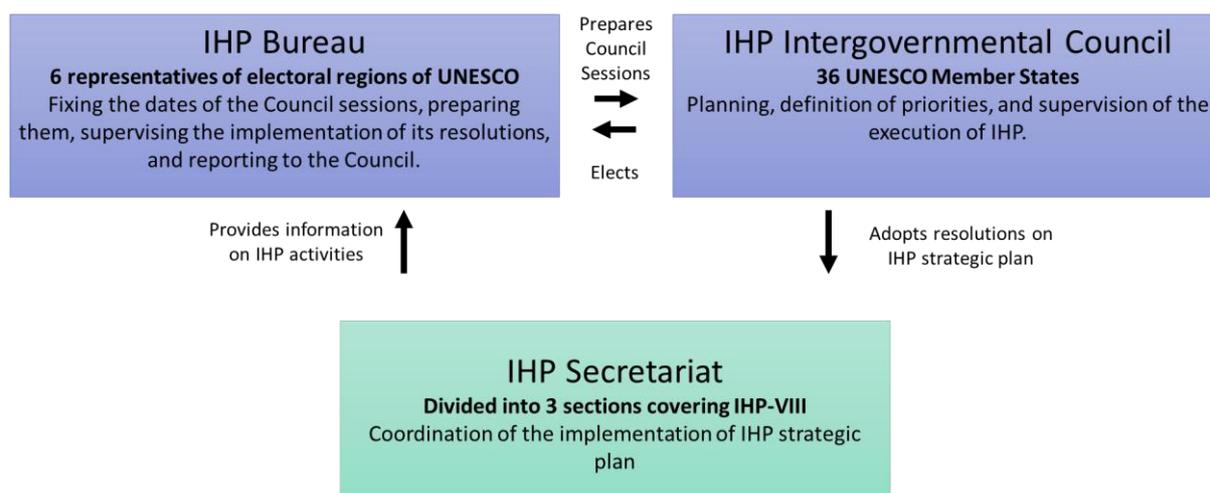
IHP's strategy is implemented through UNESCO's offices, especially the regional hydrologists, and associated entities like water-related Category 2 Centres (C2C).

At its 53rd session held in April 2016, during meetings to discuss the implementation of resolution XXI-8 "Reviewing and monitoring of IHP Programmes", the IHP Bureau decided to initiate the Flagship initiatives evaluation process.

B.2. The 15 flagship initiatives

The fifteen Flagships initiatives have mainly been created by resolutions of the IHP Council following the expression of such a need by member states. They work on long-term cross-cutting themes related to hydrology issues[2].

The Flagship Initiatives are collaborative structures and international partnerships on water-related issues. Their global aim is to enhance the management of water resources through science-based recommendations, education and capacity building.

These Flagships have different scopes, activities and distribution methods. They are managed by the IHP Secretariat in collaboration with key partners, such as the World Meteorological Organization, the International Association of Hydrological Sciences, the United Nations University, the United Nations International Strategy for Disaster Reduction and the International Atomic Energy Agency. Other key partners are part of the UNESCO Water family, including institutions associated to UNESCO (water-related "Category 2 Centres"), UNESCO field offices, as well as UNESCO water Chairs and UNITWIN networks.

Table 1: List of the 15 Flagship Initiatives

Acronym	Full Name	Year of establishment
FRIEND	Flow Regimes from International Experimental and Network Data	1985

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[2] Interviews of key stakeholders

Acronym	Full Name	Year of establishment
GRAPHIC	Groundwater Resources Assessment under the Pressures of Humanity and Climate Change	2004
G-WADI	Global Network on Water and Development Information in Arid Lands	2002
HELP	Hydrology for the Environment, Life and Policy	1999
IDI	International Drought Initiative	2010
IFI	International Flood Initiative	2005
IIWQ	International Initiative on Water Quality	2012
ISARM	International Shared Aquifer Resources Management	2000
ISI	International Sediment Initiative	2002
IWRM	Integrated Water Resources Management	2009
JIIHP	Joint International Isotope Hydrology Programme	2000
MAR	Managed Aquifer Recharge	2002
PCCP	From Potential Conflict to Cooperation Potential	2001
UWMP	Urban Water Management Programme	2008
WHYMAP	World Hydrogeological Map	2000

C. Evaluation Purpose and Scope

C.1. Evaluation purpose and specific objectives

As indicated in the Terms of Reference of this evaluation:

"The aim of this evaluation is to identify which of these Flagship initiatives should be modified, receive additional support from Member States, be terminated or handed over to other entities, considering the current needs from Member States and IHP-VIII. Moreover, the main purpose of the evaluation is to assess the performance (activities, outputs, outcomes) of the IHP Flagships during their full period of activity (from establishment until present) and to provide recommendations for the future."[3]

Due to institutional memory and document availability constraints, and in order to make up-to-date recommendations, the major part of the evaluation focuses on the period covered by the most recent IHP strategic plan (2014-2018), although the period since the creation of each flagship is also taken into account. Moreover, this evaluation is not a compilation of individual evaluations of all 15 Flagship initiatives, but rather an in-depth analysis of the Flagships as a type of project for IHP and a benchmarking of the Flagships' performance against a set of agreed criteria and based on the scorecard.

The specific objectives of this evaluation are to:

- *"Provide guidance to UNESCO on the organizational structure of the Flagship initiatives and their configuration within UNESCO-IHP.*

- *Provide guidance on the strategic focus of the Flagships initiatives and the mechanisms for effective programme delivery.*

- *Provide evidence (to the donors) about the key achievements and added value of each Flagship initiatives[4]."*

This evaluation is primarily intended for the IHP Secretariat, the Intergovernmental Council of the IHP and the main donors of the Flagships, with the secondary audience being the wider water resources policy and academic community.

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[3] Terms of Reference of the Flagships evaluation, UNESCO, October 2017.
[4] Ibid.

C.2. Scope of the evaluation

The evaluation covers the 15 Flagship initiatives since their date of establishment, listed – in order of creation – in the figure below:

Figure 2: The Flagship initiative timelines
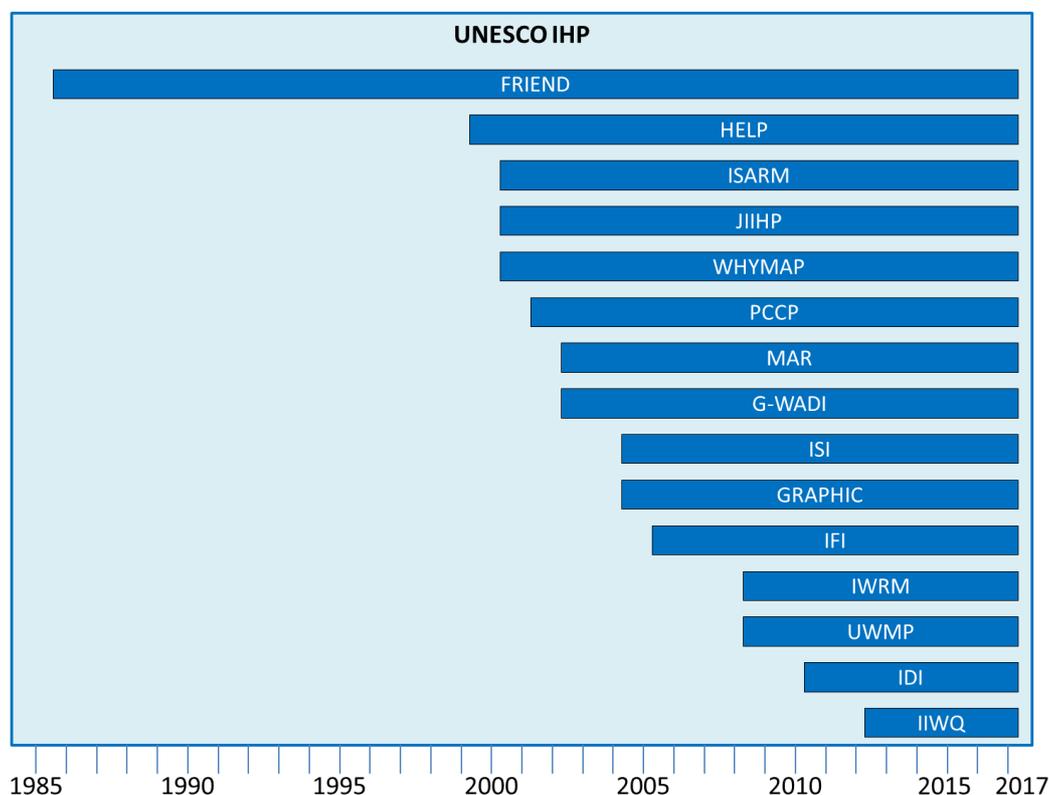
The oldest Flagship is FRIEND, created in 1985, and the most recent is IIWQ, created in 2012. The majority of initiatives were created before 2005. While the creation of the first initiatives was not linear and they were recognized *a posteriori* by a resolution, the majority of the initiatives have been created by an intergovernmental council resolution.

However, the evaluation focuses on the period of the current UNESCO Medium-Term Strategy (2014-2021). It is also aligned with the 8th phase of the IHP, entitled "Water Security: Responses to Local, Regional and Global Challenges". As per the ToR, it particularly focuses on:

1. *The institutional and organisational setting of the Flagship initiatives, particularly their configuration within UNESCO-IHP;*

2. *The relevance of IHP Flagship activities;*

3. *The efficiency of IHP Flagship activities;*

4. *The effectiveness of IHP Flagship activities;*

5. *The financial situation of the Flagships and its effect on their performance;*

6. *The developed methodology, the dissemination approach, and the quality and effects of the products delivered by the Flagship initiatives in terms of academic and policy influence and use;*

7. *Flagship performance in terms of addressing UNESCO corporate priorities, gender equality and priority Africa, as relevant.*

C.3. Evaluation methodology
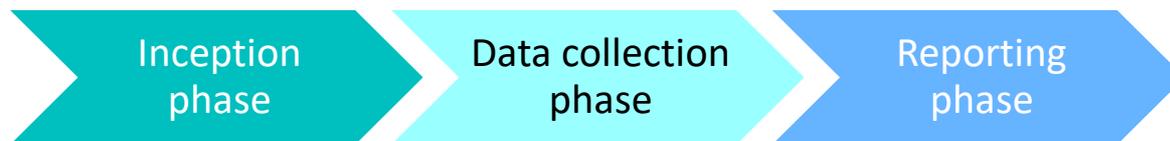
The evaluation process has been structured into three phases:

| Inception phase | Data collection phase | Reporting phase |

During the inception phase, the evaluation team used the findings from a preliminary document review and key informant interviews to develop the main tools for this evaluation: the evaluation matrix and the scorecard.

The data collection phase was conducted incrementally, with the following sets of documents being analysed one after the other to collate missing data and triangulate information:

- Final Desk Study (documents provided by the focal points[5] as part of the preparatory work for this evaluation);
- Documents linked to the creation of the initiative (mainly past council resolutions);
- Activity Reports (when available);
- Internet sites of the initiatives;
- Final Council reports;
- Preparatory documents of IHP Council;
- Results of the online survey to which 179 sector stakeholders, including 122 UWF members, responded, the results of which can be found in Annex 1;
- Qualitative information collection document completed by the focal points of each initiative.

During the reporting phase, the evaluators used the data collected to calculate the scores in the scorecard and answer the evaluation questions, as well as to develop preliminary recommendations.

These findings and recommendations will be discussed with the IHP secretariat in UNESCO HQ in order to finalise the evaluation report.

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[5] The focal points are staff from IHP secretariat mainly in charge of one or several initiatives (see the list of persons met in annex)

D. Description of Each Flagship

D.1. FRIEND - Flow Regimes from International Experimental and Network Data

FRIEND is an international collaborative programme intended to develop knowledge and techniques at a regional level and a better understanding of hydrological variability and similarity across time and space through the mutual exchange of data.

After its creation in 1986, in many IHP phases, FRIEND was considered a cross-cutting theme within IHP strategic plans approved by IHP council and then by General Conference. It was considered as an initiative *a posteriori* when HELP was created.

FRIEND is organised by region with regional components. In each of the eight regions, members of FRIEND are partners and they work together to address regional hydrological challenges that focus on changes to hydrological variables. FRIEND-Asia seems particularly active.

FRIEND mostly organises conferences and training courses, as well as expert workshops.

D.2. GRAPHIC - Groundwater Resources Assessment under the Pressures of Humanity and Climate Change

GRAPHIC is an international research network that promotes studies on the interactions between groundwater and the global hydrological cycle with a particular focus on climate change and the pressure of human activities.

GRAPHIC outlines areas of international investigations that cover major geographical regions, groundwater resource topics, and methods to help advance the combined knowledge needed to address scientific and social aspects.

GRAPHIC is based on regional working groups. Its main partners are co-coordinators San Francisco State University (USA) and University of Avignon (France), as well as key contributors IAH, IGRAC and IHE.

GRAPHIC mainly publishes studies (especially case studies) and organises workshops.

D.3. G-WADI - Global Network on Water and Development Information in Arid Lands

G-WADI is an international network focused on the production of interactive tools to optimise international cooperation in arid and semi-arid areas.

G-WADI was established during the 15th session of the IHP Intergovernmental Council in June 2002, following recognition that there was insufficient knowledge of hydrology in arid areas and that research on this topic was limited, while modelling hydrological resources in these areas is particularly challenging as infrequent and damaging events means data capture is problematic.

G-WADI is organised into regional networks run by regional committees with different structures for each region, which meet every year in different places. While initially focused on arid and semi-arid areas, its scope seems to have expanded over time.

G-WADI mostly organises workshops and training workshops.

D.4. HELP - Hydrology for the Environment, Life and Policy

HELP is an applied research programme based on a global network of catchments that uses a new approach to water management, namely one that is trans-disciplinary and close to local concerns, in order to solve complex problems at the river basin level.

HELP was created with the 5th joint conference of UNESCO/WMO in 1999 with the aim of encouraging the collection and analysis of hydrological data and training.

HELP is catchment based, at river basin level, and scientists are appointed to meet the technical needs. There are a number of relatively active HELP river basins in the Asia Pacific, especially Davao river basin, Langat river basin, Indus river basin, Kumho river basin and Murray-Darling river basin.

D.5. IDI - International Drought Initiative

IDI is an international programme that focuses on developing drought warning tools on a national scale. Strategies are developed and shared to improve understanding, better anticipate and minimise the adverse effects of drought.

IDI was established following a proposal of the Islamic Republic of Iran, and approved by the 19th session of the Council in 2010 through Resolution XIX-12.

The main partners of IDI are the Regional Centre on Urban Water Management in Teheran (as secretariat), the Universities of Princeton and Southampton for the drought monitoring system, as well as WaterNet, AGRHYMET Centre and Climate Prediction and Applications Centre.

IDI mainly works on developing, updating and disseminating Drought Management Tools in coordination with G-WADI and has published some scientific papers.

D.6. IFI - International Flood Initiative

The overall aim of the IFI is to build capacity in countries to understand and better respond to floods by taking advantage of their benefits while at the same time minimising their social, economic and environmental risks, promoting an integrated approach to flood management.

IFI was established as a Joint UNESCO/WMO Programme on Floods to be implemented in a holistic interdisciplinary fashion.

Active partners of IFI are ICHARM (C2C in Japan hosting the secretariat), WMO, United Nations University, United Nations International Strategy for Disaster Reduction, IAHS, ICFM, as well as Governmental officers in the Philippines, Sri Lanka, Myanmar and Pakistan. The network comprises 20 experts from these 4 countries in Asia and the Pacific.

D.7. IIWQ - International Initiative on Water Quality

IIWQ promotes scientific research, knowledge-sharing, innovative technologies, tools and policy approaches to address water quality issues (water pollution, water quality monitoring, water reuse, climate change impacts, etc.); it also fosters capacity-building and conducts awareness-raising on water quality and wastewater, all using a holistic and multi-disciplinary approach.

IIWQ is the umbrella programme for all IHP water quality-related activities. It was established in 2012 by the 20th IHP intergovernmental council.

The IIWQ network brings together over 100 water quality experts from all regions, including the network of experts of emerging pollutants, consisting of more than 70 experts from over 47 institutions, and 23 experts in the IIWQ Experts advisory group.

D.8. ISARM - International Shared Aquifer Resources Management

ISARM is an international research programme that focuses on transboundary aquifers (TBAs). Its main activities include assessing and studying TBAs and promoting cooperation for the sustainable management of shared groundwater resources. ISARM produces and updates inventories on the location, delineation and characteristics of the world's TBAs. One of the key products of ISARM is the Map of Transboundary Aquifers of the World.

The results of ISARM studies are used to monitor SDG 6 indicator 6.5.2.

ISARM is based on a large international network. Its main partners are IAH, International Network of Basin Organisations, several UNESCO C2C, the Global Environment Facility and several Universities.

D.9. ISI - International Sediment Initiative

ISI is an international initiative that seeks to address the environmental, social and economic impacts of erosion, sediment transport and sedimentation processes. Its main objective is to support integrated land and water resources management through sound sediment management.

It was launched by UNESCO's International Hydrological Programme (IHP) during the 15th session of the Intergovernmental Council in 2002.

ISI relies in part on the development of a global repository for data, information and documentation on soil erosion, sediment transport and sediment-related issues to serve as the basis for a global assessment of erosion and sedimentation problems and their social, economic and environmental implications, and case studies.

ISI aims to establish close working relationships with international, regional, and national projects, programmes, and networks, such as UNESCO Category II Centres, Chairs and IHP national committees. From its inception, collaborative links have been established with associations such as the World Association for Sedimentation and Erosion Research (WASER), European Sediment Network (SedNet), the International Coordinating Committee on Reservoir Sedimentation (ICCORES), ICOLD (International Commission on Large Dams) and others.

D.10.   IWRM - Integrated Water Resources Management

IWRM promotes the concept of "Integrated Water Resources Management" through case study-based demonstrations, conferences, workshops and other awareness-raising activities for all types of target audience.

One of the main approaches used involves customising the IWRM tools to local environments and bringing together the main stakeholders from different sectors in order to ensure successful implementation of IWRM.

The promotion of IWRM is closely linked to HELP as both are facilitated by the IHP-Jakarta bureau. It is therefore mainly being implemented in South-eastern Asia.

D.11.   JIIHP - Joint International Isotope Hydrology Programme

JIIHP was a research programme focusing on the integration of isotopes into hydrological practices. Now completed, its main output was the publication of 6 scientific books for the scientific community and students.

It was a joint initiative between UNESCO and IAEA.

D.12.   MAR - Managing Aquifer Recharge

MAR is an international programme based on the promotion of the "Aquifer recharge management" concept. This approach aims to increase the natural recharge of aquifer systems and improve water quality, while being economically, socially and environmentally desirable.

The initiative seeks to raise policymakers' and experts' awareness of the advantages of aquifer recharge and to inform research and develop tools to improve capacities to implement sustainable aquifer recharge management practices.

The main partners of MAR are the Commission on Managed Aquifer Recharge of the International Association of Hydrogeologists (IAH-MAR) and IGRAC C2C, which hosts the Global MAR Portal.

D.13.   PCCP - From Potential Conflict to Cooperation Potential

PCCP is an international programme that promotes water cooperation over the use of transboundary water resources as a mechanism for peace. It does so through research on water cooperation best practices and challenges, providing training to water professionals and decision-makers on water cooperation principles, and raising awareness internationally on the benefits of sharing water resources.

It was established by the Hague Ministerial Declaration (March 2000) before being recognised by the IHP council as being linked to the IHP strategy and addressing the fact that growing water scarcity is increasing the pressure on shared water around the world.

After a break between 2012 and 2016, when there was no focal point available in the IHP secretariat, the PCCP is once again beginning to implement activities to meet member states' demand.

D.14. UWMP - Urban Water Management Programme

UWMP is an international programme that develops, promotes, and disseminates sound policy guidelines, scientific knowledge and information on new and innovative approaches to help cities to improve their knowledge, as well as their analysis, of the urban water situation to draw up more effective urban water management strategies.

UWMP was established by the Secretariat in 2010-2011 as part of efforts to bring IHP Urban Water Management Activities together under one umbrella.

No activities have been reported over the past few years.

D.15. WHYMAP - World-wide Hydrogeological Mapping and Assessment Programme

WHYMAP is an international programme whose primary objective is to collect, collate and visualise hydrogeological information at the global scale in order to convey groundwater-related information in a way appropriate for global discussion on water issues. The main products of WHYMAP are maps developed with data collected and complied from national, regional and international sources.

The key partners of WHYMAP are the WHYMAP Consortium Members: CGMW, UNESCO-IGCP, IAEA, BGR, IAH and the UNESCO Centre IGRAC.

E. Findings

The findings of this evaluation are organised in two parts: the evaluation findings, which provide overall responses to the evaluation questions while providing some specific examples; and the scorecard, which provides a comparative overview of all the flagship initiatives.

E.1. Evaluation findings

The evaluation findings are classified by criteria: Relevance, Design, Reporting & Monitoring, Institutional Setting, Financial Model and Efficiency, Effectiveness and Visibility.

E.1.1. Relevance

Definition: the extent to which the FI are aligned with IHP strategy and bring added value.

a) To what extent are the FI's objectives aligned with the IHP strategy and vision?

- **To what extent are FI aligned with IHP's global mission?**

According to its strategic documents, the IHP global missions are to:
- Mobilize international cooperation to improve knowledge and innovation;
- Strengthen the science-policy interface to help decision-makers;
- Facilitate education and capacity development.

Most of the FI (see scorecard R3) involve networks of scientists and experts as workshop participants, and/or implementing partners. Therefore, the FI can be considered as an important tool for enabling IHP to mobilize international cooperation to improve knowledge and innovation. Indeed, their hybrid status (with a certain level of "autonomy" from UNESCO) fosters the involvement of a wide range of stakeholders, especially from within (but not restricted to) the UNESCO Water Family, thereby establishing a link with the whole water sector.

In addition, half of the initiatives consider governments/policymakers to be a key target of their workshops, conferences and/or training, which in many cases are attended by both scientists and governments. Some of the FI are developing tools, such as maps, to collate technical information that can also be read by non-specialists. This also helps to enhance the science-policy interface to help decision-makers.

Most of the initiatives also implemented training for practitioners, governments, and students. Some of the FI have developed educational materials, thus contributing to the third IHP mission by facilitating education and capacity development.

The FI can therefore be considered as relevant tools for enabling the IHP to achieve its global missions, even if none of the FI is actively aligned to all three missions at the same time.

- **To what extent are FI aligned with the six themes of IHP-VIII?**

The six themes of UNESCO IHP Phase VIII are:
- Theme 1: Water-related Disasters and Hydrological Change;
- 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 for Water Security.

The following table shows the themes to which each initiative is related:

	Theme 1	Theme 2	Theme 3	Theme 4	Theme 5	Theme 6
FRIEND	✓					
GRAPHIC		✓ (2.1&2.3)				
G-WADI	✓	✓	✓			
HELP					✓	
IDI	✓		✓			
IFI	✓					
IIWQ			✓ (3.4&3.5)			
ISARM		✓ (2.5)				
ISI	✓					
IWRM			✓	✓	✓	
JIIHP						✓
MAR		✓ (2.2)				
PCCP		✓	✓ (3.3)			✓ (6.5)
UWMP				✓		
WHYMAP	✓	✓				

While some initiatives are related to several themes, others are clearly linked to a single theme only. All the themes are covered by at least two initiatives, meaning that the FI are globally aligned with the six themes of IHP-VIII. However, some initiatives, such as JIIHP, go beyond the six themes. It is important to note that the thematic "alignment" can only be considered as being theoretical as most of the FI were established before 2005.

b) To what extent are the flagships aligned with UN global strategy regarding water?

- **To what extent do the FI contribute to the Sustainable Development Goals, especially to SDG6?**

As they contribute to building knowledge of and improving water resources management, the IHP FI are particularly linked to the SDG6 "Clean Water and Sanitation" (which actually covers far more than just water and sanitation and, as such, is a substantial improvement on the water-related MDG).

The links between the SDG 6 targets and the FI are listed in the table below.

	SDG 6 – Clean Water and Sanitation – Targets	Related initiatives
6.1	By 2030, achieve universal and equitable access to safe and affordable drinking water for all	None directly
6.2	By 2030, achieve access to adequate and equitable sanitation and hygiene for all and end open defecation, paying special attention to the needs of women and girls and those in vulnerable situations	IIWQ, in part
6.3	By 2030, improve water quality by reducing pollution, eliminating dumping and minimizing release of hazardous chemicals and materials, halving the proportion of untreated wastewater and substantially increasing recycling and safe reuse globally	IIWQ, UWMP
6.4	By 2030, substantially increase water-use efficiency across all sectors and ensure sustainable withdrawals and supply of freshwater to address water scarcity and substantially reduce the number of people suffering from water scarcity	G-WADI, IDI, FRIEND, MAR, GRAPHIC
6.5	By 2030, implement integrated water resources management at all levels, including through transboundary cooperation as appropriate	IWRM, HELP, ISARM, PCCP
6.6	By 2020, protect and restore water-related ecosystems, including mountains, forests, wetlands, rivers, aquifers and lakes	ISI, MAR, GRAPHIC, HELP
6.a	By 2030, expand international cooperation and capacity-building support to developing countries in water- and sanitation-related activities and programmes, including water harvesting, desalination, water efficiency, wastewater treatment, recycling and reuse technologies	All the initiatives contributing to missions 2 and 3 of UNESCO implementing activities in developing countries
6.b	Support and strengthen the participation of local communities in improving water and sanitation management	HELP

FI do not contribute to the first SDG6 target (related to access to water supply and sanitation), which makes sense given that the overall focus of IHP is water resources management, not access to WASH services. The other SDG6 targets are only partially covered by one or several Flagship initiatives, which combine to contribute to each of the targets.

IFI does not contribute to any of the SDG6 targets but it does directly contribute to the fifth target of SDG11: "11.5: By 2030, significantly reduce the number of deaths and the number of people affected […] by disasters, including water-related disasters […]". Together with IDI, it also contributes to the first target of SDG13: "13.1 Strengthen resilience and adaptive capacity to climate-related hazards and natural disasters in all countries".

We can also consider that UWMP contributes to SDG11 Target 11B: "By 2020, substantially increase the number of cities and human settlements adopting and implementing integrated policies and plans towards inclusion, resource efficiency, mitigation and adaptation to climate change, resilience to disasters […]".

Although WHYMAP is not clearly linked to any of the SDG targets, improving knowledge of groundwater resources, the main unfrozen freshwater source, could be considered as contributing to target 6.4.

With the exception of JIIHP, for which the link with the SDGs does not seem very clear, the FI objectives are globally aligned with the SDGs, and would therefore contribute to the SDGs if met.

- **To what extent are the FI complementary with similar actions undertaken by other UN organizations?**

In terms of thematic focus, most of the FI complement the work of other United Nations organisations in some way. The World Meteorological Organisation is the UN organisation most cited by the online survey respondents as complementary/covering the same topics as the FI. WMO programmes (such as Flood Forecasting Initiative, Regional Climate Centers, HydroHub, HydroSOS (Global Hydrological Status and Outlook System) and the WMO/GWP IDMP and Associated Programme of Flood ManagemenT) were mentioned for the FRIEND, G-WADI, IDI, IFI, ISI and IWRM Flagship initiatives. The FAO water scarcity programme was mentioned in relation to G-WADI and IDI. UN-Habitat was highlighted for UWMP; and the IAEA for FRIEND, ISARM and JIIHP. UNEP was considered complementary for IIWQ and IWRM. UNDP was also mentioned for IWRM, for which a lot of other international organisations were highlighted as being complementary, such as GWP, the World Bank and SIWI.

Due to their very nature, some FI are partnerships with other UN organisations, such as IFI with WMO, for instance. In other cases, partnerships have been put in place in order to improve synergy, such as IDI and G-WADI with the IDMP of WMO/GWP. In general, the programmes complement each other due to their diversity of activities, methodology or specific focus. However, quite frequently there are duplications due to a lack of coordination. For instance, it would be useful to have a coordination mechanism between UN-HABITAT and UWMP, but this has not yet been implemented.

c) What is the current added value of the Flagship initiatives?

- **To what extent do FI respond to the water sector's concerns at an international level?**

As part of the online survey, we asked respondents (mainly water sector stakeholders who indicated that they had knowledge of the FI) to indicate whether they considered that the FI were meeting a current need. With the exception of JIIHP, the majority of respondents agreed or totally agreed that a current need was being met. However, for FRIEND, HELP and IIWQ, almost a quarter of the respondents neither agreed nor disagreed (this corresponds to the third level of agreement in pale yellow below).

Figure 3: Consideration of FI responsiveness to current sector's needs

Chart legend: No opinion | 1 - do not agree at all | 2 | 3 | 4 | 5 - totally agree

Initiative	No opinion	1	2	3	4	5
ISARM (115)	14%	1%	8%		29%	47%
PCCP (97)	12%	2% 4%	11%	21%		51%
IWRM (64)	12%	0% 2%	17%	32%		37%
IFI (60)	11%	2% 4%	16%	30%		39%
UWMP (94)	13%	4%	9%	9%	22%	44%
WHYMAP (42)	18%	0% 3%	17%	25%		37%
G-WADI (57)	17%	0% 3%	18%	26%		36%
ISI (38)	9%	2% 8%	20%	26%		35%
IIWQ (77)	5%	8% 3%	24%	18%		42%
FRIEND (65)	14%	0% 5%	23%	29%		30%
GRAPHIC (27)	20%	0% 5%	19%	25%		31%
IDI (33)	19%	2% 5%	19%	17%		38%
MAR (57)	24%	0% 3%	18%	15%		39%
HELP (23)	20%	2% 5%	24%	31%		19%
JIIHP (94)	41%	4%	15%	15%	15%	11%

With regard to JIIHP, the initiative came to an end because the initial need – the lack of research and education on isotopes in hydrology – was met through the publication of 6 manuals.

As they are aligned with SDG6 and IHP-VIII themes, the initiatives mostly respond to current water sector needs. However, some have only partly met the needs, and others overlap with other organisations that are tackling the same needs.

- **To what extent do the UNESCO Water Family members acknowledge the added value of the Flagship initiatives?**

As part of the online survey, we asked the UNESCO Water Family members (members of IHP secretariat at HQ and regional level, IHP national committee members, IHP regional hydrologists and members of Water C2C and Water Chairs) to what extent they would say that each initiative has an added value compared both to other IHP activities (Figure 4), and to the activities of other stakeholders.

Figure 4: Considered added value by UWF compared to other IHP activities
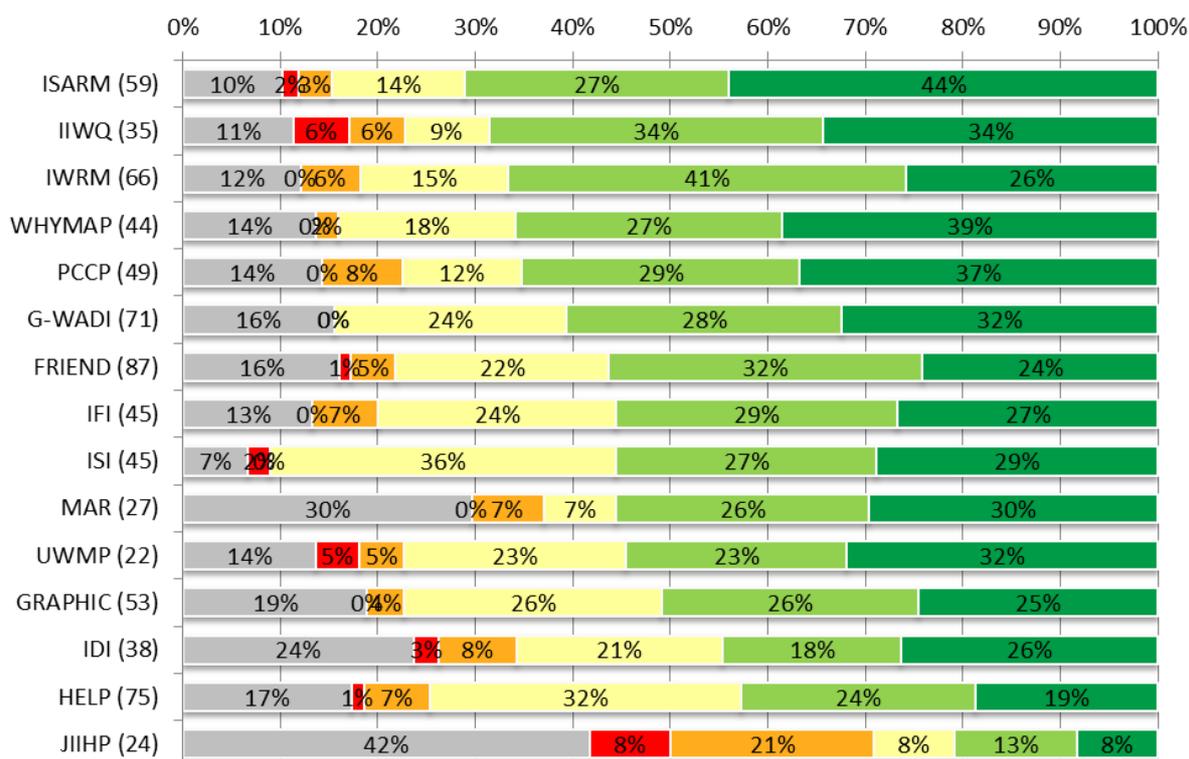
On average, 57% of UWF respondents considered that the FI have an added value compared to other IHP activities (they answered 4 or 5 to this question). The figures below 50% were for JIIHP (21%) and HELP (47%). The highest figures (>60%) were obtained for PCCP and ISARM (69%), IWRM (68%), IFI (64%) and G-WADI (62%).

We have compared these results to the ones provided by IHP National Committee Members, UNESCO water family member (category 2 centers, Water Chairs) and IHP partner in the framework of one or more initiatives: we have excluded the members of IHP secretariat to avoid skewed results. On average, 49% of these respondents considered that the FI have an added value compared to other IHP activities. The figures below 40% were for JIIHP (29%), GRAPHIC (33%), HELP (38%) and MAR (39%). The highest figures (>60%) were obtained for IWRM (68%), PCCP (67%) and ISARM (63%).

Figure 5: Considered added value by non-secretariat stakeholders compared to other IHP activities

	No opinion	1 - do not agree at all	2	3	4	5 - totally agree
IWRM	12,8%	0,0%	6,4%	12,8%	44,7%	23,4%
PCCP	13,3%	0,0%	10,0%	10,0%	33,3%	33,3%
ISARM	23,3%	2,3%	0%	11,6%	30,2%	32,6%
G-WADI	16,7%	0%	1,9%	24,1%	35,2%	22,2%
IFI	13,5%	0%	2,7%	32,4%	27,0%	24,3%
ISI	7,7%	2,6%	7,7%	30,8%	25,6%	25,6%
FRIEND	18,5%	1,5%	6,2%	23,1%	24,6%	26,2%
IDI	17,4%	0,0%	8,7%	26,1%	30,4%	17,4%
IIWQ	4,8%	9,5%	4,8%	33,3%	28,6%	19,0%
WHYMAP	25,0%	0%	3,6%	25,0%	25,0%	21,4%
UWMP	7,7%	7,7%	7,7%	30,8%	38,5%	7,7%
MAR	38,5%	0,0%	15,4%	7,7%	30,8%	7,7%
HELP	22,4%	1,7%	10,3%	27,6%	22,4%	15,5%
GRAPHIC	33,3%	0,0%	6,1%	27,3%	24,2%	9,1%
JIIHP	29,4%	5,9%	17,6%	17,6%	17,6%	11,8%

■ No opinion ■ 1 - do not agree at all ■ 2 ■ 3 ■ 4 ■ 5 - totally agree

Figure 6: Considered added value by the UFW compared to other stakeholders' activities

|	No opinion	1 - do not agree at all	2	3	4	5 - totally agree
ISARM (87)	14%	2%	0%	15%	31%	39%
PCCP (75)	12%	0%	6%	12%	31%	39%
IWRM (53)	12%	0%	5%	15%	41%	27%
IFI (44)	11%	0%	2%	22%	36%	29%
G-WADI (71)	14%	1%	1%	21%	32%	30%
IIWQ (38)	6%	6%	6%	23%	29%	31%
MAR (45)	22%	0%	7%	11%	22%	37%
WHYMAP (35)	14%	0%	2%	25%	25%	34%
ISI (59)	4%	2%	7%	29%	27%	31%
GRAPHIC (45)	21%	0%	4%	19%	38%	19%
FRIEND (24)	15%	1%	5%	23%	30%	26%
UWMP (27)	14%	5%	5%	23%	32%	23%
IDI (49)	21%	3%	5%	21%	24%	26%
HELP (22)	17%	1%	9%	25%	29%	17%
JIIHP (66)	42%	8%	17%	13%	13%	8%
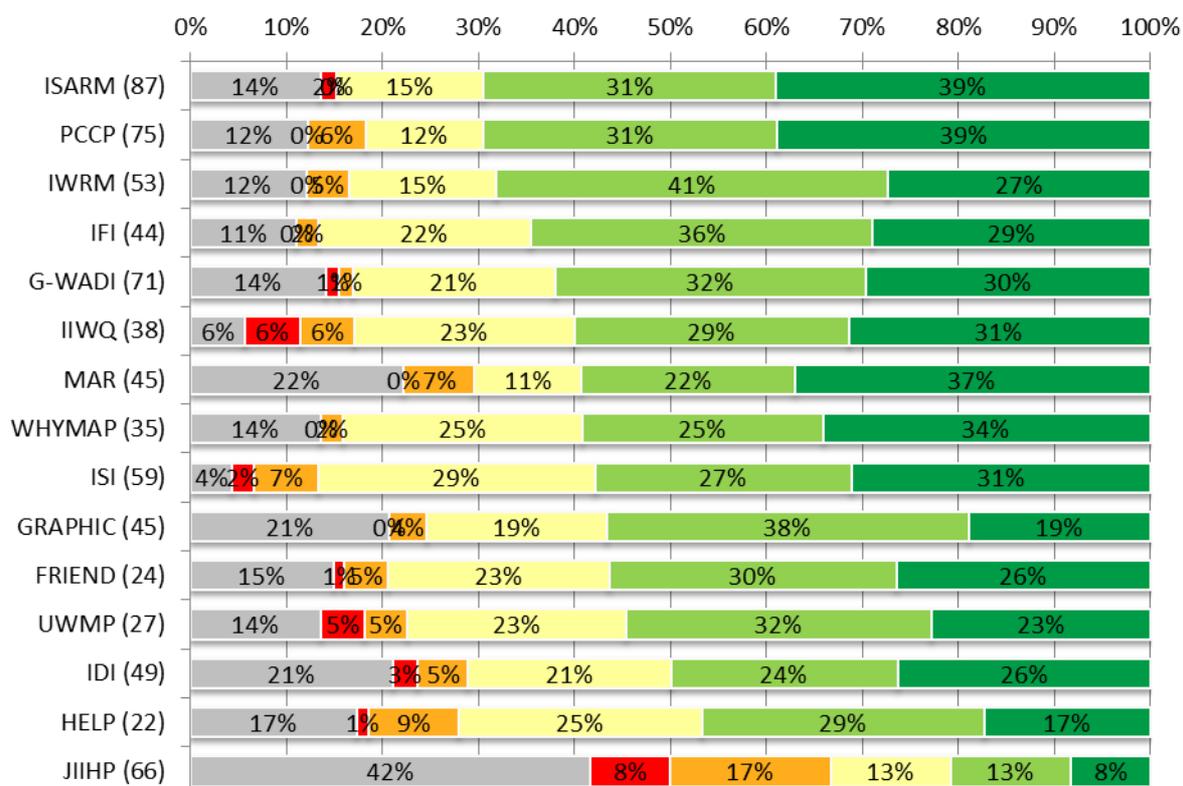
On average, 56% of UFW respondents considered that the initiatives have an added value compared to other stakeholders' activities. JIIHP (21%) and HELP (43%) again returned the lowest number of positive responses, along with IDI (45%). Meanwhile, ISARM (71%), IIWQ (69%), IWRM (67%), WHYMAP (66%), PCCP (65%) received the highest number of positive responses.

On average, 49% of IHP National Committee's members, Members from C2C and Water Chairs and FI partners considered that the initiatives have an added value compared to other stakeholders' activities. GRAPHIC (27%), JIIHP (29%) and IDI (30%) returned the lowest number of positive responses, along with HELP (41%) and IFI (43%). Meanwhile, ISARM (68%), IIWQ (67%), IWRM (66%) and PCCP (60%) received the highest number of positive responses.

We can note that GRAPHIC is much better considered by the IHP secretariat members (87%) than by the external respondents (27%).

Figure 7: Considered added value by non-secretariat stakeholders compared to other stakeholders' activities

| | No opinion | 1 - do not agree at all | 2 | 3 | 4 | 5 - totally agree |
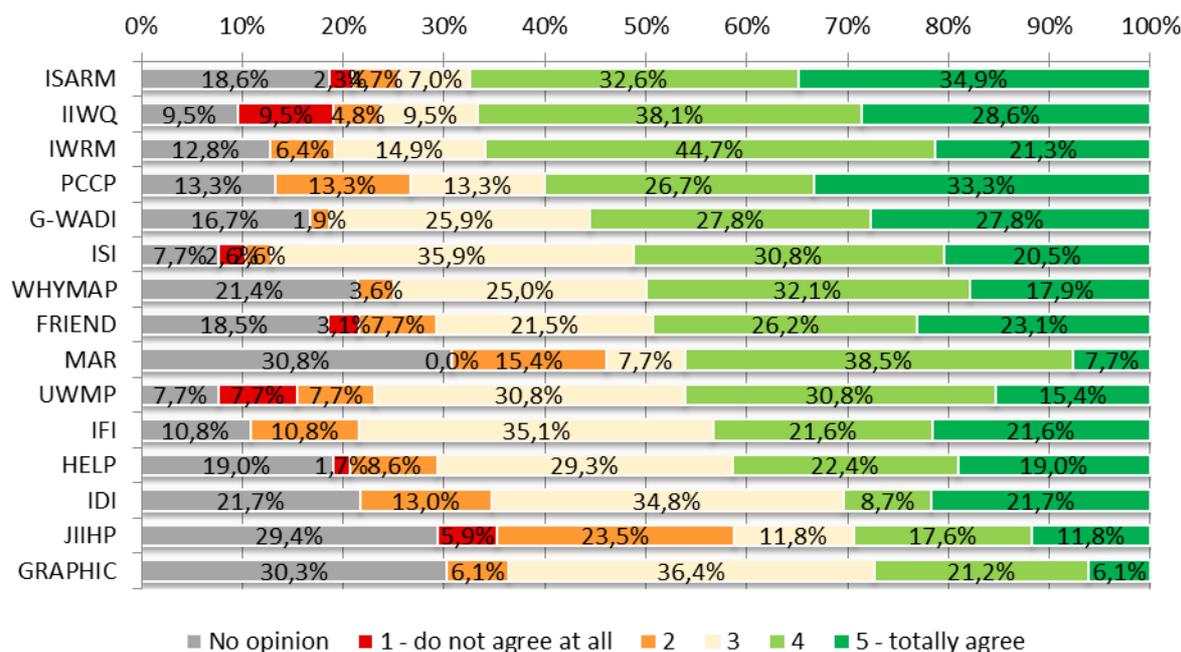
It is to be noted that the added value of ISARM, WHYMAP and IIWQ compared to other stakeholders' activities is considered higher than their added value compared to other IHP activities, while the opposite is the case for IFI, GRAPHIC, IDI and PCCP.

In general, FI are seen to bring added value to the water sector.

> ⇒ *Conclusion on relevance: in general, the FI cover themes that are relevant for responding to the sector's needs, and can be considered as relevant tools for enabling UNESCO and the IHP to reach their objectives.*

E.1.2. Design

Definition: design is the process of creating the initiatives' structure and the framework for their activities.

a) What was the quality of the design of FI?

- **To what extent do FI have clear objectives and targets?**

Based on FI focal points assessments, 73% of the FI have no clear objectives and targets, and the resolutions that established most of the FI did not include specific objectives, but instead indicated a broad rationale for creating the initiative.

However, some FI do have clear objectives and targets in place, as is the case for G-WADI, IFI, ISARM and ISI. The 5 ISI objectives are indicated on its website[6] and a list of actions to reach these objectives is also available. The objectives of G-WADI were updated in a strategic position paper[7] published in 2017, which also included a list of relevant activities. Such documents were developed by the FI steering committees or secretariat, not the IHP institutions, but they nonetheless clarify the scope and aims of these FI.

- **Have FI been endowed with logical frameworks?**

None of the FI is endowed with a logical framework as this never formed part of the way the FI were designed (they were seen as initiatives, networks, etc. but did not follow a project-based approach).

- **Was an end date specified in the establishment act of the FI?**

The FI do not have end dates. This is due to the fact that, from the beginning, the FI were intended to ensure the continuity of activities on a specific topic through different phases. However, more recently, the Intergovernmental Council has decided that the FI should be related to the themes and/or focal areas of the current IHP phase. This could mean ensuring that the FI are aligned with the new strategic phase every 8 years. In addition, providing clear milestones to reach the objectives would foster FI effectiveness and enable reporting.

- **To what extent has the question of resources been taken into account in the design of the FI?**

Even when specific member countries requested the creation of a FI, no financial commitment was required and/or indicated. The financial resources required to properly implement the FI activities also do not seem to have been identified.

In general, the resolutions simply encourage member states to support the FI, such as resolution XX-4: establishment of an international (knowledge, research and policy) initiative on water quality for instance, which "[…] calls upon Member States to actively support and contribute to the International (knowledge, research and policy) Initiative on Water Quality."

⇒ *Conclusion on design: the FI are created with no clear design. This allows for a great diversity of initiatives, which can (if they have the necessary resources) adapt to needs and opportunities. However, the lack of clear objectives makes it impossible to monitor the effectiveness of the initiatives. Consequently, it is also impossible to take decisions based on monitoring results to improve or end any FI found to be ineffective.*

E.1.3. Reporting and monitoring

Definition: reporting and monitoring enable the follow up of Flagship activities and results, the output of which is used to report to key stakeholders and make continuous improvements.

a) To what extent are FI activities and results planned and monitored?

- **To what extent have FI been endowed with an operational framework?**

Most of the FI are not endowed with operational frameworks that set out clear objectives, measurable indicators and planned activities or clear deadlines for their implementation.

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[6] http://isi.irtces.org/isi/AboutISI/ObjectivesofISI/A600102index_1.htm
[7] http://unesdoc.unesco.org/images/0025/002594/259497e.pdf

As indicated above, only four FI have clear objectives, and not all of these four have measurable indicators.

- **To what extent have FI been endowed with a system of monitoring and evaluation?**

For most of the FI, the only reporting mechanism is the IHP Secretariat activity report submitted to the Intergovernmental Council, which is required to be short as a lot of information has to be shared during this bi-yearly meeting. Some FI have published other activity reports, but not on a regular basis, except for IIWQ, which produces reports every year.

The reports produced mainly consist of a list of activities implemented, and are thus not real M&E reports as they do not compare the results against the objectives.

In some cases (IIWQ, ISARM), the initiatives are used as umbrellas for all activities related to an IHP-VIII theme or focal area. In this instance, the results are monitored through the UNESCO M&E system, SISTER. For these initiatives, there is no differentiation between the regular topic-specific IHP activities and related FI activities, which makes it difficult to monitor the specific results of the Flagship initiatives.

We can therefore conclude that, as such, FI are not endowed with proper M&E systems.

b) What is the level of reporting of FI to main stakeholders?

- **To what extent do FI inform the IHP Secretariat of their objectives, expenditure and outputs?**

In most cases, the IHP secretariat hosts the FI secretariat, which consists of IHP secretariat focal points. This mechanism ensures that at least one member of the IHP secretariat is aware of the FI activities, outputs and possibly expenditure.

However, this evaluation concluded that, apart from the focal point, the other IHP secretariat members have limited knowledge of what is being implemented by the other FI. This also sometimes results in missed opportunities for joint activities and potential economies of scale.

Regarding the follow up of FI expenses, the IHP secretariat financial committee was unable to produce a report on FI expenditure, as this is not recorded separately and/or differentiated from regular IHP activities. None of the FI publishes full financial reports and, in most cases, the focal points are not able to provide financial data on "their" FI.

- **To what extent is IHP Intergovernmental Council informed of FI objectives, expenditure and outputs?**

The FI report on their achievements at the IHP intergovernmental council meetings, which are held every two years. However, this reporting is not based on clear indicators (because these do not exist) or on expenditure.

In 2016 and 2018, most of the information on FI activities was included in the Programme Implementation preparatory document, with the relevant FI activities being included as part of the implementation of the IHP-VIII focal areas. Only the key achievements are therefore reported, and there is no reporting on less active FI.

- **To what extent are financial backers of FI informed of their objectives, expenditure and outputs?**

The financial backers of the FI are the stakeholders providing the extra-budgetary funds used to implement the FI activities.

10 out of 15 FI have reported receiving extra-budgetary funds in the past 3 years, and only two have issued financial reports. This means that, even when they receive extra-budgetary funds,

the FI rarely report on the use of these funds and/or on the activities carried out. However, some FI, such as PCCP, have issued activity reports for extra-budgetary projects.

> ⇒ *Conclusion on reporting and monitoring: the level of FI reporting and monitoring is generally very low. It is a weakness as it indicates a poor level of accountability, even among the FI that receive extra-budgetary funds to carry out their activities.*

E.1.4. Institutional setting

Definition: the institutional setting corresponds to the way stakeholders are organised in order to deliver results as part of the initiatives.

> *a) To what extent does the organisation of FI have an influence on their outputs?*

- **To what extent are initiative-related responsibilities clearly divided among stakeholders?**

ISI, IFI and G-WADI have a secretariat in water-related C2C, so outside IHP HQ or RO. In these cases, the role of the main partner is clear as it hosts the secretariat.

In addition, seven FI have steering committees (or their equivalent) that meet regularly. These meetings very probably foster a good sharing of responsibilities among stakeholders.

Seven initiatives have no (external) secretariat and no steering committee. This means that the institutional setting of these FI do not ensure a clear sharing of responsibilities among stakeholders, who may be less involved in FI implementation. It is likely that the lack of a secretariat and steering committee leads to lower levels of activity and poorer accountability.

- **To what extent do FI partners influence the way FI produce outputs?**

Due to limited human and financial resources, the IHP secretariat is unable to implement all the FI-related activities alone. In general, most of the work involved in producing and collecting data, developing a tool, organising workshops and/or training is undertaken by FI partners. For instance, this is the case for IFI, in which ICHARM C2C is highly involved, or ISARM and MAR with IGRAC C2C.

Therefore, if the FI do not have the capacity to mobilise proactive partners, this has an adverse effect on their capacity to produce outputs.

- **To what extent does the specific institutional form of FI represent an opportunity?**

The FI very often mobilise partners as their very flexible institutional setting enables the sharing of responsibility with UWF partners such as C2C, as well as with other UN or non-UN international organisations. For instance, JIIHP was a joint initiative between UNESCO-IHP and IAEA. Some FI also involve strategic partnerships between IHP and key sector stakeholders, such as MAR with IAH, and HELP and IDI with WMO.

However, the fact that, in most cases, responsibilities are not clearly established between partners may result in poorer involvement and fewer activities. For instance, several respondents to the online survey felt that some FI had been less active over the past few years.

A typical FI actually does not have an institutional "shape" and it is part of their very nature to remain open to partnerships with other institutions. This specific feature clearly enables the FI to constantly adapt their institutional setting to seize opportunities to reach out to more people and/or to access extra human or financial resources. From this perspective, the "amorphous" nature of most FI can be seen as a comparative advantage.

> ⇒ *Conclusion on institutional setting: the ad-hoc institutional settings of the FI seem to foster the involvement of the partners and improve their capacity to produce outputs and mobilise resources. However, in some cases the absence of a good institutional setting can have a negative effect on partner involvement and on the overall effectiveness of the FI.*

E.1.5. Financial model and efficiency

Definition: as part of this evaluation, the financial model corresponds to the way the IHP and its MS allocates resources to the initiatives. Efficiency compares the results against the inputs in order to assess whether the results have been maximised while keeping the inputs limited.

a) What are the key factors influencing FI costs?

- **To what extent do FI optimise their financial and human resources?**

Due to financial and human resources constraints, especially since the beginning of the UNESCO funding crisis, FI have no choice but to optimise the use of such resources.

The fact that most of the FI consistently mobilise partners without financial counterparts helps optimise the input/output relationship. Indeed, FI activities result to be partly founded by the partners: the outputs are higher than what could be expected with IHP only inputs. However, due to the lack of financial reporting and/or recording, it is not possible to carry out a deeper analysis on the efficiency of FI.

- **What are the financial constraints that impact on FI activities?**

With regard to regular funds, FI face the same constraints as IHP, namely limited financial and human resources. The focal points are in charge of 1 to 5 FI, limiting their capacity to directly implement and/or facilitate activities, or to closely monitor them. Except for ISARM (0.7 staff-month per month), IHP staff members are able to spend less than 0.5 staff month equivalent on the initiative each month. When figures are provided, the time allocated corresponds mostly to 2 to 3 staff-day per month.

FI rely extensively on the financial capacity of the main partners to implement activities, especially the training and workshops that require substantial funding. For instance, the ISI secretariat has received several small funding packages from China to implement its activities (such as developing its website, organising the technical secretariat or participating in a conference in Berlin).

While extra-budgetary funds can be consistent for some key projects, most of the time, the partners participate in kind by making experts' time available. This significantly increases the capacity to develop publications and tools, but is not enough to organise conferences, workshops and training.

During the interviews, the FI focal points within the IHP secretariat also highlighted the fact that they devote a substantial part of their time to the "fundraising" activities – securing small amounts of funding (mostly extra-budgetary) to implement specific activities for "their" FI. In their opinion, this time-consuming fundraising is sometimes to the detriment of their work on the content of the initiatives themselves.

b) What is the leveraging effect of the regular budget provided to FI?

- **To what extent are the available resources of FI a way to seek additional funds?**

The data available does not make this analysis possible. We can, however, note that the initiatives that successfully obtain more IHP secretariat HR resources receive more extra-

budgetary funds. So the resources made available to increase HR time spent on the FI can have a leveraging effect.

Figure 8: Number of initiatives by the level of HR used and extra-budgetary funds
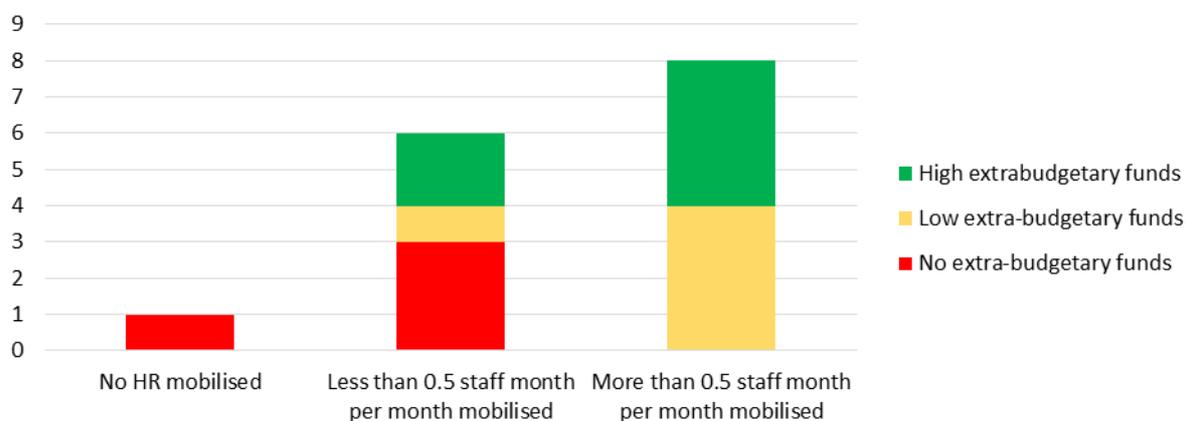
In order to ensure the implementation of numerous and/or large activities, FI (and IHP in general) need extra-budgetary funds. The poor monitoring and reporting on activities, outputs and expenditure can be considered an important bottleneck that prevents donors from providing funds. Donors need to justify their financial support, and are more likely to support stakeholders that can ensure the transparency of their expenditure through frequent reporting. Furthermore, donors generally want to make sure that their support is visible, and thus FI need to prove their capacity to ensure this visibility for themselves and their financial backers.

> ⇒ *Financial model and efficiency: the limited resources available force the FI to optimise their input/output relationship, especially in their use of partners. More funds would very probably enable them to produce more outputs, and they should therefore improve their capacity to secure extra-budgetary funds through better reporting.*

E.1.6. Effectiveness

Definition: effectiveness measures the extent to which the development intervention's objectives were achieved, or are expected to be achieved, taking into account their relative importance.

a) What are the expected and unexpected outputs of FI?

- **What is the level of consistency between FI outcomes and initial objectives?**

The figures below show the activities implemented and/or outputs produced (i.e. publications) by the FI since 2014. The data were collected from the focal points, and some discrepancies may be due to differences in reporting, and to institutional memory. UWMP and JIIHP did not report any activities for the past few years. ISARM extra-budgetary activities were not reported as they were too numerous.

Figure 9: Number and type of activities implemented by the FI since 2014
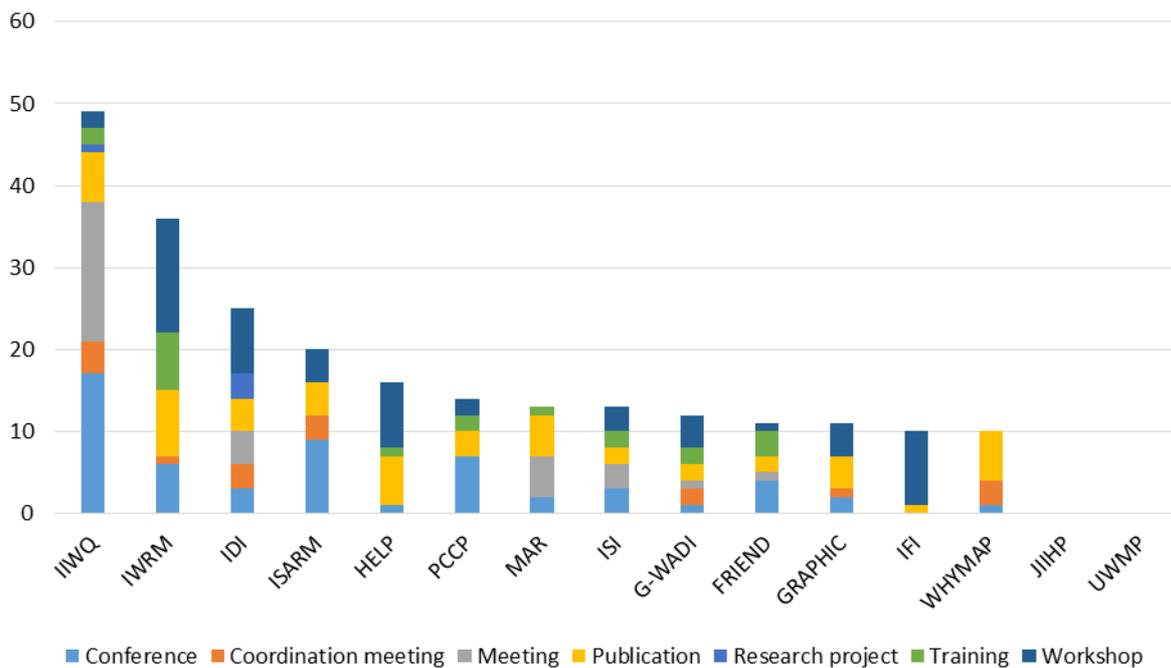
Legend: Conference, Coordination meeting, Meeting, Publication, Research project, Training, Workshop

All FI have issued publications, from scientific articles to implementation reports, through to case studies, training manuals, etc. Almost all of the FI have actively participated in conferences, especially in presentations or side event workshops. Half of the FI have organised training and eleven of the 15 have organised workshops, whose attendees have included academics, practitioners (experts/government), students and sometimes civil society representatives.

In addition to JIIHP and UWMP that have reported zero activity, MAR, FRIEND, GRAPHIC, G-WADI, ISI and WHYMAP have reported fewer than 13 activities in a 5-year period, which is extremely low.

There has been no clear increase or decrease in the pace of activity implementation over the past few years, but several initiatives have implemented fewer than two activities per year, which is somewhat slow.

Figure 10: Number of activities per year per FI

Legend: 2014, 2015, 2016, 2017, 2018
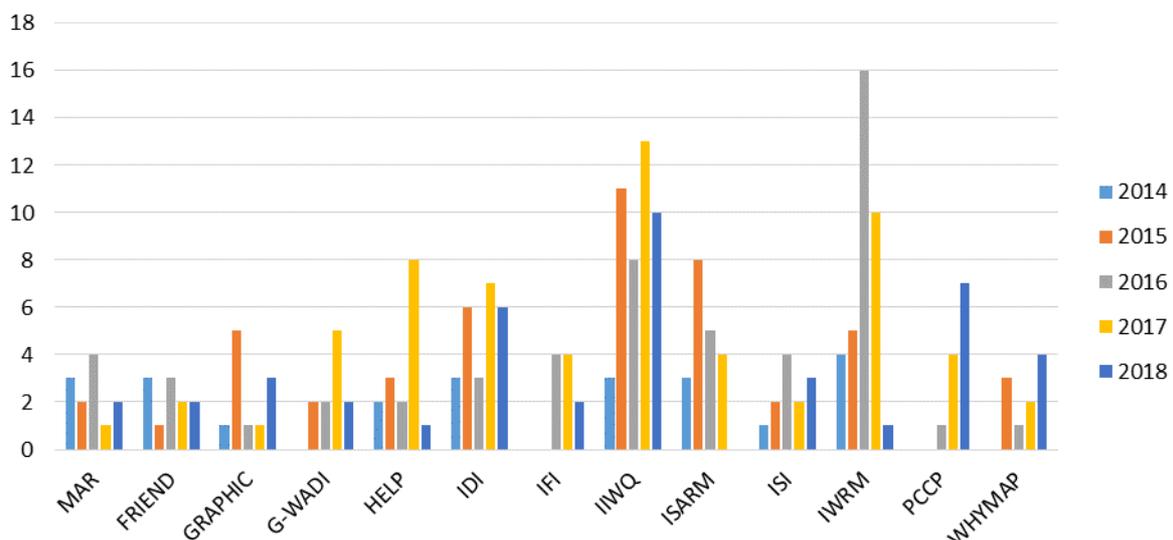
- **What have been the unexpected outcomes and impacts of the FI?**

One of the key impacts of the FI is that it has prompted experts to work together at a regional and/or global scale, improving international cooperation. In some cases, scientists that worked together for the first time as part of an FI have continued to work together outside the FI. This ongoing cooperation can thus be considered an unexpected impact. For instance, between 2012 and 2016, there was a break in PCCP activities after the first focal point left IHP. During this break, the experts that had worked together during the first phase maintained their cooperation and the main stakeholders continued to specialise in water diplomacy, continuing awareness-raising and research on the topic.

The FI are also considered to have played a role in awareness-raising on their main focus areas. These include: the need to take isotopes into consideration (JIIHP); the need for sustainable sediment management (ISI); the potential of aquifer recharge (MAR); the need to take into account and improve the water quality (IIWQ), etc. Although this impact and the direct causality cannot be assessed and quantified, the fact that some themes, such as IWRM, water quality, and eco-hydrology, have now cemented their place on research and policy agendas can be said to be partly due to the FI.

In order to identify other (unexpected) impacts of the initiatives, we asked the online survey respondents for their feedback. Their (few) responses are summarised in the table below:

Figure 11: Unexpected impacts of the FI

FI	Unexpected impact according to online survey respondents
FRIEND	Network of scientists sharing data and methods but also a common understanding, providing a regional to global hydrological perspective. Support decreasing over recent years, but the scientists continue to exchange (outside FRIEND somehow)
HELP	Mainly networking and sharing of good practice at a global scale. Several respondents said that there were no unexpected outcomes, and others criticised the fact that it has not been particularly active recently.
GRAPHIC	Raising broader awareness of the importance of groundwater/climate linkages. Fostering cooperation and policies on groundwater. Still a little weak.
WHYMAP	Making information accessible to all. Better data and communication on groundwater.
G-WADI	Important tool that provides remote sensing observations in real time of rainfall in order to improve global forecasts. Goes beyond the initial scope of arid regions. (One active member considers that building up a network around it would help strengthen the programme).
IDI	Scientific exchange and training. However, several respondents highlighted the lack of impact or the struggle to be effective.
IFI	New tool development and regional exchanges to predict floods in real time.
IIWQ	Scientific collaboration on emerging issues: water quality. Web portal is good but lacking consultation and sustained funding.
ISARM	Catalysed interest from countries wanting to learn more about their transboundary aquifers. Platform for the development and subsequent promotion of the United Nations Draft Articles on the Law of Transboundary Aquifers. Still difficulties of agreement between countries. Some respondents consider that there has not been much activity in recent years.

FI	Unexpected impact according to online survey respondents
ISI	Direct involvement of UN and its agencies in the increasingly relevant problem of sediments. Increased awareness on the issue. Reforestation/reparative decisions to be taken. Not very active, especially at regional level.
JIIHP	No unexpected impact.
MAR	Low impact.
PCCP	Preventing conflicts, putting people around a neutral table, C2C and Chairs participating have created their own initiatives. Awareness newly raised in UNESCO about "science diplomacy".
UWMP	Provision of robust urban water management strategies, little impact.
IWRM	It is not clear if respondents were really talking about the IWRM FI or IWRM in general.

⇒ *Conclusion on effectiveness: although it is difficult to assess the outcomes and impacts of the FI, they have generally helped to improve international scientific cooperation and awareness about their specific hydrological themes to a certain extent.*

E.1.7. Visibility

Definition: visibility measures the efforts deployed to make the initiatives visible to the sector stakeholders.

a) To what extent do FI take into account challenges linked to visibility?

- **To what extent were FI efforts on visibility adequate?**

Nine FI have independent websites aimed at ensuring some visibility. The six others have a webpage on the IHP or other partners' websites. However, some of them lack internet referencing. In 8 cases, a Google search with the acronym alone brings up no relevant webpage. This is mainly due to the fact that these acronyms (FRIEND, GRAPHIC, HELP, IDI, ISI, IFI, MAR and PCCP) can have a variety of meanings. The use of such acronyms can also be somewhat misleading and/or lack meaning for external stakeholders. In addition, when searching for IWRM, the GWP pages appear more frequently on the first search page than pages for the UNESCO website.

Work to ensure visibility can also consist of ensuring that FI outputs can be easily attributed to the specific FI, so that their expertise and contribution to the sector can be acknowledged. While IFI and ISI outputs can be easily attributed to them through their logo, this is not always the case for the other FI. IDI, JIIHP, IWRM and UWMP are not even clearly mentioned on some of the outputs produced.

- **To what extent are the acronyms of the FI known and recognised by the Water Family members?**

As part of the online survey, the 122 UWF respondents were asked to identify which of the FI acronyms they were familiar with as IHP-related initiatives / projects. The results are displayed below:
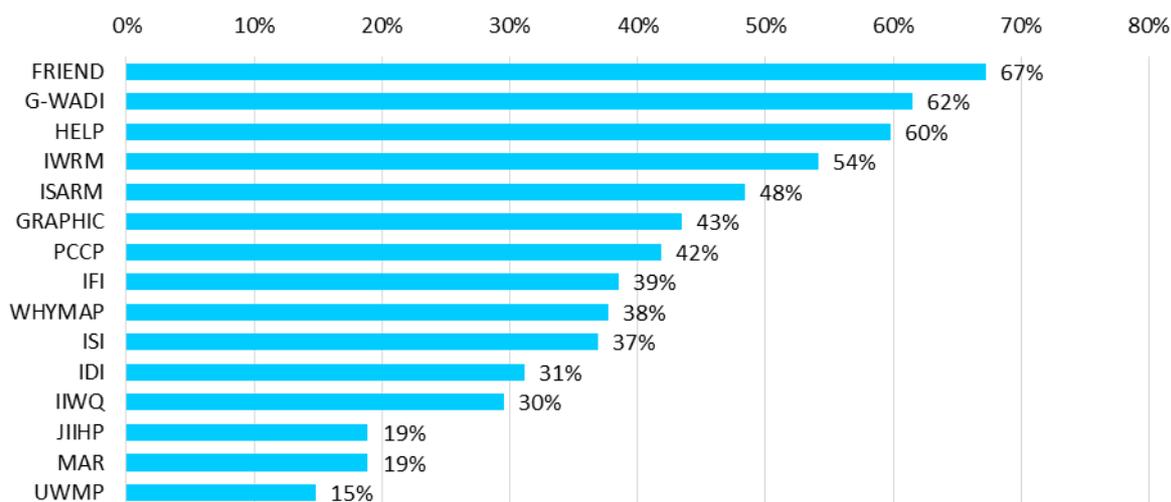
The most well-known initiatives inside the UNESCO Water Family are FRIEND, HELP (the two oldest FI) and G-WADI. IWRM was also frequently selected, but some respondents then indicated that they did not know it specifically as an IHP initiative (IWRM being used as a generic term in the water sector, which is not the case for the names of the other initiatives). The visibility of UWMP, MAR and JIIHP are relatively low.

- **To what extent is the UNESCO Water Family aware of the existence of the FI?**

After the question on the acronym alone, a second question was asked that included a short definition of each initiative to make sure that the respondents did not miss an initiative for which they did not know the acronym.
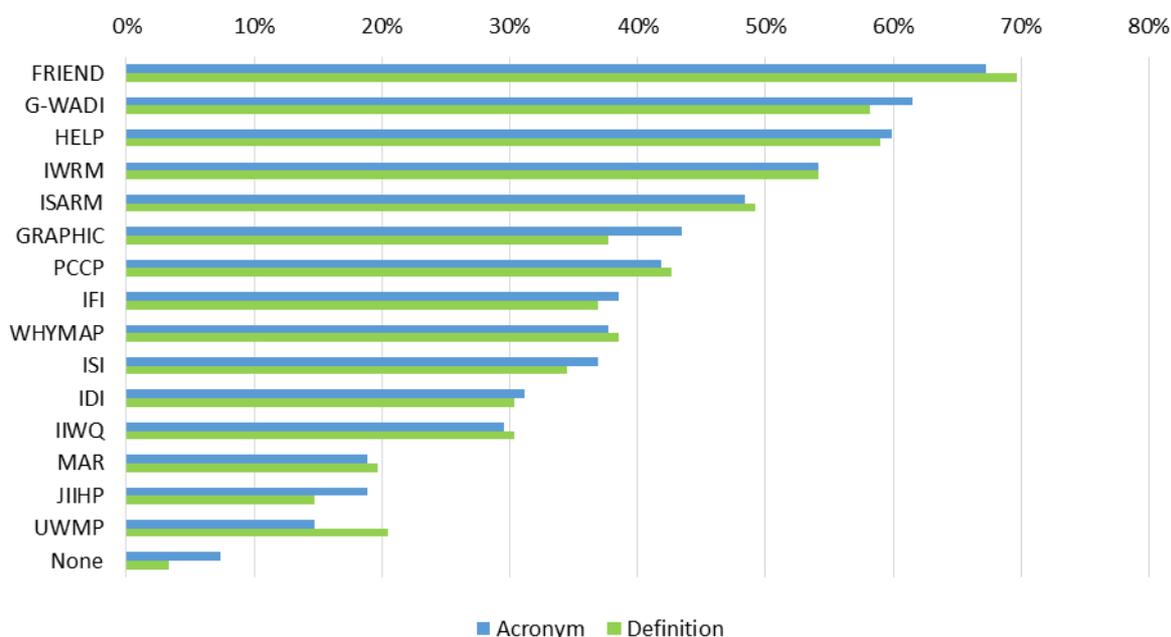
Except for UWMP, the definition of which is more well-known than the acronym, and GRAPHIC and JIIHP, less well-known once the initiative is defined, the difference in awareness was very slight.

We can, however, observe that half or more of the UNESCO Water Family members remain unaware of many of the FI, despite these UWF members being the sector stakeholders best

placed to have heard of them. We can therefore consider that there is an issue of FI visibility. The fact that they lack visibility can alter their role as a "flagship" for UNESCO IHP.

> ⇒ *Some FI are more visible than others and FI visibility could be improved, even within the UWF. It seems clear that the allocated resources, the size of the network and the level of specialisation of each initiative have an effect on visibility and on stakeholders' capacity to identify the FI.*

E.2. Scorecard findings

E.2.1. Scorecard description

The scorecard is the evaluation tool used for benchmarking the FI performance. It is divided into five criteria: Relevance, Perceived Added Value, Visibility, Governance & Management, and Inputs.

The scores have been allocated using a 0-1-2 scale for each indicator. The scales used can be found in Annexe 3.

The main sources used to complete the scorecards include:
- IHP council documents (final reports, resolutions and preparatory documents);
- Responses to the online survey;
- Final desk study documents;
- Documents completed by focal points;
- The internet (for visibility indicators).

Criteria	Indicator	FRIEND	GRAPHIC	G-WADI	HELP	IDI	IFI	IIWQ	ISARM	ISI	IWRM	JIHP	MAR	PCCP	UWMP	WHYMAP
Relevance	Responsiveness to the demand of member states when initiative was created	2	1	2	2	2	2	2	2	1	2	2	1	2	0	0
	Responsiveness to current needs	2	2	2	1	1	2	2	2	1	1	0	1	2	1	2
	Mobilise international cooperation to improve knowledge and innovation	2	2	2	2	2	1	2	2	2	1	1	2	0	0	2
	Strengthen the science-policy interface to help decision-makers	0	1	1	2	2	2	2	2	1	2	0	1	2	0	1
	Facilitate education and capacity development	1	1	2	1	1	0	2	1	1	1	0	0	1	0	0
	Implementation in Africa according to UNESCO priorities	2	1	2	1	1	0	2	1	1	1	0	0	1	0	2
	Participation in at least 1 of the 6 IHP-VIII themes	2	2	2	2	2	2	2	2	1	2	1	2	1	2	2
Perceived added value	How people involved in the initiative perceive its impact	1	1	2	0	1	1	1	2	1	2	0	2	2	0	2
	How the Intergovernmental Council Member States perceive the initiative	2	1	2	1	1	2	1	2	1	2	0	0	1	1	1
	How IHP Secretariat members perceive the initiative	1	1	1	1	0	2	1	1	2	1	0	1	2	2	2
	There are activities that targeted civil society (i.e. not only scientists and policymakers)	1	1	2	1	2	2	2	2	0	2	0	1	2	0	2

Criteria	Indicator	FRIEND	GRAPHIC	G-WADI	HELP	IDI	IFI	IIWQ	ISARM	ISI	IWRM	JIIHP	MAR	PCCP	UWMP	WHYMAP
Visibility	There is an independent internet website	1	2	2	1	1	2	2	2	2	2	1	2	1	1	2
	The initiative's logo is on outputs	1	2	1	1	0	2	1	1	2	0	0	1	1	0	1
	Mentioned in preparatory and final docs of IHP Intergovernmental Council	2	1	2	1	2	2	2	1	2	2	0	2	1	1	2
	Reputation of abbreviation	2	1	2	2	0	1	0	1	1	1	0	0	1	0	1
	Reputation of initiative	2	1	2	2	0	1	0	1	1	1	0	0	1	0	1
	Presence on social networks	2	2	2	2	0	1	1	1	1	0	0	0	1	0	2
Governance &	There is an active secretariat	1	1	2	1	1	2	1	1	2	0	0	0	0	1	0
	There is an active Steering Committee	2	2	2	0	0	2	2	0	2	0	0	2	0	0	2
	There are active international partners (outside the UNESCO Water Family)	1	2	2	1	1	2	2	2	2	1	0	1	0	1	2
	Implementation of initiative's activities at global scale	2	2	2	1	2	2	2	2	1	1	0	1	1	0	2
	There are regular activity reports	1	1	1	0	0	1	2	1	1	0	0	0	0	0	0
	There are clear objectives	1	0	2	0	1	2	1	2	2	0	0	0	0	0	0
Inputs	Capacity to secure extra-budgetary funds	1	0	2	2	1	2	2	2	1	2	0	1	1	0	0
	There is financial reporting	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0
	Some of the regular budget is allocated to the initiative	1	1	1	1	1	1	1	1	1	1	0	1	2	1	1
	Level of mobilisation of IHP HR	2	1	2	1	2	2	2	2	2	1	0	1	2	1	1
	Mention of the initiative in the tasks assigned to IHP staff	0	1	1	0	0	0	2	1	1	0	0	0	0	0	0

Criteria	FRIEND	GRAPHIC	G-WADI	HELP	IDI	IFI	IIWQ	ISARM	ISI	IWRM	JIIHP	MAR	PCCP	UWMP	WHYMAP	Average
Relevance	1.6	1.4	1.9	1.6	1.6	1.3	2.0	1.7	1.1	1.4	0.6	1.0	1.3	0.4	1.3	1.3
Perceived added value	1.3	1.0	1.8	0.8	1.0	1.8	1.3	1.8	1.0	1.8	0.0	1.0	1.8	0.8	1.8	1.2
Visibility	1.7	1.5	1.8	1.5	0.5	1.5	1.0	1.2	1.5	1.0	0.2	0.8	1.0	0.3	1.5	1.1
Governance and Management	1.3	1.3	1.8	0.5	0.8	1.8	1.7	1.3	1.7	0.3	0.0	0.7	0.2	0.3	1.0	1.0
Inputs	0.8	0.6	1.2	0.8	0.8	1.0	1.6	1.2	1.0	0.8	0.0	0.6	1.0	0.4	0.4	0.8
Total	1.3	1.2	1.7	1.1	1.0	1.5	1.6	1.4	1.3	1.0	0.2	0.8	1.0	0.4	1.2	

E.2.3. Comments on the scorecard

a) Common strengths:

- FI are firmly linked to and in line with the IHP-VIII themes;
- In general, FI respond to a sector need and can help UNESCO-IHP accomplish its missions, especially by fostering international cooperation to improve knowledge and innovation on the respective themes;
- FI mostly have an internet presence and are mentioned (even if sometimes very briefly) in IHP Intergovernmental Council preparatory and final documents;
- Through the IHP secretariat focal points, IHP manages to invest human resources in the implementation of the FI.

b) Common weaknesses:

- All FI do not report on expenditure, making it extremely difficult to assess whether they are managed in an efficient manner or not;
- Most of the FI do not report on activities (except as part of IHP reporting to the IHP Intergovernmental Council); they do not report on outputs and outcomes either, making it difficult to assess their effectiveness;
- They are not endowed with clear objectives nor targets;
- They are not particularly visible from the point of view of sector players.

c) Specific FI strengths:

- In terms of governance and management, particular efforts have been made for G-WADI and IFI, as well as for ISI and IIWQ as they have a secretariat, a steering committee that meet regularly as well as clear objectives;
- Perception of the added value of G-WADI, IFI, ISARM, IWRM, PCCP and WHYMAP is particularly high among the sector players;
- IIWQ seems to have secured resources better than other FI.

d) Specific FI weaknesses:

- JIIHP has a relatively low score because it has been inactive since 2014. It was terminated but it is unclear whether this termination was ever clearly stated or not;
- UWMP is not very active, which has also resulted in a very low score;
- MAR and IDI do not have a high reputation and/or lack visibility;
- PCCP and IWRM lack a clear institutional setting (no secretariat nor steering committee) and active partners;
- The added value of HELP is considered relatively low compared to the other FI (except for JIIHP and UWMP that are not active, see above).

F. Recommendations

F.1. General recommendations

1. Each initiative should be endowed with measurable objectives, targets and indicators for a two-year or four-year period (ideally, aligned with overall IHP phasing).
2. The budget required for IHP to achieve the objectives should be identified and secured, especially the funds covering IHP Secretariat to follow up the FI in a proper manner.
3. Flagship initiatives should be reduced in number to allow them to access funds (general budget and extra-budgetary funds) more easily, reducing the time spent on the fund raising.
4. The reporting against the objectives and the expenses should be implemented on a yearly basis. This process does not have to be time-consuming, a 5-page report with clear tables should be enough. The value for common indicators (possibly partly extracted from the scorecard) should be monitored. These reports should also report on unexpected results, as FI are prone to seize opportunities to achieve results that weren't foreseen – which is not in contradiction with better planning and monitoring.
5. At the beginning of each IHP phase, the member states should be asked to decide which FI should be implemented during the next four years based on clear objectives, budget required and monitoring information related to the past phase – and which FI should be phased out for lack of relevance or effectiveness (or both). Clear funding commitments in line with the budget should be made in order for the initiatives to be continued. This would also allow to reduce the fundraising burden.
6. In order to maintain the flexible institutional framework of the FI, no rules have to be fixed, but partnerships could be institutionalised for a 4-year period with common measurable objectives. Guidelines on how to set up a flagship initiative could be developed, based on an analysis of good practices and success stories observed over the last 20 years.
7. We also recommend to drop the "flagship" branding and develop a new way of (re)naming the IHP initiatives (for instance "IHP priority initiative"). Use of acronyms could also be abandoned (or at least reduced or not be systematically used) as it hinders visibility. For instance, IHP-Floods or IHP-Droughts may be more understandable than IFI and IDI.
8. When relevant, the IHP should consider being a non-leading party in another stakeholder's initiative/partnership: this would allow working together instead of in parallel. It is expected that, in these cases, the administrative and financial burden would be reduced.

F.2. Specific FI recommendations

F.2.1. FRIEND

FRIEND groups should be asked to establish mid-term objectives and indicators to monitor their progress. The effectiveness of all FRIEND groups should be ensured, some may need to be revitalised, or closed if it does not seem relevant to revitalise them.

F.2.2. **GRAPHIC**

GRAPHIC should be endowed with clear objectives, and related funds are required. A clear M&E process, including financial reporting, should be put in place to foster the ability to secure extra-budgetary funds from donors. Consideration could be given to changing the name of the initiative to avoid misunderstandings and to make the name more evocative of the theme covered.

F.2.3. **G-WADI**

G-WADI may have to improve its communication/coordination with IHP secretariat to improve the way IHP secretariat perceives the FI and provides it with support to secure budget and human resources. Consideration could also be given to increasing the number of activities implemented per year.

F.2.4. **HELP**

The initiative could be restructured, with clear objectives, an M&E system and an institutional setting. The reason why more than half of HELP's active members and beneficiaries do not consider that it has a significant impact should be investigated and potential mitigation measures taken. If the decision is taken to continue with the FI, efforts should be made to implement activities in regions outside eastern and southern Asia.

F.2.5. **IDI**

The added value of IDI compared to the WMO/GWP IDMP and FAO Water Scarcity should be more precisely evaluated. If this added value is found to be limited, consideration should be given to integrating IDI into G-WADI in order to continue the specific added value activities, and disseminate their results through the G-WADI network, using existing co-operation on the drought monitoring system.

F.2.6. **IFI**

Efforts should be made to improve the visibility and reputation of IFI, and a more evocative name could be considered, such as IHP-Floods for instance. A greater focus on Africa, with activities implemented in relevant countries, would improve the impact of the initiative.

F.2.7. **IIWQ**

IIWQ should make efforts to improve its visibility and reputation within the UWF and perhaps also more widely. Again, the acronym is not very evocative. The specific added value of IIWQ compared to other stakeholders (such as WHO) should be identified and more clearly defined.

F.2.8. **ISARM**

ISARM could improve the reporting of its activities and ensure the outputs can be identified as ISARM outputs. Efforts to improve visibility should also be made.

F.2.9. **ISI**

Member states should be asked to determine if there is a need for such an initiative. If their answer is positive, the number of activities, including in Africa, should be increased and work should be undertaken to improve ISI visibility.

F.2.10. **IWRM**

A decision should be taken regarding the status of IWRM, is this still an initiative or only a concept?

If the decision is taken to continue as an initiative, a more global implementation could be considered. The name of the initiative could be changed to ensure there is a distinction between the IWRM concept and IWRM FI. With more widespread implementation in Asia, some south-south co-cooperation activities could be sought.

F.2.11. JIIHP

If not already carried out, complete the closure of JIIHP.

F.2.12. MAR

The added value of MAR compared to IAH-MAR should be more precisely assessed. Closer IHP involvement in IAH-MAR could be more relevant than having a separate IHP FI on the subject. If some activities are considered existentially linked to IHP, consider including them in another FI or regular IHP activities. If the decision is taken to continue the initiative, consider restructuring it.

F.2.13. PCCP

Finalise the process of resuming activities once a clear roadmap has been established that includes a complete operational framework: objectives, M&E system, key partners and sources of funding.

F.2.14. UWMP

Consider ending the FI. If there are any objections, these should be justified and a clear log frame and institutional setting should be established. Financial commitments should also be made.

F.2.15. WHYMAP

WHYMAP lacks clear objectives and reporting against activities and expenditure. The visibility of the FI should be improved, especially given the fact that the maps are relatively well-known and used.

G. Annexes

Annexe 1. Results of the Online Survey

Figure 12: Online survey respondent categories (total: 179)
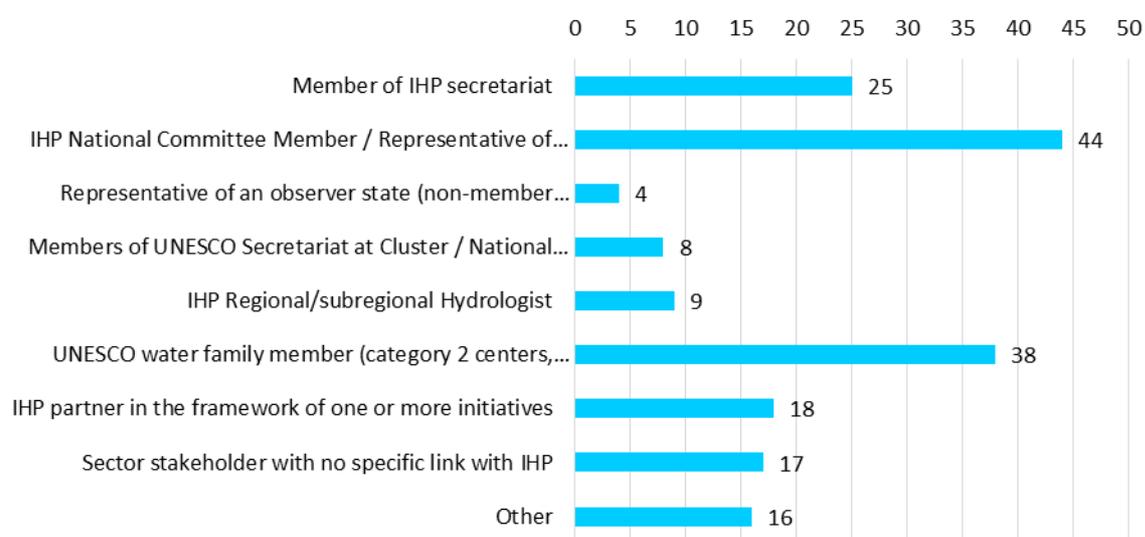
Country	Respondents	Country	Respondents
South Africa	4	Japan	4
Algeria	3	Jordan	1
Germany	2	Kazakhstan	1
Austria	1	Kenya	2
Barbados	1	Malaysia	2
Belgium	1	Mali	1
Belize	2	Morocco	1
Brazil	3	Mexico	4
Burkina Faso	1	Namibia	2
Cameroon	1	Niger	1
Canada	3	Nigeria	1
Central	2	Uganda	1
Chile	2	Pakistan	1
China	3	Panama	1
Colombia	1	Paraguay	1
Costa Rica	1	Netherlands	6
Ivory Coast	1	Peru	2
Dominica	1	Philippines	1
Egypt	1	Poland	1
United Arab Emirates	2	DR Congo	1
Ecuador	1	Romania	3

Country	Respondents	Country	Respondents
United States	13	UK	6
France	18	Russia	1
Greece	2	Senegal	3
Guatemala	1	Slovakia	1
Haiti	1	Sudan	1
India	2	Chad	1
Indonesia	2	Thailand	1
Iran	2	Trinidad and Tobago	1
Italy	4	Uruguay	2
Jamaica	2	Zambia	1

Figure 13: Familiarity of respondents with acronyms of IHP-led initiatives / projects
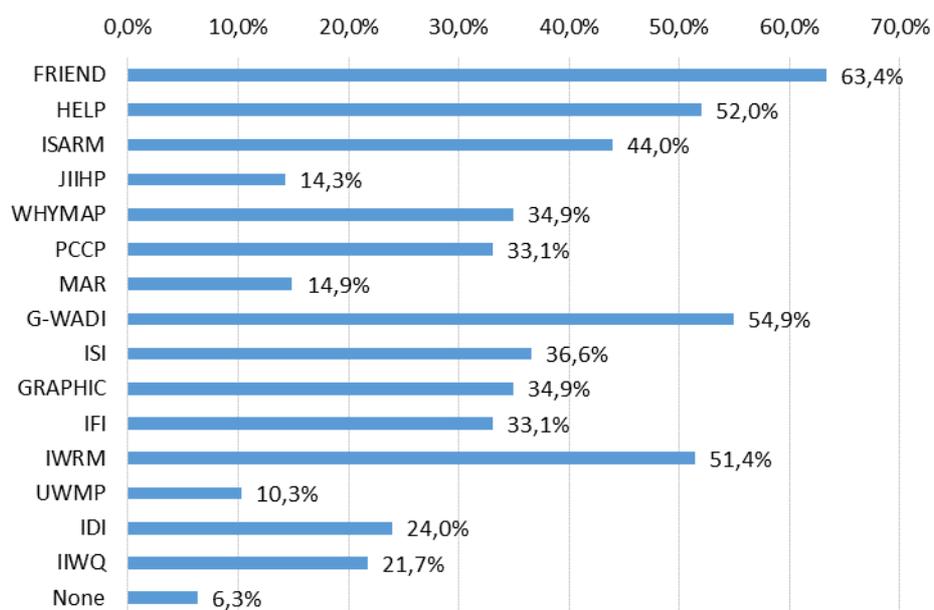
Figure 14: Familiarity of respondents with defined IHP-led initiatives / projects

Initiative	%
FRIEND, an international research programme in…	64,6%
HELP, a cross-cutting initiative which comprises a…	53,7%
ISARM, a research programme on transboundary…	44,0%
JIIHP, a research program on the integration of…	12,0%
WHYMAP, aiming to present on maps results of…	34,3%
PCCP, an international programme which promotes…	33,7%
MAR, an international programme based on the…	17,7%
G-WADI, a network aimed at producing tools for…	53,7%
ISI, an international cooperation programme which…	36,6%
GRAPHIC, an applied-research programme on…	32,6%
IFI, promoting an integrated approach to flood…	32,6%
IWRM, aimed to promote the concept of integrated…	52,0%
UWMP, promoting sustainable water management…	14,9%
IDI, designing drought level warning tools on a…	24,0%
IIWQ, an international scientific programme aimed…	22,9%
None	2,3%

G.1.1. FRIEND (respondents: 115)
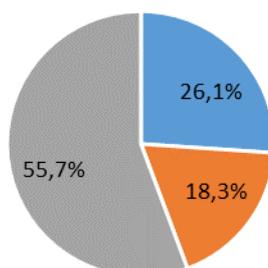

Pie chart segments:
- 26,1%
- 18,3%
- 55,7%

- Active member (research, writing of documents, organization of conferences or meetings …)
- Beneficiary (participation in trainings, meetings, seminars .. extensive use of documents published by the initiative, monitoring activities …)
- Indirectly (just heard about it and/or read some documents)

0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%

Is responsive to a current need	14%	5%	23%	29%	30%
Has added value compared to other IHP activities	19%	1% 5%	19%	29%	27%
Has added value compared to the activities of other stakeholders in the sector	19%	3% 4%	18%	30%	26%
Has a significant impact	15%	3% 7%	27%	23%	26%
Is a good initiative	10% 4%	13%	24%	49%	

■ No opinion ■ 1 - do not agree at all ■ 2 ■ 3 ■ 4 ■ 5 - totally agree

G.1.2. HELP (respondents: 97)

17,50%

14,40%

68%

■ Active member (research, writing of documents, organization of conferences or meetings ...)

■ Beneficiary (participation in trainings, meetings, seminars .. extensive use of documents published by the initiative, monitoring activities ...)

■ Indirectly (just heard about it and/or read some documents)

0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%

Is responsive to a current need	20%	2% 6%	24%	31%	19%
Has added value compared to other IHP activities	23%	2% 7%	24%	28%	17%
Has added value compared to the activities of other stakeholders in the sector	21%	1% 7%	28%	26%	18%
Has a significant impact	22%	3% 10%	29%	22%	14%
Is a good initiative	18%	1% 7%	19%	23%	33%

■ No opinion ■ 1 - do not agree at all ■ 2 ■ 3 ■ 4 ■ 5 - totally agree
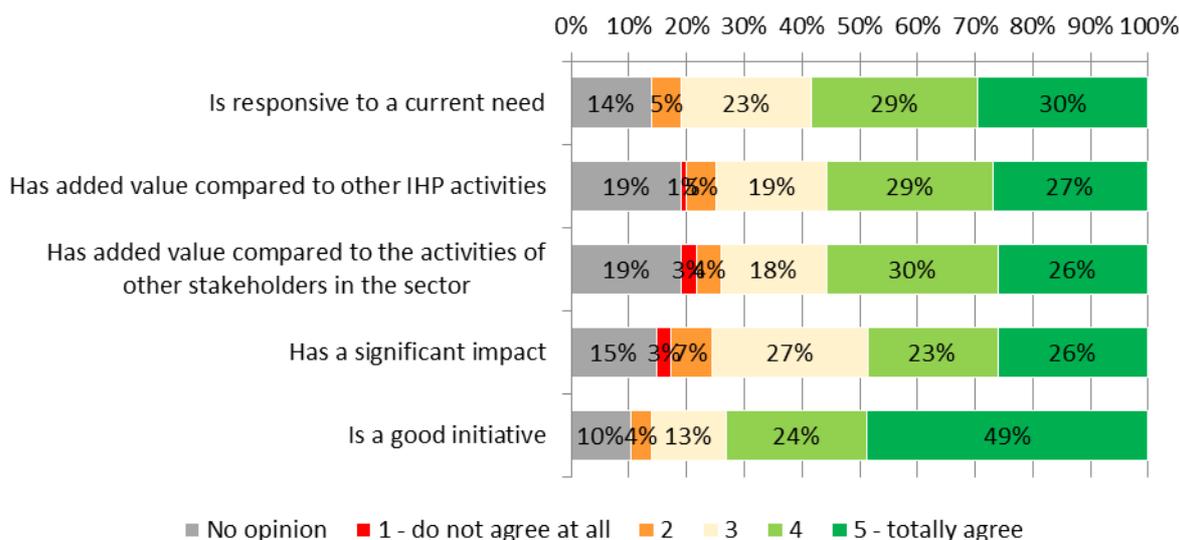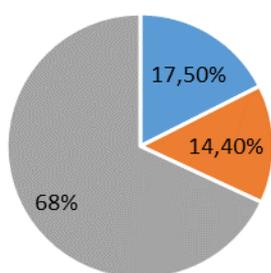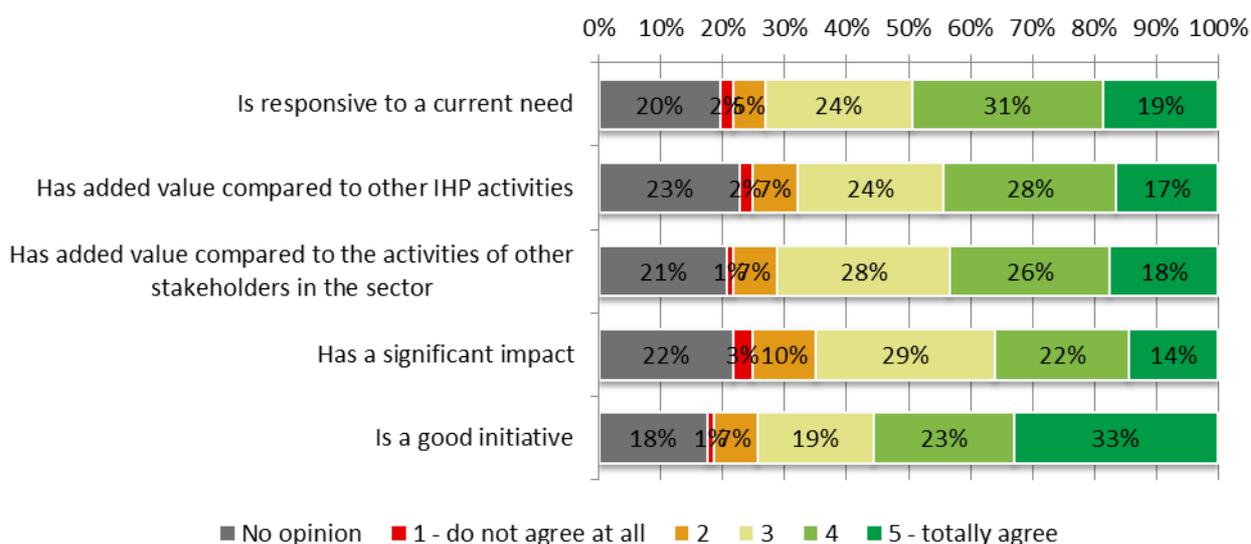
G.1.3. GRAPHIC (respondents: 64)
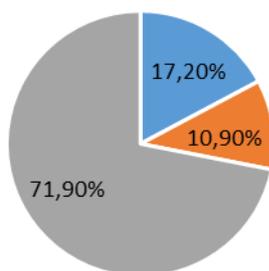
17,20%

10,90%

71,90%

- Active member (research, writing of documents, organization of conferences or meetings ...)
- Beneficiary (participation in trainings, meetings, seminars .. extensive use of documents published by the initiative, monitoring activities ...)
- Indirectly (just heard about it and/or read some documents)

|	No opinion	1 - do not agree at all	2	3	4	5 - totally agree
Is responsive to a current need	20%	0%	5%	19%	25%	31%
Has added value compared to other IHP activities	27%	0%	3%	16%	33%	22%
Has added value compared to the activities of other stakeholders in the sector	23%	0%	3%	22%	25%	27%
Has a significant impact	20%	2%	6%	22%	25%	25%
Is a good initiative	14%	0%	3%	16%	20%	47%
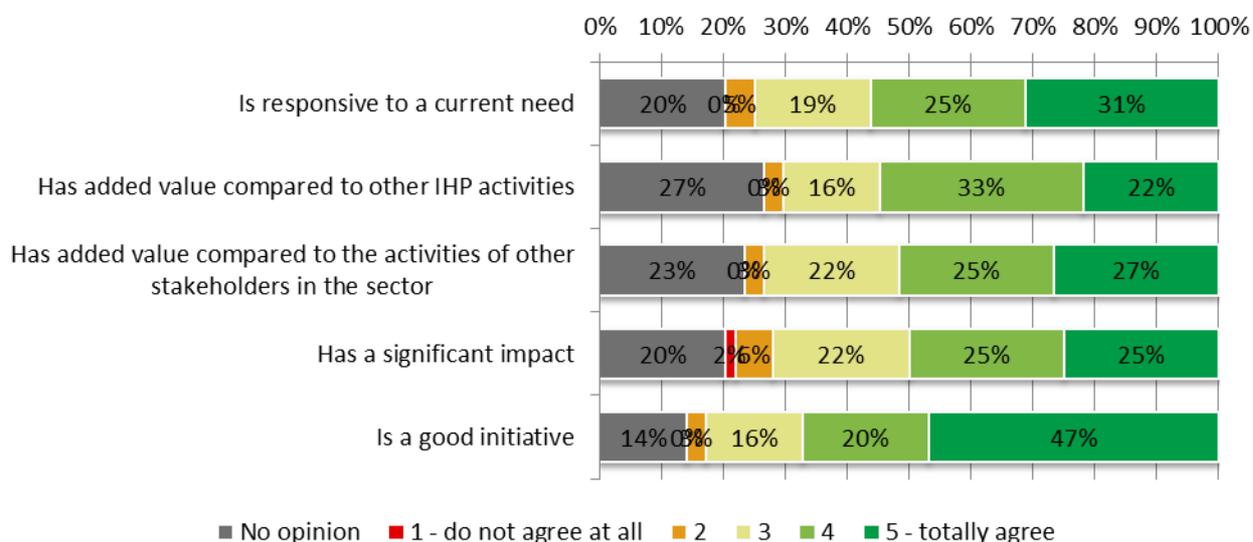
G.1.4. **WHYMAP (respondents: 60)**
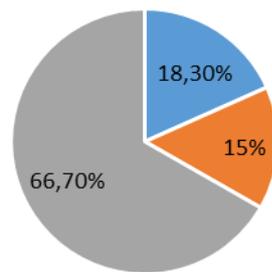
- Active member (research, writing of documents, organization of conferences or meetings ...)
- Beneficiary (participation in trainings, meetings, seminars .. extensive use of documents published by the initiative, monitoring activities ...)
- Indirectly (just heard about it and/or read some documents)

	No opinion	1 - do not agree at all	2	3	4	5 - totally agree
Is responsive to a current need	18%	0%	3%	17%	25%	37%
Has added value compared to other IHP activities	22%	0%	2%	22%	22%	33%
Has added value compared to the activities of other stakeholders in the sector	23%	0%	2%	17%	23%	35%
Has a significant impact	17%	0%	5%	23%	27%	28%
Is a good initiative	17%	0%	2%	15%	25%	42%
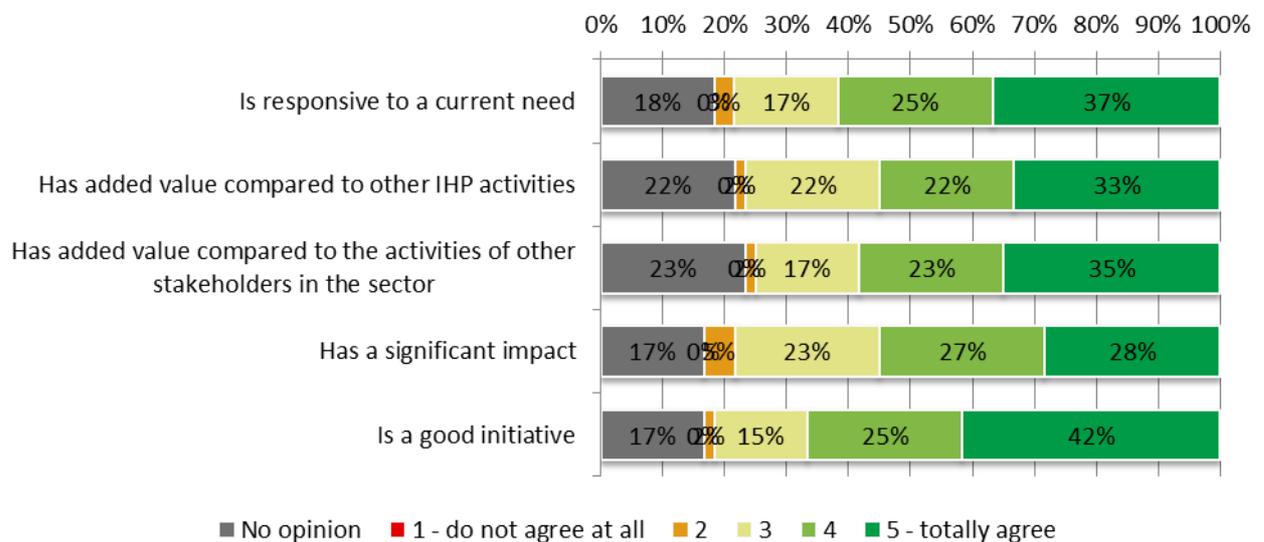
G.1.5. **G-WADI (respondents: 94)**
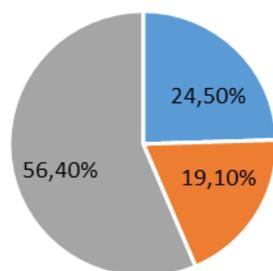
- Active member (research, writing of documents, organization of conferences or meetings ...)
- Beneficiary (participation in trainings, meetings, seminars .. extensive use of documents published by the initiative, monitoring activities ...)
- Indirectly (just heard about it and/or read some documents)
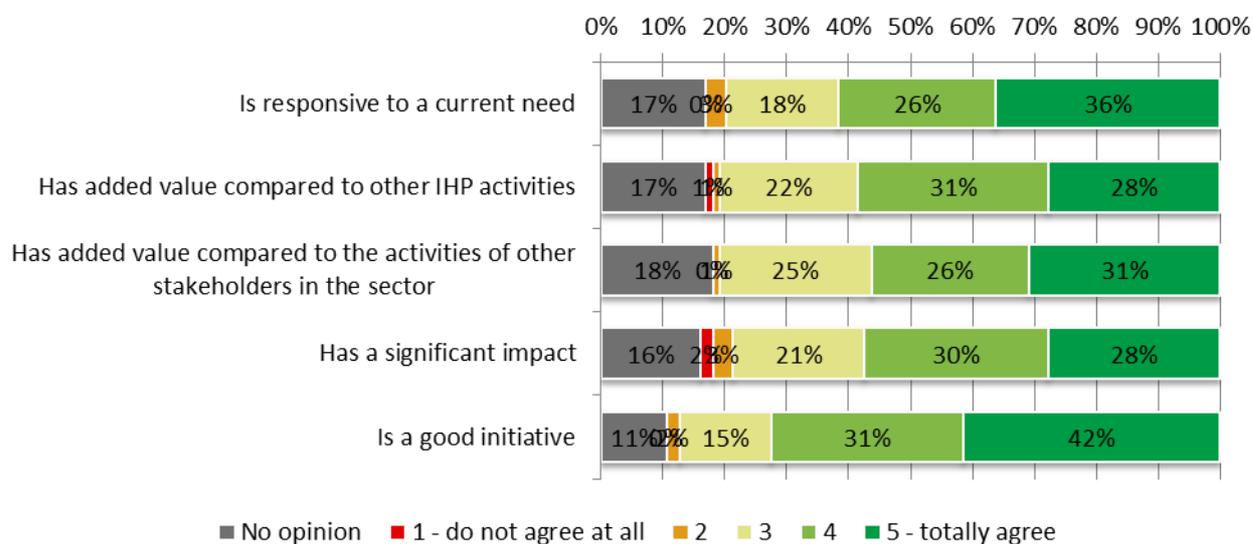
G.1.6. **IDI (respondents: 42)**
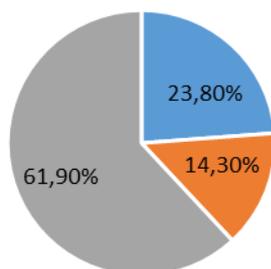
- Active member (research, writing of documents, organization of conferences or meetings ...)
- Beneficiary (participation in trainings, meetings, seminars .. extensive use of documents published by the initiative, monitoring activities ...)
- Indirectly (just heard about it and/or read some documents)

	No opinion	1 - do not agree at all	2	3	4	5 - totally agree
Is responsive to a current need	19%	2%	5%	19%	17%	38%
Has added value compared to other IHP activities	21%	2%	5%	21%	26%	24%
Has added value compared to the activities of other stakeholders in the sector	24%	2%	7%	24%	19%	24%
Has a significant impact	21%	2%	14%	19%	21%	21%
Is a good initiative	17%	2%	7%	19%	17%	38%
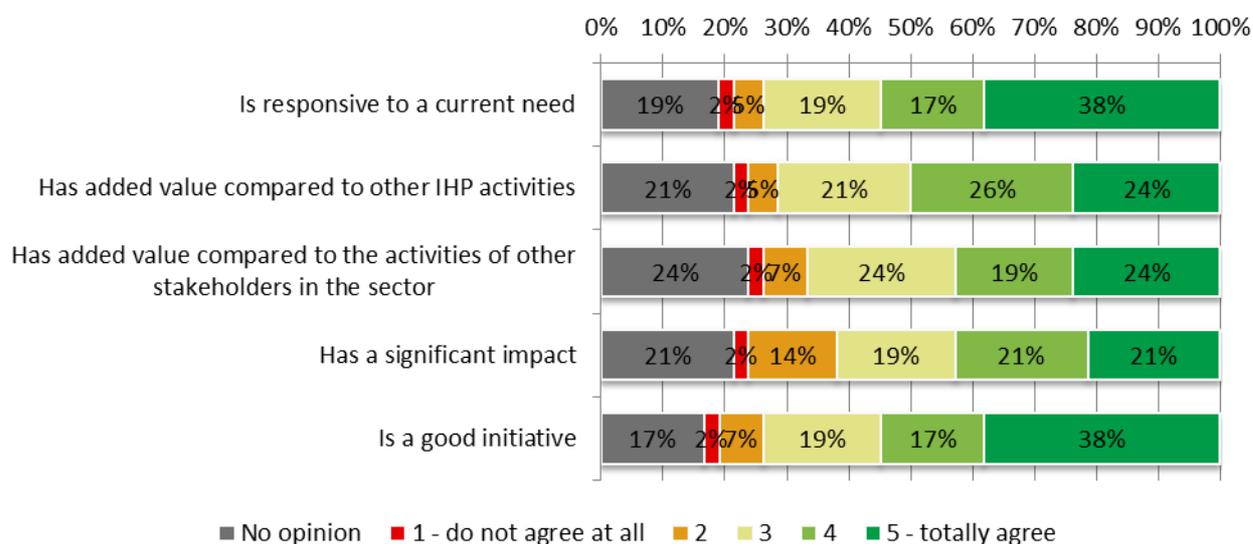
## G.1.7. **IFI (respondents: 57)**

- ■ Active member (research, writing of documents, organization of conferences or meetings ...)
- ■ Beneficiary (participation in trainings, meetings, seminars .. extensive use of documents published by the initiative, monitoring activities ...)
- ■ Indirectly (just heard about it and/or read some documents)

| | No opinion | 1 - do not agree at all | 2 | 3 | 4 | 5 - totally agree |
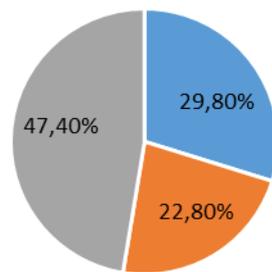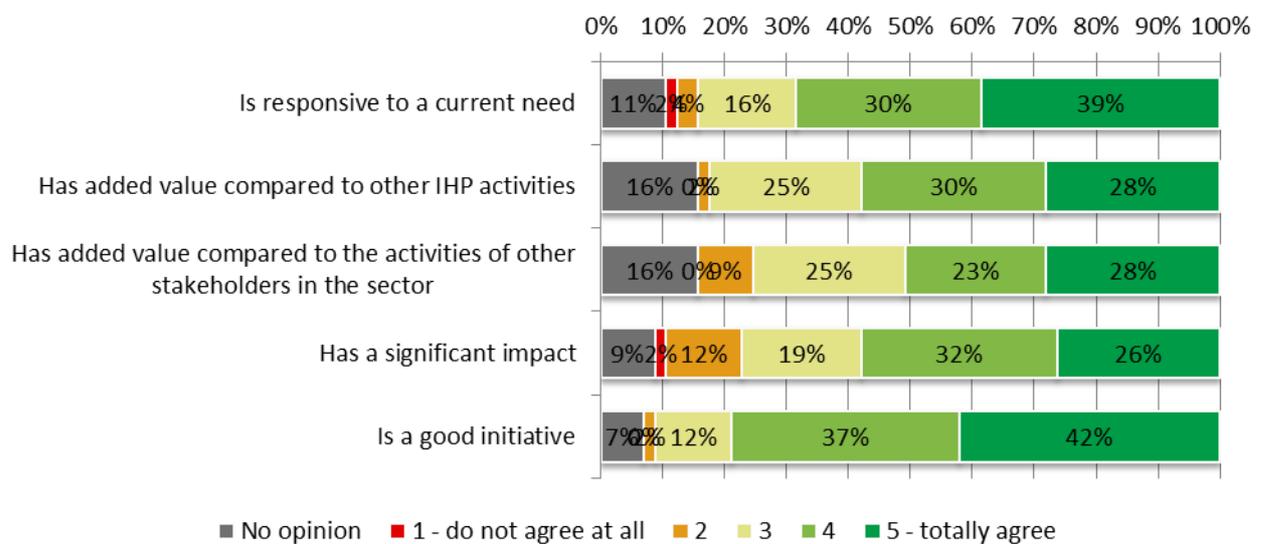
G.1.8. **IIWQ (respondents: 38)**

- Active member (research, writing of documents, organization of conferences or meetings ...)
- Beneficiary (participation in trainings, meetings, seminars .. extensive use of documents published by the initiative, monitoring activities ...)
- Indirectly (just heard about it and/or read some documents)

|	No opinion	1 - do not agree at all	2	3	4	5 - totally agree
Is responsive to a current need	5%	8%	3%	24%	18%	42%
Has added value compared to other IHP activities	5%	5%	5%	24%	29%	32%
Has added value compared to the activities of other stakeholders in the sector	11%	5%	8%	8%	34%	34%
Has a significant impact	8%	8%	8%	16%	29%	32%
Is a good initiative	5%	5%	1%	21%	29%	40%
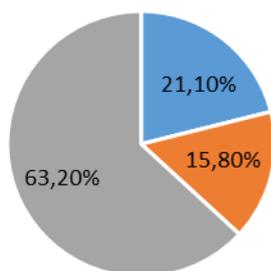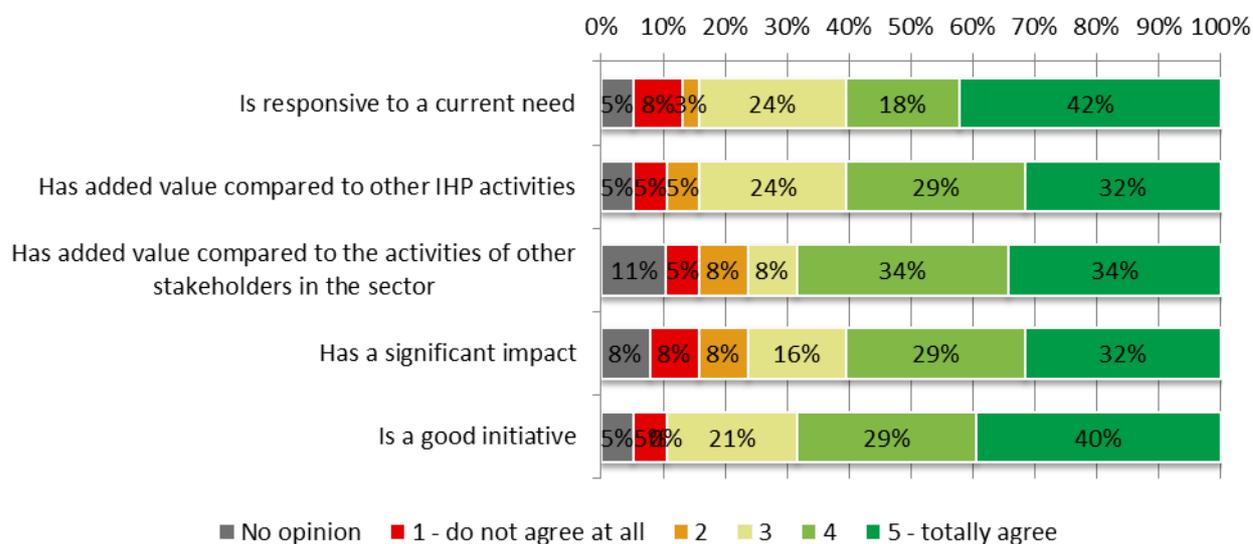
G.1.9. **ISARM (respondents: 77)**
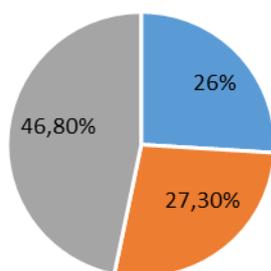
- Active member (research, writing of documents, organization of conferences or meetings ...)
- Beneficiary (participation in trainings, meetings, seminars .. extensive use of documents published by the initiative, monitoring activities ...)
- Indirectly (just heard about it and/or read some documents)
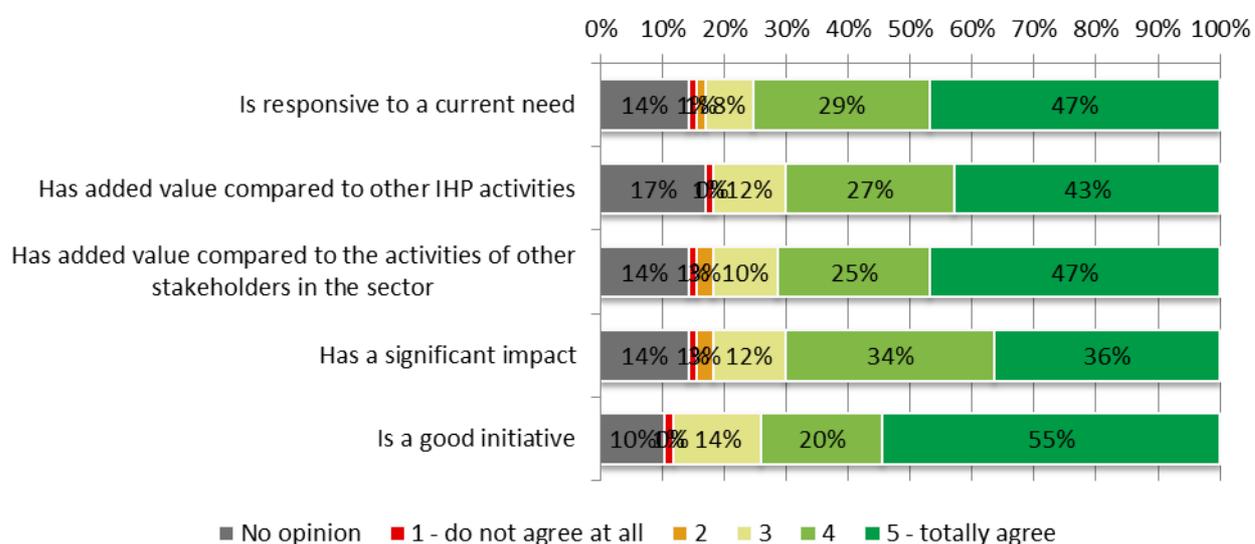
G.1.10.   ISI (respondents: 65)
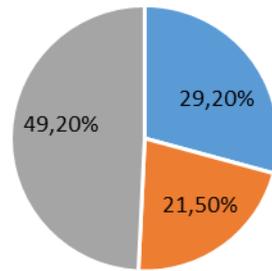
- Active member (research, writing of documents, organization of conferences or meetings ...)
- Beneficiary (participation in trainings, meetings, seminars .. extensive use of documents published by the initiative, monitoring activities ...)
- Indirectly (just heard about it and/or read some documents)

G.1.11. JIIHP (respondents: 27)
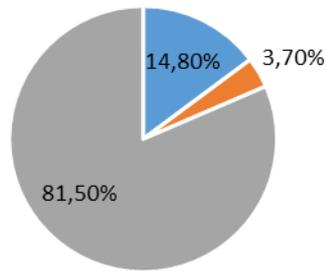
14,80% 3,70%

81,50%

- Active member (research, writing of documents, organization of conferences or meetings …)
- Beneficiary (participation in trainings, meetings, seminars .. extensive use of documents published by the initiative, monitoring activities …)
- Indirectly (just heard about it and/or read some documents)

	No opinion	1 - do not agree at all	2	3	4	5 - totally agree
Is responsive to a current need	41%	4%	15%	15%	15%	11%
Has added value compared to other IHP activities	41%	7%	15%	11%	19%	7%
Has added value compared to the activities of other stakeholders in the sector	41%	7%	19%	7%	19%	7%
Has a significant impact	41%	7%	19%	19%	7%	7%
Is a good initiative	37%	4%	19%	11%	15%	15%
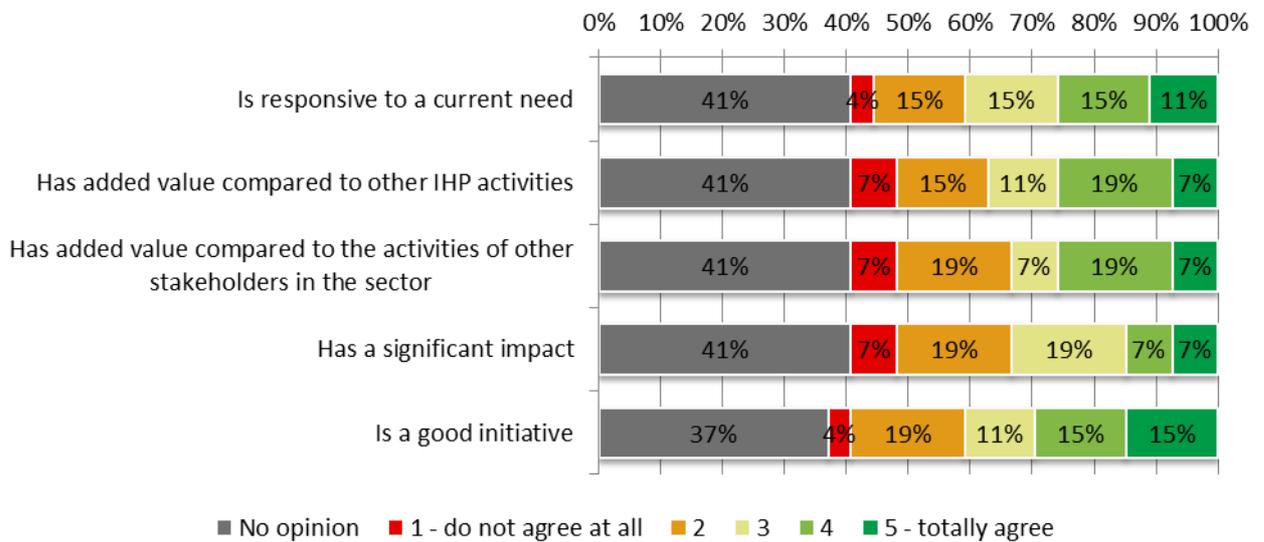
G.1.12. MAR (respondents: 33)
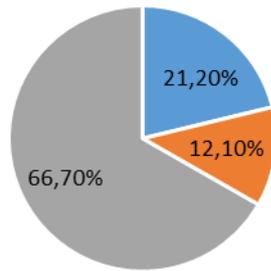
- Active member (research, writing of documents, organization of conferences or meetings ...)
- Beneficiary (participation in trainings, meetings, seminars .. extensive use of documents published by the initiative, monitoring activities ...)
- Indirectly (just heard about it and/or read some documents)
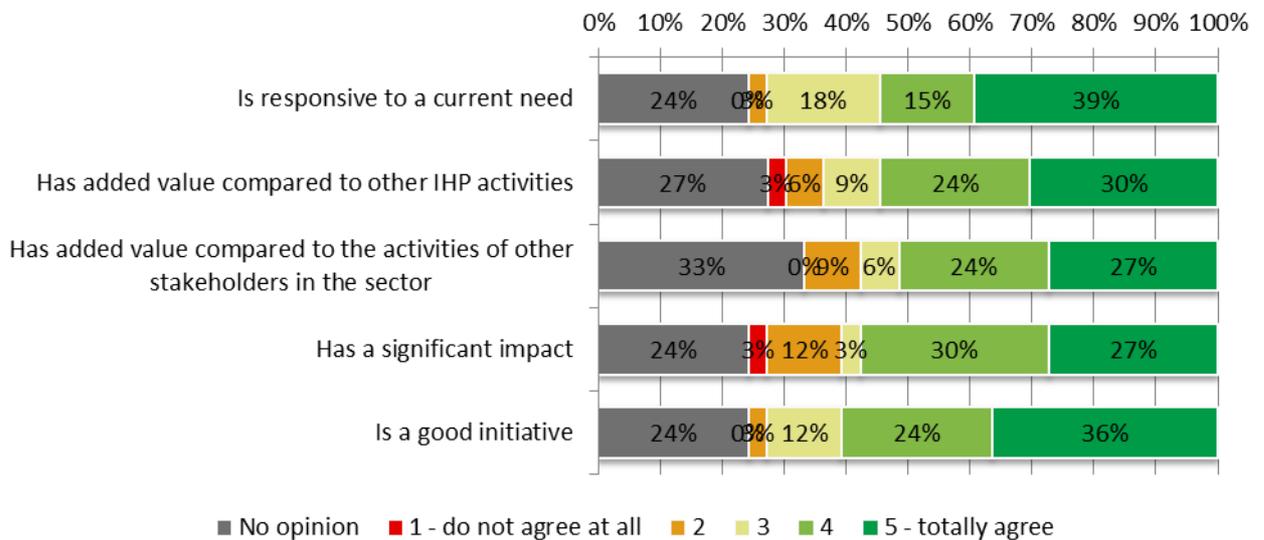
G.1.13. PCCP (respondents: 57)
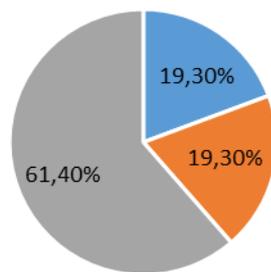
- Active member (research, writing of documents, organization of conferences or meetings ...)
- Beneficiary (participation in trainings, meetings, seminars .. extensive use of documents published by the initiative, monitoring activities ...)
- Indirectly (just heard about it and/or read some documents)

|	No opinion	1 - do not agree at all	2	3	4	5 - totally agree
Is responsive to a current need	12%	2%	4%	11%	21%	51%
Has added value compared to other IHP activities	12%	0%	5%	11%	32%	40%
Has added value compared to the activities of other stakeholders in the sector	14%	0%	7%	11%	30%	39%
Has a significant impact	12%	0%	5%	19%	28%	35%
Is a good initiative	11%	0%	4%	9%	26%	51%
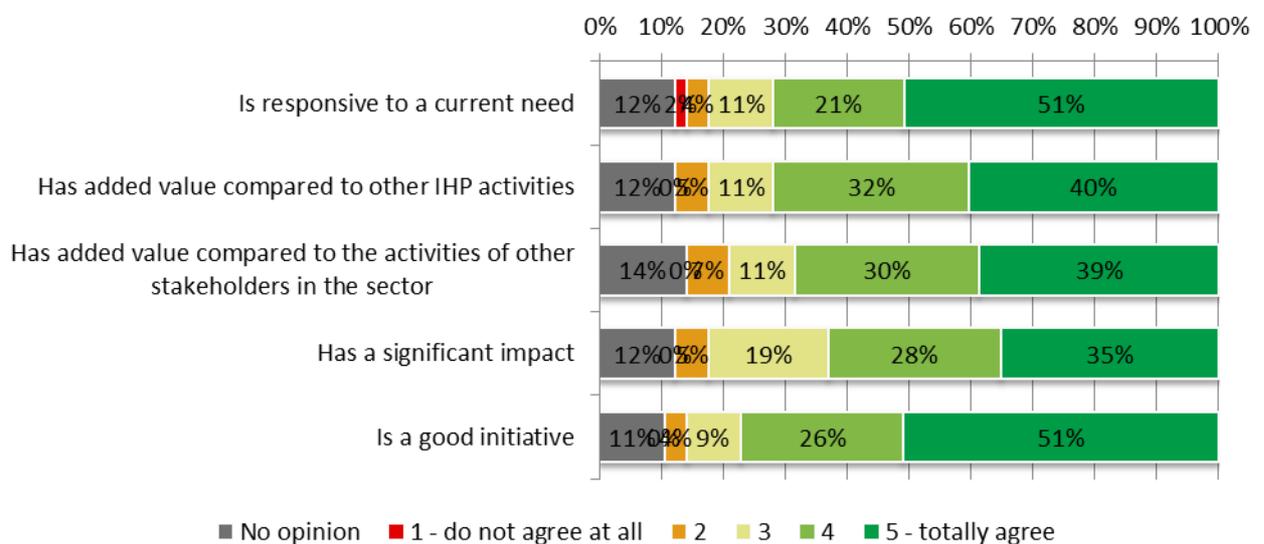
G.1.14. UWMP (respondents: 23)
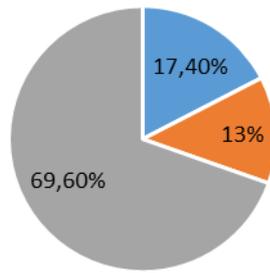
- Active member (research, writing of documents, organization of conferences or meetings ...)
- Beneficiary (participation in trainings, meetings, seminars .. extensive use of documents published by the initiative, monitoring activities ...)
- Indirectly (just heard about it and/or read some documents)

	No opinion	1 - do not agree at all	2	3	4	5 - totally agree
Is responsive to a current need	13%	4%	9%	9%	22%	44%
Has added value compared to other IHP activities	13%	4%	4%	22%	35%	22%
Has added value compared to the activities of other stakeholders in the sector	17%	4%	4%	22%	22%	30%
Has a significant impact	13%	4%	13%	17%	30%	22%
Is a good initiative	9%	4%	4%	13%	30%	39%
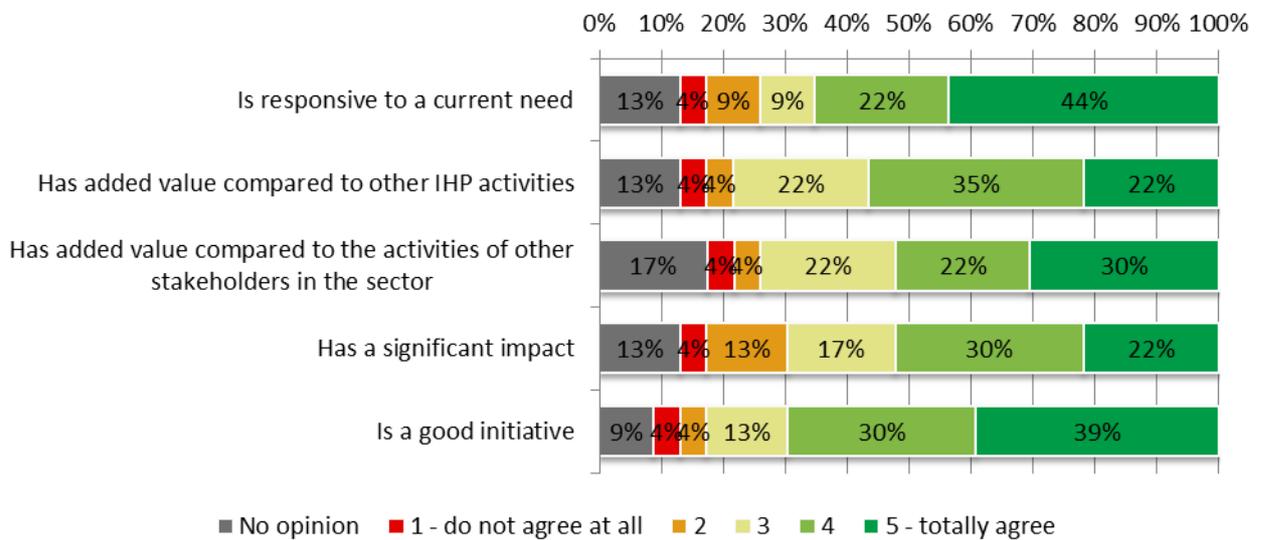
G.1.15. IWRM (respondents: 94)
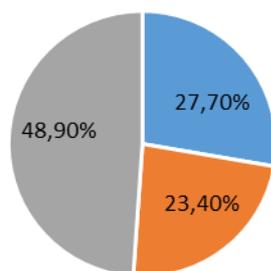
- Active member (research, writing of documents, organization of conferences or meetings ...)
- Beneficiary (participation in trainings, meetings, seminars .. extensive use of documents published by the initiative, monitoring activities ...)
- Indirectly (just heard about it and/or read some documents)
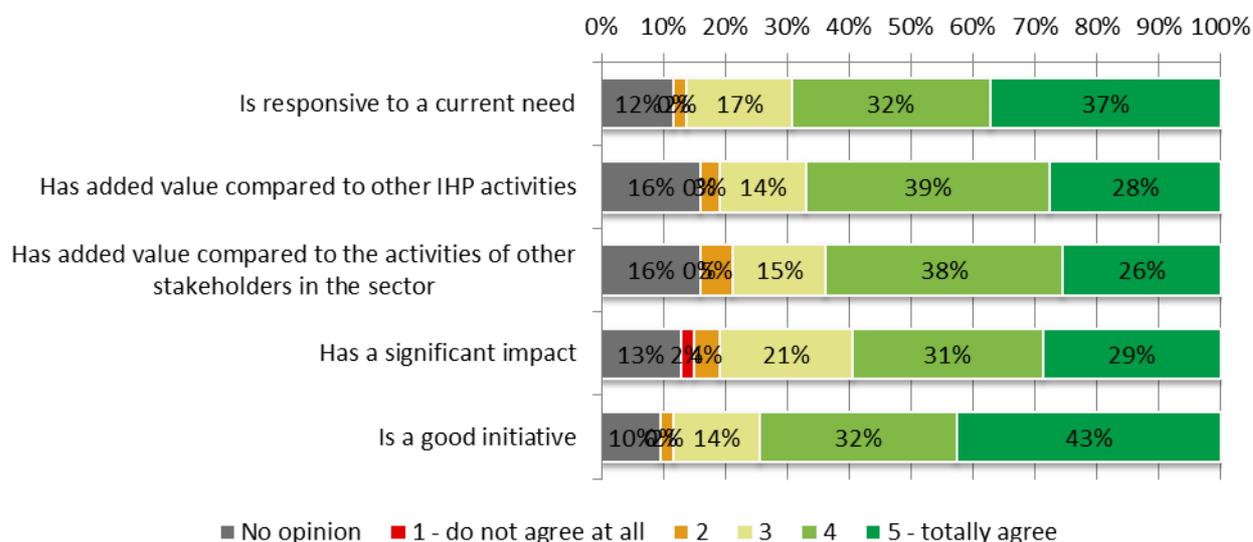
Annexe 2. Terms of Reference

1. INTRODUCTION

This document outlines the Terms of Reference for the first stand-alone external evaluation of the flagships of the International Hydrological Programme (IHP) of UNESCO. The evaluation will take place in late 2017 and early 2018. This will enable the IHP Working Group to present recommendations to the 23rd IHP Council meeting scheduled for June 2018.

2. BACKGROUND

The International Hydrological Programme (IHP) is the only intergovernmental programme of the UN system devoted to water research, water resources management, education and capacity building. The IHP was implemented in six-year programmatic time intervals and has now, in its eighth phase (2014-2021), shifted to an eight-year cycle following UNESCO's overall quadrennial approach.

As a global level science and education programme, IHP covers a wide spectrum of initiatives, some of them at the programme level. Within the context of IHP phase VIII, the IHP Secretariat manages and implements a number of Flagship projects/initiatives (hereinafter "Flagships"), in collaboration with key partners, such as World Meteorological Organization, International Association of Hydrological Sciences, United Nations University, United Nations International Strategy for Disaster Reduction and International Atomic Energy Agency. Other key partners can be part of the UNESCO Water family, including institutions affiliated with UNESCO ("category 2 centres") as well as UNESCO water Chairs and UNITWIN networks. Most of these flagship initiatives are funded through regular budget, but some have extrabudgetary funding from different governments around the world.

The following fourteen flagship initiatives are currently managed by the IHP Secretariat (in alphabetical order and with date of creation):
- FRIEND: Flow Regimes from International Experimental and Network Data (1985),
- GRAPHIC: Groundwater Resources Assessment under the Pressures of Humanity and Climate Change (2004),
- G-WADI: Global Network on Water and Development Information in Arid Lands (2002),
- HELP: Hydrology for the Environment, Life and Policy (1999),
- IDI: International Drought Initiative (2010),
- IFI: International Flood Initiative (2005),
- IIWQ: International Initiative on Water Quality (2012),
- ISARM: Internationally Shared Aquifer Resources Management (2000),
- ISI: International Sediment Initiative (2004),
- JIIHP: Joint International Isotope Hydrology Programme (2000),
- MAR: Managed Aquifer Recharge (2002),
- PCCP: From Potential Conflict to Cooperation Potential (2001),
- UWMP: Urban Water Management Programme (2008), and
- WHYMAP: World Hydrogeological Map (2000).

These flagships have a different scopes, activities and distribution methods.

The principal objective of these Flagship projects is to cover in a coordinated manner contributions that assist in faster and better implementation of IHP themes. These initiatives comprise tasks and activities that are interlinked and that can be jointly implemented by different UNESCO water family actors or partners. Two of IHP's cross-cutting programmes, FRIEND and HELP, for instance, go beyond a single IHP theme to all IHP themes, through their operational concepts.

At its 53rd session, held in April 2016, the IHP Bureau, while discussing the implementation of resolution XXI-8 "Reviewing and monitoring of IHP Programmes" (established by the 21st IHP Council session), decided to reactivate the Working Group that had been tasked with the development of the evaluation framework. The IHP Bureau also requested the IHP Secretariat to facilitate this process and report on the results at the 22nd IHP Council in June 2018. The aim of this evaluation is to identify which of these Flagship initiatives should be modified, receive additional support from Member States, be terminated or handed over to other entities, considering the current needs from Member States and IHP-VIII.

A more elaborated background of the objectives, activities, budgetary information and duration of the individual Flagships can be found in the desk studies, prepared by the IHP Secretariat and available on demand.

In 2014, an external evaluation of Phase VII (2008-2013) of the IHP was completed under the oversight of the UNESCO Internal Oversight Service (IOS). This evaluation includes relevant findings related to the flagship initiatives, and therefore should be taken into account, as well as the 2009 external evaluation of UNESCO's Strategic Programme Objective 3 (Leveraging scientific knowledge for the benefit of the environment and the management of natural resources). A summary of the IHP VII evaluation can be found as Annex II. The full evaluation of Phase VII can be found on the website of the IOS (http://unesdoc.unesco.org/images/0022/002280/228062E.pdf).

3. OVERALL PURPOSE AND USE
The purpose of the evaluation is to identify which of the IHP Flagship initiatives should be modified, receive additional support from Member States, be terminated or handed over to other entities, considering the current needs from Member States and IHP-VIII. Moreover, the main purpose of the evaluation is to assess the performance (activities, outputs, outcomes) of the IHP Flagships during their full period of activity (from establishment until present) and to provide recommendations for the future.

The findings and recommendations of the evaluation will:
- Provide guidance to UNESCO on the organizational structure of the Flagships and their configuration within UNESCO-IHP.
- Provide guidance on the strategic focus of the Flagships and the mechanisms for effective programme delivery.
- Provide evidence (to the donors) about the key achievements and added value of each Flagship.

The main users of the evaluation will be the IHP Secretariat, the main donors to the Flagships and the wider policy and academic community in the field of water.

4. OVERALL SCOPE
Drawing from their performance and taking into consideration their date of establishment that varies from four to 31 years, the evaluation will focus on the following dimensions over the current UNESCO Medium-Term Strategy period, 2014-2021:

8. The institutional setting of the Flagships, particularly their configuration within UNESCO-IHP,
9. The relevance of IHP Flagship activities,
10. The efficiency of IHP Flagship activities,
11. The effectiveness of IHP Flagship activities,
12. The financial situation of the Flagships and its effect on their performance,
13. The developed methodology, the dissemination approach, and the quality and effects of the products delivered by the Flagships in terms of academic and policy influence and use,
14. Flagship performance in terms of addressing UNESCO corporate priorities gender equality and priority Africa, as relevant.

On each of these dimensions, the evaluation will adopt a retrospective and forward-looking perspective with action-oriented recommendations formulated based on substantive findings.

The main questions of the evaluation will be further refined in the evaluation's inception report. Indicative questions are provided below. These pertain to each Flagship separately as well as to them all taken as a whole.

- The relevance, efficiency and effectiveness of IHP Flagships' activities:
  - What have been the Flagship's major activities?
  - To what extent have these activities been:
    - relevant (from the perspective of UNESCO and other relevant institutional stakeholders and beneficiaries)?
    - efficient (in terms of the use of financial and human resources)

- effective (in terms of outreach and contribution to the achievement of UNESCO's objectives as well as in terms of driving change for the beneficiaries)?
- The institutional setting of the Flagships, particularly their configuration within UNESCO-IHP:
  - What has been the role and added value of the Flagship within UNESCO and the IHP? Is there a clear institutional position within the IHP-VIII phase?
  - What should the role and added value of the Flagship be within UNESCO and the IHP and, if necessary, how can this be improved? What are the main challenges of the current institutional setting and how can they be turned into opportunities?
  - How are the activities of the Flagship contributing to the work of other UNESCO entities and vice versa? If they are contributing, are there institutional challenges in this collaboration and can they be turned into opportunities?
- The financial situation of the Flagships and its effect on their performance:
  - To what extent are the financial resources allocated directly to the Flagship? Is there a clear allocation of funding to the Flagship or are the financial resources for the Flagship part of a larger budget without clear specification of the allocation?
  - To what extent have financial constraints affected the activities and outputs of the Flagship?
  - What are the financial risks in the current funding situation? How can the efficiency and cost-effectiveness of the Flagship's core financial resources be enhanced?
  - How can the Flagship's extrabudgetary funding base be strengthened?
- The approach, quality and effects of the products delivered by the Flagships in terms of academic and policy influence and use:
  - What are the products delivered by the Flagship?
  - Are they established with participation of other partners and if so, what are the mechanisms used for ensuring stakeholder participation? How efficient and effective are these mechanisms?
  - What activities were undertaken to enhance the visibility and outreach of the Flagship's products?
  - Has there been an adequate strategy and funding for communication and information dissemination?
  - What activities were undertaken to strengthen the visibility of the donor and UNESCO?
- What have been the effects of the products of the Flagships in terms of academic and policy influence and use? To what extent do they offer unique added value?

5.   METHODOLOGY

The evaluation will include the following methodological elements (tasks):
1. An extensive study of key Flagship documents, as well as any other relevant documentation that provides insights into the evaluation questions.
2. Semi-structured interviews with key stakeholders (face to face/phone/skype): UNESCO current and former staff (SC/HYD), partners, stakeholders, relevant leading researchers and decision makers.
3. Policy influence and use analysis: Based on semi-structured interviews (phone/skype) and an online survey (plus bibliometric analysis, media analysis and Internet searches).
4. Academic influence and use analysis: Based on semi-structured interviews (phone/skype), a bibliometric analysis of academic databases and media analysis and Internet searches.

At the start of the data collection process, the IHP Secretariat will provide desk studies on each Flagship initiative and other comprehensive documentation about the Flagships to the external evaluator. For the preparation of the proposal, the potential external evaluator is invited to explore the sites of UNESCO (http://www.unesco.org) and IHP (http://en.unesco.org/themes/water-security/hydrology/programmes).

The evaluator should submit an inception report at the end of the initial stage of the evaluation to develop and agree upon the detailed methodological approach.

6. ROLES AND RESPONSIBILITIES

The IHP Secretariat is responsible for managing the evaluation and for assuring the quality of the deliverables. The evaluation focal point in the Executive Office of the Natural Sciences Sector (SC/EO) of UNESCO will support the evaluation by providing specific inputs to the Terms of Reference, participation in the reference group, selection of the external consultant, the inception report and the final report. In addition, UNESCO's Internal Oversight Service (IOS) Evaluation Office will provide any necessary backstopping.

A reference group will be established to accompany the evaluation process and provide overall guidance and quality assurance, including feedback on the Terms of Reference, the inception report, evaluation methodology and the draft final report. The reference group shall be consulted periodically during the evaluation, and meet as necessary.

The external consultant will be responsible for his/her own logistics: office space, administrative and secretarial support, telecommunications, printing of documentation, etc. The external consultant will also be responsible for the execution of the data collection work plan. IHP will facilitate this process to the extent possible by providing contact information and relevant documentation.

The division of labour in data collection, analysis and reporting is presented in the table below:

Activity or output	Division of labour	Responsible for delivery
Desk studies	IHP Secretariat	IHP Secretariat
Inception report	External evaluator	External evaluator
Interviews with key stakeholders	External evaluator; IHP to facilitate	External evaluator
Survey	External evaluator	External evaluator
Bibliometric analysis	External evaluator	External evaluator
Draft evaluation report	External evaluator with feedback from SC/EO and the evaluation reference group	External evaluator (with final quality assurance by SC/EO)
Final evaluation report	External evaluator with inputs from SC/EO and the evaluation reference group	External evaluator (with final quality assurance by SC/EO)

Qualifications

The external evaluator should possess the following qualifications:

- No previous involvement in the implementation of any of the IHP Flagship activities;
- At least 10 years of professional experience in programme and policy evaluation (preferably within the context of developing countries and with a focus on water or a natural science);
- Advanced degree (Ph.D. preferred) in the natural or water-related sciences, or advanced degree in another field but with extensive professional experience in water-related research and policy initiatives;
- Preferred current or past (long-term) affiliation with an academic institution (fellow, staff, emeritus);
- Experience in incorporating gender perspectives in evaluation;
- Excellent oral communication and report writing skills in English.

Desirable qualifications:
- Knowledge of the UN system, UNESCO and other international organizations;
- Previous evaluation assignments for a United Nations body;
- Experience in policy and programme evaluation in the context of international development;
- Experience in the evaluation of policy-oriented research programmes;
- Knowledge of international debates on water and sustainable development;
- Additional UN languages, especially French or Spanish.

The evaluation can be conducted by a senior consultant or a senior and junior consultant.

7.   BUDGET

The evaluation has a draft budget allowing for approximately 45-50 days of professional time, including travel. Additionally, the evaluator(s) is/are expected to travel to Paris at least once to participate in a kick-off meeting during the inception phase, to conduct interviews during the data collection phase, and/or to hold a stakeholder workshop for discussing and validating findings and recommendations. Some of these tasks may be conducted through virtual meeting via Skype or video conference. The assignment may include missions to collect information and interview relevant Flagship stakeholders.

Due to the anticipated end of the biennium account closures, the contract for this assignment will be split into two parts, with one to cover up to 31 December 2017 and a second contract to cover from 1 January 2018. This will ensure payments are not delayed.

8.   DELIVERABLES AND SCHEDULE

The external consultant(s) will be responsible for the following deliverables:

1. An inception report (max. 10 pages) will contain the intervention logic of the programme (based on desk studies and discussions), an evaluation plan (including refined evaluation questions), the methodological framework for the evaluation (including an evaluation matrix, which shows the relationships between the main evaluation questions and the data collection methods/sources) and a list of reviewed documents.
2. A draft evaluation report, based on a reference group workshop, facilitated by the evaluation team to discuss preliminary evaluation findings and conclusions.
3. A final evaluation report, based on the review of the draft evaluation report by the reference group, which presents a forward-looking analytical perspective with concrete recommendations for future improvements. The final report will present the following elements
   a.   Executive Summary (max. 4 pages)
   b.   Evaluation purpose and scope
   c.   Evaluation methodology
   d.   Descriptions of each Flagship
   e.   Findings
   f.   Lessons learned
   g.   Recommendations
   h.   Annexes

Annexe 3. Scorecard Rating System

Crit.	Indicator	Period	Possible score
Relevance	Responsiveness to the demand of member states when initiative was created	Since creation	2. Demand based on identified needs and initiative clearly responsive 1. Demand not based on needs, but initiative meets the demand 0. Initiative created without any clearly expressed demand from MS
	Responsiveness to current needs	Last 3 years	2. Initiative really responds to an international need 1. Initiative answers current needs only in one region, or initiative responds to a need addressed by other best positioned stakeholders 0. Initiative does not respond to a current need
	Mobilise international cooperation to improve knowledge and innovation	Last 3 years	2. Large network of experts inside and outside UWF 1. Medium network of experts inside and outside UWF 0. Small or non-existent network
	Strengthen the science-policy interface to help decision-makers	Last 3 years	2. Numerous conferences with scientists and policymakers (over 2 per year) 1. Some conferences with scientists and policymakers (from 0 to 2 per year) 0. No conference
	Facilitate education and capacity development	Last 3 years	2. Numerous training sessions for students and practitioners (over 2 per year) 1. Some training for students and practitioners or educational material (from 0 to 2 per year) 0. No training
	Implementation in Africa according to UNESCO priorities	Since 2014	2. Yes (more than 30%) 1. To some extent only 0. No
	Participation in at least 1 of the 6 IHP-VIII Themes	Last 3 years	2. Clear link to at least one of the 6 themes 1. Partly linked to one of the 6 themes 0. No link with any of the 6 themes
Added value	How people involved in the initiative perceive its impact	Last 3 years	2. Very satisfied 1. Satisfied 0. Dissatisfied
	How the Intergovernmental Council Member States perceive the initiative	2018	2. Very satisfied 1. Satisfied 0. Dissatisfied/Don't know the initiative
	How IHP Secretariat members perceive the initiative	2018	2. Very satisfied 1. Satisfied 0. Dissatisfied/Don't know the initiative
	There are activities that targeted civil society (i.e. not only	Last 3 years	2. A large number of their activities 1. Some activities 0. None

Crit.	Indicator	Period	Possible score
	scientists and policymakers)		
Visibility	There is an independent website	Last 3 years	2. Yes 1. A page on UNESCO's website or on a partner's website 0. No
	The initiative's logo is on outputs	Last 3 years	2. FI logo on every output 1. IHP logo with mention of FI in the preface on some outputs 0. Neither FI or IHP logos nor mention in the preface
	Mentioned in IHP Intergovernmental Council preparatory and final documents	Last 5 years	2. Mentioned in a full paragraph devoted to the initiative 1. Mentioned next to other initiatives or very short paragraph 0. Never mentioned
	Reputation of abbreviation	Last 3 years	2. More than 50% of respondents know about it 1. Between 25% and 50% of respondents know about it 0. Less than 25% of respondents know about it
	Reputation of initiative	Last 3 years	2. More than 50% of respondents know about it 1. Between 25% and 50% of respondents know about it 0. Less than 25% of respondents know about it
	Presence on social networks	Last 3 years	2. Clearly mentioned on UNESCO pages or individual page 1. Mentioned through UNESCO projects 0. Never mentioned
Governance and Management	There is an active secretariat	Last 3 years	2. Active secretariat outside UNESCO-HQ and RO 1. Secretariat at UNESCO-HQ/ Regional Offices, or not particularly active 0. No secretariat
	There is an active Steering Committee	Last 3 years	2. Active Steering Committee - at least 1 meeting/year 1. Steering Committee weakly active - no regularity in meetings 0. No Steering Committee
	There are active international partners (outside the UNESCO Water Family)	Last 3 years	2. Active partners 1. Partners not very active 0. No international partner/Absence of exchanges
	Implementation of initiative's activities at global scale	Last 3 years	2. Global implementation 1. Regional implementation or weak global implementation 0. Weak or non-existent implementation
	There are regular activity reports	Last 3 years	2. Regular activity reports, at least every 2 years 1. Activity reports not on a regular basis 0. No activity reports (except for specific extra-budgetary projects)

Crit.	Indicator	Period	Possible score
	There are clear objectives	Last 3 years	2. Clear targets are set and updated 1. Clear objectives set initially, without updates 0. No clear objectives
Inputs	Capacity to secure extra-budgetary funds	Last 3 years	2. Large extra-budgetary funds (above the FI average) have been secured 1. Some extra-budgetary funds (below the FI average) have been secured over the 2016-17 period 0. No extra-budgetary funds have been secured
	There is financial reporting	Last 3 years	2. Yes. 1. Only partial reporting 0. No
	Some of the regular budget is allocated to the initiative	Last 3 years	2. An independent part 1. Some as an additional project through the IHP themes 0. None
	Level of mobilisation of IHP HR	Last 3 years	2. At least 0.5 staff month equivalent per month 1. Less than 0.5 staff month equivalent per month 0. No IHP HR actually works on / follows up the initiative
	Mention of the initiative in the tasks assigned to IHP staff	Last 3 years	2. Mention in the job description and personal objectives 1. Mention in the job description or personal objectives 0. No mention of the initiative in the job description or personal objectives

Annexe 4. Persons Interviewed

Name	Institution	Position	Contact Details	Regarding
Alexandros Makarigakis	UNESCO – IHP Secretariat	Programme Specialist in Groundwater Systems and Settlements Section	**Tel.:** +33 (0) 1 45 68 41 78 **Email:** a.makarigakis@unesco.org	**UWMP**
Alice Aureli	UNESCO – IHP Secretariat	Chief of Groundwater Systems and Settlements Section	**Tel.:** +33(0) 1 45 68 39 95 **Email:** a.aureli@unesco.org	**GRAPHIC, ISARM, MAR, WHYMAP, JIIHP**
Abou Amani	UNESCO – IHP Secretariat	Chief of Hydrological Systems and Water Scarcity Section	**Tel.:** +33 (0) 1 45 68 39 96 **Email:** a.amani@unesco.org	**FRIEND, IFI, ISI**
Giuseppe Arduino	UNESCO – IHP Secretariat	Chief of Eco-hydrology, Water Quality and Water Education Section	**Tel.:** +33 (0) 1 45 68 39 99 **Email:** g.arduino@unesco.org	**Financial information**
Anil Mishra	UNESCO – IHP Secretariat	Programme Specialist, Hydrological Systems and Water Scarcity Section	**Tel.:** +33 (0) 1 45 68 39 47 **Email:** a.mishra@unesco.org	**G-WADI, IDI**
Renée Gift	UNESCO – IHP Secretariat	Deputy Programme Specialist, Hydrological Systems and Water Scarcity Section	**Tel.:** +33 (0) 1 45 68 16 32 **Email:** r.gift@unesco.org	**PCCP**
Hans Thulstrup	UNESCO Office in Beijing	Programme Specialist	**Email:** h.thulstrup@unesco.org	**HELP, IWRM**