



United Nations
Educational, Scientific and
Cultural Organization

Internal Oversight Service Evaluation Office

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



Evaluation objectives and focus areas

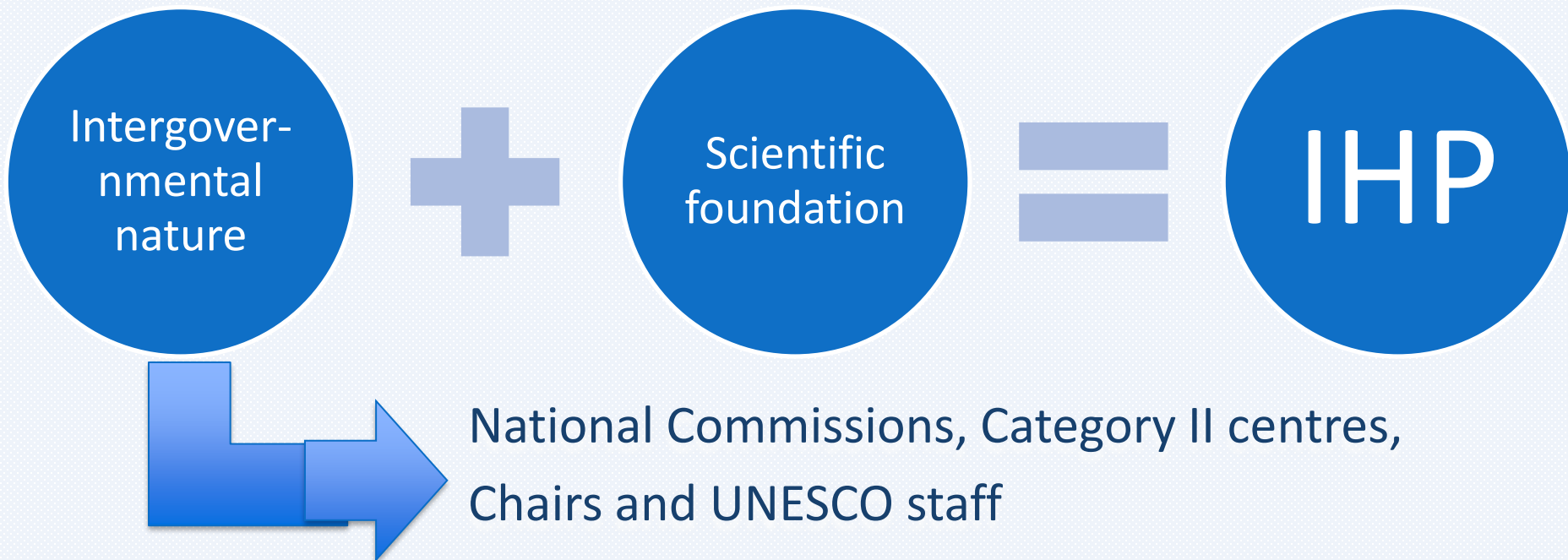
Objectives:

Improve implementation of the remainder of IHP Phase VIII and support the development of Phase IX (up to 2029)



Strategic positioning (1)

- **Comparative strengths**: IHP = interface of science and policy development



- **Unique position in UN Water** context by providing scientific basis for shaping water management policies

Strategic positioning (2)

Challenge: which approach would best serve IHP?

Broad approach

Breadth of activities
to cater for wide-
ranging agendas

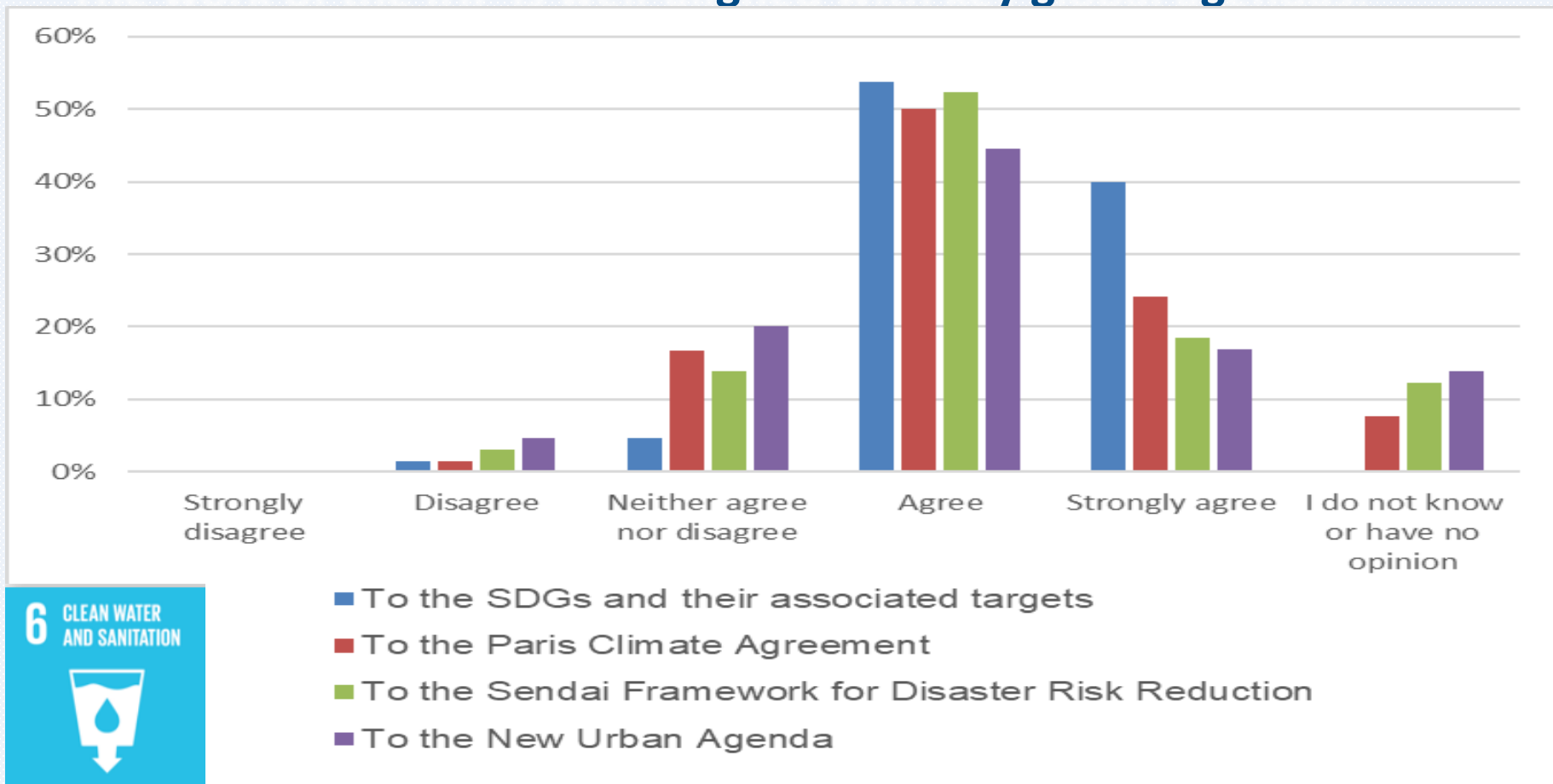


Focused approach

Reflecting Member
States needs,
however diverse
they are

Strategic positioning (3)

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



UNESCO is co-custodian of only one SDG target, target 6.5.2 on transboundary waters

Co-ordination and partnerships (1)

- **IHP Secretariat performs well in its co-ordination role, especially given its limited resources**



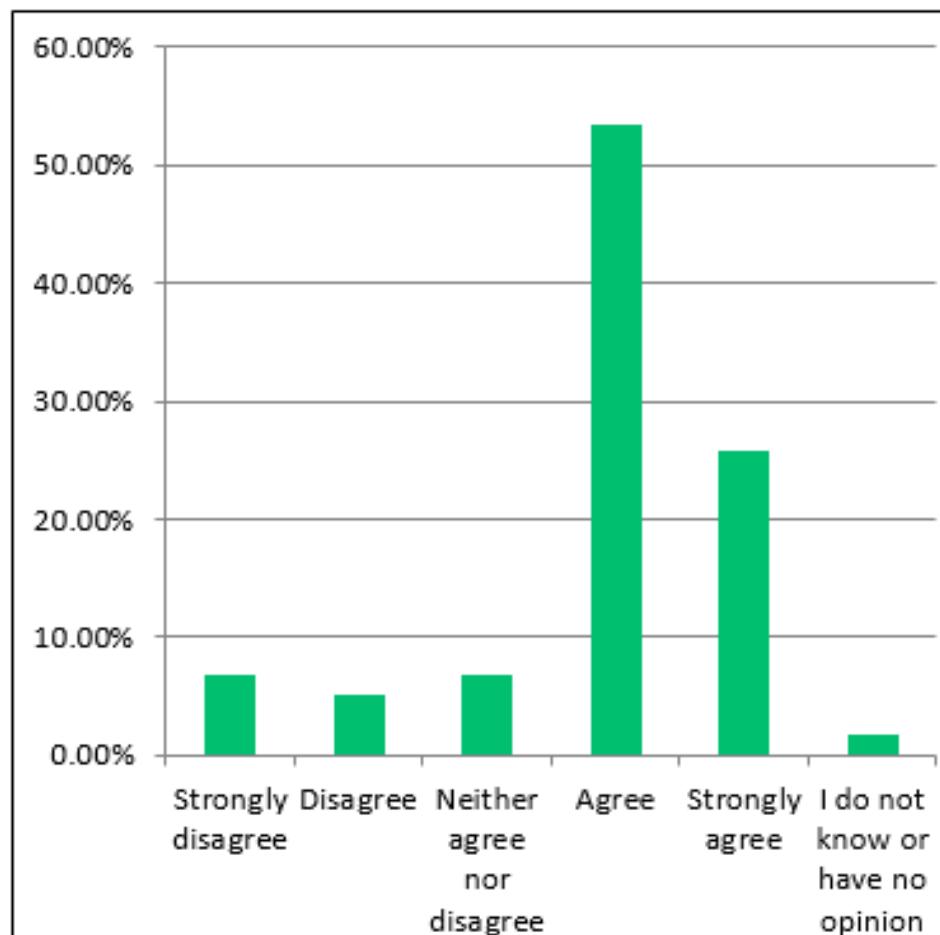
Improvements in communication with the UNESCO Water Family are needed

- **IHP network is critical to the delivery of Programme, but activities need to be more aligned with IHP objectives**

Co-ordination and partnerships (2)

- Being a partnership itself adds significant value to IHP
- Partnerships critical for IHP's success
- IHP effectively develops partnerships

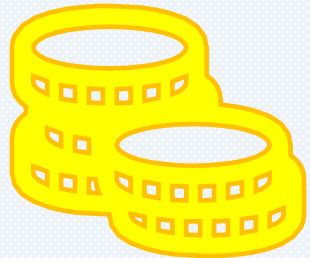
Figure 4. IHP effectiveness in establishing partnerships



Source: online survey.

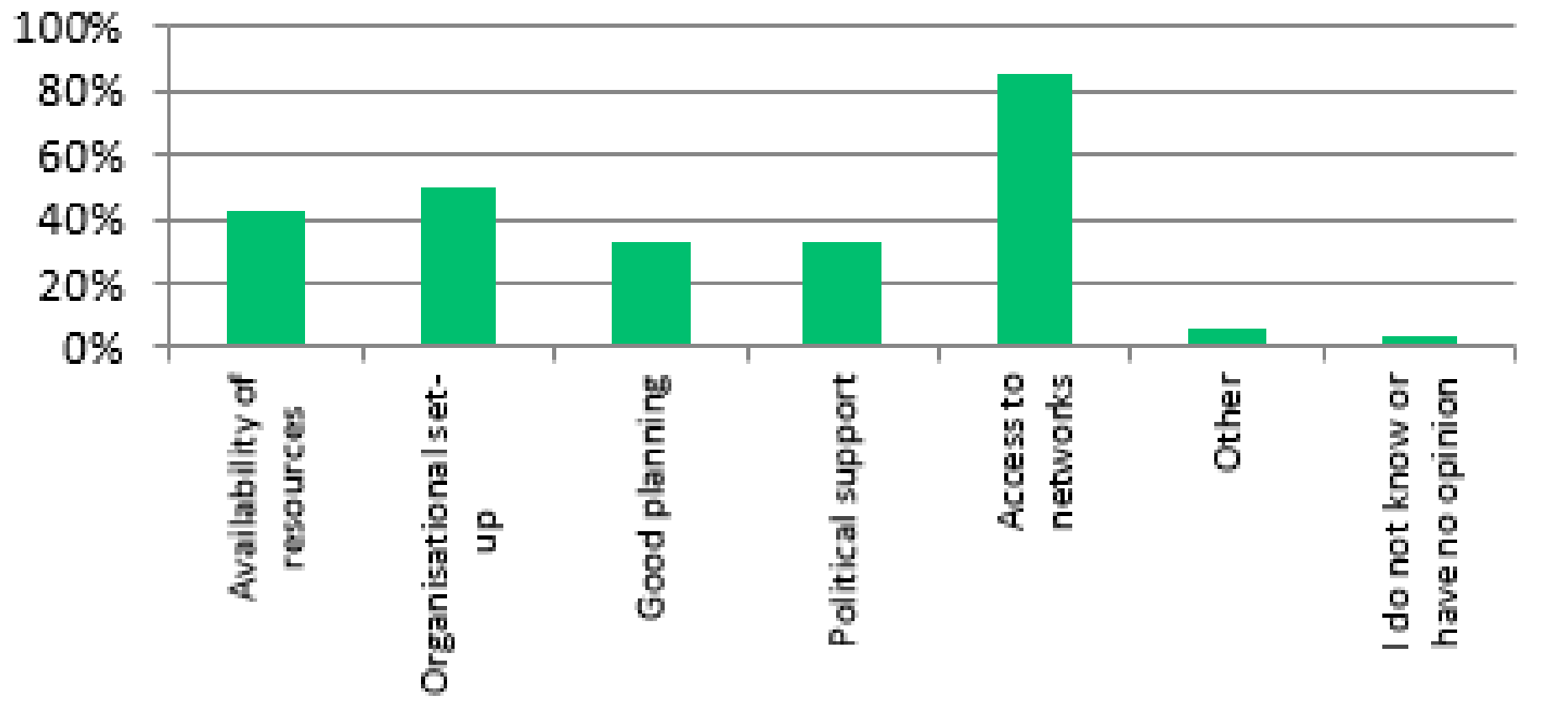
Results and sustainability (1)

- Most IHP **targets have been achieved** (outputs rather than outcomes)
- UNESCO reporting does not capture the full **breadth** of IHP results and outcomes
 - A systematic analysis & **attribution of IHP's impact** remains challenging
 - **Pressures on resources** remain a significant risk



Results and sustainability (2)

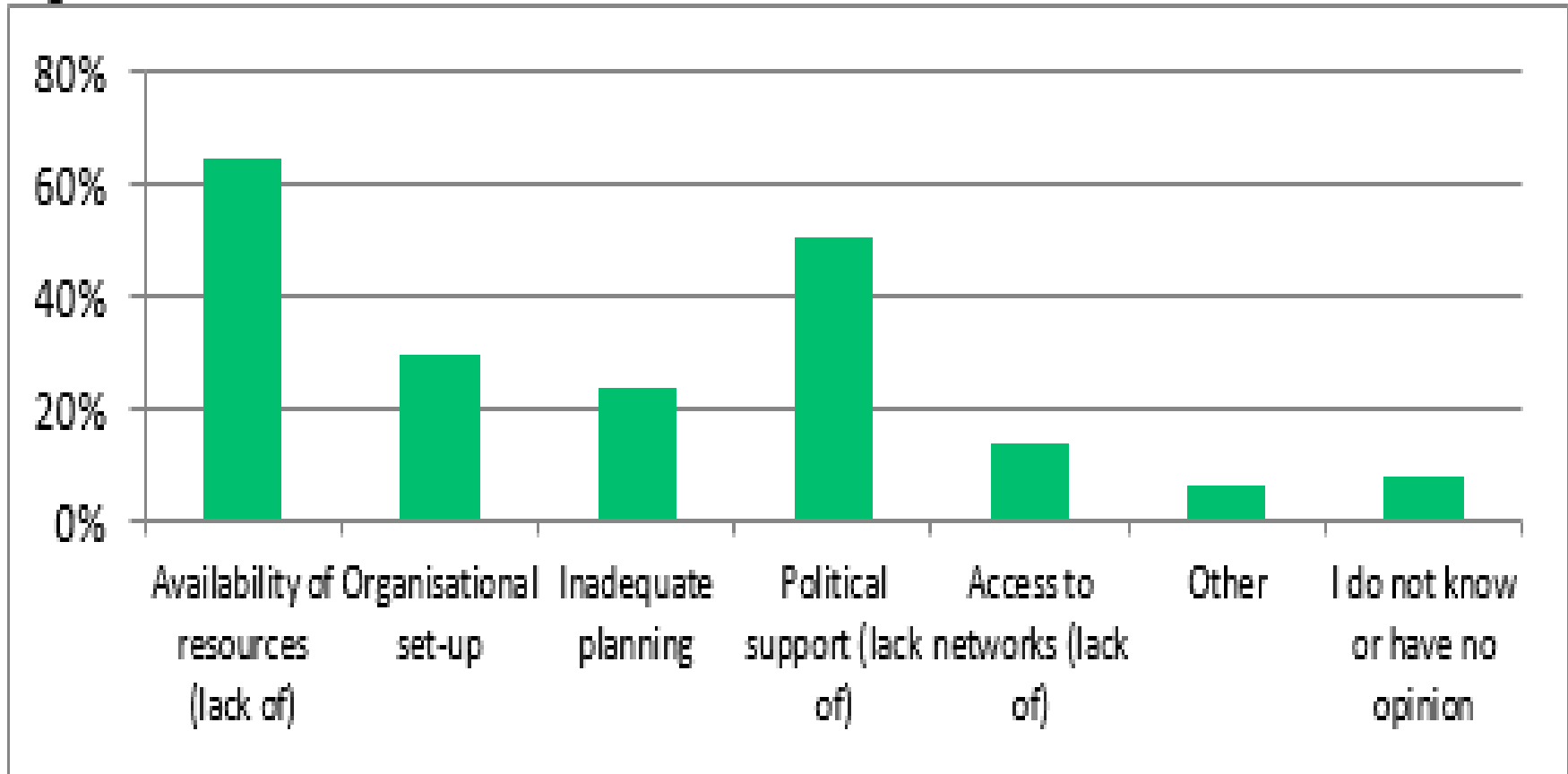
Figure 7. Extent to which factors positively contributed to achievement of outcomes



Source: online survey.

Results and sustainability (3)

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



Source: online survey.

Significant budget constraints

Challenges and threats to sustainability

Underfunding
(limited RP budget)

Staff reductions

Increasing
competition for
funding from global
donors

Measures adopted to address threats

Established
priorities (Nairobi
priority matrix)

In-kind resources
through UNESCO
Water Family

Successfully raised
XB funds

Special Account

Way forward?

**Re-focus the
programme on a
more limited
number of priorities**
to enhance its
capacity to generate
a meaningful impact

Outreach and communication

- **Outreach is critical to IHP's objectives**
- **Communication Strategy is in place**
- **More proactive and more targeted approach to communication** required to strengthen visibility of IHP



- **Current issues linked to use of IHP's website and social media, lack of clarity on branding**
- **Communication most directly affected by resource limitations**



Cross-cutting themes

PRIORITY AFRICA

Higher allocation of budget
Designation of Priority Africa in performance targets & indicators

GENDER EQUALITY

Perception that IHP contributes to a large extent to gender equality BUT no gender-specific objectives or focal areas

PEACE

Common recognition that the promotion of research on water security are means to avoid conflicts (e.g. work on trans-boundary water management)

YOUTH & YOUNG WATER PROFESSIONALS

Focal area for water education for children & youth, Youth Forum at 8th World Water Forum *BUT* no dedicated budget



Recommendations

Strategic positioning: Analyse what each IHP IX activity will contribute to global agendas and take strategic actions to strengthen the relationship between IHP and other water UN agencies and organizations

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

Results and sustainability:

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

Take measures to increase funding by mobilizing extra-budgetary resources supported by a performance assessment framework for IHP

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

Communication and outreach: Improve the communications of the Programme by identifying communication needs and IHP staff to receive communication training

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

Thank you for
your attention



UNESCO

Extraordinary session of the Intergovernmental Council of IHP

22-24 February 2021

Recommendations

	Actions planned	Action taken by	Responsible unit(s)	Estimated date for completion
Recommendation 1: Consider as a theme for IHP Phase IX: ‘Finding solutions for people and nature through water in an uncertain world’. <i>For the IHP Bureau, Council and Phase IX taskforce</i>	1.1 Suggestion transmitted to Task Force responsible for drafting IHP-IX	4 March 2020	UNESCO-IHP Secretariat	15 February 2021
	1.2 Task Force presents the proposal to the Technical session of the Bureau Members along with an alternative	23 October 2020	Task Force	
	1.3 IHP-Bureau accepts or rejects one of the proposals	23 October 2020	IHP Bureau	
	1.4 IHP Council accepts or rejects one of the proposals	1 December 2020	IHP Council	
Recommendation 2: Undertake a detailed analysis of what each proposed IHP Phase IX activity will contribute to the global agendas on which IHP could lead. <i>For the UNESCO Water Family</i>	2.1 Circulate the draft version of IHP-IX as approved in principle by the IHP Council to the UNESCO Water Family	15 February 2021	UNESCO-IHP Secretariat	January 2022
	2.2 Provide input on what each proposed IHP Phase IX activity will contribute to the global agendas on which IHP could lead	November 2021	UNESCO Water Family	
	2.3 Collect and synthesize the input received	January 2022	UNESCO-IHP Secretariat	

Recommendations

	Actions planned	Action taken by	Responsible unit(s)	Estimated date for completion
Recommendation 3: Make clear, for each identified Phase IX priority, who will contribute to taking it forward. <i>For the Secretariat, IHP Bureau, Council and Phase IX taskforce</i>	3.1 Request from the UNESCO Water Family to identify the priorities that they will contribute in taking it forward.	Throughout the consultation process	UNESCO-IHP Secretariat	January 2022
	3.2 Define synergies with WWAP for phase IX	Throughout the consultation process	UNESCO-IHP Secretariat	
	3.4 Request from the UNESCO Water Family to identify the priorities that they will contribute in taking it forward. This will be considered in the implementation plan of IHP-IX	November 2021	IHP Council	
	3.5 Collect and synthesize the input received	January 2022		
Recommendation 4: Take strategic actions to strengthen the relationship between IHP and other UN agencies and organizations with responsibilities for water. <i>For the Secretariat, IHP Bureau, Council, IHP National Committees and / or focal persons</i>	4.1 Strengthening existing partnership with UN Agencies and Organizations such as UNECE, WMO, FAO, WWC through joint actions and establish new ones.	31 December 2023	UNESCO IHP Secretariat	31 December 2023
	4.2 Invite Centres and Chairs with global mandate to apply to become partners of UN-Water	4 December 2020	UNESCO IHP Secretariat	31 December 2023
	4.3 to be more involved in UN-Water through IHP active participation in UN-Water Taskforce on Water	Continuous	UNESCO-IHP	31 December 2023

Recommendations

	Actions planned	Action taken by	Responsible unit(s)	Estimated date for completion
<p>Recommendation 5:</p> <p>Articulate clearly defined functions for National Committees, including specific roles to deliver Phase VIII (and IX) targets.</p> <p><i>For the IHP Bureau, Council, National Committees and / or focal persons</i></p>	5.1 Prepare Terms of Reference for IHP NCs and FPs and circulate to IHP MS for comments	31 October 2020	UNESCO-IHP Secretariat	Continuous
	5.2 Present Terms of Reference for IHP NCs and FPs to IHP Bureau for comments	19 September 2020	UNESCO-IHP Secretariat	
	5.2 Provide input on the Terms of Reference and alert Council Members	31 October 2020	IHP Bureau	
	5.3 Approve proposed Terms of Reference	4 December 2020	IHP Council	
	5.4 Circulate ToRs to all IHP MS	11 December 2020	UNESCO-IHP Secretariat	
	5.5 Implement Terms of Reference	Continuous	National Committees	



Recommendations

	Actions planned	Action taken by	Responsible unit(s)	Estimated date for completion
<p>Recommendation 6:</p> <p>Enhance IHP's strengths on the science-policy interface by increasing its interaction with and support to policy makers.</p> <p><i>For the UNESCO Water Family</i></p>	6.1 Organize SPIC Water II (Science Policy Interface Colloquium on Water)	May 2022	UNESCO IHP Secretariat	31 December 2024
	6.2 Participate at the SPIC Water II (Science Policy Interface Colloquium on Water)	May 2022	UNESCO IHP Secretariat	
	6.3 Explore the possibility and organize if possible Regional SPIC Water in connection with the Regional IHP NCs and CONAPHIS meetings.	2024	UNESCO IHP Secretariat	
	6.4 Organize High level sessions in the occasion of important high level political gathering such High Level Political Forum, World Water Forum, regional high level political events	2024	UNESCO Secretariat	
<p>Recommendation 7:</p> <p>Take measures to increase the funding of the programme by mobilising additional extra-budgetary resources.</p> <p><i>For the Secretariat, Category II Centres and Chairs</i></p>	7.1 Encourage Member States to prepare project proposals for raising extrabudgetary funds or through self-benefiting modalities	Continuous	UNESCO-IHP Secretariat	Continuous
	7.2 Prepare project proposals for raising extrabudgetary funds	Continuous	Category II Centres and Chairs	

Recommendations

	Actions planned	Action taken by	Responsible unit(s)	Estimated date for completion
Recommendation 8: Develop a specific and detailed performance assessment framework for the IHP. <i>For the Secretariat</i>	8.1 Prepare in cooperation with BSP a matrix to support the performance assessment framework of IHP	January 2022	UNESCO IHP Secretariat	31 May 2022
	8.2 Implement the matrix for reporting	continuous	UNESCO IHP Secretariat	
Recommendation 9: Develop improved, more consistent central reporting practices, particularly regarding the programme's finances. <i>For the Secretariat, the IHP Bureau and Council</i>	9.1 Edit the ToRs of the Finance Committee to include the task.	March 2021	IHP Council	31 December 2022
	9.2 Identify representatives for the Finance Committee	4 December 2020	IHP Council	
	9.3 Prepare proposal for the discussions of the Finance Committee	March 2021	UNESCO IHP Secretariat	
	9.4 Provide input on the proposal	April 2021	IHP Bureau	
	9.5 Facilitate the discussions of the Finance Committee	April to June 2021	UNESCO IHP Secretariat	

Recommendations

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Recommendation 3: Make clear, for each identified Phase IX priority, who will contribute to taking it forward. <i>For the Secretariat, IHP Bureau, Council and Phase IX taskforce</i>	3.1 Request from the UNESCO Water Family to identify the priorities that they will contribute in taking it forward.	Throughout the consultation process	UNESCO-IHP Secretariat	January 2022
	3.2 Define synergies with WWAP for phase IX	Throughout the consultation process	UNESCO-IHP Secretariat	
	3.4 Request from the UNESCO Water Family to identify the priorities that they will contribute in taking it forward. This will be considered in the implementation plan of IHP-IX	November 2021	IHP Council	
	3.5 Collect and synthesize the input received	January 2022		
Recommendation 4: Take strategic actions to strengthen the relationship between IHP and other UN agencies and organizations with responsibilities for water. <i>For the Secretariat, IHP Bureau, Council, IHP National Committees and / or focal persons</i>	4.1 Strengthening existing partnership with UN Agencies and Organizations such as UNECE, WMO, FAO, WWC through joint actions and establish new ones.	31 December 2023	UNESCO IHP Secretariat	31 December 2023
	4.2 Invite Centres and Chairs with global mandate to apply to become partners of UN-Water	4 December 2020	UNESCO IHP Secretariat	31 December 2023
	4.3 to be more involved in UN-Water through IHP active participation in UN-Water Taskforce on Water	Continuous	UNESCO-IHP	31 December 2023

Recommendations

	Actions planned	Action taken by	Responsible unit(s)	Estimated date for completion
Recommendation 10: Improve the communications of the Programme (a) by identifying, at the start of each project / activity, communication needs (what should be communicated, to whom and how?) and (b) by identifying key IHP staff to receive communication training, in particular on science communication. <i>For the Secretariat and the UNESCO Water Family</i>	10.1 Identify key IHP staff to receive communication training, in particular on science communication including Field Offices	1 March 2021	UNESCO IHP Secretariat	31 December 2021
	10.2 Prepare (through the hiring of a consultant) and distribute to the UNESCO Water Family guidelines on how to improve communications (that identify at the start of each project / activity, communication needs; what should be communicated, to whom and how?)	31 December 2021	UNESCO IHP Secretariat	
	10.3 Utilize the guidelines in new project proposals	continuous	UNESCO Water Family	
Recommendation 11: Conduct an assessment of the contributions of each activity to each cross-cutting theme, including Africa, Gender Equality and Youth. <i>For the UNESCO Water Family</i>	11.1 Prepare (through the hiring of a consultant) and distribute to the UNESCO Water Family a template to provide input on the assessment of the contributions of each activity to each cross-cutting theme, including Africa, Gender Equality and Youth.	30 March 2021	UNESCO-IHP Secretariat	31 December 2021
	11.2 Provide input	30 August 2021	UNESCO Water Family	
	11.3 Synthesize input and prepare a report	31 December 2021	UNESCO IHP Secretariat	