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Item 29 of the agenda

STRATEGY FOR UNESCO'S CATEGORY 1 AND CATEGORY 2 WATER-RELATED CENTRES ADOPTED BY THE INTERNATIONAL HYDROLOGICAL PROGRAMME

SUMMARY

The document is submitted by the Director-General on the process of formulation and the content of the strategy for UNESCO's category 1 and category 2 water-related centres, which has been approved by the IHP Intergovernmental Council.

1. The last few years have seen a rapid increase in the number of centres and institutes related to water being established under the auspices of UNESCO, reflecting heightened interest in the field of water by Member States, and as a response to the designation in 2001 up to the current biennium of "water and associated ecosystems" as a principal priority of Major Programme II. UNESCO-IHE Institute for Water Education has been operating as a category 1 centre since 2003, and there are currently 12 category 2 water-related centres under the auspices of UNESCO. The full list is provided in Annex I of this document, along with the dates of entry for each centre (the annex also includes proposed centres, which have been approved by, or submitted to, the Executive Board).
2. Following concerns raised by UNESCO's Member States on the number of centres being established and proposed, as well as on how these centres contribute to the implementation of UNESCO's programme, extensive discussions by the Executive Board took place. As a result, the 33rd session of the General Conference approved "Principles and guidelines regarding the establishment and operation of UNESCO institutes and centres (category 1) and institutes and centres operating under the auspices of UNESCO (category 2) (33 C/Resolution 90), as well as a model agreement for the establishment of new centres (33 C/19). These new guidelines superseded the ones contained in document 21 C/36 (1981) under which the centres had been established thus far.
3. Against this background, IHP has taken proactive steps to respond to both the developments in the wider context of UNESCO as well as by its governing council. Following recommendations from the IHP Bureau, which deliberated on this issue at the 38th (Paris, 6-8 June 2005) and 39th (Delft, 3-5 May 2006) sessions, the 17th session of the IHP Intergovernmental Council (Paris, 3-7 July 2006) held further discussions, based on document IHP/IC-XVII/8 "Developing a Strategy for UNESCO's Water Centres". The Council recognized that until now the focus had been primarily on the review and establishment of new category 2 centres, and the time had come to establish a

strategy towards achieving synergy among the water-related centres and UNESCO-IHE. Several countries expressed support for developing such a strategy, in order to avoid duplication, improve communication, and ensure that the activities of the centres were well aligned with IHP.

4. As a result, the IHP Intergovernmental Council adopted Resolution XVII-7 (Annex II) in which it decided to create a Task Force to prepare a draft strategy for centres and tasked the Secretariat to convene a meeting of directors of category 2 centres and the Bureau to consolidate a proposal on the strategy for submission to the Intergovernmental Council of IHP between sessions, under Article 28 of the Rules of Procedure of IHP.

5. This Task Force, established in consultation with the Chairperson of the IHP Bureau and consisting of independent internationally recognized experts, the Director of UNESCO-IHE, directors of three of the category 2 centres, and the Secretary of the IHP, met in Paris on 1 and 2 February 2007, and developed a base document upon which the draft strategy would be further developed. In May 2007, the draft strategy prepared by the Task Force was circulated among IHP National Committees, directors of UNESCO's water-related institutes and centres, and regional hydrologists. Comments were received from over 30 countries. The draft strategy revised based on these comments was studied and debated in depth at the meeting of directors of water-related centres that took place on 11 and 12 June 2007 in Delft, Netherlands. The participants of this meeting made modifications to the draft strategy, which was then further discussed at the 40th session of the IHP Bureau that took place in Delft immediately afterwards, from 13 to 15 June 2007.

6. Following the Bureau's endorsement of the revised draft strategy, it was then submitted to the IHP Intergovernmental Council for out-of-session approval in July 2007. The strategy document was approved by the Intergovernmental Council on 15 September 2007. The approved document IHP/Bur-XL/8 Rev. (Consolidated) is attached to this document (Annex III).

ANNEX I

LIST OF UNESCO'S WATER-RELATED CATEGORY 2 CENTRES

Centres that have been officially established (as of September 2007)

Name	Country	Year of establishment
International Research and Training Centre on Erosion and Sedimentation (IRTCES)	China	1984
International Research and Training Centre on Urban Drainage (IRTCUD)	Serbia	1987
Water Centre for the Humid Tropics of Latin America and the Caribbean (CATHALAC) *	Panama	1992
Regional Humid Tropics Hydrology and Water Resources Centre for South-East Asia and the Pacific (HTC Kuala Lumpur)	Malaysia	1999
Regional Centre for Training and Water Studies of Arid and Semi-arid Zones (RCTWS)	Egypt	2002
Regional Centre on Urban Water Management (RCUWM)	Iran	2002
International center on qanats and historic hydraulic structures (ICQHHS)	Iran	2003
European Regional Centre for Ecohydrology (ERCE)	Poland	2006
IHP-HELP Centre for Water Law, Policy and Science	Scotland	2006
International Centre for Water Hazard and Risk Management (ICHARM)	Japan	2006
Water Centre for Arid and Semi-arid Zones of Latin America and the Caribbean (CAZALAC)	Chile	2006
Regional Centre on Urban Water Management for Latin America and the Caribbean	Colombia	2007

Centres that have been approved by the 176th session of the Executive Board

Name	Country	Relevant decision
International Groundwater Resources Assessment Centre (IGRAC)	Netherlands	176 EX/Decision 15
Regional Centre for Shared Aquifer Resources Management	Libya	176 EX/Decision 14

Proposed centres that have been submitted to the 177th session of the Executive Board

Name	Country	Relevant IHP resolution
Regional Centre for Water Management Research in Arid Zones	Pakistan	IHP/IC-XVII/RES.2
IHP International Centre of Water for Food Security	Australia	IHP/IC-XVII/RES.3
International Centre on Hydroinformatics for Integrated Water Resources Management at Itaipu Binacional	Brazil and Paraguay	IHP/IC-XVII/RES.4

* The agreement between UNESCO and the Government of Panama expired in December 2006, and its renewal is pending.

ANNEX II

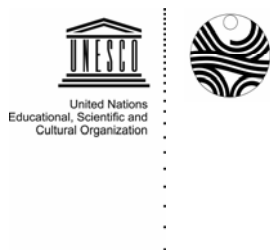
Resolution XVII-7 of the IHP Intergovernmental Council

The development of a strategy for UNESCO's category 1 and category 2 water-related institutes and centres

The Intergovernmental Council of the International Hydrological Programme of UNESCO

- Noting** with great satisfaction the entry into UNESCO in 2003 of the UNESCO-IHE Institute for Water Education, and cognizant of the opportunities thus afforded to the International Hydrological Programme;
- Noting** the rapid expansion in the number of water centres operating under the auspices of UNESCO, as well as the range of themes and geographical regions among these centres;
- Taking into account** the approval by the 33rd session of the UNESCO General Conference of the "Principles and guidelines regarding the establishment and operation of UNESCO institutes and centres (category 1) and institutes and centres operating under the auspices of UNESCO (category 2)", and drawing particular attention to the "sunset clause" stipulating that the Director-General must review the designation of such centres every six years as part of the preparation of the Organization's Medium Term Strategy;
- Aware** of concern expressed within the Executive Board of UNESCO about how these centres are operating with respect to UNESCO's programmes and principles, and how they work together as a network which avoids overlap, promotes cooperation, and provides coherence vis-à-vis Member States;
- Emphasizes** the critical importance for the future of IHP that both the category 1 and category 2 centres be strongly linked among them and to IHP at all levels;
- Decides** to formulate an overarching strategy for UNESCO's category 1 and category 2 water-related institutes and centres;
- Decides** to create a task force, consisting of independent internationally recognized experts, the Director of UNESCO-IHE, the directors of three of the category 2 centres, and the Secretary of IHP, to prepare a draft strategy in consultation with IHP National Committees;
- Asks** the Secretariat to organize a meeting of the directors of UNESCO's category 1 and category 2 water-related institutes and centres in late 2006, in order to finalize the strategy prepared by the task force;
- Authorizes** the Bureau to consolidate a proposal on the strategy in order to submit it for out-of-session approval by the Intergovernmental Council of IHP, according to Article 28 of its rules of procedure, and to ensure that it is adequately reflected in the Strategic Plan for IHP VII;
- Invites** the Director-General to reflect the strategy for UNESCO's category 1 and category 2 water-related institutes and centres in the Draft Medium-Term Strategy for 2008-2013 and the Draft Programme and Budget for 2008-2009.

ANNEX III



IHP/Bur-XL/8 rev. (Consolidated)
Paris, 25 June 2007
English only

International Hydrological Programme

40th session of the IHP Bureau
(UNESCO-IHE, Delft, 13 – 15 June 2007)

**STRATEGY FOR UNESCO'S CATEGORY 1 AND
CATEGORY 2 WATER-RELATED CENTRES**

Item 4.3 of the provisional agenda

SUMMARY

Following recommendations from the Bureau, which deliberated on the issue of developing a strategy for UNESCO water-related centres at the 38th and 39th sessions, the 17th session of the IHP Intergovernmental Council held further discussions, and adopted Resolution XVII-7. This resolution decided to create a Task Force to prepare a draft strategy for centres and tasked the Secretariat to convene a meeting of directors of category 2 centres.

Based on the discussions that took place at the meeting of this Task Force on 1 – 2 February 2007, a draft strategy was developed. In May 2007, the document was circulated among IHP National Committees, directors of UNESCO's water-related institute and centres, and regional hydrologists, and comments were received from over 30 countries. The draft strategy that was revised based on these comments was further discussed at the meeting of the directors of water-related centres that took place on 11 – 12 June 2007. The participants of this meeting made further modifications to the draft strategy, which is presented below.

The Bureau has been authorized to consolidate a proposal on the strategy for submission to the Intergovernmental Council of IHP between sessions, under article 28 of the Rules of Procedure of IHP.

EXECUTIVE SUMMARY OF THE DRAFT STRATEGY FOR UNESCO'S WATER-RELATED INSTITUTES AND CENTRES

1. The draft strategy for UNESCO's water-related institutes and centres, which was developed by a Task Force that was expressly charged with drafting it in accordance with the relevant decision of the IHP Intergovernmental Council, builds upon UNESCO General Conference document 33C/19 "Principles and guidelines for the establishment and functioning of UNESCO institutes and centres (category 1) and institutes and centres operating under the auspices of UNESCO (category 2)". In terms of its content, the strategy is composed of two parts: the strategy for individual centres, and the joint strategy for the network of centres.

Strategy for individual centres

2. Concerning the process of creating water-related centres under the auspices of UNESCO, the strategy makes it clear that:

- proposals for establishing centres submitted by the IHP National Committee shall be first considered by the IHP Bureau, which shall submit its comments for consideration by the IHP Intergovernmental Council;
- should the proposal be endorsed by the Council, it shall then be submitted to the governing organs of UNESCO for approval, following the established mechanism;
- the proposal should set out, *inter alia*, why such a centre is needed as a category 2 centre, how the proposed programme of the centre contributes to UNESCO's strategic programme objectives, and sources of funding for the centre.

3. The strategy outlines that UNESCO's water-related centres should function in the following manner:

- address its thematic and geographic priorities within their capabilities;
- work together to contribute to implementation of UNESCO's strategic objectives in general and to the IHP's strategic plans in particular; and
- develop their workplans in a coordinated fashion with UNESCO's biennial programme.

4. Concerning review of category 2 centres, the strategy gives guidelines, which:

- provide a valuable element for deciding whether the agreement between UNESCO and the host government should be renewed in line with the "sunset clause" as stipulated in document 33C/19;
- are directed towards a programmatic assessment to ensure that the focus and coverage of the activities of centres are in line with the strategic objectives of UNESCO;
- provide the necessary methodology and process for the review;
- state that in principle, the review should be carried out once every six years, which is the normal duration of the agreement between UNESCO and the host government that hosts a water-related institute or centre. The costs for the review would be the responsibility of the host government, as stipulated in the agreement between the host government and UNESCO.

Joint strategy for the network of centres

5. The overall mission of UNESCO's water-related institutes and centres is to address water security and water-related challenges by regional and global action, through new knowledge, innovative technologies, collaborative interdisciplinary scientific research, networking, training and capacity development, within the framework of the IHP.

6. While each category 1 or 2 institute or centre has continued functional autonomy, it will also be part of a network, where all centres work towards "one UNESCO" and towards "One UN" in general. In order to ensure effective relations between the centres and other members of "UNESCO's water family"—namely IHP, IHE, regional hydrologists at UNESCO Field Offices, IHP National Committees, WWAP, and water-related UNESCO Chairs—the following collaborative actions, *inter alia*, are to be taken by the network:

- development of a unified communication strategy, which should include a joint website, a common brochure, publications, and potentially a joint information system, which would demonstrate the corporate image of UNESCO's water family;
- joint identification of sources of support and undertaking of joint fund raising within a coherent strategic framework;
- exchange of staff, and sharing of workplans;
- sharing of data, information and knowledge through a system accessible to all centres, preferably based on existing ones available to UNESCO;
- appointment of representative(s) of UNESCO's water family—such as the director of the category 1 institute or category 2 centres or a member of the IHP National Committee of the hosting country or of the region—as member(s) of the governing board or advisory committee of a centre;
- designing of a consultative structure that would encourage networking among centres, and appointment of a contact person in each centre in charge of collaboration.

DRAFT STRATEGY FOR UNESCO'S WATER-RELATED INSTITUTES AND CENTRES

Point of departure: The mandate of the Task Force

1. In July 2006, the 17th session of the IHP Intergovernmental Council adopted Resolution XVII-7 "The development of a strategy for UNESCO's category I and category II water-related institutes and centres", in which it decided to create a Task Force to prepare a draft overarching strategy for UNESCO's water-related institutes and centres. This Task Force, established in consultation with the Chairperson of the IHP Bureau and consisting of independent, internationally recognized experts, the Director of UNESCO-IHE, directors of three of the category 2 centres, and the Secretary of the IHP, met on 1 – 2 February 2007.¹

Background

2. The last few years have seen a rapid increase in the number of water-related centres being established under the auspices of UNESCO, reflecting heightened interest in the field of water by Member States, and as a response to the designation in 2001 of "water and associated ecosystems" as one of UNESCO's principal priorities. There are currently ten water-related centres under the auspices of UNESCO that are in full operation. Additionally, ten centres have been proposed, for which resolutions have been adopted by the IHP Intergovernmental Council and/or at UNESCO's General Conference. In addition to these category 2 centres, UNESCO-IHE Institute for Water Education has been operating since 2003 as a category 1 institute.

3. Following concerns that have been raised by UNESCO's Member States on the number of centres being established and proposed, as well as on how these centres contribute to the implementation of UNESCO's programme, extensive discussions by the Executive Board took place. As a result, the 33rd session of the General Conference in 2005 approved "Principles and guidelines regarding the establishment and operation of UNESCO institutes and centres (category 1) and institutes and centres operating under the auspices of UNESCO (category 2)" (33C/ Resolution 90), as contained in document 33C/19 and its attachments. These new guidelines supersede the ones contained in document 21 C/36 (1981) under which the centres had been established thus far.

4. Against such background, the IHP has taken proactive steps to respond to both the developments in the wider context of UNESCO as well as by its governing council. Following recommendations from the IHP Bureau, which deliberated on this issue at the 38th and 39th sessions (held 6 – 8 June 2005 and 3 – 5 May 2006, respectively), the 17th session of the IHP Intergovernmental Council held further discussions in July 2006. The Council recognized that until then, the focus had been primarily on the review and establishment of new category 2 centres; time has come to establish a strategy towards achieving synergy among the water-related centres and the UNESCO-IHE. Several countries expressed support for developing such a strategy, in order to avoid

¹ The Task Force is chaired by Mr Mbangiseni P. Nephumbada, Department of Water Affairs and Forestry, South Africa. Members of the Task Force are: Mr Lars Gottschalk, University Oslo, Norway, and International Association of Hydrological Sciences (IAHS); Mr Richard Meganck, Director of UNESCO-IHE Institute for Water Education; Ms Dalal Alnaggar, Director of the Regional Centre of Training and Water Studies of Arid and Semi-arid Zones (RCTWS), Egypt; Mr Guido Soto, Executive Director of Water Centre for Arid and Semi-arid Regions of Latin America and the Caribbean (CAZALAC), Chile; Mr Kuniyoshi Takeuchi, Director of International Centre for Water Hazard and Risk Management (ICHARM), Japan; and Mr András Szöllösi-Nagy, Secretary of the IHP.

duplication, improve communication, and ensure that the activities of the centres were well aligned with the IHP.

5. The objectives of such a strategy for UNESCO's water-related centres are threefold: (1) to provide a strategic vision of how the centres will function in the long-term in a synergetic manner; (2) to determine how category 1 or 2 institutes or centres, as a network, will contribute to the implementation of UNESCO's activities and objectives in water; and (3) to respond to the demand to clarify the relationship among the centres with other members of UNESCO's "water family", namely, IHP, regional hydrologists at UNESCO Field Offices, IHP National Committees, the UN World Water Assessment Programme (WWAP) led by UNESCO, and water-related UNESCO Chairs.

6. The draft strategy also puts forward the shared mission statement of the institutes and centres, so that they could, individually and jointly, plan and implement their activities in order to achieve this mission. UNESCO's water-related centres shall, together with other members of UNESCO's water family, contribute to the implementation of UNESCO's objectives in general and to the IHP's strategic plans in particular. These strategic plans for various IHP phases are developed in six-year phases, which coincide with the duration of UNESCO's medium-term strategy.

7. In addition, the draft strategy addresses the need to set procedures to review category 2 centres on a regular basis that is in line with the "sunset clause", as stipulated in document 33C/19, by providing general guidelines to be followed. General criteria for endorsement of new proposals to establish category 2 centres by the governing organs of the IHP are also provided.

Mission for UNESCO's water-related institutes and centres

8. The overall mission of UNESCO's water-related institutes and centres is to address water security and water-related challenges by regional and global action, through new knowledge, innovative technologies, collaborative interdisciplinary scientific research, networking, training and capacity development, within the framework of the IHP.

Networking

9. While recognizing diversity, equity and ownership of each water-related institute and centre, the institutes and centres will work together to contribute to the strategic programme objectives of UNESCO and its IHP as well as WWAP, through maximizing the level of cooperation and the synergy among them.

10. It is proposed that the institutes and centres address their thematic and geographic priorities within their capabilities, and complement each other in finding viable solutions to regional and global water challenges.

11. In order for the water-related institutes and centres to contribute in a coherent and complementary manner to enable UNESCO's activities in water to have a greater impact and higher visibility, the centres will be brought together through purpose-driven processes.

12. The following modes of collaboration and networking among UNESCO-IHE and UNESCO's water-related centres under the auspices of UNESCO are foreseen, in order to ensure that these centres function as a network within UNESCO's water family:

- a) encourage appointment of directors of the category 1 or 2 institutes or centres on the governing board of other institutes or centres that share common interests, especially on similar themes and regions;
- b) share workplans with all water-related institutes and centres, harmonizing with the IHP plans;
- c) coordinate closely with other centres working on the same or on complementary issues/topics;
- d) exchange information on activities such as training/educational materials, and funding opportunities;
- e) exchange staff, most notably professionals and students;
- f) initiate joint activities, such as workshops, conferences, training programmes, joint projects, field visits, software and data sharing, knowledge exchange and publications; and
- g) hold regular meetings, for example, twice in the period of UNESCO's medium-term strategy, in order to plan, evaluate and review collaboration.

13. It is foreseen that the centres, both separately and collectively as a network, will work in collaboration with other members of UNESCO's water family to address regional and global water problems. This collaboration would be strengthened through the following:

- a) designing of a consultative structure (details to be decided given the communication strategy), which would encourage networking among all centres;
- b) appointment of a contact person in each centre in charge of collaboration;
- c) appointment of representative(s) of UNESCO's water family—such as a member of the IHP National Committee of the host country or of the region—as member(s) of the governing board or advisory committee of a centre;
- d) appointment of director(s) of centre(s) as member(s) of the scientific board of UNESCO field office (where it exists), and/or member(s) of the IHP National Committee of the host country/region, and/or other institute(s) of UNESCO's water family;
- e) active participation of centres to the plans and activities of WWAP;
- f) engagement with relevant technical and scientific non-governmental organizations; and
- g) link with other relevant UN agencies, particularly within the country level (especially those in "One UN" pilot countries), and funding institutions.

14. Other initiatives to strengthen the networking and collaborative activities are also included in sections "Resourcing and future cooperation" and "Common corporate image of UNESCO's water-related institutes and centres" below.

Resourcing and future cooperation

15. Fulfilling the mandate of the IHP and contributing to UNESCO's strategic programme objectives would require greater agility in terms of partnering and fundraising among the various components of UNESCO's water family. These cooperative activities will strengthen not only institutes and centres, individually, but also their network as a whole. This is based on the understanding that UNESCO will, to the best of its capacity, facilitate the institutes and centres' access to funding mechanisms, but cannot in any way contribute to the operational costs of the institutes and centres. However, activities that are part and parcel of the IHP could be implemented by the institutes and centres under normal contractual agreements.

16. The institutes and centres shall develop their workplans in a coordinated fashion with UNESCO's programme (short-term: current and next biennium, i.e., 2007 – 2009) and the IHP's strategic plans (medium term: 2008 – 2013).

17. Concrete cooperative activities to be implemented include the following:

- a) jointly identify sources of regional and global support and undertake joint fund raising, not only to implement joint activities, but also to create and maintain the network of institutes and centres;
- b) share geo-referenced and other data, information and knowledge, through a system accessible to all institutes and centres, preferably based on existing ones available to UNESCO;
- c) undertake joint collaboration on education, capacity building, and training activities;
- d) exchange professionals;
- e) create sub-networks based on thematic and/or regional clusters; and
- f) implement other joint activities.

Common corporate image of UNESCO's water-related institutes and centres

18. It is agreed that, while each category 1 or 2 institute or centre will have continued functional autonomy, it will be part of a network that would have a recognizable visual identify. This common branding will make it clear to the outsider that a product from UNESCO-IHE or a centre under the auspices of UNESCO or a water-related UNESCO Chair is coming from the same UNESCO water family.

19. UNESCO's water-related institutes and centres, if their situations allow and if they so choose, will share their e-mail distribution lists with the IHP and vice versa, to exchange newsletters and other information.

20. Water-related institutes and centres will submit to the IHP Secretariat an annual activity report, which will be incorporated into a proposed annual corporate report of the UNESCO's water family.

21. A unified communication strategy should also include a joint website, a common brochure, publications, an updated series of logos and potentially, a joint information system and an intranet platform for collaborative activities and information exchange.

Basic information on water-related institutes and centres and their activities

22. In order for UNESCO's water-related institutes and centres to understand what each centre is doing, and to identify areas of cooperation, it is necessary to have basic information on each centre. In March 2007, information was collected from 15 centres, which is compiled in the Annex.

Evaluation of new centres and review of existing centres

Objectives of evaluation and review

23. With the growth in the number of UNESCO's water-related category 2 centres under the auspices of UNESCO, particularly over the last six years, and the expected launch of more in response to the needs of Member States, it is imperative that a means of assessing and evaluating the performance of centres be established. The purpose of the review would be to determine, against a set of agreed criteria, whether centres are meeting the expectations of the IHP Intergovernmental Council and contributing to UNESCO's strategic programme objectives and the needs of the host government. This would provide a basis for deciding whether they continue to operate in line with the "sunset clause", as stipulated in document 33C/19 criterion II/14.

24. This section on evaluation and review deals with the establishment of these criteria, and the mounting of an evaluation or review process of a centre. It is directed towards a programmatic assessment to ensure that the focus and coverage of the activities of a centre is in line with the strategic objectives of UNESCO and its IHP, and the specific terms agreed upon. The section provides the general guidelines, under which specific Terms of Reference for each evaluation or review are expected to be set, in full consultation with the concerned units of UNESCO and the host government. A general framework for this ToR should be developed within a reasonable span of time.

Scope of the review of existing centres

25. The purpose of the review is to determine:

- a) the progress made by the centre in meeting its terms of reference, its stated aims and objectives, its mission statement or similar declaration that defined the purpose of its establishment at its launch, or later stipulated in the agreement signed with UNESCO; and
- b) the degree of success achieved in undertaking the centre's programme of work to fulfil this declaration.

26. Any subsequent developments relevant to the centre that may bring about changes to the above-mentioned declaration and to the programme must also be taken into account.

Methodology

General

27. Following the decision to launch a review of one or more centres and after consultation with the centre or centres concerned, agreement should be reached on:

- the time period each review is to cover; and
- the timetables for the reviews.

28. Note should be taken of the need to carry out a review of each centre once every six years.

29. The IHP Intergovernmental Council will request assistance of the IHP Secretariat in the preparation of the review to be submitted to the governing organs of UNESCO for approval and authorization for the signature of the agreement between UNESCO and

the government of the proposing Member State. In principle, costs for the review should be the responsibility of the host government, as evaluation and review should be considered part and parcel of administration and the proper functioning of the centre, as stipulated in the agreement between the host government and UNESCO.

The review panel

30. A review panel shall be appointed by UNESCO-IHP, in agreement with the centre in question, consisting of a chairperson and one or two additional members. These appointments shall be made by UNESCO no later than eighteen months before the date when the review report (see below) is to be delivered. The composition of the panel should take into account the speciality of the centre, its geographical location and any other factors that may differentiate it from other water-related category 1 or 2 institutes or centres or link it to them. The members of the panel should not have had previous involvement in the work of the centre. It is preferable that they have knowledge of the IHP and UNESCO and experience of evaluations. At least one member should be domiciled outside the UNESCO region where the centre is located. Representative(s) of UNESCO National Commission and/or the IHP National Committee of the host country may be invited as observer(s) on the panel.

31. The panel should visit the centre at least once during the review, but otherwise conduct its business by correspondence. The chairperson shall organize the work of the panel. He or she shall prepare the review report, which should be finalised three months before it is to be presented to the relevant bodies of UNESCO, such as the IHP Bureau and the Intergovernmental Council, and the host government for their observation and comment. Those comments, along with the report, will be submitted, through UNESCO's Internal Oversight Service (IOS), to the General Conference of UNESCO.

32. The appropriate UNESCO regional hydrologist should act as the administrative secretary to the panel, playing a central role in the coordination of the review process.

The review process

33. To ensure commonality and cohesion between successive review processes and review reports, the panel shall adopt the following guidelines, to which others may be added, in order to conduct the review.

- a) The panel shall carry out an in-depth discussion on the programme of the centre with the governing body of the centre, the director and members of staff that the panel desire to take part;
- b) The panel shall review the attainments of all the centre's activities and how this is in harmony with the mandate of the centre;
- c) The panel may draw up a questionnaire to be circulated to the centre's stakeholders to obtain further impressions of the work of the centre;
- d) Members of the panel may consult selected stakeholders to gain their impressions of the effectiveness of the centre;
- e) From the information obtained from a) to d) above, the panel, with the participation of the centre, should confirm the targets for the activities of the centre and whether these have been reached. It should distinguish the centre's outputs and deliverables, who the beneficiaries are and what outcomes have been achieved.

34. To support its attempts to measure the efficacy of the centre, the panel should obtain answers to the following questions such as:

- a) What are the centre's contributions to the science, technology, education, and regional and/or international cooperation in the field of water?
- b) What are its achievements in the dissemination of knowledge and technology transfer?
- c) What is its contribution to the IHP and to the propagation of knowledge of the IHP?
- d) How does the centre's programme contribute to the implementation of the current phase of the IHP, as well as to UNESCO's strategic programme objectives?
- e) What is the extent of the centre's collaboration with other UNESCO institutes and centres?
- f) How effective are its networking, links to the media and to professional bodies in its area of competence, both national and international?
- g) How wide-spread are the impacts of, and how effective are the centre's activities on, capacity building and training, and other relevant outcomes?

The report

35. The panel's report shall contain a comprehensive assessment and evaluation of the centre. Its structure should follow the pattern set out below:

- a) Executive Summary (a maximum of 2 pages)
- b) Introduction
- c) Purpose
- d) Methodology
- e) Major findings
- f) Lessons learned, constraints and problems which impacted the programme's delivery
- g) Recommendations to UNESCO's governing bodies, to the Member States, to the IHP Intergovernmental Council, to the centre, and the host country
- h) Conclusions
- i) Annexes (an unlimited number of pages).

Follow up

36. The recommendations will indicate which of the three options are to be implemented:

- a) termination of the centre as a UNESCO category 2 institute or centre;
- b) continuation of the centre with a modified programme; or
- c) continuation of the centre with the same programme.

37. Should the recommendation of the review panel be that the centre's status as a category 2 centre be terminated, this recommendation shall be considered by the relevant governing bodies of UNESCO and if accepted, shall be notified to appropriate national authorities respectively, before it can be acted on.

38. If the panel recommends option b), then the centre's governing board will determine how these modifications are to be implemented, in consultation with the panel and the director of the centre. It will indicate to UNESCO how these have been achieved within a year of the panel's report being accepted.

39. No corrective actions are required if option c) is selected.

Evaluation of proposed centres

40. Proposals for establishing a new centre under the auspices of UNESCO are first considered by the IHP Bureau that submits its comments for consideration by the IHP Intergovernmental Council. The Council shall examine the proposal and decide on endorsing the establishment of the centre. If endorsed, the Council will request the Member State to submit the relevant proposal to the Director-General of UNESCO, in line with the rules stipulated in 33C/19. The Council will also request assistance of the IHP Secretariat in the preparation of the documentation to be submitted to the governing organs of UNESCO for approval and authorization for the signature of the agreement between UNESCO and the government of the proposing Member State.

41. The proposal for a new centre shall be submitted by the IHP National Committee or IHP National Focal Point (as relevant) to the IHP Secretariat at least two months prior to the session of the IHP Bureau that is to propose it to the forthcoming session of the IHP Intergovernmental Council. The comments of the Bureau, along with other supporting documents, will be distributed to members of the Intergovernmental Council for consideration at least four weeks prior to that session. When a proposal for the establishment of a centre is considered by the IHP Council, it does not imply any financial commitment of the part of UNESCO (in conformity with the stipulations of the corresponding guidelines document 33 C/19). The proposal must set out:

- a) The proposed name of the new centre;
- b) Where the proposed centre will be located, along with the name of the host institution;
- c) The draft terms of reference for the proposed centre, which are to be agreed by the IHP Intergovernmental Council;
- d) Why it is needed as a UNESCO category 2 Centre, and the type of cooperation sought with UNESCO (nature, participation in activities, UNESCO representation within governing bodies, etc.);
- e) The proposed programme of the proposed centre, including its objectives and functions, targets, deliverables and beneficiaries, with the societal benefits;
- f) The proposed programme should indicate how the centre will act with other bodies with interests in the same area of science and in water resources management;
- g) How the proposed centre will cooperate with other UNESCO centres;
- h) What facilities and expertise will be made available to implement the proposed programme;
- i) How the proposed programme and its objectives address and meet the objectives of the current phase of the IHP, as well as UNESCO's strategic programme objectives;
- j) The existing or future legal status of the proposed centre, particularly in terms of the legislation of the Member State in which it will be established;
- k) The respective responsibilities of the Member State(s) concerned and of UNESCO (nature and the duration of the contribution expected from UNESCO; obligations incumbent upon the Member State(s) vis-à-vis the centre and its activities);
- l) The undertaking by the Member State(s) concerned to take the necessary measures for the establishment of the proposed new centre (where it has not yet been set up);
- m) The sources of funding for the proposed centre and the method of financing (the origin of its various resources and its legal authority to accept such resources as subventions, gifts and legacies or payments for services rendered);

- n) A draft budget with capital and running costs;
- o) How the proposed centre is to be managed, including its governing bodies;
- p) A timetable for the activation of the proposed centre, containing the proposed launch date and important landmarks in the implementation of the programme.

42. The proposal must not exceed 4000 words in length. It may be appropriate for proposals to be accompanied by letters of support from relevant bodies and institutions, particularly from the National Commission of the UNESCO Member State(s) where the proposed centre will be located.

43. The IHP Bureau shall examine the proposal submitted and issue its comments and recommendation on the proposed establishment of a new centre to the IHP Intergovernmental Council and to the Member State(s) that made the proposal, based on the following questions:

- a) Does the proposed centre contribute to UNESCO's strategic programme objectives, in particular, objectives of the relevant strategic phase of the IHP?
- b) How does the proposed centre fit into the network of already-established category 1 Institute and category 2 centres, both thematically and geographically?
- c) Do the functions and thematic specializations of the proposed centre fall clearly and justifiably within UNESCO's mandate and field of competence, or is there duplication with the mandate of another UN system agency?
- d) What kind of regional and/or international impact will the proposed centre have?
- e) What does the presence of UNESCO contribute to the constitution and functioning of the centre, or conversely, is the involvement of UNESCO necessary to the establishment and effective operation of the centre?

44. The IHP Intergovernmental Council shall consider the proposal and the comments of the IHP Bureau in order to issue its decision. The views of the Council on the proposed centre should be taken into account in the formulation of the documentation that would be prepared to the Executive Board.

Evaluation of networking of centres

45. Each water-related institute or centre under the auspices of UNESCO has usually been established as a regional, global or subject-orientated initiative, rather than to an overall plan devised by UNESCO's IHP. However, it can be recognised that together they form a network of centres with the common purpose of providing support for and participation in UNESCO's water family. As a network, they offer added value to the work of UNESCO that may be better realised as they move towards common and shared characteristics.

46. The features that may be assessed to measure this progress include both short-term and medium-term activities and outputs as presented in paragraph 12.

General recommendations for implementation of the strategy

47. In order to enable UNESCO's water-related institutes and centres to implement their activities in line with the strategy, the following actions are recommended:

- a) develop a map based on themes and geographic coverage, in order to help identify potential gaps and overlaps among the institutes and centres;

- b) develop and keep updated a matrix to identify donor focal areas, both thematic and geographic, in order to adopt a more proactive fund-raising approach;
- c) ensure that funds to facilitate sustainable cooperation among the institutes and centres, including the possibility for the IHP to serve as a coordinator and as a catalyst for obtaining more financial support, are available;
- d) request directors of all institutes and centres to submit regularly to the IHP Intergovernmental Council and the IHP National Committee of the host country, information reports of its activities, and hold regular meetings of directors, for example, on the occasion of the IHP Intergovernmental Council;
- e) request UNESCO Regional Offices to work in close partnership with water-related institutes and centres, alerting them to funding opportunities and providing support in networking with UNESCO National Commissions and IHP National Committees; and
- f) ensure that the above-mentioned networking initiatives are launched as soon as possible.

NAME OF INSTITUTE/CENTRE	UNESCO-IHE Institute for Water Education (IHE)	International Research and Training Center on Erosion and Sedimentation (IRTCES)	International Research & Training Centre on Urban Drainage (IRTCUD)	Water centre for the Humid Tropics of Latin America & the Caribbean (CATHALAC)*	Regional Humid Tropics Hydrology and Water Resources Centre for South-East Asia and the Pacific (HTC Kuala Lumpur)	Regional Center for Training and Water Studies in Arid and Semi-Arid Region (RCTWS)	Regional Centre on Urban Water Management (RCUWM)	International center on qanats & historic hydraulic structures (ICQHS)	European Regional Centre for Ecohydrology	IHP-HELP Centre for Water Law, Policy & Science	International Centre for Water Hazard and Risk Management (ICHARM)	Water Centre for Arid & Semi-Arid Zones of Latin America & the Caribbean (CAZALAC)
LOCATION	Delft, Netherlands	Beijing, China	Belgrade, Serbia	Clayton, Panama	Kuala Lumpur, Malaysia	Cairo, Egypt	Teheran, Iran	Yazd, Iran	Łódź, Poland	Scotland, UK	Tsukuba, Japan	La Serena, Chile
YEAR OF ESTABLISHMENT	2003	1984	1987	1992	1999	2002	2002	2003	2006	2006	2006	2006
GEOGRAPHIC ORIENTATION	Global	Global	Global		Regional	Regional	Regional	Global	Regional	Global/Regional	Global	Regional
SUBJECTS	water security water management and governance urbanization environmental integrity communication and information systems	Water & Environment Sediments	Urban Storm Drainage and Urban Water Management		Urban Water Humid tropics Water hazards Water & Environment IWRM Ecohydrology Storm water Mgmt	Ground water arid/semi-arid water & environment Water & law IWRM sediments Basic Programs	Ground water Urban water arid/semi-arid Water hazards water & environment, IWRM Agricultural water requirements	Ground water Water & Environment	Urban Water Water & Environment IWRM ecohydrology ecotoxicology, genetics biodiversity, socioecology	Groundwater Urban Water Water & Environment IWRM ecohydrology local water leaders programme	Water hazards	Management and use of water resources in arid and semi-arid zones. Including technical, social, educational and cultural aspects
ACTIVITY TYPE	postgraduate education training research institutional capacity building advisory services	vocational training postgraduate education continuing education research institutional capacity-building advising/ consulting	Advanced research Vocational training Postgraduate education Continuing education Coordination of the IRTCUD/CUW network High level consulting		postgraduate education research advising/ consulting	vocational training capacity building advising/consulting	Research Institutional capacity building advising/consulting	vocational training research institutional capacity-building advising/ consulting	vocational training postgraduate education continuing education research institutional capacity-building advising/ consulting	vocational training postgraduate education continuing education research institutional capacity-building advising/ consulting mentoring	Post graduate, Continuing educ Advising & consulting	Training; Research; Institutional capacity building; Information system.
SUPPORT BODIES ♦	Netherlands Ministry of Education	Ministry of Water Resources, P.R. China	Serbian Government		Department of Irrigation and Drainage, the Government of Malaysia	Ministry of Water resources and Irrigation in Egypt . Regional and International donors (JICA, InWent, GTZ,NBI ,ATP and others)	Ministry of Energy, I.R. Iran (The Minister is the Chair of RCUWM-Tehran Governing Board)	Ministry of Energy of the Islamic Republic of Iran (IRI)	Government of RP	Scottish Executive	Ministry of Land, Infrastructure and Transport (MLIT)	Chilean institutions: Ministry of Public Works - Water Directorate; Ministry of Foreign Affairs; University of La Serena; Regional Government of Coquimbo
HOSTING ORGANIZATION ♥	UNESCO	Ministry of Water Resources, P.R. China	Faculty of Civil Engineering University of Belgrade			Ministry of Water resources and Irrigation in Egypt	Minister of Energy, I. R. Iran		Polish Academy of Sciences / agreement with University of Lodz	University of Dundee	Public Works Research Institute (PWRI)	University of La Serena
SOURCES OF FINANCIAL SUPPORT ▲	Netherlands Ministry of Foreign Affairs, multilateral and bilateral donors, private sector	Ministry of Water Resources, P.R. China	Projects		The Government of Malaysia Japan/Germany	Ministry of Water resources and Irrigation in Egypt . Regional and International donors (JICA, InWent, GTZ,NBI ,ATP and others)	Governmental (I.R. Iran) financial support as well as UNESCO seed money towards the Centers projects	Ministry of Energy (IRI), Ministry of Agriculture (IRI), Budget & Planning organization (IRI), UNESCO Tehran cluster office	Ministry of Science and Higher Education Projects, European Projects (6 and 7 FP), consulting	Scottish Executive; projects; University of Dundee	PWRI Regular Budget, MEXT Research Fund, JICA Training Fund	Ministry of Flandres Science and Innovation Administration (Belgium); Ministry of Public Works - Water Directorate (Chile); University of La Serena (Chile)
EXISTING NETWORKS AND COOPERATION •	PoWER, WaterNet, NBCN-RE, Cap-NET, Delft Cluster	WASER, IAHR, IAHS, NCHE (the University of Mississippi, USA), NHPC (India), FAO	Own network of centers for CC-Cold Climate, Trondheim HT - Humid tropics Porto Alegre ASA- Arid and Semi Arid Cairo and the network of Centres for UWM		ICHARM/RISC for Southeast Asia and The Pacific Partner of the GWP	WHN, GWP, AWEN, G-WADI, InWent, W-FAMILY, CAPNET, NILENET and AWARENET	Min of Energy and Water, Afghanistan; Min of Water Resources, Bangladesh; Min of Water Resources and Irrigation, Egypt; Min of Educ and Research, Germany; Min of Water Resources, India; Min of Energy, Iran; Min of Water and Energy, Kuwait; Min of Energy and Water, Lebanon; Min of Regional Municipalities, Environment and Water Resources, Oman; Min of Housing and Construction, Syria; Min of Water and Environment, Yemen; Min of Water Economy and Land Improvement, Tajikistan; UNESCO-IHE, The International Water Academy, Wageningen UR, The International Water Association, G-WADI, POWER	G-wadi network International water history Association	ALTER, LTR, Cyanonet Network, SWITCH NanoInteract, COST FP0601, Twin-Basin SIL, UNESCO MAB UNEP GEMS Waste Aljazeera University, Portugal University of LaPlata , Argentina	HELP network; UN bodies; European Water Partnership	International Flood Initiative (IF) World Water Assessment programme (WWAP)	UNESCO IHP-LAC Network; UFZ , Germany; University of Leipzig, Germany; University of Ben-Gurion and the Institute for Water Sciences and Technologies (IWST), Israel; University of Ghent in Flanders, Belgium; Universidad Nacional Experimental Francisco de Miranda, Venezuela; Universidad Nacional del Centro de la Provincia de Buenos Aires Argentina; Colegio de Postgraduados, Mexico; Pontificia Universidad Catolica de Valparaiso, Chile; Institute for Water Resources (IWR) of U.S. Army Corps of Engineers (USACE); International Research Institute for Climate and Society (IRI) of the University of Columbia.
FORM OF GOVERNANCE	international governing board	director & governing board	director & governing board		director & governing board (Coordination committee)	director & governing board	director & governing board	director & governing board	director & governing board	director & governing board and University of Dundee	director & advisory board	director & governing board
INSTITUTIONAL AFFILIATION OF DIRECTOR	UNESCO	IRTCES & China Institute of Water Resources and Hydropower Research	Faculty of Civil Engineering University of Belgrade		IWA/IAHS/Partner of the GWP	FIG, ICID, IUGG, IAG, AUS, EES and ECG	Prof., Sharif University of Technology Ministry of Energy, I.R. Iran (as a staff)	Ministry of Energy	University of Lodz	University of Dundee Professor of Water Law	PWRI	CAZALAC
NUMBER AND TYPE OF STAFF	143 full time 79 fte experts	20 full time 14 water experts	1 full time 20 part time external consultants		10 full time 1 water expert	100 (full time) 12 water experts	7 full time 4 water experts	10 full time 5 water experts	20 full time (17 water experts)	10 full time 8 water experts	20 full time (of which 13 water experts)	4 full time, 3 part time (6 water experts)
ANNUAL TURNOVER BUDGET	USD 29,000,000	USD 300,000	USD 100,000		Operational = USD 150,000 Programmes and Activities = USD 300,000	USD 1,000,000	USD 400,000	USD 200,000	EUR 400 000	Difficult to quantify	JPY 130 million Yen (USD 1,000,000)	USD 400,000
NAME OF DIRECTOR	Prof. R.A. Meganck, PhD	Prof. Dr. Shangfu KUANG	Prof Cedo Maksimovic		Ir. Dr. H. Mohd Nor bin Hj. Mohd Desa	Prof. Dalal S. Alnagar	Reza Ardakanian	Semsar Yazdi- Ali Asghar	Maciej Zalewski	Professor Patricia Wouters	Kuniyoshi TAKEUCHI	Guido Soto
NAME AND TITLE OF CONTACT PERSON (for cooperation)	Erwin Ploeger	Prof. Dr. Chunhong HU, Secretary-General of IRTCES	Prof Marko Ivetic Mrs Ljiljana Jankovic		Ir. Dr. H. Mohd Nor bin Hj. Mohd Desa	Prof. Dalal S. Alnagar Director/ Regional Center for Training and Water Studies	Alireza Salamat, Programme Specialist	Labbaf- Majid Programme specialist	Iwona Wagner Deputy Director	Professor Patricia Wouters / Professor Alan Werritty	Akira TERAKAWA Acting Dir of ICHARM	Guido Soto, Executive Director
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♦: bodies that cover the operational costs of the centre, and other essential costs such as salaries and utility bills, and that provide institutional support to ensure centre's sustainability

♥: if different from support bodies

▲: sources of main budgetary and extrabudgetary funds to implement projects

•: international networks, consortiums or projects that the centre is part of, or any other close links that the centre has with international organizations or programmes, which are not already mentioned

*: The agreement between UNESCO and the government of Panama expired in December 2006, and its renewal is pending.

Name of Centre	International Groundwater Resources Assessment Centre (IGRAC)	Regional Centre for Shared Aquifer Resources Management	Regional Centre on Urban Water Management for Latin America & the Caribbean	Regional Centre on Drought in Sub-Saharan Africa	Regional Centre on Ecohydrology	Regional Centre for Water Management Research in Arid Zones	IHP-HELP international Centre of Water Management for Food Security	International Hydroinformatics Centre	Regional Centre for Sustainable Water Engineering and Management	National Water Resources Institute
Country of location	Utrecht, Netherlands	Tripoli, Lybia	Cali, Colombia	Namibia, TBD	Cibinong, Indonesia	Islamabad, Pakistan	Wagga Wagga, Australia	Parana, Brazil	Bangkok, Thailand	Kaduna, Nigeria
Relevant resolution	IHP/IC-XIV/RES.11	IHP/IC-XV/RES.10	33C/Resolution 33	IHP/IC-XV/RES. 13	IHP/IC-XVI/RES.3	IHP/IC-XVII/RES.2	IHP/IC-XVII/RES.3	IHP/IC-XVII/RES.4	IHP/IC-XVII/RES.5	IHP/IC-XVII/RES.6
Geographic orientation	Global	Regional				Regional		Global		
Subject	Ground water aris/s. arid hazards	Groundwater, water law, IWRM				Arid/s.arid		Hydroinformatics technology		
Activity type •	research advising/consulting assessment & monitoring	Vocational training, capacity building				Research		Post graduate continuing educ. Inst. Capacity building		
Support bodies	TNO & Partners for Water	General Water Authority- Government of Libya				Ministry of Science & Technology (MoST), Govt. of Pakistan		Itaipu Binational and PTI Foundation		
Hosting organization	TNO	General Water Authority - Libya				Pakistan Council of Research in Water Resources (PCRWR)		Itaipu Binational and PTI Foundation		
Sources of financial support	The Netherlands Government Partners for Water EU GEF	Government of Libya, International, member countries				MoST, Government of Pakistan		Itaipu Binational and PTI, Foundation with the participation of National and International Financing Agencies		
Existing networks and cooperation	IW-LEARN WHYMAP ISARM GWES GRAPHIC	To be established				Not established yet		IHP LAC Offices, HELP and FRIEND programs, local and regional Universities in Brasil and Paraguay		
Form of governance	director & governing board	director & governing board				director & governing board		director & governing board		
Institutional affiliation of director	IAH					Not yet decided		Itaipu Binational		
Number of staff and types of staff	7 full time 5 water experts	To be decided 2 water experts				9 proposed full time 5 proposed water experts		5 full time 4 water experts		
Annual turnover budget	EUR 1 000 000					8.803 Million (Proposed)		USD 600,000 (2007)		
Name of Director	Peter Letitre					Not yet finalized		Cicero Bley Jr Francisco Domanisczy		
Name and title of contact person (for cooperation)	Peter Letitre (MSc). Director	Omar Salem, Director, General Water Authority				Dr. Muhammad Akram Kahlown, Chairman, PCRWR		Cicero Bley Jr – Agronomist, MsC Civil Engeneering area: Territorial Management		
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