

**EXTERNAL REVIEW OF ACTIVITIES OF
THE REGIONAL CENTRE ON URBAN WATER MANAGEMENT
(RCUWM-TEHRAN)**

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EXECUTIVE SUMMARY

Regional Centre on Urban Water Management (RCUWM) was established in Tehran, Iran in February 2002 under the auspices of UNESCO. It is a UNESCO Category 2 water-related center with a mandate to promote capacity building and knowledge sharing in water resources management, particularly in urban water management in the arid and semi-arid regions of Southwest Asia, CIS and Middle Eastern Countries.

UNESCO requires that Category 2 water-related Centres undergo periodic reviews. The main objectives of these reviews are to assess the Centres' performance with respect to their terms of reference and contributions to the UNESCO mandate (Feb. 07, 2016). The outcome of the review is a decision on whether the agreement between UNESCO and the host government should be renewed.

The Review Panel for the RCUWM was Professor M. Kholghi and Professor K. Ito. The purposes of the present review and evaluation were:

- to assess the extent to which the agreement concerning the Regional Centre on Urban Water Management (RCUWM) is in conformity with the Integrated Comprehensive Strategy for Category 2 Institutes and Centres under the auspices of UNESCO (37 C/Resolution 93 and Document 37 C/18 Part I and its Annex), and if necessary, to provide guidance on how this can be achieved; and
- to assess the Centre's performance with respect to its objectives and functions, as specified in the Agreement between UNESCO and the host Government, and in regard to its contribution to UNESCO's strategic program objectives and respective sectoral and UNESCO-IHP strategies, priorities, and themes.

The review included a visit to the RCUWM by a Visiting Team consisting of Professor M. Kholghi and Professor K. Ito. The visit lasted one week from Thursday, Sept. 8 to Wednesday, Sept. 14, 2016. In this period, the Visiting Team met with senior staff at RCUWM, interviewed RCUWM experts, inspected outputs generated by the RCUWM, and met with a number of stakeholders.

The Evaluation Team is satisfied that the RCUWM meets the expectations of the IHP Intergovernmental Council and that it has made good progress in meeting the Objectives and Functions specified in Article III of the Agreement between the Government of the Islamic Republic of Iran and UNESCO.

The recommendation of Evaluation Team is that UNESCO's agreement with the RCUWM can be extended for a further five years.

1. Introduction

The Regional Centre on Urban Water Management-Tehran (RCUWM-Tehran), was established in Tehran in Feb. 2002 under the auspices of UNESCO. It is a UNESCO Category 2 water-related center with a mandate to promote capacity building and knowledge sharing in water resources management, particularly in urban water management in the arid and semi-arid regions mostly situated in Southwest Asia, CIS and Middle Eastern Countries.

In order to enhance the operation and effectiveness of individual UNESCO water related centers, as well as the effectiveness of their networks, UNESCO in conformity with its principles and guidelines for Category 1 and Category 2 centers and institutes and the strategy for Category 1 and Category 2 water-related centers recently adopted by the International Hydrology Programme (IHP) requires that Category 2 water-related centers undergo periodic reviews. The main objectives of these reviews are to assess the centers' performance with respect to their terms of reference and contributions to the UNESCO mandate, to provide a valuable element for deciding whether the agreement between UNESCO and host governments should be renewed, and to ensure that the focus and coverage of the activities of the centers are in line with the strategic objectives of UNESCO. This review process is applied to all centers.

This document summarizes the review of the RCUWM conducted in September 2016.

2. Mission and Objectives of the Regional Centre on Urban Water Management (RCUWM-Tehran)

The RCUWM's mission is to transfer applicable scientific knowledge, to increase know-how and capacity in all dimensions of Urban Water Management (UWM), to promote sustainable development, and to undertake activities to enhance human welfare in the region.

The main objectives of the Centre are:

- To generate and provide scientific and technical information on urban water management issues in the region, which will allow the formulation of sound policies leading to sustainable and integrated urban water management at the local, national and regional levels;
- To promote research on urban water management issues through regional cooperative arrangements using and strengthening local capabilities and

involving international institutions and networks, in particular those under UNESCO-IHP auspices;

- To undertake within the region effective capacity-building activities at institutional and professional levels, and awareness raising activities targeted at various audiences, including the general public;
- To enhance cooperation with international institutions in order to advance knowledge in the field of urban water management.

3. Review of the RCUWM Activities

This review is based on a new version of the Terms of Reference (TOR), released in Feb. 7, 2016 by UNESCO-Tehran. As mentioned above, the reviewing team included Professor M. Kholghi and Professor K. Ito.

The present review and evaluation was undertaken

- to assess the extent to which the agreement concerning the Regional Centre on Urban Water Management (RCUWM) conforms with the Integrated Comprehensive Strategy for Category 2 institutes and centers under the auspices of UNESCO (37 C/Resolution 93 and Document 37 C/18 Part I and its Annex), and, if needed, to provide guidance on how this can be achieved; and
- to assess the Centre’s performance with respect to its objectives and functions, as specified in the Agreement between UNESCO and the host government, and its contribution to UNESCO’s strategic program objectives and respective sectoral and UNESCO-IHP strategies, priorities, and themes.

4. Detailed Schedule of Visiting RCUWM for the Evaluation

Day 1: Thursday 8 September 2016

14:30	Visiting Team arrives at RCUWM-Tehran
14:30-16:00	Meeting with Senior RCUWM staff (Dr. Ali Chavoshian, Mr. Alireza Salamat, Mr Alireza Zamini, Ms. Niloofar Sadeghi, Mr. Saeed Alipour, Mr. Sheikhi)
	14:30-15:00 Self-introductions
	15:00-16:00 Discussion of schedule with Senior RCUWM staff
	16:00 Visiting Team departs

Day 2: Friday 9 September 2016

10:00-16:00	Visiting Karjan Dam as one of the main water supply dam for Tehran
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Day 3: Saturday 10 September 2016

09:00	Visiting Team arrives at RCUWM-Tehran
09:00-12:30	Meeting with group of RCUWM staff (Dr Ali Chavoshian, Mr. Alireza Salamat, Mr. Alireza Zamini, Ms. Niloofer Sadeghi, Mr. Nasser Dehghanian, Mr. Saeed Alipour, Mr. Mansour Mahdinia, Ms. Lashani, Ms. Parvaneh Kazemi, Mr. Sheikhi) 09:00-10:00 Presentation from RCUWM 10:00-11:00 Discussion with Major RCUWM staff 11:00-12:30 Interview
12:30-13:00	Tour of Facilities of RCUWM (1 st floor and 2 nd floor)
13:00-14:00	Lunch
14:00-16:00	Inspection of RCUWM Outputs
16:00-17:00	Private Visiting Team meeting
17:00	Visiting Team departs

Day 4: Sunday 11 September 2016

09:00	Visiting Team arrives at RCUWM-Tehran
09:00-12:30	Meeting and Interview at RCUWM 09:00-10:00 Private Visiting Team meeting 10:00-12:30 Meeting and interview with Mr. A. Oskouei Shirvan, Director of Public Relations & International Affairs Bureau, Iran Water Resources Management Co., Ministry of Energy, as one of the stakeholder of RCUWM-Tehran
12:30-14:00	Lunch
14:00-16:00	Private Visiting Team meeting
16:00	Visiting Team departs

Day 5: Monday 12 September 2016

10:00	Visiting Team arrives at RCUWM-Tehran
10:00-12:30	Inspection of RCUWM Output
12:30-14:00	Lunch
14:00-16:00	Private Visiting Team meeting
16:00	Visiting Team departs

Day 6: Tuesday 13 September 2016

9:00	Visiting Team arrives at RCUWM-Tehran
10:00-12:30	Inspection of RCUWM Output
12:30-14:00	Lunch
14:00-15:30	Meeting with H.E. Mr. Rahim Meidani, Deputy-Minister of Energy in Water and Wastewater, as one of the stakeholder of RCUWM-Tehran

Day 7: Wednesday 14 September 2016

9:00	Visiting Team arrives at RCUWM-Tehran
10:00-12:00	Meeting with headquarter of UNESCO in Tehran and their team
12:30-14:00	Lunch
14:00-16:00	Private Visiting Team meeting
16:00	Visiting Team departs

5. Results of the Visit

This section presents the results of the evaluation and is structured around the main objectives and functions of RCUWM-Tehran. From 2009 to 2016, the Centre organized 28 programs (workshops, seminars, conferences, and ToT) in Iran, focusing on building capacity within the framework of UNESCO IHP-VI.

The Centre also cooperated as coordinator in 15 activities in other countries, including Malaysia, Uzbekistan, Tajikistan, Sultanate of Oman, Turkey, Lebanon, Singapore, Japan and Austria. Tables 1 to 4 show all of events of RCUWM-Tehran in 2009-2016.

One of the most important activities of RCUWM-Tehran during the last two years is their efforts for applying and getting the projects from public and private agencies. The list of these projects is shown in Table 5.

Table 1. List of workshops co-organized by RCUWM-Tehran

Date and Place	Topic	No. of Participants
16-19 November 2016 Tehran, Iran	Training Workshop on Water and Media	62
27 - 28 June 2016 Vienna, Austria	Workshop on Drought Management in World's Large Rivers	37
5 - 9 June 2016 Kyoto, Japan	IFI and IDI session in the 7th International Conference on Water Resources and Environment Research (ICWRER 2016)	35

25-26 May 2016 Tehran, Iran	Advances in Integrated Hydro-Reservoir Operation	47
10 May, 2016 Tehran, Iran	Workshop on Urban Surface Water Quality	45
23 - 24 January 2016 Tehran, Iran	Value Engineering and Planning of ecological buffer in urban rivers	60
22-25 November 2015 Tehran and Isfahan, Iran	Regional Workshop and Roundtable Discussion on Exploring Different Approaches aimed at Overcoming Environmental Sustainability Challenges	40
25 – 26 May 2015 Tehran, Iran	Advances in Integrated Hydro-Electric Reservoirs Operation	70
25 November 2014 Tehran, Iran	Workshop on Urban River Management	35
14 – 15 May 2013 Tehran, Iran	International Workshop on Drought Management	25
12-13 April 2012 Tehran, Iran	Workshop on Promotion of Public Awareness on Drought	30
12-16 February 2011 Ahwaz, Iran	2 nd National Workshop on capacity development for farm management strategies to improve crop-water productivity	18
18-21 January 2011 Mascut, Oman	International Workshop on Application of GIS and RS in Water Resource Management	40
3-8 July 2010 Tehran- Iran	Training Workshop for Iraqi Experts	15
21-24 June 2010 Dundee, Scotland	International Law and Trans-boundary Freshwater	25
9-12 May 2010 Kish- Iran	1 st National Workshop on Capacity Development for Farm Management Strategies to improve Crop Water productivity	20
9 -12 November 2009 Tehran, Iran	"Development of Hydropower Plants"	20
28 Sep.-1 Oct 2009 Tashkent, Uzbekistan	"Challenges of Sustainable Water Use in Arid and Semi-Arid Regions under the condition of climate change"	50
19 - 22 October 2009 Tehran, Iran	"Reservoir Dams Sedimentation Control"	30
10 -13 August 2009 Kuala Lumpur, Malaysia	"Risk Assessment & Flash Flood Mitigation Strategies"	40

11-14 May 2009 Tehran, Iran	"Integrated Flood Management"	40
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Table 2. List of conferences co-organized by RCUWM-Tehran

Date and Place	Topic	No. of Participant
9 May 2016 Tehran, Iran	The 1st National Conference on Urban River Restoration	632
August, 2015 Tehran, Iran	Series of lecture on international experiences on river restoration projects	120
22-24 Nov. 2013 Grine, Northern Cyprus, Turkey	International Conference on Water and food security in member countries of the Organization of Islamic Countries (OIC)	40
20-21 August, 2013 Dushanbe, Tajikistan	Conference on Water Cooperation	35
11-14 Dec. 2011 Muscat, Oman	International Conference on Drought Management Strategies in Arid and Semi-arid Regions	60
13-15 Dec 2009 Muscat, Oman	International Conference on ‘ Capacity Building in Urban Water management under Water Scarcity Conditions	65

Table 3. List of Training Courses co-organized by RCUWM-Tehran

Date	Topic	No. of Participant
11-16 July 2016 Singapore, Singapore	Technical Workshop and Field Visit on Water and Wastewater Facilities of PUB Singapore for PR officers in NWWEC	20
16-19 Nov. 2015 Tehran, Iran	Training Workshop on Water and Media	150
1 July 2015 Tehran, Iran	Pressure and Vacuum Sewer Systems for NWWEC	50
9 June 2012 Tehran, Iran	Water Journalists	22
23-26 Nov. 2011 Beirut, Lebanon	Regional Training Workshop on Climate Change and its impacts on Water Resources	40

25-27 July 2011 Izmir, Turkey	International Training Workshop on Sustainable Water Use in condition of Climate Change	33
30 May- 1 July 2011 Kish, Iran	International training workshop on water and sanitation facilities in disaster situations	35
10-13 April 2011 Kish, Iran	International water laws & trans boundary issues	60
19-22 Dec. 2010 Muscat, Oman	Regional Training Workshop on 'Application of GIS and Remote Sensing in Water Resource Management	30
9-14 October 2010 Tehran, Mazandaran and Khorasan of Iran	Technical Workshop on Iran's achievement in the field of Water industry for the Iraqi General Managers	20

Table 4. List of seminars co-organized by RCUWM-Tehran

Date	Topic	No. of Participant
18 October 2015 Tehran, Iran	International Seminar on River Restoration & Training Masterplan, elaborating objectives and approaches	230
18 October, 2015 Tehran, Iran	Symposium of Urban River Management	264
19-21 Nov. 2014 Tehran, Iran	International Expert Symposium on Coping with Droughts	90
24- 26 Feb. 2014 Muscat, Sultanate of Oman	International seminar on use of unconventional water in urban water management	40
14-15 May 2013 Tehran, Iran	International Seminar on Drought Management	85
12 July 2012 Kish, Iran	International Seminar on Water and Wastewater Technologies in Iran	56

Table 5. List of Executive and Applied Research Projects by RCUWM-Tehran

Topic	Date
Capacity Building project for Tehran River Restoration Master Plan, Tehran Municipality	2014-2016

Project Management Unit and Facilitator for the JICA project on Non-revenue Reduction, National Water and Wastewater Engineering Company	2015-2016
Organizing Technical Tours to Singapore for the Public Relations Managers in the field of Water Conservation, Public Awareness and Customer Management, National Water and Wastewater Engineering Co	2016
Training of Trainers project on Water and Media, UNESCO Tehran Cluster Office	2016

5.1 Activities and outputs

RCUWM has been successful in establishing a strong network among partner countries in the region. Activities are divided into three categories:

- (1) Capacity building
- (2) Technology transfer
- (3) Research activity

Good practices

- Successfully conducted a large number of training courses
- Created a good network; establishing a strong international network
- Published the result of workshop discussions and a Training of Trainers (ToT) book.
- Several MoUs have been signed with relevant organizations and ministries at the national, regional and international levels. They reflect the strength of these partnerships.
- Although the Center needs more personnel for projects, the results of the projects have been quite good. From the point of view of capacity building and technology transfers, the workshops have made good use of the Center's international network and yielded positive results.
- The RCUWM has gained a good reputation in the region as a training institute in urban water management, and has earned the trust of its partners in the region.

Remarks

- In some cases persons attending training sessions or workshops did so only to earn credit for attendance, not to engage in real learning.
- It is recommended that the structure of the workshops be changed to a format requiring participation.
- Quality assurance procedures have yet to be established.

Recommendations

- Develop workshop strategies as part of short-term, medium-term and long-term plans, and create introductory and advanced types of workshops.
- Future plans should cover internationalization of the governing members.
- The RCUWM should serve as an organization that, using its international network, is capable of quickly and accurately providing information for the global community.
- Based on these strengths, the RCUWM should extend its activity.
- To ensure that RCUWM is truly a regional center, partners must be more actively involved in setting its agenda and contributing to its activities (this includes financial contributions).
- Promote RCUWM contributions to IHP VIII 2014-2021 (particularly themes 1, 3, 4 and 6), SDGs (particularly goals N. 6 and 11), and other international activities related to climate change (e.g., COP21) and water resources management.

5.2 Are the Center program and activities in keeping with UNESCO strategy?

RCUWM activities are undertaken to “Strengthen responses to local, regional and global water security challenges.” This is in line with UNESCO strategy, and RCUWM has developed workshops, training courses and projects on that basis.

Good practice

- One of the RCUWM activity is charged to the secretary of IDI (International Drought Initiative), this activity responds to local, regional and global water security.
- These publications are in line with the UNESCO strategy.
- RCUWM has conducted a large number of successful training courses, symposia and workshops that have led to the production of comprehensive and well-written notes. These meaningful activities with a regional focus have had an excellent level of participation.
- The RCUWM has also successfully undertaken several “Training of Trainers” workshops covering various aspects of integrated urban water management and groundwater management.

Remarks

- The RCUWM should use as a database the lists of participants in its workshops and training activities. Such a database could be extended to include regional contacts

and stakeholders, and it could be used to analyze sectoral, national and regional participation.

- The output of each workshop and training session also should be entered into a database.
- The RCUWM should further engage with stakeholders to establish training needs and other ideas for courses, particularly to assist in the internationalization of stakeholders.

Recommendations

- The effectiveness of the workshops and training courses should be analyzed and the results of the analysis should be used for planning to improve future workshops and training programs.
- Documents related to workshops or training courses that have educational value should be provided to people unable to participate who would benefit from reading them.
- The UNESCO Tehran Cluster Office is encouraged to try to benefit from the capacity and abilities of the RCUWM.
- The relationship and networking between the RCUWM and the UNESCO Water Family should be closer to improve international activities.

5.3 The program and the activities of the center are effective and achieve aims

The RCUWM has the following goals: (1) to provide scientific and technical information to the region, (2) to promote research on urban water management, (3) to undertake capacity-building activities, and (4) to enhance cooperation with international institutions.

All the program and activities of the RCUWM are effective and achieving these aims.

Good practices

- The RCUWM has been successful in building a strong network among not only partner countries in the region but also internationally.
- The Research activities have contributed to the effort to provide scientific and technical information to the region.
- Several MoUs have been signed with relevant organizations and ministries at the national, regional and international level. These MoUs reflect the strength of these partnerships.

Remarks

- Although MoUs have been signed with many partners (mainly government ministries and international institutions), it has been difficult to carry out operations as stated in them.
- The Governing Board has discussed obstacles to greater regional participation. However, little positive action has resulted.

Recommendations

- The RCUWM should be encouraged to be more explicit about the commitments required of members of the governing board and other partners.
- More involvement of the RCUWM in socioeconomic and cultural aspects of urban water management is suggested. Further participation of various stakeholders such as municipalities, universities, research centers, and holding companies in RCUWM activities is highly recommended.

5.4 The high quality of coordination and interaction with UNESCO headquarters and Category 1 and 2 centers has been maintained.

All RCUWM activities are jointly carried out with UNESCO headquarters or Category 1 or 2 centers and governing members. The quality of the activities is discussed at Governing Board meetings and approved. Based on this procedure, the quality of the coordination and interaction with UNESCO headquarters or the center of category 1 or 2 centers is sufficiently maintained.

Good practices

- Successful training of a large number of participants by holding many workshops, including joint training programs conducted with UNESCO headquarters
- Many international coordination meetings were held jointly with similar Category 2 Centres.
- Many programs for transferring international information to members of RCUWM were developed and implemented in line with UNESCO targets.
- Many projects related to internationalization of Teheran City and the Islamic Republic of Iran have been implemented while the advantages gained by utilizing support provided by UNESCO headquarters.

Remarks

- There is concern that there is little coordination between other Category 2 centers.

This has resulted in the RCUWM undertaking activities that may have been better handled by other Category 2 centers.

- Securing financing is essential for further expansion of activities. In this respect, the joint activities conducted with member countries and various enterprises are expected on the basis of cooperation with UNESCO headquarters.

Recommendations

- To ensure that the RCUWM is truly a regional center, partners must be more actively involved in setting its agenda, and they should contribute more to its activities (including financial contributions).
- UNESCO should play a greater role in improving the RCUWM's regional activities and providing greater coordination among the Category 2 centers.
- The RCUWM should be more involved in socioeconomic and cultural aspects of urban water management. Greater participation of such stakeholders as municipalities, universities, research centers, and holding companies in RCUWM activities is highly recommended.
- Stronger technical support is recommended from UNESCO to promote the performance of the Centre.
- The UNESCO Tehran Cluster Office is encouraged to take further advantage of the capacities and abilities of the RCUWM.
- Networking and a closer relationship between the RCUWM and UNESCO is recommended in order to promote international activities.
- Stronger technical support is recommended from UNESCO to support the performance of the Centre.
- More funding and technical opportunities should be provided for the RCUWM in order to promote its effective involvement both in research and technical projects at the national, regional and international levels.

5.5 Quality of partnerships with government agencies, public/private partners, and donors

Communication between the RCUWM and government agencies and public/private partners, and their donors is very good. Its activities include many workshops and training sessions in response to requests, and it undertakes many projects with government agencies and public/private partners.

Good practices

- Many technology transfer projects and training workshops were jointly and successfully carried out with the government and enterprises.
- Contribution to fostering an international way of thinking among the staff of organizations through many projects and workshops, etc jointly with the government and enterprises
- Contribution to internationalization of the specialists of the Islamic Republic of Iran by inviting many foreign specialists on the basis of overseas networks via UNESCO
- The texts summarizing the findings acquired through the international workshops and technology transfer programs have contributed greatly to fostering of regional specialists.

Remarks

- Cooperation with Government Agencies, Public/Private Partners and Donors has been handled skillfully by relying on good communications. However, the communication is centered on the chief and sub-chief of the RCUWM, and further fostering of human resources for expansion of cooperation is required.
- Reinforcement of RCUMW staffs for the future should be planned to proceed systematically with cooperation with the most important Government Agencies, Public/Private Partners and Donors.

Recommendations

- Reinforcement of RCUMW staffs for the future should be planned to move ahead with cooperation with the most important government agencies and public/private partners and donors.
- Workshops and training sessions should be planned to enhance cooperation with Government Agencies, Public/Private Partners and Donors. They should be planned and projects implemented within existing limitations (human resources, funding, and schedules).
- The RCUWM Governing Board (GB) should be reorganized to include more scientists, researchers and practitioners from universities, international and regional organizations and the private sector. It is strongly recommended to abandon the traditional practice of inviting only political figures at the ministerial level to serve on the GB. However, the GB chair should continue to be the Minister of Energy.
- It is highly recommended that the RCUWM be more involved in the international activities of the Ministry of Energy. Some examples could be inviting the RCUWM

to all bilateral and multilateral meetings of the Ministry of Energy with foreign counterparts in national, international and regional organizations such as UNDP, UNEP, ECO, WWC, SIWI, JICA, GIZ, and IIASA. The RCUWM should be invited to participate in all relevant missions to promote international cooperation with countries in the MENA region such as Afghanistan, Iraq, Oman, Tajikistan, Turkey, and Turkmenistan.

- A strategy should be developed to plan activities in order to promote the work of the International Drought Initiative (IDI) Secretariat.

5.6 The nature and quality of organizational arrangements, including management, governance, reporting and accountability mechanisms;

The RCUWM Secretariat, which has a staff of 18, is organized with an administrative and financial division, a program division, a public relations division and a legal advisor. The Secretariat is well organized. The results of the work of each division was reported and published in the Web site.

Good practices

- Accounting reports are summarized every month, and the summaries are published on the Web site.
- The RCUWM has a limited number of personnel. However, they work in close cooperation and good results are obtained.
- Neither the director nor the deputy director are always at the Secretariat office. However they remain in close communication by using the ICT system. This helps maintain good governance.

Remarks

- Reports from each workshop and seminar have been prepared, but more systematic measures are necessary, such as sharing via the Internet, of the reports from RCUWM members.
- Most of the RCUWM members have a strong relationship of mutual trust with the center chief. However, cooperation among members appears to be limited. It is recommended that cooperation be strengthened by using the experience gained from many projects to create teams with a strong sense of unity.
- To identify the roles of personnel according to their positions and by considering the future reinforcement of RCUWM staffs, a clearly developed system should be established.

Recommendations

- The organizational system has grown to a scale of 20 members or more. It is recommended that a basic mechanism (redefinition of roles and clarification of the contributory plan) be developed to foster the development of human resources (career development program), and to establish an employment system for the future.
- The RCUWM Governing Board (GB) should be reformed, and more scientists, researchers and practitioners from universities, international and regional organizations as well as other public or private organizations should be invited to be members. It is strongly recommended that the practice of forming the GB by inviting only political figures at the ministerial level be discontinued. However, the GB chair should continue to be the Minister of Energy of the Islamic Republic of Iran.
- It is highly recommended that the RCUWM be more involved in the international activities of Iran's Ministry of Energy Iran (as the chair of the RCUWM GB). Some examples could be inviting the RCUWM to participate in all bilateral and multilateral meetings of the Ministry of Energy with counterparts from other countries and international and regional organizations (e.g. UNDP, UNEP, ECO, WWC, SIWI, JICA, GIZ, and IIASA.) In addition, the RCUWM should participate in all relevant missions to promote international cooperation with countries in the MENA region such as Afghanistan, Iraq, Oman, Tajikistan, Turkey, and Turkmenistan.
- A strategy should be developed and activities planned in order to promote the work of the International Drought Initiative (IDI) Secretariat.
- More human resources are needed to bring the number of RCUWM personnel to at least 20, including researchers and administrative staff. It is also recommended to increase the physical space used by the RCUWM and to upgrade its equipment and other facilities.
- Continuity in the managerial structure of the RCUWM is recommended in order to keep track of its activities and provide the capacity to enhance long-term implementation of programs and strategies.

5.7 The need to secure human and financial resources

Discussions with the RCUWM executive staff indicated that they do not have enough financial resources. Around 25% of its funds come from governing members and the other 75% comes from project activities. Allocation of human resources is based on

project activities. Employment of personnel increases with the expansion of projects. Careful management and planning are required to ensure continuous development.

Good practices

- The funds have been secured through many projects implemented jointly with Government Agencies, and Public/Private Partners. This has helped achieve stable operations.
- The assistance of UNESCO, cooperation with donor organizations and networks have realized many workshops and training programs and projects. They are operated using the advantages of the RCUWM.
- At present, satisfactory governance is ensured by dispatching the executive staff of the RCUWM, and there are requests for implementation of training programs and projects.

Remarks

- Most project personnel are employed in accordance with the director's decisions. The development of employment rules is required.
- A staff development plan should be formulated, and both recruitment and education are required based on the plan.
- It is recommended to develop the project while utilizing the advantages of the UNESCO networks. This can be promoted by strengthening the assistance of UNESCO and realizing tight cooperation with various donor organizations.

Recommendations

- Support should be given to expand RCUWM human resources in order to reach at least 20 researchers and administrative staff. It is also recommended to increase the physical space used by RCUWM and to upgrade its equipment and other facilities.
- More official, legal and logistical support is needed, and it is recommended that the Ministry of Energy should be the host entity of RCUWM.

5.8 Greater funding aligned with the strategic program of the UNESCO needed

The expansion of activity necessitates mobilizing extra budgetary resources and funding for the RCUWM. This should be done in line with the strategic program of the UNESCO.

Good practice

- The activities of the RCUWM have advanced not only in the Islamic Republic of Iran, but also in the RCUWM member countries and related regional administrative organizations in the Middle East. Funds can be secured through training programs and projects, enabling realization of UNESCO policies.
- Activities through the international workshops are held as projects with the fund from regional and central governments. The quality projects are provided via UNESCO networks, resulting in the generation of other projects and contributing to greater availability of funds.

Remarks

- Since RCUWM international network activities can be applied not only to overseas agencies, but also to Private Partners, efforts should be directed to network development and linkage with private partners
- It appears that the linkage in terms of projects is concentrated to specific government agencies. Linkage with a much wider scope of government agencies should be developed.
- In addition to corporation with agencies in the Middle East, cooperation with gradually developing Southeast and East Asian nations should be expanded to lead to expansion of the project.

Recommendations

- Stronger technical support should be provided by UNESCO to promote the performance of the Centre.
- The UNESCO Tehran Cluster Office is encouraged to further advantage of the capacities and abilities of the RCUWM.
- Networking and a closer relationship between the RCUWM and the UNESCO Water Family is recommended in order to promote international activities.
- The direction and growing trend of the Center's activities and achievements are more in line with the above-mentioned suggestions and recommendations in comparison than during the first five-year period (2003-2008) of the Centre's activities. Maintaining this trend (particularly the trend during the past two to three years from 2014 to 2016 since the new director's tenure began) is strongly recommended.

6. Conclusion

1. The Evaluation Team is satisfied that the RCUWM has met the expectations of the IHP Intergovernmental Council and that it has made substantial progress in meeting its objectives and the functioning as specified in Article III of the Agreement between the Government of the I.R. Iran and UNESCO.
2. Hence the recommendation of the Evaluation Team is that UNESCO's agreement with RCUWM should be extended for a period of five years.
3. The RCUWM should be encouraged to respond to the remarks provided in this report and implement the recommendations.
4. Restructuring the RCUWM Governing Board (GB) and reforming its composition by inviting more scientists, researchers and practitioners from universities, international and regional organizations as well as public/private sectors is strongly recommended along with abandoning the practice of inviting only political figures at the ministerial level to serve on the GB. However, the GB chair should continue to be the Minister of Energy.
5. An ongoing expansion of RCUWM human resources is recommended in order to reach at least 20 staff, including researchers and administrative personnel. It is also recommended to increase the physical space available to the RCUWM and to renew its equipment and facilities.
6. The direction and growing trend of the Centre's activities and achievements is more in line with the above suggestions and recommendations than they were during the first five-year period (2003-2008) of the Centre's activities. Maintaining this trend (particularly as shown during the past two to three years (2014-2016) since the new director's tenure began) is strongly recommended.

ANNEX 1
TERMS OF REFERENCE

For Review of
Regional Centre on Urban Water (RCUWM)
Tehran, I.R of Iran

1. Background

UNESCO delivers on its mandate through a broad variety of activities, including those implemented through Category 1 and Category 2 institutes/centres, where Category 1 refers to the centres which are legally a part of UNESCO and Category 2 refers to those which operate under the auspices of UNESCO. These centres serve in their fields of specialization as international or regional centres and poles of expertise to provide services and technical assistance to Member States, cooperation partners and also internally to the network of UNESCO field offices. In this context, the UNESCO category 2 water centres are expected to contribute directly to attaining UNESCO's strategic programme objectives and expected results aligned with the four-year programmatic period of the C/5 document (Programme and Budget), including the two global priorities of the Organization, and related sectoral or programme priorities and themes as well as those of UNESCO's International Hydrological Program (IHP).

In order to enhance the operation and effectiveness of individual UNESCO category 2 institutes/centres, as well as the effectiveness of their network, the General Conference at its 37th session amended the Integrated Comprehensive Strategy for Category 2 Institutes and Centres under the auspices of UNESCO (37 C/Resolution 93), as contained in document 37 C/18 Part I and its annex, and requested the Director-General to apply the strategy to all proposals for the establishment of category 2 institutes and centres and all renewals of existing agreements. This integrated comprehensive strategy supersedes all relevant prior resolutions by the General Conference on the subject. The General Conference has mandated that each existing agreement with category 2 institutes or centre be reviewed in consultation with the Member State(s) with a view to bringing it into conformity with the new strategy for category 2 entities and respective sectoral strategies. To that effect, it is necessary to carry out a formal review before a decision is taken to renew the existing agreement concerning the designation of Regional Centre on Urban Water Management (RCUWM), located at Tehran, Iran, as a category 2 Centre under the auspices of UNESCO.

The Regional Centre on Urban Water Management (RCUWM) was established in 2003, following the decision of the General Conference of UNESCO at its 31st session in 2001 (33 C/69). The first agreement of the center was signed in 2003 between UNESCO and the Government of the I.R of Iran and was renewed in 2010 followed by a comprehensive performance review. The present agreement of the Center came to an end at the end of 2013 of which the request for evaluation and renewal of the agreement of the Center had

reached UNESCO prior to that date. However due to limitations imposed on the banking system due to sanctions and changes that occurred within UNESCO, the process has been delayed.

Under the provisions of the agreement signed in 2010, the Centre aims at the following objectives:

- a) To generate and provide scientific and technical information on urban water management issues in the region, which will allow the formulation of sound policies leading to sustainable and integrated urban water management at the local, national and regional levels;
- b) To promote research on urban water management issues through regional cooperative arrangements using and strengthening local capabilities and involving international institutions and networks, in particular those under UNESCO-IHP auspices;
- c) To undertake within the region effective capacity-building activities at institutional and professional levels, and awareness raising activities targeted at various audiences, including the general public;
- d) To enhance cooperation with international institutions in order to advance knowledge in the field of urban water management.

The functions of the Centre are:

- a) To promote scientific research on the issues and problems related to urban water management of the region;
- b) To create and reinforce networks for the exchange of scientific, technical and policy information on urban water issues among the institutions and individuals in the region and in other countries;
- c) To develop and coordinate cooperative research activities on urban water management issues, taking advantage particularly of the installed scientific and professional capacity of the region and of the relevant UNESCO-IHP networks and non-governmental organizations;
- d) To organize knowledge and information transfer activities on the subject, including international training courses, symposia or workshops, and to engage in appropriate awareness raising activities;
- e) to develop a strong program of information and communication technology to further the Centre's objectives;
- f) To provide technical consulting and advisory services in the region and beyond as required;

- g) To produce technical publications and other media items related to the activities of the Centre.

RCUWM is one of the 36 water-related category 2 centres under the auspices of UNESCO and is one of the 3 water-related category 2 centre hosted in Iran. The Centre is established under the Ministry of Energy of the I.R of Iran and funded by this Ministry.

The following principles as set out in the document 37 C/18 part I are particularly relevant in the context of the review.

“A.3 Periodic review and evaluation

A.3.1 The agreement for the establishment of an institute or centre as a category 2 institute shall be concluded for a definite time period, not exceeding six years. The agreement may be renewed by the Director-General in the light of the review in A.3.2 and A.3.3 and the evaluation referred to in A.3.4 and once the Executive Board has taken its decision.

A.3.2 At least six months prior to the expiration of the agreement, the Director-General will carry out a review of the activities of the institutes and centres and of their contribution to the strategic programme objectives of the Organization and the strategy for category 2 institutes and centres approved by the General Conference.

A.3.3 The Director-General will include the results of this review in her report to the Executive Board on the execution of the Programme with recommendations as to whether the designation as category 2 institute or centre under the auspices of UNESCO should be maintained, terminated or not renewed. For each institute and centre under review, the termination or non-renewal of an agreement is incumbent upon the Executive Board.

A.3.4 To facilitate the review, the Internal Oversight Service will consider in its planned evaluations of strategic programme objectives, the contribution of the relevant category 2 institutes and centres to the strategic programme objectives under review.

E.1 Financial obligations

E.1.1 UNESCO shall have no financial obligations or accountability for the operations, management and accounting by any category 2 institute or centre and shall not provide financial support for administrative or institutional purposes.

E.1.2 UNESCO Member State(s) or individual institutions concerned shall meet the costs of the feasibility study related to the establishment of a category 2 institute and centre proposed, the costs of the renewal review assessments, as well

as the costs of UNESCO staff participation in a governing body of institute or centre, as appropriate.

E.1.3 If a category 2 institute or centre ceases to receive financial support from sponsoring Member State(s) or any other funding source the Director-General shall invite sponsoring Member State(s) to explore other funding possibilities within the period of six months. Should there be no result, the Director-General may propose to the Executive Board to terminate the agreement signed and cancel the designation as category 2 entity.”

2. Purpose

The main objectives of present review and evaluation are twofold:

- to assess the extent to which the agreement concerning the Regional Centre on Urban Water Management (RCUWM) is in conformity with the Integrated Comprehensive Strategy for Category 2 Institutes and Centres under the auspices of UNESCO (37 C/Resolution 93 and document 37 C/18 Part I and its annex), and if needed provide guidance on how this can be achieved; and,
- to assess the Centre’s performance with respect to its objectives and functions, as specified in the Agreement between UNESCO and the host Government, and its contribution to UNESCO’s strategic programme objectives and respective sectoral and UNESCO-IHP strategies, priorities, and themes.

In this respect, the findings of the review, as stated in the relevant article above (A.3.3) will serve as the basis for the Director-General’s recommendation to the Executive Board as to whether the Agreement between UNESCO and the Chile should be renewed or not.

The results of this review and evaluation will be shared with the Iranian government and with the centre itself, and included in the report to the Executive Board on the execution of the Programme, as specified in the Integrated Comprehensive Strategy. They will also be made available on the website of the Natural Sciences Sector.

3. Scope

In order to meet the purpose of the review described above, the following parameters shall be considered by independent expert(s) responsible for conducting the review and writing a report that is consistent with UNESCO’s reporting mechanisms.

- a) The extent to which the activities and outputs by the centre are in conformity with those set out in the Agreement signed with UNESCO and are potentially adaptable to current UNESCO's strategic programme objectives and expected results aligned with the four-year programmatic period of C/5 document (Programme and Budget), including the two global priorities of the Organization, and related sectoral or programme priorities and themes;
- b) The relevance of the Centre's programmes and activities to achieving prevailing UNESCO's strategic programme objectives and sectoral or intersectoral programme priorities and themes. In particular:
 - The Centre's contributions to UNESCO strategic objectives (37 C/4) and expected results at the main lines of action (MLA) level (37 C/5), especially main Line of Action 6 "Strengthening freshwater security" and ER 12 "Responses to local, regional and global water security challenges strengthened" in the region and internationally;
 - The Centre's ongoing and planned contributions to the implementation of relevant thematic and focal areas of the 8th phase of IHP (IHP-VIII for 2014-2021) in the region and internationally;
- c) The effectiveness of the Centre's programmes and activities to achieving its stated objectives;
- d) The quality of coordination and interaction with UNESCO, both at Headquarters and in the field (including UNESCO field offices and UNESCO National Commissions), and other thematically-related category 1 and 2 institutes/centres with regard to planning and implementation of programmes;
- e) The quality of partnerships with government agencies, public/private partners and donors;
- f) The nature and quality of organizational arrangements, including management, governance, reporting and accountability mechanisms;
- g) The human and financial resource base and the quality of mechanisms and capacities, as well as context-specific opportunities and risks for ensuring sustainable institutional capacity and viability;
- h) The process of mobilizing extrabudgetary resources and to what extent such extrabudgetary funding is aligned to the strategic programme objectives of UNESCO.

4. Roles and responsibilities

Category 2 sector focal points are responsible for managing and coordinating the review process. As such, in consultation with IOS, they should draft the TOR's for a review, with IOS backstopping, select independent experts who will conduct the review and prepare the report. The selected expert(s) shall be responsible for conducting the review and preparing the report, based on this TOR.

The report will be finalized in consultation with the sector focal point, the Bureau of Strategic Planning (BSP) and Internal Oversight Services (IOS) of UNESCO. The results of the review will then be considered by a sector Review Committee who will recommend to the Director-General whether an existing agreement should be renewed or denounced. The Director-General will then provide the results of the review, including the endorsement or rejection to renew a specific agreement, in her report to the Executive Board on the execution of the programme (EX/4 and C/3 documents) (as well as reports to any subsidiary bodies as may be envisaged in sector strategies).

The approval of the Executive Board will be required before the Director-General can proceed with the renewal of an agreement. Should the Executive Board decide the termination or non-renewal of the agreement, the host Member State(s) shall then be duly informed of such decision.

The BSP will coordinate with the relevant category 2 sector focal point to include the result of a review undertaken in the Director-General's once-per-biennium report to the Executive Board on the execution of the programme (EX/4 and C/3 documents).

5. Review Team

The review team will consist of one or two independent expert(s) whom the sector focal point will select in consultation with IOS. Qualifications of the independent reviewer(s):

- At least 10 years of professional experience in research and/or capacity-building in the field of water management
- Academic degree (PhD preferred) in the above-mentioned field
- Professional experience in policy and programme evaluation in the context of international development
- Fluency in English (written and spoken)
- Knowledge of the role and mandate of UNESCO and its programmes
- No involvement in the past activities of the center under the Center's present agreement.

6. Background documents

The Centre will make the following documents available to the independent expert(s):

- A copy of the existing agreement between the Member State and UNESCO establishing the institute/centre;
- Annual progress reports and biennial self-assessment reports on the contribution to UNESCO's programme objectives;
- Periodic financial reports;
- List of staff;
- List of key publications;
- List of donors and project partners;
- Minutes of the meetings of the Advisory Council of the Centre;
- Support provided to Member States;
- Available audit and evaluation reports

7. Methodology

The review of the Centre will include:

- A desk study of relevant documents, provided by the centre and UNESCO Secretariat as well as additional documentation collected by the external expert(s);
- A visit to the Centre (see below provision 10);
- Interviews (face to face, phone and/or via e-mail) with Centre's stakeholders, collaborators, and beneficiaries;
- Preparation of the review report.

8. Deliverables

Draft review report: The process for preparing the draft review report shall allow adequate time for a discussion of the findings and the recommendations that have been proposed with the relevant UNESCO programme sector and pertinent stakeholders, including the government(s) that proposed the designation of the Centre and the Centre itself.

Final review report: The final report (max. 25 pages excluding annexes) should be structured as follows:

- Executive summary (maximum four pages);
- Purpose of the review;

- Scope of the review;
- Methodology;
- Findings;
- Recommendations (including a formal recommendation on (dis)continuation of the Category 2 status);
- Annexes (including interview list, key documents consulted, Terms of Reference).

The language of the report will be English or French.

The review report will be shared with the Centre and made available on the website of the Programme Sector of UNESCO.

9. Logistics

The local travel, materials, secretarial support and office space will need to be provided by the Centre to be reviewed. The expert(s) will be responsible for telecommunications and printing of documentation. The relevant UNESCO programme sector will facilitate the review process, to the extent possible, by providing any relevant information.

10. Budget

The Centre under review or the sponsoring Member State shall be invited to consider covering all costs related to the preparation of the review, including the mission costs of the expert(s), or to explore the possibility of mobilizing extrabudgetary resources to cover the cost of the review.

The costs of the review of the Centre are part of the Centre's financial obligations according to Article E1.2 and E1.3 (financial obligations) of the strategy (*see* provision 1).

11. Time schedule

The review shall be carried out not later than May 2016, bearing in mind the need for sufficient time for the preparation of the report review and relevant documents for consideration by the Executive Board. It should be noted that, as per article H.5 (Reporting to Board sessions) of the new strategy, the Director-General's shall report to the Executive Board once per biennium on activities of all existing institutes and centres under UNESCO auspices. In case of denunciation or non-renewals, relevant

recommendations by the Director-General could be submitted to the Executive Board at any of its sessions.

The schedule for the review is as follows:

- A desk study of background documents (to be completed prior to the visit to the Centre)
- A mission to visit to the Centre (of *3 to 5 days*)
- Writing and submission of the draft review report to UNESCO (*2 weeks*)
- Submission of the revised review report, incorporating UNESCO comments, to UNESCO for approval (*2 weeks upon receipt UNESCO comments*)

The duration of the mission of the reviewer(s) to the Centre will be determined by the category 2 sectoral focal point, as will the time allotted for the finalization of the report.

The date of the mission to the Centre will be defined by UNESCO in coordination with the Centre and taking into account the reviewers' availability.