

# APFM independent review New direction and business model



WMO OMM

World Meteorological Organization  
Organisation météorologique mondiale

Third meeting of the FFI Advisory Group  
5 to 7 December 2017

# Purpose of the review

- Assess:
  - the APFM **current vision and mission**
  - the **performance of completed phases** and of the new phase
  - The **financial sustainability** of the programme
- Include conclusions and recommendations with respect to:
  - the **future direction** of APFM, (publication structure, web presence...)
  - identify **remedial actions** to enhance its development and sustainability, or complementary approaches
  - suggest the efficient **relationship** of the APFM with other relevant initiatives and international programmes
  - **raising of extra-budgetary resources**
- Requested by the APFM AC/MC and sponsored by USAID

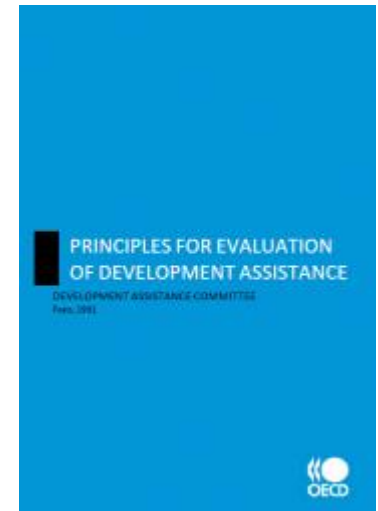
# Review approach

- Performed by two independent experts during Summer 2016:
  - Curtis B. Barrett, Advisor USAID OFDA
  - Caroline S. Wittwer, Senior Hydrologist BRGM
- extensive investigations into past reports, publications, studies and project outcomes
- interviews on the basis of a template with:
  - WMO Technical Support Unit (TSU)
  - WMO Secretariat leadership (WMO DSG , past CLW Directors)
  - Global Water Partnership leaders and active participants
  - President of CHy
  - Past Financial partners
  - selected Support Base Partners



# Review criteria

- following the Principles for Evaluation of Development Assistance (OECD):
  - relevance to underline the adequacy between the needs of the target groups and APFM results
  - effectiveness to compare achievements to objectives
  - efficiency to measure if funding was best suited
  - impact to determine the benefits produced all along APFM life
  - sustainability to evaluate how the benefits of the program will continue.



# APFM short history

- Supported by JP, CH, NL, IT, D, Fr, USAID, EU, WMO, GWP since 2001 (currently no donors besides WMO and GWP)
- Network of >30 Support Base Partners
- Production of >60 publications
- Help Desk responding to >270 requests
- Capacity building sessions >25
- Implementation of pilot projects (6 completed, 1 ongoing, 2 in the pipeline)



# APFM Phases

## **phase I (08/2001 to 07/2006) “design of APFM main structure”**

- editing the Concept Paper on Integrated Flood Management (IFM) and the related Policy Series
- implementing regional pilot projects
- initiating the community of partners.

## **phase II (08/2006 to 03/2010) “dissemination”**

- focused on IFM concept and implementation of further activities to support countries with training and awareness building
- Help-Desk was initiated to provide a platform for exchanges between parties asking for support and parties willing to provide expertise.

## **phase III (03/2010 to 07/2014) “implementation and outreach”**

- completing the series of IFM documents and also included new products, such as e-learning modules
- operating the HelpDesk responding to the needs of requesting parties.

## **phase IV (07/2014 to present) “mainstreaming IFM into policy and practice”**

- support of activities and projects with consolidated funding resources

# Review findings (1/4)

- The need to implement IFM continues but this approach needs to integrate into DRR and Climate Change programs that donors are funding with a high priority.
- In the 15 years of operation, **APFM**:
  - established the foundation and building blocks needed to implement IFM
  - developed a wealth of materials, reports, IFM guidelines & concept papers, tools and studies demonstrating the importance and need for IFM practice.
- **In the first 3 Phases there was excellent funding and program development** that donors and partners agree provided significant contribution to the understanding and education of IFM practices.
- APFM was the **best kept secret**. Many GWP partners and WMO membership did not understand the value and purpose of IFM in reducing flood losses.



# Review findings (2/4)

- Following excellent results in various countries in promoting IFM there was a **lack of follow-up to continue the process** of implementing IFM in these countries.
- The **WMO basic membership of NMHS's were not included in most APFM activities** and most did not understand the IFM concept nor how they fit with the program.
- Furthermore there was a **lack of feedback on the results of these studies, workshops and trainings** as to the impact and benefits of IFM.
- There was a **need to establish a pool of APFM experts to assist developing countries in training and implementation of IFM.**
- Only the **WMO CHy commission was involved later in the APFM activities** but there was a lack of interest on both sides to coordinate
- We really **don't have a good lessons learned** gained in this program **as to how IFM actually works and improves flood management.** Some members interviewed expressed that the APFM results and benefits to countries and stakeholders should be researched before the program continues.





# Review findings (3/4)

- There is complete agreement that **the HelpDesk established for the APFM was a great concept**, successful addition to APFM and **should be expanded to include other climate and flood related programs.**
- The **APFM Program was understaffed** and was limited in what activities and outputs it could achieve.
- The **APFM was mostly dependent on reimbursable funding but there was no business model** available to assist the Program and staff in working with donors and obtaining funding.
- **Many donors and the World Bank especially are involved in strengthening Hydrological and Meteorological services of NMHS's and supporting DRR and climate change adaptation efforts** that could/should be combined. There is a huge **opportunity, for WMO, GWP and its support based partners, to work closer together to advance IFM, DRR, IDM and Climate Change/Adaptation programs. Donors need WMO Technical expertise ---WMO needs funding.**
- The **need to implement IFM continues** but this approach needs to integrate into DRR and Climate Change programs

# Review findings (4/4)

- The **relationship of APFM to WMO membership and other programs such as IDMP and the Flood Forecasting Initiative caused confusion**. All three activities require strengthening of the end to end forecast and warning operations produced by NMHS's yet these programs were/are stove piped, not connected and in many ways competing rather than interacting with each other.
- The **benefits of GWP and WMO working closer together are significant**. GWP partners need WMO technical leadership and WMO needs better access to GWP members and opportunities for funding. The detailing of the GWP Senior Programme Officer the past 3 years is showing significant results already by improved coordination and establishing projects for drought and flood management.
- The APFM maybe should to be changed. This **change in name** should be reflected in how IFM will be implemented in the future.
- The APFM will **need to consider options on how to proceed**. These options range from closing the program down and considering strengthening other programs to include IFM to a major scale up which expands technical support and contribution to the needs of developing countries. This scaling up will meet the demand of donors.
- The **current structure of determining the direction of activities and Policy of the APFM through the Advisory Committee and the Management Committees seems acceptable**. We did observe that although there was a decrease in funding being experienced the past 5 years, members of both committees continued to attend the meetings, to recommend continuation of activities and prioritization of activities yet no one seemed to address the financial dilemma.

# Identified options

- **Scenario 0 - Stop all activities.** Walk away wondering..
- **Scenario 1 - Maintenance of APFM Web Site** (No help provided, No revised material, No projects)
- **Scenario 2 – Access to documents and Help** (no new IFM material, provision of Help Desk services, soft marketing, expand the Help desk to include Hydrometry and Climate Services, identify source of funding)
- **Scenario 3 – Status quo** (Maintain IFM material, little new material, provision of Help Desk services, soft marketing, new business model is needed, need to increase project implementation)
- **Scenario 4 – Increase E2E EWS Focus within IFM** (Develop material on E2E EWS, Maintain IFM material, Provide Help Desk services, Soft marketing, New business model is needed, Need to increase project implementation)
- **Scenario 5 - Increase E2E EWS Focus within broader water management** (Develop material on E2E EWS, Incorporate new material on drought and water management, Maintain IFM and IDMP material, Provide Help Desk services on water management including flood and drought, Soft marketing, New business model is needed, Need to broaden and increase project implementation)
- **Scenario 6 - Intergovernmental Panel on Flood Management** (Build an intergovernmental partnership supporting IFM with the major agencies acting at global level, similar to IPCC, WMO and GWP can build valuable partnerships with these communities to extend the influence of their concepts, Need to obtain sufficient and long term financial resources)

# Business model

The Business Model will be implemented using three different sources of funding:

1. External donors, to fund specific projects
2. Core funding, to implement APFM core activities and pilot tests
3. In-kind (mostly through fixed-term staff) funding from WMO and GWP regular budgets

# Business model – major issues

- OpenPlatform for the design of End-to-End Early Warning for floods projects  
→ FFI and CHy
- Fundraising and lobbying (Through DRM and personal contacts)
- Costing Model

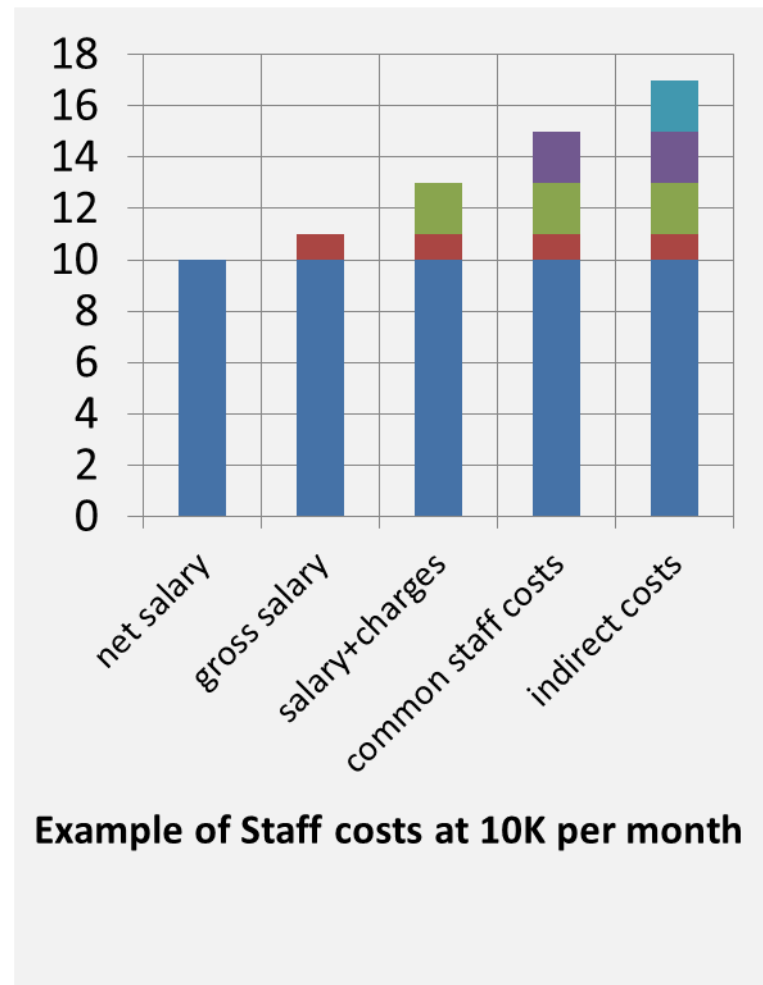


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Optimism about success

# WMO Project Cost structure

- ✓ Current cost calculation
  - Staff - Calculate total personal costs (only for project positions!):
    - Yearly salary (incl social charges)
    - WMO social charges (pension, medical)
    - other personal charges and/or add 16% for common staff costs
  - Report real costs of other expenses (travel, equipment...)
  - PSC is 7 to 13% to cover WMO indirect costs (of total budget)



# Global CLW costs attributable to projects

Main type of costs	Direct cost	Indirect cost
Salaries and related charges	X	
Social charges	X	
Other direct costs (travel, consultancy, procurement...)	X	
Common services: administration, services (finance, travel, publication, translation...)		X
Management		X
Building and office costs		X

Resolution 20 (EC-64)

# Thank you Merci



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