



## **ASSOCIATED PROGRAMME ON FLOOD MANAGEMENT**



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### **APFM STRATEGIC PLAN 2014-2018**

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Geneva, Switzerland



The Associated Programme on Flood Management (APFM) is a joint initiative of the World Meteorological Organization (WMO) and the Global Water Partnership (GWP). It promotes the concept of Integrated Flood Management (IFM) as a new approach to flood management. The programme is financially supported by the Governments of Switzerland, USAID and Germany.



The World Meteorological Organization (WMO) is a specialized agency of the United Nations. It coordinates the activities of the meteorological and hydrological services of 191 countries and territories and is the authoritative voice on weather, climate and water.



The Global Water Partnership (GWP) is an international network open to all organizations involved in water resources management. It was created in 1996 to foster Integrated Water Resources Management (IWRM).



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# Strategic Plan

## 1 Direction

### 1.1 Vision

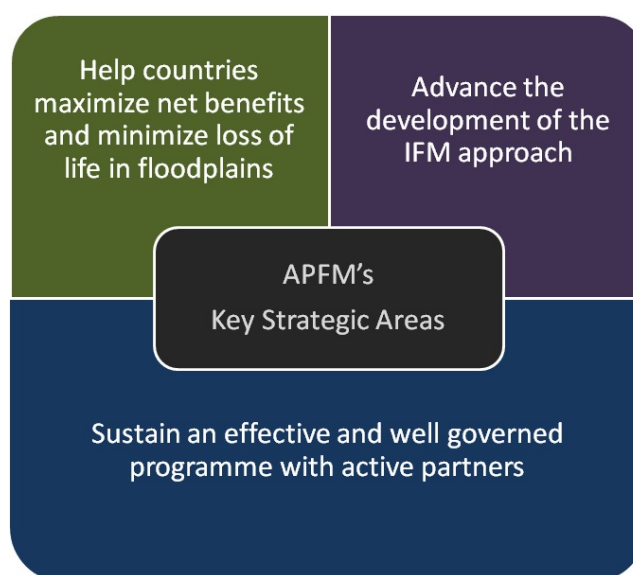
Countries implement Integrated Flood Management and, thus, enhance their prosperity and sustainable development.

### 1.2 Mission

To support countries in the implementation of Integrated Flood Management (IFM) within the overall framework of Integrated Water Resources Management (IWRM) to maximize net benefits from the use of their floodplains and minimize loss of life and impacts.

### 1.3 Key Strategic Areas

For its Phase IV, the APFM is focused on mainstreaming IFM into policy and practice. In order to achieve this, three key strategic areas were identified to achieve APFM's mission. These areas are aligned with both WMO and GWP's guiding principles and they mark the way in which APFM aims to fulfil its tasks, by collecting, disseminating, and helping implement knowledge on the IFM approach. This is achieved through cooperation with National Meteorological and Hydrological Services, GWP's Regional and Country Water Partnerships, emergency services & civil defences organizations, and partner organizations.



**Figure 1.1. APFM's Key Strategic Areas.**

### 1.4 APFM Goals

The goals for APFM derived from the Key Strategic Areas are:

- Help Countries maximize benefits and minimize loss of life in floodplains
  - Assisting countries, regions and communities in the implementation of IFM
- Advance the development of the IFM approach
  - Collecting and disseminate knowledge on IFM
  - Advocating for IFM
- Sustain an effective and well governed programme with active partners
  - Growing and reinforcing a network of partners for cooperation on IFM to increase technical, institutional, and financial contributions to IFM
  - Efficiently and effectively manage APFM



### Phase IV Goals

Taking into consideration that Phase IV strives to mainstream IFM into policy and practice, the main goals during this period of time are:

- Get actively involved in the policy field by providing guidance and assistance in promulgation of policies at the national level.
- Develop and enhance IFM Tools and guidance materials under the umbrella of a IFM Primer that will bring cohesion to the already compiled knowledge of APFM and will point the direction of new tools to be developed taking into account the needed balance of structural and non-structural measures for an effective IFM.
- Strengthen our network by reinforcing existing partnerships and identify new channels & opportunities of cooperation through the continued implementation of APFM’s Communication Strategy.
- Overcome the natural limits of the TSU to fulfill all requests received, through the engagement of partners, GWP and the Commission for Hydrology.
- Foster and expedite more IFM projects by bringing potential donors and by encouraging resource-efficient best practices when financial and social resources are lacking.

### 1.5 Structure

Specific outputs derive from each goal. These outputs, goals and key strategic areas form the structure of the Strategic Plan (depicted in Figure 1.2).

Key Strategic Areas	Goals	Outputs
Help countries maximize benefits and minimize loss of life and damage in floodplains	Assisting countries, regions, and communities in the implementation of IFM	Provide technical and institutional support in developing IFM
		Align implementation needs with funders and donors
		Demonstrate solutions for IFM
		Provide capacity development for IFM
Advance the development of the IFM approach	Collecting and disseminating knowledge on IFM	Compile knowledge on different aspects of IFM
	Advocating for IFM	Make knowledge on IFM available to practitioners, stakeholders, and general public
Sustain an effective and well governed programme with active partners	Growing and reinforcing a network of partners for cooperation on IFM	Effectively communicate the IFM approach
		Increase technical, institutional, and financial contributions to IFM
	Efficiently and effectively managing APFM	Reach out NMHSs and R&CWPs
		Ensure quality
		Evaluate and monitor performance

Figure 1.2. Schematic representation of the Strategic Plan.

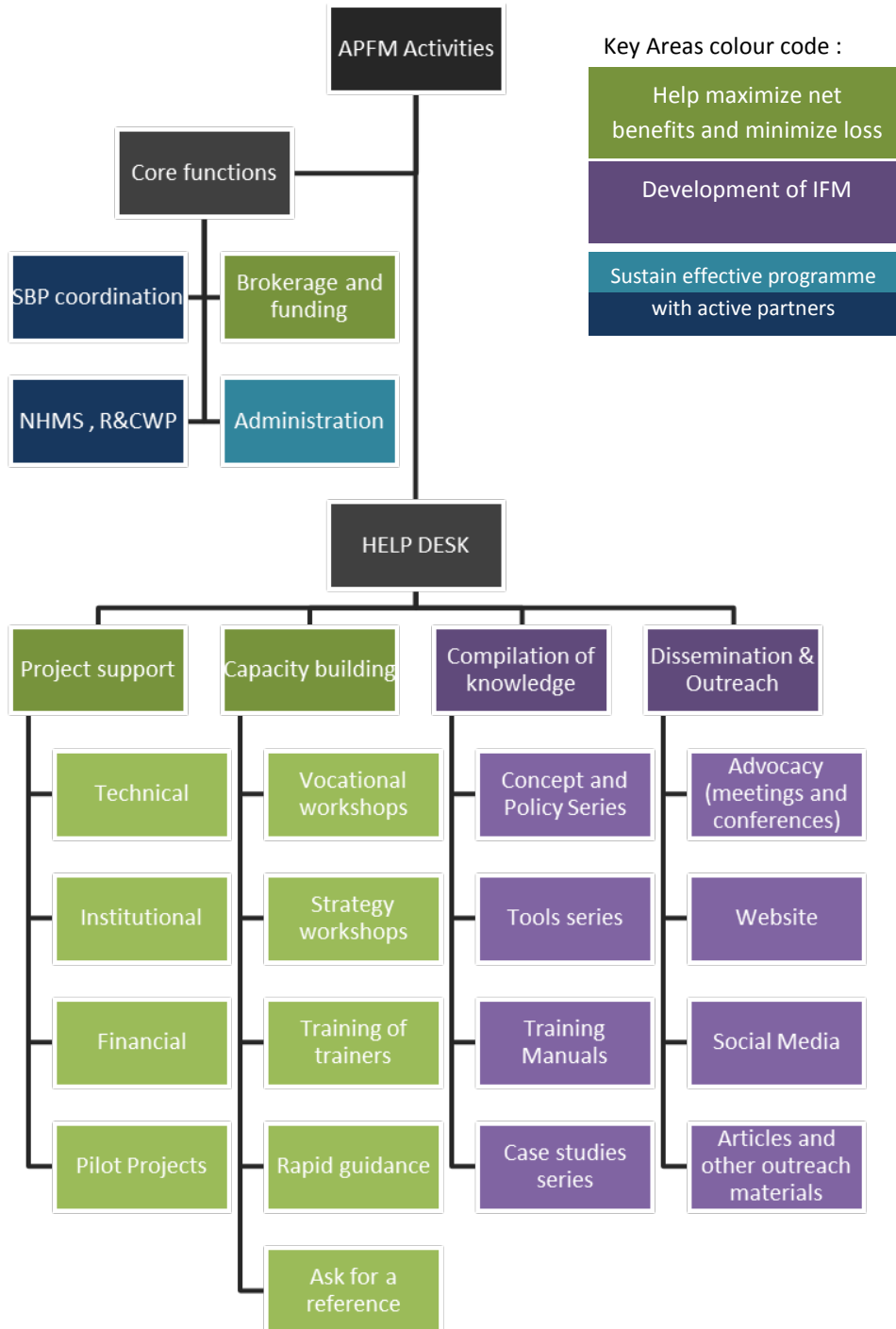


## 2 Execution

### 2.1 Proposed activities structure

According to the 2014 AC/MC meeting, there is a need to separate core functions from project and support functions. For this reason, the set of core functions was identified to be overarching on all services provided by APFM. These functions are: Administration, SBP coordination, Brokerage and funding, and cooperation with NMHS and GWP Regional & Country Water Partnerships.

In terms of the activities provided, they are offered through the IFM Help Desk. Activities fall into one of the two Key Strategic Areas, either Assistance in implementation or Development of IFM.



**Figure 2.1. Diagram of Services, products and delivery mechanisms**



From the above diagram, the structure for the formulation of APFM activities has been established according to the Key Areas (see Figure 2.4). Table 2.2 provides a description of each activity under all areas.

## 2.2 Activity Plan

<b>1. Assisting countries, regions, and communities in the implementation of IFM</b>
<b>1.1 Provide technical and institutional support</b>
1.1.1 Technical support The first area of service is the provision of technical support, for project formulation and for technical guidance in the conceptualization of a project. This is a demand-driven service.
1.1.2 Institutional support The next area of assistance is providing institutional support to the entities that approach APFM through its HelpDesk. As an example, APFM will keep providing institutional support to EU-funded PEARL project throughout the entire phase.
<b>1.2 Align implementation needs with funders and donor</b>
1.2.1 Fundraising and brokering/ Financial Support This service focuses on locate funds for projects that have been already formulated but whose implementers are having difficulties to find the financial support for them. This service is a demand-driven service.
1.1.4 Pilot projects on the above categories APFM has a larger role when developing pilot projects. These projects are meant to test and demonstrate the applicability of IFM principles. The experience gained will serve as a stepping stone in the regions of implementation to mainstream the concept of IFM into national or basin-wide policies. The APFM will help the regions and countries to get support from financial partners by supporting the project formulation and guiding the project conceptually and technically.
1.1.5 Follow up on current and past projects Follow up activities will be important for this phase as there is an aim to expand the outreach of the projects' outcomes and to help further develop the detailed projects for implementation and ensure sustainability of outputs.
<b>1.3 Provide capacity development for IFM</b>
1.3.1 Development of IFM materials APFM will continue to develop training materials that range from presentations and manuals, to e-learning activities, all in collaboration with partners.
1.3.2 Accreditation of materials by UNITAR UNOSAT has offered UNITAR certifications for trainings and workshops. It is the intention for this phase to offer this certification to other SBPs materials as well.
1.3.3 Support national and regional effort for capacity development APFM will continue on providing this demand-driven service on vocational and strategy workshops, as well as trainings of trainers. Additionally, APFM will introduce creation of bankable projects in their workshops after the success this topic has had as observed by GWP.
<b>2. Compilation and Dissemination of Knowledge on IFM + Advocacy</b>
2.1 Compile knowledge: Develop and revise policy series and IFM tools
2.1.1 Primer development A Primer will act as an umbrella for the IFM Tool Series, to mainstream into practice the IFM concept, and identify the different approaches to maximize net benefits from the use of the floodplain. This will entail integrated and balanced approaches, focusing not only on structural or non-structural measures, but on mixing both approaches.
2.1.2 Development/Revision of tools





	The purpose of the tools is to expose decision makers and planners to the availability, scope and limitations of different aspects of IFM. To be used for analytical purposes, these tools will require a detailed knowledge and the services of an expert.
2.2	Make knowledge on IFM available
	Use of delivery mechanism such as the website and social media. During this phase, emphasis will shift from written versions of the tools to electronic means.
2.3	Effectively communicate the IFM approach
2.3.1	Continue Communication Strategy
	The current communication strategy has been proven effective as it has increased APFM visibility. It will be continued. The activities of the strategy include maintaining the website, use of social media, and the restructuring of the website (and HelpDesk). Website: The website serves as an important mechanism to disseminate knowledge on IFM. Moreover, the IFM HelpDesk is a hub for not only IFM knowledge that APFM has compiled, but also for knowledge from partners and other flood management entities with relevant materials and tools.
2.3.2	Development of further advocacy materials
	This activity includes e-learning, serious gaming and materials for a wider public (children, students, etc.). This also includes one component of PEARL Project, as several publications will derive from the project.
2.3.3	Preparations for conferences and meetings
	Under this activity falls the development of presentations, posters, sessions and articles (among others) to be presented at conferences, meetings and workshops at the international level.
2.4	APFM 15th Anniversary activities
	With the upcoming 15 <sup>th</sup> anniversary of APFM, it is important to prepare (a) product(s) condensing the history, achievements, lessons learnt, and way forward of APFM. A suggestion is to release the primer on this occasion.
<b>3.</b>	<b>Sustain an effective and well governed programme with active partners</b>
3.1	Develop SBP Strategy
	This activity will focus on creating guidelines for engaging with SBPs, develop a series of strategies to create better bonds and devise enhanced communication mechanisms.
3.2	Develop Workshop Packages with SBPs
	This new activity will focus on creating “ready-to-use” packages with different SBPs depending on their areas of expertise. A first pilot package portfolio will be developed with UNOSAT and CIMA.
3.3	Discussion and renewal of LoEs
	There is a need to update the Letter of Engagement with all partners. This process will require efforts from both the TSU and the SBPs to obtain more focused and targeted cooperation for the HelpDesk.
3.4	Enhanced cooperation with NMHS and the GWP network
	APFM should fully integrate NMHS and the GWP network into their activities. A document providing guidance into how to engage will them and listing strategies to improve APFM-NMHS collaboration will be created.
3.5	Establishment of cooperation with Funds and Development Banks
	Resources will be dedicated to seek synergies with Funds and Banks whose scopes are within the topics of climate change, disaster risk reduction, and sustainable development.
3.6	External review
	The external review will be done by a third party, externally funded. TOR will be developed and agreed by the Management Committee.
3.7	Strategic Planning
	The process of strategic planning is meant to set the direction for the entire phase and it includes the development of the following documents: Action Plan, SBP Strategy, and Fundraising Strategy. These activities are planned for the first semester of Phase IV (Aug-Dec 2014).



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### 3.8 Fundraising Strategy

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Funding was given an important role in the 2014 AC/MC Meeting and the response of the TSU to this need is to develop a fundraising strategy that will set the direction for possible sources of funding and create documents meant specifically to attract potential donors and partners.

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### 3.9 TSU upkeep

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For the proper functioning of the TSU, there is a need to maintain sufficient and capable workforce for APFM's core activities. The staff should grow in accordance to the growing demands of HelpDesk services to ensure quality and the ability to meet demands.

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## 2.3 Results-based Budget

APFM's budget is based on the Activity Plan's structure. It identifies resources from the APFM trust fund as well as in-kind contributions from WMO, GWP, and SBPs. The resources are, by this means, justified by results in order to optimize use of both financial and human resources. The budget for the year 2014-2015 was approved by the MC.

## 3 Monitoring and evaluation

The mechanisms for performing the monitoring of the results of the programme is a Logical Framework derived from the structure of the Strategic Plan and based on GWP's own Logical Framework.

An external evaluation of APFM since its inception is planned for the beginning of Phase IV. Future evaluations may be performed, as per the direction of the Advisory and Management Committees of the APFM.