



2021

ANNUAL REPORT

ASEAN REGIONAL MINE ACTION CENTER



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2021 Annual Report.

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ANNUAL REPORT

2021

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ACRONYMS AND ABBREVIATIONS

AMS	ASEAN Member States
ASEAN	Association of Southeast Asian Nations
AKCF	ASEAN-Korea Cooperation Fund
ARMAC	ASEAN Regional Mine Action Center
BOE	basic operating expenditure
CMAA	Cambodian Mine Action and Victim Assistance Authority
COVID-19	Coronavirus disease
EORE	explosive ordnance risk education
ERW	explosive remnants of war
FOA	Friends of ARMAC
GICHD	Geneva International Centre for Humanitarian Demining
HI	Humanity & Inclusion
ICRC	International Committee of the Red Cross
ISU	Implementation Support Unit (Anti-Personnel Mine Ban Convention)
JICA	Japan International Cooperation Agency
MAG	Mines Advisory Group
MFA.IC	Ministry of Foreign Affairs and International Cooperation (Cambodia)
MOU	Memorandum of Understanding
NGO	nongovernment organization
NPA	Norwegian People's Aid
NRA	National Regulatory Authority (Lao PDR)
PDR	People's Democratic Republic (Lao PDR)
PRC	People's Republic of China
PS	Permanent Secretariat
ROK	Republic of Korea
SC	Steering Committee
TMAC	Thailand Mine Action Center
UN	United Nations
UNDP	United Nations Development Programme
US	United States
VA	victim assistance
VAN	victim assistance network
VNMAC	Viet Nam National Mine Action Center
VOE	variable operating expenditure

MESSAGE FROM THE CHAIR OF ARMAC STEERING COMMITTEE

I am pleased to present this Annual Report as a comprehensive account of the activities and financial results of the ASEAN Regional Mine Action Center (ARMAC). Since its operationalization in February 2018, ARMAC has worked hard to reduce the impacts of mines and explosive remnants of war (ERW) through its projects and programs in the region. The Coronavirus disease (COVID-19) outbreak may have disrupted some of our work, but we were able to persevere, adapt to the new challenges, and carry on with our mandates and functions.

Highlights of the Year

In 2021, several projects which were endorsed in 2020 came to fruition. ARMAC achieved one of its busiest years to-date. The increase in the size of the project portfolio owed much to new funding approvals received from the Governments of Italy, the People's Republic of China, New Zealand and the Republic of Korea.

- ▶ ARMAC kicked off its implementation of the *Enhance Victim Assistance Programme in ASEAN Member States (AMS)* which will run until early 2024. The project aims to establish a regional victim assistance network that will facilitate assistance to the victims of explosive ordnance in AMS, particularly those in the affected member-states. A consultative workshop was organized in Cambodia in 2021. Similar workshops are planned for 2022 in Lao PDR, Thailand and Viet Nam. A regional workshop will be organized next year.
- ▶ ARMAC also implemented the *Enhancing Regional Cooperation and Resource Mobilization Capacity in Mine/ERW in ASEAN Mine Action* which promotes regional cooperation and resource mobilization. An online technical working group meeting was held in December to discuss the potential for developing a blueprint for the region. A senior-level meeting will be organized in 2022 as a culminating activity for the project.
- ▶ ARMAC also rolled out its *Strengthen Gender Equality and Empowerment in Mine Action in*



the Mine/ERW Affected AMS Project which aims to study gender equality and empowerment in mine action programme in the ASEAN region, while building capacity in gender equality and empowerment through training sessions and knowledge sharing. A joint landmark ARMAC-Geneva International Centre for Humanitarian Demining (GICHD) publication will be launched in 2022 as part of this project.

- ▶ ARMAC also received its first technical assistance grant. The grant project, *Strengthening Institutional and Staff Capacities of Humanitarian Mine Action Entities in the ASEAN Region*, will help ARMAC develop a long-term strategy framework to strengthen its operational and programmatic priorities.
- ▶ During the year, ARMAC launched its Friends of ARMAC (FoA) Network which aims to expand its reach and enable support from interested stakeholders, including the AMS and ASEAN partners, private sector, as well as international organizations. The FOA event is thus, envisaged to becoming a regular feature in the years to come.
- ▶ ARMAC also forged new partnerships with the signing of various agreements between national, regional and international entities. A Memorandum of Understanding was signed between ARMAC and the GICHD, and Norwegian

People's Aid to support ARMAC's broad mandate and functions. ARMAC also signed co-implementation agreements with Humanity & Inclusion, Singapore Health Services, and the Cambodian Mine Action and Victim Assistance Authority (CMAA) to support the activities of the Enhance Victim Assistance Programme.

All of these were achieved in spite of the disruption caused by COVID-19. ARMAC continued its operation and engagement with its stakeholders either through physical and virtual platforms. In 2021, ARMAC also initiated the organizing of a hybrid format for its workshops and meetings.

ARMAC in 2022 and Beyond

Since its nascent operation in 2018, ARMAC has been making good progress in promoting collective actions to alleviate the impacts of landmines and ERW which we all should be proud of. Let us be reminded that the protection of human security is an integral part of the ASEAN Community Building efforts. Therefore, ARMAC should continue using a multilateral approach to encourage cooperation and the sharing of best practices. ARMAC must also continue to mobilize its stakeholders, including the civil societies, private sector, regional and international communities to widen the

coverage and deepen the effect of awareness-raising, victims' assistance and rehabilitation, and sustain efforts towards the reduction of the impacts of landmines and ERW throughout the ASEAN region.

It is my hope that the new torch bearer, His Excellency Mr. Ung Rachana, will continue to ensure that ARMAC will remain agile and responsive of the needs of all the ASEAN Member States of which I am confident that he will. Together with our 10 AMSs, donors, and development partners, I remain hopeful and confident that ARMAC together with the Government of Cambodia as 2022 ASEAN Chair will be able to deliver its mandate and functions with success.

Finally, I wish my successor and the incoming chair, a productive and rewarding 2022!



Pengiran Kasmirhan Pengiran Tahir

Chair of the 2021 ARMAC Steering Committee, and
Ambassador Extraordinary and Plenipotentiary of Brunei Darussalam



The Handover of the Steering Committee Chairmanship from Brunei to Cambodia, December 2021

FOREWORD



This annual report marks the completion of the third full year of operations for the ASEAN Regional Mine Action Centre (ARMAC), and the culmination of its inaugural workplan. It has been an honor to have been entrusted with overseeing ARMAC during these formative years, and to have been afforded stewardship over an organization with such great potential. But before I delve more into what that potential might entail, I would first like to highlight some of ARMAC's accomplishments over the past year.

Aligned with ARMAC's mandate to facilitate appropriate medical and rehabilitation assistance for victims of mine and explosive remnants of war (ERW) upon request from the affected AMS, ARMAC this year launched an ambitious 3-year project to enhance the victim assistance programmes across the ASEAN region through the establishment of a regional victim assistance network. ARMAC also sought to provide useful information and resources on cross-cutting issues that are common to all mine/ERW-affected ASEAN Member States (AMS). One such project was entitled Strengthen Gender Equality and Empowerment in Mine Action in the Mine/ERW Affected AMS. Initiated this year, it promises to share international best practice on the themes of gender mainstreaming across AMS.

More recently, ARMAC hosted the inaugural Technical Working Group (TWG) meeting on the project, Enhancing Regional Cooperation and Resource Mobilization Capacity in Mine/ERW in

ASEAN which validates ARMAC's position as a regional entity aspiring to bring and promoting collaboration among each AMS. We have continued to operate in the face of the COVID-19 pandemic via our hybrid and online workshops and meetings. We will continue to do so if that means that we have to be more innovative to reach out and engage with our partners, and stakeholders.

The common thread running throughout all of these activities is leveraging the depth and breadth of knowledge and experience present across the ASEAN region. While the nature of mine/ERW contamination is diverse across the region, I am confident that, collectively, we have decades of experience and the human capital necessary to address these problems. In this, I see the true potential of ARMAC, acting as a catalyst to ensure that, together, the mine action programmes and actors across the region form to be greater than the sum of their parts.

However, to achieve this vision, the next three years will require a greater level of engagement from the AMS through a long-term strategy and well coordinated multilateral efforts. I encourage all national mine action programmes to engage openly with ARMAC, to come to see ARMAC as a resource, and as a center for excellence. I encourage our donors and development partners to help us build a long-term and sustainable financing infrastructure, and strengthen ARMAC and AMS staff capacities through by supporting us with capacity building initiatives.

In summary, I am tremendously proud of what ARMAC has achieved in 2021, and I am both excited and optimistic about what the future holds for ARMAC in the coming years.

Prum Suonpraseth
Executive Director

ABOUT THE ASEAN REGIONAL MINE ACTION CENTER

The ASEAN Regional Mine Action Center (ARMAC) is a Center of Excellence working towards reducing the impact of landmines and explosive remnants of war (ERW) throughout the ASEAN region. Using a multilateral approach to encourage cooperation and the sharing of good practices, ARMAC aims to assist ASEAN Member States (AMS) to find common solutions to the shared problem of explosive hazards.

Currently, ARMAC works with a full range of mine action stakeholders including national authorities and centers, mine action operators, donor

states, research institutions, the general public and other groups. This diversity of partners provides ARMAC the flexibility to implement a variety of programmes and scale them from the regional level down to the local community, ensuring that both national governments and everyday people benefit from sustainable impactful mine action.

ARMAC is comprised of representatives from 10 AMSs, and was established by the ASEAN Leaders at the 21st ASEAN Summit in 2012 with the following the mandate and functions.

Mandate and Functions



1

Enhance awareness programs on the dangers of ERW among affected communities.



2

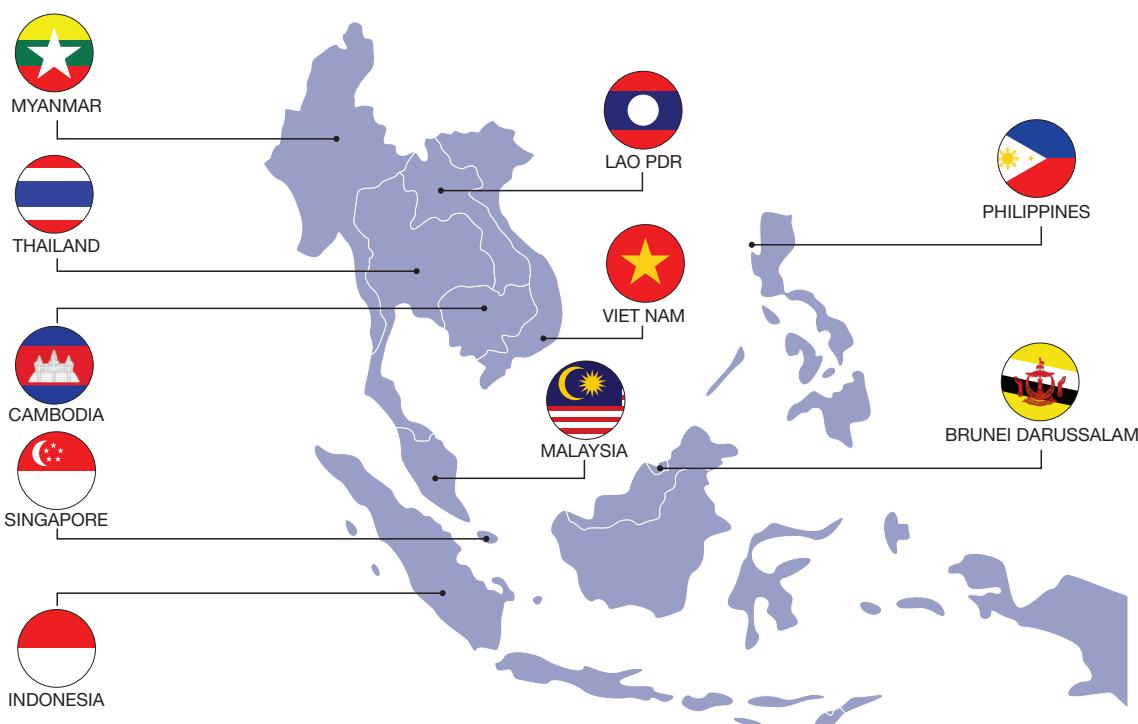
Facilitate appropriate medical and rehabilitation assistance for victims of ERW, upon request from the affected AMS.



3

Assist interested AMS in research and knowledge sharing on the effects of ERW and efforts to address them, including through writing proposals for technical assistance projects and funding, at their specific and individual request.

ASEAN Member States



2021 Steering Committee

Chair of the Steering Committee



Brunei

H.E. Mr. Pengiran Kasmirhan Pengiran Tahir

Ambassador Extraordinary and Plenipotentiary of Brunei

Vice-chairs of the Steering Committee



Cambodia

H.E. Mr. Norng Sakal

Under - Secretary of State, Ministry of Foreign Affairs and International Cooperation

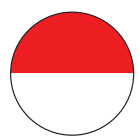


Viet Nam

Mr. Lai Xuan Chien

Minister and Deputy Chief Mission Embassy of Viet Nam

Steering Committee Members



Indonesia

H.E. Mr. Sudirman Haseng

Ambassador Extraordinary and Plenipotentiary of the Republic of Indonesia



Lao PDR

H.E. Mr. Amphay Kindavong

Ambassador Extraordinary and Plenipotentiary of the Lao People's Democratic Republic



Malaysia

Colonel Hazmi bin Abd Hamid

Defence Attaché, Embassy of Malaysia



Myanmar

Lieutenant Colonel Htin Aung Kyaw

Staff Officer Grade-1 (Machinery) Directorate of Military Engineers Ministry of Defence



Philippines

H.E. Ms. Maria Amelita C. Aquino

Ambassador of the Republic of the Philippines



Singapore

H.E. Ms. Teo Lay Cheng

Ambassador Extraordinary and Plenipotentiary of the Republic of Singapore



Thailand

H.E. Mr. Panyarak Poolthup

Ambassador Extraordinary and Plenipotentiary of the Kingdom of Thailand

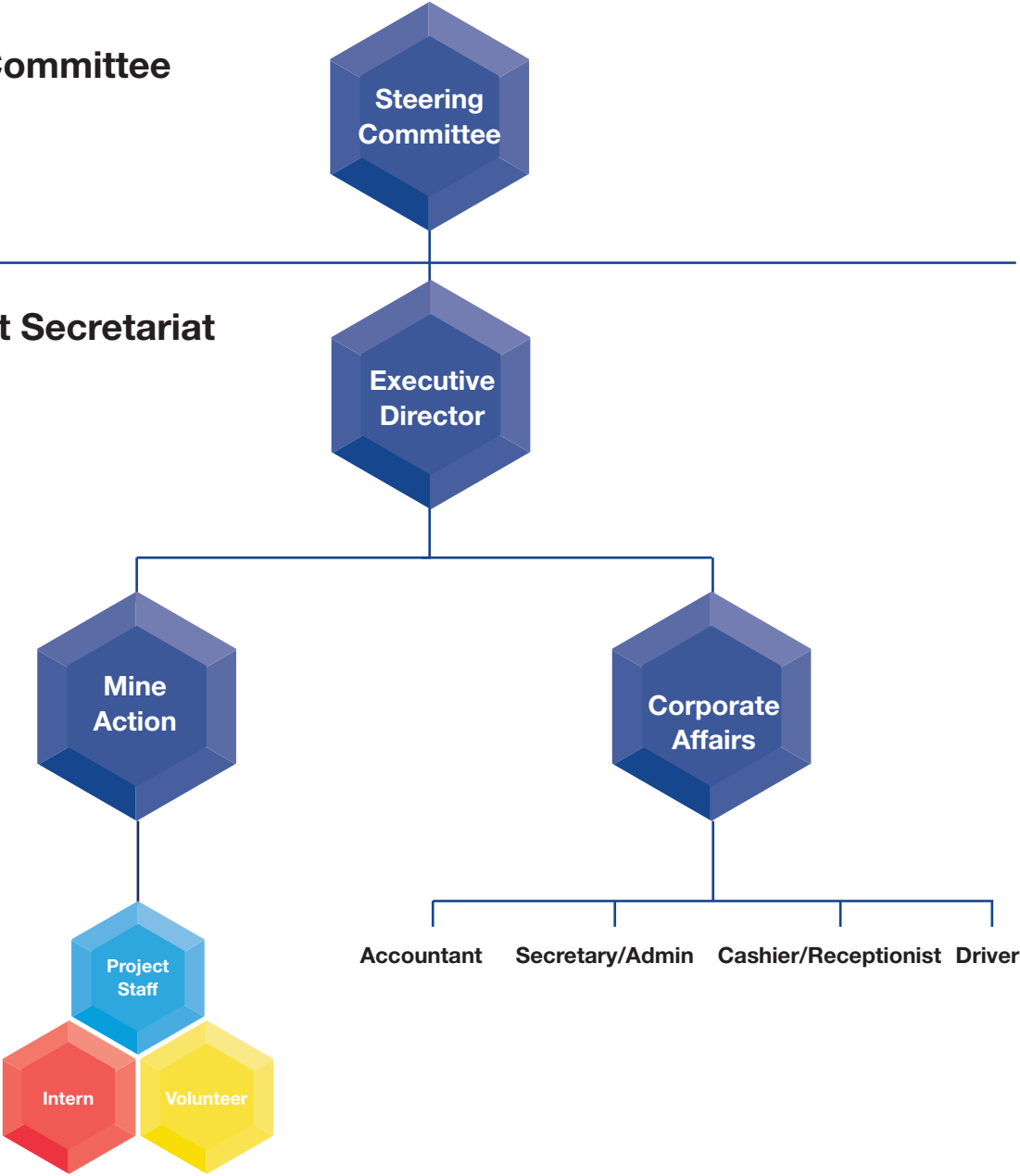
ARMAC Permanent Secretariat

The ARMAC Permanent Secretariat (PS) is led by the Executive Director. Two technical officers provide support in the areas of mine action and corporate affairs. From time to time, project staff, interns, and volunteers are recruited to provide technical, research and administrative support to the PS.

The ARMAC Steering Committee (SC) provides oversight and guidance on the work of the PS. The Steering Committee is comprised of senior officials from the Ministries of Foreign Affairs and Defense of each ASEAN Member State. The PS reports to the SC.

Steering Committee

Permanent Secretariat



2021 MILESTONES

The solid groundwork laid in the last three years made 2021 a productive year for ARMAC, despite the ongoing COVID-19 pandemic and the travel restrictions associated with it. ARMAC began implementing several projects, including its current flagship project, *Enhance Victim Assistance Programme for AMS*. ARMAC forged new partnerships with international and national organizations through the signing of Memorandum of Understanding (MOUs), co-implementation agreements among others. It also launched its Friends of ARMAC (FoA) Network which promoted ARMAC and extended its reach among the development community, and even to the private sector. More importantly, ARMAC was able to reach out and engage more actively with the countries and region it serves. Going forward, ARMAC will continue to be guided by its three-year work plan to ensure alignment with the identified needs of the AMS, and the ASEAN Political-Security Blueprint.

Operations

Partner engagement and communications

ARMAC continues to make significant progress in fulfilling its commitment to enhance its visibility and reputation by strengthening partner relations and engaging with potential partners and donors.

ARMAC sought support with various stakeholders

including senior representatives and officials from embassies, international and national NGOs, academic and research think tanks and other mine action organizations through bilateral and multilateral meetings. Most of the meetings/discussions led to collaborations, as highlighted throughout this report.

ASEAN Member States

ARMAC paid courtesy visits to AMS officials. In early 2021, ARMAC paid a courtesy call to Deputy Prime Minister and Minister of Foreign Affairs and International Cooperation of Cambodia. ARMAC also met with the 2021 chair, and newly appointed Ambassador of the Philippines, and the Ambassadors of Lao PDR and Malaysia.

ARMAC also collaborated with the Government of Indonesia through the Embassy of Indonesia in Cambodia to organize a hybrid regional workshop on achieving sustainable goals.

ARMAC also organized 3 Steering Committee Meetings, in hybrid format due to the health threat posed by the ongoing pandemic. Despite the absence of a physical meeting, the SC meetings provided a useful platform to update members on the progress of ARMAC operations and programmes. The meetings also deliberated on arising new issues, and projects that require consensus and approval among the SC members.



DONORS AND PARTNERS

The ASEAN Regional Mine Action Center gratefully acknowledges the support and contributions received from the following national government agencies, embassies and bilateral agencies, Mine/ERW action organizations, think tanks and research institutes. Without which, our work in tackling the humanitarian aspects of landmines and ERW would not be possible.



Steering Committee Meetings



Handover of 2022 ARMAC Chairmanship from Brunei to Cambodia.



Presentation of commemorative plaque by ARMAC Executive Director (ED) Mr. Prum Suonpraseth (left) to the outgoing Chairman of the ARMAC Steering Committee.



ARMAC Chair and Permanent Secretariat staff during the 16th Steering Committee Meeting.



2021 ARMAC Chair presiding during the 15th Steering Committee Meeting, the first meeting where Brunei was chair.

Brunei Darussalam



Ambassador of Brunei Darussalam to Cambodia H.E. Mr. Pengiran Kasmirhan Pengiran Tahir on his new role as 2021 ARMAC Chair of Steering Committee.



ARMAC PS staff's first meeting with 2021 ARMAC Chair.

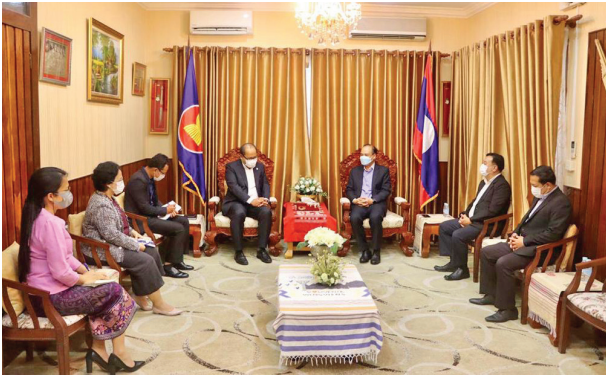
Cambodia



H.E. Mr. Prak Sokhonn (left), Deputy Prime Minister and Minister, Ministry of Foreign Affairs and International Cooperation of the Kingdom of Cambodia and ARMAC ED Mr. Prum Suonpraseth (right) met to discuss Cambodia's support to ARMAC.



Lao PDR



Staff from ARMAC and Lao PDR Embassy in Cambodia discussed Lao's ongoing efforts toward UXO Clearance.



Ambassador of Lao PDR H.E. Mr. Amphay Kindavong expressed his support to ARMAC's work in Lao PDR, and the region.

Malaysia



Ambassador of Malaysia to the Kingdom of Cambodia H.E. Mr. Eldeen Husaini Mohd Hashim (third from left) welcomed ARMAC staff in a working lunch meeting at the Embassy.



ARMAC ED presenting a token of appreciation to Malaysian Ambassador.

Philippines



ARMAC ED and staff met with then newly-arrived Philippine Ambassador H.E. Ms. Amelita Aquino. ED briefed the Ambassador on the work of ARMAC, its role in the region, and future project with the Philippines, including the setting up of a mine action center in Bangsamoro, Philippines.

International and national development partners

ARMAC also met with ASEAN dialogue partners, including Germany, the United States of America, the United Kingdom, New Zealand, the People's Republic of China, and the Republic of Korea. ARMAC also met with regional representatives of development agencies, demining operators and nongovernment organizations such as the Geneva International Centre for Humanitarian Demining (GICHD), Humanity & Inclusion, International Committee

of the Red Cross (ICRC), Anti-Personnel Mine Ban Convention Implementation Support Unit (ISU), Japan International Cooperation Agency (JICA), Mines Advisory Group (MAG) International, and the United Nations. The meetings discussed about potential collaborations in the areas of advocacy, victim assistance, cross border cooperation, sustainable development. The meetings allowed for exchange of knowledge and sharing of experiences.

UN and international agencies



UN Assistant Secretary General H.E. Mr. Khaled Khiri and staff visited ARMAC as part of UN's official trip in the region.



ARMAC met with UNDP Global and Country focals in the Mekong Region to discuss opportunities for collaboration



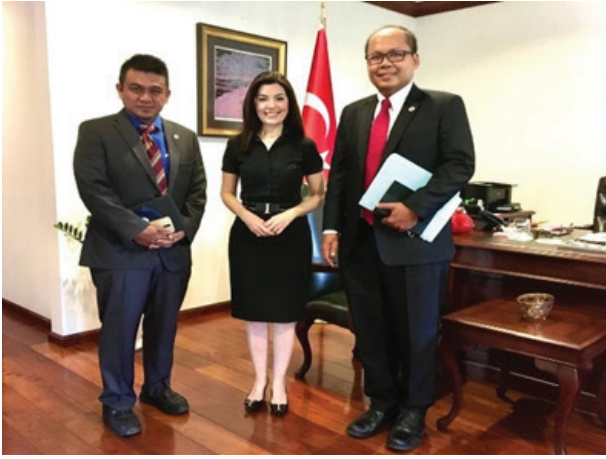
JICA Deputy Representative and JICA Advisor to CMAC met with ARMAC staff to discuss South-South cooperation project.



JICA Deputy Representative highlighted Japan's assistance in the mine action sector in the region.

Bilateral partners



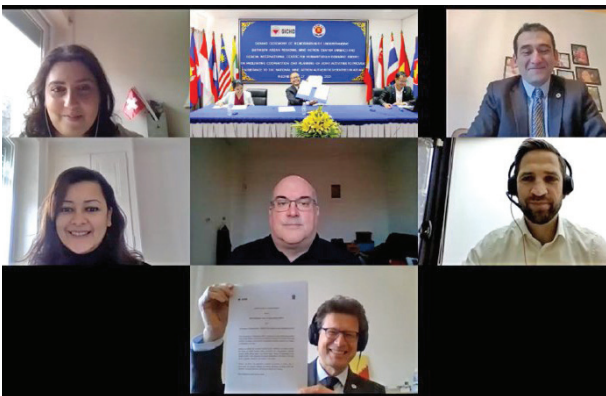


ARMAC paid courtesy calls to Ambassadors of the Republic of Korea, Russia, Turkey, Germany and the USA.

MOU Signing

ARMAC also signed memorandums of understanding with the GICHD and NPA Myanmar in January. Both MOUs will allow ARMAC to collaborate on common grounds and interests. The partnership with GICHD aims to expand ARMAC's work on risk management technology, gender mainstreaming, and risk education. The partnership with NPA Myanmar is intended to bring together regional knowledge and expertise to facilitate

the setting up of a mine action sector in Myanmar. ARMAC also began its preliminary discussions with the UNDP Cambodia and the Sir Bobby Charlton Foundation in the 4th quarter of 2021. ARMAC anticipates signing of new partnerships with both organizations during the first quarter of 2022. Subsequently, ARMAC also signed several MOUs and co-implementation agreements through its ongoing projects.



MOU signing between ARMAC and GICHD.



ARMAC ED paid a courtesy call to Ambassador Stefano Toscano, Director of GICHD.

Friends of ARMAC (FoA) Network

In September, ARMAC launched its Friends of ARMAC (FoA) Network in Phnom Penh, Cambodia. The FOA Network is an informal group that aspires to build on ARMAC's ongoing engagements with stakeholders as well as to expand this working relationship to deepen regional outreach on humanitarian mine action. The network encourages productive cooperation and support for ARMAC's operation and programmes, including in the areas of financial and technical assistance. The launch brought together development partners from across the region.

ARMAC and partners agreed to host FOA events on a regular basis. Cambodia accepted to host next year's meeting while taking on the ASEAN chairmanship.



Members of the diplomatic community in attendance.



Inaugural launch of the Friends of ARMAC (FoA) Network; Deputy Prime Minister and Minister of MFA.I.C of the Kingdom of Cambodia H.E. Mr. Prak Sokhonn was the keynote speaker (top photo). Chair of ARMAC SC H.E. Mr. Pengiran Kasmirhan Pengiran Tahir delivered the welcome remarks (below photo).

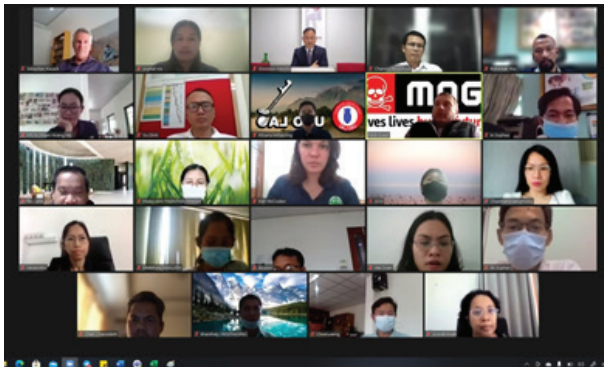


ASEAN Ambassadors and dialogue partners during the FOA launch.

Staff capacity development, workshops and trainings

Staff attended workshops and meetings organized by international and national partners. Programmes staff took part in the joint Seoul Cyber University and MAG International online training course on *Capacity Building on Integrative Management and Coordination of National Mine Action Actors in the Mekong Region*. Staff also attended workshops and trainings on risk education, victim assistance, gender which were organized by CMAA, HI and GICHD.

ARMAC ED and Senior Technical Officer for Mine Action participated in the 8th Mine Action Technology Workshop organized by UNMAS and GICHD. ARMAC presented its ongoing work in the sector and region during a side event in Geneva. ED also met with ASEAN, Cambodia and Swiss government representatives where he discussed about ARMAC's work. ARMAC ED also participated in the 19th Meeting of the States Parties, as part of ARMAC's efforts to promote visibility.



Reginal participants attending the online training course

On-line Training Workshop for Capacity Building on
Integrative Management and Coordination of National Mine
Action Actors in the Mekong Region(On-line Course)

Conducted by



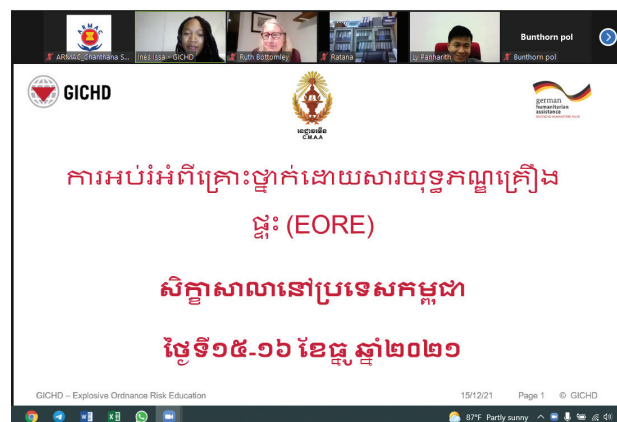
Screengrab of the SCU-MAG online training course



ARMAC ED delivered a keynote address during 16th ADMM Meeting.



ARMAC staff participated in the joint UNMAS-GICHD 8th Mine Action Technology Workshop in Geneva, Switzerland.



Programmes staff attended the online meeting on EORE organized by GICHD and CMAA.



Chair of ASEAN Committee in Geneva welcomed ARMAC ED while participating in the GICHD workshop.

Programme

In 2021, ARMAC received approval for its largest project to date, the *Enhance Victim Assistance Programme for ASEAN Member States* valued at \$2.06 million from the Government of the Republic of Korea through the ASEAN-Korea Cooperation Fund (AKCF). ARMAC also received approvals for the implementation of *Enhancing Regional Cooperation and Resource Mobilization Capacity in Mine/ERW in ASEAN Mine Action* and the *Strengthen Gender Equality and Empowerment in Mine Action in the Mine/ERW Affected AMS* Projects from the Governments of the People's Republic of China and Italy respectively.

ARMAC also received its first technical assistance grant from the Government of New Zealand which will facilitate the development of a long-term strategy framework for ARMAC including its vision-mission statement, and an updated 3-year rolling workplan.

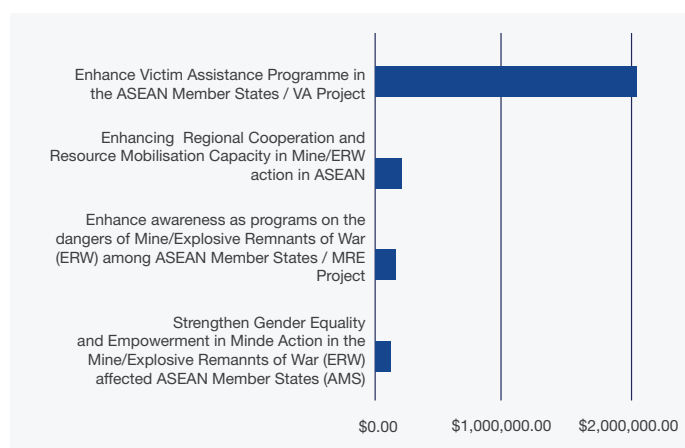
ARMAC also received financial support from the Government of the Republic of Indonesia to jointly organize a regional workshop on *Achieving Sustainable Development Goals*. The workshop called for alignment and harmonization of the 2020 Agenda and the imperative to leave no one behind within the region, thus linking humanitarian mine action with longer-term recovery, social-environmental-economic development, and peace.

The *Enhance awareness programs on the dangers of Mine/Explosive Remnants of War (ERW) among ASEAN Member States Project* was extended in 2021 to upgrade ARMAC's website and organize of the Mine Awareness Day in 2022.

Figures 1 and 2 show the active project portfolio, and the distribution of ARMAC projects according to mine action pillars, respectively.

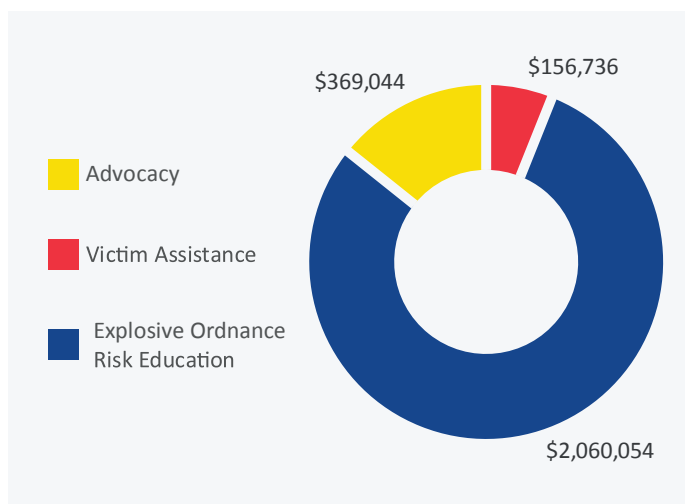
Currently, there are 3 projects in the pipeline whose concepts were already approved by the Steering Committee. The *Regional Community of Practice in ASEAN Mine/ERW Action project*

Figure 1. Active Portfolio



Note: Project that was completed in 2021 is no longer counted. This include the jointly organized workshop with the Government of Indonesia

Figure 2. Project Distribution by Mine Action Pillars



Note: Mine action related issues include Sustainable Development Goals, gender mainstreaming and promoting regional cooperation.

is still awaiting approval from the Government of Turkey. The project on *Enhancing Cross Border Cooperation and Assistance on Humanitarian Mine Action in the ASEAN Region* commenced its early rounds of discussion with the Ministry of Foreign Affairs of Thailand, ICRC, and NPA.

The proposed regional workshop regarding the establishment of a mine action sector in the Philippines is now scheduled for April 2022, while the planned workshop for Myanmar is still on hold due to the ongoing political situation in the country.

The following section discusses the achievements made by each project during the last 12 months.

- **Enhance Victim Assistance Programme for ASEAN Member States**

ARMAC's flagship project implementation kicked off its implementation in January. The project recruited key personnel, a project manager and a project officer to provide support. A Korean intern was also recruited. The project met some delays in its first six months but managed to complete some of its target deliverables.

Project Summary

Enhance Victim Assistance Programme for ASEAN Member States

- Objectives:**
1. Promote the establishment of victim assistance network as a regional platform for various stakeholders among AMS.
 2. Assist AMS on victim-assistance and victim assistance-related knowledge sharing, need/s and resource/s assessment and mobilization.
 3. Assess the needs of ERW (mine/UXO) victims in affected AMS for further assistance.
 4. Assist AMS in providing psychosocial support to ERW victims.
 5. Undertake research on (i) ERW (Mine/UXO) Victim Assistance Inclusive Services in Cambodia, and (ii) Community Perspectives of Humanitarian ERW (Mine/UXO) Action in Lao PDR and Viet Nam.

- Target Outputs:**
1. Establishment of a regional victim assistance network.
 2. Psychosocial trainings.
 3. Research publications.

Amount/ Donor/ Partners/ Period: \$2.06 million/ Republic of Korea/ CMAA; HI; SingHealth Services/ January 2021- January 2024

Output:

- Organized its first national consultative meeting in Cambodia.
- Signed co-implementation agreements and MOUs with CMAA, Humanity & Inclusion, and Singapore Health Services.

Under the Victim Assistance Project, a consultative meeting in Cambodia was successfully conducted. The meeting brought together relevant actors and from the government, international and national non-government organizations, and the private sector. Similar meeting in Lao PDR, Thailand and Viet Nam are planned for in 2022.



Representatives from different mine action organizations in Cambodia participated in the first consultative meeting of the Enhance Victim Assistance Programme in the AMS.



The first in a series of meetings kicked off in Cambodia, this will be followed later on in Lao PDR, Thailand and Viet Nam.



Participants in action during the National Consultative Meeting in Phnom Penh



MOU signing between Humanity & Inclusion and ARMAC



Co-implementation agreement signing between CMAA and ARMAC



MOU signing between SingHealth and ARMAC



- **Enhancing Regional Cooperation and Resource Mobilization Capacity in Mine/ERW in ASEAN Mine Action**

At present, there are limited regional mechanisms in place for landmine¹ and ERW affected AMS to share knowledge and experience on best practices and develop strategies to work cohesively towards a mine-free ASEAN region. There are also limited means to mobilize resources at the regional level. The presence of a cooperative regional mechanism is envisaged to provide a space where AMS and partners can respond in a coordinated, timely and effective manner to the needs of mine-affected countries and the region; support, build and leverage off the collective efforts of the mine action sector community at large; and strengthen the credibility of regional and national stakeholders in terms of transparency, accountability, and effectiveness.

Project Summary

Enhancing Regional Cooperation and Resource Mobilization Capacity in Mine/ERW in ASEAN Mine Action

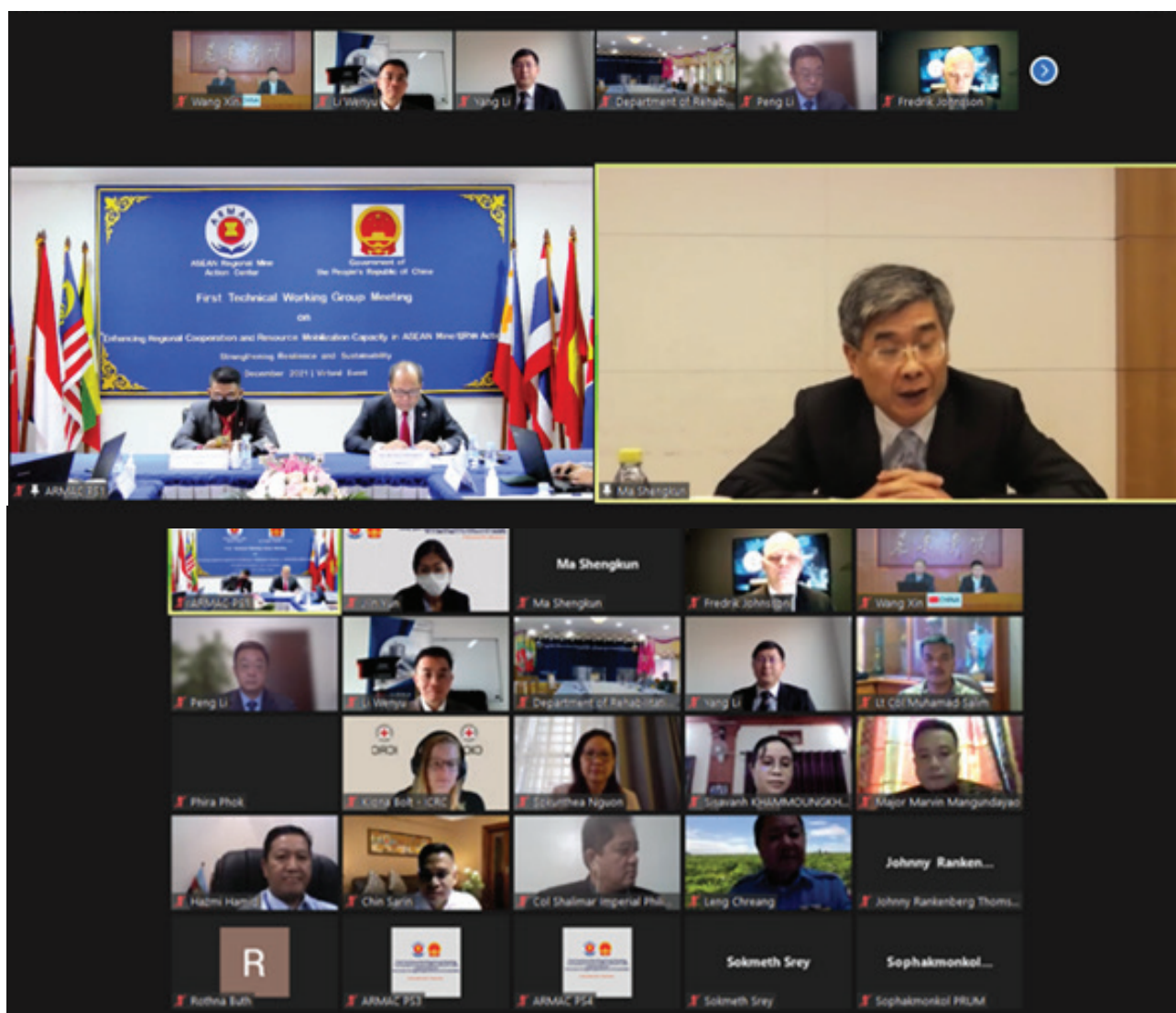
Objective: Improve regional cooperation and build sector knowledge and best practice models in the mine action sector

Target Outputs: 1. Technical level working group meeting
2. High level meeting

Amount/Donor/Period: \$200,000/ People's Republic of China/ August 2021 - September 2022

2021 Outputs:

- Organized its first technical working group



ARMAC and the Government of the People's Republic of China co-organized the 1st Technical Working Group Meeting on *Enhancing Regional Cooperation and Resource Mobilization Capacity in ASEAN Mine/ERW Action*.

¹ Throughout this document, "landmine" and "mine" will be used in reference to both landmines and unexploded ordnances (UXOs).

- **Strengthen Gender Equality and Empowerment in Mine Action in the Mine/ERW Affected AMS**

Mine action organizations collect large amounts of socioeconomic data on the impact of activities such as land release, often based on requirements from donor organizations or national authorities. However, understanding how these activities contribute towards gender equality remains limited, especially in relation to housing, land and property. Given that the promotion of gender equality (and other agendas such as disability inclusion) is of high importance to donors, affected states, and mine action organizations, the sector should improve at demonstrating impact using the data and resources already available.

ARMAC engaged GICHD to undertake a joint research study on the mine action sector's approach towards the monitoring and reporting of the gendered impact of land release. The study will be conducted in selected ASEAN countries with case studies highlighting systems, practices and results. The study aims to encompass the work of relevant actors and investigate and demonstrate links between mine action and the broader gender equality and inclusion normative framework, such as the SDG 5.

Project Summary

Strengthen Gender Equality and Empowerment in Mine Action in the Mine/ERW Affected AMS

Objectives:

1. Study gender equality and empowerment in mine action program in the ASEAN region.
2. Build staff and institutional capacity on gender equality and empowerment.

Target 1. Gender Study publication.

Outputs: 2. Regional Workshop.

Amount/Donor/Period: €100,000/ Italy/ September 2021 - August 2022

2021 Outputs:

- Formulated a Gender Study research plan

- **Enhance awareness programs on the dangers of Mine/Explosive Remnants of War (ERW) among ASEAN Member States**

ARMAC was established by the ASEAN Leaders in 2012 to assist the ASEAN Member States (AMS) to collectively tackle the humanitarian aspects of mine/ERW through an integrated approach of experiences sharing, skills and other capacity building activities. The MRE project was developed to address ARMAC's mandate, "enhance awareness programs on the dangers of ERW among affected communities". Likewise, ARMAC's Work Plan 2017-2018 also identified Mine Risk Education (MRE) as one of its key programme activities.

The project is now more than eighty percent completed, and is due for closing in 2022.

Project Summary

Enhance awareness programs on the dangers of Mine/Explosive Remnants of War (ERW) among ASEAN Member States

Objectives:

1. Deliver an integrated Explosive Ordnance Risk Education (EORE) to the affected communities in AMS.
2. Enhance the means of disseminating MRE information through ARMAC's website and publications such as magazine, newsletter
3. Promote April 4 as an ASEAN official day of celebration to mark the international Mine Awareness Day.

Target outputs:

1. Integrated approach to MRE.
2. Enhanced website.
3. ARMAC magazine.
4. April 4 as Mine Awareness Day.

Amount/Donor/Period: \$156,736/ Japan/ May 2019 – December 2021

2021 outputs:

- No-cost extension was approved in September to deliver remaining activities that were stalled due to the COVID-19 pandemic.

² Based on Regional Consultative Meeting – agreed by all stakeholders attending the meeting

- **Strengthening Institutional and Staff Capacities of Humanitarian Mine Action Entities in the ASEAN Region**

The Project addressed ARMAC's strategic priorities to date which include the development of a strategy plan for the next five years and an associated three-year rolling work plan. By putting in place a long-term strategy for ARMAC, ARMAC will be able to better coordinate regional humanitarian mine action efforts in the region. As agreed with the Government of New Zealand, a senior technical assistant will be deployed to ARMAC for a 12-month period to support progress towards achievement of the above strategic priorities.

Project Summary

Strengthening Institutional and Staff Capacities of Humanitarian Mine Action Entities in the ASEAN Region

Objective: Enhance institutional and staff capacities of ARMAC

Target Output: Long-term strategic framework for ARMAC

Amount/ Donor/ Period: \$300,000/ New Zealand/ December 2021 – December 2022

2012 Outputs:

- New Zealand agreed to provide \$20,000 grant for ARMAC PS operations in 2022 as indicated in the grant letter.
- Senior Technical Assistant will be deployed in the first quarter of 2022.



Completed Project

ARMAC together with the Government of Indonesia through its Embassy in Cambodia organized a hybrid workshop on *Achieving Sustainable and Inclusive Development in Landmine and ERW-Affected Countries* on 1 July 2021. The workshop deliberated on issues toward achieving inclusive and sustainable development in the ASEAN countries including the following: (i) consolidation of concepts relating to sustainable and inclusive landmine affected areas and engaged participants in an in-depth discussion of the major issues affecting the achievement of this objective; (ii) familiarized participants with integrated approaches for applying these concepts, with a particular focus on the human-

rights based approach and global citizenship education; and provide participants with workable solutions and tools; and discussed potential partnerships with regional landmines organization, local community groups, and other stakeholders, in order to foster the establishment and development of national mine-action capacities in countries where mines and explosive remnants of war constitute a serious threat to the safety, health and lives of the civilian population, or an impediment to social and economic development at the national and local levels. The workshop fulfilled Indonesia's commitment to support ARMAC, specifically on enhancing awareness programmes on the dangers of mine/ERW.



Over 90 participants attended the hybrid workshop. Senior officials from the government of Cambodia and Indonesia were present, and gave keynote speeches. The workshop brought together representatives from national governments and bilateral and international organizations.

WAY FORWARD

2022 presents the opportunity for ARMAC to reflect on its three years' progress to-date, and to consider where it can offer additional value to the Mine Action community within the ASEAN Region in the future. ARMAC exists to serve the diverse stakeholders within the sector, and as such, ARMAC has a busy consultative agenda over the coming 12 months. Foremost among these activities will be the consultative process which will accompany the formulation of the ARMAC 5-year strategy document. Additionally, the upcoming Technical Working Group meeting, Regional High-Level meeting and Victim Assistance Network meetings will all serve to inform ARMAC's strategic intent going forward and to ensure that is aligned with stakeholders' needs. Likewise, ARMAC anticipates the receipt of the external evaluation report on ARMAC's imminent progress towards achieving its functions and mandates in the three years since its inception. It is hoped that, once finalized, this report will also yield important considerations to determine the optimal path forward for ARMAC in the coming years.

Notwithstanding what promises to be a pivotal year in setting its future direction, ARMAC still maintains an ambitious and full calendar of activities during 2022. The workplan 2022-2024, attached in the following pages, lays out this plan in detail – expanding on the activities that ARMAC will undertake in pursuit of its ten stated objectives in the coming three-year period.

An area in which ARMAC identifies significant future potential is under the mine action pillar of Advocacy. ARMAC's role in advocacy is to bring to the fore pressing regional mine action issues; ensuring they find a place on the agenda in the appropriate national and international fora, and bringing together the relevant interlocutors to resolve issues and to arrive at mutually beneficial agreements. As a recognized and neutral entity under the auspices of ASEAN, ARMAC's role is to broker and facilitate regional and national dialogue, and seeks to make available the latest research and expertise to inform any discussion.



2021 ARMAC Chair (fourth from left) with the Permanent Secretariat Staff

ANNEX 1: FINANCIAL OVERVIEW

Contributions in Cash, In Kind and In Other Forms

In 2021, ARMAC received a total of \$159,385 to support the Permanent Secretariat operations. Of this amount, 26% came from contributions from AMS, while 74% are from development partners and donors.

Table 1. AMS and Development Partners' Cash, and In-Kind Contributions, 2017-2021 (US\$)

	2017	2018	2019	2020	2021
Cash – ASEAN Member States					
Brunei					10,000
Cambodia	321,803	321,803		358,204	
Lao PDR			10,000		
Myanmar			10,000	10,000	10,000
Philippines	32,075				
Thailand			12,464	10,000	10,000
Viet Nam				10,000	12,000
Cash – Development Partners and Donors					
Turkey		10,514			
Japan			8,440		
MGN Emperor Bank Plc					10,000
Republic of Korea					101,947
Others				988	
In-kind – Development Partners and Donors					
CMAA			4,284		

2021 Annual Budget Utilization

ARMAC spent about 77% of its total allocated budget in 2021. The large savings was due to the postponement of some key projects, and reduced domestic and international travel.

Table 2. Summary of Budget Utilization (US\$)

Description	Budget	Expenditure	End-of-Year Balance
I. Basic Operating Expenditure	201, 533	171,440	30,093
IA. Personnel Costs			
1B. Insurance			
IC. Communication			
ID. Utilities			
IE. Audit and Administration			
IF. Maintenance and Repair			
IG. Transportation and Fuel			
II. Variable Operating Expenditure	35,225	17,135	18,090
IIA. Meeting Costs			
IIB. Travel, Accommodation and Staff Development			
IIC. Other Administrative Costs			
IID. Fixed Assets and IT Software			
III. Contingency	11,838	3,117	8,721
2021 Annual Budget	248,596	191,691	56,905

Figure 1. Savings versus Expenditures

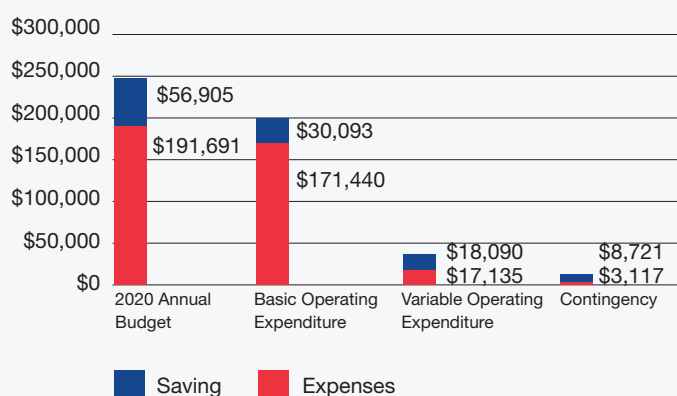
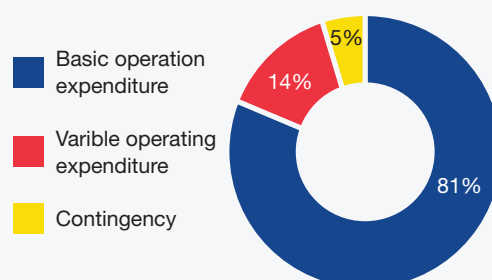


Figure 2. Distribution of 2021 Expenditures



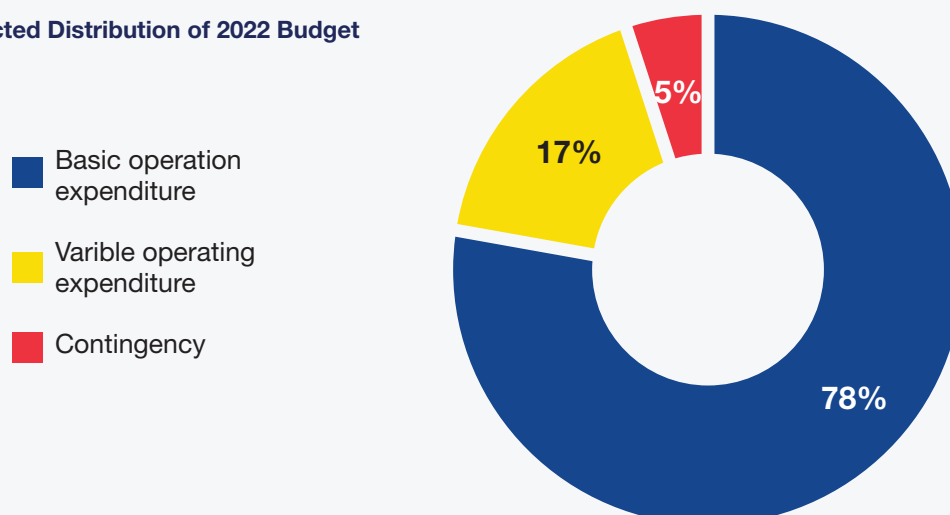
ANNEX 2: 2022 ANNUAL BUDGET

The 2022 Annual Budget was endorsed by the SC at the 17th Steering Committee Meeting. The 2022 Annual Budget will support ARMAC to expand the scope of its work by engaging with countries, partners and donors through new projects and activities that are timely and relevant to the needs of the Asian Member States and the region

Table 3. 2022 Annual Budget (US\$)

Description	Budget
I. Basic Operating Expenditure	255,200
IA. Personnel Costs	
1B. Insurance	
IC. Communication	
ID. Utilities	
IE. Audit and Administration	
IF. Building Maintenance and Repair	
IG. Transportation and Fuel	
II. Variable Operating Expenditure	57,439
IIA. Meeting Costs	
IIB. Travel, Accommodation and Staff Development	
IIC. Other Administrative Costs	
IID. Fixed Assets and IT Software	
III. Contingency	15,632
2022 Annual Budget	328,271

Figure 3. Projected Distribution of 2022 Budget








ANNEX 3: WORK PLAN 2022-2024

Mandate ¹			Outputs ²	Activities	Timeframe		
1	2	3			2019	2020	2021
Objective 1: Promote awareness on the dangers of mine/ERW through various communication platforms							
			1.1 Website and social media pages are updated on a timely basis	Update website and social media pages with new articles, data and relevant information	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
			1.2 Articles on the dangers of mine/ERW are shared/published on website and social media, and/or other communication channels	Engage with partners and stakeholders and provide articles, data and relevant information about ARMAC, on their website and social media pages	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
				Produce, write articles either as ARMAC, or jointly with partners and stakeholders	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
				Share/publish articles on the dangers of mine/ERW	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
			1.3 Popular events such as sports and arts are used to raise awareness on the dangers of mine/ERW	Identify and explore collaboration with partners and stakeholders	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
				Develop message and/or create side event to raise awareness on the dangers of mine/ERW	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
			1.4 Study visits/seminars of ASEAN university students are organized to produce content e.g., essays, articles, photos, art, etc. to raise awareness on the dangers of mine/ERW	Formulate and submit proposals to potential donor/s for funding	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
				Put forward a Call for Interest, and identity, select deserving ASEAN university students	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
				Organize study visits/seminars and produce relevant social media content, printed material	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
			1.5 April 4 as an ASEAN Official Day to commemorate the International Mine Awareness Day (MAD)	Identify the event and/or article to be organised or published by assessing the available resources	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
				Organize the MAD and/or publish a relevant article	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>




¹ The following are ARMAC's core mandates: (i) enhance awareness programs on the dangers of ERW among affected communities; (ii) facilitate appropriate medical and rehabilitation assistance for victims of ERW, upon request from the affected ASEAN Member States; and (iii) assist interested ASEAN Member States (AMS) in research and knowledge sharing on the effects of ERW and efforts to address them, including through writing proposals for technical assistance projects and funding, at their specific and individual request.

² Some of the outputs Workplan 2019-2021 were carried over to this new Work Plan. New outputs were added given the demand and changing needs of ARMAC, the ASEAN Member States and target beneficiaries.

Objective 2: Establish and operationalize a regional mine/ERW victim assistance network (VAN)

 	2.1 National and Regional Workshops and Consultative Meetings, including the Concept Paper for the VA Network	Organise workshops and consultative meetings to seek inputs from all stakeholders	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
		Develop and finalize the concept note for the VAN during the workshops and consultative meetings	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	2.2 VA Network Terms of Reference (TOR) and list of members are adopted and appointed respectively	Develop the TOR by using the information in the concept note, and the outcomes of the consultative meetings	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
		Finalize the TOR making sure that it contains the objectives, scope of work, and defined roles and responsibilities desired for stakeholders, and each member/team lead; update the TOR as the need arises	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
 	2.3 An operationalized VA Network	Identify, select VA Network members comprising of representatives from AMS, donors and partners, communities and other stakeholders; update list as the need arises	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
		Establish communication and coordination mechanisms to operationalize the VA Network	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
		Maintain close coordination and engagement on a regular basis with AMS, and relevant stakeholders through regular consultations to update, monitor, and report on VA Network's progress	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
		Update, monitor, and report on VA Network's progress	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

Objective 3: Promote cooperation among AMS and relevant stakeholders regarding the integrated approach on mine/ERW including but not limited to explosive ordnance risk education (EORE), gender mainstreaming, victim assistance³ among others

 	3.1 Best practices related to the implementation of an integrated approach to EORE, gender mainstreaming, victim assistance is documented and shared among AM, donors/partners, and stakeholders	Collaborate and/or conduct research and documentation with expert institution/s	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
		Share best practices, technical knowledge, and experience through printed and online means, and/or events	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
	3.2 Events discussing key aspects of the integrated approach to EORE, gender mainstreaming, victim assistance	Organize events on EORE, gender mainstreaming, victim assistance and other mine/ERW topics	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

³ An integrated approach to victim assistance ensures that (i) victim assistance efforts are implemented to improve the inclusion and wellbeing of survivors, other persons with disabilities, indirect victims and other vulnerable groups, and (ii) broader efforts reach the survivors and indirect victims among beneficiaries

Objective 4: Facilitate medical treatment, physical rehabilitation and psychological supports for mine/ERW victims, communities in interested AMS

4.1 Medical treatment, physical rehabilitation and/or psychological supports to mine/ERW victims are provided in cooperation with ARMAC upon request from AMS

Identify medical institution/practitioner as partner for relevant project/programme	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Formulate proposal for relevant project/programme and submit to potential donor for funding	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Implement the project/programme in coordination with partner AMS	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>

4.2 Psychosocial support trainings are organized in cooperation with ARMAC and upon the request from AMS

Assess psychosocial support needs in interested AMS	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Identify medical institution/practitioner as partner for relevant project/programme	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Formulate proposal for relevant project/programme and submit to potential donor for funding	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Implement the project/programme in coordination with partner AMS	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Conduct skill transfer programs e.g., train-the-trainer workshops, master trainer course	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Conduct community trainings on psychosocial support	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>

Objective 5: Promote long-term support for mine/ERW victims through skills training and provision of equal economic opportunity and meaningful integration into mainstream society and work place

5.1 Skills training to mine/ERW victims is provided training institution/expert in cooperation with ARMAC upon the request from AMS

Assess the needs for skills training	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Identify training institution/expert as partner for relevant project/programme	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Formulate proposal for relevant project/programme and submit to potential donor for funding	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Implement the project/programme	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>

Objective 6: Coordinate and organize country and/or regional knowledge-sharing events to disseminate knowledge, best practices, research findings and identification of needs and resources for future projects/programmes for interested AMS⁴

■ ■ ■ ■ ■	6.1 Conference/workshop is organized to assist in the knowledge sharing and identification of needs and resources for future projects/programmes	Develop and submit proposal to potential donor for funding the conference	✓	✓	✓
		Organize conference/workshop	✓	✓	✓
■ ■ ■ ■ ■	6.2 Exchange programme for interested AMS is organized to develop capacity in relevant area/s	Develop and submit proposal to potential donor for funding the exchange programme	✓	✓	✓
		Organize exchange programme	✓	✓	✓
■ ■ ■ ■ ■	6.3 Other specific knowledge-sharing events including workshop/seminar/expo are organized	Develop and submit proposal to potential donor for funding the event	✓	✓	✓
		Organize event	✓	✓	✓

Objective 7: Develop training programmes together with expert institutions⁵, that addresses the demand and needs from AMS

■ ■ ■ ■ ■	7.1 Training programmes for interested AMS are developed in partnership with expert institution/s	Conduct training needs assessment in countries and/or region	✓	✓	✓
		Identify expert institution/s as partner for the training programme	✓	✓	✓
		Develop and submit proposal to potential donor for funding the training programme	✓	✓	✓
		Organize the training programme	✓	✓	✓

Objective 8: Promote the development of a standard and integrated approach which aligns with ASEAN regional and/or country context

■ ■ ■ ■ ■	8.1 Standard and/or integrated approach which is appropriate to the ASEAN context are developed in partnership with expert institution/expert for interested AMS	Assess needs for developing a standard and/or integrated approach	✓	✓	✓
		Identify expert institution and/or expert as partner for relevant project/programme	✓	✓	✓
		Develop and submit the proposal to potential donor for funding the project/programme	✓	✓	✓
		Implement the project/programme	✓	✓	✓

⁴ Some activities across all mandate areas under the Work Plan 2017-2018 which aim to promote/organise events to share knowledge, disseminate publications on relevant subjects and identify needs and experts/resources; are addressed under this output 6.1.

⁵ Potential expert institutions include the Geneva International Centre for Humanitarian Demining (GICHD), International Committee of the Red Cross (ICRC), United Nations agencies such as the UNMAS among others.

Objective 9: Promote collaboration among AMS and in the region through development of knowledge products, e.g., publications, toolkits, events				
<div> <div></div> <div></div> <div></div> </div>	9.1 Baseline survey to take stock of the achievements made by national programmes across the ASEAN region is conducted by ASEAN academic institution/research centre and shared among AMS	Identify expert institution and/or expert as partner to conduct the survey	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
		Formulate and submit the proposal to potential donor for funding the survey	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
		Conduct the survey	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
	9.2 Research on relevant topic is conducted by the ASEAN academic institution/research centre and shared among AMS	Identify ASEAN academic institution/research center as partner to conduct research	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
		Identify, and select a research topic	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
<div> <div></div> <div></div> <div></div> </div>		Develop and submit a proposal to potential donor for funding	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
		Conduct research and share with AMS, donors/partners, and stakeholders	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
	9.3 Mine Action Technology events are organized to generate interests from research thinktanks/academe	Formulate proposal and submit to potential donor for funding the events	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
		Organize events	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
	Objective 10: Support AMS and the region in mobilizing financial, technical and/or in-kind resources to address the effects of mine/ERW			
<div> <div></div> <div></div> <div></div> </div>	10.1 Assistance in project/programme proposal formulation and submission to potential donor is provided by ARMAC upon request	Develop project/programme proposal and submit to potential donor	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
	10.2 Technical assistance in project/programme implementation is provided by ARMAC upon request	Develop technical assistance upon request, subject to available staff expertise	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
	10.3 Regional funding facility is established	Develop, mobilize a regional funding facility	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
	10.4 Regional partnership/s are developed and mobilized	Develop, mobilize regional partnership/s	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>

B. Operations

Outputs	Indicators	Means of Verification	Main Activities	Timeframe		
				2022	2023	2024
Objective 1: Strengthen ARMAC's operational system and processes						
Output 1.1 Guidelines, policies and manuals are reviewed and updated	1.1.1 The guidelines, policies and manuals are in place and aligns with national and international requirements	1.1.1.1 Guidelines, policies, and manuals	1. Review the guidelines, policies and manuals and update	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
		1.1.1.2Review reports	2. Update the guideline, policies and manuals, where necessary			
Output 1.2 Financial & Accounting, Procurement, IT and Security Management Systems are robust	1.2.1 Systems are in place and running smoothly	1.3.1.1 Licensed Accounting Software e.g., QuickBooks	1. Review, maintain, and upgrade (if necessary) current systems	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
		1.3.1.2 Enhanced Security System. 1.3.1.2 Enhanced IT infrastructure e.g., computer server	2. Renovate, and maintain physical set up for IT and computer servers	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Objective 2: Enhance technical skills and capacities of ARMAC personnel						
Output 2.1 Personnel capacity development plans are prepared and implemented	2.1.1 Capacity building trainings and workshops are identified and added in each staff PCDP 2.1.2 Capacity building trainings and workshops are attended and completed	2.1.2.1 Approved PDCPs	1. Develop the PDCP based on assessed needs and available resources	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
		2.1.2.2 PDCP reports				
		2.1.2.3Back-to-Office Reports	2. Allocate financial resources for identified and approved trainings and workshops	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
			3. Monitor, implement PDCPs	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
			4. Update PDCPs, when necessary	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
			5. Evaluate outcomes	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>

Objective 3: Enhance communication and coordination with AMS, partners and stakeholders⁶

Output 3.1 Communication strategy is developed and operationalize	3.2.1 Publication of Annual Report, e-Newsletters	3.2.3.1 Annual Report	1. Prepare and publish periodic reports	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
	3.2.2 New articles	3.2.3.2 Website and social media Pages	2. Write new articles	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
	3.2.3 New knowledge products	3.2.3.3 New articles, publications	3. Develop knowledge products within, and in consultation/partnership with AMS, partners and stakeholders	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Output 3.2 Coordination with AMS, partners, and stakeholders is enhanced	3.3.1 At least 2-3 activities are organized with AMS, partners, and stakeholders	3.3.2.1 Annual Reports 3.3.2.2 Other Periodic Reports, e.g., monthly, quarterly reports	1. Develop coordination mechanisms with AMS, partners and stakeholders e.g., events, joint projects	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
	3.3.2 At least 2-3 funding opportunities are identified, prepared in consultation with AMS, partners, and stakeholders	3.3.2.3 Website and social media pages	2. Secure new partnerships, joint projects	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>

Objective 4: Enhance resource mobilisation capacity⁷

Output 4.1 Resource mobilization plan is developed and operationalize	4.1.1 Resource mobilization plan	4.1.1.1 Annual Reports 4.1.1.2 Other Periodic Reports, e.g., monthly, quarterly reports 4.1.1.3 Website and social media pages	1. Develop a resource mobilization plan 2. Implement the plan 1. Develop new projects	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>

⁶ Programmes will develop the Communication Strategy and Plan with support from recruited consultant and expert/s, while Corporate Affairs will assist in the implementation.

⁷ Programmes will facilitate the development of Resource Mobilization Plan with support from recruited consultant and expert/s, Both Programmes and Corporate Affairs will support the implementation.

Output 4.2 New projects are approved	4.2.1 At least 2-3 projects are approved every year	1. Develop coordination mechanisms with AMS, partners and stakeholders e.g., events, joint projects 2. Implement the plan	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Output 4.3 Funding support for Operations is increased	4.3.1 At least 2-3 new funding sources are tapped every year	1. Develop new funding facility in consultation with AMS, partners and stakeholders 2. Secure new funding sources	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Legend: <input checked="" type="checkbox"/> = Planned; <input type="checkbox"/> = Not Applicable					

