

# STRATEGY

## 2023-2027



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This strategy document can be found in PDF format online on the ARMAC website at <https://aseanmineaction.org>

# TABLE OF CONTENTS

<b>Glossary of Acronyms and Abbreviations</b>	1	<b>Vision</b>	15
<b>Foreword</b>	2	<b>Mission</b>	15
<b>Acknowledgments</b>	3	<b>Strategic Objectives</b>	15
<b>Introduction</b>	4	<b>Principles:</b>	15
<b>Regional Context</b>	5	<b>Risks:</b>	15
<b>ARMAC Structure and Mandate</b>	8	<b>Strategic Objective 1 – AMS national mine action management capacity is enhanced to manage and deliver on five pillars of mine action in line with current international best practice.</b>	16
<b>Normative Frameworks</b>	8	<b>Strategic Objective 2: Address the dangers and effects of ERW by promoting HMA standards, norms and legal frameworks across ASEAN Region, subject to national laws, policies, and regulations.</b>	17
ASEAN Political Security Community Blueprint 2025 (APSCB 2025)	8	<b>Strategic Objective 3: ARMAC is a regional center of excellence, developing and sharing best practice among AMS and globally.</b>	20
The ASEAN Charter	9	<b>Strategic Objective 4: Regional cooperation between member states is enhanced on HMA efforts.</b>	21
International Conventions	9	<b>Internal Capacity Development</b>	22
<b>Mine Action Linkages with Broader Development Goals</b>	11	<b>Monitoring, Evaluation, Accountability and Learning (MEAL)</b>	24
The 2030 Agenda and Sustainable Development Goals (SDGs)	11	<b>Annex 1: Mid-Term Review Short, Medium and Long Term Recommendations for ARMAC</b>	25
Gender and Inclusion in Mine Action	12	<b>Annex 2: Consolidated SWOT Analysis of ARMAC based on stakeholder consultation</b>	26
<b>Methodology</b>	13	<b>Annex 3: ARMAC Theory of Change</b>	27
Mid-Term Review	13	<b>Annex 4: ARMAC Three-Year Rolling Work Plan</b>	28
Stakeholder Consultation	13		
Prioritisation of Clearance	13		
The Need to Assume a Proactive Approach to HMA in the Region	14		
Leveraging ARMAC’s Unique Position as a Regional Organization	14		
Avoiding Duplication of Efforts	14		
Becoming a Centre of Excellence	14		
<b>Strategic Orientation of ARMAC 2023-2027</b>	15		

# GLOSSARY OF ACRONYMS AND ABBREVIATIONS

<b>ADMM</b>	ASEAN Defence Ministers Meeting	<b>IMS</b>	Information Management Systems
<b>AMS</b>	ASEAN Member States	<b>IMSMA</b>	Information Management System for Mine Action
<b>APMBC</b>	The Anti-Personnel Mine Ban Convention	<b>ISU</b>	Implementation Support Unit
<b>ARE</b>	All Reasonable Effort	<b>M&amp;E</b>	Monitoring and Evaluation
<b>ARMAC</b>	ASEAN Regional Mine Action Center	<b>MFA</b>	Ministry of Foreign Affairs
<b>ASEAN</b>	Association of Southeast Asian Nations	<b>MAG</b>	Mines Advisory Group
<b>AUN</b>	ASEAN University Network	<b>MOD</b>	Ministry of Defense
<b>BOE</b>	Basic Operating Expenditure	<b>MOFAIC</b>	Ministry of Foreign Affairs and International Cooperation (Cambodia)
<b>CBRNE</b>	Chemical, Biological, Radiological, Nuclear and Explosive	<b>MOU</b>	Memorandum of Understanding
<b>CCM</b>	The Convention on Cluster-Munitions	<b>NGO</b>	Nongovernment Organization
<b>CCW</b>	Convention on Certain Conventional Weapons	<b>NMAA</b>	National Mine Action Authority
<b>CM</b>	Cluster Munitions	<b>NMAS</b>	National Mine Action Standards
<b>CMAA</b>	Cambodian Mine Action and Victim Assistance Authority	<b>NPA</b>	Norwegian People's Aid
<b>CMAC</b>	Cambodian Mine Action Center	<b>NRA</b>	National Regulatory Authority (Lao PDR)
<b>COVID-19</b>	Corona Virus Disease 2019	<b>PDR</b>	People's Democratic Republic
<b>CRPD</b>	Convention on the Rights of Persons with Disabilities	<b>PRC</b>	People's Republic of China
<b>ED</b>	Executive Director	<b>PS</b>	Permanent Secretariat
<b>EO</b>	Explosive Ordnance (inclusive of mines, ERW and UXO)	<b>QMS</b>	Quality Management System
<b>EORE</b>	Explosive Ordnance Risk Education	<b>SDGs</b>	Sustainable Development Goals
<b>ERW</b>	Explosive Remnants of War	<b>SC</b>	Steering Committee
<b>FOA</b>	Friends of ARMAC	<b>SOM</b>	Senior Officials Meeting
<b>GICHD</b>	Geneva International Centre for Humanitarian Demining	<b>TMAC</b>	Thailand Mine Action Center
<b>HI</b>	Humanity & Inclusion	<b>UNDP</b>	United Nations Development Programme
<b>ICRC</b>	International Committee of the Red Cross	<b>US</b>	United States
<b>IM</b>	Information Management	<b>UXO</b>	Unexploded Ordnance
<b>IMAS</b>	International Mine Action Standards	<b>VA</b>	Victim Assistance
		<b>VAN</b>	Victim Assistance Network
		<b>VNMAC</b>	Vietnam National Mine Action Center

# FOREWORD

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Over the years 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. ARMAC has continued 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 mines and ERW throughout the ASEAN region.

Although ARMAC has managed to create a solid foundation with which to carry out its required tasks and intent while operating inside its mandate, what has been lacking is a necessary long-term strategy in order to allow clear and definitive goals to be identified and worked towards.

It is with great pride that ARMAC is able to present this strategy for 2023-2027. I view this strategy as a necessary result from a combination of outcomes. Firstly, the hard work, commitment, and dedication performed by our humble professionals who work within ARMAC and believe in not only the need to make a difference within the ASEAN community, but also the goal of becoming the Centre of Excellence for Regional Mine Action, and everything that encompasses. Secondly, ARMAC is no different from any other organization that make mistakes which sometimes are often unavoidable. What has helped contribute to our success to date is taking those mistakes and using them as an opportunity to create lessons and further develop our understanding and learning in a fast-paced and ever-developing environment. And thirdly, the continued understanding and support from the 10 ASEAN Member States, donors, and development partners.

The common thread running throughout the Strategic Objectives in this document 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, with decades of experience and necessary expertise, we could collectively address these problems. The strategy in this document identifies a clear and measurable pathway to see the true potential of ARMAC, acting as a catalyst to help ensure that, the mine action programme and actors in ASEAN can come together in order to benefit its people, not just as individual states, but when necessary, as an encompassing region that shares similar problems with the same desired outcomes.

To help achieve the vision in this strategy, the coming years will require a greater level of continued engagement from not just the AMS but also the supporting partners of ARMAC. I do hope that this strategy would promote readers' understanding of ARMACs' commitment and vision. I encourage readers to be critical in their thinking and help to identify areas where ARMAC can continue to support and create solutions to national individual and collective regional needs. I also encourage all national mine action programme to actively engage with ARMAC, to use 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 supporting us with capacity-building initiatives. I remain hopeful and confident that ARMAC, with this new strategy and mandate, will be able to deliver on its intended purpose of becoming the Centre of Excellence for Mine Action in the ASEAN region.



**Ung Rachana**

2022 Chair of the Steering Committee of ARMAC

# ACKNOWLEDGMENTS

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This strategy was made possible through the generous support of the New Zealand Ministry of Foreign Affairs and Trade (MFAT), and the cooperation of the various

AMS National Mine Action Authorities, National Mine Action Operators, International Organizations, and Nongovernmental Organizations including:

- Cambodian Mine Action and Victim Assistance Authority (CMAA)
- Thailand Mine Action Center (TMAC)
- Vietnam National Mine Action Center (VNMAC)
- Mines Advisory Group (MAG)
- APOPO
- Norwegian People's Aid (NPA)
- Humanity and Inclusion (HI)
- United Nations Development Programme (UNDP)
- The HALO Trust Cambodia
- Golden West Humanitarian Foundation
- Sir Bobby Charlton Foundation (SBCF)
- Ministry of Social Affairs, Veterans and Youth Rehabilitation (MoSVY)
- Ministry of Health (MoH)
- Exceed Worldwide
- International Committee of the Red Cross (ICRC)
- Disability Action Council (DAC)
- Working Group for Weapons Reduction (WGWR)
- Persons With Disability Foundation (PWDF)
- Thai Civilian Deminer Association
- Thailand Department of ASEAN Affairs (MFA)
- Thailand Ministry of Social Development and Human Security
- Thailand National Institute for Emergency Medicine
- Catholic Relief Services (CRS)
- MOFA Viet Nam
- Geneva International Centre for Humanitarian Demining (GICHD)
- Vietnam Office 701

# INTRODUCTION

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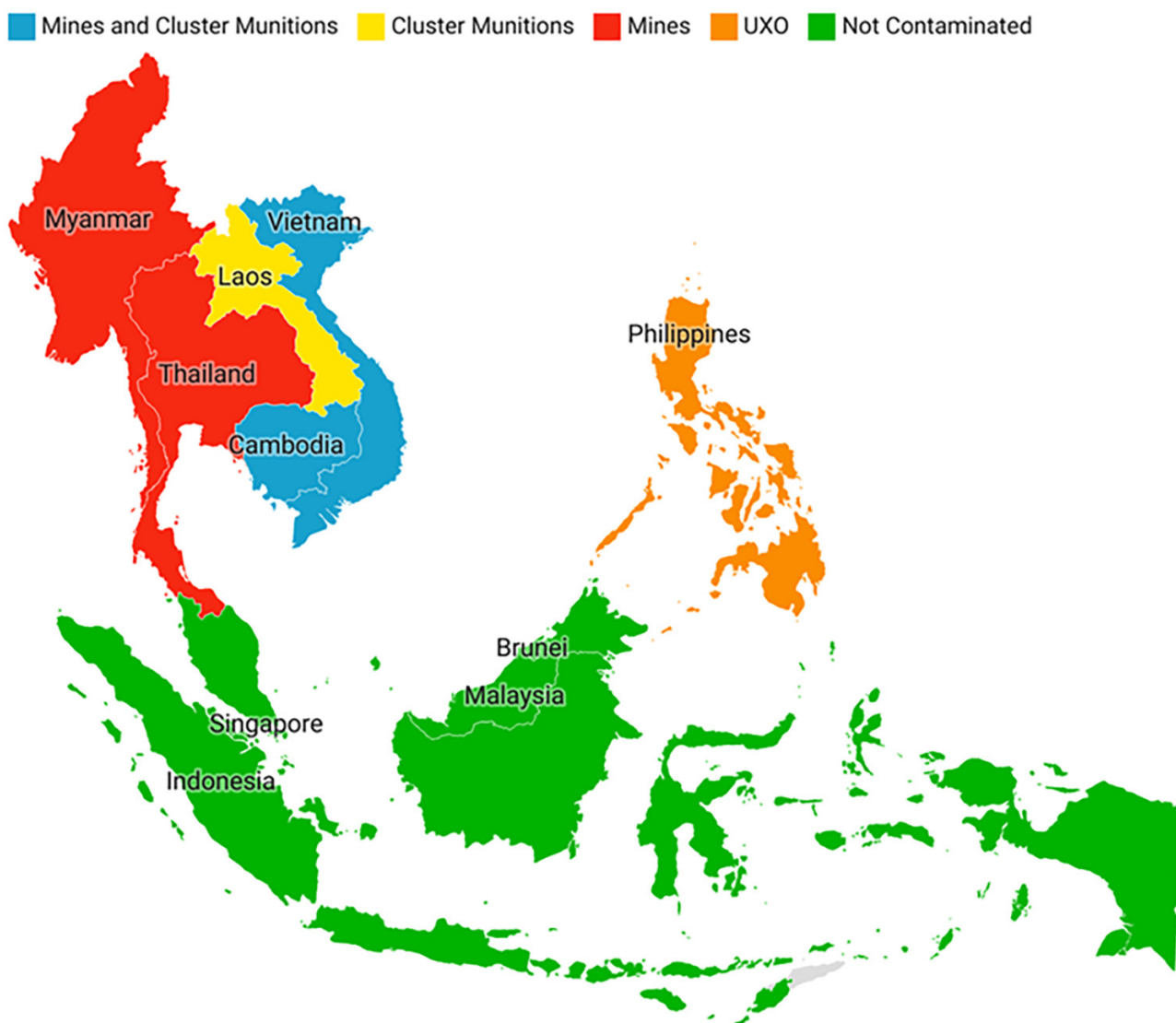
The ASEAN Regional Mine Action Center (ARMAC) was established by the ASEAN leaders during the 21<sup>st</sup> ASEAN Summit in Phnom Penh in 2012. The Terms of Reference (ToR) for ARMAC were adopted the following year during the 23<sup>rd</sup> ASEAN Summit in Brunei, in 2013. However, the ARMAC Permanent Secretariat (PS) did not assume office until 2017. The PS of ARMAC is based in Phnom Penh, Cambodia.

This ASEAN Regional Mine Action Center (ARMAC) strategy document (strategy) presents the strategic orientation for ARMAC's mine action programme over the period 2023–2027. Although this constitutes ARMAC's first strategy document of its kind, the strategy builds on the accomplishments, and draws on lessons learnt, by ARMAC since its inception in 2017. The strategy supports ASEAN's broader political security efforts, as outlined in ASEAN Political-Security Community Blueprint 2025 and reinforces ASEAN's commitment to implementing the Sustainable Development Goals (SDGs) and Agenda 2030. It also seeks to support AMS national mine action strategies and priorities.

This strategy provides a brief overview of the ASEAN regional context, including the extent of the current explosive ordnance (EO) contamination problem, and a list of the key mine action actors in the region, before it presents a summary of the humanitarian impact of EO contamination in the region. It will then discuss the normative framework under which ARMAC operates, and mine action's role within the broader development context. The methodology section presents some of the relevant findings of the external review of ARMAC's activities completed at the beginning of 2022. Some of the key themes derived from the stakeholder consultation process are presented in explanation of the background to how ARMAC arrived at its new strategic direction presented within this document. The strategy then presents ARMAC's vision, mission, key principles and assumptions for the period 2023-2027. The strategy goes on to outline ARMAC's strategic objectives in greater detail providing corresponding outcomes, indicators, baselines and targets. Finally, the strategy concludes by discussing ARMAC's plan for internal capacity development and presenting ARMAC's commitments to monitoring and evaluation.

# REGIONAL CONTEXT

## Primary types of ERW contamination within ASEAN region



**Table 1. EO Casualties in AMS<sup>1</sup>**

Ser	Country	Casualties
(a)	(b)	(c)
1	Cambodia	64,720
2	Lao PDR	50,754
3	Myanmar	4,193
4	Thailand	3,865
5	Viet Nam	105,078

<sup>1</sup> Dr Robert Keeley, RK Consulting (EOD) Ltd, Mid-Term Review of ARMAC, March 2022, Table 12



**Table: Mine Action Context in AMS**

Sr	Country	Area contaminated with Mines (km <sup>2</sup> )	Area contaminated with Cluster Munitions (km <sup>2</sup> )	Area contaminated with other ERW (km <sup>2</sup> )	Names of National Mine Action Authority	Names of other Mine Action Operators	Estimated Completion Date
1	Cambodia	801 (at the end of 2020) <sup>2</sup>	744 (at the end of 2021) <sup>3</sup>	333 (UXO) <sup>4</sup>	Cambodian Mine Action and Victim Assistance Authority (CMAA) <sup>5</sup>	National:  Cambodian Mine Action Centre (CMAC); Cambodian Self Help Demining (CSHD);  National Centre for Peacekeeping Forces Management, Mines and Explosive Remnants of War Clearance (NPMEC)  International: APOPO; The HALO Trust; Mines Advisory Group (MAG); Norwegian People's Aid (NPA) <sup>6</sup>	31 December, 2025  (submitted Extension Request in 2019) <sup>7</sup>
2	Lao PDR	Unknown	1,529.51* (at the end of 2021) <sup>8</sup>	Unknown	National Regulatory Authority (NRA) <sup>9</sup>	National:  UXO Lao; Humanitarian teams of the Lao People's Army (Army 58)  International:  The HALO Trust; Humanity and Inclusion (HI); Mines Advisory Group (MAG); Norwegian People's Aid (NPA); Commercial operators <sup>10</sup>	1 August, 2025  (submitted Extension Request in 2019) <sup>11</sup>

2 Mine Action Review (2021), "Clearing the Mines 2021-Cambodia," p.65, available at: <https://bit.ly/3fx1MsO>  
3 Mine Action Review (2022), "Clearing Cluster Munition Remnants 2022- Cambodia," p.151, available at: <https://bit.ly/3Rx35VX>  
4 Mine Action Review (2022), "Clearing Cluster Munition Remnants 2022-Cambodia," p.150, available at: <https://bit.ly/3Rx35VX>  
5 Mine Action Review (2021), "Clearing the Mines 2021-Cambodia," p.64, available at: <https://bit.ly/3fx1MsO>  
6 Mine Action Review (2021), "Clearing the Mines 2021-Cambodia," p.64, available at: <https://bit.ly/3fx1MsO>  
7 Mine Action Review (2021), "Clearing the Mines 2021-Cambodia," p.75, available at: <https://bit.ly/3fx1MsO>  
8 Mine Action Review (2022), "Clearing Cluster Munition Remnants 2022- Lao PDR," p.72, available at: <https://bit.ly/3e4jgwy>  
9 Mine Action Review (2022), "Clearing Cluster Munition Remnants 2022- Lao PDR," p.71, available at: <https://bit.ly/3e4jgwy>  
10 Mine Action Review (2022), "Clearing Cluster Munition Remnants 2022- Lao PDR," p.71, available at: <https://bit.ly/3e4jgwy>  
11 Mine Action Review (2022), "Clearing Cluster Munition Remnants 2022- Lao PDR," p.88, available at: <https://bit.ly/3e4jgwy>

Sr	Country	Area contaminated with Mines (km <sup>2</sup> )	Area contaminated with Cluster Munitions (km <sup>2</sup> )	Area contaminated with other ERW (km <sup>2</sup> )	Names of National Mine Action Authority	Names of other Mine Action Operators	Estimated Completion Date
3	Viet Nam	>57,000 (in 2021) <sup>12</sup>	Unknown	61,308 (ERW, in 2014) <sup>13</sup>	Vietnam National Mine Action Centre (VNMAC);	National: Ministry of National Defence (MoD); Quang Tri Mine Action Centre (QTMAC) <sup>14</sup> PeaceTrees Vietnam (PTVN) International: Mines Advisory Group (MAG); Norwegian People's Aid (NPA), Golden West Foundation <sup>15</sup>	No specific deadline set
4	Thailand	63 (at the end of 2020) <sup>16</sup>	Completed Clearance in 2011 <sup>17</sup>	Unknown	National Committee for Humanitarian Mine Action (NMAC); Thailand Mine Action Centre (TMAC) <sup>18</sup>	National: Humanitarian Mine Action Units (HMAU 1–4) and HMAU TMAC; Thai Civilian Deminer Association (TDA) International: Norwegian People's Aid (NPA) <sup>19</sup>	31 Dec 2026  (Submitted Extension Request in 2022) <sup>20</sup>

\*The national survey in 11 provinces is still ongoing in Lao PDR, thus the number of contaminated areas is expected to rise.

- No accurate data available for Myanmar and The Philippines.

- In Myanmar:

- National Authority: Department of Rehabilitation (DoR); National Mine Action Authority (NMAA) (no concrete progress in the establishment of a neutral national entity)<sup>21</sup>
- Clearance operator: Tatmadaw Engineers<sup>22</sup>

12 Mine Action Review (2022), "Clearing Cluster Munition Remnants 2022- Vietnam," p.225, available at: <https://bit.ly/3M8C9e1>

13 Mine Action Review (2022), "Clearing Cluster Munition Remnants 2022- Vietnam," p.225, available at: <https://bit.ly/3M8C9e1>

14 Mine Action Review (2022), "Clearing Cluster Munition Remnants 2022- Vietnam," p.225, available at: <https://bit.ly/3M8C9e1>

15 Mine Action Review (2022), "Clearing Cluster Munition Remnants 2022- Vietnam," p.225, available at: <https://bit.ly/3M8C9e1>

16 Mine Action Review (2021), "Clearing the Mines 2021- Thailand," p.279, available at: <https://bit.ly/3fC3xVH>

17 Mine Action Review (2021), "Clearing Cluster Munition Remnants 2021," p.5, available at: <https://bit.ly/3C7KOZK>

18 Mine Action Review (2021), "Clearing the Mines 2021- Thailand," p.278, available at: <https://bit.ly/3RA00V5>

19 Mine Action Review (2021), "Clearing the Mines 2021- Thailand," p.278, available at: <https://bit.ly/3RA00V5>

20 Thailand APMBC Extension Request, Submitted 30 March 2022

21 Mine Action Review (2021), "Clearing the Mines 2021- Myanmar," p.404, available at: <https://bit.ly/3e84RPV>

22 Landmine & Cluster Munition Monitor (2019), "2019 Landmine Monitor Country Report Myanmar/Burma," p.19, available at: <https://bit.ly/3RznYzW>

- In the Philippines:
  - No formal demining operations, No National Mine Action Authority established.
  - Government actors: the Armed Forces of the Philippines (AFP), Philippine National Police<sup>23</sup>

- 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.<sup>24</sup>

## ARMAC Structure and Mandate

ARMAC's day-to-day activities are carried out by the Permanent Secretariat (PS), which is divided into a Programmes Section, and a Corporate Affairs Section. ARMAC's policies and procedures are regulated by the ARMAC policy manual, last updated in October 2020. The PS is led by the Executive Director (ED), who is appointed by the Steering Committee on a non-renewable three-year basis, and who may be nominated from any of the AMS. The Steering Committee itself is comprised of representatives from each of the AMS, drawn from the respective AMS Ministry of Foreign Affairs (MFA) or Ministry of Defense (MOD). The SC meets on a quarterly basis, and its chairmanship rotates annually to coincide with the rotating chairmanship of ASEAN. ARMAC falls under the Political-Security Pillar of ASEAN. ARMAC is somewhat unique in that, unlike most other ASEAN entities, the ARMAC SC reports directly to the Senior Officials Meeting (SOM).

ARMAC's Terms of Reference outline its mandates as follows:

*ARMAC shall facilitate cooperation between interested ASEAN Member States and relevant institutions, including the United Nations Mine Action Service (UNMAS) and the Geneva International Centre for Humanitarian Demining (GICHD) to:*

- i. Enhance awareness programmes 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

## Normative Frameworks

### ASEAN Political-Security Community Blueprint 2025 (APSCB 2025)

As an Entity under the Political-Security Pillar of ASEAN, ARMAC's strategic direction is guided by the ASEAN Political-Security Community Blueprint 2025 (APSCB 2025). The APSCB 2025 outlines four elements on which the Political-Security Community is based:

1. Rules-Based, People-Oriented, People-Centred Community
2. Peaceful, Secure and Stable Region
3. ASEAN Centrality in a Dynamic and Outward-Looking Region
4. Strengthened ASEAN Institutional Capacity and Presence<sup>25</sup>

Under the second element – Peaceful, Secure and Stable Region – the APSCB 2025 explicitly mentions ARMAC and HMA twice. It calls on AMS to:

*Implement the work of [ASEAN Defence Ministers Meeting] ADMM-Plus, including the ADMM-Plus Experts WG Work Plans, namely, in the areas of HADR, peacekeeping operations, maritime security, military medicine, counter-terrorism and humanitarian mine action while ensuring ASEAN centrality in the process<sup>26</sup>; and,*

*Promote ASEAN Member States active participation in peacekeeping and post-conflict peacebuilding efforts, in accordance with the capacity of respective ASEAN Member States*

- i. Promote the ASEAN Regional Mine Action Centre to study, document and share best practices to address humanitarian aspects of landmines and explosive remnants of war;<sup>27</sup>

23 Landmine & Cluster Munition Monitor (2012), "Philippines-Mine Action," available at: <https://bit.ly/3fMF4x9>

24 ARMAC Terms of Reference, 2013, Para 4

25 ASEAN Political-Security Community Blueprint 2025, The ASEAN Secretariat, Jakarta, 2016

26 ASEAN Political-Security Community Blueprint 2025, The ASEAN Secretariat, Jakarta, 2016, Para B.1.2.vi

27 ASEAN Political-Security Community Blueprint 2025, The ASEAN Secretariat, Jakarta, 2016, Para B.4.5

Whilst there is only this passing mention of mine action directly within the document, there are a number of other decrees within the APSCB 2025 which have a bearing on ARMAC's strategic orientation. One is the normative stance that is taken on reducing the presence of certain types of weapons within the region. This includes the call to:

*Promote cooperation to maintain Southeast Asia as a region free of all other [Weapons of Mass Destruction] WMD and [Chemical, Biological, Radiological, Nuclear and Explosive] CBRNE threats;*<sup>28</sup>

The reference to explosive threats encompasses landmines and other EO, although these are not explicitly prohibited by name in the document.

Finally, an increasingly capable, active and well-networked ARMAC, as envisioned in this strategy document, contributes to the fourth element of the APSCB 2025 – to strengthen the broader ASEAN institutional capacity and presence. The mechanisms by which this occurs are depicted in the ARMAC Theory of Change in Annex 3.

## The ASEAN Charter

ARMAC is an entity associated with ASEAN in accordance with Article 16 of the ASEAN Charter.<sup>29</sup> Article 16 of the ASEAN Charter states that 'ASEAN may engage with entities which support the ASEAN Charter, in particular its purposes and principles'<sup>30</sup>. As an ASEAN entity, ARMAC adheres to the purposes and principles outlined in the ASEAN Charter.

ARMAC interprets that the principles which are particularly relevant to forming the organization's normative framework include:

1. Shared commitment and collective responsibility in enhancing regional peace, security and prosperity;<sup>31</sup>
2. Non-interference in the internal affairs of ASEAN Member States;<sup>32</sup>
3. Enhanced consultations on matters seriously affecting the common interest of ASEAN;<sup>33</sup>
4. Upholding international law, including international humanitarian law, subscribed to by the ASEAN member States;<sup>34</sup>

## International Conventions

In addition to the APMBC, CCM, and CCW, the Convention on the Rights of Persons with Disabilities (CRPD), which represent the rights of survivors of landmine or other EO incidents, may also be considered central to the body of international law underpinning HMA. Rates of ascension to the four conventions vary widely among the AMS, with the Philippines being the only state to have ratified all four conventions, as contrasted by Singapore which to date has only ratified the CPRD.

**Figure 1 depicts the current situation regarding convention ratification among AMS.**

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28 ASEAN Political-Security Community Blueprint 2025, The ASEAN Secretariat, Jakarta, 2016, Para B.5.4.iii

29 The ASEAN Charter, Annex 2

30 The ASEAN Charter, Article 16.

31 The ASEAN Charter, Article 2(b)

32 The ASEAN Charter, Article 2(e)

33 The ASEAN Charter, Article 2(g)

34 The ASEAN Charter, Article 2(j)

**Figure 1:** Convention status by country

AMS	Current status of AMS				Remarks
	APMBC	CCM	CCW	CPRD	
Brunei	X			X	
Cambodia	X		X	X	Not Acceded to Amendment Art. 1 or Prot. 5 of CCW.
Indonesia	X			X	Only a signatory to the CCM.
Lao PDR		X	X	X	Not Acceded to Amendment Art. 1, Amendment Prot. 2, or Prot. 5 of CCW.
Malaysia	X			X	
Myanmar					CPRD signed but not ratified.
Philippines	X	X	X	X	
Singapore				X	Indefinite moratorium on the export of anti-personnel landmines and cluster munitions. <sup>35</sup>
Thailand	X			X	
Viet Nam				X	Only a signatory to the CCW.

During this strategic period parties to the APMBC are striving to achieve the 2025 deadline established in the ‘Declaration of the States Parties to the Convention on the Prohibition of the Use, Stockpiling, Production and Transfer of Anti-Personnel Mines and on Their Destruction’ (Maputo +15 Declaration). The Maputo +15 Declaration states, inter alia:

*We affirm our ambition to ensure that there are no new mine victims in areas under our jurisdiction or control, to see that survivors participate in their societies on an equal basis to others, and to intensify our efforts to complete our respective time-bound obligations with the urgency that the completion work requires. In this connection, we aspire to meet these goals to the fullest extent possible by 2025.<sup>36</sup>*

In practical terms, this has led to both Cambodia and Thailand publicly committing to be mine free by 2025.<sup>37</sup> Singapore has declared an indefinite moratorium on the export of anti-personnel landmines and cluster munitions. AMS are more circumspect regarding deadlines for the clearance of CM contamination. Indeed, completion estimates for the clearance of CM are much longer in duration – for example, the completion estimate cited by Lao PDR exceeds a century at current rates of clearance.

35 “Singapore’s Explanation of Vote on Implementation of the Convention on the Prohibition of the Use, Stockpiling, Production, and Transfer of Anti-Personnel Mines and on their Destruction and on Implementation of the Convention on Cluster Munitions at the First Committee, 74th UNGA, 7 Nov 2019. MFA website”

36 ‘Declaration of the States Parties to the Convention on the Prohibition of the Use, Stockpiling, Production and Transfer of Anti-Personnel Mines and on Their Destruction, Adopted 27 June 2014.

37 However, Thailand has recently submitted an extension request until Dec 2026, which is yet to be approved. Cambodia will need to increase their current rate of clearance to achieve the 2025 deadline.

# Mine Action Linkages with Broader Development Goals

## The 2030 Agenda and Sustainable Development Goals (SDGs)

Adopted in 2016, the 2030 Agenda defines 17 Sustainable Development Goals and 169 associated targets which have guided global policy-making and development efforts. The 2030 Agenda sets out a plan to achieve the SDG's by 2030, and is centered

on the principle that sustainable development be participatory, inclusive, and non-discriminatory.

The Oslo Action Plan identifies that “Mine action is broadly recognized as a humanitarian protection activity as well as a key enabler for development, humanitarian action, peace and security.”<sup>38</sup> In fact, a 2017 report published jointly by GICHD and UNDP identified that HMA contributed to 16 out of the 17 SDG's – the only exception being SDG 13 – Climate Action.<sup>39</sup> Figure 2. Depicts the mechanisms by which HMA activities contribute to the SDGs.

**Figure 2: Prospective contribution of Mine Action to relevant SDGs<sup>40</sup>**



38 Oslo Action Plan 2019, Para 3

39 Leaving no one behind: Mine action and the Sustainable Development Goals, GICHD – UNDP, Geneva, June 2017

40 Leaving no one behind: Mine action and the Sustainable Development Goals, GICHD – UNDP, Geneva, June 2017, P 12.

Since that report was published it has also become evident that HMA operators also have a role to play in climate action.<sup>41</sup> Whilst there are theoretical mechanisms by which HMA activities can contribute to each of the SDGs, in the context of individual states, it is unlikely that all of these mechanisms will be active at any given time. For example, a subsequent 2021 study carried out by GICHD entitled *Sustainable Development Outcomes of Mine Action in Cambodia*<sup>42</sup>, found that HMA activities were contributing to only 13 SDGs within the country.

ARMAC is committed to achieving the SDGs and will promote linkages between the SDGs and the mine action programme throughout the ASEAN region whenever possible. However, ARMAC also recognizes the need for individual AMS to take the lead within their own borders. National ownership remains a key principle of Agenda 2030.<sup>43</sup> As such, ARMAC seeks to support the achievement of the SDG's through enabling the NMAA and operators within the AMS to better align their activities with the SDG's. This will be done in a number of ways, including the roles outlined for regional organizations in the Agenda 2030, by 'sharing of best practices and discussion on shared targets'. An example of this would be ARMAC facilitating discussions to establish survey and clearance coordination mechanisms within contentious border regions.<sup>44</sup>

Additionally, ARMAC will offer training opportunities for personnel holding management positions within HMA organizations to introduce them to HMA's role in the broader development context, and the humanitarian-development peace nexus. Furthermore, in the coming strategic period ARMAC will offer support in formulating national and organizational strategies, in which consideration will be given to how maximum alignment with the SDGs may be achieved, including the incorporation of SDG indicators.

## Gender and Inclusion in Mine Action

In accordance with SDG 5 (gender equality) and SDG 10 (reduced inequalities), ARMAC's strategy addresses gender inclusion and diversity as a cross-cutting objective by improving the integration and mainstreaming of pertinent considerations across ARMACs, programmes, policies and operations. In addition, gender mainstreaming is a consideration in ARMAC's hiring, leadership, and reporting procedures. These procedures are laid out in the *Guides to ARMAC Programmes: Gender Equality and Social Inclusion* within the ARMAC Policy Manual. These policies remain fit-for-purpose and will stay in effect during the strategy period, to be reviewed as part of the broader Strategy review schedule detailed below.

ARMAC remains committed to make sure equitable involvement, consultation, and consideration of all impacted groups during the planning and implementation of its activities.

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41 Mitigating the Environment Impact of Explosive Ordnance and Land Release, Mine Action Review, Policy Brief No. 1, 2021

42 The Sustainable Development Outcomes of Mine Action in Cambodia, GICHD, 2021

43 Agenda 2030, The United Nations, Para 74.

44 Agenda 2030, The United Nations, Para 80.

# Methodology

The formulation of the ARMAC strategy was initiated with the conduct of a Mid-Term Review evaluating ARMAC's historical activities conducted dating up to 2021. The findings of this review informed an extensive programme of stakeholder consultation designed to ensure that ARMAC's strategy would provide real and demonstrable utility to the existing Humanitarian Mine Action (HMA) architecture within the ASEAN region.

## Mid-Term Review

At the completion of the first three-year work plan (2018-2021), ARMAC commissioned an external review of its work undertaken to that point.<sup>45</sup> The final report was provided to ARMAC in March 2022. The report provided an objective assessment of the Relevance, Impact, Effectiveness, Efficiency, Coherence and Sustainability<sup>46</sup> of ARMAC's activities as prescribed in ARMAC's inaugural 3-year rolling work plan, and also provided suggestions as to how ARMAC could enhance its performance in these six areas, for the coming work plan period. While not all of the report's recommendations found concurrence amongst other ARMAC stakeholders, a number of important findings from this review were used to inform the ARMAC Strategy. The review concluded that a time-bounded strategy with measurable outputs and outcomes was required to give direction to, and measure the success of, ARMAC's activities. A full summary of the End of Term Review's recommendations is included in Annex 1.

## Stakeholder Consultation

The scope of the Mid-Term review did not extend to examining if ARMAC's mandate and ToR remained fit for purpose. However, within ARMAC's original ToR document, it is mandated that the ToR shall be reviewed after five years. Given that this review period coincided with the formulation of ARMAC's inaugural strategy document, ARMAC took the opportunity to carry out an extensive consultative process to determine which services ARMAC could potentially provide to ensure the organization continued to provide the highest level of utility to the sector. Key stakeholders within the region were consulted, including ARMAC staff,

National Mine Action Authorities (NMAA), National Mine Action Operators, International Organizations, AMS Foreign Ministries and Non-governmental Organizations.

The consultative programme consisted of the following activities:

- Identification of key stakeholders through consultation with Steering Committee members and their designated national representatives.
- Issuance of a questionnaire to all stakeholders to gauge perceptions of ARMAC's current mandate, and to elicit feedback and proposals as to ARMAC's strategic direction for the coming five years within the broader national and regional mine action framework.
- Bilateral interviews with stakeholders to follow-up and elaborate on questionnaire responses.
- Stakeholder workshops held in the capitals of EO-affected AMS<sup>47</sup> to conduct a thorough context analysis to inform the drafting of ARMAC's vision, mission and strategic objectives.
- Stakeholders with a specific interest or area of expertise were then consulted on each specific strategic objective.
- The strategy was reviewed by the ARMAC Steering Committee for their final ratification.

A consolidated SWOT Analysis drawn from the stakeholder consultative process is included in Annex 2. From this consultative process a number of key themes emerged, which have guided the formulation of the strategy, and ultimately demonstrated that a revision of ARMAC's original ToR was required for the Center to reach its full potential. These common themes are expounded upon below.

## Prioritisation of Clearance

Clearance of explosive ordnance remains the priority of affected-member states, and it was a common refrain of the consultative process that ARMAC should be prioritising activities which facilitate states to meet

45 Dr Robert Keeley, RK Consulting (EOD) Ltd, Mid-Term Review of ARMAC, March 2022

46 As defined under the Organization for Economic Co-operation and Development (OECD) Development Assistance Committee (DAC) evaluation criteria.

47 Workshops were held in Hanoi, Bangkok and Phnom Penh. Government permissions from other affected AMS were not able to be secured within the required timeframe.



their 2025 landmine clearance completion deadline, and hasten the clearance of CM. Concurrently, ARMAC must continue to emphasize that safety and standards are not compromised for the sake of speed. As ARMAC is not an implementing organization, ARMAC may increase rates of clearance in three ways. First, by increasing the resources available to NMAA and operators; Second, through enhancing the efficiency of clearance methodology. Lastly, by removing obstacles to clearance. In addition to the three aforementioned methods to support clearance, a fourth task may be inferred – that is to prevent further landmines and CM being employed, which would fundamentally undermine clearance efforts and targets. Each of these mechanisms are elaborated upon below.

### **The Need to Assume a Proactive Approach to HMA in the Region**

Further to enabling clearance to occur at the national level, stakeholders questioned if ARMAC was sufficiently empowered to take preventative action to reduce the likelihood of new landmines and CM of being employed in the future. Given the human cost imposed by EO, and the cost and effort required for subsequent clearance, prevention is always preferable to the cure. In this regard, the role of ASEAN in preserving peace and stability and the peaceful settlement of disputes is paramount in conflict prevention. Preventative measures could also include encouraging compliance with international norms and the universalization of the conventions – and providing policy advice through the mechanisms of ASEAN.

### **Leveraging ARMAC's Unique Position as a Regional Organization**

ARMAC resides within the Political-Security pillar of ASEAN, and somewhat rarely among ASEAN entities, has a direct reporting line to the SOM. As the only regional mine action entity, and with lines of communication to all AMS built into its governance structure, ARMAC is uniquely placed to offer policy advice to ASEAN and AMS. However, since the inception of ARMAC, the interaction between its layers of governance – specifically between the Permanent

Secretariat (PS), Steering Committee (SC), and the SOM – has largely been treated solely as a top-down mechanism for providing direction to the PS.

### **Avoiding Duplication of Efforts**

International best practice recognizes that mine action programmes are best managed at the national level, and indeed National Mine Action Authorities in most of the affected-AMS already exist and pre-date the formation of ARMAC. It must be made clear that ARMAC does not seek to supplant or assume the responsibilities of the existing NMAA which are already well established. For this reason, the strategy seeks to elevate ARMAC's objectives and activities away from the implementation level, the oversight of which is the sole responsibility of the NMAA. Moreover, ARMAC is deliberate in avoiding competing for resources, or crowding-out existing NMAA and operators from traditional funding sources. ARMAC is conscious not to act in a way that may diminish the resources available to be allocated towards implementation activities. Rather, ARMAC seeks to identify and make available new sources of funding, both to sustain the organization itself and for other stakeholders within the region, to increase the overall pool of resources allocated to the sector. Resource availability is consistently identified as a limiting factor across all HMA programme within the region, and as such, remains a priority for ARMAC to address.

### **Becoming a Centre of Excellence**

ARMAC has historically been very active in its knowledge-sharing agenda, facilitating the exchange of best practice between authorities in their respective fields. These types of events have been well-received by participants, and were widely requested to be continued during the stakeholder consultation process. However, in order to meaningfully contribute, rather than simply facilitate this advancement in knowledge, ARMAC must make a concerted effort to accede to the 'Centre of Excellence' title that was ascribed to it in its ToR. As such, a dedicated period of internal restructuring and capacity enhancement is included within the strategy, which is explained in greater detail below.

# Strategic Orientation of ARMAC 2023-2027

The Theory of Change for ARMAC's strategy is available in Annex 3 and identifies the intervening steps between ARMAC's activities up to ARMAC's Vision. This strategy will be implemented through a budgeted work-plan and progress will be measured at the outcome level. The three-year rolling work plan for 2023-2025 is available in Annex 4.

## Vision

The ASEAN region is a peaceful, stable and resilient community, free from the risks and impact of explosive ordnance.<sup>48</sup>

## Mission

ARMAC, as the regional center of excellence on humanitarian mine action, reduces the risks and impacts posed by explosive ordnance by facilitating regional and international cooperation, capacity enhancement, development of best practice, and the promotion of norms and standards within the ASEAN region.

## Strategic Objectives

1. AMS national mine action management capacity is enhanced to manage and deliver on the five pillars of mine action in line with current international best practice.
2. Address the dangers and effects of ERW by promoting HMA standards, norms and legal frameworks across ASEAN Region, subject to national laws, policies, and regulations.
3. ARMAC is a regional center of excellence, developing and sharing best practice among AMS, and globally.
4. Regional cooperation between member states is enhanced on HMA efforts.

## Principles:

1. **Need-Based:** Programmes and their future project proposals shall be designed to meet the needs of the interested AMS.
2. **Cost-Efficiency:** cost-benefit analysis shall be prudently conducted for all activities.
3. **Harmonisation:** ARMAC shall collaborate with mine action authorities/centers or other relevant institutions in respective AMS to implement its projects.
4. **Inclusiveness:** Gender, children, persons with disabilities and other vulnerable groups shall be considered in project formulation, implementation, monitoring and evaluation.
5. **Regional Focus:** While there can be some projects designed to meet the needs of a specific AMS, those projects shall reflect the regional aspect of ASEAN.<sup>49</sup>

## Risks:

1. **Limited technical expertise to achieve strategic objectives.** ARMAC does not currently have personnel with the correct level of expertise to accomplish the objectives laid out in this strategy. If ARMAC is unable to attract, train and retain suitable personnel, it will not be in a position to accomplish its aims.
2. **Insufficient funding and resources.** Current resourcing levels are not sufficient to provide the staffing or project costs necessary to pursue the strategic outcomes. The successful implementation of this strategy will be dependent on increased resource mobilisation for ARMAC.
3. **Insufficient political will and buy-in from AMS.** ARMAC operates at the behest of individual member states. Furthermore, the approval mechanism for all projects operates on the principle of consensus and requires unanimity from the SC before any new projects may commence or for funding to be allocated.

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48 A 'peaceful, stable and resilient community' is derived from the ASEAN Community Vision 2025.

49 ARMAC Annual Report 2018.

## **Strategic Objective 1: AMS national mine action management capacity is enhanced to manage and deliver on five pillars of mine action in line with current international best practice.**

Strategic Objective 1 consists of two key components. First is the development of the human capital within the region to enhance the management of mine action programmes. Second is the provision of tools to conduct effective evidence-based decision-making.

Within the ASEAN region, there are a number of current or aspiring training providers in the technical aspects of HMA. Indeed, as Thailand and Cambodia both approach completion in the coming years, some mine action entities have identified a transition to a training mandate as a post-completion role for their organizations. The Cambodian Mine Action Center (CMAC) is one such example of an organization that has invested heavily in developing a technical training capacity, including the ongoing establishment of a new purpose-built training facility. In this context, ARMAC has determined that any capacity development activities that it offers should not seek to replicate what is already well provided for within the region – specifically the field-level, technical disciplines of HMA – and instead should solely aim to provide for the management level of NMAA and Operators. At the mid-upper levels of management, given the small number of personnel involved in each country, it is more efficient to design and conduct training at the regional level, or to identify existing international courses for selected individuals to attend.

Furthermore, there is an opportunity to enhance the linkages between the academic establishment and HMA community within ASEAN. ARMAC aims to use its relationship with the ASEAN University Network (AUN) to identify partner universities to establish a tertiary qualification in HMA Management which may be undertaken extramurally by individuals in leadership roles within the HMA field. The academic programme would take the form of a post-graduate diploma. ARMAC will partner with the selected university(ies) to establish the programme's curriculum ensuring that it meets the ongoing, real-world requirements of the HMA sector. A tertiary programme and qualification will serve other purposes above and beyond simply increasing

the capacity of the individual course participant. It will also generate a body of research on contemporary mine action topics, which in turn would contribute to Strategic Objective 3 – developing and sharing best practice amongst AMS. Additionally, it will contribute to the standardisation of management approaches and principles being applied by the graduates. Moreover, providing such a course would also likely draw other practitioners from around the globe, creating a network effect and affording graduates the credentials and confidence to apply for international positions where AMS representatives may otherwise be underrepresented. The second-order effect of this is that those personnel rotating through international organizations, will likely bring much of their experience back to their national programmes over the long term.

In addition to the tertiary qualification, ARMAC will support management-level training in a number of other ways. First, ARMAC will identify common training requirements across the region in order to fund and conduct<sup>50</sup> regional training as required. In some instances, it may be more cost-effective to send participants overseas to existing external courses. In this case, AMS may approach ARMAC to identify training that is appropriate to their needs, and for assistance to identify and access scholarships and other sources of funding. ARMAC may also be requested to help AMS to develop Training Management Plans (TMP) for individual state requirements. Depending on the nature of the training required, ARMAC will likely draw upon its roster of experts, organize exchanges between experienced parties, or engage external support on a contracted basis.

In addition to enhancing the skills and experience of national HMA leadership within the ASEAN Region, ARMAC aims to enhance the national mine action management capacity by improving the quality of information available to decision-makers. This will be done through the provision of expertise to improve and update Information Management Systems (IMS), and associated procedures, in accordance with IMAS 05.10. This will include, but is not limited to, ensuring that the Information Management System for Mine Action (IMSMA) is being employed effectively, IM Quality Management Systems (QMS) are in place, and improving efficiency and data fidelity through mobile data collection and automation.

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50 With external support through GICHD, NGO's, and/or commercial training providers.

Strategic Objective	Outcomes	Indicators	Baselines <sup>51</sup>	Targets <sup>52</sup>
<b>SO1: AMS national mine action management capacity is enhanced to manage and deliver on five pillars of mine action in line with current international best practice.</b>	Mid-senior national HMA leadership and management capacity is enhanced.	Tertiary Qualification is developed in partnership with ASEAN-based University, and opened for applications.	0	1
		Number of mid-senior national HMA leadership who successfully attain HMA Tertiary Qualification.	0	8
		Number of training courses provided by ARMAC.	6	16
		Number of HMA leadership sent to overseas courses facilitated by ARMAC.	0	60
		Number of times ARMAC has supported to develop and/or present training material for HMA entity.	0	20
		Annual external country grading on 'National Ownership and Programme Management' in Clearing the Mines/Cluster Munition Remnants Report.	Average: 7.33	Average: 8.33
	IM systems and capacity is enhanced within AMS to facilitate evidence-based decision-making.	Number of national programmes that meet Minimum Data Requirements.	1	1
		Number of National IM Systems which provide SADDD.	1	1
		Annual external country grading on 'Information Management and Reporting' in Clearing the Mines/Cluster Munition Remnants Report.	Average: 7	Average: 8
	Affected AMS and relevant regional HMA entities formulate and implement strategic planning.	Number of national strategy documents formulated with assistance of ARMAC.	0	2
		Number of organizational strategic plans formulated with assistance of ARMAC.	0	2
		Number of training activities provided by ARMAC on the subjects of strategic planning, results-based-management, and other related topics.	0	3

**Strategic Objective 2: Address the dangers and effects of ERW by promoting HMA standards, norms and legal frameworks across ASEAN Region, subject to national laws, policies, and regulations.**

The ASEAN Community Vision 2025 states:

*Our peoples shall live in a safe, harmonious and secure environment, embrace the values of tolerance and moderation as well as uphold ASEAN fundamental principles, shared values and norms. ASEAN shall remain cohesive, responsive and relevant in addressing challenges to regional peace and security...*<sup>53</sup>

51 Baselines are based on data available in November 2022, unless stated otherwise.

52 Deadline for targets is 31 December 2027.

53 ASEAN Community Vision 2025: Forging Ahead Together, Paragraph 7.

Over the past 50 years, AMS have collectively suffered close to quarter of a million casualties caused by incidents involving ERW.<sup>54</sup> While the rate of incidents in most countries has been falling in recent years due to ongoing HMA efforts, mines and other ERW remain a significant threat to human security within the ASEAN region. Despite the tremendous human toll that ERW has inflicted upon the ASEAN region, mines and other prohibited conventional weapons such as Cluster Munitions (CM) are not explicitly mentioned within the ASEAN Charter or Community Vision 2025.

For a preventative approach to be effective in reducing the number of mines deployed, the issue of non-state actors employing landmines<sup>55</sup> must also be addressed. Non-state actors operate outside the purview of the APMBC, and within an intrastate conflict scenario, the continued use of landmines by domestic groups may disincentivize state parties from committing themselves to the provisions of the APMBC. As such, ARMAC seeks to increase its engagement with NGO's that work with non-state armed groups to enact deeds of commitment to respect international norms.

Another obstacle to accession to the APMBC, and even more so to the CCM, is potentially a lack of clear understanding at the political decision-making level about what types of munitions are currently stockpiled by one's state. Furthermore, even if stockpiles are clearly inventoried, there is often a misunderstanding about which of these weapon systems fall within the definitions of prohibited weapons under the conventions. This may stem from a poor level of understanding within national military commands, leading to poor advice, or a disinclination to provide advice at all to the political hierarchy. Furthermore, the advancement of technology, driven in part by the prohibition of landmines, CM and other weapon systems described under the CCW, has also enabled some of the military effects previously attributed to these weapon systems to be achieved through more discriminate systems. These are inherently sensitive topics for any state, however ARMAC's neutral status and strong relationships with international organizations such as the UN, GICHD, and INGO's,

operators involved with stockpile management, and the international diplomatic and defence community, give ARMAC a wide array of expertise and tools to draw on to navigate these sensitivities.

In addition to promoting shared norms and adherence to international law, Strategic Objective 2 also seeks to provide expert advice on drafting mine-action related legislation upon request from AMS. Mine action legislation must be fit for purpose, and will likely need to be updated as a mine action programmes evolve or as international best practice develops – as is now occurring regarding the topics of All Reasonable Effort (ARE), and apportionment of liability. Looking to the ASEAN Region, in the case of Myanmar and the Philippines, which do not currently have a dedicated HMA programme, legislation may be required to form the National Mine Action Authority (NMAA) and the Mine Action Center (MAC), in accordance with IMAS 2.10 - Guide for the establishment of a mine action programme.<sup>56</sup> Likewise, as Thailand and Cambodia approach completion, they may request assistance in ensuring their legislation is suitable to shift from a proactive model of clearance to a residual risk management model. Expertise in drafting mine action legislation does not naturally accrue from time spent within the sector, and requires a specific set of skills, normally only for a limited duration of time while the legislation is drafted or reviewed. Once again, it may be more efficient to hold this expertise at the regional level to be deployed to the national level as and when required.

The final aspect of Strategic Objective 2 applies to the provision of support to NMAA to ensure that National Mine Action Standards (NMAS) are up-to-date and in compliance, where relevant, with IMAS. This may take the form of drafting, reviewing or updating NMAS on behalf of an AMS. In keeping with the principle of national ownership<sup>57</sup>, this support will only be provided at the direct request of AMS. This also includes providing support to the review and re-purposing of NMAS as states transition to a residual risk management model which is anticipated to occur in some AMS during this strategic period.

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54 Dr Robert Keeley, RK Consulting (EOD) Ltd, Mid-Term Review of ARMAC, March 2022, Table 12

55 This includes the use of anti-personnel mines of an improvised nature.

56 IMAS 2.10 - Guide for the establishment of a mine action programme, Ed 1, Amendment 3, 2013, Para 6.1

57 IMAS 01.10 - Guide for the application and development of International Mine Action Standards (IMAS), Ed 2, Amendment 10, 2021, Para 6.1

Strategic Objective	Outcomes	Indicators	Baselines	Targets
<b>SO2: HMA standards, norms and legal frameworks are promoted across ASEAN Region.</b>	National legal frameworks are fit for purpose to empower NMAA to fulfil their responsibilities and international commitments.	Number of AMS supported to draft legislation or regulatory documents by ARMAC.	0	5
	Common normative position on use of mines and cluster munitions adopted by ASEAN.	Common normative position on use of mines and cluster munitions added to subsequent APSCB.	0	1
	Common normative position on the ratification of APMBC, CCM and CCW adopted by ASEAN.	Common normative position on ratification of APMBC, CCM and CCW added to subsequent APSCB.	0	1
	Benefits of ascension to conventions are better understood within AMS and AMS voluntarily comply with convention norms.	Number of states stockpiling or producing weapons prohibited under the APMBC and CCM.	Unknown	0
		Number of mandatory or voluntary APMBC Art. 7 reports submitted.	4 <sup>58</sup>	6
		Number of mandatory or voluntary CCM Art. 7 reports submitted.	3 <sup>59</sup>	5
		Number of AMS which attend APMBC Meeting of State Parties	6 <sup>60</sup>	8
		Number of AMS which attend CCM Meeting of State Parties	4 <sup>61</sup>	6
		Number of states acting in contravention of Article 1.(a) of the APMBC.	1	0
	HMA entities throughout the region implement Gender Equality and Social Inclusion (GESI) norms.	Number of non-state armed groups which formally renounce use of weapons prohibited under the APMBC under ARMAC initiatives through deeds of commitment.	6 <sup>62</sup>	12
Number of workshops/courses on GESI hosted by ARMAC.		0	1	
Number of Gender Focal Points within NMAA and National Operators.		5	5	
National Mine Action Standards are consistent with IMAS and international developments.	Number of safeguarding/PSEA frameworks developed with assistance from ARMAC.	0	1	
	Number of NMAS drafted with support of ARMAC.	1	6	
	Number of NMAS updated with support from ARMAC.	1	11	
	Number of NMAS workshops/meetings facilitated by ARMAC.	0	3	

58 As of 2022, Brunei, Cambodia, Malaysia and Thailand submitted APMBC Art. 7 Reports.

59 As of 2020, Brunei (voluntary submission), Lao PDR and Philippines submitted CCM Art. 7 Reports.

60 The 2021 APMBC Meeting of State Parties was attended by Brunei, Cambodia, Indonesia, the Philippines and Thailand as state parties, and by Myanmar as an observer.

61 The 2022 CCM Meeting of State Parties was attended by Lao PDR and the Philippines as state parties, and Myanmar and Thailand attend as observers.

62 Baseline denotes number of non-state armed groups which has signed deeds of commitment to renounce the use of AP mines, however these were not signed under ARMAC initiatives.

### **Strategic Objective 3: ARMAC is a regional center of excellence, developing and sharing best practice among AMS and globally.**

Hitherto, much of ARMAC's work has revolved around organizing knowledge-sharing events within the region. These events have been well received and stakeholders commonly requested that they continue to be provided in the upcoming strategy period. However, to-date ARMAC has largely confined itself to a facilitation role in these events, relying on external entities to provide the substantive input and content of the discussions. In order to develop into a true 'Center of Excellence' as prescribed in ARMAC's TOR<sup>63</sup>, ARMAC intends to contribute to the development and dissemination of best practice in a more meaningful way.

ARMAC will develop a resource library, providing a centralised repository for mine action-related materials and data from the ASEAN region. This includes copies of national mine action legislation, NMAS, previous studies, historical data and reports released from within the region. The resource library will be available online and will be fully open source. It will not seek to replicate up-to-date contamination data held in the various IMSMA Databases, which will remain the sole responsibility of the NMAA's.

The resource library will be available to authorities and practitioners within the field, in addition to researchers and academics wishing to conduct analysis on HMA-related topics. It is anticipated that making such data available will make the study of HMA-topics more accessible and will encourage the growth of research literature in the field. In addition to this, ARMAC itself anticipates conducting research into emerging mine action issues, both independently in partnership with other parties such as field operators and academic researchers. It is anticipated that ARMAC will partner with students in the HMA Management tertiary programme outlined under Strategic Objective 1, to assist in setting research topics relevant to the sector and accessing the data to enable robust research to take place.

Through its Research and Development Advisor and Officer, ARMAC will provide research expertise to engender a culture of scientific rigor in the studies

being carried out in the region. By invitation, ARMAC will work directly in partnership with operators and authorities to identify research opportunities, advise on research design and methodology, draft research findings into papers and articles for publication, facilitate publication in peer-reviewed and trade journals, and present findings in appropriate regional and international fora. It is anticipated that this support will enhance the overall quality of the research and research literature being produced, making it eligible to be published and presented more widely.

In the long term, ARMAC seeks to improve the standard of researching being carried out and enhance the culture within those entities undertaking testing and research in the field. Additionally, ARMAC seeks to address a current shortcoming of some studies which essentially seek to reverse-engineer data to manufacture evidence for a pre-determined conclusion. This a-priori approach to research outcomes is incentivised by the perceived need to show a 'return' on funding, however is detrimental to expanding the knowledge-base of the HMA community and may in fact lead to false conclusions.<sup>64</sup>

In these various ways, ARMAC seeks to contribute to the advancement of HMA in seeking to continually improve the efficiency, efficacy and safety of the five pillars of mine action.

In addition to its active participation in the research agenda, ARMAC seeks to provide tailored technical assistance upon request from AMS. As such requests are likely to only be sporadic in nature, and will require a specific, customized response, ARMAC will maintain a roster of experts from within the region to expedite its response time to such requests. This is in keeping with the principles of south-south cooperation as outlined in the Buenos Aires Plan of Action.<sup>65</sup> By drawing from expertise within the region, it is anticipated that experts may already have some familiarity with the national context, language and/or cultural norms. Furthermore, the expenses of deployment will be lower than contracting an external, international consultancy. Technical assistance of this type is likely to take the form of having a technical expert embedded within the supported organization for the duration of the project.

63 ARMAC Terms of Reference, 2013, Para 4.

64 GICHD has attempted to mitigate this tendency within its own research by creating a culture whereby it is acceptable for a study to 'fail' to prove its chosen hypothesis, and that failure to prove a hypothesis is not perceived as a waste of money, but rather another type of data.

65 Buenos Aires Plan of Action for Promoting and Implementing Technical Cooperation among Developing Countries (BAPA), 1978

Strategic Objective	Outcomes	Indicators	Baselines	Targets
<b>SO3: ARMAC is a regional center of excellence, developing and sharing best practice among AMS.</b>	HMA entities within the region are able to receive technical advice and support from ARMAC upon request.	Number of fulfilled requests of ARMAC technical support from regional HMA entities.	1	10
		Roster of experts established.	0	1
	AMS have access to document library/archives established and maintained by ARMAC.	Searchable Online Database Created.	0	1
		Number of times resource library is accessed.	Not recorded	2000
		Number of documents in library	10	100
	Knowledge of best practice is developed and shared between HMA entities within ASEAN.	Number of studies on HMA topics undertaken, funded or supported by ARMAC.	2	22
		Number of articles on HMA topics published by ARMAC.	2	22
		Number of presentations given by ARMAC on studies/best practice in national and international fora.	10	30
		Number of knowledge-sharing workshops hosted by ARMAC.	15	35

## Strategic Objective 4: Regional cooperation between member states is enhanced on HMA efforts.

A number of AMS still suffer from EO contamination situated within close proximity to international borders.<sup>66</sup> The security and political sensitivities surrounding survey and clearance in border regions often leads to HMA efforts being deferred or blocked. Paradoxically, the presence of mines and failure to clear them in a timely fashion can equally lead to strained relations between states.<sup>67</sup> As a neutral entity under the auspices of ASEAN, ARMAC is ideally placed to facilitate dialogue aimed to establish consensus and coordination mechanisms between states to enable effective survey and clearance to take place. The requirement to clear these areas is doubly-pressing during this strategic period given the impending ‘Mine Free 2025’ deadline. For example, the majority of Thailand’s remaining hazard areas are located within border regions, which mean that they

can no longer be deferred if Thailand is to successfully reach its 2025 target, which was cited as justification in Thailand’s recent extension request.<sup>68</sup>

ARMAC will seek to develop a set of cross-border cooperation guidelines to establish best practice from the numerous examples of border region clearance from around the globe. It will also provide ‘good offices’ and advice to parties seeking to establish survey and clearance activities which are situated within international frontier regions. However, cross-border cooperation does not only apply to survey and clearance. ARMAC will also seek to establish emergency medicine and victim assistance referral mechanisms to allow victims of EO incidents, living in border areas, to receive the most prompt, appropriate, and practicable care necessary. This will be a continuation of the Victim Assistance Network (VAN) which was initiated prior to the commencement of this strategic period.

66 Cambodia, Thailand, Viet Nam, Lao PDR and Myanmar all have EO contamination in proximity to international borders.

67 One example of this is Myanmar’s alleged use of AP Mines close to the border with Bangladesh, which led to Bangladesh making a formal complaint against Myanmar. See: “Report of the Detailed Findings of the Independent International Fact Finding Mission on Myanmar”, UN doc. A/HRC/39/CRP.2, 17 September 2018, pp. 285–86;

68 Thailand APMBBC Extension Request, Submitted 30 March 2022



Finally, ARMAC will seek to enhance regional cooperation in terms of resource mobilisation. A risk that was clearly identified during the stakeholder consultation process was that, should ARMAC seek to establish and administer a regional mine action fund, it had the potential to simply become an additional and costly layer of bureaucracy, reducing the resources that eventually find their way to beneficiaries. Instead, ARMAC seeks to introduce NMAA and mine action operators to new approaches and sources of funding, identify and make introductions to potential project partners, and assist in the preparation of project proposals upon request. In doing so, ARMAC will advocate that international donors fund projects that are aligned with the respective AMS National Strategy

Documents. As AMS themselves continue to thrive and become economically prosperous, ARMAC will take an increased role in encouraging that donor funding originating from outside the region be matched in some respect by resources of the recipient state, and other AMS - affected and non-affected alike.

To avoid simply competing for traditional sources of resources, ARMAC aims to open new funding streams by accessing regional funding mechanisms, taking innovative approaches to financing, and working with non-traditional partners to achieve cross-sectoral outcomes. Once a project is approved, ARMAC will not intermediate between the donors and implementing parties, allowing for the most direct and efficient allocation of funds.

Strategic Objective	Outcomes	Indicators	Baselines	Targets
<b>SO4: Regional cooperation between member states is enhanced on HMA efforts.</b>	Cross-border cooperation on land release is enhanced.	Cross-border guidelines published.	0	1
		Cross-border workshops/meetings hosted by ARMAC.	1	3
		Percentage of requests to support the establishment of cross-border coordination mechanisms accepted by ARMAC.	0%	100%
	Cross-border cooperation on VA and EORE is enhanced.	Number of referral mechanisms established.	0	3
		Victim Assistance Network Established.	0	1
		Integrated approaches to EORE implemented in border regions.	0	2
	Resource mobilisation is enhanced through regional and cross-sectoral approaches.	Funding (in USD) mobilised with support of ARMAC through regional and cross-sectoral approaches.	\$0	\$2 Million

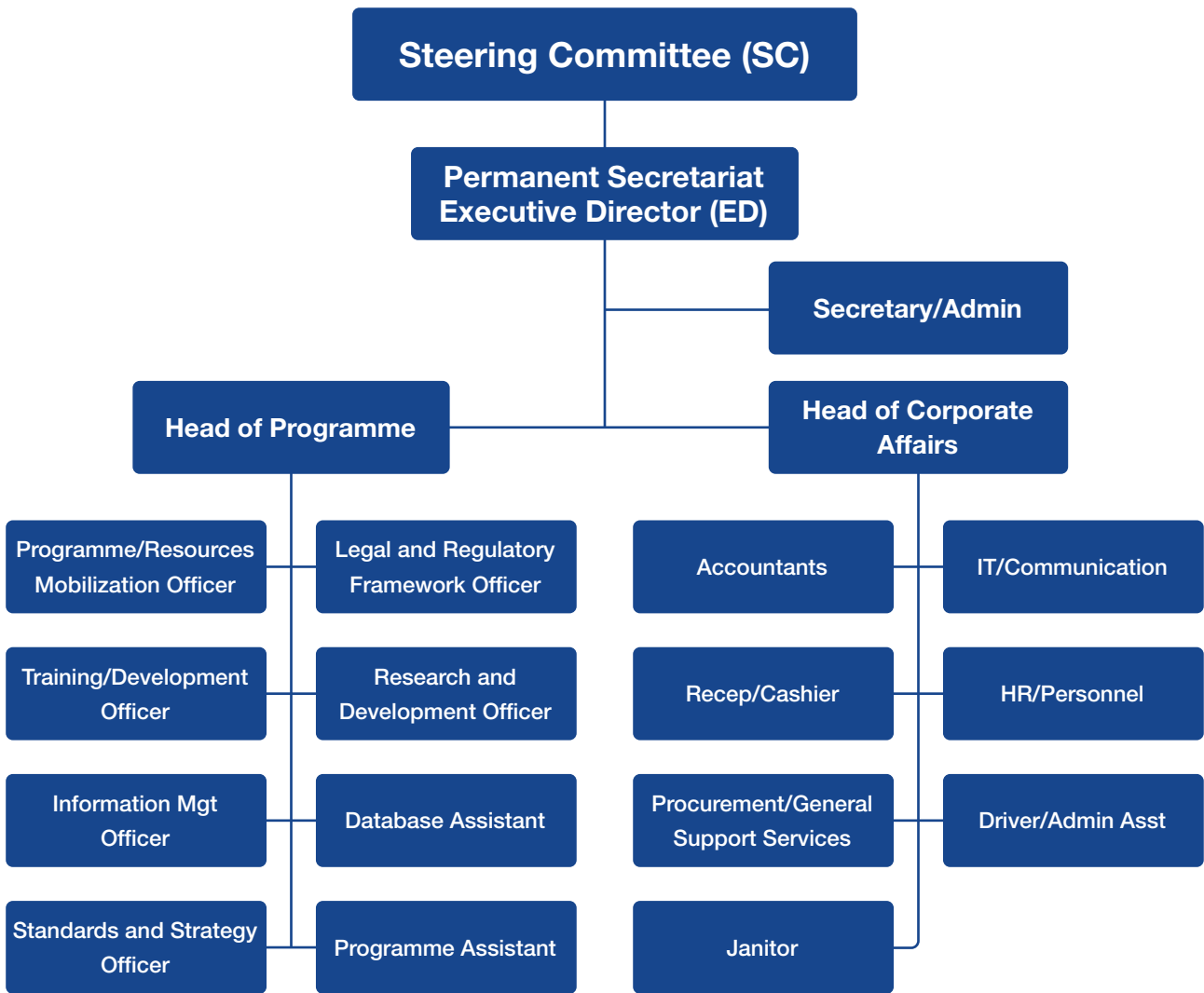
## Internal Capacity Development

The formulation and adoption of ARMAC's vision, mission, strategic objectives and associated activities mean that the current organizational structure of ARMAC is no longer fully fit-for-purpose for the upcoming strategic period. As such, ARMAC will embark upon an internal capacity enhancement

period over the initial 24 months of the strategy. The aim of this will be to develop the expertise and systems necessary to implement the ARMAC strategy articulated above, and to grow to fulfil the 'Center of Excellence' title bestowed upon ARMAC.

To achieve this, ARMAC will increase its staffing structure in accordance with Figure 3:

**Figure 3: ARMAC Structure 2023-2024**



For the period 2023-2024, technical advisors approved by the ARMAC Steering Committee will be recruited in the fields of Programme and Resource Mobilisation, Training Development, Research and Development, IM, Standards and Strategy, and Legal and Regulatory Frameworks. It is anticipated that these Technical Advisors will be funded through ‘in-kind’ support from international partners of ARMAC. The advisors themselves may be recruited either from within AMS or internationally, so long as they meet the minimum qualifications as set out in the ToR’s included in Annex 5. The advisors will provide high-level policy, strategic and technical advice to the ARMAC PS. The advisors are not depicted in Figure 4. above, as they are temporary positions only.

Each technical advisor will be paired with a counterpart from the AMS who will be designated as technical ‘officers’ in each of the six aforementioned fields. The advisors will mentor, capacitate and train

ASEAN national officers to fulfill their roles in ARMAC. The AMS personnel appointed in the technical officer positions shall be committed to ARMAC for a minimum of 36 months to understudy and progressively take over the roles and responsibilities of their international counterparts. This is a key factor in the long-term sustainability of ARMAC as a regional centre of excellence and provides a clear end-state for donors providing in-kind contributions. The technical officers will only be recruited from among the AMS. AMS will be offered the option to provide ‘in-kind’ contributions of personnel in lieu of financial contributions.

For ARMAC to reach the level of competence and depth of knowledge required to provide maximum value to its regional stakeholders, the advisors and, ultimately officers, must develop into experts within their respective fields, rather than simply HMA generalists.

# Monitoring, Evaluation, Accountability and Learning (MEAL)

Monitoring 'refers to a continuing function that uses systematic collection of data on specified indicators to provide management and the main stakeholders of an ongoing project, programme or policy with indications of the extent of progress and achievement of objectives, and progress in the use of allocated funds.'<sup>69</sup> Evaluation is the 'process that attempts to determine as systematically and objectively as possible the merit or value of an intervention.'<sup>70</sup> In short, Monitoring and Evaluation (M&E) provides the opportunity for ARMAC to assess whether it is doing the things that it said it would do, and if those things are having the desired outcomes.

In the context of the ARMAC Strategy, Monitoring will be carried out on an ongoing basis against the

strategic objective monitoring framework (outcomes, indicators, baselines, and targets). As part of ARMAC's Three-Year Rolling Workplan, available in Annex 4, ARMAC will develop a basic IM system to record and track the indicators stated within the strategic objective monitoring framework. This will allow for the early identification of, and intervention against, implementation failure.<sup>71</sup> Progress will be discussed and reported on at the quarterly SC meetings, results of which will be summarized each year in the annual report.

An external and independent evaluation will be carried out at the end of the next three years rolling workplan (end of 2025), to evaluate if ARMAC's activities are having their desired outcomes. The framework for the evaluation shall be the ToC (Annex 3), to identify potential theory failures.<sup>72</sup> Based on the findings of the formal evaluation, ARMAC will review, and if necessary, amend its strategy for the remaining two years of the strategic period.

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69 IMAS 04.10 - Glossary of mine action terms, definitions and abbreviations, Ed 2, Amendment 10, 2019, Page 27

70 IMAS 04.10 - Glossary of mine action terms, definitions and abbreviations, Ed 2, Amendment 10, 2019, Page 14

71 ePact, Enhancing the collective capability of the mine action sector: A strategic framing of a sector wide Theory of Change and User Guide, June 2021

72 ePact, Enhancing the collective capability of the mine action sector: A strategic framing of a sector wide Theory of Change and User Guide, June 2021

## Annex 1: Mid-Term Review Short, Medium and Long Term Recommendations for ARMAC<sup>73</sup>

Ser	OECD Criterion	Timescale		
		Short	Medium	Long
(a)	(b)	(c)	(d)	(e)
1	Relevance	<ul style="list-style-type: none"> <li>Expand the reach of ARMAC to take account of residual contamination in other AMS</li> <li>Develop a strategic action plan for ARMAC to bridge the gap between the ARMAC mandate and the annual works plans</li> </ul>	<ul style="list-style-type: none"> <li>Implement proposed new workshop calendar</li> </ul>	
2	Impact	<ul style="list-style-type: none"> <li>Review project design and documentation for ongoing ARMAC projects and identify outputs, outcomes and key indicators</li> <li>More clearly define the differences between advocacy and awareness raising, public information about ARMAC and EORE in terms of ARMAC activities</li> </ul>	<ul style="list-style-type: none"> <li>Develop role of ARMAC as an EOD technical information centre for all AMS</li> <li>Use new workshop calendar to identify future ARMAC projects and activities</li> </ul>	
3	Effectiveness	<ul style="list-style-type: none"> <li>Review budget process to minimise time spent on approvals</li> <li>Review percentages allowed for contingency</li> <li>Ensure unspent funds can be reallocated in a timely manner</li> <li>Ensure that at least one ARMAC staff person has previous ASEAN experience.</li> </ul>		
4	Efficiency	<ul style="list-style-type: none"> <li>Increase size of technical section of ARMAC to improve economies of scale</li> <li>Consider alternative employment mechanisms for ARMAC personnel including incorporation as an actual ASEAN department or through the use of in-kind contributions from AMS</li> <li>Include a more comprehensive reporting of ARMAC funding in the annual reports.</li> </ul>	<ul style="list-style-type: none"> <li>Implement new employment mechanisms</li> </ul>	
5	Coherence	<ul style="list-style-type: none"> <li>Examine potential ARMAC contribution to APSCB 2025</li> </ul>	<ul style="list-style-type: none"> <li>Support APSCB 2025</li> </ul>	
6	Sustainability	<ul style="list-style-type: none"> <li>Examine project design of current ARMAC activities in order to learn lessons on sustainability in accordance with OECD definition</li> </ul>	<ul style="list-style-type: none"> <li>Examine roles for ARMAC in identifying best practices for sustainable mine action activities in conditions of residual contamination</li> <li>Identify best practices to mainstream victim assistance in the ASEAN context</li> </ul>	<ul style="list-style-type: none"> <li>Operate ASEAN EODTIC</li> </ul>

73 Dr Robert Keeley, RK Consulting (EOD) Ltd, Mid-Term Review of ARMAC, March 2022

## Annex 2: Consolidated SWOT Analysis of ARMAC based on stakeholder consultation

### Strengths

- Direct access to political decision-makers due to its steering committee, positioning under the SOM, and the political-security community pillar. However, this strength is currently underutilised.
- Legitimacy conveyed by founding by ASEAN Leaders.
- Ability to access other ASEAN entities, however this strength is again underutilised.
- Strong network of HMA entities, including formal MoU's.
- Good reputation from previous successful events held.
- Pan-regional mandate and visibility.
- Many of the knowledge sharing events run to-date have been well received and should be continued.
- Knowledge and networks within the region.
- Low-cost in comparison to other international organizations.

### Opportunities

- Neutral position makes ARMAC an ideal organization to facilitate cross-border cooperation.
- Potential to conduct studies and research, technological development and testing, and to host workshops and formulate publications akin to GICHD.
- Potential to establish regional information and data repository accessible by all AMS, national authorities, operators, and researchers. This would be in the form of a document library, not a reproduction of IMSMA data.
- Potential to formulate high-level HMA management training courses/qualifications.
- Ability to leverage networks such as with the GICHD and UN to draw on global expertise for the region.
- Potential to draw on significant expertise from within the region to create roster of experts available to deploy to AMSs for specific projects.
- Potential to raise awareness of HMA needs both within the region and to external donors.
- Positioning to identify and access regional and non-traditional funding opportunities.
- Potential to assist with implementation of conventions, raising awareness of IHL norms, and drafting of regulatory frameworks.
- Ability to assist national programmes to transition to residual risk management phase.
- Ability to assist AMS establish national mine action programmes in the likes of Myanmar and Philippines.
- Potential to engage in cross-cutting issues which affect all AMS including peace-building, economic development, environmental management and gender empowerment.

### Weaknesses

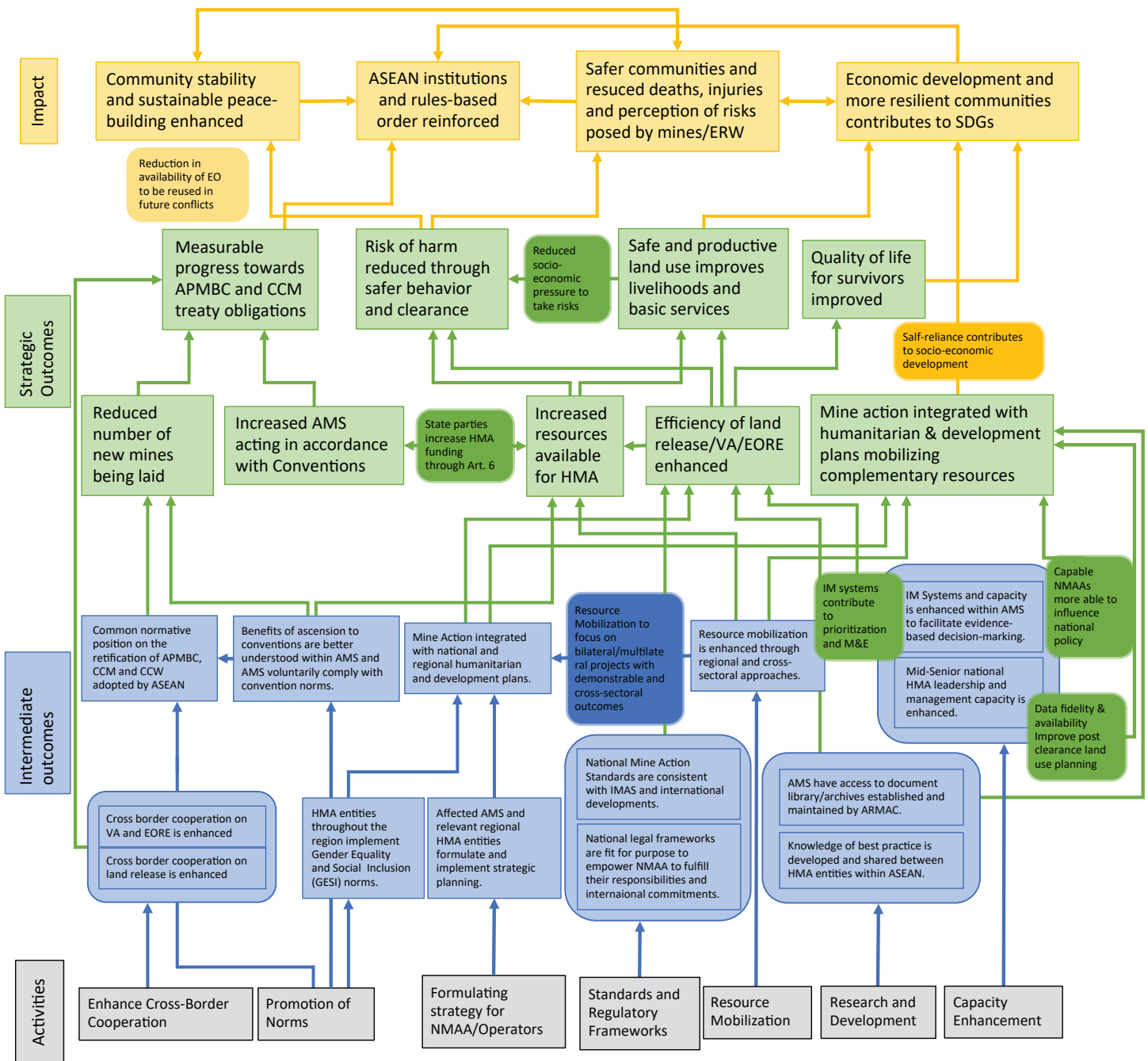
- Lacks the expertise to constitute a 'Centre of Excellence'. It is currently perceived primarily as an event organizing agency.
- Lacks knowledge products e.g., research, publications, documents and data to be labelled as a 'Centre of Excellence'.
- Strong perception that ARMAC is a Cambodian-centric organization. Location of HQ, majority of nationality of staff, venue of projects and events, source of funding, and governance structure (SC) all contribute to this perception.
- ARMAC's role within the sector is ill-defined and poorly understood.
- Limited mandates do not align with national priorities.
- ARMAC has little utility in enabling clearance and land release which remain top priority of affected member states.
- Inadequate and inconsistent funding.
- Executive Director role has limited standing.
- Cumbersome governance structure requiring unanimous consensus.
- Lack of engagement from non-affected AMS.
- Too involved in the implementation of VA when there are other more experienced, and better-resourced entities available to do this.

### Threats

- Irrelevance if roles and responsibilities are not expanded.
- A lack of expertise, resources, support from AMS to implement expanded role.
- Perception that ARMAC will be seen as competition for resources by national programmes.
- Diversity of national programmes and contamination confound one-size-fits-all 'regional solutions'.
- If expansion of mandate is not conducted thoughtfully, ARMAC risks becoming an additional, costly layer of bureaucracy.
- ARMAC's association with Myanmar precludes interaction with some donors.
- Many of the critical regional issues which ARMAC should be involved in are inherently sensitive, such as cross-border cooperation, engagement with Myanmar, or discussion of international conventions. AMS may not want ARMAC involved in these issues.
- Perception that mines/ERW are no longer a threat, or that there are more pressing issues which will distract from ongoing HMA efforts.
- There are already many actors within the HMA space within the ASEAN region. ARMAC must ensure it is offering unique utility and is not duplicating the work of others.

# Annex 3: ARMAC Theory of Change<sup>74</sup>

**Vision: The ASEAN region is a peaceful, stable and resilient community, free from the risks and impact of explosive ordnance.**



74 ePact, Enhancing the collective capability of the mine action sector: A strategic framing of a sector wide Theory of Change and User Guide, June 2021

## Annex 4: ARMAC Three-Year Rolling Work Plan

Outcome	Activity	Indicator	Baseline <sup>75</sup>	Target <sup>76</sup>	Year of Implementation		
					2023	2024	2025
<b>SO1: AMS national mine action management capacity is enhanced to manage and deliver on five pillars of mine action in line with current international best practice.</b>							
<b>1.1 Mid-senior national HMA leadership and management capacity is enhanced.</b>	Partner university/ies identified and formal agreement signed to launch Management in Mine Action Tertiary Qualification.	Signed MOU between ARMAC and University/ies	0	1	X		
	Training Needs Assessment Complete of effected member states.	TNA produced	0	1	X		
	Curriculum and course programme produced in partnership with university.	Curriculum and Course Programme Produced	0	1		X	
	Tertiary course open to students.	Course open for enrolments	0	1			X
<b>1.2 IM systems and capacity is enhanced within AMS to facilitate evidence-based decision-making.</b>	ARMAC Develops IM Technical Capacity	IM Advisor Recruited	0	1	X		
		IM Officer Recruited	0	1	X		
		IM Officer Takes over Roles and Responsibilities from Advisor	0	1			X
	ARMAC develops internal M&E IM system	M&E System employed	0	1	X		
	ARMAC provides IM Support upon request	Number of NMAA or Operators supported by ARMAC (introduction or enhancement of IM system)	0	0	X	X	X

75 Baseline based on data available in November 2022.

76 Deadline for targets is 31 December 2025.

Outcome	Activity	Indicator	Baseline <sup>75</sup>	Target <sup>76</sup>	Year of Implementation		
					2023	2024	2025
<b>1.3 Affected AMS and relevant regional HMA entities formulate and implement strategic planning.</b>	ARMAC provides technical input into formulation/review of national and/or organizational strategies consistent with Agenda 2030 and broader normative framework.	Number of national strategy documents formulated with assistance of ARMAC.	0	1	X	X	X
		Number of organizational strategic plans formulated with assistance of ARMAC.	0	1	X	X	X
		Number of training activities provided by ARMAC on the subjects of strategic planning, results-based-management, and other related topics.	0	2	X	X	X
<b>SO2: HMA standards, norms and legal frameworks are adopted across ASEAN Region.</b>							
<b>2.1 National legal frameworks are fit for purpose to empower NMAA to fulfil their responsibilities and commitments.</b>	ARMAC Develops Legal and Regulatory Frameworks Technical Capacity	Legal and Regulatory Frameworks Advisor Recruited	0	1	X		
		Legal and Regulatory Frameworks Officer Recruited	0	1	X		
		Legal and Regulatory Frameworks Officer Takes over Roles and Responsibilities from Advisor	0	1			X
	Assist AMS to draft and review legal and regulatory documents upon request.	Number of legal/regulatory documents reviewed.	0	3		X	X



Outcome	Activity	Indicator	Baseline <sup>75</sup>	Target <sup>76</sup>	Year of Implementation		
					2023	2024	2025
<b>2.2 Benefits of ascension to conventions are better understood within AMS and AMS voluntarily comply with convention norms.</b>	ARMAC Develops Advocacy Plan to raise awareness of conventions and their benefits to member states.	Advocacy plan created	0	1	X		
	ARMAC hosts awareness-raising events in states not party to the respective conventions	Number of awareness raising events	0	2		X	X
	Commence partnerships with NGO's to engage with Non-State Armed Groups to sign binding commitment renounce uses of landmines	Partnership agreement signed	0	1	X	X	X
<b>2.3 HMA entities throughout the region implement Gender Equality and Social Inclusion (GESI) norms.</b>	ARMAC hosts workshops on Gender Mainstreaming, Safeguarding and PSEA frameworks.	Number of workshops	0	2	X		X
<b>2.4 National Mine Action Standards are consistent with IMAS and international developments.</b>	ARMAC Develops Standards and Strategy Technical Capacity	Standards and Strategy Advisor Recruited	0	1	X		
		Standards and Strategy Officer Recruited	0	1	X		
		Standards and Strategy Officer Takes over Roles and Responsibilities from Advisor	0	1			X
	Upon request, review, update and formulate NMAS.	Number of NMAS reviewed, updated or formulated.	0	10		X	X

Outcome	Activity	Indicator	Baseline <sup>75</sup>	Target <sup>76</sup>	Year of Implementation		
					2023	2024	2025
<b>SO3: ARMAC is a regional center of excellence, developing and sharing best practice among AMS.</b>							
<b>3.1 HMA entities within the region are able to receive technical advice and support from ARMAC upon request.</b>	Establish roster of experts	Roster of experts established	0	1	X		
		Number of experts registered	0	20	X		
		Roster updated	0	2		X	X
	Support requests for technical assistance from AMS through the provision of personnel or technical advice.	% of requests supported	0	0.8	X	X	X
	Formal internal and external training courses attended by ARMAC staff	Number of training hours attended by ARMAC staff	400	2800	X	X	X
<b>3.2 AMS have access to document library/archives established and maintained by ARMAC.</b>	Establish a searchable online document library.	Online database established and accessible to users.	0	1	X		
	Collate and add key HMA documents to the library - National Strategies, HMA Laws and Regulations, NMAS, Studies from within ASEAN Region etc.	Number of documents uploaded	0	100	X	X	
	Raise awareness of document library's utility, receive and update library based on feedback.	Number of times library accessed	0	1000	X	X	X

Outcome	Activity	Indicator	Baseline <sup>75</sup>	Target <sup>76</sup>	Year of Implementation		
					2023	2024	2025
<b>3.3 Knowledge of best practice is developed and shared between HMA entities within ASEAN.</b>	ARMAC Develops Research and Development Technical Capacity	Research and Development Advisor Recruited	0	1	X		
		Research and Development Officer Recruited	0	1	X		
		Research and Development Officer Takes over Roles and Responsibilities from Advisor	0	1			X
	Conduct research on key HMA issues from within the ASEAN Region	Number of publications produced in peer-reviewed journals	0	12	X	X	X
	ARMAC Develops Training Development Technical Capacity	Training Development Advisor Recruited	0	1	X		
		Training Development Officer Recruited	0	1	X		
		Training Development Officer Takes over Roles and Responsibilities from Advisor	0	1			X
	Host regional knowledge sharing workshops	Number of workshops hosted or co-hosted	15	27	X	X	X
	<b>SO4: Regional cooperation between member states is enhanced on HMA efforts.</b>						
<b>4.1 Cross border cooperation on land release is enhanced.</b>	Host cross-border cooperation workshop	Number of workshops hosted by ARMAC	1	3	X		X
	Facilitate formulation and oversight of cross-border clearance mechanisms upon request	Percentage of requests supported	0%	100%	X	X	X

Outcome	Activity	Indicator	Baseline <sup>75</sup>	Target <sup>76</sup>	Year of Implementation		
					2023	2024	2025
<b>4.2 Cross border cooperation on VA and EORE is enhanced.</b>	Conduct field assessment of victims' needs	Assessment report produced	0	4	X	X	
	Regional VA workshop held	Number of workshops held	1	5	X	X	
	Conduct PSS Training for medical practitioners	Number of trainings held	2	6	X	X	
		Number students who successfully complete training	60	240	X		
	VA Studies published on Lao PDR and Cambodia, and Viet Nam	Studies published	0	2	X		
	Produce 'voice of EO victims' video	Video produced and released during workshop and shared with AMS	0	1	X		
	Establish communication and coordination mechanisms to operationalize the VA Network	ToR finalised and coordination mechanism established	0	1	X		
	End of project evaluation completed and submitted to donor	End of project report produced and accepted by donor	0	1		X	
	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	Quarterly report submitted to coordination mechanism	0	11	X	X	X

Outcome	Activity	Indicator	Baseline <sup>75</sup>	Target <sup>76</sup>	Year of Implementation		
					2023	2024	2025
<b>4.3 Resource mobilization is enhanced through regional and cross-sectoral approaches.</b>	ARMAC Develops Programme/ Resource Mobilization Capacity	Programme/ Resource Mobilisation Advisor Recruited	0	1	X		
		Programme/ Resource Mobilisation Recruited	0	1	X		
		Programme/ Resource Mobilisation Officer Takes over Roles and Responsibilities from Advisor	0	1			X
		Resource mobilization plan formulated	0	1	X		
		Number of project proposals produced in collaboration with regional mine action entities	0	9	X	X	X
		Number of project proposals produced for ARMAC projects	40	64	X	X	X
		Regional Donor Conference Convened by ARMAC	0	2		X	X







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