



**EN**

This action is funded by the European Union

**ANNEX 6**

of the Commission Implementing Decision on the Annual Action Programme 2017 Part II and 2018 Part I in favour of the Asia region to be financed from the general budget of the Union

**Action Document for the Integrated Programme in Enhancing the Capacity of AHA Centre and ASEAN Emergency Response Mechanisms (EU Support to AHA Centre)**

**INFORMATION FOR POTENTIAL GRANT APPLICANTS**

**WORK PROGRAMME FOR GRANTS**

This document constitutes the work programme for grants in the sense of Article 128(1) of the Financial Regulation (Regulation (EU, Euratom) No 966/2012); in the following sections concerning calls for proposals: 5.4.1.1 “Grants – call for proposals (direct management)” has been used; and in the following sections concerning grants awarded directly without a call for proposals: 5.4.1.2 “Grant – direct award (direct management)” has been used.

<b>1. Title/basic act/ CRIS number</b>	<b>Integrated Programme in Enhancing the Capacity of AHA Centre and ASEAN Emergency Response Mechanisms (EU Support to AHA Centre)</b> CRIS number: ACA/2017/038-873, financed under Development Cooperation Instrument	
<b>2. Zone benefiting from the action/location</b>	Southeast Asia Region (ASEAN) This action shall be carried out at the following location: ASEAN Member States Indicative location of the project's team is in Indonesia (Jakarta)	
<b>3. Programming document</b>	Multiannual Regional Indicative Programme for Asia for the period 2014-2020	
<b>4. Sector of concentration/ thematic area</b>	Focal Sector 1 (Regional MIP): Climate Change, Environment and Disaster Management	DEV. Aid: YES <sup>1</sup>
<b>5. Amounts concerned</b>	Total estimated cost: EUR 11 022 000 Total amount of EU budget contribution EUR 10 000 000 This Action is co-financed in joint co-financing by ASEAN Member States/AHA Centre for an amount of EUR 800 000 This Action is co-financed by potential grant beneficiaries for an	

<sup>1</sup> Official Development Aid is administered with the promotion of the economic development and welfare of developing countries as its main objective

	indicative amount of EUR 222 000.			
<b>6. Aid modality(ies) and implementation modality(ies)</b>	Project Modality Direct management – grants – call for proposals Direct management – grants – direct award			
<b>7 a) DAC code(s)</b>	720 Emergency Response 730 Reconstruction Relief and Rehabilitation 740 Disaster Prevention and Preparedness			
<b>b) Main Delivery Channel</b>	10000 (Public Sector Institutions)			
<b>8. Markers (from CRIS DAC form)</b>	<b>General policy objective</b>	<b>Not targeted</b>	<b>Significant objective</b>	<b>Main objective</b>
	Participation development/good governance	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
	Aid to environment	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
	Gender equality (including Women in Development)	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	Trade Development	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Reproductive, Maternal, New born and child health	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<b>RIO Convention markers</b>	<b>Not targeted</b>	<b>Significant objective</b>	<b>Main objective</b>
	Biological diversity	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Combat desertification	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Climate change mitigation	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Climate change adaptation	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	<b>9. Global Public Goods and Challenges (GPGC) thematic flagship</b>	Environment and Climate Change, Human Development, Food and Nutrition Security ( <i>Supporting poor and insecure to react to crisis and strengthening resilience</i> )		
<b>10. SDGs</b>	SDG Goals (9), (11), (13), (15)			
<p><b>SUMMARY</b></p> <p>The ASEAN region is one of the most disaster-prone regions in the world with more than 50% of global disaster mortalities having occurred in the ASEAN region during the period of 2004-2014. Through the 2009 ASEAN Agreement on Disaster Management and Emergency Response (AADMER), ASEAN has set in place robust legal and political mechanisms in terms of institutions, systems and processes to respond to disasters in the region. Much has been achieved, but the efforts need to be sustained to realize the ASEAN Vision 2025 on Disaster Management and the recent ASEAN Leaders’ Declaration on “One ASEAN One Response.</p> <p>The <b>overall objective</b> is to contribute to the goal of the AADMER to achieve substantial reduction of disaster losses in lives and in the economic, social, physical and environmental assets of ASEAN Member States, and to support joint responses to disaster emergencies through concerted national efforts and intensified regional and international cooperation.</p>				

The **specific objectives** are to (1) strengthen the capacity and sustainability of the ASEAN Coordinating Centre for Humanitarian Assistance on disaster management (AHA Centre) to achieve operational excellence in disaster monitoring and emergency response; and (2) enhance mechanisms for ASEAN Leadership to Respond-As-One, through excellence and innovation in disaster management.

The implementation modality is a combination of a direct grant to the AHA Centre and a call for proposals limited to specialized Civil Protection Agencies of EU Member States. ASEAN Member States (AMS) entrusted to the AHA Centre the legal and political mandate to operate as ASEAN's designated entity for disaster management.

## **1. CONTEXT**

### **1.1 Regional context**

Since its establishment in 1967, the Association of Southeast Asian Nations (ASEAN) has become increasingly interconnected and ever more relevant on regional and global stage. As a group it is the world's seventh largest economy today and is set to become the fourth largest by 2050. End 2015, ASEAN was formally proclaimed a Community and adopted its ASEAN Community Vision 2025, marking a milestone in the history of the regional association. The ASEAN Community vision contains the ASEAN Political-Security Community (APSC) Blueprint, the ASEAN Economic Community (AEC) Blueprint and the ASEAN Socio-Cultural Community (ASCC) Blueprint.

The ASEAN region is one of the most disaster-prone regions in the world. More than 50% of global disaster mortalities occurred in the ASEAN region during the period of 2004 to 2014. During this period, the region accounted for more than 50 percent of the total global disaster fatalities, or 354,000 of the 700,000 deaths in disasters worldwide. The total economic loss was estimated at USD 91 billion. Of the estimated 600 million people in ASEAN, disasters displaced about 191 million people temporarily. Moreover climate change is aggravating the frequency and the severity of natural disasters around the region such as typhoons, floods, sea surge and droughts.

The ASEAN region is renowned for its rich biodiversity and unique natural ecosystems. However, being a developing region, about one in eight people still live in extreme poverty (below one dollar a day)<sup>2</sup>. Natural and human-induced disasters, particularly floods and forest fires, if left unchecked, will not only cause human losses, affecting disproportionately marginalized, vulnerable and disadvantaged groups, but also harm the irreplaceable natural environment and can set back previous gains from socio-economic development.

#### **1.1.1 Public Policy Assessment and EU Policy Framework**

The 2009 ASEAN Agreement on Disaster Management and Emergency Response (AADMER) is the main instrument for regional cooperation to reduce disaster losses and to facilitate collective response. Over the years the implementation of AADMER has successfully shifted the focus from individual ASEAN Member States (AMS) to a more coherent regional response mechanism. AMS have also started contributing to regional risk assessments, established a

---

<sup>2</sup> ASEAN/UNDP MDGs Assessment Report, ASEAN, 2015

regional system for early warning and monitoring, integrated the Disaster Risk Reduction (DRR) methodology into national as well as urban and community development plans and have developed a tool kit for effective disaster recovery planning.

At the global level, significant developments have taken place that have direct relevance to managing disaster losses and disaster risk reduction. The Sendai Framework for Disaster Risk Reduction 2015-2030 adopted in March 2015 aims to strengthen resilience in order to prevent or reduce disaster losses. In May 2015, the EU High Representative and the European Commission adopted the Joint Communication to the European Parliament and the Council of the European Union on 'the EU and ASEAN partnership with a strategic purpose'. The communication highlights that for years, the EU has been helping ASEAN countries, notably through the Disaster Preparedness ECHO programme (DIPECHO), to develop a more effective emergency response and early-warning capacity to handle man-made and natural disasters, as well as sharing lessons learnt in developing efficient consular assistance mechanisms. The Joint Communication underlines the importance of developing EU-ASEAN collaboration on disaster management, notably through stronger operational links, expanded training activities, participation in ASEAN Regional Forum (ARF) disaster relief exercises, implementation of the Sendai Framework on Disaster Risk Reduction as well as enhancing dialogue on disaster relief combined with greater capacity-building at ASEAN and national levels.

### **1.1.2 Stakeholder analysis**

Since the entry into force of AADMER, ASEAN has continued and strengthened collaboration with all relevant stakeholders. The key stakeholders include, among others:

#### **(i) Regional/National**

The ASEAN Ministerial Meeting on Disaster Management (AMMDM) provides strategic policy guidance, promotes synergy of efforts with other ASEAN Ministerial bodies, promotes engagement with ASEAN related mechanisms, and promotes leadership, cooperation and shared vision in the area of disaster management. The ASEAN Committee on Disaster Management (ACDM), consisting of heads of agencies responsible for disaster management in their respective countries is in charge of implementing the AADMER and its work programmes. The ACDM also serves as the Governing Board of the ASEAN Co-ordinating Centre for Humanitarian Assistance on disaster management (AHA Centre) and oversees its operationalisation. The Secretary-General of ASEAN acts as the ASEAN Humanitarian Assistance Coordinator (AHAC), activated during times of a major natural disaster or a pandemic.

The AHA Centre is an inter-governmental body established by the AMS which main objective is to facilitate the cooperation and coordination within ASEAN, with the United Nations and other international organisations, for disaster management and emergency response across the region. The AHA Centre as the main operational entity established under AADMER fulfils a wide range of operational, technical and coordination functions covering the whole spectrum of disaster management.

The commitment from AMS on the sustainability of the AHA Centre is secured at the highest level as stated in the recent declaration on “*One ASEAN, One Response: ASEAN Responding to Disasters as One in the Region and Outside the Region*” signed by the ten ASEAN Heads of State and Government during the last ASEAN Summit in September 2016. The Declaration highlights the commitment to strengthen the centre's capacity, enhance and ensure its

sustainability by providing human, technical and financial resources to play its strategic role in supporting the realisation of ASEAN's collective response to disasters.

The AHA Centre has 22 staff and is managing directly an amount of USD 23.7 million, including donor funding. The mandatory annual contribution of each AMS to the AHA Centre was initially capped at USD 30,000 complemented by additional voluntary contributions. This annual contribution was increased in 2016 by two thirds to improve the centre's financial sustainability with the contribution from each of the ten AMS reaching USD 50,000 as approved by the AHA Governing Board in October 2016. On top of this annual contribution, several AMS also contribute to the ASEAN Disaster Management and Emergency Relief (ADMER) Fund, which is a voluntary funding mechanism, amounting to around USD 400,000 in 2015, with contributions so far from Indonesia, Lao PDR, Malaysia, Myanmar, Philippines and Singapore. Recently ASEAN has introduced a new policy related to the allocation of the ADMER Fund, of which 80% is now exclusively earmarked for the operations of the AHA Centre, thus covering the centre's core budget for 2016 – 2018 (core staff and functioning costs). By end 2017 ASEAN Members States will resume their discussion on increasing further their annual equal contribution for the years 2018 and beyond. This should enable AHA Centre core budget to cover staff costs and better retain staff as a concrete step towards better sustainability. In 2016, the Indonesian government as host country provided new premises and high-tech equipment for the AHA Centre.

The ASEAN Emergency Response and Assessment Team (ASEAN-ERAT) serves as the backbone of ASEAN emergency response operations by providing fast, reliable and collective response to disasters. The ASEAN-ERAT roster currently comprises 155 certified members from AMS. During emergency operations, the ERAT team is supposed to support the affected country under the coordinating authority of the AHA Centre.

(ii) Civil society/NGOs/Private Sector

The AADMER Partnership Group (APG) is a consortium currently consisting of seven prominent civil society organizations to assist in the implementation of AADMER. An ACDM-CSO Partnership Framework (ACPF) is currently being established. Civil society is invited to participate in the annual ASEAN Regional Disaster Simulation Exercises (ARDEX).

(iii) EU Civil Protection Agencies and Emergency Response Coordination Centre (ERCC)

The EU Civil Protection Mechanism established since 2001 is fostering cooperation among national civil protection authorities across Europe. The Mechanism enables coordinated assistance to victims of disasters in Europe and elsewhere. EUCPM mechanism is recognised as one of the most robust regional mechanism for disaster response.

The ERCC, operating within the European Commission's Humanitarian Aid and Civil Protection department (ECHO), was set up to support a coordinated and quicker response to disasters both inside and outside Europe using resources from the countries participating in the EU Civil Protection Mechanism. With a capacity to deal with several simultaneous emergencies the ERCC is a coordination hub facilitating a coherent European response during emergencies.

### **1.1.3 Priority areas for support/problem analysis**

ASEAN has proven its potential to effectively respond to actual large scale disasters such as Cyclone Nargis (2008) and Typhoon Haiyan (2013). The September 2016 "*Declaration on One ASEAN One Response: ASEAN Responding to Disasters as One in the Region and Outside the*

*Region*” calls for strengthening the cooperation and coordination mechanism in responding to disasters to achieve faster responses, mobilise greater resources and establish stronger coordination to ensure ASEAN’s collective response to disasters and to enable ASEAN to respond to disasters outside the region at a later stage. It also affirmed the AHA Centre as the primary ASEAN regional coordinating agency on disaster management and emergency response and committed to strengthen its capacity and sustainability, confirming that AADMER is the main regional policy backbone and common platform for the implementation of “One ASEAN, One Response”.

The AHA Centre needs to focus on strengthening its internal capacity to expand its role and expertise from facilitating and coordinating emergency response to the broader spectrum of disaster risk management, post disaster recovery, and building resilience. Areas of support include corporate capacity building, programme development and implementation, resource mobilization, communication, coordination and networks, and monitoring and evaluation. Additionally there is a need to embed and fine tune AHA Centre’s operations and requirements with the interests of National Disaster Management Offices (NDMO). The AHA Centre's role as facilitator of aid and logistics for AMS and others to disaster affected ASEAN Countries has to be strengthened. Hence, it is equally important to strengthen the ASEAN Disaster Management and Emergency Response Mechanisms from the leadership, strategic, knowledge, innovation, and sustainability aspects to achieve 'One ASEAN One Response'.

The ASEAN Vision 2025 on Disaster Management has called for strengthening three strategic elements, namely: (i) Institutionalisation and Communications; ii) Partnership and Innovations; and iii) Finance and Resource Mobilisation. Ensuring a resilient ASEAN Community against a fast changing disaster and humanitarian landscape requires ASEAN to shift their focus from managing crises to managing risks so that their constituents will be better prepared for what lies ahead of them. This approach shall position ASEAN as a pioneer in transforming disaster management landscape in the Southeast Asian region and beyond, and strengthen its leadership to maintain ASEAN centrality.

## 2. RISKS AND ASSUMPTIONS

### Risks, Mitigation Measures, and Assumptions

Risks	Risk level (H/M/L)	Mitigating measures
ASEAN may not provide the necessary enabling environment for proper disaster management as outlined in the ASEAN Vision 2025, its Community Blueprints and its various sectoral plans, due to competing interests and other overwhelming short-term	<b>L</b>	ASEAN is operating in the framework of the AADMER legal instrument on disaster management. Furthermore the ASEAN Vision 2025 and its Community Blueprints are endorsed by the ASEAN Leaders, and there are strong institutional structures at various levels to monitor the implementation of its Vision and Mission. To its credit, ASEAN has come up, within a space of 6 months, with its own ASEAN Vision 2025 on Disaster Management, and the AADMER Work Programme 2016-2020 (AWP 2020). The EU Delegation will closely communicate with

priorities.		ASEAN Secretariat, AHA Centre and the ACDM at the project steering committee level to ensure that disaster management is properly integrated as part of its various sectoral plans.
ASEAN may not provide sufficient resources and capacity to ensure proper operations and sustainability of regional centres /mechanisms, in particular the AHA Centre	<b>M</b>	The AHA Centre has suffered from acute shortage of financing from AMS, and high turnover of senior staff. Donor support has been critical in building up the institution. ASEAN needs to commit sufficient funds and capacity for core operational needs of the AHA Centre and AMS are committed to increase their contribution to AHA Centre in the future. This proposed Action may well accelerate the delivery of this commitment by AMS. The EU Delegation will continuously advocate for significant increase of AMS contribution beyond the current commitment level at various levels including at the project steering committee and ACDM meeting.
<b>Assumptions</b>		
<ol style="list-style-type: none"> <li>1. ASEAN remains focused on implementing the AADMER and its Work Programme within the framework of the ASEAN Community Vision 2025 and there are no substantial shifts in the priorities which this Action is targeting.</li> <li>2. AMS are committed to support and equip regional institutions and processes on disaster management recognizing them as essential to their national needs and synergizing common interests.</li> </ol>		

### **3. LESSONS LEARNT, COMPLEMENTARITY AND CROSS-CUTTING ISSUES**

#### **3.1 Lessons learnt**

Since its establishment, the AHA Centre has responded to 15 medium and large-scale disasters in the past five years. Such real life experiences have served to inform its work programmes and in 2013 the ACDM conducted a Mid-Term Review which identified the following achievements (1) Establishment of a Disaster Emergency Response Logistic System (DELSA) for the ASEAN Region; (2) Establishment of a Fully-Functional ASEAN Emergency Rapid Assessment Team (ERAT); (3) Finalization and Institutionalization of ASEAN Standard Operating Procedure for Regional Standby Arrangements and Coordination of Joint Disaster Relief and Emergency Response Operations (SASOP).

ASEAN has recently adopted its AADMER Work Programme 2016-2020 (AWP 2020) as a contribution to the ASCC 2025 Vision “that engages and benefits the peoples, and is inclusive, sustainable, resilient and dynamic”. The AWP 2020 aims to build a resilient ASEAN Community through the implementation of eight priority programmes entitled: (1) Aware, (2) Build safely, (3) Advance, (4) Protect, (5) Respond as one, (6) Equip, (7) Recovery, and (8) Lead. The identification of the eight priority areas was based on AMS review and lessons learned from the previous AWP whereby it became clear that there was a need to consolidate the focus from the previous twenty-one key actions and concept notes into a more focused and streamlined approach. Moreover AWP 2020 aims to strengthen three strategic elements, namely: i)

Institutionalisation and Communications; ii) Partnership and Innovations; and iii) Finance and Resource Mobilisation towards realizing the ASEAN Vision 2025 of becoming a global leader on disaster management. To operationalise the ASEAN Vision 2025 on Disaster Management and the Declaration on 'One ASEAN One Response', the AHA Centre Work Plan 2020 was endorsed by the AHA Centre Governing Board in January 2017.

### **3.2 Complementarity, synergy and donor coordination**

ASEAN institutional mechanisms and processes provide a conducive platform for regular dialogues to engage and promote complementarity, synergy and donor coordination, not only within ASEAN but also among the donors and partners. The ASEAN Secretary General is tasked to coordinate partner/donor assistance during disasters as the Humanitarian Assistance Coordinator. In addition, an ASEAN Dialogue Partners' Working Group on Disaster Management is hosted by the Development Partners (biannual basis) as donor coordination platform.

ASEAN's partners are contributing to a wide range of activities that include, inter alia, Australia (operational support to AHA Centre/ERAT), China (capacity building, training), Japan (ICT, DELSA, AHA Centre Executive Programme and ERAT), New Zealand (training and operations), USA (Disaster Monitoring and Reporting System, Incident Command System), and support to NDMOs and capacity building for AMS (UN Agencies, IFRC, Canada, and Korea).

This Action also aims to build upon and complement several past and planned EU supported activities in the region. These include the ASEAN-EU Emergency Management Program (AEEMP, closed in 2016), the EU-ASEAN enhanced dialogue facility (E-READI), the ASEAN peatland management programme to mitigate forest fires (SUPA), and the planned support to ASEAN on Sustainable Cities, Safe School Initiative and Environment Education. Moreover there should be complementarity with DIPECHO funded projects on disaster risk reduction in the region's most disaster prone areas.

### **3.3 Cross-cutting issues**

#### Environment and Climate Change

One of the AADMER goals is to protect and conserve the physical and environmental assets of the region. Emphasis will be given for climate adaptive resilience initiatives for disaster risk reduction and prevention in order to address widespread GHG emissions and biodiversity losses notably through forest fires and flooding.

#### Gender Mainstreaming

Studies have shown that women, boys and girls are more likely than men to die during a disaster. There is a strong relationship between gender equality and disaster resilience, and emphasis will be given to reduce the vulnerability of women and children to disasters through gender-sensitive risk assessment, and gender-responsive recovery and rehabilitation, prioritizing women's voices, needs and expertise in disaster risk reduction, rehabilitation and recovery.

#### Rights-based Approach

It is established that the factors that make vulnerable people more vulnerable to disasters include poverty, slum housing, limited access to medical services and clean water, corruption and weak law enforcement. This greatly amplifies disaster loss in life and injury. This Action will ensure

that these basic needs are taken into account so that the people are resilient and better prepared to avoid disaster losses.

#### **4. DESCRIPTION OF THE ACTION**

##### **4.1 Objectives/results**

The general objective of this proposed Action is to contribute to the goal of the AADMER to achieve substantial reduction of disaster losses in lives and in the economic, social, physical and environmental assets of AMS, and to jointly respond to disaster emergencies through concerted national efforts and intensified regional and international cooperation. This Action aims to achieve two integrated Specific Objectives (outcomes) as a contribution to the above Objective, with the corresponding Result Areas, as follows:

Specific objective 1: Strengthened capacity and sustainability of AHA Centre to achieve operational excellence in disaster monitoring and emergency response, in line with the AHA Centre Strategic Work Plan 2020.

Result areas:

- 1.1 Strengthened institutional capacity, corporate policies and management of the AHA Centre;
- 1.2 Enhanced operational capacity of the AHA Centre in monitoring and responding to disasters to enable ASEAN's collective, fast and reliable response to disasters.

Specific objective 2: Enhanced mechanisms for ASEAN Leadership to Respond-As-One, through excellence and innovation in disaster management.

Result areas:

- 2.1 Demonstrated ASEAN's preparedness and leadership to Respond-As-One through (i) sustained effective conduct of the ASEAN Regional Disaster Simulation Exercise (ARDEX) (ii) enhanced capacity of ASEAN-ERAT (iii) enhanced civil-military coordination, and (iv) enhanced role of the ASEAN Humanitarian Assistance Coordinator;
- 2.2 Established an Integrated Regional Knowledge Management Hub, enhanced professionalism through standards and certification, and innovation continuously fostered.

This programme is relevant for the Agenda 2030. It contributes primarily to the progressive achievement of SDG Goal (9) *Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation*, and (11) *Make cities and human settlements inclusive, safe, resilient and sustainable*, and also towards Goal (13) *Take urgent action to combat climate change and its impacts*, and (15) *Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss*. This does not imply a commitment by the ASEAN Member States benefiting from this programme.

## 4.2 Main Activities<sup>3</sup>

In line with the EU Development Cooperation Instrument (DCI) Regulation (233/2014), ASEAN is the direct project beneficiary. The ASEAN Member States Cambodia, Lao PDR, Indonesia, Malaysia, Myanmar, Philippines, Thailand and Viet Nam are eligible to participate in the project activities. The ASEAN Member States Brunei Darussalam and Singapore, not being direct beneficiaries, are only entitled to travel and per-diem allowance for their participation in project activities. This is an exception to the general eligibility rule based on the Article 16 of the DCI Regulation as the project is of a regional nature, fostering regional cooperation with ASEAN as direct beneficiary and as DAC-listed ODA-eligible international organisation. The project's objective and design fulfil the criteria for ODA established by the OECD/DAC, as per the requirements of Article 2 (3) of the DCI Regulation, contributing to the sustainable development of partner countries and the implementation of the 2030 agenda by strengthening ASEAN's capacities to respond to disaster emergencies, reducing the losses in lives and in the economic, social, physical and environmental assets.

The objectives and result areas will be achieved through several activities at regional, national and local levels, including:

### Result Area 1.1

Strengthening (i) AHA Centre's human resource (HR) systems and management; (ii) financial and accounting systems and management; (iii) *corporate and management governance and systems; including associated capacity building and training of AHA Centre staff.*

### Result Area 1.2

Strengthening (i) multi-stakeholder engagement and communication and brand awareness of the AHA Centre; (ii) strategic planning, programme development and monitoring and evaluation; (iii) *ensuring financial sustainability and transformation; (iv) establishing quality management systems.*

### Result Area 2.1

(i) Strengthening the pool of ARDEX referees; (ii) plan and organize two ARDEX Exercises; (iii) conduct the ARDEX and after action reviews (AAR); (iv) review and update the ARDEX handbook; (v) strengthen capacity of ASEAN through enhanced ERAT management systems; (vi) *enhance ASEAN ERAT skills and capacity; (vii) ensure rapid and timely deployment of ASEAN ERAT; enhanced civil-military coordination through (viii) attachment of military expert(s) at AHA Centre; (ix) conduct of AHA centre senior executive course for military.*

### Result Area 2.2

(i) Enhance the capacity and resources of AHA Centre's knowledge management unit (ii) review and improve AHA Centre's knowledge and change management (KCM) systems (iii) develop and establish an innovative and effective ASEAN disaster management knowledge (ADMK) hub (iv) develop and establish data and information sharing systems (including consent protocols) with and among AMS and the AHA Centre (v) *establish ASEAN standardization and certification procedures to enhance professionalism of disaster management practitioners; develop and establish the ASEAN Association of Disaster Management Professionals (AADMP).*

---

<sup>3</sup> Indicative activities in *italic* are to be also delivered under the grant to be awarded through a Call for Proposals.

### **4.3 Intervention Logic**

Much has been achieved since AADMER entered into force in 2009, but efforts need to be sustained to realize the ASEAN Vision 2025 on Disaster Management, the Work Programme 2016-2020 (AWP 2020) and the AHA Centre Work Plan 2020.

The specific objectives, result areas and main activities have been drawn from the priorities agreed by ASEAN in the AWP 2020. These were matched against the mandate, expertise, and experience, and capacity of the EU in disaster management. The interventions selected were designed to focus on the strategic, enabling and knowledge-based programmes (as compared to primarily operational activities) to realize a sustainable, innovative and transformative disaster management structure led by ASEAN in the region.

While there are risks in ASEAN following-through with sufficient resources to effectively implement these interventions, the commitment from the ASEAN Heads of State and Government, articulated most recently in their “Declaration on One ASEAN One Response: ASEAN Responding to Disasters as One in the Region and Outside the Region” of September 2016 is expected to minimize such risks. Furthermore, the established and well-functioning organizational setup as described in sections 5.7 to 5.9 shall ensure any such risks in terms of implementation, monitoring and evaluation will be speedily addressed.

## **5. IMPLEMENTATION**

### **5.1 Financing agreement**

In order to implement this action, it is foreseen to conclude a financing agreement with the partner country, in this case the ASEAN Secretariat, referred to in Article 184(2)(b) of Regulation (EU, Euratom) No 966/2012.

### **5.2 Indicative implementation period**

The indicative operational implementation period of this action, during which the activities described in section 4.2 will be carried out and the corresponding contracts and agreements implemented is 60 months from the date of entry into force of the financing agreement.

Extensions of the implementation period may be agreed by the Commission’s authorising officer responsible by amending this decision and the relevant contracts and agreements; such amendments to this decision constitute technical amendments in the sense of point (i) of Article 2(3)(c) of Regulation (EU) No 236/2014.

### **5.3 Implementation modalities**

#### ***5.3.1 Grants: call for proposals "Shortening the Learning Curve of AHA Centre through Support from EU Member State Civil Protection Agencies" (direct management)***

- (a) Objectives of the grants, fields of intervention, priorities of the year and expected results

The call for proposals component is to shorten the learning curve of AHA Centre through provision of support from the EU Member States' specialized Civil Protection Agencies. It is

expected that this grant will contribute effectively to institutional ownership of AHA Centre and strengthening of collaboration between ASEAN and EU through the sharing of EU expertise, skills and experience. The call for proposals will bring additional support to help to bridge any skills' gap by providing EU Member State Experts or Advisors to the AHA Centre. The additional support from the EU Member State Civil Protection Agencies shall contribute to the enhancement of the knowledge and capability of AHA Centre in managing complex disaster monitoring and response in the context of regional cooperation. The support from the EU Member State Civil Protection Agencies is based on practical and operational knowledge on the interface between these Agencies and the ERCC under the EU Civil Protection Mechanism, which represents an exact model of the AHA Centre interaction with the AMS. It is expected that this grant will contribute effectively to the enhancement of AHA Centre and to the achievement of the result areas indicated in section 4.2.

#### (b) Eligibility conditions

Referring to CIR Article 8(7) and considering the specificity of the knowledge, skill and mandate, essential characteristics as well as the unique regional nature of the ASEAN mechanism for disaster management, and considering that restrictions may apply in particular to participation in cross-border cooperation actions, the eligibility criteria for this Call for Proposal is limited to EU Member State Civil Protection Agencies as members of the EU Civil Protection Mechanism and direct contributors to the ERCC in responding to disasters.

In order to be eligible for a grant, the applicants have to be:

- a legal person and
- a nonprofit making organisation and
- a public sector operator
- applicant and the co- applicant(s) must be a Civil Protection Agency and
- be established in<sup>4</sup> a EU Member State and
- be directly responsible for the preparation and management of the action with the co-applicant(s) and affiliated entit(ies), not acting as an intermediary and
- be experienced with implementation of programs on capacity building on Civil Protection Mechanism inside and outside Europe.

Subject to information to be published in the call for proposals, the indicative amount of the EU contribution per grant is EUR 2 000 000 and the grant may be awarded to a sole beneficiary and to consortia of beneficiaries (coordinator and co-beneficiaries). The indicative duration of the grant (its implementation period) is 48 months.

#### (c) Essential selection and award criteria

The essential selection criteria are financial and operational capacity of the applicant. The essential award criteria are relevance of the proposed action to the objectives of the call; design, effectiveness, feasibility, sustainability and cost-effectiveness of the action.

#### (d) Maximum rate of co-financing

---

<sup>4</sup> To be determined on the basis of the organisation's statutes, which should demonstrate that it has been established by an instrument governed by the national law of the country concerned and that its head office is located in an eligible country. In this respect, any legal entity whose statutes have been established in another country cannot be considered an eligible local organisation, even if the statutes are registered locally or a 'Memorandum of Understanding' has been concluded.

The maximum possible rate of co-financing for grants under this call is 90%.

In accordance with Articles 192 of Regulation (EU, Euratom) No 966/2012, if full funding is essential for the action to be carried out, the maximum possible rate of co-financing may be increased up to 100%. The essentiality of full funding will be justified by the Commission's authorising officer responsible in the award decision, in respect of the principles of equal treatment and sound financial management.

(e) Indicative timing to launch the call: last trimester of 2017

(f) Exception to the non-retroactivity of costs: N/A

### **5.3.2 Grants: direct award “EU Support to AHA Centre” (direct management)**

(a) Objectives of the grants, fields of intervention, priorities of the year and expected results

The objective of the grant is to facilitate AMS and the AHA Centre to implement the activities, to achieve the expected results and objectives described in section 4. Through previous EU support under AEEMP project the AHA Centre has been equipped with various enabling tools, i.e. a road map strategy to comply with EC pillar requirements, improvement strategy of AHA Centre's corporate affairs system etc. This project will support AHA Centre to turn those roadmaps into concrete action as well as supporting the implementation of the priority set under AADMER Work Programme 2016-2020 (AWP 2020) and AHA Centre Work Plan 2020, thus contributing to the overall implementation and realization of the two strategic documents. This action will contribute to the attainment of the AWP 2020 and AHA Centre Work Plan 2020 and the eligible activities for financing based on the priorities set out by ASEAN. It is expected that this direct grant will contribute effectively to the enhancement of AHA Centre and to the achievement of the result areas indicated in section 4.2.

(b) Justification of a direct grant

Under the responsibility of the Commission's authorising officer responsible, the grant may be awarded without a call for proposals to AHA Centre.

Under the responsibility of the Commission's authorising officer responsible, the recourse to an award of a grant without a call for proposals is justified because it is the specific and specialized ASEAN entity that has the legal and political mandate to coordinate and undertake all operational activities under AADMER and its Work Plans. This direct award is duly justified as required in *FR Article 190(1) (f): for actions with specific characteristics that require a particular type of body on account of its technical competence, its high degree of specialisation or its administrative power, on condition that the actions concerned do not fall within the scope of a call for proposals*. The grant component consists of enhancing the capacity of the AHA Centre in terms of its corporate functions, and planning; and execution of its mandate for monitoring and emergency response for the benefit of ASEAN Member States. The AHA Centre is legally created as the primary ASEAN organ to coordinate the implementation of AADMER, and it is further constituted and operationalized through an Establishment Agreement. As a consequence, there is full ownership by ASEAN and AMS which have entrusted it to play its primary role in enhancing disaster management in the region.

Therefore, the AHA Centre is best placed to optimally use and manage the grant to build its own capacity and deliver on its mandate in all ASEAN countries. Such an arrangement enables the AHA Centre to learn-by-doing. In addition, the AHA Centre has the mandate to coordinate all

partners and therefore can effectively coordinate this action to leverage and reduce gaps and redundancy among all stakeholders.

(c) Eligibility conditions

The essential selection criteria are financial and operational capacity of the applicant.

The essential award criteria are relevance of the proposed action to the objectives of the call; design, effectiveness, feasibility, sustainability and cost-effectiveness of the action.

(d) Maximum rate of co-financing

The maximum possible rate of co-financing for this grant is 90%.

In accordance with Articles 192 of Regulation (EU, Euratom) No 966/2012, if full funding is essential for the action to be carried out, the maximum possible rate of co-financing may be increased up to 100 %. The essentiality of full funding will be justified by the Commission's authorising officer responsible in the award decision, in respect of the principles of equal treatment and sound financial management.

(e) Indicative trimester to conclude the grant agreement: 1<sup>st</sup> trimester of 2018

(g) Exception to the non-retroactivity of costs: N/A

#### **5.4 Scope of geographical eligibility for procurement and grants**

The geographical eligibility in terms of place of establishment for participating in procurement and grant award procedures and in terms of origin of supplies purchased as established in the basic act<sup>5</sup> and set out in the relevant contractual documents shall apply, subject to the following provisions.

In accordance with Article 8(3)<sup>6</sup> of Regulation (EU) No 236/2014 and with regard to the regional nature of this action, the Commission decides that natural and legal persons from the following countries, territories or regions shall be eligible for participating in procurement and grant award procedures: Brunei Darussalam, Singapore. The supplies originating there shall also be eligible.

The Commission's authorising officer responsible may extend the geographical eligibility in accordance with Article 9(2)(b) of Regulation (EU) No 236/2014 on the basis of urgency or of unavailability of products and services in the markets of the countries concerned, or in other duly substantiated cases where the eligibility rules would make the realisation of this action impossible or exceedingly difficult.

---

<sup>5</sup> The "basic act" refers to the Development Cooperation Instrument or DCI established by Regulation (EU) No. 233/2014 of the European Parliament and of the Council of 11 March 2014 and its Common Implementing Rules

<sup>6</sup> For the avoidance of doubt, the reference to Article 8(3) of Regulation (EU) No. 236/2014 refers to the second paragraph of

Article 8(3) of Regulation (EU) No. 236/2014 of the European Parliament and of the Council of 11 March 2014 which governs actions of a global, regional or cross-border nature financed by one of the Instruments established by EU Regulation adopted by the European Parliament and the Council of the European Union

## 5.5 Indicative budget

	<b>EU contribution</b> (amount in EUR)	<b>Indicative third party contribution</b> (amount in EUR)
5.4.1.1 Grants: Call for proposal	2 000 000	222 000
5.4.1.2 Grants: Direct award	7 200 000	800 000
5.8 Evaluation	100 000	-
5.9 Audit	100 000	-
5.10 Communication and Visibility	100 000	-
Contingencies (5%) <sup>7</sup>	500 000	-
<b>Total</b>	<b>10 000 000</b>	<b>1 022 000</b>

## 5.6 Organisational set-up and responsibilities

A dedicated Project Steering Committee for this action consisting of ASEAN and EU representatives and relevant stakeholders shall be set up, for the day-to-day technical planning, implementation, monitoring and financial reporting, which will report to the Governing Board of the AHA Centre / ACDM, and consequently feed into the ASEAN performance, monitoring and reporting mechanisms.

The main sectoral body is the ASEAN Committee on Disaster Management (ACDM), consisting of heads of agencies responsible for disaster management in their respective countries which, among others, implements and monitors the AADMER and its work programmes. Five ACDM Working Groups lead the technical implementation of its Work Programme in areas of risk assessment and awareness, prevention and mitigation, preparedness and response, recovery, and knowledge and innovation management. The National Disaster Management Office (NDMO) in each ASEAN Member State (AMS) is responsible for implementing and overseeing national level activities and coordinating regional activities in their respective country.

The ACDM reports to the ASEAN Ministerial Meeting on Disaster Management (AMMDM) which provides leadership, shared vision, and strategic policy guidance; promotes synergy of efforts with other ASEAN Ministerial bodies, and engagement with ASEAN related mechanisms in the area of disaster management. The Ministers also convene as the Conference of Parties (COP) to AADMER to evaluate and keep under continuous review the implementation of AADMER.

---

<sup>7</sup> The contingency reserve has been foreseen to provide some operational flexibility during project implementation and to rebalance the components in response to emerging needs and discussions with the beneficiaries.

The implementation, monitoring and evaluation of the action will, therefore, be undertaken through various bodies and processes as part of ASEAN's programme implementation and review mechanisms.

### **5.7 Performance monitoring and reporting**

The day-to-day technical and financial monitoring of the implementation of this action will be a continuous process and part of the implementing partner's responsibilities. To this aim, the implementing partner shall establish a permanent internal, technical and financial monitoring system for the action and elaborate regular progress reports (not less than annual) and final reports. Every report shall provide an accurate account of implementation of the action, difficulties encountered, changes introduced, as well as the degree of achievement of its results (outputs and direct outcomes) as measured by corresponding indicators, using as reference the LogFrame matrix. The report shall be laid out in such a way as to allow monitoring of the means envisaged and employed and of the budget details for the action. The final report, narrative and financial, will cover the entire period of the action implementation.

The Commission may undertake additional project monitoring visits both through its own staff and through independent consultants recruited directly by the Commission for independent monitoring reviews (or recruited by the responsible agent contracted by the Commission for implementing such reviews).

### **5.8 Evaluation**

Having regard to the importance of the action, mid-term and final evaluations will be carried out for this action or its components via independent consultants contracted by the Commission. The mid-term evaluation will be carried out for problem solving and learning purposes to ensure the project implementation is according to schedule and deliverables are achieved. The final evaluation will be carried out for accountability and learning purposes at various levels including for policy revision, taking into account in particular the fact that the financial and institutional capacity of the AHA Centre is sustained and the specific objectives and result areas have been achieved.

The Commission shall inform the implementing partner at least 2 months in advance of the dates foreseen for the evaluation missions. The implementing partner shall collaborate efficiently and effectively with the evaluation experts, and inter alia provide them with all necessary information and documentation, as well as access to the project premises and activities. The evaluation reports shall be shared with the partner country and other key stakeholders. The implementing partner and the Commission shall analyse the conclusions and recommendations of the evaluations and, where appropriate, in agreement with the partner country, jointly decide on the follow-up actions to be taken and any adjustments necessary, including, if indicated, the reorientation of the project. Indicatively two contracts for evaluation services shall be concluded under a framework contract in Q3 2019 and Q3 2022.

## **5.9 Audit**

Without prejudice to the obligations applicable to contracts concluded for the implementation of this action, the Commission may, on the basis of a risk assessment, contract independent audits or expenditure verification assignments for one or several contracts or agreements.

Indicatively, two contracts for audit services shall be concluded under a framework contract in Q3 2019 and Q3 2022.

## **5.10 Communication and visibility**

Communication and visibility of the EU is a legal obligation for all external actions funded by the EU. This action shall contain communication and visibility measures which shall be based on a specific Communication and Visibility Plan of the Action, to be elaborated at the start of implementation and supported with the budget indicated in section 5.5 above.

In terms of legal obligations on communication and visibility, the measures shall be implemented by the Commission, the partner country, contractors, grant beneficiaries and/or entrusted entities. Appropriate contractual obligations shall be included in, respectively, the financing agreement, procurement and grant contracts, and delegation agreements. The Communication and Visibility Manual for European Union External Action shall be used to establish the Communication and Visibility Plan of the Action and the appropriate contractual obligations.

Indicatively, one contract for communication and visibility services shall be concluded under a framework contract in Q1 2018.

APPENDIX - Indicative Logframe matrix <sup>8</sup>

Results chain		Indicators	Baselines (incl. reference year)	Targets (incl. reference year)	Sources and means of verification	Assumptions
<b>Overall objective: Impact</b>	To contribute to the goal of the AADMER to achieve substantial reduction of disaster losses in lives and in the economic, social, physical and environmental assets of AMS, and to jointly respond to disaster emergencies through concerted national efforts and intensified regional and international cooperation.	1.Number of deaths arising from natural hazard events  2.Total economic losses attributed to natural hazard events  3.Number of people affected by natural hazard events  4. Number of disaster losses in recurrent and frequent medium-scale disasters	Ref. Year: 2015  Impacts as measured and recorded in the AWP 2016 and 2015 ASCC Scorecard.	Targets established in AWP 2020  Reference Year: 2018 (Mid-term Review)  2021 (Final Review)	Annual Reporting to various ASEAN Institutional Bodies.  (ACDM/ADMER COP/ASCC Council, ASEAN Leaders)  AWP 2020 Results-based Monitoring and Evaluation Framework  AHA Annual Reports	Unanticipated number and severity of mega-disasters may lead to targets set not achieved  Risks and Assumptions as highlighted in the AD not managed properly or followed through.
<b>Specific objective (1): Outcome(s)</b>	Strengthened capacity and sustainability of AHA Centre to achieve operational excellence in disaster monitoring and emergency response, in line with the AHA Centre Work Plan 2020.	5. Speed and coordination in large-scale disaster – prevent loss of lives immediately after disasters	Ref. Year: 2015  Outcomes /Outputs as measured and recorded in the AWP 2016 and 2015 ASCC Scorecard.	Targets established in AWP 2020  Reference Year: 2018 (Mid-term Review)  2021 (Final Review).	ASCC Scorecard (mid-term 2018/ final 2021)  Sendai Framework on DRR periodic reporting	Factors outside project management's control that may impact on the outcome-impact linkage.
<b>Specific objective (2): Outcome(s)</b>	Enhanced mechanisms for ASEAN Leadership to Respond-As-One, through Excellence and Innovation in disaster management.	6.Disaggregate human losses by sex per vulnerable sectors	Ref. Year: 2015  Outcomes /Outputs as measured and recorded in the AWP 2016 and 2015 ASCC Scorecard.	Targets established in AWP 2020  Reference Year: 2018 (Mid-term Review)  2021 (Final Review)	AADMER Work Programme 2016-2020*,** (all/selected priority areas)  AWP 2020 Results-based Monitoring and Evaluation	

<sup>8</sup> Indicators aligned with the relevant programming document marked with '\*' and indicators aligned to the EU Results Framework marked with '\*\*'.

					<p>Framework</p> <p>ASEAN Socio Cultural Community (ASCC) Scorecard*.** (impact indicators)</p> <p>Hyogo Framework Action Monitor Indicators (adapted to the Sendai Framework on DRR).</p>	
<p><b>Result Area 1.1 (Outputs)</b></p>	<p>Strengthened AHA Centre's institutional capacity and corporate policies and management</p>	<ul style="list-style-type: none"> <li>Number of corporate policies, manuals, guidelines and SOPs related HR, Finance &amp; Administration are revised, customised and updated to meet the AHA Centre's needs, in accordance with international standards</li> <li>Number of Planning, programming, budgeting, monitoring systems are upgraded and formalised</li> <li>Number of the policies, manuals, guidelines and SOPs related to programme development &amp; resource mobilisation are fully developed and benchmarked, to meet the AHA Centre's needs</li> <li>Number of planning, programming, resource mobilisation, monitoring and quality management systems are upgraded and formalised</li> </ul>	<p>1.1. Guidelines, processes and procedures are ad-hoc or non-existent</p> <p>1.1 Accounting and budgeting procedures still need enhancement (software upgrading, procedures updating and enhancing, finance staff upskilling)</p> <p>1.1. Guidelines, processes and procedures for programming, fundraising and resource mobilisation are ad-hoc or non-existent</p>	<p>1.1. By 2021, AHA Centre is transformed from an organisation involved largely in ad-hoc activities to one that has the right corporate systems, processes, capacities and resources to deliver on its mission and to establish its long-term sustainability</p> <p>1.1. By 2021, accounting Systems and Policies (including Budgeting function) will have been enhanced and in full compliance with IPSAS requirements</p> <p>1.1. By 2020, AHA Centre has passed EU 4 pillar assessment</p> <p>1.1. By 2020, AHA Centre's quality</p>	<p>AHA Centre Annual Reports</p> <p>Finance and Accounting Standards up to international standards (IPSAS)</p> <p>Full compliance with EU 4/7 pillar assessment</p> <p>Annual financial reports prepared and audited on time, without any qualification</p> <p>Able to attract and retain highly qualified staff from AMS</p> <p>Sufficiently resourced and sustainable in terms of finance and human resources</p> <p>AHA Centre Annual Performance and Operations Reports</p>	<p>Factors outside project management's control that may impact on the outcome-impact linkage.</p> <p>High level political support is guaranteed from ASEAN Countries</p> <p>Support from other donors are available</p>

		<ul style="list-style-type: none"> <li>• Availability of the AHA Centre’s multi-stakeholders’ communications and brand awareness strategy</li> <li>• Number of AHA Centre management and project manuals as well as disaster updates published/updated</li> <li>• Amount of resources secured for AHA Centre in implementing the strategy</li> <li>• Number of media coverage related to AHA Centre annually.</li> <li>• Number of AHA staff trained and mobilized for management, information management, public outreach</li> <li>• Number of communication and outreach material produced by AHA</li> </ul>	<p>1.2. AHA Centre has no Audit Committee or no internal auditor.</p> <p>1.3. Insufficient financial resources, overly dependent on third parties</p> <p>1.4. The AHA Centre Strategic Communications Work</p>	<p>management systems are in place, following well-established standards</p> <p>1.2. By 2020, AHA Centre has a fully functioning Internal Audit Mechanism</p> <p>1.3. By 2020, AHA Centre will have multi-year strategic planning and programming systems, processes, capacities to mobilise financial resources and achieve its long-term financial sustainability</p> <p>1.4. By 2021, The AHA Centre is becoming a well-known brand and its activities are recognised regionally as well as globally</p>	<p>Number of donors/ partners/ stakeholders engaged from within and outside the region</p> <p>AHA Centre Work Plan 2020 is sufficiently resourced</p> <p>Sufficiently-resourced communications capacity within AHA Centre</p> <p>Increased awareness of the AHA Centre’s activities reflected through media monitoring reports and number of social media followers, among others</p> <p>AHA Centre’s media database is fully developed and regularly updated</p> <p>Networks with media, partners and communications/PR professionals are established and maintained</p> <p>Media monitoring system is fully-functioning</p>	
--	--	--	--	---	---	--

			Plan is in place, but implementation is not systematic and not well-resourced/well-staffed			
<b>Result Area 1.2 (Outputs)</b>	Enhanced AHA Centre's operational capacity in monitoring and responding to disasters to enable ASEAN's collective, fast and reliable response to disasters.	<ul style="list-style-type: none"> <li>• Number of risk identified and benchmarked</li> <li>• Number of AHA Centre request for activation lodged by the AMS</li> <li>• Number of regional risk assessment conducted tailored based on characteristic of the disaster (jointly with ERCC)</li> <li>• AHA Centre deployment to the disaster areas as per AMS request.</li> <li>• Number of survey and monitoring protocols developed</li> <li>• Number of new disaster monitoring tools supported, adopted or developed.</li> </ul>	<p>1.1. Guidelines, processes and procedures are ad-hoc or non-existent</p> <p>1.2. Risk data are not centralised and structured</p>	<p>1.1. By 2020, full-functioning Disaster Management Information Platform</p> <p>1.1. By 2020, AHA Centre's risk assessment and disaster monitoring capacity is developed, benchmarked and functioning</p> <p>1.2. By 2020, disaster monitoring systems are fully developed and benchmarked</p> <p>By 2020, the risk assessment &amp; mapping systems are developed and operationalised</p>	<p>AWP 2020 Results-based Monitoring and Evaluation Framework.</p> <p>AHA Centre Annual Reports</p> <p>Situation Reports (SitReps)</p>	<p>Factors outside project management's control that may impact on the outcome-impact linkage</p> <p>Real collaboration between AHA and AMS with support from ASEAN Secretariat</p>
<b>Result Area 2.1 (Outputs)</b>	Demonstrated ASEAN's preparedness and leadership to Respond-As-One through:	<ul style="list-style-type: none"> <li>• Number of ERAT training conducted both at regional and national</li> </ul>	1.1. ARDEX was unstructured and approaches to exercise	1.1. By 2020, two ARDEX simulation exercises in 2018 and	After Action Reviews (AAR)	Factors outside project management's

	<p>1. Sustained effective conduct of the ASEAN Regional Disaster Simulation Exercise (ARDEX)</p> <p>2. Enhanced capacity of ASEAN-ERAT</p> <p>3. Enhanced civil-military coordination</p> <p>4. Enhanced role of the ASEAN Humanitarian Assistance Coordinator</p>	<p>level.</p> <ul style="list-style-type: none"> <li>• Number of ERAT specialized training modules developed jointly with EUCPM model.</li> <li>• Number of ERAT team increased at least by 70%</li> <li>• Number of woman participation to the ERAT training increased by 20%</li> <li>• Number of joint deployment of ERAT team with EUCPM Team inside and outside ASEAN</li> <li>• Number of ASEAN-ERAT sufficiently resourced and able to deploy within eight (8) hours after activation</li> <li>• Number of support from AHA to ASEAN Secretariat on regional coordination and international forum on disaster management</li> <li>• Number of participation in regional/international disaster management and emergency response</li> </ul>	<p>design was ad-hoc and unstructured</p>	<p>2020 are well organised, with a pool of ARDEX Referees and After Action Reviews (AAR) that result in a revised ARDEX Handbook.</p> <p>1.1. By 2021, Strengthened ASEAN Disaster Management and Emergency Response Mechanisms with enhanced operational coordination with relevant stakeholders have been attained.</p> <p>1.1. By 2021, ASEAN effectively responding as one, a recognized leader in the region, and contributing to global efforts in disaster risk reduction and losses</p> <p>1.2. By 2020, ASEAN-ERAT Management Systems are enhanced, benchmarked and functioning</p> <p>1.2. By 2020, ASEAN-ERAT skills and capacity are enhanced and benchmarked, enabling rapid and</p>	<p>No. of deployments and performance assessments</p> <p>Recognised role in in global events, and significant effective player in responding to disasters within the region and outside the region</p> <p>AWP 2020 Results-based Monitoring and Evaluation Framework.</p> <p>AHA Centre Annual Reports</p>	<p>control that may impact on the outcome-impact linkage.</p> <p>Real collaboration between AHA and AMS with support from ASEAN Secretariat</p>
--	--	--	---	---	--	---

		forums	<p>1.2. ERAT deployment does not adhere to ERAT Guidelines</p> <p>1.2. Management of ERAT is not very well structured</p> <p>1.3. Civil-military coordination in ASEAN is just in the early stages</p>	<p>timely deployment of ASEAN-ERAT</p> <p>1.3. By 2020, close and effective coordination among civil-military in responding to disasters</p> <p>1.3. By 2021, ASEAN Civil-Military coordination is enhanced, enabling collective response to disasters</p>		
--	--	--------	--	--	--	--

<b>Result Area 2.2 (Outputs)</b>	Established an Integrated Regional Knowledge Management Hub	<ul style="list-style-type: none"> <li>Number of AMS database centres for knowledge management supported and aligned with the regional database system at AHA Centre</li> <li>Number of certified professionals for disaster management disaggregated by sex per AMS.</li> <li>The capacity and resources of AHA Centre in Knowledge Management are enhanced</li> <li>AHA Centre's Knowledge and Change Management (KCM) systems are improved and benchmarked</li> <li>An innovative and effective ASEAN Disaster Management Knowledge (ADMK) Hub blueprint is developed</li> <li>Data and information sharing systems</li> </ul>	<p>1.1. Knowledge and change management systems are still at the early stage and not done systematically</p> <p>1.1. Knowledge management is mostly done through lessons learning and development of knowledge management series</p> <p>1.2. Regional standardisation and</p>	<p>1.1. By 2021, fully-functioning and sustainable Regional Knowledge Hub that supports the disaster management activities within ASEAN Member States</p> <p>1.1. By 2021, ASEAN Disaster Management Knowledge Hub is actively utilised by targeted users in AMS and considered as a good reference/model by other regions</p> <p>1.2. By 2021, AHA Centre is progressing into a networked coordinator of regional centres for excellence in disaster management with recognised standardisation and certification in disaster management</p> <p>1.2. ASEAN</p>	<p>AWP 2020 Results-based Monitoring and Evaluation Framework.</p> <p>AHA Centre Annual Reports</p> <p>Training reports by AHA Centre</p> <p>Procurement reports/documents by AHA</p> <p>Meeting reports by AHA</p> <p>Agreements issued by AMS, ASEAN and AHA,</p> <p>Well-recognised ASEAN standardisation and certification system in disaster management</p>	<p>Factors outside project management's control that may impact on the outcome-impact linkage</p> <p>Real collaboration between AHA and AMS with support from ASEAN Secretariat</p>

	Enhanced professionalism through standards and certification, and innovation continuously fostered	<p>(including consent protocols) with and among AMS/AHA Centre are developed</p> <ul style="list-style-type: none"> <li>• ASEAN's standardisation and certification procedures to enhance professionalism of disaster management practitioners are developed and operational</li> </ul>	<p>certification mechanism has yet to be developed</p> <p>1.2 Some regionally-recognised courses, particularly ASEAN-ERAT, exist</p>	<p>Association of Disaster Management Professionals (AADMP) are established, benchmarked and operational</p>		
--	--	---	--	--	--	--