

AADMER WORK PROGRAMME 2026-2030



one vision
one identity
one community



AADMER WORK PROGRAMME 2026-2030

The ASEAN Secretariat
Jakarta

AADMER WORK PROGRAMME 2026-2030

The Association of Southeast Asian Nations (ASEAN) was established on 8 August 1967. The Member States of the Association are Brunei Darussalam, Cambodia, Indonesia, Lao PDR, Malaysia, Myanmar, Philippines, Singapore, Thailand and Viet Nam. The ASEAN Secretariat is based in Jakarta, Indonesia.

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ASEAN: A Community of Opportunities for All

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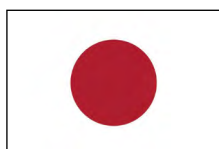
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The AADMER Work Programme 2026-2030 was endorsed by the ASEAN Committee on Disaster Management (ACDM) on 28 August 2025 and adopted by the ASEAN Ministerial Meeting on Disaster Management (AMMDM) through ad-referendum on 22 September 2025.

The Development of the AADMER Work Programme 2026-2030 was supported by the Government of Japan through the Japan-ASEAN Integration Fund (JAIF).





Foreword

AMMDM Chair 2025

The ASEAN Agreement on Disaster Management and Emergency Response (AADMER), signed in 2005, stands as the cornerstone of ASEAN's collective commitment to preventing and mitigating disaster risks, enhancing preparedness and response, and strengthening post-disaster recovery across the region.

Since its entry into force, three AADMER Work Programmes have been implemented by the ASEAN Committee on Disaster Management (ACDM) under the strategic direction of the ASEAN Ministerial Meeting on Disaster Management (AMMDM). These Work Programmes have significantly strengthened ASEAN's institutional and operational capacity to manage disasters and build resilience.

Building on two decades of progress, achievements, and lessons learned, the AADMER Work Programme 2026–2030 reaffirms our commitment to further strengthening a resilient ASEAN region. This document aligns closely with the theme of Cambodia's ACDM/AMMDM Chairmanship, "20 Years of AADMER: ASEAN's Vision for Global Leadership in Disaster Resilience." It is also aligned with the ASEAN Community Vision 2045 "Resilient, Innovative, Dynamic, and People-Centred ASEAN" along with its four Strategic Plans. As a forward-looking document, the AADMER Work Programme 2026–2030 advances regional cooperation while positioning ASEAN as a global leader in disaster management.

The ASEAN region continues to navigate an increasingly complex and dynamic disaster risk landscape shaped by climate change and other interconnected risks. In recent years, the region has experienced more frequent and intense hydrometeorological events, which have disrupted livelihoods, damaged critical infrastructure, and slowed our hard-earned development gains. In addressing these evolving challenges, regional cooperation remains paramount.

I welcome the adoption of the AADMER Work Programme 2026–2030 by the AMMDM and congratulate the launching of the document at the sides of the 13th AMMDM Meeting/14th Conference of the Parties to AADMER and related meetings on 15 October 2025 in Phnom Penh, Cambodia. I commend the ACDM Task Force on the Development of the AADMER Work Programme 2026–2030, the ASEAN Secretariat, the AHA Centre, and the Consultant Team for their dedication and collaborative efforts in developing this important document, including the leadership of the Task Force Co-Chairs Brunei Darussalam and Cambodia. I also express my appreciation to Brunei Darussalam as the AMMDM Chair 2024 for laying the groundwork that enabled the development of this document and for their valuable contributions throughout the formulation of the AADMER Work Programme 2026–2030.

I encourage all ASEAN Member States, the ACDM, the ASEAN Secretariat, and the AHA Centre, together with other relevant ASEAN Sectoral Bodies/Centres/Entities, ASEAN external partners and relevant stakeholders, to continue working in close collaboration, towards full and effective implementation of the AADMER Work Programme 2026–2030, guided by the spirit of One ASEAN One Response. I wish to express my appreciation to the H.E Kao Kim Hourn, Secretary-General of ASEAN, for his steadfast support, guidance, and commitment to strengthening ASEAN's collective resilience.

Through sustained partnerships and collective action, I firmly believe that we can realise ASEAN's vision of becoming "a region of disaster-resilient nations, where disaster losses in lives, social, and environmental assets are substantially reduced through concerted national efforts, intensified regional and global cooperation and leadership, in pursuit of safer communities and sustainable resilience."

H.E Kitte Sangahak Bandith Kun Kim

*Senior Minister in charge of Special Missions
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Executive Summary

Introduction: the AADMER Work Programme (AWP) 2026-2030

Following the signing of the ASEAN Agreement on Disaster Management and Emergency Response (AADMER) on 26 July 2005 and its entry into force in 2009, a series of AADMER Work Programmes (AWPs) has been developed. The AADMER Work Programme (AWP) 2026-2030 is the fourth AWP developed by ASEAN with the Vision to realise ASEAN as

“ a region of disaster-resilient nations, where disaster losses in lives, social, and environmental assets are substantially reduced through concerted national efforts, intensified regional and global cooperation and leadership, in pursuit of safer communities and sustainable resilience.”

The development of the AADMER Work Programme 2026-2030 is a comprehensive undertaking that meticulously integrates lessons learned from two decades of AADMER implementation, specifically drawing insights from its three preceding Work Programmes and the execution of the ASEAN Vision 2025 on Disaster Management. This forward-looking approach also incorporates strategic foresight, sustainable resilience methodologies, and innovation, which leverages the operational experiences of the ASEAN Coordinating Centre for Humanitarian Assistance on disaster management (AHA Centre), along with the effective implementation of key tools and mechanisms, and the cultivation of broader partnerships essential for advancing disaster management across ASEAN.

The AWP 2026-2030 also aligns with the ASEAN Community Vision 2045 “Resilient, Innovative, Dynamic, and People-Centred ASEAN” along with the ASEAN Political-Security Community Strategic Plan, the ASEAN Economic Community Strategic Plan 2026-2030, the ASEAN Socio-Cultural Community Strategic Plan, and the ASEAN Connectivity Strategic Plan, as well as other relevant ASEAN strategic documents and global frameworks. The AWP 2026-2030 is a transformative planning document which includes five priority programmes, 15 outcomes and 44 outputs.

20 Years of Progress of the ASEAN Agreement on Disaster Management and Emergency Response (AADMER)

ASEAN has made significant strides in disaster management over the past two decades. ASEAN has progressively institutionalised disaster management by setting up a robust governance structure particularly through the ASEAN Ministerial Meeting on Disaster Management (AMMDM), the ASEAN Committee on Disaster Management (ACDM), and the AHA Centre as an operational engine of AADMER.

ASEAN has developed a number of strategic documents, policy frameworks, tools and mechanisms focusing on disaster prevention and mitigation, preparedness, response and recovery. Strategic documents, regional guidelines and frameworks adopted include the ASEAN Vision 2025 on Disaster Management, the ASEAN Declaration on ONE ASEAN, ONE RESPONSE: ASEAN Responding to Disasters as One in the Region and Outside the Region, the Bandar Seri Begawan Declaration on the Strategic and Holistic Initiative to Link ASEAN Responses to Emergencies and Disasters (ASEAN SHIELD), the ASEAN Leaders' Declaration on Sustainable Resilience, the ASEAN's Standards Operating Procedures for Regional Standby Arrangements and Coordination of Joint Disaster Relief and Emergency Response Operations (SASOP), the ASEAN Joint Disaster Response Plan, the ASEAN Framework on Anticipatory Action in Disaster Management, and the ASEAN Regional Framework on Protection, Gender, and Inclusion in Disaster Management 2021-2025. Tools and mechanisms developed include the ASEAN Disaster Information Network (ADINet), the Emergency Operating Centre (EOC), the Disaster Monitoring and Response System (DMRS), the Disaster Emergency Logistics System for ASEAN (DELSA), the ASEAN-Emergency Response and Assessment Team (ASEAN-ERAT), and the ASEAN Standards and Certification for Experts in Disaster Management (ASCEND). These advancements have strongly contributed to building disaster resilience in the region by improving ASEAN's capacity to monitor, prevent, mitigate, prepare for and respond to disasters.

The ASEAN region continues to face a complex and evolving disaster risk landscape affected by multiple challenges from environmental, social, political and economic factors. Climate change, urbanisation, and declining environmental conditions pose significant threats to social and economic development. Increasingly, more frequent and intense hydrometeorological hazards are disrupting livelihoods and economies, and damaging infrastructure. In 2021-2025, the ADINet recorded more than 3,600 disaster events that displaced more than 7.5 million people and resulted in economic losses of more than 3.1 billion USD. Since its establishment in 2011, the AHA Centre has responded to 48 disasters in the region.

The Five Priority Programmes of the AWP 2026-2030

For the next five years ASEAN will continuously strive towards sustainable resilience through the implementation of the AWP 2026-2030 to ensure that the region is able to address multiple risks caused by climate change and natural hazards, increase regional collaboration through enhanced cross-sectoral cooperations for a whole-of-ASEAN approach in resilience building, promote anticipatory actions, provide excellence in disaster preparedness and response, enhance post-disaster recovery and building back better efforts, and deliver regional and global leadership. It is further guided by four principles, namely institutionalisation and communication, financing and resource mobilisation, partnerships and innovation, and protection, gender, and inclusion (PGI).

The AWP 2026-2030 consists of the following five Priority Programmes (PP):

- In **PP1 on Risk Assessment, Monitoring, and Early Warning**, ASEAN aims to advance a technically robust risk assessment and monitoring system while accelerating efforts to achieve multi-hazards early warning systems for all. This will include advancing risk assessment, disaster monitoring, and risk communication and strengthening multi-hazards end-to-end early warning systems (EWS) aligned with the anticipatory action approach.
- In **PP2 on Prevention and Mitigation**, ASEAN will focus on strengthening risk governance for Disaster Risk Reduction (DRR) and Climate Change Adaptation (CCA), enhancing localisation and whole-of-society approaches, and strengthening protection, gender, and inclusion (PGI). ASEAN further aims to deepen cross-sectoral cooperations within ASEAN, particularly in disaster risk financing and insurance, and the resilience of human settlements and critical infrastructure.
- In **PP3 on Preparedness and Response**, ASEAN will sustain and further strengthen tools and mechanisms in preparedness and response and set new heights for their utilisation. These tools and mechanisms include the ASEAN Joint Disaster Response Plan (AJDRP), the ASEAN's Standards Operating Procedures for Regional Standby Arrangements and Coordination of Joint Disaster Relief and Emergency Response Operations (SASOP), the ASEAN Emergency Response and Assessment Team (ASEAN-ERAT), the Disaster Emergency Logistics System for ASEAN (DELSA), the ASEAN Regional Disaster Emergency Response Simulation Exercise (ARDEX), the network of Emergency Operation Centres (EOCs), and emergency telecommunication networks. ASEAN will also increase its readiness to respond to disasters beyond the region.

- In **PP4 on Resilient Recovery**, ASEAN will aim for a concerted effort towards inclusive and sustainable disaster recovery by strengthening capacity for recovery needs assessment, enhancing support for recovery planning, and developing a regional recovery assistance mechanism for large-scale disasters and ensuring multi-stakeholder engagement to achieve build back better.
- In **PP5 on Global Leadership**, ASEAN will transform the approach for global leadership in DRR by continuing to produce knowledge products, elevating the quality of its regional knowledge hub in disaster management, ensuring coherent capacity building, and disaster management professionalisation through the ASCEND, enhancing utilisation of innovation and advanced technologies, and contributing to the global and wider regional frameworks for disaster management, particularly to the implementation of the Sendai Framework for Disaster Risk Reduction (SFDRR) and the development of post-SFDRR mechanisms.

Implementation of the AWP 2026-2030

The AWP 2026-2030 will be implemented under the strategic guidance of the AMMDM and the Conference of Parties (COP) to AADMER, and supported by the Secretary-General of ASEAN as the ASEAN Humanitarian Assistance Coordinator (SG-AHAC). The ACDM formulates and implements the AWP that outlines regional strategies, priority areas, and activities on disaster management, and also acts as the Governing Board of the AHA Centre. The ACDM are supported by three Working Groups (WGs), namely the WG on Prevention and Mitigation (managing PP1 and PP2), the WG on Preparedness, Response, and Recovery (managing PP3 and PP4), and the WG on Global Leadership (managing PP5). Cross-sectoral collaboration will be promoted through a number of cross-sectoral platforms and mechanisms, such as the ASEAN Disaster Resilience Platform (ADRP), the Technical Working Group on Civil Military Coordination (TWG on CIMIC), and the Ad-hoc Technical Working Group on Protection, Gender and Inclusion (TWG on PGI).

The ASEAN Secretariat will coordinate the implementation of the AWP 2026-2030 and provide policy support and coordination among the implementing agencies as well as ACDM's partners, ensuring policy coherence within ASEAN. The AHA Centre will continue its role as the operational engine for the AADMER and the primary ASEAN regional coordinating agency on disaster management and emergency response.

The implementation of the AWP 2026-2030 mobilises resources from ASEAN Member States, ASEAN Dialogue Partners (DPs), Sectoral Dialogue Partners (SDPs) and Development Partners, United Nations agencies, Red Cross and Red Crescent (RCRC) Movement, other

international and regional organisations, civil society organisations (CSOs), and private sectors as well as engagement with and support from other stakeholders and external parties. Communication and outreach activities will be conducted to promote awareness and better understanding of the progress and impacts of regional cooperation and to foster the meaningful participation of all stakeholders.

The progress and achievements of the AWP 2026-2030 will contribute to the realisation of the ASEAN Community Vision 2045 for a “Resilient, Innovative, Dynamic, and People-Centred ASEAN” and will be aligned with the strategic goals and strategic measures of the ASEAN Political-Security Community Strategic Plan, the ASEAN Economic Community Strategic Plan 2026-2030, the ASEAN Socio-Cultural Community Strategic Plan, and the ASEAN Connectivity Strategic Plan, and other relevant ASEAN’s and global frameworks.

Monitoring and Evaluation (M&E) of the AWP 2026-2030

The ACDM will conduct monitoring and evaluation (M&E) of the AWP 2026-2030, assisted by the ASEAN Secretariat. Progress on the implementation of the outputs of the AWP 2026-2030 will be reported during the ACDM and its WG Meetings. In addition, M&E will be conducted through the Mid-Term Review (MTR) and End-Term Review (ETR).



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List of Abbreviations

AADMER	ASEAN Agreement on Disaster Management and Emergency Response
ACDM	ASEAN Committee on Disaster Management
ACE	AHA Centre Executive Programme
ACE-LEDMP	AHA Centre Executive Leadership in Emergency and Disaster Management for ASEAN Programme
ACW	ASEAN Committee on Woman
ADILab	ASEAN Disaster Information Laboratory
ADINet	ASEAN Disaster Information Network
ADMER Fund	ASEAN Disaster Management and Emergency Relief Fund
ADRP	ASEAN Disaster Resilience Platform
ADRCF	ASEAN Disaster Risk Communication Framework
ADRF	ASEAN Disaster Resilience Forum
ADRO	ASEAN Disaster Resilience Outlook
ADRRG	ASEAN Disaster Recovery Reference Guide
ADSOM	ASEAN Defence Senior Officials' Meeting
AHA Centre	ASEAN Coordinating Centre for Humanitarian Assistance on disaster management
AI	Artificial Intelligence
AIDDR	ASEAN Inter-regional Dialogue on Disaster Resilience
AJDRP	ASEAN Joint Disaster Response Plan
AMS	ASEAN Member States
AMMDM	ASEAN Ministerial Meeting on Disaster Management
APC	AADMER Partnership Conference
APG	AADMER Partnership Group
APMCDRR	Asia-Pacific Ministerial Conference on Disaster Risk Reduction
ARDEX	ASEAN Regional Disaster Emergency Response Simulation Exercise
ARMOR	ASEAN Risk Monitor and Disaster Management Review
ASCC	ASEAN Socio-Cultural Community
ASCEND	ASEAN Standards and Certification for Experts in Disaster Management
ASEAN	Association of Southeast Asian Nations
ASEAN-ERAT	ASEAN Emergency Response and Assessment Team

ASEAN SHIELD	Bandar Seri Begawan Declaration on the Strategic and Holistic Initiative to Link ASEAN Responses to Emergencies and Disasters
ASSI	ASEAN Safe Schools Initiative
AURF	ASEAN Urban Resilience Forum
AWP	AADMER Work Programme
CBDRM	Community-Based Disaster Risk Management
CCA	Climate Change Adaptation
CIQP	Custom, Immigration, and Quarantine Procedure
CSO	Civil Society Organisation
COP	Conference of Parties
CPR	Committee of Permanent Representatives
D-CAB	Disaster Risk Management Capacity Building Project for ASEAN Member States
DELSA	Disaster Emergency Logistics System for ASEAN
DMRS	Disaster Monitoring and Response System
DP	Dialogue Partner
DRFI	Disaster Risk Financing and Insurance
DRR	Disaster Risk Reduction
EMT	Emergency Medical Team
ENSO	El Niño–Southern Oscillation
EOC	Emergency Operation Centre
ERAT	Emergency Response and Assessment Team
ETR	End-Term Review
ETN	Emergency Telecommunication Network
EWS	Early Warning System
GL	Global Leadership
GPDRR	Global Platform for Disaster Risk Reduction
HNPW	Humanitarian Network and Partnerships Week
ICS	Incident Command System
ICT	Information and Communication Technology
IOD	Indian Ocean Dipole
KPI	Key Performance Indicator
LMS	Learning Management System

M&E	Monitoring and Evaluation
MSME	Micro, Small and Medium Enterprises
MTR	Mid-Term Review
NDBPA	National Disaster Baseline Preparedness Assessment
NDMO	National Disaster Management Organisation
NETP	National Emergency Telecommunications Plan
P&M	Prevention and Mitigation
PDNA	Post-Disaster Needs Assessment
PGI	Protection, Gender and Inclusion
PP	Priority Programme
PRR	Preparedness, Response and Recovery
RCRC	Red Cross and Red Crescent Movement
RVA	Risk and Vulnerability Assessment
SASOP	Standard Operating Procedure for Regional Standby Arrangements and Coordination of Joint Disaster Relief and Emergency Response Operations
SDG	Sustainable Development Goals
SDP	Sectoral Dialogue Partner
SEADRIF	Southeast Asia Disaster Risk Insurance Facility
SEOM	Senior Economic Officials' Meeting
SEPDM	Senior Executive Programme in Disaster Management
SFDRR	Sendai Framework for Disaster Risk Reduction 2015-2030
SG-AHAC	Secretary-General of ASEAN as the ASEAN Humanitarian Assistance Coordinator
SOM	Senior Officials' Meeting
SPDDM	Strategic Policy Dialogue on Disaster Management
Train-Net	ASEAN Disaster Management Training Network
TWG on CIMIC	Technical Working Group on Civil-Military Coordination
TWG on PGI	Ad-hoc Technical Working Group on Protection, Gender and Inclusion
UN	United Nations
USAR	Urban Search and Rescue
WASH	Water, Sanitation, and Hygiene
WG	Working Group



I. Introduction

- 1.1 Background
- 1.2 Guiding Principles
- 1.3 ASEAN Strategic Documents
- 1.4 Global Strategic Documents

1. ASEAN has made significant strides in disaster management over the past two decades, guided by the ASEAN Agreement on Disaster Management and Emergency Response (AADMER). Three AADMER Work Programmes (AWP) have been implemented by the ASEAN Committee on Disaster Management (ACDM), namely the AADMER Work Programmes 2010-2015, 2016-2020, and 2021-2025, under the strategic guidance of the ASEAN Ministerial Meeting on Disaster Management (AMMDM). In addition, the ASEAN Coordinating Centre for Humanitarian Assistance on disaster management (AHA Centre) was established in 2011 and has been the main operational engine for the implementation of AADMER since then.
2. The implementation of the AWP has led to significant improvements in ASEAN's capacity to monitor, prevent, mitigate, prepare for and respond to disasters. Several strategic documents, regional guidelines and frameworks have been adopted. These include the ASEAN Declaration on ONE ASEAN, ONE RESPONSE: ASEAN Responding to Disasters as One in the Region and Outside the Region, the ASEAN Vision 2025 on Disaster Management, the Bandar Seri Begawan Declaration on the Strategic and Holistic Initiative to Link ASEAN Responses to Emergencies and Disasters (ASEAN SHIELD), the ASEAN Leaders' Declaration on Sustainable Resilience, the ASEAN's Standards Operating Procedures for Regional Standby Arrangements and Coordination of Joint Disaster Relief and Emergency Response Operations (SASOP), the ASEAN Joint Disaster Response Plan (AJDRP), the ASEAN Framework on Anticipatory Action in Disaster Management, and the ASEAN Regional Framework on Protection, Gender, and Inclusion in Disaster Management 2021-2025. In addition, the following tools have been developed: the ASEAN Disaster Information Network (ADINet), the Emergency Operating Centre (EOC), the Disaster Monitoring and Response System (DMRS), the Disaster Emergency Logistics System for ASEAN (DELSA), and the ASEAN-Emergency Response and Assessment Team (ASEAN-ERAT).
3. The capacity of ASEAN Member States (AMS) in disaster management continues to be enhanced through the AHA Centre Executive (ACE) Programme, the AHA Centre Executive (ACE): Leadership in Emergency and Disaster Management Programme (ACE-LEDMP), the Disaster Risk Management Capacity Building Project for AMS (D-CAB), and the annual Senior Executive Programme on Disaster Management (SEPDM).

4. Cross-sectoral collaboration, synergy and a whole-of-ASEAN approach are being promoted through the Technical Working Group on Civil Military Coordination, the Ad-hoc Technical Working Group on Protection, Gender and Inclusion, and the ASEAN Disaster Resilience Platform, which consists of 13 ASEAN Sectoral Bodies from three pillars of the ASEAN Community and the AHA Centre.
5. In line with the ASEAN Vision 2025 on Disaster Management, ASEAN's global leadership in disaster management continues to be showcased through the ASEAN Strategic Policy Dialogue on Disaster Management (SPDDM), the ASEAN Disaster Resilience Forum, and the ASEAN Inter-regional Dialogue on Disaster Resilience (AIDDR). ASEAN Member States have co-hosted major international and regional events on disaster management, such as the Global Platform for Disaster Risk Reduction (GPDRR) and the Asia-Pacific Ministerial Conference on Disaster Risk Reduction (APMCDRR).
6. However, despite its efforts to enhance disaster management in the region, the ASEAN region continues to face a complex and evolving disaster risk landscape. The risks are further exacerbated by climate change, urbanisation and a widening rural-urban divide, declining environmental conditions, rapid population growth with signs of ageing population, and other social, economic and environmental factors. Increasingly frequent and intense hydrometeorological and geophysical hazards are disrupting livelihoods, damaging infrastructure, and straining resources. In 2021-2025, the ADINet recorded more than 3,600 disaster events that displaced more than 7.5 million people and resulted in economic losses of more than 3.1 billion USD. The impacts of catastrophic disasters within ASEAN may also affect the broader region due to ASEAN's positioning in the world economies, both as producers and consumers of various key goods and services. The resulting economic losses and social disruptions may threaten to reverse development gains and undermine efforts to achieve the Sustainable Development Goals (SDGs).
7. Despite these challenges, there are also some positive outlooks and opportunities for ASEAN. Social innovation and advanced and innovative technologies, such as Artificial Intelligence (AI), are available to enable frontier risk assessment, monitoring, early warning, anticipatory action, emergency response and recovery. Innovative disaster risk financing, including forecast-based financing, is also emerging. Human resources for disaster management in ASEAN continue to be available and ready to be further strengthened through systematic and coherent capacity building and certifications.

8. To address the challenges and to capitalise on the opportunities for strengthening disaster resilience, the development of the AWP 2026-2030 takes into account the lessons learnt from 20 years of AADMER implementation through its three Work Programmes and the implementation of the ASEAN Vision 2025 on Disaster Management. It also integrates the lessons learnt, innovation, strategic foresight, people-centred and sustainable development approach through the AHA Centre's operation, as well as the implementation of key tools and mechanisms, and broader partnerships.
9. The AWP 2026-2030 also aligns with the ASEAN Community Vision 2045 "Resilient, Innovative, Dynamic, and People-Centred ASEAN" along with the ASEAN Political-Security Community Strategic Plan, the ASEAN Economic Community Strategic Plan 2026-2030, the ASEAN Socio-Cultural Community Strategic Plan, and the ASEAN Connectivity Strategic Plan, as well as other relevant ASEAN strategic documents and global frameworks and agreements. The AWP 2026-2030 is a transformative planning document which includes five priority programmes, clearly defined outcomes and outputs, implementation arrangements, and a Monitoring and Evaluation (M&E) framework.

1.2 Guiding Principles

10. The development and implementation of the AWP 2026-2030 is guided by the following principles:
 - a) **Institutionalisation and communication:** To capitalise and communicate the achievements of ASEAN to position the region as a global leader in disaster management and emergency response, including through cross-sectoral and cross-pillar collaborations and localisation.
 - b) **Financing and resource mobilisation:** To implement and explore sustainable and innovative ways to transform the way ASEAN funds and mobilises resources for disaster management and emergency response.
 - c) **Partnerships and innovation:** To form strong traditional and new non-traditional partnerships for comprehensive, innovative, knowledge-based, and robust disaster management and emergency response implementation in the region and beyond.
 - d) **Protection, gender, and inclusion (PGI):** To enhance disaster management by addressing the unique needs of vulnerable groups such as people with

disabilities, consolidating regional commitments across sectors for achieving inclusive disaster management, identifying entry points for collaboration on gender and social inclusion issues, and supporting AMS in setting priorities, indicators, and targets for measuring progress in PGI.

1.3 ASEAN Strategic Documents

11. The AWP 2026-2030 aligns with AMS' national priorities in achieving disaster resilience at the national level and adheres to several key ASEAN strategic documents, ensuring a cohesive approach to disaster management and resilience building in the region. As the primary planning document, the AWP manifests and operationalises the ideals set in the ASEAN Agreement on Disaster Management and Emergency Response (AADMER) as the legally binding framework promoting cooperation among AMS to reduce disaster losses and enhance joint emergency responses.
12. The AWP 2026-2030 continues ASEAN's endeavours to implement relevant ASEAN Leaders' declarations on disaster management. These include: (i) the 2013 ASEAN Declaration on Enhancing Cooperation in Disaster Management, which encourages a joint effort and more integrated coordination and synergy in Humanitarian Assistance and Disaster Relief among the various ASEAN-related mechanisms; (ii) the 2015 ASEAN Declaration on Institutionalising the Resilience of ASEAN and Its Communities and Peoples to Disasters and Climate Change, which intensifies efforts for building regional efforts for resilience building against disasters and climate change; (iii) the 2016 ASEAN Declaration on ONE ASEAN, ONE RESPONSE: ASEAN Responding to Disasters as One in the Region and Outside the Region which strives for involvement of all relevant stakeholders to achieve a faster response, mobilise greater resources and establish stronger coordination; (iv) the 2021 Bandar Seri Begawan Declaration on the Strategic and Holistic Initiative to Link ASEAN Responses to Emergencies and Disasters (ASEAN SHIELD), which promotes a 'whole-of-Community approach' to better prepare for, address and recover from emergencies and disasters in an effective and holistic manner; and (v) the 2023 ASEAN Leaders' Declaration on Sustainable Resilience, which reaffirms commitment to enhance regional resilience against disaster risks and climate change impacts.
13. The AWP 2026-2030 also sustains the implementation of the Ha Long Ministerial Statement on the Strengthening of ASEAN Anticipatory Actions in Disaster Management, which emphasises anticipatory actions and a people-centred approach to disaster management and is integrated across priority programmes, and the ASEAN Ministerial Declaration on Building a Resilient ASEAN Through Inclusive

and Sustainable Disaster Recovery, which promotes inclusive and sustainable recovery efforts and applies systematic approaches in strengthening resilient recovery in ASEAN. It also reflects the ASEAN Ministerial Statement on the 20 Years of the ASEAN Agreement on Disaster Management and Emergency Response: ASEAN Vision for Global Leadership in Disaster Resilience.

14. The AWP 2026-2030 is designed to advance the implementation towards realising the ASEAN Community Vision 2045 “Resilient, Innovative, Dynamic, and People-Centred ASEAN” in line with the Kuala Lumpur Declaration on ASEAN 2045: Our Shared Future. The AWP 2026-2030 is also aligned with and contributes to the relevant strategic goals and strategic measures of the ASEAN Political-Security Community Strategic Plan, the ASEAN Economic Community Strategic Plan 2026-2030, the ASEAN Socio-Cultural Community Strategic Plan, and the ASEAN Connectivity Strategic Plan.

1.4 Global Strategic Documents

15. The AWP 2026-2030 continues to be aligned with the Sendai Framework for Disaster Risk Reduction 2015-2030 (SFDRR), the SDGs, and the Paris Agreement. The targets, goals, priorities, and indicators of these global frameworks are considered in the formulation of the intended outcomes of the region by 2030 and the specifications of outputs and potential activities for the 2026-2030 period. The regional result also aims to contribute to the progress of risk reduction, climate action, and sustainable development goals of the broader Asia-Pacific region. The AWP 2026-2030 is also in line with the Addis Ababa Action Agenda and New Urban Agenda.
16. The AWP 2026-2030 heeds the calls to action from the Bali Agenda for Resilience resulting from the Global Platform for Disaster Reduction in 2022 and the Co-Chairs’ Statement of the Asia-Pacific Ministerial Conference on Disaster Risk Reduction 2024, particularly on scaling-up disaster risk reduction (DRR) as part of the solution to address the climate emergency; ensuring coverage of early warning for all; financing for DRR and prevention; integrating DRR in business models, practices, and supply chains; strengthening the legal foundations for DRR; encouraging an adaptive, responsive disaster management system with multi-stakeholder collaboration accompanied by empathy, solidarity, cooperation, and a spirit of volunteerism such as during recovery and reconstruction to protect development gains; and understanding disaster risk in all its dynamic dimensions of hazards, exposure, intersectional vulnerability and capacity and its systemic, cascading and compounding nature.



II. AADMER Work Programme 2026-2030

17. The **Vision** of the AWP 2026-2030 is to realise ASEAN as

“a region of disaster-resilient nations, where disaster losses in lives, social, and environmental assets are substantially reduced through concerted national efforts, intensified regional and global cooperation and leadership, in pursuit of safer communities and sustainable resilience.”

18. To achieve this vision, the AWP 2026-2030 consists of five Priority Programmes (PPs), 15 outcomes indicating the intended changes by 2030 and 44 outputs (including 13 cross-sectoral outputs) (**Figure 1**). The complete Result Framework of the AWP 2026-2030 is shown in **Annex A1**.



AADMER WORK PROGRAMME 2026-2030

Vision

A region of disaster-resilient nations, where disaster losses in lives, social, and environmental assets are substantially reduced through concerted national efforts, intensified regional and global cooperation and leadership, in pursuit of safer communities and sustainable resilience.



Priority Programme 1: Risk Assessment, Monitoring, and Early Warning

Outcome 1.1

A risk-informed ASEAN society is progressively supported by high-quality, harmonised risk assessments, and climate projections, strengthened data and information sharing, and inclusive and strategic communication.

Outputs

- 1.1.1 Regional risk and vulnerability assessment profiles, integrating climate projections and addressing transboundary, cascading, and compounding disaster risks, are available and utilised [cross-sectoral].
- 1.1.2 National and sub-national risk profiles and capacities of ASEAN Member States are enhanced.
- 1.1.3 Climate projection and modelling are effectively integrated into ASEAN's disaster risk management tools and decision-making processes.
- 1.1.4 Regional and national disaster risk monitoring systems and databases are strengthened with quality data, interoperability, analytics capability and effective dissemination to key stakeholders.
- 1.1.5 Expanded and context-specific disaster risk communication products, incorporating innovative technologies and inclusive approaches, are made available collaboratively with AMS and widely disseminated to key stakeholders and communities.

Outcome 1.2

Strong and harmonised regional multi-hazard end-to-end early warning systems in ASEAN is enabled by innovative technologies, close coordination with relevant stakeholders, seamless national-regional integration, and clear anticipatory action mechanism.

Outputs

- 1.2.1 Early warning capabilities across ASEAN featuring improved real-time monitoring, integrated data streams, advanced analytics, interoperable dissemination platforms, and clearly defined anticipatory action triggers, are enhanced.
- 1.2.2 Early Warning Systems from relevant national agencies, ASEAN Sectoral Bodies, and other relevant institutions are identified, harmonised, and integrated through dialogue and collaboration on systems improvement [cross-sectoral].



Priority Programme 2: Prevention and Mitigation

Outcome 2.1

Risk governance in ASEAN is strengthened through the integration of Disaster Risk Reduction (DRR) and Climate Change Adaptation (CCA) within a cohesive policy framework and institutional structure.

Outputs

- 2.1.1 CCA is effectively integrated into ASEAN's regional and national DRR strategies, with strong institutional support.

Outcome 2.2

Disaster management in ASEAN is strengthened through the integration of inclusive disaster risk reduction practices, localisation, social protection, and an anticipatory approach.

Outputs

- 2.2.1 Use of broader social innovations, advanced technologies, and inclusive Community-Based Disaster Risk Management (CBDRM) and localisation are promoted and substantially replicated.
- 2.2.2 Protection, gender, and inclusion (PGI) approaches in disaster management are substantially promoted through innovative solutions, sharing of best practices, facilitating dialogue exchanges, and capacity building.
- 2.2.3 Anticipatory actions through multi-level actors in mitigating the impacts of disasters are promoted.

Outcome 2.3

ASEAN NDMOs and wider stakeholders in the region have access to broader and effective risk transfer and financing mechanisms/tools/products.

Outputs

- 2.3.1 The collaboration among disaster management sector and businesses, economic sectors and priority economic areas in the region is strengthened [cross-sectoral].
- 2.3.2 Disaster risk financing, insurance mechanisms, and other mechanisms are strengthened, including climate financing and anticipatory action financing protocols [cross-sectoral].

Outcome 2.4

ASEAN's human settlement and critical infrastructure is strengthened through DRR mainstreaming and cross-sectoral collaboration.

Outputs

- 2.3.1 Disaster-related knowledge products and reference documents in cross-sectoral collaboration for mainstreaming DRR in resilient human settlement and critical infrastructure is produced and promoted [cross-sectoral].
- 2.3.2 Cross-sectoral collaboration to raise awareness, share knowledge, and build capacity on resilient human settlements and critical infrastructure is expanded [cross-sectoral].



Priority Programme 3: Preparedness and Response

Outcome 3.1

ASEAN is equipped with a high level of preparedness against large-scale disasters due to comprehensive and diverse disaster contingency planning encompassing various scenarios, including trans-boundary, cascading scenarios, and new compounding risks.

Outputs

- 3.1.1 Disaster preparedness planning, coordination mechanisms and processes are enhanced by integrating anticipatory approach [cross-sectoral].
- 3.1.2 Collective response preparedness, including through institutionalised anticipatory actions and increased standby arrangements and partnerships for at disaster scenarios is enhanced [cross-sectoral].
- 3.1.3 Capacities of stakeholders at both national and sub-national levels to prepare for large-scale disasters and to contribute effectively to regional disaster response efforts are bolstered.

Outcome 3.2

Full expression/manifestation of ASEAN solidarity and collaboration using ASEAN tools and mechanisms in large-scale disasters.

Outputs

- 3.2.1 Preparedness exercises for response to large-scale disasters are enhanced [cross-sectoral].
- 3.2.2 Regional humanitarian supply chain management, including through DELSA, is strengthened and more innovative [cross-sectoral].
- 3.2.3 Capabilities of ASEAN-ERAT to respond to disasters effectively is strengthened.
- 3.2.4 ASEAN EQCs network is robust through enhanced regional assessment capabilities, effective information management, and continuous digital transformation.
- 3.2.5 ASEAN's Emergency Telecommunication Network readiness is enhanced through integrated policy framework, capacity building, readily available equipment, and services, supported by strategic enabling factors [cross-sectoral].

Outcome 3.3

Increased readiness to respond to large-scale disasters outside the region contributes to global solidarity and serves as learning opportunities in enhancing the region's resilience.

Outputs

- 3.3.1 Framework, tools and mechanisms for ASEAN responding outside the region are established.
- 3.3.2 Preparedness to respond outside the region is well tested.



Priority Programme 4: Resilient Recovery

Outcome 4.1

Recovery framework and mechanism at the ASEAN level adequately reflect the needs of the disaster affected areas to achieve the goal of build back better.

Outputs

- 4.1.1 Capacity building programmes on recovery needs assessment are enhanced.
- 4.1.2 Toolkits for recovery needs assessment are updated [cross-sectoral].
- 4.1.3 Regional strategies and mechanisms for supporting the conduct of PDNA are developed.

Outcome 4.2

ASEAN is a reliable resource for evidence-based recovery planning by AMS at national and local levels.

Outputs

- 4.2.1 Knowledge products creation, forum for information / knowledge sharing on recovery are strengthened.
- 4.2.2 Regional knowledge hub for recovery is established.

Outcome 4.3

ASEAN is effectively prepared to recover from large-scale disasters through strategic coordination and the implementation of build back better approach.

Outputs

- 4.3.1 Pre-arrangements on recovery between ASEAN and its partners are established [cross-sectoral].
- 4.3.2 Regional strategies for resource mobilisation on recovery are established.
- 4.3.3 Recovery assistance mechanisms and/or facilities to support the implementation of the build back better approach are established.



Priority Programme 5: Global Leadership

Outcome 5.1

ASEAN NDMOs and wider stakeholders utilises knowledge products on disaster management produced by ASEAN as their reference in policy formulation or decision-making related to disaster management as a result of sustainable nurture of knowledge culture.

Outputs

- 5.1.1 Knowledge products containing ASEAN's experience, good practices and lessons learned in disaster management are consistently produced.
- 5.1.2 Knowledge products on disaster management in ASEAN are widely disseminated.
- 5.1.3 The AHA Centre as Regional Knowledge Hub on disaster management is materialised.

Outcome 5.2

ASEAN's disaster management has been equipped with a greater number of qualified human resources; more innovation and advanced technologies; and increasingly receive expertise and resources from private sector.

Outputs

- 5.2.1 Capacity building efforts on disaster management in ASEAN are strongly coordinated and synergised.
- 5.2.2 Access to training/capacity building materials are enhanced.
- 5.2.3 Certification for disaster management professionals in ASEAN is advanced.
- 5.2.4 Programmes / projects for utilisation of innovation and advanced technology in disaster management are strengthened.
- 5.2.5 Mechanisms for strengthening collaboration with private sector in disaster management are established.

Outcome 5.3

ASEAN's experience, knowledge, and views are substantially reflected in global and other/wider regional frameworks, policies, or mechanisms in disaster management.

Outputs

- 5.3.1 Strategic policy dialogues and knowledge exchange initiatives targeting disaster management practitioners, experts and decision makers within and beyond the region are strengthened.
- 5.3.2 Collaborative events with other regional organisations, in the form of inter-regional dialogue or joint capacity building initiatives, are promoted.
- 5.3.3 ASEAN's disaster management knowledge, experience and good practices are documented and properly channelled to contribute to the development of other/wider regional and global frameworks related to disaster management, such as for post SFDRR framework/policies.

15 Outcomes | 44 Outputs (including 13 cross-sectoral)

Guiding Principles

Implementation Mechanisms

Monitoring and Evaluation (M&E) Framework

Definition:

Outcomes: The short and medium-term effects and changes due to accomplishment of AWP 2026-2030 outputs.

Outputs: Products or services resulting from activities/projects of AWP 2026-2030, including changes realised by given activities/projects that are relevant to achieving certain outcomes.

Cross-sectoral outputs: Outputs that are implemented by ACDM and other ASEAN sectoral bodies.

AADMER: ASEAN Agreement on Disaster Management and Emergency Response.

Figure 1. AWP 2026-2030 Result Framework Structure





2.1 Priority Programme 1: Risk Assessment, Monitoring, and Early Warning

19. This Priority Programme aims to integrate anticipatory action in all aspects of disaster risk assessment, monitoring and early warning. This will be achieved by strengthening harmonised risk assessments, cutting-edge early warning systems, and inclusive strategic communication. This Priority Programme will enable the region to better understand evolving risk patterns, detect, monitor, analyse hazards, forecast potential impacts, and trigger predefined protocols to mitigate loss of life, economic disruptions, and social impacts across the AMS. It includes two thematic areas and outcomes:
- 1) Regional risk assessment, disaster monitoring, and risk communication; and
 - 2) End-to-end multi-hazard early warning systems.
20. **Outcome 1.1: A risk-informed ASEAN society is progressively supported by high-quality, harmonised risk assessments, and climate projections, strengthened data and information sharing, and inclusive and strategic communication.**



This outcome aims to strengthen the foundation for a risk-informed ASEAN by ensuring that policy, planning, and action are guided by harmonised, science-based risk assessments and climate projections. Institutionalising a common understanding of disaster and climate risks across the region will enable ASEAN to ensure that every policy and investment decision is underpinned by harmonised assessments, robust data exchange, and the engagement of all stakeholders. This outcome will be achieved through five outputs (**Table 1**).

Table 1. **Outputs under Outcome 1.1:**
Thematic Area on Risk Assessment, Monitoring, and Communication

 Outcome	 Outputs
<p>Outcome 1.1: A risk-informed ASEAN society is progressively supported by high-quality, harmonised risk assessments, and climate projections, strengthened data and information sharing, and inclusive and strategic communication.</p>	<p>Output 1.1.1: Regional risk and vulnerability assessment profiles, integrating climate projections and addressing transboundary, cascading, and compounding disaster risks, are available and utilised [cross-sectoral].</p> <hr/> <p>Output 1.1.2: National and sub-national risk profiles and capacities of ASEAN Member States are enhanced.</p> <hr/> <p>Output 1.1.3: Climate projection and modelling are effectively integrated into ASEAN's disaster risk management tools and decision-making processes.</p> <hr/> <p>Output 1.1.4: Regional and national disaster risk monitoring systems and databases are strengthened.</p> <hr/> <p>Output 1.1.5: Expanded and context-specific disaster risk communication products, incorporating innovative technologies and inclusive approaches, are made available collaboratively with AMS and widely disseminated to key stakeholders and communities.</p> <hr/>

21. **Output 1.1.1** increases the number, quality, and coverage of the regional risk and vulnerability assessment (RVA). It will equip ASEAN with comprehensive regional risk profiles that integrate climate projections and address transboundary, cascading, and compounding disaster risks. It will also promote innovative solutions and new technologies for ASEAN's RVA. Disaster risk economic valuation and impact to the businesses in the region will be prioritised as part of the quality enhancement of RVA.
22. **Output 1.1.2** enhances national and sub-national risk profiles and strengthened capacities of AMS. The established National Disaster Baseline Preparedness Assessment (NDBPA) will be sustained and further enhanced with the inclusion of rich datasets that will include better quality of hazards-related data and disaggregated data of exposure and vulnerability. Risk assessment accuracy will be promoted through standardised methodologies, and innovative technologies and solutions will be applied to improve the number and quality of disaster risk assessments in AMS. Capacity building for National Disaster Management Organisations (NDMOs), local government, and relevant agencies of AMS will be organised.



23. **Output 1.1.3** effectively integrates climate projections and modelling into ASEAN's disaster risk management tools and decision-making processes. Possible activities range from the development of regional climate risk scenarios and their integration into national DRR plans, to innovative solutions, dialogue and knowledge exchanges, and capacity building measures. Climate projection and modelling, including phenomena such as the El Niño–Southern Oscillation (ENSO) and the Indian Ocean Dipole (IOD), are effectively integrated into ASEAN's disaster risk management tools and decision-making processes. Innovative solutions, such as predictive analytics and machine learning, and collaboration with academia, are essential for integrating climate forecasting into disaster risk assessments and enabling anticipatory action.
24. **Output 1.1.4** strengthens regional and national disaster risk monitoring systems and databases. This will be achieved by using high quality data, extensive disaggregated data, improved data interoperability, enhanced analytics capability, and effective dissemination of data, as well as better database utilisation to key stakeholders. The ADINet remains the regional primary disaster database. Data audit, technical improvement, and strategic outreach for expanding its user base and utilisation rate are planned. Enhancing data sharing between regional and national levels, strengthening hazard monitoring, and improving the effective dissemination of the database will be guided by the implementation of the ASEAN Disaster Risk Communication Framework (ADRCF) and the ASEAN Disaster Information Management Strategic Framework.
25. **Output 1.1.5** institutionalises inclusive and strategic communication to ensure ASEAN's disaster risk information product is utilised by diverse stakeholders. The expansion of context-specific disaster risk communication products, incorporating innovative technologies and inclusive approaches will be made available through collaboration with AMS and wide dissemination to key stakeholders and communities as outlined in the ADRCF. Impact evaluation to the AHA Centre disaster information products and subsequent redesign will be performed.
26. **Outcome 1.2: Strong and harmonised regional multi-hazard end-to-end early warning systems in ASEAN, enabled by innovative technologies, close coordination with relevant stakeholders, seamless national-regional integration, and clear anticipatory action mechanism.**




This outcome aims to reduce disaster impacts by enabling ASEAN to detect, communicate, and act on emerging risks through regionally harmonised early warning systems. Reducing disaster impacts through timely, reliable delivery of warnings for all hazards will ensure that both future and imminent hazards can trigger pre-agreed and

institutionalised early actions across the region. This outcome is prescribed strategically as informed by the report on Strengthening ASEAN Multi-hazard End to End Early Warning System for Natural Disasters. This outcome will be achieved through two outputs (**Table 2**).

*Table 2. **Outputs under Outcome 1.2:**
Thematic Area on Multi-hazard and End-to-End Early Warning Systems*

 Outcome	 Outputs
<p>Outcome 1.2: Strong and harmonised regional multi-hazard end-to-end early warning systems in ASEAN is enabled by innovative technologies, close coordination with relevant stakeholders, seamless national-regional integration, and clear anticipatory action mechanism.</p>	<p>Output 1.2.1: Early warning capabilities across ASEAN featuring improved real-time monitoring, integrated data streams, advanced analytics, interoperable dissemination platforms, and clearly defined anticipatory action triggers, are enhanced.</p> <hr/> <p>Output 1.2.2: Early Warning Systems from relevant national agencies, ASEAN Sectoral Bodies, and other relevant institutions are identified, harmonised, and integrated through dialogue and collaboration on systems improvement [cross-sectoral].</p>

27. **Output 1.2.1** develops predictive, multi-hazard monitoring systems using state-of-the-art technologies that integrate geospatial and climate data. This will be achieved by upgrading the current capabilities of the ASEAN Disaster Monitoring and Response System (DMRS) by including broader inter-linkages with regional and national early warning systems (EWS). The potential upgrades include further integration of big data and broader capabilities of artificial intelligence, machine learning and other technical upgrades. These upgrades will not only improve detection of imminent hazards but also provide decision support systems that learn from historical disaster patterns, advance an anticipatory approach in ASEAN, and increase the AMS capabilities across the four components of end-to-end people-centred Multi-Hazards EWS.
28. **Output 1.2.2** harmonises and/or integrates the different existing EWS from relevant national agencies, ASEAN Sectoral Bodies, and other relevant institutions through collaboration on systems improvement. This will include the strengthening of institutional and technical platforms, enabling the sharing of real-time data and common alerting protocol for early warning across borders to support ASEAN's regional response through both national mainstream media channels and broader use of social media.





2.2 Priority Programme 2: Prevention and Mitigation

29. This Priority Programme aims to strengthen ASEAN's disaster and climate resilience by systematically embedding DRR and Climate Change Adaptation (CCA) into governance systems. The Priority Programme addresses systemic and cascading risks through a whole-of-ASEAN approach, operating within the mandates of the ACDM and fostering cross-sectoral collaboration. It includes four thematic areas and outcomes on coherent risk governance which aims to integrate DRR-CCA, promote resilient societies, economies, critical infrastructure, and human settlements.
30. **Outcome 2.1: Risk governance in ASEAN is strengthened through the integration of Disaster Risk Reduction (DRR) and Climate Change Adaptation (CCA) within a cohesive policy framework and institutional structure.**

This outcome commits ASEAN to harmonise policies, align institutional mandates and foster enabling incentives to drive risk reduction and climate adaptation to become integral to all development planning. The alignment of DRR and CCA contributes to greater policy coherence, optimises the use of resources, and promotes sustained risk-informed development. Institutional support mechanisms under this outcome further facilitate structural reforms aimed at consolidating mandates and streamlining decision-making processes across relevant agencies. Through a whole-of-society approach, these efforts will foster risk governance that is inclusive, climate-resilient, and responsive to both short- and long-term vulnerabilities across all sectors and at all levels of governance. This outcome will be achieved through one output (**Table 3**).



Table 3. **Outputs under Outcome 2.1:**
Thematic Area on Coherent Risk Governance integrating DRR-CCA

 Outcome	 Outputs
<p>Outcome 2.1: Risk governance in ASEAN is strengthened through the integration of Disaster Risk Reduction (DRR) and Climate Change Adaptation (CCA) within a cohesive policy framework and institutional structure.</p>	<p>Output 2.1.1: CCA is effectively integrated into ASEAN's regional and national DRR strategies, with strong institutional support.</p>

31. **Output 2.1.1** enables ASEAN to systematically integrate DRR and CCA into national and regional governance frameworks. Regular stocktake and regulatory review on DRR and CCA will be undertaken for identifying and strengthening a cohesive policy framework. By strengthening policy coherence and multi-level, multi-sectoral coordination and socialisation to relevant sectors and stakeholders, this integration ensures that resilience becomes a core principle across sectors and planning cycles. As these risk-informed approaches are institutionalised, ASEAN's governance systems will be better equipped to anticipate, prevent, and manage complex and systemic risks, advancing more cohesive and adaptive risk governance across the region.
32. **Outcome 2.2: Disaster management in ASEAN is strengthened through the integration of inclusive disaster risk reduction practices, localisation, social protection, and an anticipatory approach.**

This outcome aims to advance ASEAN's disaster management system by embedding inclusive, localised, and anticipatory approaches that empower communities and reduce vulnerability to disaster risks. Building a disaster management system that prioritises local actors, addresses the specific needs of at-risk groups, and anticipates emerging risks is essential to delivering equitable resilience and effective responses. This outcome will be achieved through three outputs (**Table 4**).

Table 4. **Outputs under Outcome 2.2:**
Thematic Area on Resilient Societies

 Outcome	 Outputs
<p>Outcome 2.2: Disaster management in ASEAN is strengthened through the integration of inclusive disaster risk reduction practices, localisation, social protection, and an anticipatory approach.</p>	<p>Output 2.2.1: Use of broader social innovations, advanced technologies, and inclusive Community-Based Disaster Risk Management (CBDRM) and localisation are promoted and substantially replicated.</p> <hr/> <p>Output 2.2.2: Protection, gender, and inclusion (PGI) approaches in disaster management are substantially promoted through innovative solutions, sharing of best practices, facilitating dialogue exchanges, and capacity building.</p> <hr/> <p>Output 2.2.3: Anticipatory actions through multi-level actors in mitigating the impacts of disasters are promoted.</p> <hr/>

33. **Output 2.2.1** strengthens CBDRM by promoting social innovation, local leadership, and the application of indigenous knowledge, accessible and user-friendly technology. Social innovation and local leadership in CBDRM by youth, women, persons-with disabilities, and other under-represented groups will be promoted in a diverse community setting including through collaboration with civil society organisations (CSOs) among others. By empowering communities to design and lead resilience-building initiatives, ASEAN ensures that DRR practices are context-specific, inclusive, sustainable, and foster stronger institutional linkages between local initiatives and higher level of governance. Local ownership of resilience strategies enhances the reach and effectiveness of national and regional disaster governance, directly supporting the aim of more integrated and inclusive disaster management.
34. **Output 2.2.2** aims to mainstream protection, gender, and inclusion (PGI) principles systematically across all phases of disaster management through guidance frameworks, capacity development, and operational support building upon the ASEAN Regional Framework on PGI in Disaster Management 2021-2025. Embedding PGI ensures that disaster risk governance addresses the differentiated needs and capacities of all vulnerable groups, strengthening the inclusivity and social equity of resilience strategies. By ensuring that resilience-building are people-centred and rights-based, ASEAN advances disaster management that is responsive to the realities of all communities.

35.

Output 2.2.3

institutionalises anticipatory action including through the implementation of ASEAN Framework on Anticipatory Action in Disaster Management. Establishing anticipatory mechanisms will ensure that ASEAN will be able to take early actions ahead of predictable hazards, avoiding or reducing potential disaster impacts before they occur. Strengthening early action systems will transform disaster management from reactive to proactive, manifest and update the ASEAN Framework on Anticipatory Action in Disaster Management and contribute to the resilience of the region in a timely and effective manner. Cross-sectoral collaborations, particularly in addressing hydrometeorological or climatic hazard events, will be promoted through ASEAN-led mechanisms.
36.

Outcome 2.3: ASEAN NDMOs and wider stakeholders in the region have access to broader and effective risk transfer and financing mechanisms/tools/products.

This outcome seeks to ensure that AMS and their stakeholders have enhanced access to risk financing and transfer mechanisms that enable timely, scalable, and sustainable responses to disasters. As disaster risks become more frequent and complex, financial readiness is vital for sustaining resilience and reducing the economic burden of disasters. However, the lack of a regional strategy and clear differentiation between risk financing and insurance hinders effective planning. This outcome will be achieved through two outputs (Table 5).

Table 5. **Outputs under Outcome 2.3:**

Thematic area on Resilient Economy and Risk Financing



<div> <div>✓</div> <div>Outcome</div> </div>	<div> <div>➔</div> <div>Outputs</div> </div>
<div> <div>Outcome 2.3: ASEAN NDMOs and wider stakeholders in the region have access to broader and effective risk transfer and financing mechanisms/tools/products.</div> </div>	<div> <div>Output 2.3.1:</div> <div>The collaboration among disaster management sector and businesses, economic sectors and priority economic areas in the region is strengthened [cross-sectoral].</div> </div> <div> <div>Output 2.3.2:</div> <div>Disaster risk financing, insurance mechanisms, and other mechanisms are strengthened, including climate financing and anticipatory-action financing protocols [cross-sectoral].</div> </div>

37. **Output 2.3.1** enhances collaboration among disaster management authorities and economic sectors by integrating resilience into business continuity planning and sectoral investment strategies. Engaging the private sector in disaster management will unlock resources and innovations, incentivise risk-informed investments, and strengthen public-private partnerships for resilience. Expanding private sector participation, in a structured regional framework and clear modalities, will broaden ASEAN's resource base for disaster prevention, preparedness, and recovery.
38. **Output 2.3.2** strengthens access to disaster risk financing and insurance mechanisms, including forecast-based and pre-arranged financing models. Institutionalising financial instruments will ensure timely mobilisation of resources to support anticipatory actions and post-disaster recovery measures, through existing WG on Disaster Risk Financing and Insurance for cross-sectoral coordination and SEADRIF for operational mechanism such as on the inter-linkages between disaster risk data and catastrophe modelling with insurance mechanisms or products formulation relevant for disaster management. The effort is supporting member states in mainstreaming disaster risk financing strategies into national development plans and budgets, and assisting with the development of national Disaster Risk Financing and Insurance (DRFI) strategies that align with regional frameworks.
39. Embedding risk financing into ASEAN's disaster risk governance will reduce fiscal shocks and strengthen the region's financial resilience to current and future disasters. Broader engagement with international financing institutions to design the institutional structure and accountability mechanisms of pooled funds for disaster risk financing, humanitarian financing, climate-related disaster financing, and development financing will be explored.
40. **Outcome 2.4: ASEAN's human settlement and critical infrastructure is strengthened through DRR mainstreaming and cross-sectoral collaboration.**



This outcome aims to safeguard ASEAN's human settlements and critical infrastructure from disaster risks by embedding DRR considerations into planning, design, and operational frameworks throughout the whole life cycle of the infrastructures. This outcome will be achieved through two outputs (**Table 6**).

Table 6. **Outputs under Outcome 2.4:**
Thematic Area on Resilient Human Settlement

 Outcome	 Outputs
<p>Outcome 2.4: ASEAN’s human settlement and critical infrastructure is strengthened through DRR mainstreaming and cross-sectoral collaboration.</p>	<p>Output 2.4.1: Disaster-related knowledge products and reference documents in cross-sectoral collaboration for mainstreaming DRR in resilient human settlement and critical infrastructure is produced and promoted [cross-sectoral].</p> <hr/> <p>Output 2.4.2: Cross-sectoral collaboration to raise awareness, share knowledge, and build capacity on resilient human settlements and critical infrastructure is expanded [cross-sectoral].</p> <hr/>

41. **Output 2.4.1** promotes the integration of DRR principles into the design, planning, and management of urban development, infrastructure, and service sectors. Embedding resilience standards early in the development processes will strengthen the ability of cities, housing, and education to withstand future disaster impacts. This output will focus on promoting resilient cities through continuation of ASEAN Urban Resilience Forum (AURF) within the ADINet and other outreach measures, applying nature-based solutions (NbS), creating safe schools (e.g. ASEAN Safe School Initiative), water, sanitation, and hygiene (WASH) infrastructures, hospitals, airports, and investing in other critical infrastructure in human settlements across the region.
42. **Output 2.4.2** encourages and fosters cross-sectoral collaboration among local authorities, private sector actors, and service providers to implement risk reduction measures. Strengthening multi-sector partnerships will operationalise a whole-of-ASEAN approach in protecting human settlements and critical infrastructure. Coordinated resilience actions across sectors will enhance ASEAN’s ability to address cascading, transboundary, and climate-induced risks effectively.





2.3 Priority Programme 3: Preparedness and Response

43. This Priority Programme aims to operationalise the commitment towards the 2016 ASEAN Declaration on ONE ASEAN, ONE RESPONSE: ASEAN Responding to Disasters as One in the Region and Outside the Region as a concerted effort evident in speed, scale and solidarity of disaster preparedness and emergency response. The Priority Programme builds on and enhances existing preparedness and response initiatives, while also embracing ASEAN's growing role as a proactive contributor to global humanitarian efforts. It is structured around three thematic areas and outcomes which focus on ASEAN's planning and coordination for regional preparedness, capacity building for improved regional response, and advancing ASEAN's readiness to respond outside the region.
44. **Outcome 3.1: ASEAN is equipped with a high level of preparedness against large-scale disasters due to comprehensive and diverse disaster contingency planning encompassing various scenarios, including trans-boundary, cascading scenarios, and new compounding risks.**

Recent disasters highlight the need for ASEAN to expand and enhance its collective response to disasters, especially those that are transboundary, as well as unanticipated and complex risk scenarios that cut across multiple productive and social sectors. ASEAN's current disaster management mechanisms are primarily focused on disasters caused by natural hazards. However, the complexity of disasters faced by the region demand the need to expand the scope of emergency preparedness to include broader cascading and compounding risks. This outcome therefore aims to strengthen ASEAN's anticipatory and collective disaster preparedness in the face of increasingly complex and large-scale disaster scenarios. Achieving this outcome relies on ASEAN's ability to institutionalise scenario-based planning that considers the transboundary, cascading and compounding nature of evolving disasters across the region. This outcome will be achieved through three outputs (Table 7).

Table 7. **Outputs under Outcome 3.1:**
Thematic area on Continuous Preparedness

 Outcome	 Outputs
<p>Outcome 3.1: ASEAN is equipped with a high level of preparedness against large-scale disasters due to comprehensive and diverse disaster contingency planning encompassing various scenarios, including trans-boundary, cascading scenarios, and new compounding risks.</p>	<p>Output 3.1.1: Disaster preparedness planning, coordination mechanisms and processes are enhanced by integrating anticipatory approach [cross-sectoral].</p> <hr/> <p>Output 3.1.2: Collective response preparedness, including through institutionalised anticipatory actions and increased standby arrangements and partnerships for all disaster scenarios is enhanced [cross-sectoral].</p> <hr/> <p>Output 3.1.3: Capacities of stakeholders at both national and sub-national levels to prepare for large-scale disasters and to contribute effectively to regional disaster response efforts are bolstered.</p> <hr/>



45. **Output 3.1.1** transforms disaster scenario creation, preparedness planning and coordination processes to be more forward-looking and proactive, which will enable early actions before crises unfold. This transformation will empower ASEAN to initiate early actions before crises unfold, drastically improving our ability to mitigate impacts. By leveraging cutting-edge technologies, the number of disaster scenarios is to be updated and expanded that form the foundation of the ASEAN Joint Disaster Response Plan (AJDRP). This strategic enhancement will ensure ASEAN is prepared for emerging and complex disaster risks, including transboundary, cascading, and compounding threats, ultimately forging a more resilient and responsive region.
46. **Output 3.1.2** strengthens ASEAN's ability to implement coordinated regional anticipatory actions by enhancing mechanisms for responding to the full range of potential disasters across the region. It will expand the AJDRP to adopt a whole-of-ASEAN approach to involve new actors, assets and resources and modifying Standard Operating Procedure for Regional Standby Arrangements and Coordination of Joint Disaster Relief and Emergency Response Operations (SASOP) to account for anticipatory approach. Furthermore, it will contribute to the implementation of the Bandar Seri Begawan Declaration on the Strategic and Holistic Initiative to Link ASEAN Responses to Emergencies and Disasters (ASEAN SHIELD) to promote a strategic, holistic, cross-sectoral and coordinated approach across the ASEAN Community, including through the role of the Secretary-General of ASEAN as

the ASEAN Humanitarian Assistance Coordinator (SG-AHAC). Additionally, the output will seek to promote efforts in enabling the people of ASEAN to contribute assistance to emergency response triggered by natural hazards within the region through the ASEAN Disaster Management and Emergency Relief Fund (ADMER Fund).

47. **Output 3.1.3** builds the capability of actors at national and all governance levels, especially at the local level such as in collaboration with CSOs, youth and other local stakeholders, to contribute effectively to regional disaster preparedness and response efforts. It will facilitate national capacity building and technical exchanges to meet relevant international standards and classification, such as on Urban Search and Rescue (USAR) and Emergency Medical Team (EMT). Together, these measures will establish a robust, whole-of-society and adaptive disaster preparedness framework, reduce response time and enhance the scale and effectiveness of ASEAN's collective actions.
48. **Outcome 3.2: Full expression/manifestation of ASEAN solidarity and collaboration using ASEAN tools and mechanisms in large-scale disasters.**

This outcome will underscore the region's commitment to achieving One ASEAN, One Response by reinforcing coordinated disaster response through existing ASEAN mechanisms. It will seek to scale up the use of ASEAN tools and institutional arrangements to ensure solidarity-driven and timely support during disasters. This outcome will be achieved through five outputs (**Table 8**).

Table 8. **Outputs under Outcome 3.2:**
Thematic Area on Excellent Emergency Response

 Outcome	 Outputs
<p>Outcome 3.2: Full expression/ manifestation of ASEAN solidarity and collaboration using ASEAN tools and mechanisms in large-scale disasters.</p>	<p>Output 3.2.1: Preparedness exercises for response to large-scale disasters are enhanced [cross-sectoral].</p> <hr/> <p>Output 3.2.2: Regional humanitarian supply chain management, including through DELSA, is strengthened and more innovative [cross-sectoral].</p> <hr/> <p>Output 3.2.3: Capabilities of ASEAN-ERAT to respond to disasters effectively is strengthened.</p> <hr/> <p>Output 3.2.4: ASEAN EOCs network is robust through enhanced regional assessment capabilities, effective information management, and continuous digital transformation.</p> <hr/> <p>Output 3.2.5: ASEAN's Emergency Telecommunication Network readiness is enhanced through integrated policy framework, capacity building, readily available equipment, and services, supported by strategic enabling factors [cross-sectoral].</p> <hr/>

49. **Output 3.2.1** enhances the preparedness to effectively manage large-scale disasters through simulation exercises. The ASEAN Regional Disaster Emergency Response Simulation Exercise (ARDEX) will be consistently implemented for the next five years, allowing all AMS to experience hosting it, improving their national preparedness levels. A consistent After-Action-Review (AAR) will be performed after each ARDEX to ensure feedback is incorporated to improve existing regional preparedness mechanisms. ASEAN will also look for other regional and global disaster exercise opportunities and expand the participation of broader stakeholder groups, including ASEAN CSOs, the private sector, and others.
50. **Output 3.2.2** strengthens the regional humanitarian supply chain management, including through Disaster Emergency Logistics System for ASEAN (DELSA) and the introduction of more innovations such as the feasibility of a virtual marketplace, new technologies in humanitarian logistics, better and faster arrangement for cross-border movement of humanitarian relief items, improvement of DELSA warehouses and their synergy with other regional humanitarian depots. Furthermore, assessment

on potential implications to the broader ASEAN Custom, Immigration, and Quarantine Procedure (CIQP) for emergencies through cross-sectoral collaboration will be explored.



51. **Output 3.2.3** strengthens the ASEAN Emergency Response and Assessment Team (ASEAN-ERAT) mechanism in responding to disasters effectively, within a broader ecosystem that is interoperable between national, regional and international actors. This will include ensuring an increased number and ratio of ASEAN-ERAT specialists and team leaders who meet qualification standards and increased skills such as mental health and psychosocial support, humanitarian coordination, early recovery and WASH, as well as through upgraded use of technologies such as digital field tools.
52. **Output 3.2.4** enhances the ASEAN EOCs network through regional assessment capabilities, capacity building, coordination for effective information management, and robust digital transformation. Conducting regular EOCs inter-connectivity tests, establishing regional minimum standards in Incident Command Systems (ICS), utilising the WebEOC, redesigning better data flow, and introducing new technologies and predictive analytics tools will enable the improvement of information products by the AHA Centre and National Disaster Management Organisations (NDMOs).
53. **Output 3.2.5** improves the readiness of ASEAN's Emergency Telecommunication Network (ETN) and equips the region with real-time information and emergency telecommunications capabilities, forming the backbone for coordinated assessments and response. As stipulated in the ICT Roadmap on Disaster Management for 2025 and Beyond, the ASEAN ETN will see national, regional and international stakeholders working together to improve emergency telecommunications readiness through joint coordination, relevant policy settings, defined National Emergency Telecommunications Plan (NETP), standardised emergency telecommunications services, strategic prepositioning of emergency telecommunications equipment, strengthened capacity building, and the leveraging of expertise and support partners including the private sector. These synergised efforts will further strengthen the digital and connected disaster management system, ensuring that solidarity is operationalised in practice through responsive and integrated mechanisms across AMS.

54. **Outcome 3.3: Increased readiness to respond to large-scale disasters outside the region contributes to global solidarity and serves as learning opportunities in enhancing the region’s resilience.**



This outcome will exemplify ASEAN’s commitments towards excellent preparedness and response that could contribute beyond borders, either unified or represented by one or several AMS. In doing so, it will also strengthen existing ASEAN procedures, tools, and mechanisms to the unique context of responding outside the region. This outcome will be a milestone that denotes ASEAN’s maturity in emergency response mechanisms and will demonstrate global leadership through a concerted response internationally, contributing to the global community and serving as a model for other regional intergovernmental organisations (IGOs). This outcome will be achieved through two outputs (**Table 9**).

*Table 9. **Outputs under Outcome 3.3:**
Thematic Area on Response Outside the Region*

 Outcome	 Outputs
Outcome 3.3: Increased readiness to respond to large-scale disasters outside the region contributes to global solidarity and serves as learning opportunities in enhancing the region’s resilience.	Output 3.3.1: Framework, tools and mechanisms for ASEAN responding outside the region are established. Output 3.3.2: Preparedness to respond outside the region is well tested.

55. **Output 3.3.1** establishes a framework for ASEAN to respond outside the region, and strengthens preparedness and response tools and mechanisms of ASEAN for potential deployment outside the region, while also ensuring ASEAN visibility, including implementing the Guidelines on the Use of the ASEAN Emblem during Humanitarian Assistance and Emergency Response. The establishment of the framework will utilise the existing feasibility study, and the individual response experience of AMS outside the region.
56. **Output 3.3.2** tests and ensures the preparedness of ASEAN to respond to disasters outside the region, either as a unified response by the region or through AMS representation utilising ASEAN’s frameworks, tools, and mechanisms. It will also support efforts to increase the number of AMS personnels or teams that meets international accreditations and classifications. With this output, ASEAN will ensure that its tools and mechanisms are prepared to respond swiftly and efficiently to disasters outside the region. This will validate their operational capabilities and enhance their global responsiveness.





2.4 Priority Programme 4: Resilient Recovery

57. This Priority Programme aims to leverage the disaster recovery phase as a unique opportunity to improve the development trajectory of disaster-impacted AMS by building back better, faster, and more inclusively towards resilience. In this pursuit, ASEAN will further strengthen the region's readiness to support the recovery efforts of impacted AMS in the event of large-scale disasters. This Priority Programme is structured around three thematic areas and outcomes, respectively pertaining to recovery needs assessment capacity building, recovery planning, and regional assistance for recovery.
58. **Outcome 4.1: Recovery framework and mechanism at the ASEAN level adequately reflects the needs of the disaster affected areas to achieve the goal of build back better.**

The recovery needs assessment (e.g., Post-Disaster Needs Assessment or PDNA) is a prerequisite for AMS to request supplementary budget, pledge donors' support, and recovery planning. Achieving this outcome entails the enhancement of capacity building programmes and the updating of toolkits for recovery needs assessment. This will ensure that more AMS will be able to conduct locally-led PDNA and adopt a regional strategy or mechanism for offering support in conducting PDNA. This outcome will be achieved through three outputs (**Table 10**).

Table 10. **Outputs under Outcome 4.1:**
Thematic Area on Capacity Building for Recovery Needs Assessment

 Outcome	 Outputs
<p>Outcome 4.1: Recovery framework and mechanism at the ASEAN level adequately reflect the needs of the disaster affected areas to achieve the goal of build back better.</p>	<p>Output 4.1.1: Capacity building programmes on recovery needs assessment are enhanced.</p> <hr/> <p>Output 4.1.2: Toolkits for recovery needs assessment are updated [cross-sectoral].</p> <hr/> <p>Output 4.1.3: Regional strategies and mechanisms for supporting the conduct of PDNA are developed.</p> <hr/>



59. **Output 4.1.1** enhances the recovery needs assessment through a capacity-building programme on the utilisation of relevant tools. This initiative will include a targeted training course on recovery needs assessment, such as the PDNA with participants from AMS, both from NDMOs and line ministries involved in recovery efforts. It is intended to create a pool of regional experts, ready to be called-upon for deployment under ASEAN's mechanisms.
60. **Output 4.1.2** focuses on enhancing the toolkit for recovery needs assessment by expanding the array of tools and by incorporating innovative approaches and techniques. Additionally, it will seek to elevate the i-PDNA by integrating cutting-edge technologies, such as AI-assisted and digital recovery needs assessment, advanced big data and spatial analytics and space-based observations. This initiative will also include localising PDNA toolkits, ensuring they are more comprehensive and effective in addressing national needs. This advancement will facilitate more accurate and efficient assessments, ultimately improving the recovery efforts following disasters.
61. **Output 4.1.3** strengthens regional strategies and mechanisms for conducting recovery needs assessments utilising the PDNA. To accomplish this, workshops to develop strategies, guidelines or SOPs to support PDNA will be organised. Additionally, it will involve enhancing existing systems to recruit and reserve personnel at the regional level, primarily through ASEAN-ERAT, who can be mobilised to support PDNA and recovery needs assessments when required.

62. **Outcome 4.2: ASEAN is a reliable resource for evidence-based recovery planning by AMS at national and local levels.**



In developing a disaster recovery plan, national governments need access to evidence-based case studies and planning tools to ensure risk-informed strategies, timely implementation of activities, inclusive processes, and stronger sectoral support. This will be achieved by further creating and sharing knowledge products on disaster recovery and establishing a regional knowledge hub for recovery, which will guide AMS to available ASEAN support services for recovery planning processes. This outcome will be achieved through two outputs (**Table 11**).

Table 11. **Outputs under Outcome 4.2:**
Thematic Area on Recovery Planning

 Outcome	 Outputs
Outcome 4.2: ASEAN is a reliable resource for evidence-based recovery planning by AMS at national and local levels.	Output 4.2.1: Knowledge products creation, forum for information/knowledge sharing on recovery are strengthened. <hr/> Output 4.2.2: Regional knowledge hub for recovery is established. <hr/>

63. **Output 4.2.1** generates knowledge products for recovery, including an updated ASEAN Recovery Toolbox and ASEAN Disaster Recovery Reference Guide (ADRRG). This output will emphasise enhancing understanding through the development of research, case studies, reports, and regional forums. The update of the toolbox and ADRRG include a regional mapping to understand national frameworks or policies on post-disaster recovery mechanisms and renew the understanding on regional mechanism interface with the national framework.
64. **Output 4.2.2** establishes a regional knowledge hub for recovery information, which is a mechanism to submit requests for disaster recovery-related guidance and information. This initiative will aim to manage recovery knowledge and information and guide AMS that seek support for developing risk-informed recovery plans—either pre-disaster recovery plan or post-disaster recovery plan.

65. **Outcome 4.3: ASEAN is effectively prepared to recover from large-scale disasters through strategic coordination and the implementation of the build back better approach.**

Achieving this outcome may entail the pre-establishment of arrangements on recovery between ASEAN and its partners, the development and adoption of a regional strategy for resource mobilisation for recovery, and the establishment of a recovery assistance mechanism that supports the implementation of the build back better approach. This outcome will be achieved through three outputs (**Table 12**).

Table 12. **Outputs under Outcome 4.3:**
Thematic Area on Regional Recovery Assistance

Outcome	Outputs
Outcome 4.3: ASEAN is effectively prepared to recover from large-scale disasters through strategic coordination and the implementation of build back better approach.	<p>Output 4.3.1: Pre-arrangements on recovery between ASEAN and its partners are established [cross-sectoral].</p> <p>Output 4.3.2: Regional strategies for resource mobilisation on recovery are established.</p> <p>Output 4.3.3: Recovery assistance mechanisms and/or facilities to support the implementation of the build back better approach are established.</p>

66. **Output 4.3.1** forges pre-established arrangements for recovery between ASEAN and its partners, particularly following large-scale disasters. A comprehensive mapping of available resources, including assets and capacities for recovery in ASEAN, involving also CSOs and private sectors, will be undertaken. A common categorisation for resources, assets and capacities will be identified during the mapping. This will facilitate easier identification, matching and deployment across diverse stakeholders and nation context. The mapping and subsequent recovery programmes will consider CCA and environmental sustainability and identify “green” recovery resources and ensuring that reconstruction efforts build back better and more sustainably and avoiding maladaptation. Pre-arrangements with ASEAN partners can be in the areas of livelihood recovery (e.g., cash for work), micro, small and medium enterprises (MSMEs) recovery (e.g., start-up assistance), or settlement recovery (e.g., prefabricated temporary shelter or community spaces). To guide the scope and areas of pre-arrangements for recovery, an ASEAN joint disaster recovery plan will be developed.

67. **Output 4.3.2** develops and adopts a regional strategy for resource mobilisation to support recovery efforts, particularly following large-scale disasters. The strategy will build on the experience of ASEAN's past resource mobilisation practices (e.g., ASEAN Village). As private sector, international financing institutions, and CSOs will be engaged in crafting the strategy, this output will seek to enhance partnerships and increase contributions to recovery efforts.
68. **Output 4.3.3** establishes a recovery assistance mechanism and/or facility to support the implementation of identified recovery projects that support build back better approaches. This output envisions that recovery assistance is institutionalised either through the ADMER Fund or by adopting other recovery assistance mechanisms in collaboration with multilateral development banks and financial institutions.





2.5 Priority Programme 5: Global Leadership

69. This Priority Programme will consolidate ASEAN's leadership by deepening interregional and global partnerships, elevating its contributions on global platforms, and transforming its institutional experiences into global public value. This Priority Programme includes three thematic areas and outcomes, namely knowledge management, capacity building, and global thought leadership.
70. **Outcome 5.1: ASEAN NDMOs and wider stakeholders utilise knowledge products on disaster management produced by ASEAN as their reference in policy formulation or decision-making related to disaster management as a result of sustainable nurture of knowledge culture.**

This outcome will support the institutionalisation of a culture where ASEAN's knowledge products are consistently produced, widely disseminated, and systematically used to inform policy formulation and operational decision-making in disaster management supported by the AHA Centre as the regional knowledge hub on disaster management. This outcome will be achieved through three outputs (**Table 13**).

Table 13. **Outputs under Outcome 5.1:**
Thematic Area on Knowledge Products

 Outcome	 Outputs
Outcome 5.1: ASEAN NDMOs and wider stakeholders utilises knowledge products on disaster management produced by ASEAN as their reference in policy formulation or decision-making related to disaster management as a result of sustainable nurture of knowledge culture.	<p>Output 5.1.1: Knowledge products containing ASEAN's experience, good practices and lessons learned in disaster management are consistently produced.</p> <p>Output 5.1.2: Knowledge products on disaster management in ASEAN are widely disseminated.</p> <p>Output 5.1.3: The AHA Centre as Regional Knowledge Hub on disaster management is materialised.</p>



71. **Output 5.1.1** enables ASEAN to produce and package high-quality, timely, and relevant knowledge products that reflect ASEAN's experiences, good practices, and contextual realities. By ensuring these products are demand-driven and aligned with the evolving risk landscape, ASEAN will reinforce knowledge as a critical enabler of risk-informed governance. This will directly support the achievement of the outcome by ensuring that the knowledge produced is credible, relevant, and applied in decision-making processes.
72. **Output 5.1.2** ensures that knowledge products derived from ASEAN experiences and insights are widely disseminated to stakeholders. This output strengthens the consolidation and strategic packaging of knowledge produced by ASEAN. Online platforms such as the AHA Centre website, the ADINet, and other linked systems will be enhanced through improved design, discoverability, and integration. Outreach to NDMOs and relevant stakeholders will be supported by the localisation of content, endorsement by institutional leaders, and coordinated social media strategies.
73. **Output 5.1.3** operationalises the AHA Centre as the Regional Knowledge Hub on disaster management, serving as the institutional anchor for knowledge management of ASEAN disaster management. The Regional Knowledge Hub will facilitate and motivate AMS knowledge contribution, peer exchange, promote whole-of-society learning, and house strategic foresight tools that support anticipatory governance through existing platforms, including the ADINet as the primary repository, the ASEAN Disaster Information Laboratory (ADILab) as the community of practice, and the ASEAN Risk Monitor and Disaster Management Review (ARMOR) as the primary knowledge sharing avenue. Institutionalising a central hub will ensure that stakeholders can consistently access reliable and authoritative ASEAN knowledge, thereby embedding knowledge products into the everyday practices of disaster governance, supporting the realisation of a sustainable knowledge culture.
74. **Outcome 5.2: ASEAN's disaster management has been equipped with a greater number of qualified human resources; more innovation and advanced technologies; and increasingly receive expertise and resources from private sector.**



This outcome will ensure that ASEAN has access to a diverse pool of qualified professionals and innovative solutions to address complex and evolving disaster risks. Innovation labs, co-creation spaces, and regional innovation challenges will drive the integration of forward-looking practices and solutions into ASEAN's disaster management system. Institutional mechanisms will support the adoption

and replication of successful models, while dedicated partnership mechanisms will formalise private sector engagement, enabling ASEAN to leverage market-based innovation and investment for enhanced resilience. This outcome will be achieved through five outputs (**Table 14**).

Table 14. **Outputs under Outcome 5.2:**
Thematic Area on Capacity Building

 Outcome	 Outputs
<p>Outcome 5.2: ASEAN's disaster management has been equipped with a greater number of qualified human resources; more innovation and advanced technologies; and increasingly receive expertise and resources from private sector.</p>	<p>Output 5.2.1: Capacity building efforts on disaster management in ASEAN are strongly coordinated and synergised.</p> <hr/> <p>Output 5.2.2: Access to training/capacity building materials are enhanced.</p> <hr/> <p>Output 5.2.3: Certification for disaster management professionals in ASEAN is advanced.</p> <hr/> <p>Output 5.2.4: Programmes / projects for utilisation of innovation and advanced technology in disaster management are strengthened.</p> <hr/> <p>Output 5.2.5: Mechanisms for strengthening collaboration with private sector in disaster management are established.</p> <hr/>

75. **Output 5.2.1** provides a pathway to significantly expand access to training and cross-learning opportunities, ensuring regional minimum standards in capacity building and that disaster management professionals are equipped with up-to-date knowledge and skills. This will be realised through the establishment of the ASEAN Disaster Management Training Network (Train-Net), which directly addresses the regional need for coherent and systematic capacity-building mechanisms. In so doing, ASEAN will strengthen the human resource base essential for building effective disaster management systems in line with the ASEAN Capacity Building Roadmap 2025-2030 on Disaster Management.
76. **Output 5.2.2** enhances access to training and capacity building of ASEAN. It will strive for a greater number of courses in the AHA Centre Learning Management System (LMS) to enable more comprehensive training and capacity building support. Furthermore, it will also ensure greater accessibility through better linkages with e-learning platforms



of the AMS, more inclusive content through translation of materials and development of a repository inclusive of all ASEAN training courses and materials. It will also seek to expand collaboration and partnership between Train-Net and external partners.

77. **Output 5.2.3** enhances the ASEAN Standards and Certification for Experts in Disaster Management (ASCEND) as the primary certification mechanism for disaster management professionals in the region to ensure prominent qualifications and mutual trust in professional standards. Certification activities under the ASCEND framework will expand to include new professional domains in disaster management. The ASCEND Sustainability Roadmap will be developed and piloted to guide the institutionalisation of long-term certification mechanisms. Collaboration with national bodies will also be promoted to explore linkages between regional and national certification systems.
78. **Output 5.2.4** fosters an enabling environment for enhancing the utilisation of innovation and advanced technology on disaster management such as AI, machine learning, robotic technology, big data, satellite data, drone technology, digital platform and the metaverse. This will ensure that ASEAN is future-ready and adaptable to new risks, and will contribute to better, faster, and more scalable disaster management practices, thus reinforcing the achievement of a more resilient system. The utilisation of innovation and advanced technology will be directed to areas such as (i) emergency telecommunication, (ii) data intelligence, analysis, monitoring and forecasting, (iii) information and knowledge management system, (iv) warning, dissemination, communication, and information-sharing platform, in line with the ICT Roadmap on Disaster Management for 2025 and Beyond, the report on Strengthening ASEAN Multi-Hazard End to End Early Warning System for Natural Disasters, and the ASEAN Disaster Resilience Outlook – Preparing for a Future Beyond 2025.
79. **Output 5.2.5** institutionalises structured and sustained partnerships with the private sector, ensuring systematic mobilisation of technical expertise and resources. Stronger private sector engagement will address previous ad hoc involvement and unlock new capacities for ASEAN's disaster resilience efforts. These structured partnerships will enhance ASEAN's ability to scale up its operations and to sustain innovation, helping to achieve a disaster management system that is better resourced and equipped.

80. **Outcome 5.3: ASEAN’s experience, knowledge, and views are substantially reflected in global and other/wider regional frameworks, policies, or mechanisms in disaster management.**

This outcome will seek to position ASEAN as a global and regional thought leader in disaster risk governance by ensuring ASEAN’s models, operational practices, and policy innovations have weight to shape the future international resilience agenda. Strategic entry points in international platforms will be leveraged through technical submissions, policy events, and regional experts’ nomination to influence global resilience discourse. Through a whole-of-ASEAN approach, the region will project its identity as a normative power and strengthen alignment between regional priorities and the evolving global policy landscape. This outcome will be achieved through three outputs (Table 15).

Table 15 **Outputs under Outcome 5.3:**
Thematic Area on Global Thought Leadership

 Outcome	 Outputs
Outcome 5.3: ASEAN’s experience, knowledge, and views are substantially reflected in global and other/wider regional frameworks, policies, or mechanisms in disaster management.	Output 5.3.1: Strategic policy dialogues and knowledge exchange initiatives targeting disaster management practitioners, experts and decision makers within and beyond the region are strengthened.
	Output 5.3.2: Collaborative events with other regional organisations, in the form of inter-regional dialogue or joint capacity building initiatives, are promoted.
	Output 5.3.3: ASEAN’s disaster management knowledge, experience and good practices are documented and properly channelled to contribute to the development of other/wider regional and global frameworks related to disaster management, such as for post SFDRR framework/policies.

81. **Output 5.3.1** strengthens ASEAN-led strategic policy dialogues and knowledge exchanges to promote ASEAN's perspectives and to facilitate mutual learning with regional and global stakeholders. These include the continued conduct of the ASEAN Strategic Policy Dialogue on Disaster Management (SPDDM), the ASEAN Disaster Resilience Forum (ADRF) and ASEAN's active participation and contributions as well as hosting of international events (e.g. APMCDRR, GPDRR, and Humanitarian Network and Partnerships Week (HNPW)).
82. **Output 5.3.2** strengthens collaboration with other regional organisations by fostering systematic exchanges of good practices, knowledge, and policy innovations. Inter-regional dialogues and joint initiatives with other regional organisations will be promoted to foster mutual learning and alignment of disaster management strategies. The AIDDR will serve as a key platform to convene these engagements.
83. **Output 5.3.3** ensures that ASEAN systematically documents and submits its good practices, lessons learned, and models to relevant global platforms and processes. Advocating these knowledge products and policy initiatives will ensure that ASEAN's contributions are structured, visible, and impactful. By promoting ASEAN's experiences in global dialogues, this output will ensure ASEAN's leadership in shaping future regional and global disaster risk frameworks.
84. In addition, the AWP 2026-2030 contributes to the ASEAN Community Vision 2045 "Resilient, Innovative, Dynamic, and People-Centred ASEAN" along with the ASEAN Political-Security Community Strategic Plan, the ASEAN Economic Community Strategic Plan 2026-2030, the ASEAN Socio-Cultural Community Strategic Plan, and the ASEAN Connectivity Strategic Plan. The linkages between relevant outcomes and outputs of the AWP 2026-2030 and relevant Strategic Measures in all four strategic plans are shown in **Annex A2**.



III. Implementation Mechanisms

- 3.1 Implementation Arrangements
- 3.2 Finance and Resource Mobilisation
- 3.3 Formulation of Activities, Projects and Programmes
for the AWP 2026-2030

3.1 Implementation Arrangements

85. The implementation of the AWP 2026-2030 will be guided by the institutional structure shown in **Figure 2** below.

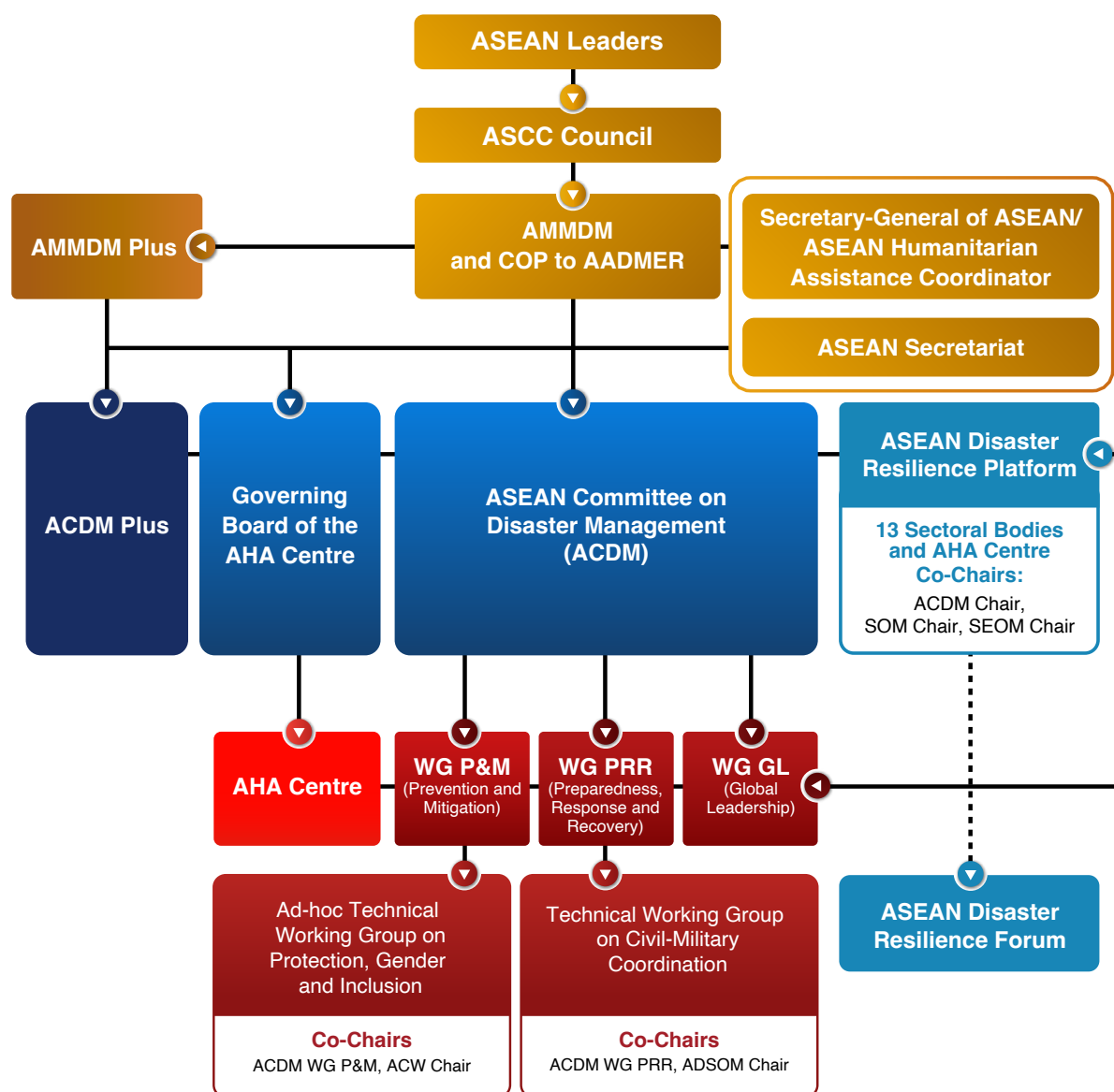


Figure 2. Institutional Structure of ASEAN Disaster Management

86. The frequency of meetings of the institutions in ASEAN disaster management for the implementation of AWP 2026-2030 will be streamlined (**Table 16**).

Table 16. Frequency of Meetings

No.	Meeting Name	Frequency of Meetings
1.	ACDM Working Group (WG P&M, WG PRR, WG GL)	1 x 3 WGs = 3 meetings (1 time/year, in-person) (or more upon decision of the WG)
2.	ACDM Technical Working Groups	Ad-hoc TWG on PGI TWG on CIMIC (1 time/year, hybrid)
3.	GB-AHA Centre	2 times/year (in-person)
4.	ACDM	2 times/year (in-person)
5.	AMMDM and COP to AADMER	1 time/year (in-person)
6.	ADRP	2 times/year (hybrid)
7.	ACDM Plus	1 x 3 = 3 meetings (in-person)
8.	AMMDM Plus	1 x 3 = 3 meetings (in-person)
Total		Minimum 17 meetings/year

87. **AMMDM and COP to AADMER:** The ASEAN Ministerial Meeting on Disaster Management (AMMDM) and the Conference of Parties (COP) to the AADMER shall continue to fulfil their mandate to

“promote synergy of efforts with other ASEAN ministerial bodies to accelerate well-coordinated, more robust and faster ASEAN’s collective response to disasters, and to realise the building of disaster resilient and safer communities to reduce disaster losses in the region, using AADMER as the regional policy backbone and common platform to maintain ASEAN’s Centrality.”

The AMMDM and the COP to AADMER will provide overall and strategic guidance on the implementation of the AADMER.

88. **The Secretary-General of ASEAN:** The Secretary-General of ASEAN will serve as the ASEAN Humanitarian Assistance Coordinator (SG-AHAC) in accordance with its Terms of Reference (TOR). This role can be activated for disaster relief and recovery stages at the request of the affected AMS in the event of a major disaster, regardless of whether its a disaster caused by a natural hazard or a disaster caused by another type of hazard such as a pandemic.


89. **ACDM:** The ACDM will continue to fulfil its function as the driver in implementing the AWP and

“to formulate and implement programmes, projects and activities to enhance regional cooperation in all aspects of disaster management, including prevention, mitigation, preparedness, response and recovery through mutual assistance activities in order to minimise the adverse consequences of disasters on the economic and social development of member countries.”

90. **The Governing Board of the AHA Centre:** The Governing Board of the AHA Centre will assume overall responsibility and be accountable for the operations of the AHA Centre as the operational engine to the AADMER. The Governing Board will undertake the overall supervision of operations, provide policy guidance and give directions to the AHA Centre, including the approval and monitoring of the implementation of the AHA Centre Work Plan.
91. **ACDM Working Groups:** The ACDM Working Groups (WGs) will manage and implement the AWP 2026-2030 and its five priority programmes. The roles and mandate of the WG are outlined in the valid TOR. To implement the AWP 2026-2030, the ACDM will be supported by three (3) WGs namely the:
- a) ACDM Working Group on Prevention and Mitigation (P&M)
 - b) ACDM Working Group on Preparedness, Response and Recovery (PRR)
 - c) ACDM Working Group on Global Leadership (GL)

These three ACDM WGs will be led by the AMS serving as Co-Chairs (**Table 17**). All AMS are members of the ACDM WGs.

Table 17. Working Group Arrangements for 2026-2030

 Working Group	 Co-Chairs
Prevention and Mitigation	Lao PDR, the Philippines, Thailand
Preparedness, Response and Recovery	Malaysia, Myanmar, Singapore
Global Leadership	Indonesia, Singapore, Viet Nam

92. **The ASEAN Secretariat:** The ASEAN Secretariat will coordinate the implementation of the AWP 2026-2030 and provide policy support and coordination among the implementing agencies as well as ACDM's partners, ensuring policy coherence with the ASEAN Community Vision 2045 "Resilient, Innovative, Dynamic, and People-Centred ASEAN," ASCC Strategic Plan, and other regional and global frameworks, such as on DRR and sustainable development.
93. **The AHA Centre:** The ASEAN Coordinating Centre for Humanitarian Assistance on disaster management (AHA Centre) will continue its role in implementing the core mandate to focus on two primary elements of disaster management and emergency response, delivered through risk reduction and joint emergency response, in line with the objectives of the AADMER. The AHA Centre will deliver primary services through its four core functions: coordination, resource management, knowledge and outreach, and disaster information management.
94. To implement outputs which require cross-sectoral collaboration, the coordination with other relevant ASEAN Sectoral Bodies will be conducted through participation of the ACDM and ACDM WGs using the following existing mechanisms:
- a) The ASEAN Disaster Resilience Platform (ADRP), which involves 13 ASEAN Sectoral Bodies and the AHA Centre, and the ADRF, which involves ASEAN partners and relevant stakeholders;
 - b) The ASEAN Technical Working Group on Civil-Military Coordination (TWG on CIMIC);
 - c) The Ad-hoc Technical Working Group on Protection, Gender and Inclusion in disaster management (TWG on PGI); and
 - d) Relevant mechanisms of other ASEAN Sectoral Bodies.

The list of AWP 2026-2030 outputs requiring cross-sectoral collaboration has been identified by the ADRP and archived internally.

3.2**Finance and Resource Mobilisation**

95. The implementation of the AWP 2026-2030 will require the mobilisation of:
- a) Activities/projects/programmes funded by AMS;
 - b) Funding support and/or technical assistance provided by ASEAN External Partners (ASEAN Dialogue Partners, ASEAN Sectoral Dialogue Partners, ASEAN Development Partners);
 - c) Funding support and/or technical assistance provided by United Nations agencies, the Red Cross Red Crescent (RCRC) Movement, multilateral financial institutions, or other regional and international organisations; and
 - d) Engagement, funding support and/or technical assistance from AADMER Partnership Group (APG), ASEAN-based Civil Society Organisations (CSOs), private sectors, philanthropic organisations, think tanks, and academic and research institutions.
96. The financing and resource mobilisation for the AWP 2026-2030 will aim to optimise the AMS contribution to the ADMER Fund. The AADMER Partnership Conference (APC) will be organised with participation of all ASEAN partners and relevant stakeholders for resource mobilisation and information sharing. Furthermore, ASEAN will also develop respective work plans with ASEAN Partners and the UN, referencing to the AWP 2026-2030, in which areas of collaborations supported by them will be identified.

3.3**Formulation of Activities, Projects and Programmes for the AWP 2026-2030**

97. The AWP 2026-2030 will be implemented through activities, projects, or programmes, which contribute to achieving the outputs. Activities, projects, or programmes should benefit ASEAN and engage all AMS equally, have a clear rationale and defined results (outcome and/or output), and clearly defined implementation arrangements.
98. The activities, projects, or programmes can be initiated by AMS, ASEAN partners, ASEAN Secretariat or the AHA Centre with the approval from the relevant ACDM Working Groups and ACDM, and the Committee of Permanent Representatives to ASEAN (CPR), as necessary, for a project seeking funding from the ASEAN trust fund or a project fund managed by the ASEAN Secretariat.

99. The appraisal and approval process for the activities, projects, or programmes for AWP 2026-2030 is shown in **Figure 3**.

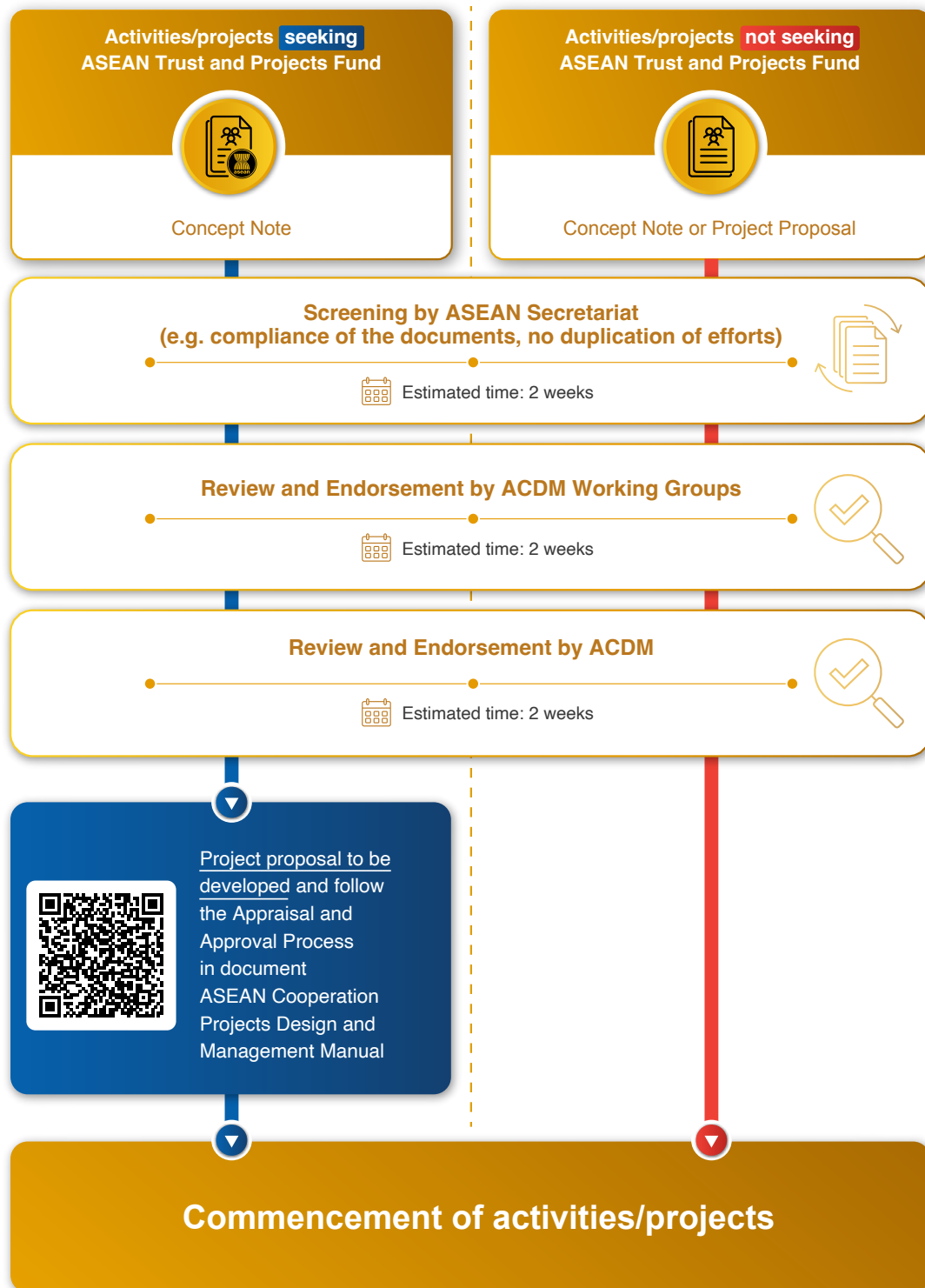


Figure 3. Appraisal and Approval Process of Activities/Projects for AWP 2026-2030 Implementation

100. ASEAN will showcase the impact of regional cooperation and encourage stakeholder participation in AWP implementation through strategic communication channels, such as the AADMER Partnership Conference (APC).



IV. Monitoring and Evaluation (M&E) Framework

101. The ACDM WGs will conduct monitoring and evaluation (M&E) of the AWP 2026-2030, assisted by the ASEAN Secretariat. Progress of the implementation of the outputs of the AWP 2026-2030 will be reported during the ACDM and its WG Meetings. In addition, the M&E will be conducted through the Mid-Term Review (MTR) and the End-Term Review (ETR).



Annexes

[Annex A](#) List of Annexes A (Public)

[Annex B](#) List of Annexes B (ACDM Internal Reference)

ANNEX A


Annex A1.


The AWP 2026-2030 Result Framework and Potential Implementing Agencies

Annex A2.

The Linkages between Relevant Outcomes and Outputs of the AWP 2026-2030 and the ASEAN Community Vision 2045 “Resilient, Innovative, Dynamic, and People-Centred ASEAN” along with the ASEAN Political-Security Community Strategic Plan, the ASEAN Economic Community Strategic Plan 2026-2030, the ASEAN Socio-Cultural Community Strategic Plan, and the ASEAN Connectivity Strategic Plan

Annex A1. The AWP 2026-2030 Result Framework and Potential Implementing Agencies

<div>  Priority Programme 1: Risk Assessment, Monitoring, and Early Warning </div>		
Outcome	Outputs	Potential Implementing Agencies
Thematic area: Risk Assessment, Monitoring, and Communication		
Outcome 1.1: A risk-informed ASEAN society is progressively supported by high-quality, harmonised risk assessments, and climate projections, strengthened data and information sharing, and inclusive and strategic communication.	Output 1.1.1: Regional risk and vulnerability assessment profiles, integrating climate projections and addressing transboundary, cascading, and compounding disaster risks, are available and utilised [cross-sectoral] .	ACDM WG P&M, AHA Centre
	Output 1.1.2: National and sub-national risk profiles and capacities of ASEAN Member States are enhanced.	ACDM WG P&M, AHA Centre
	Output 1.1.3: Climate projection and modelling are effectively integrated into ASEAN's disaster risk management tools and decision-making processes.	ACDM WG P&M, ASEAN Secretariat
	Output 1.1.4: Regional and national disaster risk monitoring systems and databases are strengthened with quality data, interoperability, analytics capability and effective dissemination to key stakeholders.	ACDM WG P&M, AHA Centre
	Output 1.1.5: Expanded and context-specific disaster risk communication products, incorporating innovative technologies and inclusive approaches, are made available collaboratively with AMS and widely disseminated to key stakeholders and communities.	ACDM WG P&M, ASEAN Secretariat

<div>  Priority Programme 1: Risk Assessment, Monitoring and Early Warning </div>		
Outcome	Outputs	Potential Implementing Agencies
Thematic area: Multi-hazard and End-to-End Early Warning Systems		
Outcome 1.2: Strong and harmonised regional multi-hazard end-to-end early warning systems in ASEAN, enabled by innovative technologies, close coordination with relevant stakeholders, seamless national-regional integration, and clear anticipatory action mechanism.	Output 1.2.1: Early warning capabilities across ASEAN featuring improved real-time monitoring, integrated data streams, advanced analytics, interoperable dissemination platforms, and clearly defined anticipatory action triggers, are enhanced.	ACDM WG P&M, ASEAN Secretariat, AHA Centre, other ASEAN Sectoral Bodies and Centres, ACDM Partners
	Output 1.2.2: Early Warning Systems from relevant national agencies, ASEAN Sectoral Bodies, and other relevant institutions are identified, harmonised, and integrated through dialogue and collaboration on systems improvement [cross-sectoral].	ACDM WG P&M, ASEAN Secretariat, AHA Centre, other ASEAN Sectoral Bodies and Centres, ACDM Partners



Priority Programme 2: Prevention and Mitigation

Outcome

Outputs

Potential Implementing Agencies

Thematic area: Coherent Risk Governance integrating DRR-CCA

Outcome 2.1:

Risk governance in ASEAN is strengthened through the integration of Disaster Risk Reduction (DRR) and Climate Change Adaptation (CCA) within a cohesive policy framework and institutional structures.

Output 2.1.1: CCA is effectively integrated into ASEAN's regional and national DRR strategies, with strong institutional support.

ACDM WG P&M, ASEAN Secretariat, other ASEAN Sectoral Bodies and Centres

Thematic area: Resilient Societies

Outcome 2.2:

Disaster management in ASEAN is strengthened through the integration of inclusive disaster risk reduction practices, localisation, social protection, and an anticipatory approach.

Output 2.2.1: Use of broader social innovations, advanced technologies, and inclusive Community-Based Disaster Risk Management (CBDRM) and localisation are promoted and substantially replicated.


ACDM WG P&M, AHA Centre

Output 2.2.2: Protection, gender, and inclusion (PGI) approaches in disaster management are substantially promoted through innovative solutions, sharing best practices, facilitating dialogue exchanges, and capacity building.

ACDM WG P&M, ASEAN Secretariat, AHA Centre, ACDM Partners

Output 2.2.3: Anticipatory actions through multi-level actors in mitigating the impacts of disasters is promoted.

ACDM WG P&M, ASEAN Secretariat, ACDM Partners

<div>  Priority Programme 2: Prevention and Mitigation </div>		
Outcome	Outputs	Potential Implementing Agencies
Thematic area: Resilient Economy and Risk Financing		
Outcome 2.3: ASEAN NDMOs and wider stakeholders in the region have access to broader and effective risk transfer and financing mechanisms/ tools/products.	Output 2.3.1: The collaboration among disaster management sector and businesses, economic sectors and priority economic areas in the region is strengthened [cross-sectoral] .	ACDM WG P&M, ASEAN Secretariat, other relevant ASEAN Sectoral Bodies and Entities, ACDM Partners
	Output 2.3.2: Disaster risk financing, insurance mechanisms, and other mechanisms are strengthened, including climate financing and anticipatory-action financing protocols [cross-sectoral] .	ACDM WG P&M, ASEAN Secretariat, other relevant ASEAN Sectoral Bodies and Entities, ACDM Partners
Thematic area: Resilient Human Settlement		
Outcome 2.4: ASEAN's human settlement and critical infrastructure is strengthened through DRR mainstreaming and cross-sectoral collaboration.	Output 2.4.1: Disaster-related knowledge products and reference documents in cross-sectoral collaboration for mainstreaming DRR in resilient human settlement and critical infrastructure is produced and promoted [cross-sectoral] .	ACDM WG P&M, ASEAN Secretariat, AHA Centre, other relevant ASEAN Sectoral Bodies and Entities, ACDM Partners
	Output 2.4.2: Cross-sectoral collaboration to raise awareness, share knowledge, and build capacity on resilient human settlements and critical infrastructure is expanded [cross-sectoral] .	ACDM WG P&M, ASEAN Secretariat, other relevant ASEAN Sectoral Bodies and Entities, ACDM Partners



Priority Programme 3: Preparedness and Response

Outcome	Outputs	Potential Implementing Agencies
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Thematic area: Continuous Preparedness

Outcome 3.1:
ASEAN is equipped with a high level of preparedness against large-scale disasters due to comprehensive and diverse disaster contingency planning encompassing various scenarios, including trans-boundary, cascading scenario, and new compounding risks.

Output 3.1.1: Disaster preparedness planning, coordination mechanisms and processes are enhanced by integrating anticipatory approach **[cross-sectoral]**.

ACDM WG PRR, ASEAN Secretariat, AHA Centre, other relevant ASEAN Sectoral Bodies and Centres, ACDM Partners

Output 3.1.2: Collective response preparedness, including through institutionalised anticipatory actions and increased standby arrangements and partnerships for all disaster scenarios is enhanced **[cross-sectoral]**.

ACDM WG PRR, ASEAN Secretariat, AHA Centre, other relevant ASEAN Sectoral Bodies, ACDM Partners

Output 3.1.3: Capacities of stakeholders at both national and sub-national levels to prepare for large-scale disasters and to contribute effectively to regional disaster response efforts are bolstered.

ACDM WG PRR, ASEAN Secretariat, AHA Centre, other relevant ASEAN Sectoral Bodies, ACDM Partners



Priority Programme 3: Preparedness and Response

Outcome

Outputs

Potential Implementing Agencies

Thematic area: Excellent Emergency Response

Outcome 3.2:
Full expression/
manifestation of ASEAN
solidarity and
collaboration using
ASEAN tools and
mechanisms in
large-scale disasters.

Output 3.2.1: Preparedness exercises for response to large-scale disasters are enhanced [\[cross-sectoral\]](#).

ACDM WG PRR, ASEAN Secretariat,
AHA Centre, other relevant ASEAN
Sectoral Bodies, ACDM Partners

Output 3.2.2: Regional humanitarian supply chain management, including through DELSA, is strengthened and more innovative [\[cross-sectoral\]](#).

ACDM WG PRR, ASEAN Secretariat,
AHA Centre, other relevant ASEAN
Sectoral Bodies, ACDM Partners

Output 3.2.3: Capabilities of ASEAN-ERAT to respond to disasters effectively is strengthened.


ACDM WG PRR, AHA Centre

Output 3.2.4: ASEAN EOCs network is robust through enhanced regional assessment capabilities, effective information management, and continuous digital transformation.

ACDM WG PRR, AHA Centre

Output 3.2.5: ASEAN's Emergency Telecommunication Network readiness is enhanced through integrated policy framework, capacity building, readily available equipment, and services, supported by strategic enabling factors [\[cross-sectoral\]](#).

ACDM WG PRR, ASEAN Secretariat,
AHA Centre, other relevant ASEAN
Sectoral Bodies, ACDM Partners

<div>  Priority Programme 3: Preparedness and Response </div>		
Outcome	Outputs	Potential Implementing Agencies
Thematic area: Response Outside the Region		
Outcome 3.3: Increased readiness to respond to large-scale disasters outside the region contributes to global solidarity and serves as learning opportunities in enhancing the region's resilience.	Output 3.3.1: Framework, tools and mechanisms for ASEAN responding outside the region are established.	ACDM WG PRR, ASEAN Secretariat, AHA Centre
	Output 3.3.2: Preparedness to respond outside the region is well tested.	ACDM WG PRR, ASEAN Secretariat, AHA Centre



Priority Programme 4: Resilient Recovery

Outcome

Outputs

Potential Implementing Agencies

Thematic area: Capacity Building for Recovery Needs Assessment

Outcome 4.1:
Recovery framework and mechanism at the ASEAN level adequately reflect the needs of the disaster affected areas to achieve the goal of build back better.

Output 4.1.1: Capacity building programmes on recovery needs assessment are enhanced.

ACDM WG PRR, ASEAN Secretariat, AHA Centre, ACDM Partners

Output 4.1.2: Toolkits for recovery needs assessment are updated [cross-sectoral].

ACDM WG PRR, ASEAN Secretariat, AHA Centre, other relevant ASEAN Sectoral Bodies, ACDM Partners

Output 4.1.3: Regional strategies and mechanisms for supporting the conduct of PDNA are developed.

ACDM WG PRR, ASEAN Secretariat, ACDM Partners

Thematic area: Recovery Planning

Outcome 4.2:
ASEAN is a reliable resource for evidence-based recovery planning by AMS at national and local levels.

Output 4.2.1: Knowledge products creation, forum for information / knowledge sharing on recovery are strengthened.

ACDM WG PRR, ASEAN Secretariat, AHA Centre, ACDM Partners

Output 4.2.2: Regional knowledge hub for recovery is established.

ACDM WG PRR, ASEAN Secretariat, AHA Centre, ACDM Partners



Priority Programme 4: Resilient Recovery

Outcome	Outputs	Potential Implementing Agencies
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Thematic area: Regional Recovery Assistance

Outcome 4.3:
ASEAN is effectively prepared to recover from large-scale disasters through strategic coordination and the implementation of build back better approach.

Output 4.3.1: Pre-arrangements on recovery between ASEAN and its partners are established [cross-sectoral].

ACDM WG PRR, ASEAN Secretariat, other relevant ASEAN Sectoral Bodies, ACDM Partners

Output 4.3.2: Regional strategies for resource mobilisation on recovery are established.

ACDM WG PRR, ASEAN Secretariat

Output 4.3.3: Recovery assistance mechanisms and/or facilities, to support the implementation of build back better approach, are established.

ACDM WG PRR, ASEAN Secretariat, ACDM Partners



Priority Programme 5: Global Leadership

Outcome

Outputs

Potential Implementing Agencies

Thematic area: Knowledge Products

Outcome 5.1:
ASEAN NDMOs and wider stakeholders utilises knowledge products on disaster management produced by ASEAN as their reference in policy formulation or decision-making related to disaster management as a result of sustainable nurture of knowledge culture.

Output 5.1.1: Knowledge products containing ASEAN's experience, good practices and lessons learned in disaster management are consistently produced. ACDM WG GL, ASEAN Secretariat, AHA Centre

Output 5.1.2: Knowledge products on disaster management in ASEAN are widely disseminated. ACDM WG GL, ASEAN Secretariat, AHA Centre

Output 5.1.3: The AHA Centre as Regional Knowledge Hub in disaster management is materialised. ACDM WG GL, AHA Centre



Priority Programme 5: Global Leadership

Outcome	Outputs	Potential Implementing Agencies
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Thematic area: Capacity Building

Outcome 5.2:
ASEAN's disaster management has been equipped with a greater number of qualified human resources; more innovation and advanced technologies; and increasingly receive expertise and resources from private sector.

Output 5.2.1: Capacity building efforts on disaster management in ASEAN are strongly coordinated and synergised.

ACDM WG GL, AHA Centre

Output 5.2.2: Access to training/capacity building materials are enhanced.

ACDM WG GL, AHA Centre

Output 5.2.3: Certification for disaster management professionals in ASEAN is advanced.

ACDM WG GL, AHA Centre

Output 5.2.4: Programmes / projects for utilisation of innovation and advanced technology in disaster management are strengthened.

ACDM WG GL, ASEAN Secretariat, AHA Centre, ACDM Partners

Output 5.2.5: Mechanisms for strengthening collaboration with private sector in disaster management are established.

ACDM WG GL, ASEAN Secretariat, AHA Centre, ACDM Partners



Priority Programme 5: Global Leadership

Outcome	Outputs	Potential Implementing Agencies
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Thematic area: Global Thought Leadership

Outcome 5.3:
ASEAN's experience, knowledge, and views are substantially reflected in global and other/wider regional frameworks, policies, or mechanisms in disaster management.

Output 5.3.1: Strategic policy dialogues and knowledge exchange initiatives targeting disaster management practitioners, experts and decision makers within and beyond the region are strengthened.

ACDM WG GL, ASEAN Secretariat,
AHA Centre

Output 5.3.2: Collaborative events with other regional organisations, in the form of inter-regional dialogue or joint capacity building initiatives, are promoted.

ACDM WG GL, ASEAN Secretariat,
AHA Centre, ACDM Partners

Output 5.3.3: ASEAN's disaster management knowledge, experience and good practices are documented and properly channelled to contribute to the development of other/wider regional and global frameworks related to disaster management, such as for post SFDRR framework/policies.

ACDM WG GL, ASEAN Secretariat,
ACDM Partners

Annex A2. The Linkages between Relevant Outcomes and Outputs of the AWP 2026-2030 and the ASEAN Community Vision 2045 “Resilient, Innovative, Dynamic, and People-Centred ASEAN” along with the ASEAN Political-Security Community Strategic Plan, the ASEAN Economic Community Strategic Plan 2026-2030, the ASEAN Socio-Cultural Community Strategic Plan, and the ASEAN Connectivity Strategic Plan

The Linkages between Strategic Measures of the ASEAN Political-Security Community Strategic Plan and Relevant Outcomes and Outputs of the AWP 2026-2030.			
No	Strategic Measure (SM)		Relevant Outcomes and Outputs of AWP 2026-2030
1.	2.19 Enhance civil-military coordination and forge stronger partnership and collaboration with ASEAN's partners and related stakeholders in providing effective and timely response to major natural disasters and emergencies, in line with existing frameworks such as the <i>Standard Operating Procedure for Regional Standby Arrangements and Coordination of Joint Disaster Relief and Emergency Response Operations (SASOP)</i> .		<p>Outcome 3.1: ASEAN is equipped with a high level of preparedness against large-scale disasters due to comprehensive and diverse disaster contingency planning encompassing various scenarios, including trans-boundary, cascading scenarios, and new compounding risks.</p> <p>Output 3.1.1: Disaster preparedness planning, coordination mechanisms and processes are enhanced by integrating anticipatory approach [cross-sectoral].</p> <p>Output 3.1.2: Collective response preparedness, including through institutionalised anticipatory actions and increased standby arrangements and partnerships for all disaster scenarios is enhanced [cross-sectoral].</p> <p>Outcome 3.2: Full expression/manifestation of ASEAN solidarity and collaboration using ASEAN tools and mechanisms in large-scale disasters.</p> <p>Output 3.2.1: Preparedness exercises for response to large-scale disasters are enhanced [cross-sectoral].</p>

The Linkages between Strategic Measures of the ASEAN Political-Security Community Strategic Plan and Relevant Outcomes and Outputs of the AWP 2026-2030.

No	Strategic Measure (SM)	Relevant Outcomes and Outputs of AWP 2026-2030
2.	2.24 Build synergy on disaster management among ASEAN bodies and ASEAN-led mechanisms to promote sustainable resilience and strengthen ASEAN's collective capability towards climate and disaster resilience.	<p>Outcome 2.1: Risk governance in ASEAN is strengthened through the integration of Disaster Risk Reduction (DRR) and Climate Change Adaptation (CCA) within a cohesive policy framework and institutional structures.</p> <p>Output 2.1.1: CCA is effectively integrated into ASEAN's regional and national DRR strategies, with strong institutional support.</p>
3.	4.2 Promote exchanges, interactions and confidence-building measures (CBMs) in current and emerging fields of security, including but not limited to maritime security cybersecurity, counterterrorism, humanitarian assistance and disaster relief, peacekeeping operations (PKO) and military medicine.	<p>Outcome 3.1: ASEAN is equipped with a high level of preparedness against large-scale disasters due to comprehensive and diverse disaster contingency planning encompassing various scenarios, including trans-boundary, cascading scenarios, and new compounding risks.</p> <p>Output 3.1.1: Disaster preparedness planning, coordination mechanisms and processes are enhanced by integrating anticipatory approach [cross-sectoral].</p> <p>Output 3.1.2: Collective response preparedness, including through institutionalised anticipatory actions and increased standby arrangements and partnerships for all disaster scenarios is enhanced [cross-sectoral].</p> <p>Outcome 3.2: Full expression/manifestation of ASEAN solidarity and collaboration using ASEAN tools and mechanisms in large-scale disasters.</p> <p>Output 3.2.1: Preparedness exercises for response to large-scale disasters are enhanced [cross-sectoral].</p>

The Linkages between Strategic Measures of the ASEAN Economic Community Strategic Plan 2026-2030 and Relevant Outcomes and Outputs of the AWP 2026-2030.

No	Strategic Measure (SM)	Relevant Outcomes and Outputs of AWP 2026-2030
1.	5.3.1 Increase the resilience of foods, agriculture, and forestry against climate change, natural disasters, and other shocks.	<p>Outcome 1.1: A risk-informed ASEAN society is progressively supported by high-quality, harmonised risk assessments, and climate projections, strengthened</p> <p>Output 1.1.1: Regional risk and vulnerability assessment profiles, integrating climate projections and addressing transboundary, cascading, and compounding disaster risks, are available and utilised [cross-sectoral].</p> <p>Outcome 2.3: ASEAN NDMOs and wider stakeholders in the region have access to broader and effective risk transfer and financing mechanisms/tools/products.</p> <p>Output 2.3.1: The collaboration among disaster management sector and businesses, economic sectors and priority economic areas in the region is strengthened [cross-sectoral].</p> <p>Outcome 3.1: ASEAN is equipped with a high level of preparedness against large-scale disasters due to comprehensive and diverse disaster contingency planning encompassing various scenarios, including trans-boundary, cascading scenarios, and new compounding risks.</p> <p>Output 3.1.1: Disaster preparedness planning, coordination mechanisms and processes are enhanced by integrating anticipatory approach [cross-sectoral].</p> <p>Outcome 4.3: ASEAN is effectively prepared to recover from large-scale disasters through strategic coordination and the implementation of build back better approach.</p> <p>Output 4.3.1:Pre-arrangements on recovery between ASEAN and its partners are established [cross-sectoral].</p>
2.	5.4.2 Integrate risk-financing principles across financial institutions to mitigate and respond to crises such as pandemic and disaster, among others.	<p>Outcome 2.3: ASEAN NDMOs and wider stakeholders in the region have access to broader and effective risk transfer and financing mechanisms/tools/products</p> <p>Output 2.3.2: Disaster risk financing, insurance mechanisms, and other mechanisms are strengthened, including climate financing and anticipatory-action financing protocols [cross-sectoral].</p>

The Linkages between Strategic Measures of the ASEAN Economic Community Strategic Plan 2026-2030 and Relevant Outcomes and Outputs of the AWP 2026-2030.

No	Strategic Measure (SM)	Relevant Outcomes and Outputs of AWP 2026-2030
3.	5.4.3 Leverage from existing regional funding mechanisms and explore innovative mechanisms for responding to emergencies such as pandemic and disaster, among others.	<p>Outcome 2.3: ASEAN NDMOs and wider stakeholders in the region have access to broader and effective risk transfer and financing mechanisms/tools/products.</p> <p>Output 2.3.2: Disaster risk financing, insurance mechanisms, and other mechanisms are strengthened, including climate financing and anticipatory-action financing protocols [cross-sectoral].</p> <p>Outcome 4.3: ASEAN is effectively prepared to recover from large-scale disasters through strategic coordination and the implementation of build back better approach.</p> <p>Output 4.3.1: Pre-arrangements on recovery between ASEAN and its partners are established [cross-sectoral].</p>

The Linkages between Strategic Measures of the ASEAN Socio-Cultural Community Strategic Plan and Relevant Outcomes and Outputs of the AWP 2026-2030.

No	Strategic Measure (SM) & ACDM Role	Relevant Outcomes and Outputs of AWP 2026-2030
1.	<p>2.1.3 Adapt policies to include support for migrant workers, including those who become undocumented through no fault of their own, and their families left behind or the ones residing with them in crisis situations, facilitate access to social and health services across occupational areas at all stages, including during crisis preparedness, response and recovery and accommodate the specific needs of migrant workers, especially women and children.</p> <p>[ACDM Role: Supporting Body]</p>	<p>Outcome 2.2: Disaster management in ASEAN is strengthened through the integration of inclusive disaster risk reduction practices, localisation, social protection, and an anticipatory approach.</p> <p>Output 2.2.2: Protection, gender, and inclusion (PGI) approaches in disaster management are substantially promoted through innovative solutions, sharing best practices, facilitating dialogue exchanges, and capacity building.</p>
2.	<p>2.1.9 Strengthen human and institutional capacity in implementing environment and climate actions and just energy transition at all levels, especially people in vulnerable situations to build inclusive and sustainable resilient ASEAN.</p> <p>[ACDM Role: Supporting Body]</p>	<p>Outcome 1.1: A risk-informed ASEAN society is progressively supported by high-quality, harmonised risk assessments, and climate projections, strengthened data and information sharing, and inclusive and strategic communication.</p> <p>Output 1.1.1: Regional risk and vulnerability assessment profiles, integrating climate projections and addressing transboundary, cascading, and compounding disaster risks, are available and utilised [cross-sectoral].</p> <p>Output 1.1.2: National and sub-national risk profiles and capacities of ASEAN Member States are enhanced.</p> <p>Output 1.1.3: Climate projection and modelling are effectively integrated into ASEAN's disaster risk management tools and decision-making processes.</p>

The Linkages between Strategic Measures of the ASEAN Socio-Cultural Community Strategic Plan and Relevant Outcomes and Outputs of the AWP 2026-2030.

No	Strategic Measure (SM) & ACDM Role	Relevant Outcomes and Outputs of AWP 2026-2030
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2.1.9 (continued)

Outcome 2.1: Risk governance in ASEAN is strengthened through the integration of Disaster Risk Reduction (DRR) and Climate Change Adaptation (CCA) within a cohesive policy framework and institutional structure.

Output 2.1.1: CCA is effectively integrated into ASEAN's regional and national DRR strategies, with strong institutional support.

3.

4.1.2 Minimise the risk, exposure, and vulnerability of people living in at-risk areas to climate-related extreme events and other economic, social and environmental shocks and disasters, including through enhancing adaptive and shock-responsive social protection system and empowering them to become agents of resilience.

[ACDM Role: Lead]

Outcome 2.2: Disaster management in ASEAN is strengthened through the integration of inclusive disaster risk reduction practices, localisation, social protection, and an anticipatory approach.

Output 2.2.1: CCA is effectively integrated into ASEAN's regional and national DRR strategies, with strong institutional support.

Output 2.2.3: Anticipatory actions through multi-level actors in mitigating the impacts of disasters is promoted.

4.

4.1.6 Enhance local community resilience by, among others, integrating gender-responsive disaster risk management, ensuring women's leadership in preparedness and response efforts and through the promotion of traditional and local knowledge and wisdom on disaster management and risk reduction.

Outcome 2.2: Disaster management in ASEAN is strengthened through the integration of inclusive disaster risk reduction practices, localisation, social protection, and an anticipatory approach.

Output 2.2.1: CCA is effectively integrated into ASEAN's regional and national DRR strategies, with strong institutional support.

The Linkages between Strategic Measures of the ASEAN Socio-Cultural Community Strategic Plan and Relevant Outcomes and Outputs of the AWP 2026-2030.

No	Strategic Measure (SM) & ACDM Role	Relevant Outcomes and Outputs of AWP 2026-2030
	<p>4.1.6 <i>(continued)</i> [ACDM Role: Lead]</p>	<p>Output 2.2.2: Protection, gender, and inclusion (PGI) approaches in disaster management are substantially promoted through innovative solutions, sharing best practices, facilitating dialogue exchanges, and capacity building.</p>
5.	<p>4.1.9 Strengthen ASEAN health architecture in responding to future health emergencies, crises and disasters, impact of climate change, emerging trends and external challenges through strengthened data-driven decision-making in healthcare, improved synergy and strong multisectoral collaboration between the health, finance and other relevant, complementing global health efforts and strengthening the global health architecture.</p> <p>[ACDM Role: Supporting Body]</p>	<p>Outcome 2.4: ASEAN’s human settlement and critical infrastructure is strengthened through DRR mainstreaming and cross-sectoral collaboration.</p> <p>Output 2.4.1: Disaster-related knowledge products and reference documents in cross-sectoral collaboration for mainstreaming DRR in resilient human settlement and critical infrastructure is produced and promoted [cross-sectoral].</p> <p>Outcome 3.1: ASEAN is equipped with a high level of preparedness against large-scale disasters due to comprehensive and diverse disaster contingency planning encompassing various scenarios, including trans-boundary, cascading scenarios, and new compounding risks.</p> <p>Output 3.1.1: Disaster preparedness planning, coordination mechanisms and processes are enhanced by integrating anticipatory approach [cross-sectoral].</p> <p>Output 3.1.2: Collective response preparedness, including through institutionalised anticipatory actions and increased standby arrangements and partnerships for all disaster scenarios is enhanced [cross-sectoral].</p>
6.	<p>5.1.11 Develop and strengthen sustainable financing mechanisms for social protection, UHC, early childhood care and development and foundational learning, disaster risk reduction and social pension.</p> <p>[ACDM Role: Supporting Body]</p>	<p>Outcome 2.2: Disaster management in ASEAN is strengthened through the integration of inclusive disaster risk reduction practices, localisation, social protection, and an anticipatory approach.</p> <p>Output 2.2.2: Protection, gender, and inclusion (PGI) approaches in disaster management are substantially promoted through innovative solutions, sharing best practices, facilitating dialogue exchanges, and capacity building.</p>

The Linkages between Strategic Measures of the ASEAN Socio-Cultural Community Strategic Plan and Relevant Outcomes and Outputs of the AWP 2026-2030.

No	Strategic Measure (SM) & ACDM Role	Relevant Outcomes and Outputs of AWP 2026-2030
	5.1.11 <i>(continued)</i>	<p>Outcome 2.3: ASEAN NDMOs and wider stakeholders in the region have access to broader and effective risk transfer and financing mechanisms/tools/products.</p> <p>Output 2.3.2: Disaster risk financing, insurance mechanisms, and other mechanisms are strengthened, including climate financing and anticipatory-action financing protocols [cross-sectoral].</p>
7.	<p>6.1.6 Ensure food adequacy and accessibility and the availability of clean water, sanitation, and hygiene, especially people in vulnerable situations, and the ability to cope with disasters, food price shocks and scarcity by developing adaptive mechanisms and strategies, including in times of crisis, among others, through cross-sectoral and cross-pillar coordination.</p> <p>[ACDM Role: Lead]</p>	<p>Outcome 3.1: ASEAN is equipped with a high level of preparedness against large-scale disasters due to comprehensive and diverse disaster contingency planning encompassing various scenarios, including trans-boundary, cascading scenarios, and new compounding risks.</p> <p>Output 3.1.1: Disaster preparedness planning, coordination mechanisms and processes are enhanced by integrating anticipatory approach [cross-sectoral].</p> <p>Output 3.1.2: Collective response preparedness, including through institutionalised anticipatory actions and increased standby arrangements and partnerships for all disaster scenarios is enhanced [cross-sectoral].</p>
8.	<p>6.1.7 Explore the possibility of establishing shock-responsive financial and insurance mechanisms and strategies for disaster risk reduction and climate change adaptation.</p> <p>[ACDM Role: Lead]</p>	<p>Outcome 2.3: ASEAN NDMOs and wider stakeholders in the region have access to broader and effective risk transfer and financing mechanisms/tools/products.</p> <p>Output 2.3.1: The collaboration among disaster management sector and businesses, economic sectors and priority economic areas in the region is strengthened [cross-sectoral].</p> <p>Output 2.3.2: Disaster risk financing, insurance mechanisms, and other mechanisms are strengthened, including climate financing and anticipatory-action financing protocols [cross-sectoral].</p>

The Linkages between Strategic Measures of the ASEAN Socio-Cultural Community Strategic Plan and Relevant Outcomes and Outputs of the AWP 2026-2030.

No	Strategic Measure (SM) & ACDM Role	Relevant Outcomes and Outputs of AWP 2026-2030
9.	<p>6.1.11 Strengthen ASEAN towards becoming a global leader in disaster management.</p> <p>[ACDM Role: Lead]</p>	<p>Outcome 5.1: ASEAN NDMOs and wider stakeholders utilises knowledge products on disaster management produced by ASEAN as their reference in policy formulation or decision-making related to disaster management as a result of sustainable nurture of knowledge culture.</p> <p>Output 5.1.1: Knowledge products containing ASEAN's experience, good practices and lessons learned in disaster management are consistently produced.</p> <p>Output 5.1.2: Knowledge products on disaster management in ASEAN are widely disseminated.</p> <p>Output 5.1.3: The AHA Centre as Regional Knowledge Hub in disaster management is materialised.</p> <p>Outcome 5.3: ASEAN's experience, knowledge, and views are substantially reflected in global and other/wider regional frameworks, policies, or mechanisms in disaster management.</p> <p>Output 5.3.1: Strategic policy dialogues and knowledge exchange initiatives targeting disaster management practitioners, experts and decision makers within and beyond the region are strengthened.</p> <p>Output 5.3.2: Collaborative events with other regional organisations, in the form of inter-regional dialogue or joint capacity building initiatives, are promoted.</p> <p>Output 5.3.3: ASEAN's disaster management knowledge, experience and good practices are documented and properly channelled to contribute to the development of other/wider regional and global frameworks related to disaster management, such as for post SFDRR framework/policies.</p>
10.	<p>7.1.6 Increase and enable investments in building universal, gender-responsive and sustainable care systems and social services to recognise and reduce the burden of unpaid care work of women and girls in (continue)</p>	<p>Outcome 2.2: Disaster management in ASEAN is strengthened through the integration of inclusive disaster risk reduction practices, localisation, social protection, and an anticipatory approach.</p> <p>Output 2.2.2: Protection, gender, and inclusion (PGI) approaches in disaster management are substantially promoted through innovative solutions, sharing best practices, facilitating dialogue exchanges, and capacity building.</p>

The Linkages between Strategic Measures of the ASEAN Socio-Cultural Community Strategic Plan and Relevant Outcomes and Outputs of the AWP 2026-2030.

No	Strategic Measure (SM) & ACDM Role	Relevant Outcomes and Outputs of AWP 2026-2030
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the family, including especially during times of crisis and disaster.

[ACDM Role: Supporting Body]

- 8.1.3 Provide a platform for participation and further local and regional collaboration among the ASEAN youth, as well as between ASEAN youth and their peers from other regions, towards biodiversity conservation, climate change consciousness, and action and disaster risk reduction, and disaster management initiatives through education and capacity building.

[ACDM Role: Supporting Body]

- 8.1.4 Empower young people and communities at all levels in climate action and disaster resilience by engaging advocates and establishing partnerships at all levels through relevant and appropriate strategies consistent with ASEAN Member States' respective national interests.

[ACDM Role: Supporting Body]

Outcome 2.3: ASEAN NDMOs and wider stakeholders in the region have access to broader and effective risk transfer and financing mechanisms/tools/products.

Output 2.3.1: The collaboration among disaster management sector and businesses, economic sectors and priority economic areas in the region is strengthened [cross-sectoral].

Outcome 2.2: Disaster management in ASEAN is strengthened through the integration of inclusive disaster risk reduction practices, localisation, social protection, and an anticipatory approach.

Output 2.2.1: CCA is effectively integrated into ASEAN's regional and national DRR strategies, with strong institutional support.

Outcome 5.2: ASEAN's disaster management has been equipped with a greater number of qualified human resources; more innovation and advanced technologies; and increasingly receive expertise and resources from private sector.

Output 5.2.1: Capacity building efforts on disaster management in ASEAN are strongly coordinated and synergised.

Outcome 2.2: Disaster management in ASEAN is strengthened through the integration of inclusive disaster risk reduction practices, localisation, social protection, and an anticipatory approach.

Output 2.2.1: CCA is effectively integrated into ASEAN's regional and national DRR strategies, with strong institutional support.

The Linkages between Strategic Measures of the ASEAN Socio-Cultural Community Strategic Plan and Relevant Outcomes and Outputs of the AWP 2026-2030.

No	Strategic Measure (SM) & ACDM Role	Relevant Outcomes and Outputs of AWP 2026-2030
13.	<p>11.2.1 Strengthen health systems to be resilient in the prevention, preparedness, and response to health-related hazards, including chemical and biological, which incorporate biosafety and biosecurity concerns, radiological-nuclear and hazards and emerging threats.</p> <p>[ACDM Role: Supporting Body]</p>	<p>Outcome 2.2: Disaster management in ASEAN is strengthened through the integration of inclusive disaster risk reduction practices, localisation, social protection, and an anticipatory approach.</p> <p>Output 2.2.3: Anticipatory actions through multi-level actors in mitigating the impacts of disasters is promoted.</p> <p>Outcome 2.4: ASEAN's human settlement and critical infrastructure is strengthened through DRR mainstreaming and cross-sectoral collaboration.</p> <p>Output 2.4.2: Cross-sectoral collaboration to raise awareness, share knowledge, and build capacity on resilient human settlements and critical infrastructure is expanded [cross-sectoral].</p> <p>Outcome 3.1: ASEAN is equipped with a high level of preparedness against large-scale disasters due to comprehensive and diverse disaster contingency planning encompassing various scenarios, including trans-boundary, cascading scenarios, and new compounding risks.</p> <p>Output 3.1.1: Disaster preparedness planning, coordination mechanisms and processes are enhanced by integrating anticipatory approach [cross-sectoral].</p> <p>Output 3.1.2: Collective response preparedness, including through institutionalised anticipatory actions and increased standby arrangements and partnerships for all disaster scenarios is enhanced [cross-sectoral].</p>
14.	<p>11.2.2 Strengthen ASEAN's collective capability through a whole-of-ASEAN approach in building sustainable resilience by, among others, enhancing anticipatory action and disaster management capabilities and supporting the implementation of effective policies to achieve disaster resilience and sustainable development.</p> <p>[ACDM Role: Lead]</p>	<p>Outcome 2.1: Risk governance in ASEAN is strengthened through the integration of Disaster Risk Reduction (DRR) and Climate Change Adaptation (CCA) within a cohesive policy framework and institutional structure.</p> <p>Output 2.1.1: CCA is effectively integrated into ASEAN's regional and national DRR strategies, with strong institutional support.</p> <p>Outcome 2.2: Disaster management in ASEAN is strengthened through the integration of inclusive disaster risk reduction practices, localisation, social protection, and an anticipatory approach.</p> <p>Output 2.2.3: Anticipatory actions through multi-level actors in mitigating the impacts of disasters is promoted.</p>

The Linkages between Strategic Measures of the ASEAN Socio-Cultural Community Strategic Plan and Relevant Outcomes and Outputs of the AWP 2026-2030.

No	Strategic Measure (SM) & ACDM Role	Relevant Outcomes and Outputs of AWP 2026-2030
15.	<p>11.2.4 Strengthen communication and linkages among ASEAN processes and mechanisms to swiftly and effectively prepare for and respond to emergencies and disasters, as well as to optimise or streamline the use of existing measures and ASEAN processes.</p> <p>[ACDM Role: Lead]</p>	<p>Outcome 1.1: Risk-informed ASEAN society is progressively supported by high-quality, harmonised risk assessments, and climate projections, strengthened data and information sharing, and inclusive and strategic communication.</p> <p>Output 1.15: Expanded and context-specific disaster risk communication products, incorporating innovative technologies and inclusive approaches, are made available collaboratively with AMS and widely disseminated to key stakeholders and communities.</p> <p>Outcome 1.2: Strong and harmonised regional multi-hazard end-to-end early warning systems in ASEAN, enabled by innovative technologies, close coordination with relevant stakeholders, seamless national-regional integration, and clear anticipatory action mechanism.</p> <p>Output 1.2.1: Early warning capabilities across ASEAN featuring improved real-time monitoring, integrated data streams, advanced analytics, interoperable dissemination platforms, and clearly defined anticipatory action triggers, are enhanced.</p> <p>Outcome 3.1: ASEAN is equipped with a high level of preparedness against large-scale disasters due to comprehensive and diverse disaster contingency planning encompassing various scenarios, including trans-boundary, cascading scenarios, and new compounding risks.</p> <p>Output 3.1.1: Disaster preparedness planning, coordination mechanisms and processes are enhanced by integrating anticipatory approach [cross-sectoral].</p> <p>Output 3.1.2: Collective response preparedness, including through institutionalised anticipatory actions and increased standby arrangements and partnerships for all disaster scenarios is enhanced [cross-sectoral].</p>

The Linkages between Strategic Measures of the ASEAN Socio-Cultural Community Strategic Plan and Relevant Outcomes and Outputs of the AWP 2026-2030.

No	Strategic Measure (SM) & ACDM Role	Relevant Outcomes and Outputs of AWP 2026-2030
16.	<p>11.2.5 Enhance national and local capacity in undertaking measures to prevent, mitigate, prepare for, respond to and recover from disasters and emergencies, including building sustainable resilience and reducing the impact of disasters by strengthening capacity at all levels for better protection of communities and their ability to minimise losses, and facilitate swift and effective recovery.</p> <p>[ACDM Role: Lead]</p>	<p>Outcome 2.1: Risk governance in ASEAN is strengthened through the integration of Disaster Risk Reduction (DRR) and Climate Change Adaptation (CCA) within a cohesive policy framework and institutional structure.</p> <p>Output 2.2.2: Protection, gender, and inclusion (PGI) approaches in disaster management are substantially promoted through innovative solutions, sharing best practices, facilitating dialogue exchanges, and capacity building.</p> <p>Output 2.1.1: CCA is effectively integrated into ASEAN's regional and national DRR strategies, with strong institutional support.</p> <p>Outcome 3.1: ASEAN is equipped with a high level of preparedness against large-scale disasters due to comprehensive and diverse disaster contingency planning encompassing various scenarios, including trans-boundary, cascading scenarios, and new compounding risks.</p> <p>Output 3.1.3: Capacities of stakeholders at both national and sub-national levels to prepare for large-scale disasters and to contribute effectively to regional disaster response efforts are bolstered.</p> <p>Outcome 3.2: Full expression / manifestation of ASEAN solidarity and collaboration using ASEAN tools and mechanisms in large-scale disasters.</p> <p>Output 3.2.1: Preparedness exercises for response to large-scale disasters are enhanced [cross-sectoral].</p> <p>Output 3.2.2: Regional humanitarian supply chain management, including through DELSA, is strengthened and more innovative [cross-sectoral].</p> <p>Output 3.2.3: Capabilities of ASEAN-ERAT to respond to disasters effectively is strengthened.</p> <p>Output 3.2.4: ASEAN EOCs network is robust through enhanced regional assessment capabilities, effective information management, and continuous digital transformation.</p> <p>Outcome 4.1: Recovery framework and mechanism at the ASEAN level adequately reflect the needs of the disaster affected areas to achieve the goal of build back better.</p>

The Linkages between Strategic Measures of the ASEAN Socio-Cultural Community Strategic Plan and Relevant Outcomes and Outputs of the AWP 2026-2030.

No	Strategic Measure (SM) & ACDM Role	Relevant Outcomes and Outputs of AWP 2026-2030
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11.2.5 (continued)

Output 4.1.1: Capacity building programmes on recovery needs assessment are enhanced.

Outcome 4.2: ASEAN is a reliable resource for evidence-based recovery planning by AMS at national and local levels.

Output 4.2.1: Knowledge products creation, forum for information/knowledge sharing on recovery are strengthened.

17. 12.1.6 Enhance cross-pillar coordination to implement a comprehensive approach to environmental and social sustainability resilience, including the promotion of sustainable use of natural resources, ecological health, combatting pollution, reducing emissions, strengthening disaster risk management, and advancing ASEAN workforce to support the blue economy.

[ACDM Role: Supporting Body]

Outcome 2.1: Risk governance in ASEAN is strengthened through the integration of Disaster Risk Reduction (DRR) and Climate Change Adaptation (CCA) within a cohesive policy framework and institutional structure.

Output 2.1.1: CCA is effectively integrated into ASEAN’s regional and national DRR strategies, with strong institutional support.

Outcome 2.4: ASEAN’s human settlement and critical infrastructure is strengthened through DRR mainstreaming and cross-sectoral collaboration.

Output 2.4.1: Disaster-related knowledge products and reference documents in cross-sectoral collaboration for mainstreaming DRR in resilient human settlement and critical infrastructure is produced and promoted [cross-sectoral].

Output 2.4.2: Cross-sectoral collaboration to raise awareness, share knowledge, and build capacity on resilient human settlements and critical infrastructure is expanded [cross-sectoral].

The Linkages between Strategic Measures of the ASEAN Socio-Cultural Community Strategic Plan and Relevant Outcomes and Outputs of the AWP 2026-2030.

No	Strategic Measure (SM) & ACDM Role	Relevant Outcomes and Outputs of AWP 2026-2030
18.	<p>12.2.3 Intensify efforts in utilising and harnessing the full potential of science, technology, and innovation in strengthening climate, disaster resilient infrastructure, and nature-based solutions for sustainable development to realise ASEAN as a centre of excellence for disaster management.</p> <p>[ACDM Role: Lead]</p>	<p>Outcome 1.2: Strong and harmonised regional multi-hazard end-to-end early warning systems in ASEAN, enabled by innovative technologies, close coordination with relevant stakeholders, seamless national-regional integration, and clear anticipatory action mechanism.</p> <p>Output 1.2.1: Early warning capabilities across ASEAN featuring improved real-time monitoring, integrated data streams, advanced analytics, interoperable dissemination platforms, and clearly defined anticipatory action triggers, are enhanced.</p> <p>Outcome 2.4: ASEAN’s human settlement and critical infrastructure is strengthened through DRR mainstreaming and cross-sectoral collaboration.</p> <p>Output 2.4.1: Disaster-related knowledge products and reference documents in cross-sectoral collaboration for mainstreaming DRR in resilient human settlement and critical infrastructure is produced and promoted [cross-sectoral].</p> <p>Output 2.4.2: Cross-sectoral collaboration to raise awareness, share knowledge, and build capacity on resilient human settlements and critical infrastructure is expanded [cross-sectoral].</p> <p>Outcome 5.1: ASEAN NDMOs and wider stakeholders utilises knowledge products on disaster management produced by ASEAN as their reference in policy formulation or decision-making related to disaster management as a result of sustainable nurture of knowledge culture.</p> <p>Output 5.1.3: The AHA Centre as Regional Knowledge Hub in disaster management is materialised.</p> <p>Outcome 5.2: ASEAN’s disaster management has been equipped with a greater number of qualified human resources; more innovation and advanced technologies; and increasingly receive expertise and resources from private sector.</p> <p>Output 5.2.4: Programmes/projects for utilisation of innovation and advanced technology in disaster management are strengthened.</p>

The Linkages between Strategic Measures of the ASEAN Connectivity Strategic Plan, and Relevant Outcomes and Outputs of the AWP 2026-2030.

No	Strategic Measure (SM) & ACDM Role	Relevant Outcomes and Outputs of AWP 2026-2030
1.	<p>1.7 Strengthen resilience, inclusivity, and productivity of sustainable infrastructure</p> <p>[ACDM Role: Supporting Body]</p>	<p>Outcome 2.4: ASEAN's human settlement and critical infrastructure is strengthened through DRR mainstreaming and cross-sectoral collaboration.</p> <p>Output 2.4.1: Disaster-related knowledge products and reference documents in cross-sectoral collaboration for mainstreaming DRR in resilient human settlement and critical infrastructure is produced and promoted [cross-sectoral].</p> <p>Output 2.4.2: Cross-sectoral collaboration to raise awareness, share knowledge, and build capacity on resilient human settlements and critical infrastructure is expanded [cross-sectoral].</p>
2.	<p>1.8 Promote adoption of environmentally sustainable, climate and disaster-resilient, and carbon-neutral infrastructure and transport solutions.</p> <p>[ACDM Role: Supporting Body]</p>	<p>Outcome 2.1: Risk governance in ASEAN is strengthened through the integration of Disaster Risk Reduction (DRR) and Climate Change Adaptation (CCA) within a cohesive policy framework and institutional structure.</p> <p>Output 2.1.1: CCA is effectively integrated into ASEAN's regional and national DRR strategies, with strong institutional support.</p> <p>Outcome 2.4: ASEAN's human settlement and critical infrastructure is strengthened through DRR mainstreaming and cross-sectoral collaboration.</p> <p>Output 2.4.1: Disaster-related knowledge products and reference documents in cross-sectoral collaboration for mainstreaming DRR in resilient human settlement and critical infrastructure is produced and promoted [cross-sectoral].</p> <p>Output 2.4.2: Cross-sectoral collaboration to raise awareness, share knowledge, and build capacity on resilient human settlements and critical infrastructure is expanded [cross-sectoral].</p>

The Linkages between Strategic Measures of the ASEAN Connectivity Strategic Plan, and Relevant Outcomes and Outputs of the AWP 2026-2030.

No	Strategic Measure (SM) & ACDM Role	Relevant Outcomes and Outputs of AWP 2026-2030
3.	<p>2.5 Strengthen cooperation in climate change mitigation and adaptation, resilience, disaster risk reduction, biodiversity protection, and conservation.</p> <p>[ACDM Role: Co-Lead]</p>	<p>Outcome 2.1 Risk governance in ASEAN is strengthened through the integration of Disaster Risk Reduction (DRR) and Climate Change Adaptation (CCA) within a cohesive policy framework and institutional structure.</p> <p>Output 2.1.1 CCA is effectively integrated into ASEAN's regional and national DRR strategies, with strong institutional support.</p> <p>Outcome 2.4 ASEAN's human settlement and critical infrastructure is strengthened through DRR mainstreaming and cross-sectoral collaboration.</p> <p>Output 2.4.1 Disaster-related knowledge products and reference documents in cross-sectoral collaboration for mainstreaming DRR in resilient human settlement and critical infrastructure is produced and promoted [cross-sectoral].</p>

ANNEX B

The following documents are ACDM internal reference for the implementation of the AWP 2026-2030.

Annex B1.

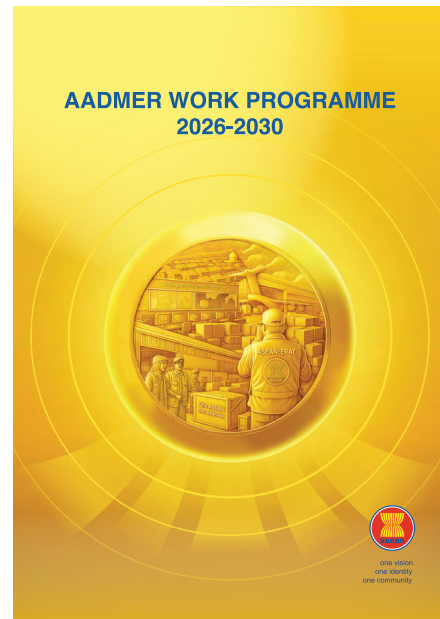
The Expanded AWP 2026-2030 Result Framework, Potential Implementing Agencies and Monitoring and Evaluation (M&E) Framework

Annex B2.

The Matrix of Relevant ASEAN Sectoral Bodies and/or ASEAN Cross-Sectoral Mechanisms to Support the Implementation of the Outputs under the AWP 2026-2030

Annex B3.

The Matrix of Indicative Areas of Interests and Potential Supports from ASEAN Partners and Relevant Stakeholders



About the cover: The cover of AWP 2026-2030 is a golden globe that contains artistic rendering of ASEAN Committee on Disaster Management activities across the whole cycle of disaster management, represented by the artwork of the Emergency Operations Centre, deployment of ASEAN-ERAT in the 2018 Central Sulawesi Earthquake and Tsunami, DELSA relief items, and the ASEAN Village in Palu city. As the golden globe emits the light across the page, it symbolizes both ASEAN's unity in disaster management under "One ASEAN, One Response" and ASEAN's global leadership and outward looking influence. The overall golden theme and five lines underneath the golden globe represents the five priority programmes of AADMER Work Programme and its contributions to the ASEAN 2045 Our Shared Future - ASEAN as one vision, one identity, and one community.



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