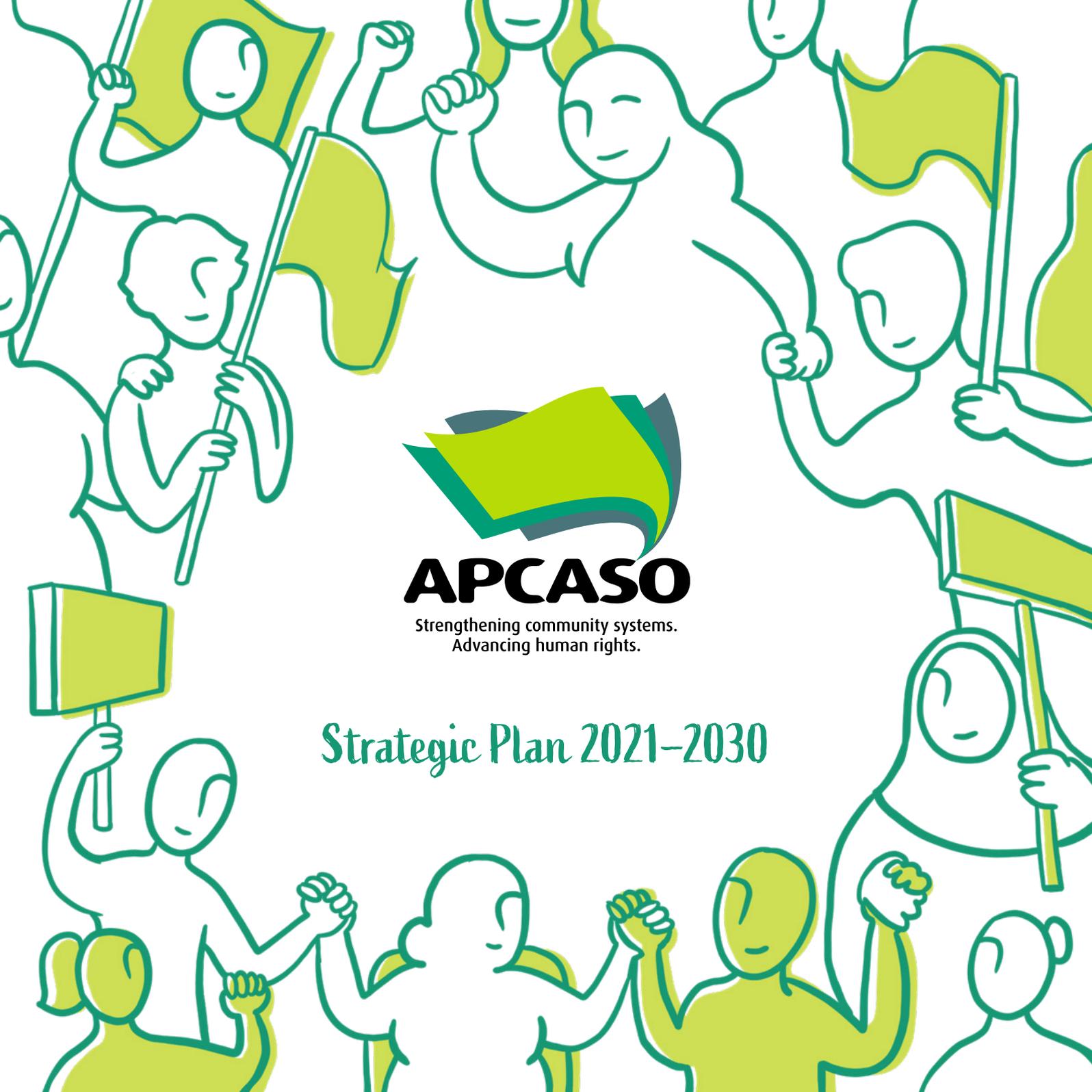


APCASO

Strengthening community systems.
Advancing human rights.

Strategic Plan 2021–2030



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Strategic Plan 2021–2030

APCASO is a regional civil society network organisation that serves as a catalytic platform for advocacy and community systems strengthening for health, social justice, and human rights for the most marginalised and vulnerable populations in Asia and the Pacific.

Foreword from the Executive Director

Five years ago, in one of APCASO's strategic planning processes, I remember presenting APCASO's timeline of historical turning points along with the key people and groups behind each point. When we came to the end of the timeline in 2015 (which at that time was the present), a musing I shared with the Board, Council, and staff team members was that in the blink of a few years, we will be just another point in APCASO's history; but we are at the moment where we have the opportunity to pave where APCASO goes next and

what we become, and only history will tell our success or failure.

Fast forward to the present and I can only hope that just as I do, other people and groups behind APCASO – members of our governance bodies, staff team, our country focal partners, donors, and country, regional, and global advocacy allies – feel an immense sense of pride and accomplishment over our collective contribution to our “dot” in APCASO's, and the region's health and rights activism, recent history.

There are many points of pride, but to me, most poignant are APCASO's consistent demonstrations over the last five years of its:



Integrity

in ensuring that our work is effective, relevant and centred on the needs and realities of marginalised and vulnerable communities, as confirmed by external reviews and evaluations;



Commitment

to genuine partnerships, focused on country community and civil society networks as well as on creating and facilitating platforms for meaningful collaboration and solidarity;



Ability to Inspire

and lead our network membership around common goals and agenda and principles while also serving as an example of strong and able leadership from the Global South.

As we embark on the next ten years, APCASO commits to more ambitious objectives. We continue to be the same APCASO at our core, concerned with advancing social justice and human rights, especially in the context of the health of the most marginalised. But now we are strongly resolved to digging deeper and reaching broader with respect to our strategies. I look very much forward to APCASO in the next ten years continuing to support community systems strengthening and health, rights, and social justice advocacy, while at the same time also helping build activist leaderships and movements from the region, and scaling up our role in convening platforms led by and centred on communities and civil societies, while bridging strategic links with broader stakeholders and movements.

When we started our planning processes for APCASO's Strategy for the next ten years, one of the biggest questions we had to reflect on was who we are. In the course of reflecting and asking our partners, we have re-affirmed that APCASO is this beautiful whole of parts consisting of our country network partners, and governance and staff bodies. Country partners have

strongly affirmed their co-ownership of APCASO, because for them, APCASO is a network that truly listens and is guided by them. They also consider APCASO as where they feel they can contribute individual and organizational time and resources to meaningfully serve a greater good. This level of trust and respect is reciprocated, and is what will continue to drive and inspire APCASO to achieve its commitments within the new Strategic Plan to the best of its abilities.



RD Marte

Foreword from the the Board and Council Chairs

When preparing APCASO's new strategic plan, we spoke with many of our partners and supporters, and one word that we kept hearing was **"family."**

While APCASO is a network organization (yes, we have decided that we can be both a network and an organization), we are also a family of diverse individuals, spread out across many countries, who share a passion that binds us together. We each see a world where everyone in society can enjoy physical and mental health and well-being, regardless of their gender, physical ability, occupation, ethnicity, language, religion or any socio-economic background – we all share the inherent value and dignity of being human. In our first strategic plan of 2015-2020, this passion was explicitly focused towards HIV and supporting the key populations affected by this disease. However, in the last five years, APCASO has also taken this same approach to supporting populations most affected by other diseases, including tuberculosis and malaria. Now, in going through the strategic planning process, we

realised that our commitment reaches beyond health alone, but we see the challenges still faced by key, vulnerable and marginalised populations, as fundamental questions of social justice. And this is where we are now setting our sights.

We are setting ourselves a much more ambitious vision for the years ahead, and this time we are not just planning for five years, but for ten years – right up to the year 2030, when many countries across the Asia Pacific plan to eliminate some of the diseases that today affect so many people's lives, and to align with the Sustainable Development Goals. This longer-term strategy is our signal that APCASO will be there throughout this process, that we will be working with our partners to ensure that we all keep our eyes on the ball, that resources are available, that capacity is strengthened, that voices from the most vulnerable are heard, that communities are at the centre – that regional objectives are achieved, and that **no one is left behind.**

APCASO has thrived under the leadership of its Executive Director, RD Marte, and has gone from strength to strength in its Bangkok headquarters with its dynamic and highly competent staff team. Our network of partners and supporters continue to grow, while retaining this sense of family and dedication to common causes and activism. The Council of Representatives and Board of Trustees' pride in APCASO has only increased seeing what has been achieved in the

past five years, and we are confident that the network organisation and its partners are poised to take on its next challenge. We are energized by the scope and ambition of APCASO's new mission, **"We bring together and support community and civil society organisations to improve advocacy and community systems in order to secure health, human rights and social justice for key, vulnerable and marginalised communities,"** and are excited to support the work ahead.



Khuat Thi Hai Oanh
Chair, Council of Representatives



Chalernsak Kittittrakul
Chair, Board of Directors

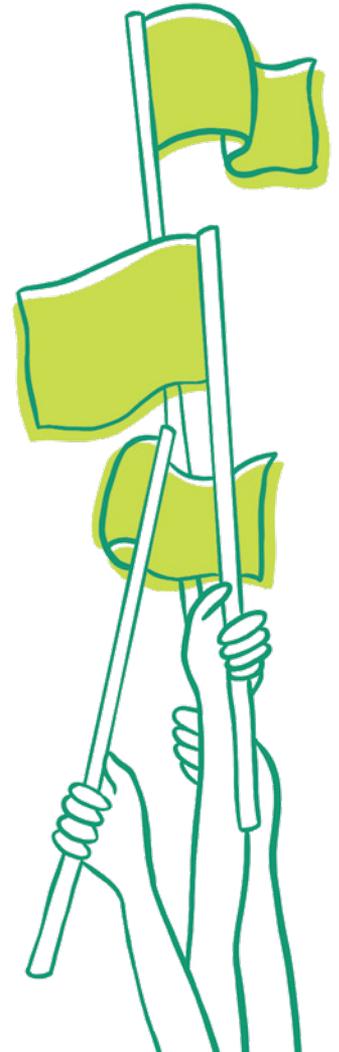
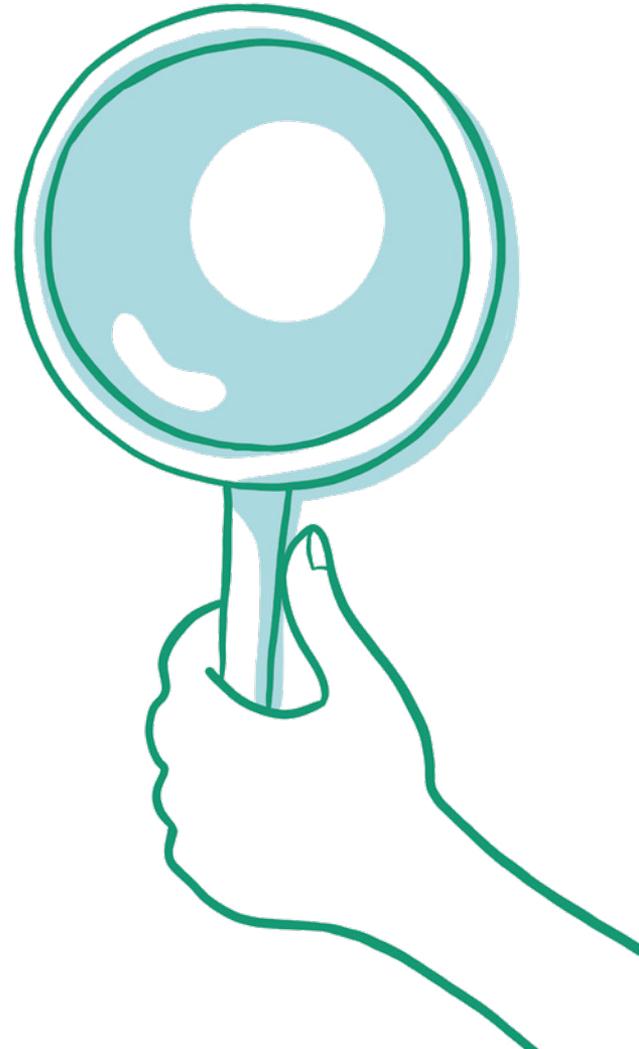


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Terms & Abbreviations

AIDS	Acquired Immunodeficiency Syndrome	MEL	Monitoring, Evaluation and Learning
ART	Antiretroviral Therapy	MSM	Men who have Sex with Men
BoT	Board of Trustees	NGO	Non-Government Organisation
CBO	Community-Based Organisation	PLWH	People Living with HIV
CSO	Civil Society Organisation	PUD	People who use drugs
CoR	Council of Representatives	SDG	Sustainable Development Goals
CRG	Community, Rights and Gender	SW	Sex workers
CSS	Community Systems Strengthening	TA	Technical Assistance
HIV	Human Immunodeficiency Virus	TB	Tuberculosis
LGBTIQ+	Lesbian, Gay, Bisexual, Transgender, Queer, Intersex and others	TG	Transgender people
		UHC	Universal Health Coverage

Key, vulnerable and marginalised communities

APCASO has broadened its focus from key populations affected by or at risk of HIV (MSM, PUD, SW, LGBTIQ+, PLWH), TB (urban poor), and malaria (mobile, migrant and workers in unregulated industries), to include all those communities who experience disadvantage, discrimination, stigma, exclusion, or reduced access to participation in society due to any aspect of their social status or identity, personal, or socio-economic situation. We still see key populations and populations and communities as those who are disproportionately impacted by a condition, and who are also in the best position to contribute to solutions.

Social Justice

APCASO defines social justice as the fair treatment of all individuals in a society, which includes the respect for each person's human rights and dignity, and implying equitable treatment and access to services, participation and opportunity, regardless of – or adapted to – their personal situation or identity.

The Movement

APCASO sees the coming together of different civil society organisations – large and small, old and new – with community members and local leaders, as a movement: a collective energy and effort that will bring about meaningful and sustainable change, and APCASO will continue to play an important role in driving this momentum forward.

Executive Summary

APCASO has come a long way in the last five years, and our experience during this period has deepened our conviction, and broadened our ambition, because we know what can be achieved with a clear vision, passion, hard work, strong partnerships, and a love of what we do. This strategic plan brings together our clearer sense of who we are, what we want, and how we will get there.

APCASO is a regional civil society network organisation that serves as a catalytic platform for advocacy and community systems strengthening for health, social justice, gender

transformation, and human rights for key, vulnerable and marginalised communities in Asia and the Pacific. We envision just, equitable, and inclusive societies that respect, fulfil, and advance the rights for all, thereby enabling equitable access to health, development, and social justice. Our mission is to work towards this vision by bringing together and supporting communities and civil society organisations to advocate and to strengthen community systems to secure health, human rights and social justice for key, vulnerable and marginalised communities.

We believe that if we can:

(a)  **convene & mobilise**

groups representing and serving key, vulnerable and marginalised communities,

(b)  **strengthen**

community systems and civil society, and

(c)  **support**

civil society's leadership in evidence-based advocacy efforts to influence decision-makers and policy processes,

then we will ensure that effective, equitable, sustainable, and resilient systems for health, social justice, and

development will respond to the needs and priorities of the most vulnerable and marginalised communities.

To put this belief into practice, this strategic plan focuses on five areas for change:



Social Justice:

Respect and consideration for social justice, community empowerment, human rights, and gender transformation become the normative approach in health and development responses in Asia and the Pacific.



Improved Health Outcomes:

Health-related policy and programme frameworks are equitable, people-centred, and rights-based; including mental health and well-being; and are prepared to effectively respond to emerging pandemics and other threats and challenges.



Grow and Sustain Health & Rights Financing:

People-centred, rights-based, and equitable investments for health, social justice, and development, are strengthened, diversified, scaled up and sustained to meet the needs of key, vulnerable and marginalised communities.



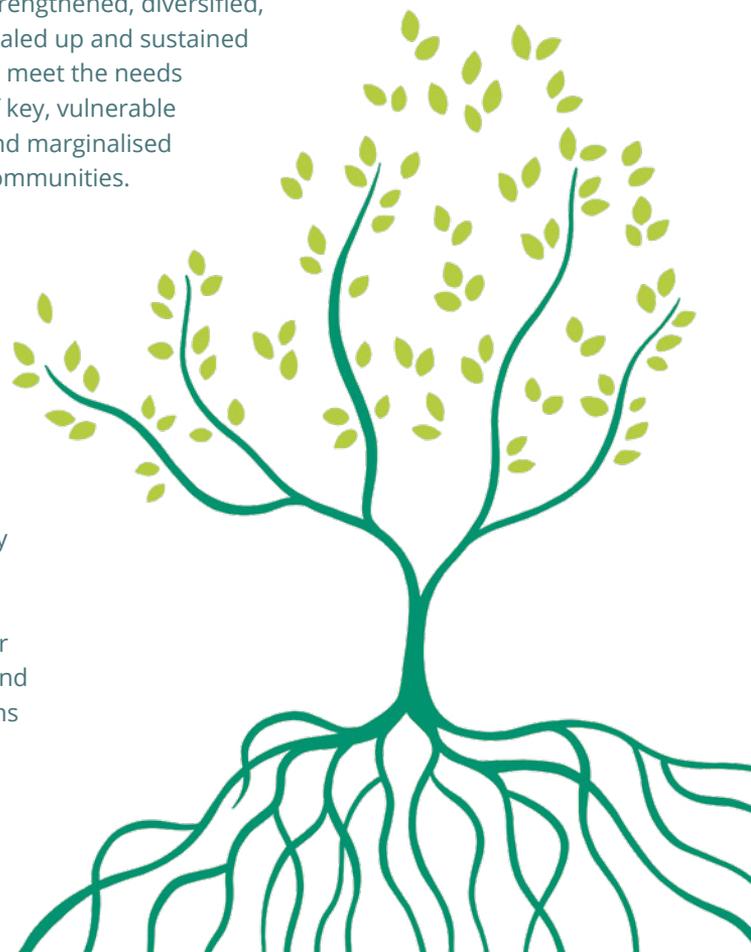
Community Systems Strengthening:

Civil society in the Asia Pacific region lead by example to establish and model best practices and standards on community systems strengthening that achieve health, social justice, and development goals.



Strengthen the Movement:

A strong APCASO convenes, supports, strengthens, grows, inspires and sustains civil society to champion social justice, improved health outcomes, sustained equitable financing for health, and sets best practices and standards on community systems strengthening are supported.



Introduction

A lot can happen in five years. When APCASO developed its first Strategic Plan for 2015-2020, the organisation was known mainly for its work on HIV and AIDS, but it was struggling. The headquarters had just moved from Kuala Lumpur to Bangkok, with barely a cent left to its name, reflective of its mixed reputation with donors. But with the determination and vision of a small group of people who believed in the need and potential of the organisation, jump forward to 2020, and APCASO is stronger than ever. With a powerful network of committed partners across the region, a robust governance system in place, a strong team of highly competent staff, support from a variety of stakeholders, and solid achievements under its belt, APCASO looks ahead to the next ten years with more confidence and ambition than ever.

Meanwhile, the Asia Pacific region continues to be one of the world's most dynamic, making continued progress to further decrease new HIV infection rates, managing tuberculosis, and moving closer towards malaria elimination. While acknowledging the region's diversity, there has been an overall **12% decrease of new HIV infections** and **29% fewer deaths** in the Asia Pacific region between 2010-2019, and progress towards UNAIDS 90-90-90 targets, with **75% of people living with HIV who know their status, 80% who know their status on ART, and 91% of people on ART who have achieved viral suppression**¹. Tuberculosis incidence and death rates continue to fall, but not enough to reach targets, and drug resistant strains are increasingly prevalent, particularly in India and China².



Progress is also uneven towards malaria elimination, with **Sri Lanka now having eliminated the parasite** and other countries on track to eliminate or reach WHO's milestones. However other countries are off track towards these goals – particularly in the Pacific. India still contributes **2% of the world's malaria cases**, however it also achieved the largest drop in cases in the region, **from approximately 20 million to 5.6 million** between 2000-2019³. These diseases continue to affect the most vulnerable and marginalised the hardest, particularly in the absence of universal health coverage.

Positive policy reform that protects rights and freedoms has also been

observed in some countries, but rolled back in others, becoming harsher and more punitive for the most vulnerable⁴. Progress made towards health and other Sustainable Development Goals has been lost as a result of the COVID-19 pandemic at the same time as Official Development Assistance levels have fallen across the world⁵. It has also revealed and exacerbated the systemic weaknesses and inequalities in our health systems that are disproportionately impacting the most vulnerable and marginalised.

Now is the time to increase the pressure for health and social justice, and see the COVID-19 crisis as an impetus to action, not an excuse to step back.

Background to the Strategic Plan

To develop our new Strategic Plan, APCASO consulted nearly thirty individuals both within and outside the network organisation. We sought the opinions of the members of our governance bodies, our leadership, the secretariat, country partners, donors, and prominent individuals in the civil society space. We wanted to understand what they see

as APCASO's key strengths and unique contributions. We wanted to learn what our stakeholders foresee happening in the world that APCASO will need to respond to, and we wanted to make sure that we were aware of our blind spots so that we can continue to improve and strive for excellence and impact.

We found out that APCASO's most recognised achievements in the past five years include:



Building

awareness and capacities of communities and civil society to effectively participate in decision-making and policy-influencing processes.



Leading

impactful campaigns including "The UHC That We Want" and supporting the Global Fund replenishment.



Effectively Expanding

our focus from HIV to include TB and malaria, and now UHC with a focus on rights.



Strengthening and Deepening

our partnership base at the country and global levels.



Catalysing

the creation of new networks, such as ACT! AP and CS4ME, the first global malaria civil society network.



We found out that APCASO's work reflects its commitment to improving the lives of the most marginalised and vulnerable populations, and works with partners in the true sense of partnership, going above and beyond what is required on paper in order to bring about lasting change. We found out that our technical expertise, professionalism, and sense of joy in what we do, are all highly valued by our partners. We also recognise that APCASO needs to do better at measuring and communicating its impact and improving our internal systems in support of this.

The inputs from our stakeholders were reviewed by a core group from

APCASO's Council of Representatives, Board of Trustees, and Secretariat, and over many lively virtual working groups, this Strategic Plan was developed. We believe it builds on our strengths, while pushing us further to take our values, principles, skills, experience and partners to the next level to deliver more health and social justice impact for those in our societies who need the most, led by civil society and the communities themselves.

We are grateful to all those who gave their time, frank reflections, and shared their valuable insights to help us reflect on who we are, what we bring, where we need to improve, and most importantly, where we want to take our work next.

APCASO's Strategic Positioning 2021 – 2030



Who We Are

APCASO is a regional civil society network organisation that serves as a catalytic platform for advocacy and community systems strengthening for health, social justice, and human rights for key, vulnerable and marginalised communities in Asia and the Pacific.



What We Do

APCASO supports and promotes advocacy and community systems strengthening to advance health, social justice, and human rights, including gender transformation for key, vulnerable and marginalised communities.



Vision

We envision just, equitable, and inclusive societies that respect, fulfil, and advance the rights of key, vulnerable and marginalised communities, thereby enabling their equitable access to health, development, and social justice.



Mission

We bring together and support community and civil society organisations to improve advocacy and community systems in order to secure health, human rights and social justice for key, vulnerable and marginalised communities.



Our Theory of Change

If we can:

(a) convene and mobilise groups⁶ representing and serving key, vulnerable and marginalised communities, **(b) strengthen** community systems and civil society, and **(c) support** civil society's leadership of evidence-based advocacy efforts to influence decision-makers and policy processes, **then we can** ensure that effective, equitable, sustainable, and resilient systems for health, social justice, and development respond to the needs and priorities of the most vulnerable and marginalised communities.



Our Focus for Change

APCASO has chosen the following five areas on which we will focus our efforts in the coming ten years to create meaningful change. These areas build on the changes we foresee happening

in the world that we want to influence, and reflect APCASO's values, unique strengths and capacities, and our ambitions for the future.



Social Justice

Respect and consideration for social justice, community empowerment, human rights, and gender transformation become the normative approach in health and development responses in the Asia Pacific region.



Improved Health Outcomes

Health-related policy and programme frameworks are equitable, people-centred, and rights-based; inclusive of mental health and well-being; and are prepared to effectively respond to emerging pandemics and other threats and challenges.



Grow and Sustain Health and Rights Financing

People-centred, rights-based, and equitable investments for health, social justice, and development, are strengthened, diversified, scaled up and sustained to meet the needs of key, vulnerable and marginalised communities.



Community Systems Strengthening

Civil society in the Asia Pacific region lead by example to establish and model best practices and standards on community systems strengthening that achieve health, social justice, and development goals.



Strengthen the Movement

A strong APCASO convenes, supports, strengthens, grows, inspires and sustains civil society to champion social justice, improved health outcomes, sustained equitable financing for health, and sets best practices and standards on community systems strengthening.

Our Core Values



Keep People at the Centre and Leave No One Behind

APCASO's driving value is our commitment to improving the lives and well-being of people, and specifically, the individuals in our communities who are the most vulnerable and marginalised, who face the greatest challenges to being seen and heard, and having their rights and dignity upheld and respected.



Partnership and Collaboration

We believe in partnership in its truest sense, and strive to understand and address the real needs and issues of partners and constituents. We

plan and implement programmes in a participatory and collaborative manner, recognising our local counterparts as the experts in their own contexts and addressing their own problems. We respect the autonomy and right to self-determination of each community, CBO or NGO with regard to their own priorities and methods of organisation.



Impact, Effectiveness and Pragmatism

We are committed to delivering on programme and project commitments, going above and beyond a task description to ensure that strategic objectives result in measurable results and lasting, sustainable change.



Concern for Quality

We consistently set and adhere to high quality standards, processes, outputs and outcomes and continually aspire to improve the professionalism of our services and systems.



Integrity

We pride ourselves on organisational credibility and trustworthiness. We share a strong sense of accountability and commitment to our principles, causes, and partners.



Transparency

APCASO practices organisational accountability by being

open about information and decisions.



Egalitarianism and Fairness

APCASO strives to treat all people fairly and in accordance with every individual's inherent rights. This means using power and authority responsibly, and managing institutional hierarchies in a manner that respects everyone concerned.



Generosity

We share our information and resources openly, and provide technical assistance wholeheartedly and to the best of our abilities, and see this as an inherent mandate to support community system strengthening.

Principles That Guide Us and Our Work

APCASO strongly believes that gender equality and the respect, promotion and fulfilment of the human rights of all persons are essential to advancing and sustaining a just and equitable health and social development agenda. In view of this, APCASO is committed to:



Meaningful involvement of members of key, vulnerable and marginalised communities

including people living with or affected by HIV, tuberculosis, and malaria, in all aspects of social and health development programmes and responses.

Recognising and respecting the central role of community and civil society organisations



in national programmes and policy formulation, financing, implementation and monitoring, especially in seeking accountability from state and non-state duty-bearers.

Non-discrimination in all areas and on any grounds



including in relation to a person's HIV or other health status, gender, sexual orientation, characteristics and expression, religion, age, nationality, ethnicity, occupation, drug use behaviour, ability, location, cultural or social class, or socioeconomic circumstances.

From Values and Principles to Action

APCASO's Strategic Plan is presented in a framework around the five areas it commits to contributing for long-term change. Each area has a ten-year objective, and is supported by proposed strategies to move towards these objectives. These strategies are designed to provide clear direction and guidance, while also affording APCASO the

flexibility and scope necessary to adapt and respond to changes or opportunities. Finally, the Strategy also includes general markers of success to help guide APCASO in recognising progress and success. This is further developed in APCASO's Strategic Plan Monitoring, Evaluation and Learning (MEL) Framework.

Strategic Framework 2021 – 2030

Focus Of Change	10-Year Objectives	Strategies	Markers Of Success
<p>1. Social Justice</p> <p>Respect and consideration for social justice, community empowerment, human rights, and gender transformation become the normative approach in health and development responses in the Asia Pacific region</p>	<p>1.1 Communities understand, internalise and operationalise the concepts of rights & gender:</p> <p>Support partner communities⁷ to sharpen their understanding and strengthen their capacity to operationalise community empowerment, human rights and gender transformation</p>	<p>1.1.1 Develop, share, and utilise tools and policies for unpacking empowerment, rights and gender concepts and operationalising them in health and social justice responses by communities and civil society</p> <p>1.1.2 Design and implement capacity building and technical assistance initiatives on empowerment, rights and gender for communities and civil society</p> <p>1.1.3 Support communities and civil society to operationalise concepts of empowerment, rights and gender</p>	<p>APCASO's information and communication work receives positive feedback and broader circulation from partners</p> <p>There is strong demand, use, and adaptation of APCASO tools, both within and beyond APCASO's immediate network base</p> <p>Partners report improved capacity from APCASO's capacity building and technical assistance</p>



Focus Of Change	10-Year Objectives	Strategies	Markers Of Success
<p data-bbox="140 272 437 328">(Social Justice)</p>	<p data-bbox="480 252 751 419">1.2 Embed empowerment, rights, and gender in policies and frameworks:</p> <p data-bbox="480 451 762 738">Promote and ensure that empowerment, rights and gender approaches are integrated in all new and revised programmes, policies, and frameworks on health and development that affect the region's key, vulnerable and marginalised groups</p>	<p data-bbox="818 252 1106 483">1.1.1 Support country and regional community and civil society partners in their messaging to decision-makers and duty-bearers on empowerment, rights, and gender</p> <p data-bbox="818 515 1098 746">1.1.2 Support the engagement of communities and civil society in country, regional, and global decision-making and framework-setting platforms on health and development</p> <p data-bbox="818 778 1098 1153">1.1.3 Support the convening of community and other stakeholder dialogues for advancing empowerment, rights, and gender, support for community research to gather evidence on the impact of laws and policies on physical and mental health outcomes and rights of marginalised and vulnerable groups</p> <p data-bbox="818 1185 1086 1329">1.1.4 Support evidence-based advocacy to challenge and change restrictive laws and policies.</p>	<p data-bbox="1157 284 1437 427">Examples of improved empowerment, rights and gender-sensitisation efforts by supported partners reaching decision-makers.</p> <p data-bbox="1157 547 1430 715">Supported partners report increased access to and influence at advocacy and decision-making spaces and bodies as a result of APCASO's support</p> <p data-bbox="1157 802 1409 978">Number and nature of evidence-gathering and joint advocacy initiatives undertaken or facilitated within an APCASO partnership</p> <p data-bbox="1157 1217 1422 1297">Examples of laws and policies that improve as a result of advocacy efforts.</p>

Focus Of Change	10-Year Objectives	Strategies	Markers Of Success
<p>2. Improved Health Outcomes</p> <p>Health-related policy and programme frameworks are equitable, people-centred, and rights-based; inclusive of mental health and well-being; and are fit to effectively respond to emerging pandemics and other threats and challenges</p>	<p>2.1 Foster responsive and dynamic health movements:</p> <p>Mobilise civil society organisations and networks to unite in response to critical and emerging health issues to promote inclusion and equity for the most marginalised and vulnerable communities</p>	<p>2.1.1 Convene and mobilise diverse groups to analyse the demand-based health needs of marginalised and vulnerable communities to build evidence base</p> <p>2.1.2 Lead evidence-based advocacy that highlights the intersectionality of emerging health issues – including rights, gender and mental health – to broader health outcomes</p> <p>2.1.3 Monitor advances in digital health and support civil society's engagement to advance health and well-being, while empowering communities in harnessing digital health in a way where rights are upheld, and gender inequities are addressed</p>	<p>Emergence of a stronger community-driven evidence base</p> <p>Advocacy efforts, process and wins result in improved health outcomes for marginalised and vulnerable communities</p> <p>APCASO increases engagement and capacity in the digital health sphere, prioritising on its five focuses for change</p>



Focus Of Change	10-Year Objectives	Strategies	Markers Of Success
<p>(Improved Health Outcomes)</p>	<p>2.2 Contribute to ending the HIV, TB and malaria epidemics in the Asia Pacific region:</p> <p>Support global goals to end the three epidemics by 2030, ensuring the appropriate involvement of communities and civil society, and respect for the needs and rights of key, vulnerable and marginalised communities.</p>	<p>2.2.1 Mobilise, convene and support communities and civil society to engage in national, regional & global efforts to end the HIV, TB and malaria epidemics.</p> <p>2.2.2 Lead evidence-based advocacy efforts to ensure that HIV, TB and malaria elimination efforts respect and uphold rights and gender equality, and address the specific needs of the most marginalised and vulnerable populations.</p> <p>2.2.3 Monitor the implementation of efforts to end HIV, TB and malaria to ensure the continued inclusion and protection of the most marginalised and vulnerable populations.</p>	<p>Increase in civil society engagement in global efforts to end the three diseases</p> <p>Examples of success of APCASO-led or -supported advocacy efforts for improvements for marginalised and vulnerable populations</p> <p>Examples of APCASO's efforts holding decision-makers accountable to improve consideration for marginalised and vulnerable populations in elimination strategies</p>

Focus Of Change	10-Year Objectives	Strategies	Markers Of Success
<p>(Improved Health Outcomes)</p>	<p>2.3 Contribute to the Universal Health Coverage (UHC) that we want:</p> <p>Strengthen political will and financial commitment by governments and donors towards rights-based, gender-transformative and people-centred UHC.</p>	<p>2.3.1 Lead civil society advocacy efforts on UHC from grassroots to high-level forums</p> <p>2.3.2 Monitor financing commitments to ensure greater inclusion of civil society, respect for the needs of vulnerable and marginalised populations, and effective use of funds</p> <p>2.3.3 Ensure the inclusion and integration of mental healthcare in UHC.</p>	<p>Increased political and financial commitments to UHC</p> <p>Evidence of greater inclusion of civil society in UHC plans and implementation through funding commitments</p> <p>Mental healthcare included in UHC advocacy and initiatives</p>

Focus Of Change	10-Year Objectives	Strategies	Markers Of Success
<p data-bbox="145 277 341 443">(Improved Health Outcomes)</p> 	<p data-bbox="480 252 767 387">2.4 Promote the integration of mental health into all health programming:</p> <p data-bbox="480 416 756 560">Ensure that key, vulnerable and marginalised communities have access to the mental healthcare services that they need</p>	<p data-bbox="818 252 1107 544">2.4.1 Build awareness and capacity among communities and civil society to understand and respond to mental health needs and issues facing key, vulnerable and marginalised populations, and linkages with HIV, TB and malaria</p> <p data-bbox="818 576 1107 807">2.4.2 Convene and support civil society representing key and vulnerable communities to share their lived experiences and build evidence on the health outcomes and impact of mental health issues</p> <p data-bbox="818 839 1107 1038">2.4.3 Lead advocacy efforts to increase and monitor resources and support for mental health services as inextricable from physical health</p> <p data-bbox="818 1070 1107 1238">2.4.4 Strengthen community capacity and opportunities to provide community-based mental health services and support.</p>	<p data-bbox="1158 284 1410 459">Development of tools to build capacity to address mental health issues for communities and civil society, including among APCASO's partners</p> <p data-bbox="1158 603 1449 719">Creation of an evidence base of mental health impacts among marginalised and vulnerable communities</p> <p data-bbox="1158 863 1433 1062">Increased funding is available to respond to mental health needs, directed to services and support for key, vulnerable and marginalised communities</p> <p data-bbox="1158 1126 1442 1206">Increase in quantity and quality of community-based mental health initiatives</p>

Focus Of Change	10-Year Objectives	Strategies	Markers Of Success
<p data-bbox="140 245 414 568">3. Sufficient and Sustainable Health and Rights Financing</p> <p data-bbox="140 584 435 815">People-centred, rights-based and equitable investments for health, social justice, and development, are diversified, scaled up and sustained to the meet needs of marginalised and vulnerable populations</p>	<p data-bbox="480 253 767 384">3.1 Effective use and full replenishment of Global Fund resources:</p> <p data-bbox="480 416 767 587">Contribute to full inclusion of communities, civil society, and the needs of key, vulnerable and marginalised communities in current and new Global Fund financing.</p>	<p data-bbox="820 253 1110 576">3.1.1 Advocate for greater consideration and support for communities, civil society, key, vulnerable and marginalised groups in the new Global Fund Strategy, and monitor the appropriate allocation and use of resources to reflect these priorities.</p> <p data-bbox="820 608 1102 746">3.1.2 Play a facilitative role in ensuring the full replenishment of the Global Fund.</p> <p data-bbox="820 778 1110 949">3.1.3 Ensure adequate financing for mental health issues linked to the three diseases is included in the new Global Fund investments.</p>	<p data-bbox="1158 280 1414 427">Increased Global Fund allocations for communities, civil society and marginalised and vulnerable populations</p> <p data-bbox="1158 632 1430 778">Active mobilisation from the Asia Pacific region in support of the Global Fund replenishment goals is recognised</p> <p data-bbox="1158 831 1430 978">Global Fund policy frameworks supporting funding for mental health in new Global Fund investments are developed</p>

Focus Of Change

(Sufficient and Sustainable Health and Rights Financing)



10-Year Objectives

3.2 Broaden the resource base for civil society:

Mobilise new investments from domestic and non-traditional donors to sustain community and civil society leadership in health, social justice, and development efforts

Strategies

3.2.1 Support communities and civil society to successfully advocate for increased domestic financing of health and social justice, including more funding for community-based and civil society efforts.

3.2.2 Support communities and civil society capacity to tap into a more diverse base of funding opportunities.

3.2.3 Engage more multilateral and bilateral institutional donors to increase their support to civil society and community-based initiatives, and for vulnerable and marginalised populations.

Markers Of Success

Increase in domestic financing available for health and social justice, and in financing earmarked for communities and civil society, resulting from advocacy supported by APCASO

Increase in funding from the private sector to civil society, resulting from advocacy supported by APCASO

Increase in long-term institutional donor financing for key, vulnerable and marginalised communities, civil society and community-based initiatives, resulting from advocacy supported by APCASO

Focus Of Change	10-Year Objectives	Strategies	Markers Of Success
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4.
Community Systems Strengthening

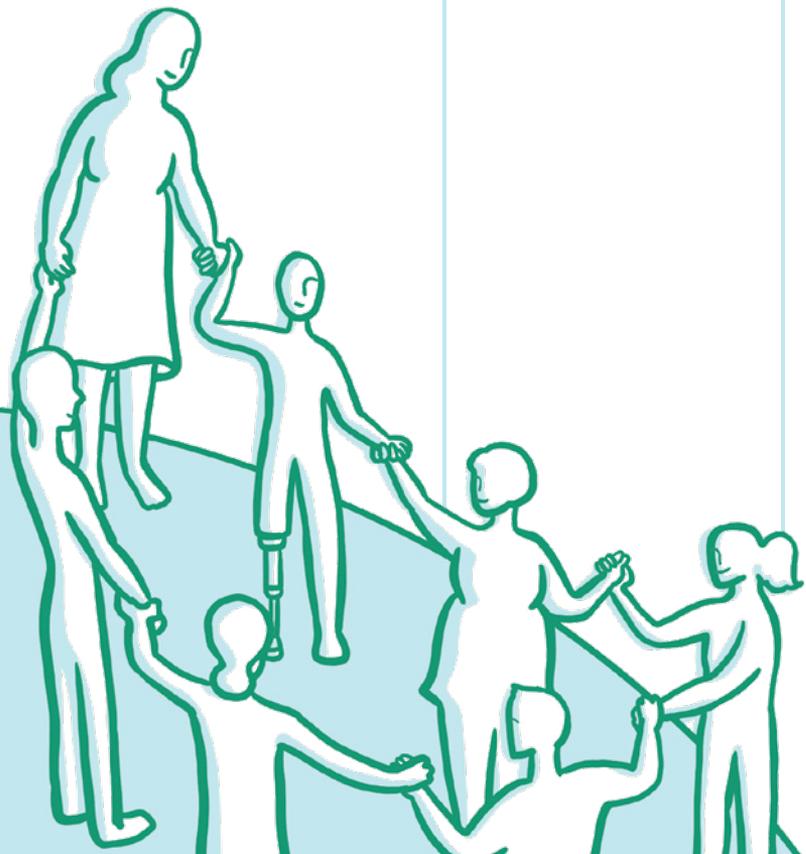
The Asia Pacific region champions and sets best practices and standards on community systems strengthening (CSS) for achieving health, social justice, and development goals

4.1
Community capacity development:

Support the capacity strengthening of the APCASO country and regional community and civil society partnership to operationalise effective health and social justice programming and engagement

- 4.1.1 Support community and civil society capacity development on advocacy
- 4.1.2 Support community and civil society capacity development on networking, connecting, and coordination
- 4.1.3 Support community and civil society capacity development on organisational and leadership strengthening
- 4.1.4 Support community and civil society capacity on and monitoring and evaluation

- Partners increase their understanding of and capacity to advocate
- More communities establish meaningful links and increased influence with decision-making bodies
- More communities are organised and are agile to respond to health crises
- More communities institutionalise monitoring and evaluation in their programming.



Focus Of Change	10-Year Objectives	Strategies	Markers Of Success
<p>(Community Systems Strengthening)</p>	<p>4.2 Promote CSS as both a means and an end:</p> <p>Promote and ensure the embedding and funding of CSS approaches and interventions in the formulation or reformulation of key legal, policy and programme frameworks on health and development that affect the region's most vulnerable and marginalised populations</p>	<p>4.2.1 Advocate to governments, donors and technical partners for the adoption of and investment in CSS as a fundamental component of resilient and sustainable systems for health</p> <p>4.2.2 Catalyse and ensure realisation of community and civil society perspectives and recommendations on how to operationalise CSS within health systems</p>	<p>Advocacy wins result in embedding CSS interventions within health responses, including emergence of new and sustained investments for CSS interventions</p> <p>Decision-making spaces on health institutionalise the participation of key, vulnerable and marginalised communities</p>

Focus Of Change	10-Year Objectives	Strategies	Markers Of Success
<p>5. Movement Building</p> <p>A strong APCASO convenes, supports, strengthens, grows, inspires and sustains civil society to champion social justice, improved health outcomes, sustained equitable financing for health, and sets best practices and standards on community systems strengthening</p>	<p>5.1 Strengthen the Movement:</p> <p>Embrace the diversity of the region to strengthen and deepen the movement and prepare for the future</p>	<p>5.1.1 Increase inclusion, participation and representation of more sub-regions to reflect and respond to the region's diversity and complexity in APCASO's advocacy efforts</p> <p>5.1.2 Invest in holistic development of community and civil society leaders to strengthen the future of the movement</p> <p>5.1.3 Support partners to strengthen their technological and digital literacy</p> <p>5.1.4 Support emergence of a strong regional gender network to advance focus on gender transformation to promote health</p> <p>5.1.5 Invest in APCASO as a Centre of Excellence in Community System Strengthening and Social Justice for marginalised and vulnerable populations</p> <p>5.1.6 Expand and diversify APCASO's donor base</p>	<p>Greater participation and representation of more sub-regions, e.g., North Asia, East Asia, the Pacific.</p> <p>More local organisations strengthen their capacity, experience, reputations, networks, and funding-base</p> <p>Civil society partners are more aware of their digital health rights and harnessing advances in technological platforms to promote their advocacy and programming</p> <p>Emergence of a united gender network in the region</p> <p>Recognition of APCASO as a Centre of Excellence in Community System Strengthening and Social Justice</p> <p>Increased and diversified funding from varied donors, including increased institutional support</p>

Focus Of Change	10-Year Objectives	Strategies	Markers Of Success
<p data-bbox="145 277 344 395">(Movement Building)</p>	<p data-bbox="480 253 663 352">5.2 Deeper Partner engagement:</p> <p data-bbox="480 381 754 491">Enhance the connections between and contributions of partners towards a shared vision</p>	<p data-bbox="818 253 1038 368">5.2.1 Strengthen learning and linkages between country partners</p> <p data-bbox="818 399 1075 512">5.2.2 Strengthen connection of civil society with its host country government</p> <p data-bbox="818 542 1085 683">5.2.3 Continue to invest in long-term and trust-based partnerships with local organisations</p> <p data-bbox="818 713 1102 853">5.2.4 Channel funding to country partners to support locally-led initiatives and continued capacity strengthening</p>	<p data-bbox="1157 285 1436 368">The occurrence of cross-country and South-South learning and idea exchange</p> <p data-bbox="1157 429 1445 539">Greater support and recognition from national government host authorities for APCASO</p> <p data-bbox="1157 569 1436 679">Partners continue to report high levels of satisfaction with APCASO's partnership with local organisations</p> <p data-bbox="1157 740 1390 823">Increased funding channelled to country-level initiatives</p>



Focus Of Change	10-Year Objectives	Strategies	Markers Of Success
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(Movement Building)

5.3 Effective Secretariat:
Strengthen and sustain the systems and capacity of the APCASO Secretariat to facilitate and support its mission, and exceed the expectations of its partners

- 5.3.1 Strengthen internal operational and financial systems
- 5.3.2 Strengthen M&E systems
- 5.3.3 Strengthen communication systems and strategic outputs
- 5.3.4 Develop personnel onboarding and development system

Improved response time and efficiency in delivery

Timely submission of accurate financial reports

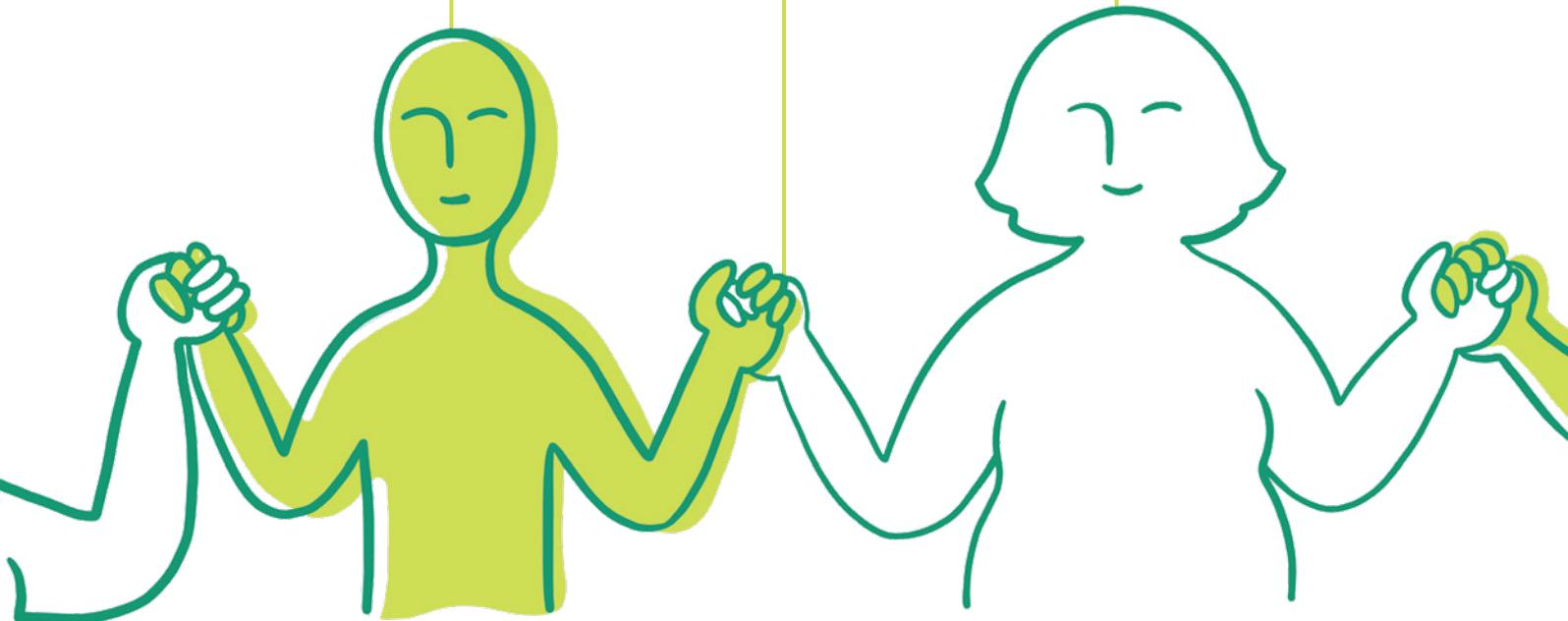
APCASO is able to report on organisation-wide outcomes

Increased visibility for the work carried out in the region.

APCASO staff are onboarded smoothly and are satisfied with their professional development progress and opportunities



Focus Of Change	10-Year Objectives	Strategies	Markers Of Success
<p>(Movement Building)</p>	<p>5.4 Transparent Governance:</p> <p>Maintain and enhance the effectiveness, transparency and accountability of APCASO's governance structures</p>	<p>5.4.1 Foster greater engagement and cross-learning between the Council of Representatives and Board of Trustees</p> <p>5.4.2 Ensure clear and transparent separation of responsibilities</p> <p>5.4.3 Succession planning in place</p>	<p>Streamlined guidance and engagement from the CoR and BoT</p> <p>Broader participation of new members in APCASO's governance structures</p> <p>Emergence and recognition of new leaders throughout the network</p>



APCASO's Governance & Management Structures



The structure of APCASO is designed to ensure sound oversight of the network organisation, with clear roles and responsibilities to ensure transparency and accountability. APCASO's governance structures are the Board of Trustees and the Council of Representatives, and its management and implementation functions are delegated to the Executive Director who provides management and oversight to the Secretariat. Each of these bodies brings different skills and perspectives, and engage with each other to continually reflect and review on APCASO's strategy and impact.

Board of Trustees

The Board of Trustees (BoT) is responsible for the overall governance of APCASO. It delegates the strategic direction setting of APCASO to the Council of Representatives, and the management and execution of day-to-day functions to the Executive Director. The Board was established in accordance with the national laws of APCASO's host country, Thailand, and includes five prominent members from Thai's civil society, and health sector.

Council Representatives

The Council of Representatives (CoR) plays the lead role in providing strategic direction for APCASO and is a deliberative, advocacy and networking

body. The Council is comprised of key players at the country and regional level with its members elected from focal point organisations, whose individual and collective experiences of, and expertise in, issues related to health, and social justice make them well-placed to guide APCASO in developing the necessary responses.

Focal Points

At the country level, APCASO's partners, or Focal Points, are leading health and social justice organisations that bring together organisations and communities for unified support and advocacy action in addressing issues of shared concern, and to work towards community system strengthening. Focal points are the essential link between the country and regional levels, ensuring that local challenges, messages, and lessons learned are elevated to contribute to the broader agenda.

The Secretariat

The Bangkok-based Secretariat is responsible for the daily operations of APCASO to ensure its fulfilment of the goals, objectives, strategies and activities laid out in this plan. It is led by an Executive Director and includes a growing team of full-time and part-time staff with both technical and operational expertise.

Acknowledgements

APCASO's Strategic Plan 2021-2030 is the culmination of the efforts, time, goodwill and generosity of many partners and stakeholders, both across and outside the region. APCASO expresses

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APCASO's Incredible Network of Partners and Supporters

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End Notes

¹ <http://aidsinfo.unaids.org/>

² [WHO Global Tuberculosis Report 2020](#)

³ [WHO World Malaria Report 2020](#)

⁴ [Legal and policy trends impacting people living with HIV and key populations in Asia and the Pacific 2014–2019](#)

⁵ <https://devinit.org/resources/aid-data-2019-2020-analysis-trends-before-during-covid/#section-1-1>

⁶ Groups may include community-based organisations, non-governmental organisations, networks etc.

⁷ Partner communities initially include country focal point partners and their networks, followed by other regional community and civil society networks representing or serving marginalised and vulnerable populations which APCASO engages. APCASO envisions extending this objective to engage broader community and civil society, and provide tools and models for all – both within and beyond the Asia Pacific.

Copy-editing: Mangala Namasivayam and RD Marte

Publication coordination: Pattariya Maleehom

Illustration and design: Ladyfingers Co.





APCASO

66/5, 33 Tower, Soi Sukhumvit 33,
Sukhumvit Road, Klongton Nua, Wattana
Bangkok 10110, Thailand

Phone: +66 (0)2 044 8800

www.apcaso.org