

Training Workshop on Emergency Management and Disaster Response

How to conduct simulation exercise (SimEx)

10-12 December, 2025



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I. Executive Summary

The “Training Workshop on Emergency Management and Disaster Response” was held in Manila, Philippines on 10-12 December 2025 with the aim of strengthening ASEAN Members’ capacity to plan and conduct simulation exercises (Sim-Ex) for animal health, veterinary public health emergencies and bioterrorism. With the region facing recurring incursions of major transboundary animal diseases, the workshop addressed the urgent need for stronger emergency preparedness systems, clearer coordination mechanisms, and improved cross-border collaboration.

As part of WOAHA’s broader emergency management efforts under the Disease Prevention Control (DPC) South-East Asia (SEA) Project (DPC SEA Project), the workshop introduced participants to the principles of SimEx scope and design, the range of exercise formats, and the core components required for their effective planning and implementation. Technical presentations introduced participants to the principles, logic and design of SimEx’s with practical group work allowing Members to explore how to define SimEx aims and objectives, select appropriate exercise types, develop exercise scenarios and injects, and manage roles, logistics, documentation and communication.

A 2.5-day training workshop was conducted to strengthen national and regional capacity in designing, implementing, and evaluating Simulation Exercises (SimEx) for animal health emergency preparedness. The programme covered WOAHA guidelines; principles of exercise design; exercise scope, types, and core components; stakeholder roles and coordination; SimEx management and logistics; use of digital tools; and techniques for effective facilitation and documentation. Participants applied learning through structured group exercises based on transboundary animal disease, zoonotic, and agro-security scenarios, including FMD, PPR, HPAI, rabies, and deliberate bio-threat event. The workshop concluded with sessions on exercise evaluation, lessons learnt, and best practices, supported by regional and country case studies from the Philippines, Indonesia, Bhutan, and ASEAN multisectoral simulation exercises.

Participant feedback has indicated that the training was effective, with participants rating it “Very Good” or “Excellent.” Comparison of pre- and post-training surveys indicated substantially enhanced knowledge, with the proportion of participants reporting high familiarity with WOAHA guidelines increasing to 33%, and those reporting moderate familiarity rising from 10% to 43%. Further the survey results showed a strong increase in participants’ confidence in selecting the most appropriate SimEx type and scope, and their ability to plan an exercise increased to 52%, facilitating an exercise rose from 10% to 52% (42% increase), and those not confident fell from 19% to 0%.

To strengthen future trainings in SimEx knowledge, the benefits and implementation requirements, participants suggested more interactive presentations, more examples, and increased hands-on practice to deepen their

understanding. Participants further requested additional training on evaluating SimEx's and that opportunities for real, full-scale simulation practice be provided.

To consolidate training and the knowledge gained and to ensure clear recommendations on the benefits of running SimEx's were taken back to their countries, participants developed proposals for SimEx's that should be conducted in their countries in the next year, or shortly thereafter.

The training team also reviewed the workshop, as documented in this report. Overall, the workshop went well and its objectives were achieved, however a number of opportunities and limitations were identified that should be addressed and this would make the workshop more effective. The technical presentations need a full review with a review and consolidation of each session's objectives, the content and time allowed improvement to PowerPoint graphics and layouts and increased use of examples and dynamic discussions. The introduction of the four main SimEx types early on was important so participants understood the range of options available, but the workshop should then have initially concentrated on the simpler exercise types (drills and simple desktop exercise) to ensure participants' understanding before addressing the more complex functional and full-scale exercises. Greater time was required on a number of topics including advocacy to seniors/decision makers, exercise planning timelines, communications, logistics, core inputs and evaluation. Though the group exercises worked well with good levels of energy being retained these could be further strengthened with additional time and more structured facilitated activities.

A concern identified in the workshop was the limited knowledge of many of the participants of the status of the emergency preparedness and response systems in their countries and their variable prior exposure to SimEx's. It is imperative for a SimEx programme to be optimised that well-developed, documented emergency response plans are in place, and that governance and organisational structures are clearly defined.

Key recommendations

1. Members to share and review their emergency preparedness and disease control plans and simulation exercises conducted in 2024/2025 and proposed in 2026.
2. Members are encouraged to share simulation exercise to WOAHP for publication (*more information [here](#)*)
3. Members and partners to share other existing and planned, national SimEx activities.
4. Members and partners to promote awareness and advocate for resources for national and subnational SimEx.

5. Member to enhance national capacities to plan, conduct and evaluate SimEx.
6. Member and partners continue to develop Member's community of practice for emergency preparedness and response.
7. WOAHA to organise cross-border SimEx to assess regional coordination, improve information sharing, and strengthen communication between Members and stakeholders.
8. Members to further develop and implement draft country Sim Ex's Plan developed during this event.
9. Workshop agenda/timing, materials and activities to be formally reviewed and adjustments made to enhance future SimEx training courses.
10. Imperative that prior to developing a SimEx programme that countries have well-developed, documented emergency response plans in place and that governance and organisational structures are clearly defined.

II. Acknowledgement

WOAH convey our sincere appreciation to the core coordination group, composed of Bureau of Animal Industries (BAI), Philippines technical staff, experts i.e J. Weaver, L.Loeh, N. Pholperm and personnel from the World Organisation for Animal Health (WOAH), N. Ketusing, A.Sutar, K.Rinzin, B. Valdehuesa, Y. Thanaboot, S. Renaudin, , S. Boermbasertsuk, L.Nake, D. Donachie, M. Wimmers , and WOAHA Intern T. Siripatumanant for their support.

We also extend our gratitude to personnel from the BAI and other government officials from the Agriculture Ministry who assisted and participated in the workshop including dignitaries and staff Dr. C. Palabrica Dr C. Daquigan, Dr B. Albarece, O. Cabanayan, J. Garcia, J. Cruz, K.Junesan, C.Castro, R. Guevarra and other BAI staff.

Thanks, are also due to the WOAHA Members i.e Brunei Darussalam, Cambodia, Indonesia, Laos PDR, Malaysia, Myanmar, Philippines, Singapore, Thailand, Timor-Leste, and Vietnam their participation and efforts during the training workshop provided vital information that contributed significantly to the event outcome and partner Food and Agriculture Organisation of the United Nations (FAO).

The training workshop was coordinated by A.sutar on behalf of WOAHA.

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III. Context

Repeated animal health emergencies in ASEAN countries have highlighted the critical importance of prevention and emergency preparedness to reduce impacts on health, livelihoods, and the environment. Veterinary Authorities (VAs) play a critical role in managing transboundary animal diseases (TADs) through surveillance/early detection and effective response through improved biosecurity, isolation/movement control, vaccination, etc. Over the past decade, the region has faced multiple incursions of diseases such as ASF, FMD, LSD, PPR, and rabies, underscoring the need for strong national and regional coordination among competent authorities (*that is a Governmental Authorities of a Member Country that have the responsibility in the whole or part of the territory for the implementation of certain standards of the WOA [Terrestrial Code](#)*) and stakeholders.

WOAH is strengthening its global and regional support for emergency management, preparedness and response and the [Technical item on emergency management](#) at the 89th WOA General Session in 2023 outlined the global context, threats, planning tools, and systems available to better manage emergencies. This highlighted the role of Veterinary Services (VS) and the Aquatic Animal Health Services in addressing emergencies and pandemics and emphasised their critical role in ensuring emergency preparedness and response. WOA formed an *ad hoc* group to prepare a new chapter in the TAHC on emergency management. This chapter will define core principles and terminology and support the VS in navigating today's increasingly high-risk environment. WOA conducted a [Sub-Regional Workshop on Emergency Management](#) for South-East Asia (SEA) in August 2024 with the objective of familiarizing Members of the region with the principles, concepts, standards, guidelines, existing tools and regional frameworks available to strengthen the emergency preparedness and response capacities and capabilities in the region

Under the Disease Prevention Control (DPC) South-East Asia (SEA) Project, emergency management is a key focus area, addressing prevention,

preparedness, response, risk communication, and emerging threats, to enhance the region's capacity to manage the increasing risk of animal health emergencies.

It is recognised that simulation exercises are critical for testing and enhancing emergency preparedness and response systems, help to validate contingency plans, and to assess and develop the capability of VS to respond to emergencies. WOAHA has developed [Guidelines for Simulation Exercises](#) aligned with international standards to facilitate collaboration between VS and other agencies and stakeholders involved in emergency planning and response.

The **Emergency Management and Disaster Response Training Programme** is being implemented in two phases: **Phase I (2025)**: A training workshop was held on *How to Conduct Simulation Exercise*. This training workshop aimed to strengthen Members' capacity to recognise the need for design and conduct of simulation exercises including a cross-border exercises. **Phase II (2026)**: Cross-border simulation exercises will be organised to provide a platform for the training to be applied in practice at the regional level. This second phase aims to enhance cross-border coordination, improve information sharing, and strengthen communication between Members and stakeholders.

IV. Aims and Objectives

This Phase I workshop's aim was to develop country capacity to design and conduct simulation exercises to test and strengthen national and regional emergency preparedness, contingency plans and the overall readiness of the VAs. The objectives were as follows:

1. Socialisation of the WOAHA Guidelines on Simulation Exercise.
2. Raised awareness of the benefit of conducting simulation exercises to enhance systems of emergency prevention, preparedness and response.
3. Improved understanding of the range and format of simulation exercises available, with their advantages and limitations.
4. Development of participants' ability to identify their priorities for simulation exercises and how to design, conduct and evaluate a simulation exercise.
5. Assurance that lessons learnt are documented and actioned from completed simulation exercises.
6. Strengthened cross-border collaboration and cooperation between VAs and border control agencies of neighbouring countries.

V. Technical sessions and group exercise summary

For details on time slots and presenters, please see Annex I “Agenda”

Day 1: introduction to Simulation Exercises (SimEx)

The opening ceremony, held on 10 December 2025, featured remarks from distinguished dignitaries, including Dr Christian Daquigan, Officer-in-Charge and Director of the Bureau of Animal Industry (BAI); Dr Benjamin Albarece, Assistant Secretary of the Department of Agriculture, Philippines; Dr Naree Ketusing, WOAHA Sub-Regional Representative for South-East Asia (SRR SEA) and Dr. Constante Palabrica, Chief Veterinary Officer and WOAHA Delegate, Undersecretary for Livestock, Department of Agriculture, Philippines

Speakers highlighted the increasing emergence and re-emergence of transboundary animal diseases (TADs) in the ASEAN region, including African Swine Fever, Foot and Mouth Disease, Lumpy Skin Disease, rabies, and the recent detection of Peste des Petits Ruminants. These diseases continue to threaten livelihoods, food security, public health, and regional trade, underscoring the need for strong cross-sectoral and cross-border coordination. Strengthening preparedness through simulation exercises was emphasized as a critical component of resilient animal health system.

1. Why Simulations matter

The presentation outlined the context of WOAHA’s Emergency Management Programme and provided an overview of WOAHA Guidelines on simulation exercises. These guidelines are aligned with WOAHA standards and are scalable across capacities and resources. The presentation emphasised that effective SimEx implementation requires careful planning, delivery, and learning. Simulation exercises enable agencies to identify gaps in plans and strengthen preparedness and develop human resource capacity before real animal health emergencies. The WOAHA SimEx guidelines support Veterinary Services in adopting an all-hazards approach, including veterinary public health and bioterrorism. The case studies discussed included Exercise Phoenix, which enhanced coordination between VS

and law enforcement for agro-terrorism response, and the ASEAN Joint Multisectoral Outbreak Investigation and Response (JMOIR), a tabletop exercise (TTx), which brought together animal and public health sectors to improve understanding of the roles, responsibilities and procedures to plan and conduct cross border outbreak investigation and response.

The session also presented the benefits of conducting simulation exercises, highlighting the importance and benefit of preparedness in mitigating the impact of animal health emergencies in the country. It emphasised the benefits of protecting human and animal health, ensuring economic stability, and maintaining international trade. The presentation also stressed the importance of preparedness and building institutional capacity, fostering trust, and enhancing surveillance and resource mobilisation.

The results of the pre-training questionnaire were presented to the participants. Responses were received from 21 participants representing all the 11 countries attending. The questionnaire gathered information on participants' previous experience with simulation exercises (SimEx), as well as their learning needs and expectations.

2. Principles of exercise design

Context and information provided

Simulation exercises validate procedures, address gaps from incidents or evaluations, and build Veterinary Services' preparedness and response capacity. Before planning SimEx, an assessment needs to be carried out to identify shortcomings in the current veterinary emergency preparedness and response at country and regional level. This needs assessment can include objectives, root cause analysis of previous responses, changes/limitations in legislation, policy, procedures, or contingency plans and previous PVS evaluations. Securing senior management approval and funding are necessary.

The next steps are to define the aim and objectives of the SimEx. The aim can be defined by assessment needs, document review, stakeholder consultation. The objectives must be defined by reviewing the aim, networking/brainstorming, drafting SMART objectives, and prioritisation of these objectives.

As an example, the representatives of the Philippines reported on their SimEx experiences.

Key findings and recommendations from the session that need further emphasis and review in future sessions:

- Greater emphasis is needed to increase the knowledge and definitions of aims, outcomes, objectives, and outputs.
- The skill level and experience of the participants varied widely; this made focused teaching difficult.

3. Exercise Scope and Type

Context and information provided

Generally, there are four types of SimEx (table-top, drill, functional, full-scale). The type of SimEx depends on the aim and objectives. Advantages and disadvantages of the types of SimEx were discussed and summarised in tables. Participants were referred to the WOAHA and WHO manuals. Choosing the right type and scope are imperative to ensure success and avoid pitfalls. Factors to consider when choosing the type and scope are the aim, objectives, capacity and resources, experiences and coordination. The advantages of correctly chosen SimEx are that they strengthen skills through realistic rehearsal, validate contingency plans and command structures, test Emergency Operations Centers and information systems and reveal resource gaps: equipment, personnel communications and others. Exercise findings can be turned into prioritised recommendations and plans

Key findings and recommendations from the session that need further emphasis and review in future sessions:

- 1) The Group exercise revealed that there was insufficient knowledge to develop a SimEx with the right scope and type. Especially the SimEx types: Drill and Functional
- 2) Needs more time with the use of detailed examples of decision-trees/flow diagrams.
- 3) Useful for this topic (and other topics too) to develop decision-trees/flow diagrams/other frameworks to make scoping/methodology needs and timing for evaluation more accessible.
- 4) Each simulation exercise can be organised using a combination of different types. However, there is no clear guideline or decision tree to define which type of simulation exercise is most appropriate for a country. Therefore, it is important to take all key contexts into consideration during the selection process, with the aim of choosing the most suitable and feasible simulation exercise for the country.
- 5) The exercise should also be planned as a series, using different types and scopes. This approach helps ensure that resources and efforts are used effectively to achieve the country's national goals and priorities

4. Planning and logistics

Context and information provided

'Core components' are SimEx elements such as the scenario, injects, participant roles, timelines, Evaluation and AARs. Core components are key to running a successful SimEx and can be very complex, especially in more multi-faceted, blended and/or FSX.

Core components need to be well developed and piloted and should cover all aspects of the SimEx including elements such as:

1. Exercise management and steering/oversight
2. Exercise control and management structure

3. Exercise aim(s) and objectives
4. The scenario
5. Injects & stimuli
6. Role definitions
7. Exercise timelines/ Master Schedule of Events (MSEL)
8. Exercise materials/background materials and documentation
9. Communications & information flow
10. Logistics, resources & facility/space requirements
11. Evaluation framework
12. After Action Review (AAR), lessons learnt, Action Plan and follow up protocols

Key findings and recommendations from the session that need further emphasis and review in future sessions:

- Greater emphasis on the separation and potential benefits of running simpler targeted TTX and drill exercises, and the option of running blended SimEx need to be made clearer.
- Importance of pre-training and awareness of participants and what they should expect/be expected of them.
- Critical need to pilot/pre-test materials and then to consolidate and revise MSEL as a basic guide for the timeliness and maintaining energy in the exercise; contingency plans required for when the timeliness/the injects from the MSEL are insufficient to achieve this.

Day 2: Development of a SimEx

5. Managing exercises

Context and information provided

To develop a successful SimEx an exercise planning team should be formed to make decisions, including the selection of the exercise type, aim, objectives and participants.

Depending on the type and size of the exercise this planning team can consist of: A) Exercise Manager to manage the entire process and execution of the SimEx. B) Personnel present on this team may include technical experts, staff responsible for health and safety, logistics, administration, and communications.

To run a SimEx successfully, again depending on the size and type of exercise, an exercise planning team has the role of managing or conducting the exercise. In addition, facilitators, controllers, players, observers, external stakeholders, and possible private sector and communications contributors are needed.

All personnel need pre-SimEx training and engagement. The purpose of these trainings is: understanding the roles, procedures and expectations of the SimEx. These trainings need to strengthen operational readiness and coordination. Conclusion: Pre-training is a critical component of preparedness and contributes directly to exercise success.

Budget and resource considerations include venue and facilities, personnel costs, IT and equipment, materials, logistics, and contingency funding.

Key findings and recommendations from the session that need further emphasis and review in future sessions:

- Risk of information/information detail overload. It is really important to get good ownership/understanding of exercise documentation.
- However, it turned out to be a good topic for group exercise. The groups came up with very clear management structures and roles.
- As the exercise may involve managing stakeholders with different mandates, the planning team should ensure that each stakeholder understands both the benefits that preparedness activities bring to their organisation and the relevance of these activities to their specific responsibilities. This shared understanding will help emphasise the engagement and encourage active participation from all participants

6. Exercise communication and facilitation

Maintaining Engagement & Handling Unexpected Actions

This presentation provided techniques for facilitators to keep participants engaged and manage discussions effectively. It introduced behavioral science frameworks like the Capability-Opportunity-Motivation- Behaviour(COM-B) model and Easy-Attractive-Social- Timely (EAST) to understand and influence participant behaviour. Additionally, it provided strategies for handling unexpected actions or "off script" moments without disrupting the exercise flow as follows;

Top 5 Priority Tips for Managing Unexpected Actions

This guide provided five actionable strategies for controllers to handle participant actions that deviate from the script. It prioritised using "injects" to re-align the scenario and apply the "Pause–Plan–Play" method for immediate control. The tips also emphasised coordination between controllers and evaluators to maintain learning value.

Top 5 Priority Time-Management Tips

This resource listed five essential best practices to ensure simulation exercises run on schedule. It advised starting with a detailed, realistic timeline and assigning

a dedicated timekeeper to monitor progress. Key recommendations included pre-testing all logistics to prevent delays and delivering injects precisely on time to maintain the exercise's momentum

Key findings and recommendations from the session that need further emphasis and review in future sessions:

- 1) It is crucial to study and understand stakeholders prior to their initial engagement.
- 2) Continued practice of communication techniques will help users apply them in a natural and effective way.

7. Exercise Documentation

Context and information provided

Developing clearly defined and documented aims and objectives, the SimEx scenario and mapping stakeholders, preparing supporting exercise materials, exercise timelines/injects and MSEL will ensure a well-run and effective SimEx is delivered. It is imperative that the plan aligns with emergency plans/SOPs.

Writing exercise plans and facilitator guides can be considered in stages and by focus/direction:

1. Preparation (Before writing begins)
2. Writing the exercise plan (Player-facing document)
3. Writing the facilitator guides (Controller/evaluator document)
4. Writing/accessing supporting documents/resources
5. Timing & control of play (MSEL)
6. Finalization and piloting/pre-testing

Key findings and recommendations from the session that need further emphasis and review in future sessions:

- Risk of information/information detail overload. It is really important to get good ownership/understanding of exercise documentation.
- Needs greater use of examples/templates – and would be a good topic for group exercise.
- Further importance of preparation and piloting could be expanded in an exercise which could look at communications/active listening and injects more generally.

8. How to evaluate exercises

Context and information provided

Critical – or why are we running a SimEx at all, that is we are wasting time and money for no or very limited benefit! Key objective of a SimEx evaluation:

1. Verify whether exercise aims/objectives were met
2. Identify strengths, gaps and lessons in systems and capability
3. Assess plans, ToRs, SOPs, communication, lines of delegation and decision-making
4. Assess activities: problem solving, response management, decision making/timeliness, communications...
5. Assess documentation and information exchange – accuracy and completeness
6. Assess use of tools (ICS, ToRs, SOPs, lab systems, etc.)
7. Assess resources, logistics, and constraints
8. Assess communications, interagency coordination, stakeholder engagement, etc
9. Identify evidence-based gaps and limitations and so improvements required to strengthen emergency preparedness and any future responses
10. Use a 'root cause analysis approach' to identify critical needs and limitations
11. Identify training needs, policy change, and budget/resource allocation.
12. Note: the evaluation should cover all stages of the SimEx: design, material development, set-up, conduct and the evaluation itself!

Exercise output should include:

- An 'Exercise Report' on the SimEx itself
- An Evaluation report of the strengths, gaps and limitations of the system(s) being assessed

Critical is the need to develop an 'Action Plan' that can be presented and agreed to by seniors with responsibilities and timelines to ensure lessons learnt are not lost

Key findings and recommendations from the session that need further emphasis and review in future sessions: It needs more time with the use of detailed examples and templates with application in discussion groups and then review/open plenary discussions. Useful for this topic (and other topics too) to develop decision-trees/flow diagrams/other frameworks to make scoping/methodology needs and timing for evaluation more accessible. Importance of reporting and how these should be structured for different target audiences... and the critical importance of high impact, well written Executive Summary.

9. Lessons learnt and best practices

Context and information provided

Presentation with discussion on common pitfalls and how to avoid them, real world examples, and practical tips for success. Highlighted pitfalls were:

Design phase:

1. Objectives that are vague, too many, or not measurable
2. Exercise type not matching the objective
3. Scenario unrealistically easy or impossibly difficult
4. Scope too wide for available resources and 'scope creep'
5. Inadequate mapping of stakeholders, participants and roles

Implementation phase:

6. Lack of trained controllers, evaluators, and facilitators
7. Poor communication flow during exercise
8. Exercise becomes a seminar instead of a simulation
9. Over-reliance on assumptions
10. Unrealistic/inadequate resourcing and logistics
11. Controllers inject too much or too little information

Evaluation phase:

12. No structured evaluation tools
13. Failure to capture decision points and consequences
14. Soft or overly positive After-Action Reports
15. Lack of actionable recommendations
16. No follow-up mechanism

Cross-cutting:

17. Underestimating the importance of logistics
18. Inadequate preparation time
19. Ignoring One Health / intersectoral considerations
20. Overlooking political and community communication

Key findings and recommendations from the session that need further emphasis and review in future sessions:

- The imperative need to plan SimEx well and to manage SimEx aims/objectives, budget/resources and preparation timelines.
- The adage 'less is more' is emphasized with smaller, more focused SimEx being easier to design and run and to deliver against their defined aims and

objectives. A programme of SimEx's will be required to assess and further develop emergency preparedness and response.

- SimEx's are only useful when an 'emergency system' has been established with definition of roles, SOPs etc., and training and familiarisation of staff and others; note however that a SimEx may have a very narrow defined aim and set of objectives e.g. packing a diagnostic sample, putting on/taking off PPE.
- Communication internal to VS and external with stakeholders is critical to success and to manage any possible risk to politicians/leaders and others.

Group exercises

A series of group exercises were run each day. Day 1 exercises covered SimEx aims and objectives, exercise type and scope and core components. Groups were set up randomly seated at round tables with butcher's papers and designated rapporteurs. Facilitators supported the group discussions. The outputs from each group were presented back at a plenary session with further discussions.

Participants were fully engaged in the exercises and these activities consolidated learning and identified limitations. As the workshop progressed the exercises were modified to ensure they met the needs of the participants.

Groups worked to identify the steps in gaining approval, designing and implementing a SimEx. Groups were able to highlight the critical first steps in designing and implementing SimEx's, that is to determine the exercise aim and objectives and that these must direct exercise scope, consider available budget and logistics. SimEx's may be constrained by legal and regulatory boundaries, scenario/scope limitations, required assumptions, time and staff availability, confidentiality, risks, and communication. There should be development of a SimEx programme with structured progression of SimEx complexity and capacity. Simulation exercises should progress step-by-step from drill and simpler tabletop to functional and full-scale formats, each demanding greater resources and realism. Starting with foundational tabletop exercises allows participants to develop critical expertise before advancing to the more resource-intensive functional and full-scale SimEx's

Key findings and recommendations from the session that need further emphasis and review in future sessions:

- After initial exploration and scoping of all SimEx types there is a need to develop a stepwise approach to designing and implementing the exercises from simpler to more complex types

- Keeping groups together through much of the workshop allowed the progressive development of their exercises but reduced the inter-country mixing and development of networks
- Risk of information/information detail overload. It is really important to get good ownership/understanding of exercise documentation prior to the exercise or even the workshops
- Additional time would allow groups to better address the exercise tasks



Group exercise plenary discussions © WOA

VI. Country Projects

The training participants worked in their respective country group to identify the short term and long term opportunities to apply training knowledge and WOAH Guidelines into practice.

Country	Short- medium term opportunities	Long term opportunities
Brunei	Updating Emergency Response on Animal Diseases (ERAD) Document, Drill exercise	Alignment of ERAD to the National SOP for Disaster Management
Cambodia	TTx and drill for rabies diagnosis, sample collection,	translation of WOAH guidelines in Khmer
Indonesia	Reporting the SimEx training's result to DGLAHS and Head of Quarantine Office, Preparation for SimEx (Table top + drills (training)) ◊ develop plans, manuals, materials.	Review Guidelines and SOPs related to emergency preparedness, TTx or/and drill exercises in FMD free zones.
Lao PDR	Drill on PPE use, rabies sample collection and focus on zoonotic disease prevention	Conduct TTx and Drill on PPE, Rabies sample collection and focus on zoonotic disease prevention, cross-border SimEx

Malaysia	Adopting and adapting WOAH Guidelines existing SimEx practice including evaluation	Conduct SimEx on TADs and Zoonotic disease
Myanmar	Knowledge sharing with veterinary officers and field staff	TTx at township, district level, public awareness and community engagement
Philippines	Adopt the WOAH framework to SimEx manuals, Operationalization of the Animal Emergency Response Task Force, SimEx PPR	Develop SimEx manual, report SimEx activities to WOAH
Singapore	Enhancing exercises on priority risks, Document lessons learned from exercises and refine the approach	Progressing to more complex exercise types (functional exercises, field exercises) as capacity and confidence grow, whilst maintaining WOAH standards.
Timor Leste	Update to senior and colleague about Sim Ex, guidelines, translate of WOAH semi guideline	Table-top SimEx and field exercise how to collect data, PPE, sample collection, packaging, cold chain, improve coordination between field veterinarians, laboratories for municipal authorities, and community leaders
Thailand	Present the framework to DLD managers, Review and update documents/protocols/guideline of rabies free area	Assess effectiveness of rabies-free area protocol at provincial level
Vietnam	Identify high-risk situations, Get approvals from agencies like MARD, MoH, or Disaster Response Committees to conduct exercises.	Conduct national exercise, cross-border coordination Laos, Cambodia and PRC.



Brunei Darussalam team



Cambodia team



Indonesia team



Lao PDR team



Malaysia team



Myanmar team



Philippines team



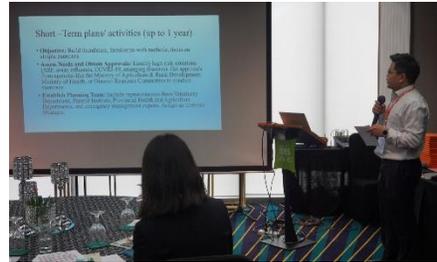
Singapore team



Timor-Leste team



Thailand team



Vietnam team

VII. Closing session

Certificates of participation were presented to participants during the closing session. In addition, the recommendations arising from the training workshops were shared with participants. Closing remarks were delivered by the WOAHS Sub-Regional Representative for Southeast Asia and the Officer-in-Charge of the Animal Health and Welfare Division, BAI, Philippines, who expressed appreciation to Members, participants, experts, partners, including resource partner DAFF Australia and host country Philippines for their commitment and contributions to the success of the training.

VIII. Evaluation results

Participant feedback indicates the training was well organised and positively received, with most rating it “Very Good” or “Excellent,” and only a few selecting “Good.” Satisfaction levels were high, with the content scoring strongest (15 fully satisfied; 6 satisfied) and no partial satisfaction reported for the training format or facilitators. Knowledge and familiarity increased substantially: those very familiar with the WOAHS Guidelines rose from 4.8% to 38.1% (a 33.3% increase), and somewhat familiar increased 33.4% from 9.5% to 42.9%. Confidence in planning SimEx also improved, with confident participants increasing from 52% and extremely confident rising by 19%. Similarly, confidence in facilitating SimEx

discussions strengthened, with confident responses increasing from 10% to 52% (increase of 42%) and not confident falling from 19% to 0%. Participants valued the interactive methodology, group work, and hands-on SimEx design and planning. Recommendations focused on longer duration, more practice time, improved venue, and halal-certified food options.

IX. Conclusion

Overall, the “Training Workshop on Emergency Management and Disaster Response” achieved its aim of strengthening ASEAN Members’ capacity to plan and conduct simulation exercises (Sim-Ex) for animal health, veterinary public health emergencies and bioterrorism. The technical presentations referenced WOAHA guidelines and introduced participants to the principles, logic and design of SimEx's with practical group sessions developing Members understanding of the need to define SimEx aims and objectives, select appropriate exercise types, develop exercise scenarios and injects, manage roles, logistics, documentation and communication, and to ensure robust exercise evaluation and planned follow ups on lessons learnt.

Participant feedback indicated that the training was effective, with participants rating it “Very Good” or “Excellent.” To strengthen future trainings in SimEx knowledge, the benefits and implementation requirements, participants suggested more interactive presentations, more examples, and increased hands-on practice to deepen their understanding. Participants also requested additional training on evaluating SimEx's and that opportunities for real, full-scale simulation practice be provided. To consolidate the knowledge gained, participants developed proposals for SimEx's that should be conducted in their countries in the next year or two.

The training team identified a number of opportunities and limitations that should be addressed to make future workshops more effective. The technical presentations should be reviewed and revised to ensure that the content and time available were optimised to meet the session objectives. Additional time was required to introduce and develop understanding of the four main SimEx types with greater time allowed to consolidate and so implement the simpler exercise types – drills and tabletop exercises. Additional time was also required to develop advocacy to seniors/decision makers, exercise planning timelines, communications, logistics, core inputs and evaluation. Though the group exercises worked well with good levels of energy being retained these should be further strengthened with additional time and more structured facilitated activities.

Selection of participants, and timing of such workshops, needs to be reviewed as many attending this training were lower level staff and though they developed good understanding of the benefits and complexities of running effective SimEx's, these staff were not decision makers and so unable to do more than advocate for a programme simulation exercise.

It was also noted that for an effective SimEx programme, well-developed, documented emergency response plans must be in place, staff must be familiar with such plans, and that governance and organisational structures must be clearly defined.

