



TERMS OF REFERENCE

Consultancy : **Technical Consulting Agency for the Strengthening Institutional Capacity of ASEAN in Disaster Management Phase 2 Project (SICAP II)**
Reporting to : Senior Project Officer of the AHA Centre
Duration : Maximum of 12 months between June 2026 to June 2027 (output based)
Expression of Interest (EoI) Email: Wednesday, 29 April 2026
Closing submission : Friday, 22 May 2026, at 11:00 PM Jakarta time

BACKGROUND

Building on the achievements of SICAP Phase I, the second phase of the Strengthening Institutional Capacity of ASEAN in Disaster Management (SICAP II) aims to deepen and expand ASEAN's capacity building efforts over the next five years (2026–2030). The project is anchored in the ASEAN Capacity Building Roadmap 2025–2030 on Disaster Management and is designed to support the AHA Centre's evolution into a regional Centre of Excellence and knowledge hub.

SICAP II builds directly on the strong foundations laid by Phase I, which successfully delivered a regional training roadmap, enhanced the Learning Management System (LMS), and established the ASEAN Disaster Management Training Network (Train-Net). Phase II will consolidate these achievements while scaling up innovation, inclusivity, and professionalisation to ensure that ASEAN becomes a global leader in disaster management practices.

SICAP II will operationalise the Roadmap through the establishment of the ASEAN Disaster Management Training Network (Train-Net), enhancement of the AHA Centre's Learning Management System (LMS), and development of regional standards and certification systems. These efforts will be aligned with the upcoming AADMER Work Programme 2026–2030, which emphasises innovation, inclusivity, and strategic partnerships.

The project contributes to the achievement of the AADMER Work Programme, particularly relating to Priority Programme 5 on Global Leadership.

Heading to the above, the AHA Centre wishes to engage a consulting agency to help strengthen capacity of ASEAN by conducting a regional training needs assessment and increase adoption and promotion of regional minimum standards in disaster management curriculum in ASEAN, as well as develop new e-learning programmes/courses that are integrated, inclusive and comprehensive as well as aligned with the various ASEAN Standards and Certification for Experts in Disaster Management (ASCEND) profession-occupation combinations and competency standards to maximise the impact and widen the coverage of the AHA Centre's knowledge and outreach.

This consultancy will be funded by the Project through funding of the Ministry of Foreign Affairs and Trade of the Government of New Zealand (NZ MFAT). The Project Management Team (PMT) led by the Senior Project Officer assisted by Project Officer, and Project Assistant,

under the oversight of the Assistant Director on Learning, Development and Certification, will work together with the selected partner to ensure that the project is implemented effectively. The consulting agency will also work closely with other training and project officers of the AHA Centre, including the ASEAN Emergency Response and Assessment Team (ERAT) Training Officer, the AHA Centre Executive Programme (ACE-LEDMP) Training Officer, the ASEAN Standards and Certification of Expertise in Disaster Management (ASCEND) project team, among others, in developing the regional training curriculums and LMS courses.

OBJECTIVES, TASKS AND OUTPUTS

Objective 1: Conduct a Comprehensive Regional Training Needs Assessment (TNA)

Objective description

To identify and prioritise regional and institutional capacity-building needs and priorities in disaster management across ASEAN Member States and the AHA Centre, providing a robust evidence base to inform curriculum development, LMS course design, and Train-Net planning under SICAP II.

Key tasks

- Design and implement a mixed-methods Training Needs Assessment, covering:
 - ASEAN Member States training institutes and NDMOs
 - AHA Centre institutional and programme-level capacity needs
- Undertake:
 - Key Informant Interviews (KIIs)
 - Focus Group Discussions (FGDs) and/or regional workshops
 - Surveys targeting relevant stakeholders
 - Desk review of existing ASEAN and AHA Centre disaster management trainings, curricula, and LMS courses
- Review relevant regional and global frameworks, standards, and best practices
- Identify:
 - priority thematic areas
 - skills gaps
 - overlaps and redundancies
 - opportunities for standardisation and professionalisation

Expected outputs

- At least one onsite Train Net Capacity Building Needs/Curriculum Development Workshop
- Regional Training Needs Assessment Report for ASEAN Member States
- Institutional Training Needs Assessment Report for the AHA Centre
- Prioritised recommendations to inform curriculum development, LMS course design, Train-Net work/training planning and AHA Centre institutional strengthening.

Objective 2A: Develop Regionally Standardised Disaster Management Training Curricula

Objective description

To develop competency-based, regionally standardised disaster management training curricula aligned with ASEAN frameworks and ASCEND competency standards, supporting harmonised capacity building and professionalisation across ASEAN.

Key tasks

- Translate TNA findings into a structured curriculum development strategy
- Develop regionally standardised curricula that:
 - are competency-based
 - align with ASCEND profession–occupation combinations and each relevant competency standard
 - incorporate gender equality, disability, and social inclusion (GEDSI)
 - allow contextual adaptation by Member States where appropriate
 - focus on the practicality and flexibility of training methods, including the combination of online and onsite sessions.
- Develop supporting training materials, including:
 - curriculum frameworks
 - presentation slides
 - facilitator guides
 - learner guides
 - assessment tools
- Facilitate:
 - one online regional validation workshop
- Consolidate feedback from ASEAN Member States (AMS), AHA Centre, and Train-Net members into final curricula

Expected outputs

- A set of regionally standardised disaster management training curricula
 - Supporting training and learning materials (presentation slides, facilitator and learner guides, assessment tools)
 - Validation reports documenting regional consultation and endorsement processes
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Objective 2B: Strengthen the AHA Centre LMS through Development of High-Quality E-Learning Courses

Objective description

To expand and enhance the AHA Centre’s Learning Management System by developing inclusive, accessible, and high-quality e-learning courses aligned with regional standards and professional competency frameworks.

Key tasks

- Design and develop new LMS courses based on:

- ASCEND Competency Standards and Learner’s Guides
- regionally standardised curricula
- identified priority needs from the TNA
- Produce:
 - detailed course storyboards
 - multimedia and interactive learning content
 - prototype modules for review
- Pilot, refine, and finalise LMS courses in close coordination with the AHA Centre
- Upload and test courses on the AHA Centre LMS platform
- Ensure courses are:
 - accessible
 - inclusive
 - suitable for both regional practitioners and broader learning audiences

Expected outputs

- A suite of new, quality-assured e-learning courses available on the AHA Centre LMS
- Storyboards, prototypes, and final course packages
- LMS deployment and testing documentation

Success under this consultancy will be demonstrated by the delivery of coherent, high-quality, and regionally relevant outputs that are clearly informed by evidence and contribute meaningfully to ASEAN’s disaster management capacity-building agenda. A successful consultancy will produce a robust and actionable Training Needs Assessment, lead to the development of competency-based, regionally standardised training curricula that are technically sound and widely validated by ASEAN stakeholders, and result in the integration of high-quality, inclusive e-learning courses into the AHA Centre’s Learning Management System.

Beyond individual deliverables, success will be reflected in the extent to which outputs are aligned with ASEAN frameworks (including ASCEND and the ASEAN Capacity Building Roadmap 2025–2030 on disaster management), demonstrate strong stakeholder engagement through Train-Net activities, and are readily usable by the AHA Centre and ASEAN Member States to support sustained, harmonised, and professionalised capacity building in disaster management.

DELIVERABLES

Deliverable 1: Inception Phase

(Cross-cutting – applies to all objectives)

Purpose

To establish a shared understanding of scope, methodology, sequencing, and coordination arrangements for the consultancy.

Key tasks

- Conduct an inception meeting with the SICAP Project Management Team

- Finalise:
 - Project scope and detailed outputs
 - Overall workplan and timeline
 - Methodology for the Regional Training Needs Assessment
 - Proposed curriculum development plan and approach
 - LMS course development plan
- Present the inception report and incorporate feedback from the AHA Centre

Outputs

- Inception meeting conducted
- Finalised inception report, including methodology, workplan, and deliverables schedule

Payment milestone

- **10%**

Deliverable 2: Regional Training Needs Assessment (Objective 1)

Purpose

To generate a robust evidence base to inform curriculum development, LMS course design, and Train-Net planning.

Key tasks

- Conduct a comprehensive Regional Training Needs Assessment covering:
 - ASEAN Member States
 - AHA Centre institutional and programme-level capacity needs
- Apply mixed methods, including:
 - Key Informant Interviews (KIIs)
 - Focus Group Discussions (FGDs) and/or workshops
 - Surveys
 - Desk review of:
 - ASEAN and AHA Centre training materials and LMS courses
 - Regional and global disaster management standards and frameworks
- Analyse gaps, overlaps, and priority needs
- Mapping the existing modules in the LMS platform and provide recommendations integrated between the programmes

Outputs

- **At least one onsite Train Net Capacity Building Needs/Curriculum Development Workshop**
- **Regional Training Needs Assessment Report for ASEAN Member States**
- **Institutional Training Needs Assessment Report for the AHA Centre**
- Prioritised recommendations to inform subsequent curriculum and LMS development

Payment milestone

- **20%**

Deliverable 3: Regionally Standardised Training Curricula (Objective 2A)

Purpose

To develop competency-based, regionally harmonised disaster management training curricula aligned with ASEAN frameworks and ASCEND standards.

Key tasks

- Translate TNA findings into curriculum design priorities
- Develop regionally standardised curricula that:
 - Are competency-based
 - Align with ASCEND profession–occupation combinations and each relevant competency standard
 - Integrate gender equality, disability, and social inclusion (GEDSI)
 - Allow contextual adaptation by AMS where appropriate
 - Focus on the practicality and flexibility of training methods, including the combination of online and onsite sessions.
- Develop supporting materials, including:
 - Curriculum frameworks
 - Presentation slides
 - Facilitator guides
 - Learner guides
 - Assessment tools
- Facilitate:
 - One online regional curriculum validation workshop
- Consolidate feedback and finalise curricula

Outputs

- **15 regionally standardised disaster management training curricula**
- Supporting training and learning materials
- Curriculum development and validation workshop report(s)

Payment milestone

- **30%**

Deliverable 4: LMS Course Development (Objective 2B)

Purpose

To strengthen the AHA Centre LMS through the development of inclusive, accessible, and high-quality e-learning courses aligned with regional standards.

Key tasks

- Design and develop **15 new LMS courses** based on ASCEND Competency Standards and Learner's Guides
- Produce:
 - Detailed course storyboards
 - Multimedia and interactive learning content
 - Prototype modules for review
- Pilot, refine, and finalise courses
- Upload and test courses on the AHA Centre LMS platform

Outputs

- Detailed course storyboards
- LMS course prototypes
- **15 finalised e-learning courses uploaded to the AHA Centre LMS**

Payment milestone

- **30%**
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Deliverable 5: Finalisation and Handover

Purpose

To ensure all outputs are complete, quality-assured, and usable by the AHA Centre and ASEAN stakeholders.

Key tasks

- Finalise and submit:
 - All curriculum frameworks and designs
 - Facilitator and learner materials
 - Assessment tools
 - LMS course packages
- Ensure all deliverables are properly formatted, documented, and approved

Outputs

- Final, quality-assured curriculum and LMS products
- Consolidated handover package

Payment milestone

- **10%**

The due dates for all deliverables will be finalized by the Consulting Agency with the AHA Centre **prior** to the submission of the inception report.

FEE AND TIMELINE

Interested applicants shall provide technical proposal which also includes schedule of work covering period of work from June 2026 to June 2027 and fee proposal which is divided into terms based on the Objective, Task and Output section above.

Deliverable	Timeline	Payment (tentative)
1. Inception Phase (Cross cutting – applies to all objectives)	1 week after contract signing	10%
2. Regional Training Needs Assessment	Within 4 weeks after the Final Inception Report (June – July 2026)	20%
3. Regionally Standardised Training Curricula (Objective 2A)	Within 6-8 weeks after Deliverable 2 (Aug – September 2026)	30%
4. LMS Course Development (Objective 2B)	June 2026 – May 2027	30%
5. Finalisation and Handover	Within 2 weeks after Deliverable 4 (June 2027)	10%

CRITERIA

The consultancy agency should have these criterias:

1. The agency should have working experience with regional or international disaster management organisations and at least five years of work experience in developing capacity-building programmes in disaster management at regional or international level.
2. The agency should have experience in assessing organisation’s capacity building needs, assessing learning needs, developing training curriculums, developing learning roadmap, developing e-learning modules for regional or international organisations.
3. The agency should have experience in providing consultancy service. The team shall be comprised of experienced experts/researchers/academia with deep knowledge and vast experience in the abovementioned subjects within the ASEAN context.
4. The team assigned should be led by a team leader with a minimum of a master’s degree with 10 years of relevant experience which match the above requirements.
5. The team should comprise of subject matter experts in line with the various selected professions and occupations covered by the ASCEND Competency Standards.
6. All team experts should have a minimum bachelor’s degree and minimum 5 years with relevant experience.
7. The agency should possess significant experience and knowledge about ASEAN, member state’s National Disaster Management Agencies and AHA Centre.
8. Outstanding facilitation, communication and presentation skills in English with excellent written and verbal communication skills.
9. Strong time management and meet established timelines.
10. Experienced in designing and facilitating workshops with a group of experts from diverse backgrounds, including language, culture, and organisational systems. All

consultant are expected to uphold principles of objectivity, integrity, and free of conflict of interest with the AHA Centre and ASEAN

DISCLAIMER

All the Intellectual Property Rights resulting from this consultancy will be owned by the AHA Centre.

APPLICATION

The interested consultancy group/institution must provide sufficient information in the proposal to demonstrate compliance with the above requirements. The proposal shall be written in English and shall include all the requirements as specified in the above section "Requirements", as a minimum:

1. Letter of Interest
2. Consultancy group/institution profile and portfolios outlining relevant qualifications, accreditation, years, and depth of experience in line with the above-mentioned requirements.
3. CVs of lead consultant and team members
4. A summarised description and examples of work on the previous specific and similar projects
5. A Technical Proposal consisting of the following:
 - i. Background and Objective
 - ii. Approach and Method
 - iii. Team Member Composition
 - iv. Consultancy Timeline and Deliverables
 - v. Project Risk Management
6. A Fee Proposal consisting of the following:
 - vi. Detailed Fee Breakdown and payment terms by each activity
 - vii. As indicated above, fee proposal should be broken down according to your technical proposal deliverables and timeline schedule, with 10% going to initial payment (inception report) and 10% going to final payment (final report)
 - viii. Budget for implementation

Interested Bidders may send the Expression of Interest Email (EoI) by Wednesday, 29 April 2026 at the latest. In addition, all documents must be submitted in English before 22 May 2026 to: procurement@ahacentre.org. Only shortlisted candidates will be notified.
