ONE ASEAN
ONE RESPONSE

Jakarta, 28 July 2026

To: INTERESTED BIDDERS

Our reference: Tender №: AHA-T/2026/July/T-006

SUBJECT: INVITATION TENDER FOR Technical Consultant for the Update of the ASEAN Joint Disaster Response Plan (AJDRP)

Dear Sir / Madam,

Following the above-mentioned invitation to tender, please find enclosed the following documents, which constitute the tender dossier.

Any request for clarification must be received by the AHA Centre by 05 August 2026 at 17.00 Jakarta Local Time and the AHA Centre will reply to the bidder's questions by 06 August 2026 at 17.00 Jakarta Local Time.

Costs incurred by the bidder in preparing and submitting the tender proposals will not be reimbursed.

We look forward to receiving your tender proposal at the address specified in the Instructions to Bidders before 11 August 2026 at 17.00 Jakarta Local Time, as stated in the procurement notice.

Yours sincerely,

Procurement – The AHA Centre

ONE ASEAN
ONE RESPONSE

Call for Tender

Technical Consultant for the Update of the ASEAN Joint Disaster Response Plan (AJDRP)

Publication reference:
AHA-T/2026/July/T-006

28 July 2026

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In submitting a tender, the bidder accepts in full and without restriction the special and general conditions governing this tender as the sole basis of this tendering procedure. The bidder accepts the AHA Centre General Terms and Conditions of Purchase by default or will include its own Sales conditions in its offer. If the bidder wishes to point out restrictions to the AHA Centre Terms and Conditions, such reservations should be clearly explained in a letter included in the offer.

Failure to submit a tender containing all the required information and documentation within the deadline specified will lead to the rejection of the tender.

1. Preamble

The ASEAN Joint Disaster Response Plan (AJDRP) was endorsed by the ASEAN Committee on Disaster Management (ACDM) in 2016 as a key operational mechanism to support the implementation of the "One ASEAN One Response" declaration. The AJDRP provides a regional framework for coordinated disaster response among ASEAN Member States (AMS) and serves as a reference for mobilising regional assets, capacities, and humanitarian assistance during large-scale emergencies.

Since its development, ASEAN has conducted a series of AJDRP workshops to strengthen regional preparedness and contingency planning for various disaster scenarios. Through these workshops, ASEAN has enhanced its understanding of regional response capacities, coordination arrangements, operational challenges, and opportunities for improving collective disaster response mechanisms. In 2025, the ACDM endorsed a fourth AJDRP scenario focusing on transboundary flooding in the Lower Mekong Basin, reflecting the growing recognition that complex and cross-border disasters require enhanced regional coordination and multi-stakeholder engagement.

As Southeast Asia continues to face evolving disaster risks and increasingly complex emergencies, there is a need to review and update the AJDRP to ensure its relevance, effectiveness, and alignment with current regional priorities and operational realities. The update will take into consideration the findings and recommendations generated through successive AJDRP workshops, emerging disaster risk trends, and lessons learned from ASEAN emergency response operations conducted between 2019 and 2025.

To support this process, the AHA Centre will undertake an After-Action Review (AAR) of selected ASEAN emergency response operations to identify operational strengths, gaps, and lessons learned related to regional coordination, standby arrangements, information management, deployment mechanisms, and partner engagement. The findings will contribute to strengthening the AJDRP and enhancing ASEAN's collective readiness to respond to future disasters, particularly complex and transboundary emergencies.

In view of the above, the AHA Centre wishes to engage a qualified consulting firm to review the existing AJDRP, conduct the AAR process, facilitate stakeholder consultations, develop evidence-based recommendations, and prepare an updated AJDRP for validation and consideration by the ASEAN Committee on Disaster Management (ACDM).

This consultancy will be managed by the AHA Centre under the supervision of the Director of Operations through the Assistant Director on Preparedness and Response. The selected consulting firm will work closely with the AHA Centre, ASEAN Member States, relevant ASEAN Sectoral Bodies, and other key stakeholders to ensure that the updated AJDRP reflects regional priorities, operational requirements, and best practices in disaster management and humanitarian coordination.

2. Purpose of the Call for Tenders

The objective of the consultancy is to support the review, enhancement, and update of the ASEAN Joint Disaster Response Plan (AJDRP) to ensure that it remains relevant, effective, and responsive to evolving disaster risks, regional priorities, and operational realities in ASEAN.

To update the AJDRP, originally developed in 2016, to reflect evolving regional contexts and emerging risks. The update will be guided by the outcomes of successive AJDRP workshops, which have generated valuable analytical insights and practical lessons, thereby ensuring the framework remains relevant, effective, and responsive to current and future disaster management needs.

To integrate lessons learned and analytical insights from ASEAN emergency responses in the region, including through the conduct of an AAR of emergency operations from 2019 to 2025, to generate evidence on regional capacities, coordination gaps, standby arrangements, and opportunities for resource mobilisation, and to translate these findings into practical improvements to the AJDRP, including the enhancement of disaster scenarios, regional standby arrangements, and coordination mechanisms.

To reinforce multi-stakeholder engagement by formalising coordination mechanisms that include government agencies, civil society organisations, Red Cross Red Crescent-national societies, the private sector, academia, and international partners. This will ensure the updated AJDRP is inclusive, interoperable, and capable of guiding timely, coordinated, and people-centred responses to complex and transboundary disasters.

The selected Consultant shall perform the following scope of work:

a. Develop an inception report outlining the methodology, workplan, timeline, data collection approach, analytical framework, and guiding questions to review the AJDRP, including the conduct of an AAR of ASEAN emergency responses from 2019 to 2025 as a basis for extracting lessons learned and analytical insights.
b. Conduct desk review and Gaps analysis to evaluate the basis of the latest AJDRP version against the anthology of relevant ASEAN policies, operational frameworks and guidelines, AJDRP workshop findings and recommendations as well as documentation of relevant emergency response operations.
c. Stakeholder consultations and/or key informant interviews in coordination with the AHA Centre and ASEAN Member States (AMS) to collect data, reflections and recommendations that would inform the recommendations in the revision of the AJDRP.
d. Design and facilitate the AAR process, including the development of analytical tools, synthesis of lessons learned, and assessment of key operational areas such as activation procedures, standby arrangements, information management, ASEAN-ERAT deployment, DELSA mobilisation, and partner coordination.
e. Develop a lesson learned matrix and evidence-based recommendations from the AAR findings to inform the enhancement of AJDRP disaster scenarios, regional standby arrangements, SASOP-related coordination protocols, and other relevant operational mechanisms.
f. Develop a multi-stakeholder integration framework that formalises coordination mechanisms across government agencies, civil society organisations, RCRC national societies, private sector, academia, and international partners.
g. Draft the updated AJDRP, incorporating lessons learned from the AAR, findings and recommendations of AJDRP workshops, emerging risks, and evolving regional contexts, including recommendations to strengthen disaster scenario preparedness plans and regional standby arrangements.
h. Validate the updated AJDRP through the preparation and facilitation of validation workshops, development of consultation reports, and necessary materials, and produce the final draft revised thereafter for ASEAN endorsement.

All materials, data, information, presentation, and report collected and produced throughout the evaluation will be the sole property of the AHA Centre.

The Consultant is expected to produce the following deliverables throughout the assignment:

a. Inception Report.
   Including the proposed methodology, workplan, timeline, data collection approach, and analytical framework for the update of the AJDRP, including the conduct of the AAR process.
b. AAR Findings and Lessons Learned Matrix.
   A consolidated analytical summary of the AAR of ASEAN emergency responses conducted between 2019 and 2025, including key findings, lessons learned, operational gaps, and a preliminary lesson learned matrix.
c. Recommendations Paper for AJDRP Enhancement.
   A technical paper outlining evidence-based recommendations to strengthen the AJDRP, including disaster scenarios, regional standby arrangements, coordination protocols, and multi-stakeholder integration mechanisms.
d. Final Updated AJDRP Draft
   The final revised draft of the AJDRP, incorporating validated findings, stakeholder inputs, and recommendations from the AAR and consultation process, for submission to the ACDM for endorsement.

The Call for tenders aims at selecting Consultant who submit application as required in "Deliverables" (Appendix 1), "Terms of Reference Technical Consultant for the Update of the ASEAN Joint Disaster Response Plan (AJDRP)" (Appendix 6), and this Tender Document 7.2 Contents of Tender and meet technical specification for services as defined in Technical Offer Based on Technical Specification" (Appendix 2).

3. Call for Tenders Schedule:

ACTIVITIES	DATE	TIME*
Tender Announcement	28-Jul-26	17:00
EOI email from interested Bidders	30-Jul-26	17:00
Pre-Bid Meeting/Technical Meeting	31-Jul-26	10:00
Deadline for request for any clarifications from the Bidders	05-Aug-26	17:00
Deadline for AHA Centre to respond to the clarifications	06-Aug-26	17:00
Deadline for submission of tenders (receiving date, not sending date)	11-Aug-26	17:00
Email of Password document information from Bidders	12-Aug-26	09:00
Tender Opening Session	12-Aug-26	10:00
Evaluation of the Tenders (Shortlisting)	12-18 August 2026	17:00
Clarification Meeting with Shortlisted Bidders (if required)	19-Aug-26	10:00
Preparation and Finalisation of Administration by the AHA Centre	19-21 August 2026	17:00
Notification of Award to the Successful Bidder(s)	24-Aug-26	10:00
Notification of Award to the Unsuccessful Bidder(s)	24-Aug-26	13:00
Preparation of Contract	24-27 August 2026	17:00
Contract Signing	28-Aug-26	17:00

* All times are the local time of Jakarta – Indonesia

Please note all dates are provisional dates and the AHA Centre reserves the right to modify this schedule.

4. Questions and Clarifications

If the AHA Centre, either on its own initiative or in response to a request from a prospective bidder, provides additional information on the tender dossier, such information will be communicated simultaneously in writing to all the bidders.

Bidders may submit questions in writing to the following address, by email, on the date indicated in Call for Tenders Schedule (Item 3), specifying the publication reference and the Tender title:

Contact Name: Procurement
E-mail : procurement@ahacentre.org

Any prospective bidder seeking to arrange individual meetings with the AHA Centre during the tender period will not be entertained and may be excluded from the tender exercise.

5. Pre-Bid/Clarification meeting

A pre-bid meeting will be conducted on 31 July 2026 at 10.00 Jakarta local time through: Join Zoom Meeting. Here's the link:

https://us06web.zoom.us/j/85194795292?pwd=eU8KFCzimkHVuDJgy8MwlbEFKpgtGb.1
Meeting ID: 851 9479 5292
Passcode: s!4g6h

Visits by individual prospective bidders, other than this meeting, cannot be permitted during the tender period.

6. Eligibility

Participation in tendering is open on equal terms to any natural and legal persons or company. However, to comply with some of the AHA Centre's donor's rules, participants must clearly indicate their company's nationality and origin of the proposed good/services.

7. Instructions to submit an Offer

The AHA Centre reserves the right to negotiate, accept or reject any or all proposals and quotations at its sole discretion and to pursue or act further on any responses it considers advantageous. The AHA Centre does not bind itself to accept the lowest price offer. All proposals will be irrevocable after the Call for Tenders closing date.

7.1 – Response Format

The tenders should be sent:

By email with email subject: TENDER FOR FOR Technical Consultant for the Update of the ASEAN Joint Disaster Response Plan (AJDRP)
Offers should be sent to procurement@ahacentre.org. The email time stamp will serve as a reference for the date of submission of the tender.

The tender documents must be protected by a password and the password must not be provided to the AHA Centre until the date and time of Bid Opening as indicated in

Article 3: Call for Tenders Schedule. Bid submitted without protected password or submission of password before the indicated date will be disqualified.

Offers must be received by the AHA Centre no later than 11 August 2026 at 17.00 Jakarta Local time.

Late proposals will not be accepted and will be returned to the Proponent or discarded. Also, all proposals will be irrevocable after the Call for Tenders closing date/deadline for submission of tender.

7.2 – Contents of Tender

The bidder must provide sufficient information in the proposal to demonstrate compliance with the requirements set out in each section of this request for proposal. The proposal shall include, as a minimum:

1) Evaluation narrative proposal which informs Consultant profile, outlining approach and methodologies, key activities, timeline, project risk management, and budget breakdown.
2) A summarised description and examples of work on the previous specific and similar projects.
3) Curriculum vitae (CV), highlighting comparable experience.
4) Business License and team structure (if company/firm).
5) Completed AHA Centre Application Form
6) "Technical Offer" (Appendix 2) completed in detail with the products/services that the participant offers in answer to the AHA Centre needs.
7) "Consultant Questionnaire" duly completed for company/firm (Appendix 3). This questionnaire should be completed with all required information such as:

    a. Proof of Company Registration in the place of operation (Indonesia and/or other country)
    b. Local Government permit to locate and operate in the current location of office or factory
    c. Tax Registration/Payment Certificate issued by the Internal Revenue Authority evidencing that the Bidder is updated with its tax payment obligations or Certificate of Tax exemption, if any such privilege is enjoyed by the bidder
    d. Statement of Satisfactory Performance (written comments or contracted documents and size of the contracts) from the top 3 (three) clients in terms of Contract Value during the past 3 (three) Years (2023 – 2025)
    e. A detailed delivery schedule (timeline) for the scope of works and deliverables.
    f. Bank Statement one year back.

8) "Detailed Pricing Matrix" (Appendix 4) with detailed price offer and explanatory notes if necessary. Note that all cost proposals should be in US Dollar.
9) "The Declaration of compliance and commitment to respect the AHA Centre Good Business Regulations" (Appendix 5) filled and signed by the duly authorised person.

Failure to provide all of the above and in the formats stipulated may result in disqualification of the Bidder's proposal.

8. Period of validity

Consultants shall be bound by their tenders for a period of 60 (sixty) days minimum from the deadline for submission of tenders. However, the prices and conditions defined in the contract signed with the selected consultant will be valid for nine (9) months after the contract is signed.

9. Currency of tenders

Tenders must be presented in USD currency, VAT and all other taxes.

10. Language of offers and procedure

The offers, all correspondence and documents related to the tender exchanged by the bidder and the AHA Centre must be written in English.

11. Alteration or withdrawal of tenders

Bidders may alter or withdraw their tenders by written notification prior to the deadline for submission of tenders referred to in Article 3. No tender may be altered after this deadline. Withdrawals must be unconditional and will end all participation in the tender procedure.

12. Costs of preparing tenders

All costs incurred by the bidder in preparing and submitting the tender are not reimbursable. All such costs will be borne by the bidder.

13. Opening, evaluation of tenders and selection criteria

The opening and examination of tenders are for the purpose of checking whether the tenders are complete and whether the tenders are generally in order.
Tenders will be evaluated on the criteria listed below:

- Ability to meet the technical specifications and requirements under this Call for Tenders
- Quality of Evaluation narrative proposal
- Sample evaluation reports & strategic plan
- Interview
- Demonstrable ability to perform all functions related to the scope within the time specified
- Bidders' references
- Bidders' product and service offering
- Total price/cost submission (value for money)
- Value added services

In the interests of transparency and equal treatment and without being able to modify their tenders, bidders may be required, at the sole written request of the Tender Committee to provide clarifications within 48 hours. Any such request for clarification must not seek the correction of formal errors or of major restrictions affecting performance of the contract or distorting competition.

Any attempt by a bidder to influence the Tender Committee in the process of examination, clarification, evaluation and comparison of tenders, to obtain information on how the procedure is progressing or to influence the Tender Committee in its decision concerning the award of the contract will result in the immediate rejection of her/his tender. No liability can be accepted for late delivery of tenders. Late tenders will be rejected and will not be evaluated.

14. Notification award and contract signature

The successful bidder will be informed in writing that its tender has been accepted (notification of award). The AHA Centre will send the signed contract documents in soft copies to the successful bidder.
Within three (3) working days following the reception, the successful tenderer will sign, date and send back the contract. The successful bidder will have to provide the number and exact references of the bank account prior to the contract signing

If the successful bidder fails to sign and send back the contract within three (3) working days, the AHA Centre can consider (after reasonable notification) the award as null and void.

The unsuccessful bidder(s) will be informed in writing.

15. Ownership of tenders

The AHA Centre retains ownership of all tenders received under this tender procedure. Consequently, bidders have no right to have their tenders returned to them.

16. Contract

The contract that will be concluded between the successful bidder and the AHA Centre shall be in accordance with the AHA Centre standard Contract Agreement.

The contract will contain the following elements:
- Terms and requirements as defined in the present Tender dossier
- The selected Consultant's offer

17. Cancellation of the tender procedure

In the event that a tender procedure is cancelled, bidders will be notified by the AHA Centre without specifying the reason for the concentration.

If the tender procedure is cancelled before the date of the Opening of the Bids as stated in Article 3. Call for Tenders Schedule, the protected submission emails will be returned, unopened, to the bidders.
Cancellation may occur where:
1. The tender procedure has been unsuccessful, namely where no qualitatively or financially worthwhile tender has been received or there has been no response at all;
2. The economic or technical parameters of the project have been fundamentally altered;
3. Exceptional circumstances or *force majeure* render normal performance of the project impossible;
4. All technically compliant tenders exceed the financial resources available;
5. There have been irregularities in the procedure, in particular where these have prevented fair competition.

Under no circumstances will the AHA Centre be liable for damages, whatever their nature (in particular damages for loss of profits) or relation with the cancellation of a tender, even if the AHA Centre has been warned of the possibility of damages.

The publication of a procurement notice does not commit the AHA Centre to implement the announced programme or project.

18. Invoicing & Payment

18.1 Invoicing

Payments will be processed after acceptance of the products by the AHA Centre

representative and upon receipt of original invoices issued by the Consultant.

In order to claim payments, the Consultant must provide the AHA Centre with the following documents for each lot supplied:

1. Deliverables
2. Original invoices

18.2 Payment

All payments will be exclusively made by bank wire transfer on behalf of the Consultant, on his/her bank account number to be specified.

The currency of payment is USD

18.3 Payment Schedule

No	Activities	Estimated timeline	Estimated working days	Payment Deliverable
1	Conduct desk review of the outputs from the 1st to 6th AJDRP Workshops, relevant strategic policies, operational documents, and documentation of ASEAN emergency responses (2019-2025), and prepare the Inception Report	28 August – 8 September 2026	12 days	10% Approved Inception Report
2	Submit and finalise the Inception Report, including review and incorporation of feedback from the AHA Centre	9 – 12 September 2026	4 days	
3	Conduct data collection, key informant interviews, stakeholder consultations, and the AAR process, including analysis of lessons learned and development of the lessons learned matrix	13 September – 8 October 2026	26 days	30% Approved AAR Findings and Lessons Learned Matrix
4	Develop the draft updated AJDRP, including evidence-based recommendations to strengthen disaster scenarios, standby arrangements, and coordination protocols (the timeline includes review process until internal clearance of the AHA Centre).	9 – 31 October 2026	23 days	
5	Design and prepare for the 7th AJDRP Workshop (validation workshop), including consultation materials, agenda, facilitation plan, and presentation materials	1– 15 November 2026	15 days	30% Approved Draft AJDRP and Workshop Preparation Materials
6	Facilitate the 7th AJDRP Workshop to validate the revised AJDRP	16 – 18 November 2026	3 days	

7	Finalise the updated AJDRP, including incorporation of 7th AJDRP workshop feedback and recommendations, consultation reports, and submission for endorsement by the ACDM	19 – 25 November 2026	7 days	30% Approved Final Updated AJDRP

19. Ethics

The AHA Centre pays very careful attention to working with companies that commit to respect basic Ethics Rules. The bidders have to read and understand the Good Business Regulations as defined by the AHA Centre and introduced in the Appendix 5 of this tender dossier. The bidders will have to fill and sign in the Appendix 5: *Declaration of compliance & commitment to respect the AHA Centre Good Business Regulations.*

Appendices

Appendix 1: Deliverables

Appendix 2: Technical Offer based on Technical Specification

Appendix 3: Consultant Questionnaire

Appendix 4: Detailed Pricing Matrix

Appendix 5: The AHA Centre's Good Business Regulations

Appendix 6: Terms of Reference Technical Consultant for the Update of the ASEAN Joint Disaster Response Plan (AJDRP)

Appendix 1:
Scope of Works and Deliverables

Table below summarises the scope of works and deliverables.

No	Activities	Estimated timeline	Estimated working days	Payment Deliverable
1	Conduct desk review of the outputs from the 1st to 6th AJDRP Workshops, relevant strategic policies, operational documents, and documentation of ASEAN emergency responses (2019-2025), and prepare the Inception Report	28 August – 8 September 2026	12 days	10% Approved Inception Report
2	Submit and finalise the Inception Report, including review and incorporation of feedback from the AHA Centre	9 – 12 September 2026	4 days	
3	Conduct data collection, key informant interviews, stakeholder consultations, and the AAR process, including analysis of lessons learned and development of the lessons learned matrix	13 September – 8 October 2026	26 days	30% Approved AAR Findings and Lessons Learned Matrix
4	Develop the draft updated AJDRP, including evidence-based recommendations to strengthen disaster scenarios, standby arrangements, and coordination protocols (the timeline includes review process until internal clearance of the AHA Centre).	9 – 31 October 2026	23 days	
5	Design and prepare for the 7th AJDRP Workshop (validation workshop), including consultation materials, agenda, facilitation plan, and presentation materials	1– 15 November 2026	15 days	30% Approved Draft AJDRP and Workshop Preparation Materials
6	Facilitate the 7th AJDRP Workshop to validate the revised AJDRP	16 – 18 November 2026	3 days	
7	Finalise the updated AJDRP, including incorporation of 7th AJDRP workshop feedback and recommendations, consultation reports, and submission for endorsement by the ACDM	19 – 25 November 2026	7 days	30% Approved Final Updated AJDRP

Appendix 2:
Technical Offer based on Technical Specifications

The AHA Centre Requirements	Consultant's Offer
1. The firm/agency should have at least eight (8) years of work experience in disaster response planning, contingency planning, or humanitarian coordination, preferably within ASEAN or similar regional frameworks.	
2. The firm/agency should have proven technical expertise in developing and updating disaster response plans, operational frameworks, and cross border coordination mechanisms.	
3. The firm/agency shall demonstrate experience in conducting reviews and AARs of disaster response operations or frameworks, facilitating multi-stakeholder workshops and consultations, and producing high-quality technical reports in English.	
4. The firm/agency and its proposed team shall demonstrate a strong understanding of ASEAN disaster management mechanisms (e.g., AADMER, SASOP, AHA Centre, etc.) and familiarity with international humanitarian standards (e.g., INSARAG, Sphere, WHO EMT).	
5. The firm/agency should have strong regional experience and contextual knowledge of Southeast Asia, including transboundary disaster risks and multi stakeholder coordination.	
6. The proposed team shall, at a minimum, comprise the following key personnel. One expert may perform more than one role where the firm can demonstrate that the individual possesses the required qualifications and experience: (i) Team Leader/Lead Consultant; (ii) Disaster Management Specialist; and (iii) AAR, Research, Analysis, or other Relevant Specialist.	
7. The Team Leader/Lead Consultant shall possess at least a master's degree in disaster management, emergency response, humanitarian studies, development studies, or another relevant discipline, with a minimum of eight (8) years of relevant professional experience. The Team Leader shall be responsible for the overall technical quality, coordination, and timely delivery of the assignment	
8. Other key experts or team members shall possess at least a bachelor's degree in a relevant discipline and a minimum of five (5) years of relevant professional experience.	

9. Excellent communication, facilitation, analytical, and writing skills in English; proficiency in an ASEAN language would be an advantage.	
10. Ability to be flexible and respond to changes as part of the review and feedback proces and strong commitment to meet deadlines and work effectively in a dynamic, multi stakeholder environment.	

Please provide additional sheets as necessary to include photos and proposed technical specifications

Appendix 3:
Consultant Questionnaire

Publication reference: AHA-T/2026/July/T-006

Company Name:		
Company Address:		
Contact Name:		
Contact Position / title:		
Contact Details (Phone / Email):		

Company Information:		
1	Is your company registered in Indonesia? Please provide a copy of Registration.	
1a	If not, where is your company registered?	
2	When was it registered?	
3	Is your company part of an international company?	
4	Do you have other offices / plants in the country? Where?	
5	How many employees work for your company in-country?	
Financial Information:		
6	What is your yearly income in USD over the last 2 years?	
6a	Last Year (2025):	
6b	Previous Year (2024):	
7	Can you provide audited Financial accounts upon request?	
Customer References:		
8	Have you worked in the past with the AHA Centre (detail year and activity)? *If yes, please provide details below*	

8a

Title of Contract	Year	Amount (USD)

9	Please provide names and contacts of 3 customers to whom you have recently provided the same kind of products / services with similar value of contract	1. 2. 3.

9a

Customer (company) Name	Contact Name	Address	Contact No & Email

Technical Capacity:		
10	What is your core activity?	
11	What other products / services do you offer?	
Financial Conditions:		
12	What is the validity of your offer? (Minimum 60 days) or	

13	If you get awarded the Contract, will you offer fixed prices for 4 months? or	
14	Do you have an official receipt or invoice?	

Appendix 4:
Detailed Pricing Matrix

Consultant Name:
Address:

Telephone:
Fax:
Website:
Contact Person:
Telephone/Mobil Phone:
Email:

DELIVERABLES (Specification as detailed on Appendix 1, 2, & 6)	Qty (%)	UoM	UNIT PRICE (USD)	TOTAL PRICE (USD)
1. Conduct desk review of the outputs from the 1st to 6th AJDRP Workshops, relevant strategic policies, operational documents, and documentation of ASEAN emergency responses (2019-2025), and prepare the Inception Report 2. Submit and finalise the Inception Report, including review and incorporation of feedback from the AHA Centre	10%			
3. Conduct data collection, key informant interviews, stakeholder consultations, and the AAR process, including analysis of lessons learned and development of the lessons learned matrix 4. Develop the draft updated AJDRP, including evidence-based recommendations to strengthen disaster scenarios, standby arrangements, and coordination protocols (the timeline includes review process until internal clearance of the AHA Centre).	30%			
5. Design and prepare for the 7th AJDRP Workshop (validation workshop), including consultation materials, agenda, facilitation plan, and presentation materials 6. Facilitate the 7th AJDRP Workshop to validate the revised AJDRP	30%			
7. Finalise the updated AJDRP, including incorporation of 7th AJDRP workshop feedback and recommendations, consultation reports, and submission for endorsement by the ACDM	30%			
GRAND TOTAL (USD)				

All other information that we have not provided automatically implies our full compliance with the requirements, terms and conditions of this Tender.

[Name and Signature of the Consultant's Authorized Person]
[Designation]
[Date]

Appendix 5:
The AHA Centre's Good Business Regulations

These Good Business Regulations are the ground for a professional working relationship between the AHA Centre and the Tenderer.

They are general regulations valid unless other particular conditions are mentioned in the contract. In case of conflicting terms within documents, the conditions of the contract or tender dossier will prevail on these Good Business Regulations.

I. Principles of the procurement procedures

The AHA Centre has transparent procedures to award markets. Essential principles are

- *Transparency* in the procurement process
- *Proportionality* between the procedures followed for awarding contracts and the value of the markets
- *Equal treatment* of potential Consultants

Usual criteria to select a Consultant are:

- Authorization to perform the market
- Financial and economic capacities
- Technical expertise
- Professional capacities

Usual criteria to award markets are:

- Automatic award (the cheapest offer complying with all requirements)
- Best value for money (price/quality ratio)

II. Misbehavior, ineligibility and exclusion

The AHA Centre considers the following misbehavior as a valid ground for a systematic exclusion of an awarding market procedure and for the termination of all working relationship and contracts:

- Fraud defined as any intentional act or omission relating to:
    - The use or presentation of false, incorrect or incomplete statements or documents, which has as its effect the misappropriation or wrongful retention of the AHA Centre or institutional donors' funds
    - Non-disclosure of information, with the same effect
    - The misapplication of such funds for purposes other than those for which they were originally granted
- Active corruption: to deliberately promise or give an advantage to an official for him/her to act or refrain from acting in accordance with his/her duty in a way which damages or is likely to damage the AHA Centre or institutional donors financial interests
- Collusion: the co-ordination of firm competitive behavior, with the likely result that prices rise, output is restricted and the profits of the colluding companies are higher than they would otherwise be. Collusive behaviour does not always rely on the existence of explicit agreements between firms, but can also be tacit.
- Coercive practice: harming or threatening to harm, directly or indirectly, persons, or their property to influence their participation in a procurement process, or affect the execution of a contract.
- Bribery: to offer the AHA Centre employees monetary or in-kind gifts in order to gain additional markets or to continue a contract

- Involvement in a criminal organization or any other illegal activity established by a judgement, by the US Government, the European Union, the United Nations or any other donor funding the AHA Centre.
- Immoral Human Resources practices: exploitation of child labour and the non-respect of basic social rights and working conditions of employees or sub-Consultants.

The AHA Centre will exclude from a procurement procedure any candidate or tenderer falling into one of the following cases:

- To be bankrupt or to be wound up, to have affairs administered by the courts, to have enter into an arrangement with creditors, to have suspended business activities, to be the subject of proceedings concerning those matters, or are in any analogous situation arising from a similar procedure provided for in national legislation or regulations
- To have been convicted of an offence concerning professional conduct by a judgement that has the force of *res judicata*
- To have been guilty of grave professional misconduct proven by any means that the AHA Centre can justify
- To have not fulfilled obligations relating to the payment of social security contributions or the payment of taxes in accordance with the legal provisions of the country in which they are established or with those of the country where the AHA Centre mission is operating or those of the country where the contract is to be performed
- They have been the subject of a judgement that has the force of res judicata for fraud, corruption, involvement in a criminal organization or any other illegal activity detrimental to the Communities' financial interests
- To have been declared to be in serious breach of contract for failure to comply with their contractual obligations in another previous procurement procedure

The AHA Centre will not award contracts to candidates or tenderers who, during the procurement procedure:
- Are subject to a conflict of interest
- Are guilty of misrepresentation in supplying the information required by the AHA Centre as a condition of participation in the contract procedure or fail to supply this information

III. Administrative and financial sanctions

In the event a Consultant, candidate or tenderer is engaged in corrupt, fraudulent, collusive or coercive practices the AHA Centre will impose:

- Administrative sanctions:

Administrative sanctions are the official notification of the misconduct to the relevant civil or commercial authorities and the immediate termination of all existing working relationships.

- Financial sanctions:

The AHA Centre will request the reimbursement of the cost linked directly and directly to the conduct of a new tendering process or market award. If any, the tender or performance guarantee will be kept by the AHA Centre.

IV. Information of and access for the Donors

The AHA Centre will inform immediately the Institutional Donors and will provide all the relevant information in the event a Consultant, candidate or tenderer is engaged in corrupt, fraudulent, collusive or coercive practices.

Furthermore, the Consultants agree to guarantee a right of access to their financial and accounting documents to the representatives of the AHA Centre's institutional donors for the purposes of checks and audits.

V. Documents to be a Consultant

Hereafter is the minimal documentation a Consultant working with the AHA Centre will have to provide:

- Personnel national ID document of the Consultant/company representative
- Status and registration of the company
- Mission order or power of attorney authorizing the representative to contact

Important note: Additional documentation may be required for a particular market.

In addition, the Consultant must have the capacity to issue invoices, receipts and waybills (or delivery notes), to provide a tax clearance certificate and certify documents with an official stamp.

VI. Anti-Corruption Policy

If you believe that the action of anyone (or a group of people) working or volunteering for the AHA Centre programs is responsible for violating the above rules, you should file a report through the Whistle-blower Email Hotline.
In order to enable the treatment, reports should give as precise information as possible; your name and contact are optional but encouraged. All reports are treated confidentially to the extent permissible by law.

Note: "*Declaration of compliance & commitment to respect the AHA Centre Good Business Regulations" on the next page.*

Declaration of compliance & commitment to respect the AHA Centre Good Business Regulations

TO BE FILLED OUT BY THE BIDDER

I, undersigned ……*representative name*…….. representative of …*company name*…… certified that I have read and understood these regulations.
On behalf of the company I act for, I accept the terms of the AHA Centre Good Business Regulations and I commit to achieve the best performances in the event .....*company name* ..... is awarded a market.

By signing, I certify that ……*company name*.....has not provided, and will take all reasonable steps to ensure that it does not and will not knowingly provide material support or resources to any individual or entity that commits, attempts to commit, advocates, facilitates, or participates in fraud, active corruption, collusion, coercive practice, bribery, involvement in a criminal organization or illegal activity, or immoral Human Resources practices, such as the use of Child labour or overriding basic social rights and work conditions or the standards defined by the International Labour Organisation (ILO), particularly in terms of non-discrimination, freedom of association, payment of the legal national minimum wage, no forced labour, and the respect of working and hygiene conditions .

Last, I hereby certify that …….. *company name* ..... is not involved in any pending lawsuit, claim or action in the Company's name, or on behalf of any other person or entity, against the Company, regarding fraud, corruption, bribery or any illegal activity, and has not been convicted guilty of such practices at any time.

All the Consultant's responsibilities mentions in this document extend to any Consultant affiliates and subsidiaries.

Name: Date:

Position: Stamp:

Signature:

Appendix 6 :

TERMS OF REFERENCE

Technical Consultant for the Update of the ASEAN Joint Disaster Response Plan (AJDRP)

Consultancy : Consultancy Firm
Reporting to : Director of Operations through the Assistant Director on Preparedness & Response
Duration : 28 August – 25 November 2026

BACKGROUND

1. The ASEAN Joint Disaster Response Plan (AJDRP) was endorsed in October 2016 by the ASEAN Committee on Disaster Management (ACDM) as a foundational tool to operationalise ASEAN's collective response mechanism under the "One ASEAN One Response" declaration. Since its inception, the AJDRP has represented ASEAN's commitment to not only strengthening intra-regional collaboration during large-scale emergencies but also to affirm the region's leadership in managing complex disasters through coordinated, timely, and people-centred humanitarian action.

2. Historically, the AJDRP identified three primary disaster scenarios based on their high probability and significant humanitarian impact: (i) a 7.2M earthquake in Metro Manila, Philippines; (ii) a megathrust tsunami on the west coast of Sumatra, Indonesia; and (iii) a tropical cyclone in rural areas in Myanmar. Over successive 1st – 5th AJDRP workshops held between 2016 and 2024, ASEAN has conducted in-depth contingency planning for these scenarios, leading to a more structured understanding of regional capacities, gaps in coordination, and opportunities for resource mobilisation.

3. In May 2025, a breakthrough was achieved with the ACDM's endorsement of the 4th scenario: Transboundary Flooding in the Lower Mekong Basin. This scenario was developed in response to mounting evidence that certain disaster events in Southeast Asia transcend national boundaries and require a different level of coordination. The Lower Mekong Basin, encompassing parts of Cambodia, Lao PDR, Thailand, and Viet Nam, is uniquely vulnerable due to its hydrological interconnectedness, ecological fragility, and socio-economic disparities. Flooding in one area can rapidly compound into cascading impacts across borders, disrupting supply chains, displacing vulnerable populations, and triggering emergencies. These dynamics necessitate a distinctly *regional* and *multi-sectoral* response model, where timely coordination between countries, sectors, and responders is critical.

4. The introduction of this transboundary scenario signifies a turning point in the evolution of AJDRP. While previous workshops focus primarily on government-to-government coordination, the region has increasingly recognised the indispensable role played by Civil Society Organisations (CSOs), Red Cross Red Crescent (RCRC) national societies, the private sector, academic institutions, and international partners. The 6th AJDRP Workshop in November 2025, marks a critical juncture, shifting the AJDRP toward a multi-stakeholder operational mechanism. It also plays an instrumental role in formalising coordination and mobilisation protocols for cross-border scenarios and integrating diverse partners across humanitarian, health, defence, development, and civil society sectors.

5. Since the AJDRP was first developed in 2016, there is a clear need to update the Plan to reflect evolving regional contexts and emerging risks. This update is also informed by the outcomes of successive AJDRP workshops, which have provided valuable analytical insights and

practical lessons to strengthen the framework's relevance and effectiveness. In addition, the update will be informed by an After-Action Review (AAR) of ASEAN emergency responses conducted between 2019 and 2025, to systematically extract lessons learned, identify operational gaps and especially highlighting enabling factors pertinent to the 4th scenario, and translate these findings into practical recommendations to the revision of the AJDRP.

OBJECTIVES

6. To update the AJDRP, originally developed in 2016, to reflect evolving regional contexts and emerging risks. The update will be guided by the outcomes of successive AJDRP workshops, which have generated valuable analytical insights and practical lessons, thereby ensuring the framework remains relevant, effective, and responsive to current and future disaster management needs.

7. To integrate lessons learned and analytical insights from ASEAN emergency responses in the region, including through the conduct of an AAR of emergency operations from 2019 to 2025, to generate evidence on regional capacities, coordination gaps, standby arrangements, and opportunities for resource mobilisation, and to translate these findings into practical improvements to the AJDRP, including the enhancement of disaster scenarios, regional standby arrangements, and coordination mechanisms.

8. To reinforce multi-stakeholder engagement by formalising coordination mechanisms that include government agencies, civil society organisations, Red Cross Red Crescent-national societies, the private sector, academia, and international partners. This will ensure the updated AJDRP is inclusive, interoperable, and capable of guiding timely, coordinated, and people-centred responses to complex and transboundary disasters.

SCOPE OF WORK

9. The selected Consultant shall perform the following scope of work:

a. **Develop an inception report** outlining the methodology, workplan, timeline, data collection approach, analytical framework, and guiding questions to review the AJDRP, including the conduct of an AAR of ASEAN emergency responses from 2019 to 2025 as a basis for extracting lessons learned and analytical insights.

b. **Conduct desk review and Gaps analysis** to evaluate the basis of the latest AJDRP version against the anthology of relevant ASEAN policies, operational frameworks and guidelines, AJDRP workshop findings and recommendations as well as documentation of relevant emergency response operations.

c. **Stakeholder consultations and/or key informant interviews** in coordination with the AHA Centre and ASEAN Member States (AMS) to collect data, reflections and recommendations that would inform the recommendations in the revision of the AJDRP.

d. **Design and facilitate the AAR process**, including the development of analytical tools, synthesis of lessons learned, and assessment of key operational areas such as activation procedures, standby arrangements, information management, ASEAN-ERAT deployment, DELSA mobilisation, and partner coordination.

e. **Develop a lesson learned matrix and evidence-based recommendations** from the AAR findings to inform the enhancement of AJDRP disaster scenarios, regional standby arrangements, SASOP-related coordination protocols, and other relevant operational mechanisms.

f. **Develop a multi-stakeholder integration framework** that formalises coordination mechanisms across government agencies, civil society organisations, RCRC national societies, private sector, academia, and international partners.

g. **Draft the updated AJDRP**, incorporating lessons learned from the AAR, findings and recommendations of AJDRP workshops, emerging risks, and evolving regional contexts, including recommendations to strengthen disaster scenario preparedness plans and regional standby arrangements.

h. **Validate the updated AJDRP** through the preparation and facilitation of validation workshops, development of consultation reports, and necessary materials, and produce the final draft revised thereafter for ASEAN endorsement.

10. All materials, data, information, presentation, and report collected and produced throughout the evaluation will be the sole property of the AHA Centre.

EXPECTED DELIVERABLES

11. The Consultant is expected to produce the following deliverables throughout the assignment:

a. Inception Report

Including the proposed methodology, workplan, timeline, data collection approach, and analytical framework for the update of the AJDRP, including the conduct of the AAR process.

b. AAR Findings and Lessons Learned Matrix

A consolidated analytical summary of the AAR of ASEAN emergency responses conducted between 2019 and 2025, including key findings, lessons learned, operational gaps, and a preliminary lesson learned matrix.

c. Recommendations Paper for AJDRP Enhancement

A technical paper outlining evidence-based recommendations to strengthen the AJDRP, including disaster scenarios, regional standby arrangements, coordination protocols, and multi-stakeholder integration mechanisms.

d. Final Updated AJDRP Draft

The final revised draft of the AJDRP, incorporating validated findings, stakeholder inputs, and recommendations from the AAR and consultation process, for submission to the ACDM for endorsement.

TIMELINE

12. It is expected that the consultancy period effectively starts working from 28 August 2026 until 25 November 2026.

13. The expected timeline of the consultancy assignment (Table 1) is as follows:

Table 1. Estimated timelines of the Consultancy Assignment

No	Activities	Estimated timeline	Estimated working days	Payment Deliverable
1	Conduct desk review of the outputs from the 1st to 6th AJDRP Workshops, relevant strategic policies, operational documents, and documentation of ASEAN emergency responses (2019-2025), and prepare the Inception Report	28 August – 8 September 2026	12 days	10% Approved Inception Report
2	Submit and finalise the Inception Report, including review and incorporation of feedback from the AHA Centre	9 – 12 September 2026	4 days	
3	Conduct data collection, key informant interviews, stakeholder consultations, and the AAR process, including analysis of lessons learned and development of the lessons learned matrix	13 September – 8 October 2026	26 days	30% Approved AAR Findings and Lessons Learned Matrix
4	Develop the draft updated AJDRP, including evidence-based recommendations to strengthen disaster scenarios, standby arrangements, and coordination protocols (the timeline includes review process until internal clearance of the AHA Centre).	9 – 31 October 2026	23 days	
5	Design and prepare for the 7th AJDRP Workshop (validation workshop), including consultation materials, agenda, facilitation plan, and presentation materials	1– 15 November 2026	15 days	30% Approved Draft AJDRP and Workshop Preparation Materials
6	Facilitate the 7th AJDRP Workshop to validate the revised AJDRP	16 – 18 November 2026	3 days	
7	Finalise the updated AJDRP, including incorporation of 7th AJDRP workshop feedback and recommendations, consultation reports, and submission for endorsement by the ACDM	19 – 25 November 2026	7 days	30% Approved Final Updated AJDRP

REQUIRED QUALIFICATION

14. All applicants shall demonstrate the qualifications and experience required to deliver the assignment.

a. The firm/agency should have at least eight (8) years of work experience in disaster response planning, contingency planning, or humanitarian coordination, preferably within ASEAN or similar regional frameworks.

b. The firm/agency should have proven technical expertise in developing and updating disaster response plans, operational frameworks, and cross-border coordination mechanisms.

c. The firm/agency shall demonstrate experience in conducting reviews and AARs of disaster response operations or frameworks, facilitating multi-stakeholder workshops and consultations, and producing high-quality technical reports in English.

d. The firm/agency and its proposed team shall demonstrate a strong understanding of ASEAN disaster management mechanisms (e.g., AADMER, SASOP, AHA Centre, etc.) and familiarity with international humanitarian standards (e.g., INSARAG, Sphere, WHO EMT).

e. The firm/agency should have strong regional experience and contextual knowledge of Southeast Asia, including transboundary disaster risks and multi-stakeholder coordination.

f. The proposed team shall, at a minimum, comprise the following key personnel. One expert may perform more than one role where the firm can demonstrate that the individual possesses the required qualifications and experience: (i) Team Leader/Lead Consultant; (ii) Disaster Management Specialist; and (iii) AAR, Research, Analysis, or other Relevant Specialist.

g. The Team Leader/Lead Consultant shall possess at least a master's degree in disaster management, emergency response, humanitarian studies, development studies, or another relevant discipline, with a minimum of eight (8) years of relevant professional experience. The Team Leader shall be responsible for the overall technical quality, coordination, and timely delivery of the assignment.

h. Other key experts or team members shall possess at least a bachelor's degree in a relevant discipline and a minimum of five (5) years of relevant professional experience.

i. The proposed team shall demonstrate excellent English-language communication, facilitation, analytical, and technical writing skills. Proficiency in an ASEAN language will be considered an advantage.

j. Ability to be flexible and respond to changes as part of the review and feedback process.

k. Strong commitment to meet deadlines and work effectively in a dynamic, multi-stakeholder environment.

l. The firm/agency is expected to uphold principles of objectivity, integrity, and free of conflict of interest with the AHA Centre.

APPLICATION PROCEDURE

15. The AHA Centre warmly invites application from qualified firm/agency for this position. As part of application, the interested firm/agency must submit a proposal which demonstrates compliance to the required qualification with supporting documents at minimum as follows:

a. Letter of Interest.

b. Company profile and evidence of legal registration of the firm/agency profile and portfolios outlining summary of relevant organisational experience and qualifications in line with the above-mentioned requirements.

c. CV and copies of education certificates of lead consultant and key team members.

d. Sample of past consultancy reports showing executive summary, analysis results, key findings, conclusion, recommendation in English.

e. A technical proposal consisting of: (i) background and objective, (ii) proposed design (methodology, approach, analysis), (iii) team member composition (iv) consultancy time frame and deliverable, and (v) project risk management, (vi) proposed consultancy fee (detailed fee breakdown and payment terms according to each activity deliverable and timeline schedule).

f. Complete tender documents which can be downloaded at https://ahacentre.org/procurement/

The proposal must be written in English and submitted to **procurement@ahacentre.org no later than COB Tuesday, 11 August 2026** with **the title Technical Consultant for the Update of the ASEAN Joint Disaster Response Plan (AJDRP)** in the email's subject. Please submit the proposal and all documents required in the Paragraph 15 of this ToR and ensure that the email's attachment remains within the 5 MB limit to manage applications efficiently.

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