

REQUEST FOR PROPOSALS (RFP)

Technical Support for the Refinement, Finalization, and Operational Readiness of the APHECS Standard Operating Procedures (SOPs)

Issued by:	FHI 360 / EpiC Thailand
Location of Assignment:	Thailand (home-based, with possible regional travel)
RFP Issue Date:	Monday, 7 September, 2026
Proposal Submission Deadline:	Friday, 18 September 2026, 17:00 hrs (Thailand time)
Proposal Validity Period:	Proposals must remain valid for 30 days from the submission deadline.

1. Background

About FHI 360 and EpiC Thailand

FHI 360 implements the Meeting Targets and Maintaining Epidemic Control (EpiC) Project in Thailand with funding support from the United States Government. Through its Global Health Security (GHS) portfolio, EpiC works closely with the Ministry of Public Health (MOPH), particularly the Department of Disease Control (DDC), and other government partners to strengthen emergency preparedness and response systems, surveillance and information management, workforce capacity, and multisectoral coordination for public health emergencies.

EpiC also collaborates with regional stakeholders and ASEAN partners, including ASEAN Member States, the ASEAN Secretariat, and technical partners, to advance regional health security initiatives and strengthen cross-border preparedness and response to public health emergencies and emerging infectious disease threats.

About APHECS

The ASEAN Public Health Emergency Coordination System (APHECS) is ASEAN's regional mechanism for coordinating preparedness and response to public health emergencies. APHECS was developed in response to lessons learned from the COVID-19 pandemic and aims to strengthen regional coordination, information sharing, and collective decision-making among ASEAN Member States by bringing together existing health emergency coordination mechanisms under a unified framework.

APHECS has been developed through a phased approach:

- **Phase I: Conceptualization and Design (2021-2022)**
Assessed existing ASEAN health emergency coordination mechanisms, identified gaps and lessons learned from COVID-19, and developed the overall concept and strategic direction for APHECS.
- **Phase II: Development of the APHECS Framework (2022-2023)**
Developed the APHECS Framework Agreement, which defines the purpose, principles, scope,

governance structure, and coordination arrangements of APHECS. The Framework was endorsed by SOMHD in May 2023 and adopted by ASEAN Health Ministers in September 2023.

- **Phase III: Development of Institutional Arrangements and SOPs (2024-Present)**
Focuses on translating the Framework into operational arrangements through the development of institutional structures, governance mechanisms, roles and responsibilities, activation procedures, coordination protocols, and Standard Operating Procedures (SOPs). The *Concept Note for the Development of APHECS Institutional Arrangements and SOPs* was endorsed by ASEAN Health Cluster 2 (AHC 2) on 29 July 2024 and by SOMHD on 13 August 2024.
- **Phase IV: Operationalization and Implementation (Future)**
Will focus on the adoption, testing, institutionalization, and implementation of APHECS across ASEAN Member States, including exercises, capacity building, monitoring and evaluation, and continuous improvement of the system.

Current Status of the SOPs

A Zero Draft of the APHECS SOPs and initial institutional arrangements was developed in December 2024. A preliminary review found that the draft provides a solid foundation for further development. However, substantial work remains to refine key sections, address technical and policy issues, and incorporate stakeholder input before the SOPs can be finalized and endorsed.

Several components remain incomplete or require further elaboration, particularly those related to institutional arrangements, governance structures, operational procedures, decision-making processes, and supporting annexes. In addition, stakeholder consultation and policy-level discussions are needed to validate key proposals and ensure alignment with ASEAN priorities and operational requirements.

2. Purpose of This RFP

FHI 360, through EpiC Thailand, is soliciting proposals from teams of two to three (2-3) Thai national experts to support ASEAN in refining and finalizing the APHECS Standard Operating Procedures (SOPs) and related institutional arrangements. This assignment builds upon the substantial work already completed, including the existing Zero Draft SOPs and supporting institutional documentation. It is not intended to develop a new SOP framework. Instead, the selected team will strengthen and complete the existing draft and develop the supporting operational arrangements, workflows, templates, annexes, and implementation tools required to prepare the SOP package for ASEAN review, endorsement, and future implementation as a regional coordination mechanism.

The assignment requires not only strong technical expertise in public health emergency preparedness and response, but also an understanding of ASEAN institutional processes and the ability to translate technically sound recommendations into arrangements that are practical, politically sensitive, consensus-oriented, and implementable across ASEAN Member States with differing national systems and capacities.

The selected team will be expected to:

- Conduct a comprehensive technical review and refinement of the existing Zero Draft APHECS SOPs.

- Develop workflows, templates, annexes, and other implementation materials required to support application of the SOPs.
- Strengthen institutional, governance, and coordination arrangements required to support SOP implementation.
- Lead technical planning, preparation, and implementation of stakeholder consultations, technical review meetings, validation workshops, and other engagement processes, including development of agendas, discussion materials, technical presentations, background papers, and workshop reports. (FHI 360 will provide logistical and administrative support for these activities.)
- Consolidate stakeholder feedback and prepare revised drafts and technical recommendations arising from consultation and validation processes.
- Prepare a finalized APHECS SOP package and supporting documentation for ASEAN review and endorsement.

The final SOP package should be sufficiently comprehensive, clear, and operationally ready to enable relevant ASEAN bodies and Member States to understand who does what, when, under whose authority, through which communication channels, using which templates and tools, and within what timeframe during different stages of a public health emergency.

3. Scope of the SOPs

The SOPs are intended to support regional coordination across the public health emergency management cycle, including:

- Risk identification, surveillance, and early warning
- Information sharing and notification protocols
- Prevention, mitigation, preparedness, and readiness
- Standby resources, stockpiles, logistics, and EMT coordination
- Emergency response coordination and assistance management
- Resource mobilization and financing
- Monitoring, evaluation, and After-Action Reviews
- Coordination among relevant ASEAN mechanisms, including ACPHEED, AHA Centre, ASEAN EOC Network, National Focal Points, and other stakeholders involved in regional public health emergency management

4. Team Composition

Proposals must be submitted as a complete team of two (2) or three (3) Thai national experts.

- The team must designate a Team Leader, who will serve as FHI 360's primary point of contact and be responsible for coordinating team activities, consolidating deliverables, and liaising with ASEAN stakeholders.
- The team is collectively responsible for reviewing the Zero Draft SOPs and proposing an appropriate division of technical responsibilities among team members.

- Each team member must have clearly defined responsibility for one or more technical focus areas. Teams of two may assign multiple focus areas to a single member, provided the rationale is clearly explained in the Technical Proposal.
- FHI 360 will contract each selected team member individually under its standard consultancy terms. For project management purposes, communications related to this engagement will be coordinated through the Team Leader.
- FHI 360 has no preference for a two-person or three-person team. Proposals will be evaluated based on the quality of the proposed approach, technical coverage, and qualifications of team members rather than team size.

The selected team will work closely with FHI 360 Bangkok and a Jakarta-based Indonesian consultant engaged under a separate mechanism to support stakeholder engagement, communication, and coordination with ASEAN institutions. Responsibility for the technical review, refinement, and development of APHECS SOP deliverables will remain with the consultant team selected through this RFP.

5. Technical Focus Areas

Based on the preliminary assessment of the Zero Draft, expertise is anticipated across the following areas:

- **Institutional Arrangements and Governance:** Strengthening governance structures, institutional arrangements, roles and responsibilities, linkages between APHECS, ACPHEED, and other ASEAN mechanisms, cross-sector coordination arrangements, role-action matrices, and legal or liability considerations.
- **Emergency Operations and Coordination:** Refining activation and escalation procedures, operational workflows, assistance request mechanisms, logistics and EMT coordination, alignment with existing ASEAN mechanisms such as SASOP, and development of operational annexes, templates, and tools.
- **Public Health Technical Content, Risk Management, and Monitoring & Evaluation:** Enhancing risk classification and alert systems, notification and reporting protocols, technical definitions and glossary, financing and resource mobilization provisions, and monitoring, evaluation, and After-Action Review frameworks.

These focus areas are intended as guidance rather than a prescribed division of labor. Proposing teams should review the Zero Draft SOPs and describe how responsibilities will be allocated among team members based on their expertise and proposed approach. Regardless of team composition, proposals must demonstrate that all technical areas are adequately covered and that responsibilities for each area are clearly assigned.

6. Duration, Milestones, and Engagement Structure

This engagement is expected to be implemented from September 2026 through 2027 and is structured around six milestones. The selected team will provide technical leadership and support across the full process, from review and refinement of the existing APHECS SOPs through stakeholder consultation, validation, and finalization.



The level of effort (LOE), detailed Scope of Work (SOW), and allocation of responsibilities among team members will be finalized with FHI 360 following selection and informed by the team's proposed approach.

Timing of milestones may be adjusted in consultation with ASEAN stakeholders and subject to the scheduling of relevant ASEAN meetings, workshops, and endorsement processes.

Milestone	Timing	Key Activities	Deliverables
M1: Inception, Review, Planning, and ACPHEED Host Country Meeting Support	Sep-Oct 2026	• Review the APHECS Framework, Zero Draft SOP, and related institutional documentation. • Conduct a gap analysis and identify priority issues for further development. • Refine the APHECS Institutional Arrangements and SOP Development Concept Note. • Prepare technical materials for the ACPHEED Host Country Meeting. • Develop a technical work plan and team responsibilities matrix.	• Gap Analysis Report • Revised Concept Note • Technical Briefing Paper for ACPHEED Host Country Meeting • Presentation Materials and Technical Talking Points • Technical Work Plan and Team Responsibilities Matrix
M2: SOP Refinement and Technical Draft Development	Oct-Nov 2026	• Refine the Zero Draft SOP and strengthen institutional arrangements. • Develop priority technical content, operational procedures, annexes, templates, and supporting materials. • Develop the concept note and technical approach for the ACPHEED Three-Pillar Technical Review Workshop. • Prepare the draft documents for technical review.	• Revised SOP Draft • Institutional Arrangements Package • Draft Annexes, Templates, and Supporting Materials • ACPHEED Three-Pillar Technical Review Workshop Concept Note and Materials
M3: ACPHEED Three-Pillar Technical Review Workshop	Dec 2026	• Lead the technical preparation and conduct of the ACPHEED Three-Pillar Technical Review Workshop. • Facilitate detailed section-by-section review of the APHECS SOP and related documents with designated ASEAN technical bodies and subject matter experts. • Document technical comments,	• Workshop Agenda, Presentations, and Technical Background Materials • Workshop Summary Report • Consolidated Technical Review Comments and Recommendations



Milestone	Timing	Key Activities	Deliverables
		recommendations, and issues requiring further development or policy consideration.	
M4: First Draft Development	Early 2027	• Revise the APHECS SOPs and related documents based on comments from the ACPHEED Three-Pillar Technical Review Workshop. • Strengthen technical content, institutional arrangements, operational procedures, annexes, templates, and supporting materials. • Prepare the first consolidated draft package for broader ASEAN consultation.	• First Draft APHECS SOP package • Revised Institutional Arrangements Package • Updated Annexes, Templates, and Supporting Documents
M5: SOP Refinement and Validation	Early 2027	• Lead the technical preparation and conduct of a regional ASEAN consultation and validation meeting. • Present the First Draft APHECS SOPs and facilitate technical review and discussion among ASEAN Member States and relevant partners. • Document consultation comments, recommendations, and validation outcomes.	• Meeting Agenda and Technical Materials • Consultation and Validation Report • Consolidated Comments Matrix
M6: Finalization and Endorsement Package	Early 2027	• Address consultation and validation comments. • Finalize the APHECS SOPs and supporting documents. • Prepare the final SOP package and supporting materials for ASEAN review and endorsement processes.	• Final APHECS SOP package • Final Annexes, Templates, and Supporting Documents • Final Comments Response Matrix • ASEAN Endorsement Package

7. Proposal Requirements

Proposals must be submitted as a single package by the Team Leader on behalf of the full team, in two separately labeled parts: (A) Technical Proposal and (B) Financial Proposal. Financial information must not appear anywhere in the Technical Proposal.

Part A: Technical Proposal

1. CVs for all proposed team members (2 or 3; maximum 3 pages each), clearly indicating the Team Leader and the focus area(s) each member will lead
2. Gap Analysis (maximum 2 pages): Based on an independent review of the Zero Draft APHECS SOPs (provided as a reference document with this RFP), identify what the team considers the most significant gaps, risks, or priority issues that must be addressed for the SOPs to become operationally ready. This should reflect the team's own analysis.
3. Proposed Approach (maximum 2 pages): Describe how responsibilities will be allocated among team members based on the team's review of the Zero Draft APHECS SOPs, including the rationale for the proposed division of labor and any recommended adjustments to the technical focus areas described in Section 5. If proposing a two-person team, explain how all required technical areas will be adequately covered.
 - *This should describe roles and responsibilities at a summary level only. A detailed SOW (deliverables, timelines, and level of effort for each team member) is not required at this stage and will be developed jointly with FHI 360 following selection.*
4. Brief Cover Letter (maximum 1 page) confirming availability, base location, and any potential conflicts of interest

Total Technical Proposal: CVs + max 5 pages of technical content.

Part B: Financial Proposal

Submit a proposed daily consultancy rate (in THB) and an estimated LOE for each proposed team member.

Team Member	Role / Focus Area	Proposed Daily Rate (THB)	LOE - Day
[Name]	Team Leader [focus area(s)]		
[Name]	Team Member [focus area(s)]		
[Name, if applicable]	Team Member [focus area(s)]		

- Rates should reflect the individual's standard consulting rate for this level of work.
- Estimated LOE should be provided for planning and budgeting purposes only. The final LOE will be determined jointly with FHI 360 during development of the detailed SOW and contract negotiations with the selected team.
- Rates quoted should be all-inclusive of professional fees but exclude reimbursable travel costs, which (if applicable) will be governed separately by FHI 360's standard travel policy.

8. Evaluation Criteria

Proposals will be evaluated using the following weighted criteria:

Criterion	Weight
Technical Proposal	80%
Quality and depth of independent Gap Analysis	25%
Soundness and clarity of Proposed Approach, including the proposed allocation of responsibilities and coverage of technical areas, justification of team size and division of responsibilities	30%
Qualifications and relevant experience of proposed team	25%
Financial Proposal	20%
Reasonableness and competitiveness of proposed daily rates and estimated level of effort.	20%
Total	100%

Only proposals that meet the minimum qualification requirements in Section 10 will be evaluated technically. Financial proposals will be reviewed only for teams that successfully pass the technical evaluation.

FHI 360 reserves the right to seek clarification or additional information from any proposing team during the evaluation process. Financial proposals will be assessed based on the reasonableness and competitiveness of proposed daily rates in relation to the proposed experts' qualifications, experience, and the overall value offered to FHI 360.

9. Reference Documents Provided with This RFP

- [APHECS Framework](#)
- [APHECS SOPs and Institutional Mechanisms - Zero Draft \(14 December 2024\)](#)
- [SASOP v4 \(2025\)](#) - provided as the reference model for structure and operational design

10. Minimum Qualifications

Team Leader:

- Minimum 15 years of relevant professional experience in public health emergency preparedness/response, health security, or regional/international coordination mechanisms
- Prior experience with SOP development, institutional design, or policy drafting for regional/multilateral bodies is an advantage
- Demonstrated experience leading or coordinating multi-stakeholder technical teams or regional/international projects

- Will serve as FHI 360's sole point of contact and is accountable for the team's overall performance and delivery
- Demonstrated experience working with ASEAN institutions, ASEAN Member States, or ASEAN sectoral bodies, with a strong understanding of ASEAN consultation, coordination, consensus-building, and endorsement processes.

Team Member(s):

- Minimum 10 years of relevant professional experience in their proposed technical focus area
- Prior experience with SOP development, institutional design, or policy drafting for regional/multilateral bodies is an advantage
- Collectively, the team must demonstrate substantive knowledge of the ASEAN health and emergency management architecture, including relevant linkages among SOMHD, AHC 2, ACPHEED, ASEAN Health Division, AHA Centre, ASEAN EOC Network, and national-level mechanisms.

All team members (Leader and Members):

- Thai nationality
- Advanced degree in public health, health policy, international relations, law, emergency management, or a related field
- Familiarity with ASEAN mechanisms (e.g., AADMER, SASOP, ACPHEED, AHA Centre) and/or the International Health Regulations (IHR 2005) is strongly preferred
- Strong technical writing skills in English

Proposals from teams not meeting these minimum qualifications may be excluded from further evaluation.

11. Submission Instructions

Proposals must be submitted in English and in PDF format. Technical proposals must use Times New Roman, 11-point font, single spacing, and normal margins.

Proposals should be submitted as a single package, with the Technical Proposal and Financial Proposal provided as separate, clearly labeled files, by the Team Leader to Procurement EpiC Thailand at **Procurement.EpiC.TH@fhi360.org**, with the subject line: *"APHECS SOPs RFP Response - [Team Leader's Name]."*

Deadline: Friday, 18 September 2026, 17:00 hrs (Thailand time)

Late submissions will not be considered. Only complete team proposals, including all team members and both the Technical and Financial Proposal files, will be evaluated.

For questions, contact **Sanya Umasa** at **sumasa@fhi360.org**. Questions and answers of general relevance may be shared with all prospective applicants at FHI 360's discretion.

12. Terms and Conditions

- This RFP does not commit FHI 360 to award a contract, pay any costs incurred in proposal preparation, or procure any services.
- FHI 360 reserves the right to accept or reject any or all proposals, to negotiate with any proposing team, and to cancel this RFP in part or in whole at any time without liability to proposing teams.
- Selected individuals will be contracted directly by FHI 360 under FHI 360's standard consultancy agreement, terms, and conditions.
- All proposal information will be treated as confidential and used solely for the purpose of this evaluation.