

# **REQUEST FOR EXPRESSIONS OF INTEREST (CONSULTING SERVICES – FIRMS SELECTION)**

## **Thailand**

### **Climate Adaptation and Resilience for South Asia (CARE) Project**

Loan No./Credit No./ Grant No.: IDA-D6220

#### **Assignment Title: Consultancy on Review and Enhancement of RIMES' Governance and Business Processes (Consulting Firm)**

**Reference No.** (as per Procurement Plan): TH-RIMES-176021-CS-CQS

The Regional Integrated Multi-Hazard Early Warning System (RIMES) has received/has applied for financing from the World Bank toward the cost of the Climate Adaptation and Resilience for South Asia (CARE) Project and intends to apply part of the proceeds for consulting services.

The consulting services (“the Services”) include review RIMES existing processes, mapping existing processes best practices, design of future governance and business processes, develop plan and training need assessment for implementation of the proposed governance arrangement and operationalization and support institutional development plan execution, the assignment shall be delivered ten (10) months with estimated Fifty-Five (55) number of days for Team Leader and Forty (40) number of days for HR Specialist, Procurement Expert and Accounting and Financial Management Specialist.

The detailed Terms of Reference (TOR) for the assignment are attached to this request for expressions of interest.

The Regional Integrated Multi-Hazard Early Warning System (RIMES) now invites eligible consulting firms (“Consultants”) to indicate their interest in providing the Services. Interested Consultants should provide information demonstrating that they have the required qualifications and relevant experience to perform the Services. The shortlisting criteria are: The Consultant should be a registered legal entity and should have been in business for the last five (5) years in providing Consultancy Services of similar or related assignments, shall be able to demonstrate having sound financial standing by submitting audited financial reports or any other credible financial documents for the last two years, shall provide proven experience having executed during any of the last five (5) years of similar nature indicating the duration, value and years of performance, which should showcase the expertise/ strength of the consultant for undertaking such assignments and having regional experience is desirable. Key Experts will not be evaluated at the shortlisting stage.

The attention of interested Consultants is drawn to Section III, paragraphs, 3.14, 3.16, and 3.17 of the World Bank’s “Procurement Regulations for IPF Borrowers” July 2016 (“Procurement Regulations”), setting forth the World Bank’s policy on conflict of interest.

Consultants may associate with other firms to enhance their qualifications, but should indicate clearly whether the association is in the form of a joint venture and/or a sub-consultancy. In the case of a joint venture, all the partners in the joint venture shall be jointly and severally liable for the entire contract, if selected.

A Consultant will be selected in accordance with the Consultant's Qualification-based Selection (CQS) method set out in the Procurement Regulations.

Further information can be obtained at the address below during office hours 0800 to 1700 Bangkok Standard Time.

Expressions of interest must be delivered in a written form to the address below (in person, or by mail, or by fax, or by e-mail) by November 15<sup>th</sup>, 2021.

The Regional Integrated Multi-Hazard Early Warning System for Africa and Asia (RIMES)  
Attn: Dusadee Moya, Operation Manager  
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**Terms of Reference**  
**Consultancy on Review and Enhancement of RIMES' Governance and Business Processes**  
**(Consulting Firm)**

## **1. Background**

### **1.1 The CARE Project**

Socio-economic impacts of climate-related hazards in South Asian countries continue to threaten economic growth, particularly in key sectors such as agriculture, water, and infrastructure. From 2000 to 2010 alone, floods in the Indus, Ganges, and Brahmaputra-Meghna river basins displaced about 220 million people and caused over USD 29 billion in economic damages<sup>1</sup>. At the 16<sup>th</sup> Summit of the South Asian Association for Regional Cooperation (SAARC) in 2010, these countries collectively resolved to strengthen climate resilience. The Climate Adaptation and Resilience for South Asia (CARE) project, supported by the World Bank, helps to forward this policy into actions through enhanced regional cooperation and knowledge on climate resilience and adaptation, and preparation of standards and guidelines to facilitate climate-resilient planning and investments.

The project shall contribute to an enabling environment for climate resilience policies and investments in select sectors and countries in South Asia through:

- a) Improved access to regional climate information and analytics for climate-informed decision making;
- b) Better climate risk-informed national-level decision-making and planning tools;
- c) Incorporation of regional climate resilience guidelines into national standards;
- d) Inclusion of climate risks and resilient design in supported sectoral investments; and
- e) Strengthened institutional capacities to undertake climate informed policies and planning.

To achieve the above objective, the project is implementing activities under the following components, over 5 years (2020-2025):

- 1) Promoting evidence-based climate-smart decision-making
- 2) Enhancing policies, standards and capacities for climate-resilient development
- 3) Project management

The Regional Integrated Multi-Hazard Early Warning System (RIMES) is implementing Component 1, which will develop platforms to enhance access to data for resilient planning and investments, including hazard and climate variability data, climate impact knowledge, and other sector-specific data, in particular:

- a) Regional Resilience Data and Analytics Service (RDAS), a public domain data and analytics platform to inform policy, planning and investment decisions for climate-resilient development; and
- b) Interactive decision support system (DSS) platforms at national and/or sub-national levels, to enable decision-making within key ministries/departments that handle finance, planning, climate smart agriculture, integrated water resource management, and resilient infrastructure (transport), including support investments in IT Infrastructure and appropriate online hosting (e.g. cloud services) for such platforms where needed.

Component 1 includes training of policymakers and other users within the South Asian region in utilizing RDAS, and of sectoral users in Bangladesh, Nepal and Pakistan in accessing and using

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<sup>1</sup> ESCAP (2016), *Flood forecasting and early warning in transboundary river basins: A toolkit*, United Nations, Bangkok.

RDAS and DSS platforms for climate-informed planning and decision-making. Component 3 provides assistance for RIMES' project management and specialized support.

## **1.2 RIMES**

RIMES is an international and intergovernmental institution that is owned and managed by its 48 Member and Collaborating States for building capacities in the generation and application of user-relevant multi-hazard early warning information. RIMES was established on 30 April 2009 through the signing by collaborating countries of the RIMES regional cooperation agreement. RIMES was registered with the United Nations under Article 102 of the UN Charter on 1 July 2009. RIMES operates from its regional early warning center, located at the campus of the Asian Institute of Technology in Pathumthani, Thailand.

RIMES aims is to provide early warning services according to differing needs and demands of its Member States, for enhanced preparedness and response to and mitigation of natural hazards. Specifically, it:

- a) Facilitates establishment and maintenance of core regional observing and monitoring networks to ensure data availability for early warning;
- b) Provides earthquake and tsunami services within the framework of the Intergovernmental Oceanographic Commission of the United Nations Educational, Scientific and Cultural Organization (IOC-UNESCO);
- c) Supports National Meteorological and Hydrological Services (NMHSs) for providing localized hydro-meteorological risk information within the framework of the World Meteorological Organization (WMO); and
- d) Enhances warning response capacities at all levels (national to community) within each national early warning framework.

RIMES is governed by a Council, composed of heads of NMHSs/ national scientific and technical agencies that generate multi-hazard early warning information, empowered to make policy decisions on behalf of governments concerning regional early warning arrangements. A Secretariat carries out the decisions and tasks assigned by the Council, and provides support to the Program Unit in managing the regional early warning facility. Currently, the Government of India serves as Council Chair, and Maldives as Secretariat. The RIMES Ministers Conference, established in 2012, provides policy and resource mobilization support. The Program Unit is responsible for day-to-day operation and management of the regional early warning facility, and implementation of programs and activities. The Program Unit has financial and administrative autonomy through powers delegated by the RIMES Council. The Program Unit is co-located with RIMES regional early warning facility in Thailand.

RIMES provides the following services to its Member and Collaborating States:

- 1) Earthquake and tsunami services for National Tsunami Warning Centers, under IOC-UNESCO framework: seismic, sea level, and deep ocean monitoring; data exchange, processing, analysis, and archiving; and provision of earthquake alerts, potential earthquake damage, and regional tsunami bulletins.
- 2) Ocean, weather, water, and climate services for NMHSs, under WMO framework: generation of localized and tailored short-term ocean, weather, and flood information, including severe weather information, for users' contingency planning; medium-term weather and flood information for users' logistics planning; and seasonal climate and hydrological outlook for users' longer-term resource planning and management; analysis of risks to climate variability and change, and identification of risk management and adaptation

options; development of decision-support tools; and development of new-generation risk information products.

- 3) Capacity building services for national and local level institutions on end-to-end early warning, within each countries' early warning framework: assistance in establishing and maintaining observing and monitoring stations that are of regional benefit; training of scientists, both in-country training and through secondment arrangement at RIMES regional facility; development of decision-support tools and capacity building for their application; application of tailored risk information at different time scales in planning and decision-making; strengthening national early warning provider and user interface at national and local levels; enhancing community responses to early warning; and early warning system audit.

Delivery of the above-listed services is through the following RIMES operational units:

- 1) Societal Applications, which looks into societal problems associated with natural hazards and solutions to address these
- 2) Ocean, Weather, Water, and Climate Services, which identifies promising new and emerging technologies and products of research, and translates these into operational forecast products in support of NMHSs and into decision-making tools for institutions, for reducing ocean-, weather-, water-, and climate-related disaster risks
- 3) Earthquake and Tsunami Services, which provides earthquake and tsunami bulletins, and develops new tools for assessing potential impacts
- 4) Systems Research and Development, which plans, designs, develops, tests, and validates new systems, solutions, and processes to make science-based information usable in planning and decision-making. This includes Impact Forecasting for transforming science-based forecasts into sector-specific impact forecasts to enhance forecast integration into decision-making.
- 5) Program Management, which develops need-based programs and projects, and mobilizes resources; ensures that programs and projects take credible approaches, employ best practice methodologies, and address societal needs; and integrates feedback and lessons learned into program and project design, planning, and implementation strategies.

Current number of full-time technical and administrative staff is 20, plus 7 deputed to the CARE project and 3 in the process of hiring for the CARE project. RIMES' financial resources come from Member State contributions and projects that are funded by Member States and development partners.

## **2. Objective**

This assignment aims to enhance RIMES governance and business processes to support the effective and efficient implementation of its organizational mandate and the CARE project. Specifically, the assignment shall establish results-oriented, cost-effective, and more efficient governance and business processes by redesigning, reorganizing, or reengineering existing RIMES governance and business processes, as well as introducing new ones as needed.

## **3. Scope of Work**

The assignment involves:

- a) Review of RIMES existing governance and business processes;
- b) Process benchmarking - mapping of existing business processes with best practices
- c) Design of desired/future governance and business processes;

- d) Capacity development plan and training need assessment for implementation of the proposed governance arrangement; and
- e) Operationalization and support to institutional development plan execution.

The assignment covers the following key activities:

- (i) **Situation analysis:** To set up the context, the consulting firm will review legal mandate, governance structure, vision, strategies, and policies. Similarly, the consulting firm will carry out functional analysis of existing business processes including human resource, financial management and operational arrangement, including the following:
  - a. Coordinate with RIMES management team on the review and reengineering process. This includes presentation of the firm's approach to and methodology for the assignment, and training on COSO Internal Control Integrated Framework and COSO Enterprise Risk Management Framework.
  - b. Conduct comprehensive as-is analysis of RIMES governance and business processes based on the COSO frameworks. In collaboration with RIMES management team and relevant staff members:
    - Review the organization structure and scope of operations (Program Unit and field personnel), and the limiting factors for the proper functioning of RIMES
    - Document and map human resource and administrative processes, procurement function and procedure, and financial management, noting deficiencies and constraints, and providing recommendations to address these
    - Understand and review the existing hiring, posting and job descriptions of personnel including functional and administrative control of staff
    - Review existing mechanisms and procedures relating to internal controls at Program Unit depending on the level of available autonomy
    - Review accountability mechanism including financial reporting to RIMES Council, their frequency and quality – audited annual financial statements, internal audit and external audit reports
    - Review and report on other challenging factors faced by RIMES, with practical recommendations to mitigate these challenges including developing risk matrix as per COSO enterprise risk management framework
  - c. Report to the management team on findings from the situation analysis
- (ii) **Institutional development roadmap:** Based on analyses results and in collaboration with RIMES management team, draft an institutional development plan for carrying out the reengineering process, with targets and indicators for performance monitoring. This includes:
  - a. Conduct a comprehensive to-be analysis. Select improvement opportunities that have the most impact on organizational effectiveness, operational efficiency, and achieving RIMES' strategic objectives; and create a future-state map of RIMES governance and business processes.
  - b. Prepare an institutional development plan that includes HR requirements, technology-based solutions, financial management tools, performance monitoring and accountability platform, with costed strategy for implementation.
  - c. Present the plan or roadmap to the management team
- (iii) **Implementation:** The consulting firm will:

- a. Conduct a capacity need assessment and draw out on-job training modules for various institutional components like HR management, financial management and monitoring and reporting
  - b. Design and test new/enhanced regulations, workflows, procedures, reporting relationships, supporting technology, etc., before implementation. This includes preparation of roles and responsibility matrix for each function by mapping activities to key individuals, and as needed, development of human resource requirement for each position in the form of job descriptions that would outline qualification and experience requirements, tasks assigned, expected outputs and performance indicators
  - c. Provide implementation support, including training and guidance to facilitate plan implementation
- (iv) **Monitoring and Reporting:** The consulting firm will:
- a. Develop an evaluation methodology, tools, and indicators to monitor business process and organizational performances. Indicators could include:
    - For procurement process: procurement lead time, number of procedural noncompliance as identified through finance management/procurement audit, annual budget execution rate, etc.;
    - For finance management process: timeliness and regularity of accounts reconciliation, effectiveness of internal control, etc.;
    - For human resource and administration process: average time to find a hire, quality of hire, cycle time to process payroll, etc.;
    - RIMES organizational performance: net income, current ratio, project success rate, employee productivity rate, etc.
  - b. Monitor, evaluate and report on the institutional development process, and achievement of targets and outcomes
  - c. Organize a wrap-up workshop with RIMES management team and relevant staff to present and review the outcomes, and highlight the impacts of the process on RIMES

#### **4. Responsibilities of RIMES**

RIMES shall support this assignment by:

- a) Providing relevant data and information
- b) Ensuring active participation of RIMES management team and relevant staff
- c) Facilitating consultative processes
- d) Providing facilities for workshops, training, consultations, etc.
- e) Tasking RIMES management team to undertake periodic review of the progress of the assignment
- f) Providing prompt feedback on reports and approvals of documentation submitted by the Consultant

#### **5. Key Outputs**

The assignment shall deliver the following key outputs:

- 1) Inception Report that includes agreed approach and methodology, work plan with milestones, and project team details
- 2) Assessment Report that details the current state of RIMES governance and business context, strategy, and processes; identifies gaps; maps the future state of RIMES' governance and business strategy and processes; and recommends improvements

- 3) Institutional Development Plan that includes approach and methodology, operational goals, expected outcomes, activities, timelines, implementation approach, risk mitigation plan, and financial and resource estimates
- 4) Monitoring and Evaluation Plan that details methodology, tools, and indicators for monitoring and evaluating the reengineering process and outcomes (i.e. RIMES performance at the end of the reengineering process)
- 5) Updated HR, finance and procurement manuals
- 6) Training/workshops for operationalizing prioritized improvements/ new processes
- 7) Progress Reports that details progress of work against targets and performance indicators
- 8) Final Report that includes quantitative and qualitative results, assignment challenges and limitations, lessons learned, and future work direction

## 6. Duration, Tasks, Indicative Schedule, and Milestones

The assignment shall be delivered in 10 months at the most, with tasks, indicative schedule, and milestones shown below:

Phase/ Task	Month										Deliverables	
	1	2	3	4	5	6	7	8	9	10		
<b>1. Situation analysis</b>												
1.1 Inception meeting and training on COSO frameworks												Inception Report
1.2 Comprehensive as-is analysis of governance and business processes based on the COSO frameworks - Consultation meetings/ focus group discussions												Assessment Report
1.3 Reporting on findings of situation analysis												
<b>2. Institutional development roadmap</b>												
2.1 Comprehensive to-be analysis												Institutional Development Plan with cost estimate
2.2 Preparation of institutional development plan, with costed strategy for implementation												
2.3 Presentation of plan/roadmap to the management team												
<b>3. Implementation</b>												
3.1 Capacity need assessment												
3.2 Operationalization (design and testing of new/enhanced regulations, workflows, procedures, reporting relationships, support technology, etc)												Updated HR, finance and procurement manuals
3.3 Implementation support (e.g., training, guidance on plan implementation)												Manuals, guidelines, training/workshops
<b>4. Monitoring and reporting</b>												
3.2 Development of evaluation methodology, tools and indicators												Monitoring and Evaluation Plan
3.3 Monitoring, evaluation and reporting on institutional development process, achievement of targets and outcomes												Progress Reports; Evaluation Report
3.4 Wrap-up												Final Report

## 7. Implementation Arrangement

The RIMES Management Team, with the CARE Project Director as focal point, shall provide necessary guidance and coordination. Outputs shall be submitted to the RIMES Management Team for review and approval. All outputs from this assignment shall be in the English language in print and digital forms. These outputs will be the sole property of RIMES; the Consultant shall not use, replicate, and reproduce these outputs in any manner without RIMES consent.

## 8. Duration of Work

Intended commencement date is 25 October 2021, with duration of 10 months.

## 9. Location of the Assignment



The assignment shall be carried out preferably in Thailand, where RIMES Program Unit is located, specifically at 58 Moo 9 Pholyothin Road, Klong Nung, Klong Luang, Pathumthani.

## **10. Key Staff**

The Consultant is expected to provide (but not limited to) the following staff and expertise. However, short-listed firms will be expected to propose a team composition, with number of person-days involvement for each, when submitting technical proposals.

- 1) Team Leader, ideally a governance/restructuring expert and a project management professional, to lead and guide the assignment. The Team Leader should have the following minimum qualifications:
  - a) Bachelor's, preferably Master's, degree in Business Administration/Management, Operations Management, or Systems Engineering, with emphasis on business process management/engineering and/or systems analysis and design
  - b) Professional certificate in modeling, analysis, and improvement of business processes
  - c) 10 years of professional demonstrable experience in business process analysis, process reengineering and institutional strengthening, preferably of intergovernmental non-profit organizations
  - d) Expert understanding of business process fundamentals, modeling, design, and simulation, and related issues and challenges
  - e) Experience in COSO frameworks on enterprise risk management and internal control and various project management tools
  - f) Ability to lead a team toward change and innovation, estimate project effort, schedules, and costs, and to prepare business cases/ project proposals
  - g) Ability to influence others, with strong capability to mentor and support other less experienced colleagues, and create interest in them to be trained
  - h) Excellent problem-solving, organizational, and presentation skills
  - i) Strong written and oral English communication skills
  
- 2) Human Resource Specialist with the following minimum qualifications:
  - a) Bachelor's, preferably Master's, degree in Business Administration or relevant field
  - b) Professional certificate in human resources management
  - c) 7 years of successful work experience as a Human Resources Specialist, Officer, Administrator or other HR position
  - d) Strong working knowledge of HR functions and procedures (e.g. pay and benefits, recruitment, training, and development), Thai labor laws and disciplinary procedures
  - e) Proven experience in COSO framework including in defining and implementing HR processes for non-profit organizations
  - f) Ability to assess, help develop, support implementation, and review/monitor HR initiatives, policies, procedures, and systems
  - g) Creative problem-solving skills
  - h) Strong written and oral English communication and reporting skills and ability to work in a team
  
- 3) Procurement Expert, with the following minimum qualifications:
  - a) Bachelor's, preferably Master's, degree in Business Administration, finance, supply management, or related field

- b) Member of a recognized procurement-related institute/ professional certificate in purchasing or supply chain management
  - c) 7 years of work experience in handling, managing or overseeing international procurement and contracting of goods and services (including services provided by consultants)
  - d) Strong knowledge of procurement functions and processes, rules and legislations, policies and procedures, or other standards
  - e) Proven experience in COSO framework including in defining and implementing procurement guidelines and processes for non-profit organizations
  - f) Ability to assess, help develop, support implementation, and review/monitor procurement policies, procedures, and systems
  - g) Strong written and oral English communication and reporting skills and ability to work in a team
- 4) Accounting and Financial Management Specialist with the following minimum qualifications:
- a) Bachelor's, preferably Master's, degree in Finance, Accounting, Business Administration, or related field
  - b) Professional Certificate in Accounting and/or Financial Management
  - c) 7 years of relevant experience at national or international level in providing financial management advisory services and/or managing staff and operational systems
  - d) Strong knowledge of accounting and finance management functions and processes, taxation, policies and procedures, or other standards
  - e) Proven experience in COSO framework including in defining and implementing accounting and finance management guidelines and processes for non-profit organizations
  - f) Ability to assess, help develop, support implementation, and review/monitor accounting and financial management policies, procedures, and systems
  - g) Strong written and oral English communication and reporting skills and ability to work in a team

#### Estimated Input of Key Experts

S. No.	Key Expert	Input (No. of Days)
1	Team Leader	55
2	HR Specialist	40
3	Procurement Expert	40
4	Accounting and Financial Management Specialist	40

#### 11. Shortlisting Criteria

- a) The Consultant should be a registered legal entity and should have been in business for the last 5 years in providing Consultancy Services of similar or related assignments. (The consultant is required to provide the Copy Certificate of Incorporation issued by relevant authority in the country of establishment).
- b) The Consultant shall demonstrate having sound financial standing by submitting audited financial reports or any other credible financial documents for the last two years (i.e., 2018 and 2019) where the consultant's Net Worth shall be positive.
- c) The consultant shall provide proven experience having executed during any of the last 5 years of similar nature indicating the duration, value and years of performance, which should showcase the expertise/ strength of the consultant for undertaking such

assignments. The Consultant while describing the assignment(s) for similar experience should furnish the following details:

- Consultant should explain in what way the executed assignment(s) was/were similar in nature to the current assignment.
- The Consultant should explain the exact role played by the Consultant in the assignment if the assignment was carried out in association with other firms as JV or in sub-consultancy for carrying out the assignment.

d) Consultant with regional experience is desirable.

A consultant will be selected through Consultant's Qualification-based Selection (CQS) in accordance with clause 7.11 and 7.12 of the World Bank's Procurement Regulations for IPF Borrowers, Procurement in investment Projects Financing, Goods, Works, Non-Consulting and Consulting Services July 2016.