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Punjab Resource Improvement and Digital Effectiveness

Project Procurement Strategy for Development (PPSD)

Project Overview

1.1 The Government of Punjab intends to implement several programs aimed at improving business processes for tax administration and financial management, streamlining public investment management, and modernizing service delivery. The TA component will support finance ICT investments and technical assistance (TA) to accelerate the implementation of these objective, principally to advance the larger objectives of the Government reform program. .

- a. Window-1 will be financed through the Bank’s Program for Results (PforR) instrument and will comprise three result areas; a) Budget Formulation and Fiscal Risk Management; b) Enhanced use of digital technology in public sector and c; increased in Own Source Revenue.
- b. Window-2 will use the IPF instrument for Technical Assistance (TA) and Institutional Strengthening (IS The activities that the TA component will finance are necessary to embed the new business processes and specialized technical support to implement capacity-enhancing innovations including fiscal planning, monitoring and management of fiscal risks, business process improvement, advanced revenue forecasting and tax audit techniques, database integration and change management.

1.2 The details of window-1 P4R have been addressed in the FSA, and this PPSD addresses the window 2 (IPF component), which will be in the form of a TA to provincial government agencies viz. Finance Department and Planning and Development Department.

Country:	PAKISTAN
Full Project Name:	Punjab Public Resource Management Program
Total Finance (\$):	330 million
Project Number:	P171417
Summary of Project Development Objectives	to strengthen budget formulation and fiscal risk mitigation; increase the use of digital technologies for delivery of selected public services; and improve collection of OSR

1.3 Key Procurements under the project: the Bank’s contribution in the project is US \$ 330 m out of which about 30 million will be allocated for Technical Assistance/Capacity Building and Program Management. TA will be executed by FD and P&DD, where program specific units Public Financial Management Reform Unit (PFMRU), and Program Support Unit (PSU) shall be established. Procurement activities will include consultancy firms of small to medium size and individual consultants, besides some office equipment for establishment of the project units. Major activities include:

i. Firms Consultancy contracts

Consulting Firms will be hired by PFMU and PSU for Technical Assistance (TA) Component. The major consulting firms identified are given below:

S. No	Consultant Firms	Cost USD
<i>PFMU</i>		
1	Capacity Building, Change management and gender mainstreaming in PFM systems	300,000
2	Pension Sustainability Analysis	60,000
3	Functional Reviews & Business process re-engineering of FD and 03-Tax Authorities PRA , BOR & ET&NC	1,000,000
4	Analytical & Research support of PRA , BOR & ET&NC	1,500,000
5	Third Party Validation of DLI achievements	500,000
6	Internal Audit	300,000
<i>PSU</i>		
7	Development of a comprehensive inter-operability framework and associated rules and regulations	500,000
8	Development of sector masterplans, linked with Provincial Growth Strategy, RISE strategy and Spatial Strategy	500,000
9	Business review for project preparation, Monitoring and Evaluation, ADP guidelines, Digitization and change management of Public Investment Policy under P&D Board	2,000,000
10	Development of rules and regulations to facilitate e-government including digital signature, digital identity protection	500,000
11	Development of standard operating / procedures on e-waste management and Social assessment	250,000
12	E-Procurement Implementation Support Firm	500,000

13	Training Strategy Implementation and updating PPRA Regulatory Framework	250,000
14	PPRA MIS analysis and support	150,000

ii. Individual Consultants:

the entire staffing of PFMU and PSU is to be hired from the market. There are 13 individuals identified for PFMU including the head, technical experts for BPR, tax, PFM, MIS, IT and procurement. It has been reviewed by the task team that the individual staffing is for identification of the various actions agreed under the program and to support its implementation; and there is no duplication for supporting the unit to be prepared under the DLI 1. The identified charge rates are aligned with the government's MP scales; whereas for the Head PFMU position MP3 plus scale has been estimated. PSU staffing includes the head, technical experts for public sector, legal, gender and social aspects, and procurement. the hiring shall be on market rates. The consultants will be hired for the duration of the project.

iii. Goods

General office set up equipment and vehicles are identified which include computers, printers, scanners, plotter and office furniture etc. to be procured for the implementation units. All identified activities fall under shopping procedures.

1.4 Key Conclusions

This PPSD covers the US\$ 30 m of the TA component which will be implemented by the two units, with US \$ 15 m allocation for each. The procurement outlays are such that largest of the consultancies is expected to cost US\$ 2 m. Large number of individual hiring for the two units is planned and suitable candidates will need to be identified through dissemination as well as head hunting.

Overview of Country, Borrower and Marketplace

2.1 Operational Context

Governance	The proposed Program will support selected actions under RISE Punjab and the PFMRS amounting to US\$524 million. Specifically, the Program will support actions under the PFM and Governance Reform pillars (pillars D and E respectively) of the RISE Punjab, and discrete activities in various pillars of the PFMRS. The expected results correspond with the
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	<p>Government's expenditure framework across three Result Areas as follows:</p> <ul style="list-style-type: none"> • Result Area 1: Strengthened budget formulation and fiscal risk management. • Result Area 2: Increased use of digital technology for delivery of selected public services. • Result Area 3: Improved collection of OSR. <p><i>Technical Assistance</i></p> <p>An Investment Project Financing (IPF) portion worth US\$30 million will support the PforR. The IPF will finance activities to support the achievement and sustainability of Program results. The TA will support implementing entities to develop their capacity for achieving the program milestones</p> <p>Generally planning and budgeting are the two areas where delays due to administrative procedures hinder timely implementation. In this Program the main counterparts and coordinating units are P&D and Finance, and it is expected that the administrative approvals and budgeted releases would not be delayed.</p> <p>There will be a need to constantly engage with the implementing entities for internalizing the systems; for example the e-procurement implementation is to be done by major expenditure entities.</p>
Economic	<p>The Program's net economic impact is expected to be positive and to accrue beyond the duration of the Program. While an accurate estimation of the returns to investment of PFM reforms in the Program are difficult to make, inferences for economic evaluation can be made based on research carried out elsewhere. For example, an analysis carried out by IMF finds that digitalizing government payments in developing countries could save roughly 0.8–1.1 percent of GDP annually.¹ In addition, efficiency gains as a result of risk mitigation measures in pension liability and commodity financing during the five years is estimated at US\$ 500 million. The cumulative benefits for the increased OSR tax receipts over the next five years are estimated at US\$1.5 billion.</p>
Sustainability	<p>The Program has widespread buy-in at the strategic level through ownership of the PFM Reform Strategy, which is supportive of the Post Covid19 Strategy of GoPj (RISE Punjab). The GoPj has established a PFM Reforms Oversight Committee, headed by the Minister of Finance, which acts as a Steering Committee to provide high-level leadership for PFM reforms. GoPj has an extensive</p>

¹ Sanjeev Gupta, Michael Keen, Alpa Shah and Genevieve Verder (2017). *The Value of Digitalizing Government Payments in Developing Economics*. Washington, DC: International Monetary Fund.

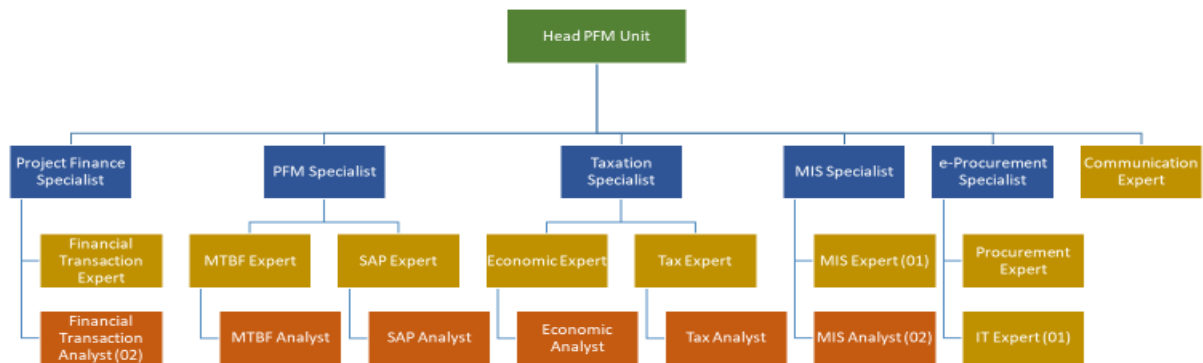
	<p>experience of managing PforR Program as evidenced by satisfactory completion of PPMRP.</p> <p>Support will be provided through the TA component for <i>Business Process Re-engineering in implementing entities</i>, functional reviews of the Finance Department, P&D Department, and the three tax authorities; development of e-service capabilities, development of a comprehensive inter-operability framework and associated rules and regulations to enable integration of databases), Punjab's PFM regulatory framework and guidelines for their implementation; establishment of a Tax Policy Unit (TPU) in the Finance Department; design of performance framework, establishment of a Disaster Risk Fund for Local Governments; and revision of the rules and regulations and revisions for the Provincial Finance Commission. revision of ADP guidelines and rules. The above activities converge towards developing systems for which there is a complete ownership in the government and these areas are identified in the policy documents.</p>
Technology	<p>One of the result areas is interoperability of the various technological interventions. Besides, automation of services. e governance and e-waste management will all utilize the latest available technology.</p>

2.2 Key Conclusions

The overall operational context is well grounded in the provincial governments policies and strategies, and therefore, implementation deadlocks are not expected. The TA provides the required support to facilitate execution of the agreed actions for achieving results. Buy in from major procuring departments will be required for roll out of e-procurement.

2.3 Client Capability Assessment

Execution of the TA component is the responsibility of PFMU and PSU. Constitution of PFMU has been approved by Finance Department, and the organogram is as follows:



For PSU constitution has been discussed with P&D, and official decision is awaited. The procurement plan includes the individual consultants as identified for the two units. The first project activity will be staffing of these two units, which is expected by October/November 2020. Discussion was made to hire one contract management and procurement staff for contracting and implementation of activities under the TA, however it was preferred to hire separate procurement staff for each unit. The procurement staff(s) will be working in close coordination with the technical staff within the units. The capacity of the units will be re-assessed as soon as core staff is hired and the units are functional. It will be preferred that the procurement staff has some experience of the Bank/multi lateral procurements, and training will be provided to all core staff as soon as they are hired. The delegations to the units are such that the respective Head(s) will be authorized to make procurement decisions and sign contracts. the evaluation committees will be formed within the respective units. PPSD will be updated with committee constitution as soon as hiring is done.

SWOT ANALYSIS	
Strengths	Weaknesses
<ul style="list-style-type: none"> • Concept note for PFMU is approved by the Chief Minister. • FD has access to budget resources and therefore the issue of delays in budget releases shall not be applicable to the PFMU. • PSU shall be based in PnDD which has extensive experience in executing 	<ul style="list-style-type: none"> • The two units are neither staffed nor operational • Continued availability of the hired staff will need to be ensured. • Hiring of all individual consultants needs to be completed within six months of the project effectiveness.

PforR and TA based programs.	
Opportunities	Threats
<ul style="list-style-type: none"> • PFM RU shall work under the watch of Finance Minister. • Due to present challenges, there is a greater awareness about fiscal challenges and need for business continuity 	<ul style="list-style-type: none"> • Program effectiveness depends on support from the top management. • During the initial period, robust hand holding will be required. • Adequate staffing is essential for effective implementation

2.4 Key Conclusions

Efficient implementation of TA is essential for successful Program results. The two units would be responsible for TA execution, both are yet to be set up hence the assessment would be updated after their establishment.

2.5 Market Analysis

The procurement outlays include consultancy firms in the areas of analytical support, taxation, business process re-engineering, information technology and systems development, functional reviews, financial management & audit, procurement regulations, e-procurement roll out support, and third party validation.

The estimated costs of the identified activities do not exceed US \$ 2 m for an individual assignment. There is a robust pool of potential firms available in national market as well as international market who would be interested to participate in the various selections. The two units will disseminate the project opportunities to these potential firms to solicit optimum response. Some known market players are listed as Annex 1.

2.6 Key Conclusions

The contracts currently identified under the project are of small/medium value and low/medium risk. The market is adequate to meet the requirements, and the potential firms have track record of having conducted the identified activities in their respective area of expertise.

Procurement Risk Analysis

3.1 For achieving the targets and goals, risk analysis is to be critically made and should cover well versed mitigation measures. The risks and mitigation measures are tabulated below:

Risk Area	Description of Mitigation	Risk Owner	Timeline
Efficiency of processing and decision making	Hiring at PFMU and PSU will be done quickly and contracts will be offered for multiple years to attract good professionals	FD, PnDD	Core staff hired/deployed Within three months of approval.
	Decision making for procurement and contract award devolved to PFM RU and PSU	FD, PnDD	Agreed with the Bank. PSU is yet to be notified
Delays in procurement	ToRs for individual consultants and firms shall be prepared and approved before the project effectiveness.	FD, PnDD	Ongoing
Participation of bidders: Some potential bidders may shy away from participation given the perception of delays in payments and completion.	Awareness dissemination to the potential firms regarding the Bank's procurement procedures and contract management.	FD, PnDD	Within three months of Operation approval
Procurement and contract management competency	Dedicated staff hired at PFMU and PSU	FD, PnDD	Within three months of Operation approval
	Training to relevant of PFM RU and PSU	World Bank	As soon as staff is hired

3.2 Based on the above assessment, size of procurement packages, identified risks and mitigation measures, the risk of the TA component is Moderate. The implementation units are planned to be staffed by Nov/Dec 2020, after which the selection of consulting firms will commence. The risk reassessment will however be done as soon as the implementation units are staffed.

Procurement Objectives

4.1 Project Procurement Development Objectives (PPDO):

The project procurement development objectives are the following:

- i. To ensure effective contract management that contributes towards achieving the PDO

4.2 Project Procurement Result Indicator: Achievement of the PPDO will be measured by the following indicators

- i. Good competition and contract prices within 10% of the estimated costs.
- ii. 100% of the contract delays captured, and extensions provided before contract closing date.
- iii. Closing of all contracts in line with project documents

Recommended Procurement Approach for the Project

5.1 The identified procurement activities and the expected ones to be identified include consultancies for which all the available options (QCBS, FBS, LCS, QBS, CQS, and Direct selection) are applicable. However, the current plan shows QCBS and CQS as options. Identified goods are small packages are office equipment to be procured through Shopping. Selection of individual consultants will be done through dissemination as well as head hunting.

5.2 National Procurement Arrangements: In accordance with paragraph 5.3 of the Procurement Regulations, when approaching the national market (as specified in the Procurement Plan tables in STEP), the country's own procurement procedures may be used. When the Borrower uses its own national open competitive procurement arrangements as set forth in Sindh Public Procurement Rules, such arrangements shall be subject to paragraph 5.4 of the Procurement Regulations and the following conditions:

- a. The eligibility of bidders shall be as defined under Section III of the Procurement Regulations. Accordingly, no bidder or potential bidder shall be declared ineligible for contracts financed by the Bank for reasons other than those provided in Section III of the Procurement Regulations.
- b. For national open competitive procurement, only the model procurement documents acceptable to the World Bank, shall be used.
- c. The request for bids/request for proposals document shall require that Bidders/Proposers submitting Bids/Proposals present a signed acceptance (in the form attached) at the time of bidding, to be incorporated in any resulting contracts, confirming application of, and compliance with, the Bank's Anti-Corruption Guidelines, including without limitation the Bank's right to sanction and the Bank's

inspection and audit rights.

- d. Procurement Documents include provisions, as agreed with the Bank, intended to adequately mitigate against environmental, social (including sexual exploitation and abuse and gender-based violence), health and safety (“ESHS”) risks and impacts
- e. Access to procurement opportunities shall not be restricted to firms that have pre-registered and/or paid a registration fee.
- f. No preference of any kind shall be given to national bidders in the bidding process.

When other national procurement arrangements (other than national open competitive procurement) are applied by the Borrower, such arrangements shall be subject to paragraph 5.5 of the Procurement Regulations.

5.3 Procurement thresholds: The procurement plan shall set forth those contracts which shall be subject to the World Bank’s mandatory Prior Review as well as ex-post review. The procurement thresholds will be applicable as part of the procurement framework, to the extent of Moderate Risk Projects.

Type of Procurement	High Risk	Substantial Risk	Moderate Risk	Low Risk
Works, S&I	5	10	15	20
Goods, Information Tech& Non-consulting	1.5	2	4	6
Consultants: Firms	0.5	1	2	4
Consultants: Individuals	0.2	0.3	0.4	0.5

5.4 Procurement Plan

The procurement plan of the identified activities is tabulated below:

S. No	Consultant Firms	Estimated Cost (USD)	Bank Oversight	Procurement Approach	Risk	Date of commencing selection
PFMU						
1	Capacity Building, Change management and gender mainstreaming in PFM systems	300,000	Post	Consultancy CQS	Substantial	Dec 2020
2	Pension Sustainability Analysis	60,000	Post	Consultancy CQS	Moderate	Jan 2021

3	Functional Reviews & Business process re-engineering of FD and 03-Tax Authorities PRA , BOR & ET&NC	1,000,000	Post	Consultancy QCBS	Substantial	Dec 2020
4	Analytical & Research support of PRA , BOR & ET&NC	1,500,000	Post	Consultancy QCBS	Substantial	April 2021
5	Third Party Validation of DLI achievements	500,000	Post	Consultancy QCBS	Moderate	Dec 2020
6	Internal Audit	300,000	Post	Consultancy CQS	Low	Dec 2020
PSU						
7	Development of a comprehensive inter-operability framework and associated rules and regulations	500,000	Post	Consultancy QCBS	Moderate	Dec 2020
8	Development of sector masterplans, linked with Provincial Growth Strategy, RISE strategy and Spatial Strategy	500,000	Post	Consultancy QCBS	Substantial	Dec 2020
9	Business review for project preparation, Monitoring and Evaluation, ADP guidelines, Digitization and change management of Public Investment Policy under P&D Board	2,000,000	Prior	Consultancy QCBS	Substantial	April 2021
10	Development of rules and regulations to facilitate e-government including digital signature, digital identity protection	500,000	Post	Consultancy QCBS	Moderate	Jan 2021
11	Development of standard operating / procedures on e-waste management and Social assessment	250,000	Post	Consultancy QCBS	Moderate	Jan 2021

12	E-Procurement Implementation Support Firm	500,000	Post	Consultancy QCBS	Substantial	April 2021
13	Training Strategy Implementation and updating PPRA Regulatory Framework	250,000	Post	Consultancy CQS	Moderate	Dec 2020
14	PPRA MIS analysis and support	150,000	Post	Consultancy CQS	Moderate	Dec 2020

ANNEX 1

IT Systems Firms

Sr. No.	Name of firm	Address
01	NETSOL Technologies Inc.	Net Sol Avenue, Main Ghazi Road ,Lahore 54792. Ph. 042-111448800
02.	Teradata Pakistan	Telecom Foundation Complex, Ground Floor, 7-Mauve Area, G-9/4, Islamabad Ph. 051-2011111
03.	Ovex Technologies	1 st Floor, KSL Complex, Software Technology Park, Plot No. 156, I-9/3 Industrial Area Islamabad Ph. 0514430721
04.	TRG Tech Pakistan	Plot No. 7, Aitchison Street, 1-Km Thokar Niaz Baig, Raiwind Road, Lahore-54000 Ph. 042-111874874
05.	Systems (Pvt.) Ltd.	E-5, Central Commercial Area, Shaheed-e-Millat Road, Karachi Ph. 021-34549385-87
06.	Microsoft Pakistan	42-A, Abu Bakar Block, New Garden Town, Lahore Ph: 042-35867781-82

BPR and Financial Management & Audit Firms

Sr. No.	Name of firm	Address
01	AF Ferguson & Co	23-C, Aziz Avenue, Canal Bank, Gulberg-V, P.O.Box 39, Lahore-54660, Pakistan Ph: 042-35715868-71/35775747-50
02.	UHY Hassan Naeem & Co	193-A Shah Jamal, Lahore-54000 Pakistan. Ph: 042-35403550/042-354035510
03.	Ernst and Young (EY) Ford Rhodes	96-B-1, 4th Floor, Pace Mall Building M.M.Alam Road, Gulberg-II P.O Box 104, Lahore-54660 Ph: 042-35778402-11
04.	KPMG Taseer Hadi and Co. Chartered Accountants	2nd Floor, Servis House, 2-Main Gulberg Jail Road Lahore. Ph: 042-35790901-6
05.	National Engineering services Pakistan (Pvt) Ltd	NESPAK House, 1-C, Block-N, Model Town Extention Lahore-54700, Pakistan Ph: 042-9909000

Urban Planning & Engineering Firms

Sr. No.	Name of firm	Address
01	NESPAK	1-C Block N ,Model Town Extension , Lahore 54000. Ph. 042-99090000
02.	M/s. JERS Engineering Consultant	124-Model Town, Lahore. Ph. 042-35847124
03.	M/s. Asian Consulting Engineers	251-A, HBFC, Faisal Town, Lahore, Ph. 042-35167445
04.	M/s. National Development Consultant (Pvt.) Limited	28-M, Mader-e-Millat Road, Quaid-e-Azam Industrial Estate, Lahore-54760 Ph. 042-35215942-46
05.	M/s. Osmani & Company Pvt. Ltd.	Osmani House. 245/2K, Block-6, PECHS Karachi. Ph. 021-34546541-42
06.	M/s ACE Consultants	1-C/2, M.M. Alam Road, Gulberg-III, Lahore-54660 Ph: 042-35759417-9
07	G3 Engineering Consultants (Pvt) Ltd	57-M, Gulberg III, Lahore,Pakistan Ph: 042-35441641-3
08	MM Pakistan (Pvt) Ltd	2nd Floor, CTI Building 27 Empress Road, lahore Ph: 042-36300460/ 042-36300440

PK-PFMRU-260377-CS-INDV / Macroeconomic Policy Expert	IBRD / 91700		Post	Individual Consult ant Selection	Open		217,365.00	0.00	Canceled	2021-10-28	2022-05-13	2021-12-16		2022-01-06		2022-02-10		2027-02-10	
PK-PFMRU-260380-CS-INDV / Tax Expert	IBRD / 91700		Post	Individual Consult ant Selection	Open		217,365.00	0.00	Under Implement ation	2021-10-28	2023-05-10	2021-12-16		2022-01-06		2022-02-10		2027-02-10	
PK-PFMRU-260384-CS-INDV / IT Expert	IBRD / 91700		Post	Individual Consult ant Selection	Open		217,365.00	0.00	Under Implement ation	2021-10-28	2023-05-10	2021-12-16		2022-01-06		2022-02-10		2027-02-10	
PK-PFMRU-260385-CS-INDV / MIS Expert	IBRD / 91700		Post	Individual Consult ant Selection	Open		217,365.00	0.00	Signed	2021-10-28	2023-05-10	2021-12-16	2024-05-22	2022-01-06	2024-05-22	2022-02-10	2024-06-01	2027-02-10	
PK-PFMRU-260390-CS-INDV / Legal Affairs Expert	IBRD / 91700		Post	Individual Consult ant Selection	Open		217,365.00	0.00	Canceled	2021-10-28	2022-05-13	2021-12-16		2022-01-06		2022-02-10		2027-02-10	
PK-PFMRU-260392-CS-INDV / Asset Management Expert	IBRD / 91700		Post	Individual Consult ant Selection	Open		217,365.00	0.00	Under Implement ation	2021-10-28	2023-05-10	2021-12-16		2022-01-06		2022-02-10		2027-02-10	
PK-PFMRU-260394-CS-INDV / Project Finance Expert	IBRD / 91700		Post	Individual Consult ant Selection	Open		217,365.00	0.00	Under Implement ation	2021-10-28	2023-05-10	2021-12-16		2022-01-06		2022-02-10		2027-02-10	
PK-PFMRU-260395-CS-INDV / Business Process Re-engineer ing Expert	IBRD / 91700		Post	Individual Consult ant Selection	Open		217,365.00	0.00	Under Implement ation	2021-10-28	2023-05-10	2021-12-16	2023-09-26	2022-01-06		2022-02-10		2027-02-10	
PK-PFMRU-260348-CS-INDV / Head PFMU	IBRD / 91700		Prior	Individual Consult ant Selection	Open		434,730.00	0.00	Canceled	2022-02-15	2022-02-08	2022-04-05		2022-04-26		2022-05-31		2027-05-31	
PK-PFMRU-294513-CS-INDV / Head PFMU	IBRD / 91700		Post	Individual Consult ant Selection	Open		434,730.00	0.00	Canceled	2022-05-13	2022-05-13	2022-06-17		2022-06-24		2022-07-25		2023-07-20	
PK-PFMRU-294520-CS-INDV / Taxation Specialist	IBRD / 91700		Post	Individual Consult ant Selection	Open		289,820.00	0.00	Canceled	2022-05-13	2022-05-15	2022-06-17		2022-06-24		2022-07-08		2023-07-03	
PK-PFMRU-294522-CS-INDV / MIS Specialist	IBRD / 91700		Post	Individual Consult ant Selection	Open		289,820.00	0.00	Canceled	2022-05-13	2022-05-13	2022-06-03		2022-06-10		2022-06-24		2023-06-19	
PK-PFMRU-365336-CS-INDV / e-Procurement Expert	IBRD / 91700		Post	Individual Consult ant Selection	Open - National		217,365.00	0.00	Under Implement ation	2023-06-05	2023-05-10	2023-08-04		2023-08-25		2023-09-29		2024-03-27	
PK-PFMRU-379772-CS-INDV / Management Information Sys tem (MIS) Specialist	IBRD / 91700		Post	Individual Consult ant Selection	Open - National		32,308.00	0.00	Pending Impleme ntation	2023-09-11		2023-10-30		2023-11-20		2023-12-25		2024-12-24	
PK-PFMRU-403205-CS-INDV / Legal Affairs Expert, PFMU	IBRD / 91700		Post	Individual Consult ant Selection	Open - National		217,365.00	0.00	Signed	2024-02-01	2024-01-10	2024-03-21	2024-01-26	2024-04-11	2024-01-29	2024-05-16	2023-09-01	2024-08-31	
PK-PFMRU-403218-CS-INDV / Taxation Specialist, PFMU	IBRD / 91700		Post	Individual Consult ant Selection	Open - National		289,820.00	0.00	Signed	2024-02-01	2024-01-24	2024-03-07	2024-01-26	2024-03-14	2024-01-29	2024-03-28	2022-09-01	2024-08-31	
PK-PFMRU-403239-CS-INDV / Head PFMU	IBRD / 91700		Prior	Individual Consult ant Selection	Open - National		434,730.00	0.00	Completed	2024-02-01	2024-01-24	2024-03-07	2024-02-26	2024-03-14	2024-02-26	2024-04-14	2022-09-01	2024-08-31	2024-03-07
PK-PFMRU-403242-CS-INDV / Macroeconomic Policy Expert	IBRD / 91700		Post	Individual Consult ant Selection	Open - National		217,365.00	0.00	Signed	2024-02-01	2024-01-24	2024-03-21	2024-01-26	2024-04-11	2024-01-29	2024-05-16	2022-10-01	2024-08-31	
PK-PFMRU-403245-CS-INDV / Business Process Re-engineer ing Specialist	IBRD / 91700		Post	Individual Consult ant Selection	Open - National		289,820.00	0.00	Signed	2024-02-01	2024-01-24	2024-03-21	2024-01-26	2024-04-11	2024-01-29	2024-05-16	2022-09-01	2024-08-31	
PK-PFMRU-403247-CS-INDV / Asset Management Specialist	IBRD / 91700		Post	Individual Consult ant Selection	Open - National		289,820.00	0.00	Under Implement ation	2024-02-01	2024-01-24	2024-03-21	2024-01-29	2024-04-11		2024-05-16		2024-08-31	
PK-PFMRU-403252-CS-INDV / MIS Specialist	IBRD / 91700		Post	Individual Consult ant Selection	Open - National		289,820.00	0.00	Terminated	2024-02-01	2024-01-24	2024-02-22	2024-01-26	2024-02-29	2024-01-29	2024-03-14	2022-09-01	2024-08-31	
PK-PFMRU-405564-CS-CDS / Project Coordination Consult ant (Individual)	IBRD / 91700		Post	Direct Selection	Direct - National		2,670.00	0.00	Signed	2024-01-29	2024-02-20	2024-02-08	2024-05-22			2024-04-13	2024-02-01	2024-10-10	
PK-PFMRU-427559-CS-INDV / Legal Affairs Expert, PFMU	IBRD / 91700		Post	Individual Consult ant Selection	Open - National		52,370.00	0.00	Signed	2024-05-15	2024-05-22	2024-06-08	2024-07-29	2024-06-18	2024-07-29	2024-07-08	2024-06-03	2025-06-30	
PK-PFMRU-424421-CS-INDV / MIS Specialist, PFMU	IBRD / 91700		Post	Individual Consult ant Selection	Open - National		67,370.00	0.00	Pending Impleme ntation	2024-04-26		2024-05-16		2024-05-20		2024-06-24		2025-06-30	
PK-PFMRU-442226-CS-INDV / IT Expert, PFMU	IBRD / 91700		Post	Individual Consult ant Selection	Open - National		217,365.00	0.00	Under Review	2024-07-31	2024-08-01	2024-08-26		2024-09-02		2024-09-23		2025-06-30	
PK-PFMRU-442859-CS-INDV / Project Coordination Consult ant, PFMU	IBRD / 91700		Post	Individual Consult ant Selection	Limited - National		8,000.00	0.00	Under Review	2024-08-01	2024-08-01	2024-08-08		2024-08-10		2024-08-23		2025-08-23	
PK-PFMRU-424428-CS-INDV / Head PFMU	IBRD / 91700		Post	Individual Consult ant Selection	Open - National		101,050.00	0.00	Pending Impleme ntation	2024-09-20		2024-11-08		2024-11-29		2025-01-03		2025-06-30	
PK-PFMRU-446109-CS-INDV / Procurement Specialist, PF MU	IBRD / 91700		Post	Individual Consult ant Selection	Open - National		289,820.00	0.00	Pending Impleme ntation	2024-08-21		2024-10-15		2024-11-05		2024-12-10		2025-07-31	
PK-PFMRU-446108-CS-INDV / Communication Specialist, PF MU	IBRD / 91700		Post	Individual Consult ant Selection	Open - National		289,820.00	0.00	Pending Impleme ntation	2024-08-21		2024-10-15		2024-11-05		2024-12-10		2025-07-31	