

# SAMOA FINANCE SECTOR RESILIENCE AND DEVELOPMENT PROJECT (SFSRDP)

**WORLD BANK FINANCED**

Samoa Finance Sector Resilience and  
Development Project (SFSRDP)

**(P181456)**

**PROJECT PROCUREMENT STRATEGY FOR  
DEVELOPMENT (DRAFT)**

August, 2024

## LIST OF ACRONYMS

CTSS U	Centralized Technical Services Support Unit
CBS	Central Bank of Samoa
CQS	Consultant Qualification Based Selection
DFS	Digital Financial Services
EA	Executing Agency
FSCD	Finance Sector Coordination Division
GDP	Gross Domestic Products
GOS	Government of Samoa
GRM	Grievance Resolution Mechanism
IA	Implementing Agency
ICT	Information and Communication Technology
IDA	International Development Association
MCR	Ministry of Customs and Revenue
M&E	Monitoring and Evaluation
MOF	Ministry of Finance
NCS	Non Consulting Services
NDID	National Digital ID System
NFIS	National Financial Inclusion Strategy
PAD	Project Appraisal Document
PDO	Project Development Objectives
PFMA	Public Finance Management Act
PMD	Project Management Division
PMU	Project Management Unit
POM	Project Operation Manual
PPSD	Project Procurement Strategy for Development

QCBS	Quality and Cost Based Selection
RFB	Request for Bid
RFQ	Request for Quotation
SBS	Samoa Bureau of Statistics
SFSR DP	Samoa Finance Sector Resilience and Development Project
STEP	Systematic Tracking of Exchanges in Procurement
TA	Technical Assistance
TB	Tenders Board
TC	Tropical Cyclone
VFM	Value for Money
WB	World Bank

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# 1. Introduction

The Project Procurement Strategy for Development (PPSD) document is prepared to determine the optimum procurement approach to be adopted for *Samoa Finance Sector Resilience and Development Project (SFSRDP)* to deliver the most appropriate procurement result. Based on the PSD, a Procurement Plan (PP) would be prepared for the initial 18 months of the Project and agreed with the World Bank prior to negotiations. The PP will be updated every 12 months or earlier, as required.

## 1.1 Project Overview

**(a)** The Government of Samoa (GoS) has requested financing from the World Bank (WB) through the International Development Association (IDA) for the *SFSRDP*, intended to be implemented over 5 years following Project effectiveness i.e., from FY2025 to FY2030. The Project aims to support investments to Modernized payment systems, Enhanced financial soundness and Establishment of National Digital Identification System that play a significant role in the country's economic development through supporting and promoting trade and commercial activity by the movement of goods and services.

**(b)** The main focal point and Executing Agency (EA) for SFSRDP will be the Ministry of Finance (MoF). The Implementing Agencies (IAs) for SFSRDP are Ministry of Finance (MoF), Central Bank of Samoa (CBS) and Samoa Bureau of Statistics (SBS).

*Table 1: Project Overview*

Countries:	Independent State of Samoa
Full Project Names:	<i>Samoa Finance Sector Resilience and Development Project (SFSRDP)</i>
Total Finance (\$):	US\$21.00 million
Project Numbers:	P181456
Summary of Project Development Objectives	"To enhance Samoa's financial supervisory and national payment and identification systems for resilience."

## Samoa Finance Sector Resilience Project

*Table 2: SFSRDP Summary of Components*

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<b>Components</b>	<b>(US\$ million)</b>	<b>Total (US\$ million)</b>
1. Financial Supervisory and National Payment Systems	6.0	6.0
2. National Identification Systems	12.0	12.0
3. Project Management	3.00	3.00
<b>Total</b>	<b>21.00</b>	<b>21.00</b>

*Table 3: SFSRDP Estimated Expenditure of Components (US\$ Million)*

<b>Component and Sub-component</b>	<b>US\$ (millions)</b>	<b>Total (US\$ millions)</b>
<b>Component 1: Catalyzing Payments and Remittances and Promoting Financial Stability</b>	<b>6.0</b>	<b>6.0</b>
1.1 Financial supervisory systems	3.5	3.5
1.2 National payment systems	2.5	2.5
<b>Component 2: Establishment of National Digital Identification System</b>	<b>12.0</b>	<b>12.0</b>
2.1 National Digital Identification System (NDIDS) and Civil Registration Vital Statistic System (CRVS)	7.6	7.6
2.2 Registration and credential issuance	4.4	4.4
<b>Component 3: Project Management</b>	<b>3.0</b>	<b>3.0</b>
3.1 <b>Project Coordination</b>	0.9	0.9
3.2. Centralized Technical Services Support Unit (CTSSU) for all World Bank projects in Samoa	2.1	2.1
<b>Total project cost</b>	<b>21.0</b>	<b>21.0</b>

**NOTE:** Costs are inclusive of tax

## 1.2 Project Development Objectives (PDO)

2. The PDO is “ to enhance Samoa’s financial supervisory and national payment and identification systems for resilience.”

The achievement of the PDO will be measured by the following results indicators:

**(a) Financial supervisory systems**

- (i) Banking system remains well-capitalized with a capital adequacy ratio above the CBS regulatory minimum of 15% (percent)
- (ii) Improved CBS’ risk-based supervision as measured by average lag between end of a quarter and availability of financial soundness indicator (FSI) data published on CBS website (Months)

**(b) National Payment systems**

- (i) Number of DFS customers per 10,000 adults, of whom female (number)
- (ii) Average cost of remittances (percent)

**(c) National Identification Systems**

- (i) Number of people with digitally verifiable ID (number), of which female (percent)
- (ii) Number of people who have digitally authenticated themselves at least once with financial service provider (number)

## 1.3 Project Components

The project has three components: (i) financial supervisory and national payment systems implemented by the Central Bank of Samoa; (ii) national identification systems implemented by the Samoa Bureau of Statistics; and (iii) project management implemented by the Ministry of Finance.

### **Component 1: Financial Supervisory and National Payment Systems (US\$6 million)**

This component has two sub-components, catalyzing payments and remittances and promoting financial stability.

**Sub component 1.1 Catalyzing payments and remittances (USD3.5 million)-** This component aims to support the implementation of the National Financial Inclusion Strategy (NFIS) approved November 2023 with a focus on promoting the use of DFS. The focus will be on strengthening the regulatory and supervisory framework for payment systems through the development of relevant regulations and guidelines, promoting fintech growth, and ultimately



improving access to formal financial services and reducing remittance costs, which enhance capacity of receiving households to deal with business interruptions and income shocks including from climate-related disasters.

### **Sub-Component 1.2 Promoting financial stability (USD2.5 million)-**

This sub-component finances activities to strengthen CBS' supervisory and surveillance capabilities to manage key risks. The core activity is the financing of a modern supervisory technology (SupTech<sup>1</sup>) platform to facilitate the flow of information between the central bank and its regulated financial institutions, enabled by modern data architecture and such as advanced data validation and analytics.

## **Component 2. Establishment of National Digital Identification System- (US\$12.00 million)**

### **Sub-Component 2.1 National Digital Identification System (NDIDS) and Civil Registration Vital Statistic System (CRVS) (US\$7.6 million).**

This sub-component finances the development of the NDIDS, the first such system for Samoa, the upgrade of the CRVS and the migration and quality checking of data from the old CRS, the integration of NDIDS and CRVS, the development of identity verification and e-KYC functionalities and their integration with public, private, and financial services (including other e-KYC platforms). The sub-component will also include stakeholder consultations, back-office systems (e.g., grievance management systems), consultants to help SBS design, coordinate, and supervise NDIDS and CRVS development, and other technical assistance and capacity development. The NDIDS and CRVS will be aligned with the ten Principles on Identification for Sustainable Development, with adherence to international good practices for accessibility and non-discrimination (especially for people of all abilities, ages and genders), personal data protection, and cybersecurity. NDIDS and CRS will incorporate relevant international and open standards, and adopt, where appropriate, digital public goods to maximize country ownership and interoperability, and enable flexibility for future cross-border use cases such as access to services in other countries and travel. The design and implementation of NDIDS and CRVS will include a broad consultative process to understand peoples' needs, concerns, and expectations, identify potential barriers to registration and use, and develop communication and education strategies, and a grievance mechanism. The NDIDS and CRVS data infrastructure will meet internationally-recognized energy efficient standards and be climate-resilient backup mechanisms that will allow data to be easily recovered if the primary data infrastructure is affected by to climate-induced shocks and natural disasters. Notably, the NDIDS and CRS will improve the response to climate-induced shocks and natural disasters by ensuring

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<sup>1</sup> Use of technology to facilitate and enhance supervisory processes from the perspective of supervisory authorities. (Source: BIS, 2018).

interoperability with the relevant social protection and other registries, allowing the government to quickly roll out response programs and validate the identity of beneficiaries (including without internet connectivity and for those who have lost their physical ID cards).

**Sub-Component 2.2 Registration and credential issuance (US\$4.4 million).** This sub-component finances mass registration operations and the issuance of the Samoa Digital ID Number (SDIN) and physical ID cards (utilizing 2 D barcode technology and not smartcards), developing the ability to issue digital verifiable credentials (e.g., a digital representation of the ID cards and civil registration certificates) into digital wallets<sup>2</sup>, and the development of a smartphone application to allow people to verify themselves remotely for online public and private sector services and to act as a government-recognized digital wallet, including for offline use cases. The verifiable credentials and smartphone application will follow relevant international standards for decentralized identity. The mass registration and credential issuance activities will particularly benefit persons vulnerable to climate change due to geographic and socioeconomic conditions, such as those living in remote areas, the elderly, and people with disabilities, as it allows verification of their identity and entitlements for government support payments, including disaster relief support.

### **Component 3. Project Management (US\$3.0 million)**

This component will provide overall support to the Ministry of Finance (MOF) with project supervision and implementation, as well as capacity building support to implementing agencies for FM, Procurement, E&S and M&E functions. The MOF will serve as implementing agency for this sub-component and will utilize a mix of existing ministry staff and dedicated consultants hired to support project supervision.

**Sub-Component 3.1 Finance Resilience Project Coordination (US\$0.9 million).** This sub-component will finance the implementing entities to provide project-specific implementation support for the duration of this grant including project management, coordination among stakeholders, reporting, and monitoring and evaluation (M&E). This sub-component will also finance procurement and financial management support with the intention to grow capacity in the implementing agencies.

**Sub-Component 3.2. Centralized Technical Services Support Unit (CTSSU) for all World Bank projects in Samoa (US\$2.1 million)** - This sub-component will finance the CTSSU, which provides assistance to all WB operations in Samoa, for a period of two years. It has in the past been financed by the Samoa Climate Resilient Transport Project (P165782) and the Samoa Aviation project (P176272). The CTSSU provides high-level oversight, training

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<sup>2</sup> These could include wallet functions of smartphone operating systems and open wallets.

and service support and consists of specialists in financial management, procurement, M&E, environmental and social safeguards, and coordination functions for all World Bank projects in the Samoa country portfolio.

## **2. Overview of Country, Borrower and Marketplace**

### **2.1 Operational Context**

#### **2.1.1 Governance Aspect**

Samoa is a Parliamentary Republic located in a small archipelago in the South Pacific<sup>3</sup> and is one of the smallest countries in the world with a population of just over two hundred thousand.<sup>4</sup> The majority of the population lives on the two larger islands of Savai'i and Upolu. With numerous and various Acts, Regulations and Organizational Policies in place, Samoa's political status is relatively stable compared to many Small Island States and/or Pacific countries. Political and governance risks are low within Samoa and do not pose a high risk to project implementation. Furthermore, political commitment to enhance the capacity of the recipient to deliver digitally enabled public services.

The procurement for the project will be carried out in accordance with the WB Procurement Regulations for IPF Borrowers (Procurement Regulations), September 2023 as well as the provisions stipulated in the Financing Agreement. In addition, procurement implementation for IA will also follow the GoS procurement regulations including the Public Finance Management Act (PFMA) 2001, the Treasury Instruction 2013 and the Procurement Operational Manual 2020. The implementation of Government procurement will be outlined in the Project Operations Manual (POM). In the event there are inconsistencies between the procurement requirements of the World Bank and the Government of Samoa, the WB requirements take precedent.

The World Bank has approved the use of TenderLink Software as a Service (SaaS) e-procurement system for the utilization of the Government of Samoa e-Tendering Portal for online submission of bids for the World Bank Funded Projects. The Recipient Representative is MoF who is the EA and main focal point for the project, whereas the IAs MoF itself, Central Bank of Samoa (CBS) and Samoa Bureau of Statistics (SBS).

SFSRP will utilize the existing capabilities of the CTSSU within the MoF to provide technical support in the relevant areas as well coordination among the stakeholders.

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<sup>3</sup> Constitution of the Independent State of Samoa 1960 42-44

<sup>4</sup> Samoa Bureau of Statistics, above 1, 4, 46.

### **2.1.2 Economic Aspects**

Samoa's small size and geographic remoteness mean the economy is narrowly based, highly reliant on external factors such as donor assistance, and is vulnerable to external shocks and natural disasters.

Samoa has been heavily impacted by natural disasters, particularly tropical storms and tropical cyclones (TC), including Cyclone Ofa (1990), Cyclone Val (1991), TC Evan (2012), TC Gita (2018) and TC Zazu (2020) and the Tsunami (2009). The combined impacts of Ofa and Val included 21 fatalities, widespread damage and total economic losses estimated as high as US\$500 million, equivalent to about four times the country's gross domestic product (GDP) at the time.

Samoa's economy for the seven (7) consecutive quarters (Oct 2019 - Jun 2021) of serious decline was primarily due to impacts of disease outbreaks, the measles epidemic and COVID-19 pandemic. The two outbreaks drastically affected and hindered economic development activities, growth and stabilization of market opportunities for markets and employments. This was evident in the performance of many industries mainly on Accommodation and Restaurants, Business Services, Transports, Communications, Fishing, Constructions and Commerce.

The proposed Project will not only help to improve govt disbursement system and reducing the cost of foreign exchange collection but play an important role on national economic growth.

### **2.1.3 Sustainability Aspects consisting of Social and Environmental Issues**

Samoa is a small Polynesian state located in the South Pacific. The country has a population of less than 200,000 people distributed across two main (Upolu and Savai'i) and two smaller islands (Apolima and Manono). The national capital is Apia, located on the island of Upolu. Settlements on Upolu and Savai'i are concentrated on the coastal plains and rolling slopes. The ethnic structure in Samoa is predominantly ethnic Samoan. Official languages are Samoan and English. Administratively, the country is divided into 11 districts with approximately 362 villages. The traditional governance and socio-economic system (Fa'amatai) is central to Samoan culture. The social and environmental risk of the project is rated as low. Project activities are expected to have largely positive and beneficial impacts across Samoan society with increased access to digital financial services and improvements in national identification systems.

The environmental risks are likely to be minimal or negligible. Key social risks associated with the project include the potential exclusion of vulnerable groups such as remote and rural residents, people with disabilities,

marginalized women and girls, and those with low connectivity or technical literacy; and privacy and data protection risks including data theft and misuse, identify fraud and discrimination. These risks are predictable and expected to be readily managed through effective stakeholder engagement, effective grievance redress mechanism and robust project design and implementation such as data minimization and pilot testing mass enrollment. The project will support SBS in establishing special measures, as mandated by NDIDS Act 2024, to facilitate the registration of vulnerable groups. Projects such as Digital Samoa Project (p180807) will provide better connectivity in rural areas along with technical assistance and capacity building on cybersecurity for the Government of Samoa. This can enhance the reach and security of the NDIDS system. SEA/SH risk has been assessed as low. The project workforce is relatively small and manageable. The ESCP will outline requirements for standard SEA/SH prevention and response.

### **2.1.4 Technological Aspects**

With the commissioning of the submarine cable constructed under the Samoa Connectivity (Submarine Cable) Project co funded by the WB, Asian Development Bank (ADB) and Australia, internet access has seen major improvements to both speed and reduced costs of internet services. The exponential advancement in technology has and will allow web-meetings, conferences and discussions to take place with ease during the implementation of the *SFSRP*. Evidence of these is seen in previous WB Missions with members joining in via WebEx, MS Teams and other teleconference software. Various existing and new emerging teleconference software and applications, support smooth uninterrupted online communication.

### **2.1.5 Key Conclusions**

The Legislative and Governance frameworks in Samoa, particularly relating to procurement are generally supportive of an efficient project implementation process. Lessons learned from previous and on-going WB projects will be applied to improve implementation of *SFSRP*. Project sustainability is expected to be strengthened through planned actions and coordination between relevant agencies to ensure efficient and expeditious phase implementations. Project activities will be complimented using innovative Information and Communication Technology (ICT) for enhanced efficiencies and faster turnaround time for delivering services to Project beneficiaries, and new media technologies for real-time reporting and data sharing among project teams working at different levels.

## **3. Institutional and Implementation Arrangements of the Project**

**The project is integrated within the institutional framework of the**

**Finance Sector plan under the guidance of FSAC chaired by MOF with CBS, MCR, Samoa Audit Office and SBS as the members.** MOF will serve as the executing agency and focal point for this project. Three Implementing agencies (IA) are proposed: CBS for component 1, SBS for component 2, and MOF for component 3, assisted by two tiers of centralized implementation support. MOF has extensive experience with World Bank financed projects and is familiar with World Bank procedures and requirements. Project management will be led by the Finance Sector Coordination Division under MOF with staff and consultants to support the overall coordination of the project, including sectoral support to procurement, stakeholder engagement, E&S management, and M&E. In addition, CBS and SBS will be supported by the CTSSU under the MOF Aid Coordination and Management Division (ACMD) for the first two years of the project, consisting of full-time expert staff experienced in World Bank policies and procedures in the areas of fiduciary, procurement, E&S, and M&E.<sup>5</sup>

**CBS would be a first-time IA for the World Bank and has shown its understanding and commitment to financial sector issues.** A partnership has also been established over the years between the World Bank and CBS through TA on payment systems development and, with the support of the World Bank and IFC, the Samoa Automatic Transfer System (ATS) system and Central Securities Depository (CSD) that were launched in 2023. CBS is considered a public institution with many high-capacity staff. However, this is the first time that CBS will be implementing a World Bank-financed project. A team at CBS, with close coordination with MOF, has worked closely with the World Bank team on the identification and costing of each project activity, and key staff have been identified in relevant departments to facilitate project implementation. As CBS is a legally autonomous entity, the Project will be implemented in accordance with the Financing Agreement, with a Project Implementation Agreement to be entered into between MOF and CBS.

Project management will be led by the Finance Sector Coordination Division under MOF with staff and consultants to support overall coordination of the project. The MOF plans to recruit one principal procurement officers to the finance coordination division to bolster procurement efforts. The CBS will appoint a procurement officer exclusively for the project. SBS, will utilize procurement staff from SBS corporate support services.

In addition, CBS and SBS will also be supported by the CTSSU housed in the MOF, consisting of full-time expert staff experienced in World Bank policies and procedures in fiduciary, procurement, safeguards, and monitoring and

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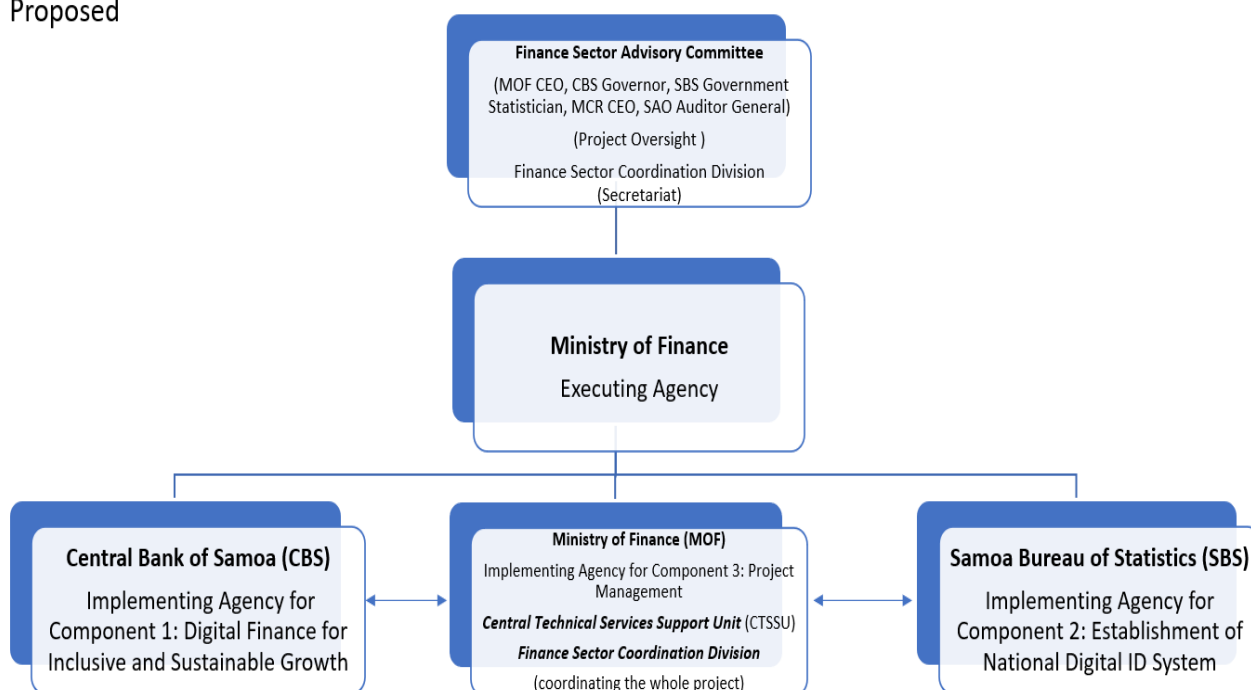
<sup>5</sup> Finance Sector Coordination Division and CTSSU staff funded by this project are not part of the civil service system and are typically hired on one to two year term contracts.

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evaluation. The Finance Sector Advisory Committee will provide strategic oversight for this critical sector program.

Figure: Project Implementation Arrangements and Oversight

Proposed



**SBS was a beneficiary of the recently closed Pacific Regional Connectivity Program: Phase 3 - Samoa (P128904), but this project will be the first time it holds fiduciary responsibilities under a World Bank operation.** SBS has the mandate to manage the NDIDS and CRVS through the National Digital Identification Act (2024). Under the NDIS Act a Digital ID advisory board will be established and will improve coordination among different stakeholders including MOF, MCIT, and CBS. A partnership with the World Bank has also been developed to provide technical assistance and capacity-building. SBS will closely coordinate with MCIT to ensure alignment with Samoa's Information and Communications Technology (ICT) Sector Plan 2022/23 - 2026/27 and where relevant, leverage relevant investments under the Digitally Connected and Resilient Samoa Project (P180807), particularly the government data center and cloud as well as cyber-security.

**Financial management arrangements will be centralized by MOF.** MOF, CBS and SBS agreed that these will be centralized under MOF FSCD with inputs from CBS and SBS. The government Financial Management Information System (FMIS) will be used for accounting project transactions, and to ensure timely submission of the quarterly financial reports, annual budgets and

audited financial statements, MOF FSCD will be assisted by the CTSSU FM consultant and the principal FM officer to be hired under component 3. MOF also implemented the closed Pacific Regional Connectivity Program: Phase 3 – Samoa (P128904) and although the final project audit was submitted on time, the Bank requested MOF to clarify on the discrepancies with the information reported in the final unaudited Interim Financial Report.

### **4. Complaints Management and Dispute Resolution Systems**

At the national level, complaints management and dispute resolution systems are in place and the country has appropriate enabling laws and procedures to address complaints.

At the project level, procurement complaints are addressed by the Tenders Board (TB), with authority to approve and/or reject complaints and recommendations, based on reports prepared by the relevant IA(s).

The CBS follow the procurement procedure as per the provision of the Procurement Operating Manual 2020 (POM 2020) and enjoy the delegation of financial power to approve the threshold value for SAT150,00.00-SAT 200,000.00 by its Board of Directors like other public bodies.

### **5. Need for Hands-on support**

CTSSU consultants will provide hands-on support to the Implementing Agencies in the area of Procurement, Financial Management, Environmental & Social Safeguard, Monitoring and Evaluation of the project implementation.

### **6. Market Analysis**

**Consulting Services.** Technical Assistance is necessary in preparing the ToR as well as implement the high value contracts. Market for individual consulting services is quite universal with international consultants based in and out of the region. There are a number of national and foreign Individual Consultants active in the Samoan market. Some IT firms are available in the local market and for some activities need to follow open market approach to hire quality consultants from the international market.

**Goods.** Simple IT Goods like computers, scanners, printers and other IT accessories can be procured locally. But most high value and complex IT Goods and specialized items will be imported.



## 7. Procurement Trends

The proposed project is IT based Hi-Tech project and procurement activities are mostly IT consultants, Vendors and interrogators. The information of relevant consultants and vendors available are as follows:

### ***IT related:***

- *BearingPoint Software Solutions,*
- *Vizor Software,*
- *Core Filing, IRIS,*
- *Invoke,*
- *AxiomSL,*
- *Oracle, SAS,*
- *IBM,*
- *Cloudera,*
- *Big 4's consulting companies (KPMG, E&Y, Deloitte, PWC)*
- *LSE Grantham Research Institute on Climate Change*
- *Oxford/SOAS Climate Group*
- [Climafin](#)
  
- *Vivid Economics (McKinsey)*
- *Deloitte*
- *Oliver Wyman (they were early in the game)*
- *Moody's Climate Stress Test Solutions*
- *EY*

### ***Systems Integrator:***

- *Canada Bank Note (Canada)*
- *Idemia (Global)*
- *Thales (Global)*
- *Atos (Global)*
- *Accenture (Global)*
- *Norway Registers Development (Global)*
- *New Legacy Digital (UK)*
- *EY (India)*
- *Protean eGov (India)*
- *Panamax (USA)*

### ***Card provider:***

- *Canada Bank Note (Canada)*
- *Madras Security Printers (India)*
- *All Cards (Philippines)*

- Unicard (Australia)
- Carquip (New Zealand)
- Bondwell (Fiji)

*Further there are some IT related national and international Individual consultants active in Samoa. Some vendors are also available on the island to supply IT Goods and accessories in a smaller scale.*

## 8. Key Conclusions

Database of qualified Consultants/Firms from previous similar projects that will be used to invite them to participate in the upcoming procurement activities.

## 9. Procurement Risk Analysis

Procurement Risks experienced in IDA funded projects in Samoa are almost same with a little difference IA to IA and Project to Project. The proposed project is high tech IT related project. Most ToRs, Technical specifications and Bid documents preparation will be a bit complex due to lack of experienced people and most of the IT Goods will be imported. So to mitigate these uncertainties Technical Assistance has been proposed for hiring Individual Consultants and Consulting Firms. The projection of Procurement Risks and its probable solutions are given below:

*Table 5: Procurement Risk Assessment*

<b>Risk Description</b>	<b>Description of Mitigation</b>	<b>Risk Owner</b>
<b>Procurement Capacities:</b> Existing staff in relevant agencies have limited experience with the Bank's regulations.	<ul style="list-style-type: none"> <li>Procurement Specialist from CTSSU will support the IAs in this regard.</li> <li>Training in application of the WB's Systematic Tracking of Exchanges in Procurement (STEP) Software.</li> </ul>	MoF/CTSSU, CBS, SBS
<b>Scarce capacity at IAs</b> High turnover of key counterparts at IAs and small number of technical staff to handle competing demands from donor-funded and GoS	<ul style="list-style-type: none"> <li>Increase/hire the required number of technical staff prior to the start of the project</li> </ul>	MoF, CBS, SBS

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funded projects		
<b>Incomplete specifications/terms of reference leading to:</b> <ul style="list-style-type: none"> <li>• Failure to attract compliant goods.</li> <li>• Lack of clear understanding of requirements by applicants resulting in possible re-tender caused by unreasonably expensive offers/proposals.</li> <li>• Scope of Works and Goods not foreseen enough to accurately estimate cost.</li> </ul>	<ul style="list-style-type: none"> <li>• Prompt preparation of Specifications &amp; Terms of Reference which will be vetted by qualified individuals within the Implementing Agency to ensure their needs are satisfactorily met and have been well described in the specifications.</li> <li>• Pre-bid meetings will be held with suppliers so that all questions can be reasonably addressed.</li> <li>• Development of detailed cost estimates based on current market rates.</li> </ul>	CBS and SBS,
<b>Delayed finalization of technical specifications/Terms of Reference:</b> <ul style="list-style-type: none"> <li>• Delays by IAs to finalize specifications/terms of reference can contribute to delays and risks of the items not received/delivered within the project date.</li> </ul>	PIU/PMD to finalize and submit these together with procurement plan for new activities.	CBS, SBS,
<b>Low participation of international firms due to remoteness of Samoa, Lack of Market Interest in supplying goods:</b>	<ul style="list-style-type: none"> <li>• Advertisement of international opportunities through the GPN, Bank's website including direct invitation to firms in East Asia, Australia and New Zealand.</li> <li>• Longer notification period</li> </ul>	CBS, SBS

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	<p>of not less than 30 business days and proposal validity period of not less than 60 business days should be provided for consulting services, goods and works expected to be provided by international firms. Accordingly, options will be allowed for the potential international consultants and bidders to participate in the pre-proposal / bid conference and / or opening of the Technical Proposals / bid through audio / videoconferencing, e.g., Webex, Zoom, Microsoft teams.</p> <ul style="list-style-type: none"> <li>• Early engagement of local and foreign suppliers in the procurement process to let them know the procurement activities and needs of Components.</li> <li>• Specifications/TORs should be well detailed and distributed early to attract the target suppliers.</li> </ul>	
<p><b>Delayed evaluation of received bids:</b></p> <ul style="list-style-type: none"> <li>• Evaluation panel not meeting on the proposed dates of evaluation due to unavailability of</li> </ul>	<ul style="list-style-type: none"> <li>• Ensure that the evaluation panel members are well trained / informed on the Bidding Document or RFP, and supported by</li> </ul>	CBS, SBS,

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<p>nominated panelists.</p>	<p>professionals, with adequate experience for timely, objective and proper evaluation.</p> <ul style="list-style-type: none"> <li>• Notice of Evaluation Meeting should be sent out at least one- or two-weeks in advance prior evaluation to ensure the nominated panelists from each relevant agency would be available.</li> <li>• Follow up reminders to confirm availability of the panelists.</li> </ul>	
<ul style="list-style-type: none"> <li>• <b>Shortage of supplies and/or delay of shipment.</b></li> </ul>	<ul style="list-style-type: none"> <li>• Proactive notification of local and foreign suppliers of upcoming procurements specifying quantities needed so they can advise whether the items are in stock, or expecting shipment.</li> <li>• By finalizing the specifications/TORs early and starting the procurement process so there is more room for delivery times in case there is a shortage in supply of any goods.</li> <li>• Prioritizing the procurement of goods that only foreign companies can provide so that these can have more room for on-time delivery.</li> <li>• By expanding the market approach to OPEN</li> </ul>	<p>CBS, SBS,</p>

## Samoa Finance Sector Resilience Project

	procurement so that there are more options should other suppliers come across difficulties in providing the procured goods.	
<b>Contradiction in decision making:</b> <ul style="list-style-type: none"> <li>Contradiction or Tenders Board decisions contradict prevailing regulations of the GoS and the World Bank causing delays in the procurement processes.</li> <li>Back-and-forth justification provided by relevant people may lead to mis-procurement.</li> </ul>	<ul style="list-style-type: none"> <li>Government/Cabinet shall be briefed on Donor standards and requirements in order to avoid potential contradictions.</li> <li>Provision of feasible solutions in way forward.</li> </ul>	MoF
<b>Limited Capacity and Staff turnover of key staff in IAs</b> <ul style="list-style-type: none"> <li>IAs implementing several key projects at the same time by the same staff and human resources that may delay in project implementation</li> <li>Staff turnover and the challenge in retaining of skilled and trained staff during the project, may take time to recruit and delay the project</li> </ul>	<ul style="list-style-type: none"> <li>Recruitment of IAs staffs at the early stage of project to support. Continue training and capacity building for IAs staff as well as other related divisions within the IAs to assist during transitions</li> </ul>	MoF, SBS, CBS,

## 10. Procurement Objectives

The Key Procurement Objectives if achieved, will support the delivery of the PDOs and deliver the best Value for Money (VFM) under a risk-based approach.

- a) Ensure appropriate alignment of activities to support effective implementation;
- b) Delivering within budget and to management expectations;
- c) Preparing clear and concise TOR/Specifications and accurate cost estimates to achieve timely and cost-effective delivery of goods and services.

## 11. Recommended Procurement Approaches

Procurement under *SFSRDP* will be handled by the Ministry of Finance (MoF), Central Bank of Samoa (CBS), and Samoa Bureau of Statistics (SBS). Retroactive Finance may also be applied to procurement activities which are concluded prior to effectiveness and where the GoS wishes to enter into contract and related payments.

Implementation of Advance Contracting (as detailed in the WB Procurement Regulations) also proposed to accelerate the *SFSRDP* procurement.

### Advance Procurement Activities

Activity Ref. No.	Activity Description	Review Type	Category	Selection Methods	Market Approach	Estimated Amount (USD Million)	Estimated Starting Date	Implementing Agency
CBS/CS/001	Needs assessment for the regulatory reporting platform	Post	Consulting services	CQS	Open-International	0.25	Jan 2025	CBS
SBS/CS/001	NDIDS/CRVS Advisor Firm	Prior	Consulting Services	QCBS	Open-International	0.53	Jan 2025	SBS
SBS/CS/002	Security Data Protection firm (to	Post	Consulting services	CQS	Open International	0.40	Jan 2025	SBS

## Samoa Finance Sector Resilience Project

	verify the integrity of the NDIDS system)							
SBS/ICS/001	NDID Policy Development Advisor (national consultant)	Post	CS	ICS	Open-National	0.09	Jan 2025	SBS
MOF/ICS/001	Principal Financial Management Officer	Post	CS	ICS	Open-National	0.15	Oct 2024	MoF
MOF/ICS/002	Principal Procurement Officer	Post	CS	ICS	Open-National	0.15	Oct 2024	MoF
MOF/ICS/003	Senior M&E Officer	Post	CS	ICS	Open-National	0.1	Oct 2024	MoF
MOF/ICS/004	Senior Coordination Officer	Post	CS	ICS	Open-National	0.1	Oct 2024	MoF

### Component 1 Financial Supervisory and National Payment Systems

#### For Goods and Non-consulting Services

REF	Activity Description	REVIEW TYPE	Category	MARKET APPROACH	METHOD	TOTAL AMOUNT USD\$	Estimated Starting Date	ti A
CBS/NCS/001	Software solution for Supervisory and Regulatory Reporting Platform	Prior	NCS	RFP	Open-International	1.70	Jan 2026	
CBS/GO/002	Procurement of the IT equipment for the	Post	Goods	RFQ	Open-International	0.35	Sept 2025	



## Samoa Finance Sector Resilience Project

	Supervisory and Regulatory Reporting Platform							
CBS/NCS/003	National Payment System annual subscription & enhancements	Prior	NCS	Direct	International	0.60	Jan 2025	
CBS/GO/004	Financial literacy Communication Materials	Post	Goods	RFQ	Open-National	0.3	Dec 2025	

### **Procurement Approach**

<b>Attribute</b>	<b>Selected Arrangement</b>	<b>Justification Summary/Logic</b>
Technical Specifications	Conformance	Defined under clear technical specifications.  Technical specifications will be submitted to the WB as a part of Bid document for clearance after the procurement plan is cleared by the WB.
Contact Type	Lump Sum	Contract based on supply and delivery/installation of goods.
Pricing and Costing Mechanism	Collaborative	Agreed shared interests and objectives:  Long-term commitment for the duration of the project where there is mutual trust, openness and transparency.
Form of contract (Terms and Conditions)		WB standard contract Template

## Samoa Finance Sector Resilience Project

Selection Method	RFB/RFQ	<p>Activity will be procured via RFB/RFQ</p> <p>During the early procurement phase, before the official invitations will be sent, PIU will work to do the following:</p> <ul style="list-style-type: none"> <li>• Notify local and foreign suppliers early that there is an upcoming procurement specifying quantities needed.</li> <li>• Finalize the specifications early so there is more room for delivery times in case there is a shortage in supply of any goods.</li> </ul>
Market Approach	Open Selection	By expanding the market approach to OPEN procurement so that there are more options should other suppliers come across a shortage in the procured goods. This will apply to all activities that will be procured under the allocated funds..
Post Qualification	Yes	Before issuing the NoA the recommended bidder's submitted documents will be verified accordingly.
Evaluation Selection Method	Based on the conformance to the Tech Spec's	Evaluation panels will also be finalized beforehand so that the panel members have time in advance to plan their schedules and be available on the day of evaluation.

### **Justification of Direct Selection:**

National Payment System annual subscription & enhancements -The provider is the same, Montran. So, Direct Selection has been proposed for procuring this activity.

## Samoa Finance Sector Resilience Project

### Consulting Firms:

REF	NAME	REVIEW TYPE	Category	Method	MARKET APPROACH	TOTAL AMOUNT USD\$ (Million)	Estimated Starting Date	IA
CBS/CS/001	Needs assessment for the regulatory reporting platform	Post	Consulting services	CQS	Open-International	0.25	Jan 2025	CBS
CBS/CS/002	Regulatory Reporting Platform Implementation Support	Post	Consulting Services	CQS	Open-International	0.35	Jan 2025	CBS
CBS/CS/003	Financial Sector Climate Risk Assessment and Training Firm	Prior	Consulting services	QCBS	Open-International	0.65	Jan 2025	CBS
CBS/CS/004	Diagnostic of retail payment switch and use cases	Prior	Consulting Services	QCBS	Open-International	0.50	<b>Mar 2026</b>	CBS
CBS/CS/005	Gender financial literacy communication design	Post	Consulting Services	CQS	Open-National	0.20	Jun 2025	CBS

### Procurement Approach

## Samoa Finance Sector Resilience Project

<b>Attribute</b>	<b>Selected Arrangement</b>	<b>Justification Summary/Logic</b>
Terms of Reference	Conformance	Defined under clear technical scope of work.  Scope of work will be submitted to the WB for clearance when the procurement plan is submitted for approval.
Contact Type	Lump Sum/Time Based	Construction Supervision will be under Time-Based contract and other activities will be under Lump-Sum contract
Pricing and Costing Mechanism	Lump Sum/Time Based	Services will be paid in accordance with the agreed payment schedule in the contract.
Supplier Relationship	Collaborative	Agreed shared interests and objectives.  Long-term commitment for the duration of the project where there is mutual trust, openness and transparency.
Form of contract (Terms and Conditions)		Form of contract as approved/cleared by the WB.
Selection Method	Quality & Cost Based Selection; Consultant's Qualification Based Selection (CQS)	Ensure there is a wide competition, the method opted is the Quality & Cost Based Selection and Consultants Qualification Based Selection for firms, and Individual Consultancy for the PIU.
Market Approach	Open Selection	By expanding the market approach to OPEN procurement so that there is a wider competition. Also, limited market approach shall be considered if consultants are known before.

## Samoa Finance Sector Resilience Project

Pre/Post Qualification	N/A	
Evaluation Selection Method	Based on RFPI/EOI	Evaluation panels will also be finalized beforehand so that the panel members have time in advance to plan their schedules and be available on the day of evaluation.
Domestic Preference	No	

### Component 2. Establishment of National Digital Identification System For Goods

REF	Activity Description	Review Type	Category	Method	Market Approach	Estimated Amount	Estimated Starting Date	IA
SBS/GO/001	NDIDS/CRVS Systems Integrator (IT system procurement)	Prior	Goods	RFP	Open-International	5.64	April 2025	SBS
SBS/GO/002	Card machine personalization and distribution (Machine Supply and Installation)	Prior	Goods	RFB	Open-International	1.04	Dec 2025	SBS
SBS/GO/003	Equipment for registration campaign	Post	Goods	RFQ	Open - National	0.014	Jan 2027	SBS

### Procurement Approach

Attribute	Selected Arrangement	Justification Summary/Logic
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## Samoa Finance Sector Resilience Project

Technical Specifications	Conformance	<p>Defined under clear technical specifications.</p> <p>Technical specifications will be submitted to the WB as a part of Bid document for clearance after the procurement plan is cleared by the WB.</p>
Contact Type	Lump Sum	Contract based on supply and delivery/installation of goods.
Pricing and Costing Mechanism	Collaborative	<p>Agreed shared interests and objectives:</p> <p>Long-term commitment for the duration of the project where there is mutual trust, openness and transparency.</p>
Form of contract (Terms and Conditions)		WB standard contract Template
Selection Method	RFB/RFQ	<p>Activity will be procured via RFB/RFQ</p> <p>During the early procurement phase, before the official invitations will be sent, PIU will work to do the following:</p> <ul style="list-style-type: none"> <li>• Notify local and foreign suppliers early that there is an upcoming procurement specifying quantities needed.</li> <li>• Finalize the specifications early so there is more room for delivery times in case there is a shortage in supply of any goods.</li> </ul>
Market Approach	Open Selection	By expanding the market approach to OPEN procurement so that there are more options should other suppliers come across a shortage in the procured goods. This will apply to all activities that will be

## Samoa Finance Sector Resilience Project

		procured under the allocated funds..
Post Qualification	Yes	Before issuing the NoA the recommended bidder's submitted documents will be verified accordingly.
Evaluation Selection Method	Based on the conformance to the Tech Spec's	Evaluation panels will also be finalized beforehand so that the panel members have time in advance to plan their schedules and be available on the day of evaluation.

Note: The Technical Specification of *NDIDS/CRS Systems Integrator (USD 5.64 million)* has been prepared under the previous *Samoa Connectivity Project*. The previous documents will be reviewed and used for this activity under this project.

### Consulting Firm

REF	NAME	Review Type	Category	Method	Market Approach	TOTAL AMOUNT USD\$ (Million)	Estimated Starting Date	IA
SBS/CS/001	NDIDS/C RVS Advisor Firm	Prior	Consulting Services	QCBS	Open-International	0.53	Jan 2025	SBS
SBS/CS/002	Security Data Protection firm (to verify the integrity of the NDIDS system)	Post	Consulting services	CQS	Open International	0.40	Jan 2025	SBS

Note: The above 02 consulting activities will be started in advance on January 2025. The SBS will prepare the ToRs and start procurement process with the assistance of CTSSU and MoF Sector Coordination Division.

## Samoa Finance Sector Resilience Project

### **Procurement Approach**

<b>Attribute</b>	<b>Selected Arrangement</b>	<b>Justification Summary/Logic</b>
Terms of Reference	Conformance	Defined under clear technical scope of work.  Scope of work will be submitted to the WB for clearance when the procurement plan is submitted for approval.
Contact Type	Lump Sum/Time Based	Construction Supervision will be under Time-Based contract and other activities will be under Lump-Sum contract
Pricing and Costing Mechanism	Lump Sum/Time Based	Services will be paid in accordance with the agreed payment schedule in the contract.
Supplier Relationship	Collaborative	Agreed shared interests and objectives.  Long-term commitment for the duration of the project where there is mutual trust, openness and transparency.
Form of contract (Terms and Conditions)		Form of contract as approved/cleared by the WB.
Selection Method	Quality & Cost Based Selection; Consultant's Qualification Based Selection (CQS) for Firms;  Individual Consultancy for Individuals.	Ensure there is a wide competition, the method opted is the Quality & Cost Based Selection and Consultants Qualification Based Selection for firms, and Individual Consultancy for the PIU.



## Samoa Finance Sector Resilience Project

Market Approach	Open Selection	By expanding the market approach to OPEN procurement so that there is a wider competition. Also, limited market approach shall be considered if consultants are known before.
Pre/Post Qualification	N/A	
Evaluation Selection Method	Based on RFPI/EOI	Evaluation panels will also be finalized beforehand so that the panel members have time in advance to plan their schedules and be available on the day of evaluation.
Domestic Preference	No	

### Component 3 Project Management

REF	NAME	REVIEW TYPE	TOTAL AMOUNT USD\$ (Million)	MARKET APPROACH	METHOD
a	CTSSU FM Specialist	Prior	0.50	Open/Limited	ICS
b	CTSSU Procurement Specialist	Prior	0.50	Open/Limited	ICS
c	CTSSU Safeguard Specialist	Prior	0.50	Open/Limited	ICS
d	CTSSU M&E Specialist	Prior	0.50	Open/Limited	ICS
e	Principal Financial Management Officer	Post	0.25	Open/National	ICS
f	Principal Procurement Officer	Post	0.25	Open/National	ICS
g	Senior M&E Officer	Post	0.25	Open/National	ICS
h	Senior Coordination Officer	Post	0.25	Open/National	ICS

## Samoa Finance Sector Resilience Project

i	NDID Policy Development Advisor (national consultant)	Post	0.09	Open/National	ICS
j	CBS Payment System Expert	Post	0.15	Open/National	ICS

The selection process of Principal Financial Management Officer and Principal Procurement , Senior M&E Officer and Senior Coordination Officer will be started in advance on October 2024. The ToRs will be prepared in assistance with the CTSSU specialists. The selection process will follow the PSC procedure and finance by the project.

Provision has been kept for MoF officers to purchase office equipments amounting USD 0.075

## 12. Summary of PPSD to inform the Bank's preparation of the PAD

- a. Procurement under the project would be carried out in accordance with the World Bank Procurement Regulations, IPF Fifth Edition dated September 2023. A comprehensive Project Procurement Strategy for Development (PPSD) is being prepared by the Project. The PPSD will be finalized prior negotiation. The project will be subjected to the Bank's Anti-corruption Guidelines, dated October 15, 2006, revised in January 2011 and as of July 1, 2016.
- b. The project will use the Systematic Tracking of Exchanges in Procurement (STEP) to plan, record, and track procurement transactions. The Procurement Plan will be agreed and finalized through negotiations and published on to the World Bank's external website. Such Procurement Plan will be updated, as necessary, but at least annually.
- c. Procurement Templates. New templates will be used in accordance with the newly approved World Bank Procurement Regulations, September 2023.
- d. Institutional Arrangements will follow according to Financing Agreement and detailed in the PAD.
- e. Key risks with procurement have been identified and corresponding mitigation are proposed (Section 9. Procurement Risk Analysis). The Project Operations Manual (POM) will be developed to ensure the proposed mitigation measures are reflected.

## 13. Procurement Plan

The first 18 months of the overall Procurement Plan for the SFSRP will be agreed and finalized by negotiations and published on the external website of the WB. The Plan will be updated, as necessary, but at least annually.

## Samoa Finance Sector Resilience Project

Following is a summary of the procurement activities, as well as proposed procurement methods:

## Samoa Finance Sector Resilience Project

### Draft Procurement Plan for Samoa Finance Sector Resilience Project (SFSRDP) Consulting Firms

Activity Ref. No.	Activity Description	Review Type	Category	Selection Methods	Market Approach	Estimated Amount (USD)	Estimated Date	Starting
CBS/CS/001	Needs assessment for the regulatory reporting platform	Post	Consulting services	CQS	Open-International	0.25	Jan 2025	
CBS/CS/002	Regulatory Reporting Platform Implementation Support	Post	Consulting Services	CQS	Open-International	0.35	Jan 2025	
CBS/CS/003	Financial Sector Climate Risk Assessment and Training Firm	Prior	Consulting services	QCBS	Open-International	0.65	Jan 2025	
CBS/CS/004	Diagnostic of retail payment switch and use cases	Prior	Consulting Services	QCBS	Open-International	0.50	Mar 2026	
CBS/CS/005	Gender financial literacy communication design	Post	Consulting Services	CQS	Open-National	0.20	Jun 2025	
SBS/CS/001	NDIDS/CRVS Advisor Firm	Prior	Consulting Services	QCBS	Open-International	0.53	Jan 2025	
SBS/CS/002	Security Data Protection firm (to verify the integrity of the NDIDS system)	Post	Consulting services	CQS	Open International	0.40	Jan 2025	

## Samoa Finance Sector Resilience Project

### Goods and Non-Consulting Services

Activity Ref. No.	Activity Description	Review Type	Category	Selection Methods	Market Approach	Estimated Amount (USD)	Estimated Starting Date
CBS/NCS/001	Software solution for Supervisory and Regulatory Reporting Platform	Prior	NCS	RFP	Open-International	1.70	Jan 2026
CBS/GO/002	Procurement of the IT equipment for the Supervisory and Regulatory Reporting Platform	Post	Goods	RFQ	Open-International	0.35	Sept 2025
CBS/NCS/003	National Payment System annual subscription & enhancements	Prior	NCS	Direct	International	0.60	Jan 2025
CBS/GO/004	Financial literacy Communication Materials	Post	Goods	RFQ	Open-National	0.3	Dec 2025
SBS/GO/001	NDIDS/CRVS Systems Integrator (IT system procurement)	Prior	Goods	RFP	Open-International	5.64	April 2025
SBS/GO/002	Card machine personalization and distribution (Machine Supply and Installation)	Prior	Goods	RFB	Open-International	1.04	Dec 2025
SBS/GO/003	Equipment for registration campaign	Post	Goods	RFQ	Open - National	0.014	Jan 2027
MOF/GO/001	Office equipment for MOF team	Post	Goods	RFQ	Open-National	0.075	Jan 2025

## Samoa Finance Sector Resilience Project

### Individual Consultants

Activity Ref. No.	Activity Description	Review Type	Category	Selection Methods	Market Approach	Estimated Amount (USD)	Estimated Starting Date
CTSSU/ICS/01	CTSSU Financial Management Specialist	Prior	CS	ICS	Open/Limited	0.50	January 2025
CTSSU/ICS/02	CTSSU Safeguard Specialist	Prior	CS	ICS	Open/Limited	0.50	January 2025
CTSSU/ICS/03	CTSSU M & E Specialist	Prior	CS	ICS	Open/Limited	0.50	January 2025
CTSSU/ICS/04	CTSSU Procurement Specialist	Prior	CS	ICS	Open/Limited	0.50	January 2025
SBS/ICS/001	NDID Policy Development Advisor (national consultant)	Post	CS	ICS	Open/Limited	0.09	January 2025
CBS/ICS/001	CBS Payment system Regulatory Expert	Post	CS	ICS	Open/International	0.15	January 2026
MOF/ICS/001	Principal Financial Management Officer	Post	CS	ICS	Open/National	0.25	October 2024
MOF/ICS/002	Principal Procurement Officer	Post	CS	ICS	Open/National	0.25	October 2024
MOF/ICS/003	Senior M&E Officer	Post	CS	ICS	Open/National	0.25	October 2024

Samoa Finance Sector Resilience Project

MOF/ICS/004	Senior Coordination Officer	Post	CS	ICS	Open/National	0.25	October 2024
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PROCUREMENT PLAN

General Information

Country:

Samoa

Bank's Approval Date of the Original Procurement Plan

2024-09-09

Revised Plan Date(s): (comma delineated, leave blank)

2024-09-09

Project ID:

P181456

GPN Date:

Project Name:

Samoa Finance Sector Resilience and Development Project

Loan / Credit No:

/

Executing Agency:

Ministry of Finance

Activity Reference No. / Description	Loan / Credit No.	Component	Review Type	Method	Market Approach	Procurement Process	Prequalification (Y/N)	High SEA/SH Risk	Procurement Document Type	Estimated Amount (US\$)	Actual Amount (US\$)	Process Status	Draft Pre-qualification Documents		Prequalification Evaluation Report		Draft Bidding Document / Justification		Specific Procurement Notice / Invitation		Bidding Documents Issued / Opening / Minutes		Proposal Submission / Opening / Minutes		Bid Evaluation Report and Recommendation for Award		Signed Contract		Contract Completion
													Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual	

Activity Reference No. / Description	Loan / Credit No.	Component	Review Type	Method	Market Approach	Procurement Process	Prequalification (Y/N)	Estimated Amount (US\$)	Actual Amount (US\$)	Process Status	Draft Pre-qualification Documents		Prequalification Evaluation Report		Draft Bidding Document / Justification		Specific Procurement Notice / Invitation		Bidding Documents Issued / Opening / Minutes		Proposal Submission / Opening / Minutes		Bid Evaluation Report and Recommendation for Award		Signed Contract		Contract Completion	
											Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual
MOF/GO/001 / Office equipment for MOF team	/		Post	Request for Quotations	Open - National	Single Stage - One Envelope		75,000.00	0.00	Pending Implementation							2025-01-06								2025-03-19		2025-05-18	

Activity Reference No. / Description	Loan / Credit No.	Component	Review Type	Method	Market Approach	Procurement Process	Prequalification (Y/N)	Estimated Amount (US\$)	Actual Amount (US\$)	Process Status	Draft Pre-qualification Documents		Prequalification Evaluation Report		Draft Bidding Document / Justification		Specific Procurement Notice / Invitation		Bidding Documents Issued / Opening / Minutes		Proposal Submission / Opening / Minutes		Bid Evaluation Report and Recommendation for Award		Signed Contract		Contract Completion	
											Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual

Activity Reference No. / Description	Loan / Credit No.	Component	Review Type	Method	Market Approach	Contract Type	Estimated Amount (US\$)	Actual Amount (US\$)	Process Status	Terms of Reference		Expression of Interest Notice		Short List and Draft Request for Proposals		Request for Proposals as Issued		Opening of Technical Proposals / Minutes		Evaluation of Technical Proposal		Combined Evaluation Report and Draft Negotiated Contract		Signed Contract		Contract Completion	
										Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual

Activity Reference No. / Description	Loan / Credit No.	Component	Review Type	Method	Market Approach	Contract Type	Estimated Amount (US\$)	Actual Amount (US\$)	Process Status	Terms of Reference		Invitation to Identify / Selected Consultant		Draft Negotiated Contract		Signed Contract		Contract Completion	
										Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual
CTSSU/ICS/01 / CTSSU Financial Management Specialist	/		Prior	Individual Consultant Selection	Open - International		500,000.00	0.00	Pending Implementation	2025-01-07		2025-03-13		2025-04-12		2025-05-17		2027-05-17	
CTSSU/ICS/02 / CTSSU Environmental and Social Safeguard Specialist	/		Prior	Individual Consultant Selection	Open - International		500,000.00	0.00	Pending Implementation	2025-01-20		2025-03-26		2025-04-25		2025-05-30		2027-05-30	
CTSSU/ICS/03 / CTSSU M & E Specialist	/		Prior	Individual Consultant Selection	Open - International		500,000.00	0.00	Pending Implementation	2025-01-20		2025-03-26		2025-04-25		2025-05-30		2027-05-30	
CTSSU/ICS/04 / CTSSU Procurement Specialist	/		Prior	Individual Consultant Selection	Open - International		500,000.00	0.00	Pending Implementation	2025-01-09		2025-03-15		2025-04-14		2025-05-19		2027-05-19	
MOF/ICS/001 / Principal Financial Management Officer	/		Post	Individual Consultant Selection	Open - National		150,000.00	0.00	Pending Implementation	2024-10-01		2024-11-26		2024-12-26		2025-01-30		2028-01-30	
MOF/ICS/002 / Principal Procurement Officer	/		Post	Individual Consultant Selection	Open - National		150,000.00	0.00	Pending Implementation	2024-10-07		2024-11-23		2024-12-14		2025-01-18		2028-01-18	
MOF/ICS/003 / Senior M&E Officer	/		Post	Individual Consultant Selection	Open - National		100,000.00	0.00	Pending Implementation	2024-10-15		2024-12-10		2025-01-09		2025-02-13		2028-02-13	
MOF/ICS/004 / Senior Coordinator Officer	/		Post	Individual Consultant Selection	Open - National		100,000.00	0.00	Pending Implementation	2024-10-25		2024-11-22		2024-12-13		2025-01-17		2028-01-17	