



Liberia: Public Sector Modernization Project (P143064)

AFRICA | Liberia | Governance Global Practice |
IBRD/IDA | Investment Project Financing | FY 2014 | Seq No: 9 | ARCHIVED on 19-Aug-2019 | ISR38181 |

Implementing Agencies: Republic of Liberia, Civil Service Agency

Key Dates

Key Project Dates

Bank Approval Date: 10-Feb-2014

Effectiveness Date: 08-Apr-2014

Planned Mid Term Review Date: 15-May-2017

Actual Mid-Term Review Date: 29-Sep-2017

Original Closing Date: 30-Sep-2019

Revised Closing Date: 30-Sep-2019

Project Development Objectives

Project Development Objective (from Project Appraisal Document)

To improve pay and performance management in participating ministries, and strengthen payroll management in the Civil Service in Liberia.

Has the Project Development Objective been changed since Board Approval of the Project Objective?

No

Components

Name

Improved Pay Management: Objectives are: (i) facilitate improved wage bill management; (ii) provide a clear and fair basis for accountability for results among civil servants.:(Cost \$3.18 M)

Strengthened Payroll Management: Objectives are (i) establish and maintain a clean Civil Service payroll and (b) ensure predictability in the government's wage bill.:(Cost \$3.05 M)

Improved Performance: Objectives are (i) support the ministries to focus on performing their core functions, and (ii) establish performance and accountability standards among civil servants.:(Cost \$3.38 M)

Project and Program Coordination: Objective is: support the coordination and delivery of project inputs and the overall program implementation.:(Cost \$1.10 M)

Overall Ratings

Name	Previous Rating	Current Rating
Progress towards achievement of PDO	● Moderately Satisfactory	● Moderately Satisfactory
Overall Implementation Progress (IP)	● Moderately Satisfactory	● Moderately Satisfactory
Overall Risk Rating	● Moderate	● Moderate

Implementation Status and Key Decisions

Under Component One, the Wage Bill Task Force collected payroll data (basic pay, general allowances and special allowances) from 107 entities with the objective of bringing all the 107 entities under a single harmonized pay structure. HR data has also been collected. A decision has been made through Cabinet to bring all 107 entities under the civil service regulation with the Civil Service Agency as the main HR supervising entity. All



personnel including consultants are to be absorbed into the civil service. Employees of the Ministry of Internal Affairs and the Ministry of Education who are on the Supplementary Payroll are also to be absorbed and the Supplementary Payroll abolished.

Under Component Two, the Biometric Unit of the CSA have printed a total of 18,293 biometric ID Cards for civil servants in all ministries. A payroll system audit has been completed during the second half of the 2018/19 fiscal year by the General Audit Commission.

Under Component Three, the Governance Commission has been consulting with the participating ministries to validate the functional review reports of the rest of the ministries whose reports are yet to be finalized.

Component Four. The verification by the Third Party Consultant of completed DLIs have been put on hold due until the restructuring of the project is completed.





Risks

Systematic Operations Risk-rating Tool

Risk Category	Rating at Approval	Previous Rating	Current Rating
Political and Governance	--	● Moderate	● Moderate
Macroeconomic	--	● Substantial	● Substantial
Sector Strategies and Policies	--	● Moderate	● Moderate
Technical Design of Project or Program	--	● Moderate	● Moderate
Institutional Capacity for Implementation and Sustainability	--	● Moderate	● Moderate
Fiduciary	--	● Moderate	● Substantial
Environment and Social	--	● Low	● Low
Stakeholders	--	● Moderate	● Moderate
Other	--	--	--
Overall	--	● Moderate	● Moderate



Results

PDO Indicators by Objectives / Outcomes

To improve pay & performance mgmt in participating ministries, and strengthen payroll mgmt in the CS				
▶P1-4 and E1-3 grade civil servants in participating ministries paid according to approved pay grades (Percentage, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	25.00	30.00	30.00	90.00
Date	16-Sep-2013	28-Dec-2018	28-Jun-2019	31-Jul-2019
Comments:	Even though new pay grades have been developed for civil servants, the government is unable to implement the new grade as a result of the outbreak of the Ebola Virus Disease and the resultant effect it has on the economy. Government revenue had sharply declined.			
▶Discrepancy between current payroll (salary) and Personnel Listing (Percentage, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	25.00	10.00	10.00	0.00
Date	16-Sep-2013	28-Dec-2018	28-Jun-2019	31-Jul-2019
▶P1-4 and E1-3 grade civil servants in seven participating ministries that have achieved satisfactory performance rating or above on their quality ensured annual performance appraisal (Percentage, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	93.00	93.00	60.00
Date	16-Sep-2013	28-Dec-2018	28-Jun-2019	31-Jul-2019
▶Direct project beneficiaries (Number, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	455.00	500.00	500.00
Date	16-Sep-2013	28-Dec-2018	28-Jun-2019	31-Jul-2019
▲Female beneficiaries (Percentage, Custom Supplement)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	78.00	25.00	25.00
▲Registered in the Female Leadership Program (Percentage, Custom Breakdown)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	14.70	14.70	25.00



Date	16-Sep-2013	28-Dec-2018	28-Jun-2019	31-Jul-2018
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Intermediate Results Indicators by Components

Improved Pay Management: Objectives are: (i) facilitate improved wage bill management; (ii) provide a clear and fair basis for accountability for results among civil servants.				
▶Civil Service Agency has prepared and submitted for Cabinet approval a Pay Strategy for all its civil servants for five years (Yes/No, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	No	Yes	Yes	Yes
Date	16-Sep-2013	30-Apr-2015	30-Apr-2015	31-Jul-2019
Comments:	The Mandate and Functional Reviews for three of the participating ministries were revised based on a request from the ministers. The final draft versions are yet to be validated by the incoming ministers.			
▶Remuneration survey completed (Yes/No, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	No	Yes	Yes	Yes
Date	16-Sep-2013	30-Apr-2015	30-Apr-2015	31-Jul-2019
▶P1-4 and E1-3 grade civil servants in participating ministries assigned into approved pay grades (Percentage, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	37.00	37.00	80.00
Date	16-Sep-2013	28-Dec-2018	28-Jun-2019	31-Jul-2018
Comments:	Even though new pay grades have been developed for civil servants, the government is unable to implement the new grade as a result of the outbreak of the Ebola Virus Disease and the resultant effect it has on the economy. Government revenue had sharply declined.			
▶TAS 1-3 grade civil servants in participating ministries assigned into approved pay grades (Percentage, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	78.00	78.00	80.00
Date	16-Sep-2013	28-Dec-2018	28-Jun-2019	31-Jul-2019
Comments:	Even though new pay grades have been developed for civil servants, the government is unable to implement the new grade as a result of the outbreak of the Ebola Virus Disease and the resultant effect it has on the economy. Government revenue had sharply declined.			
▶Civil servants aware of pay reforms led by CSA and implications (Percentage, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target



Value	0.00	70.00	70.00	90.00
Date	16-Sep-2013	28-Dec-2018	28-Jun-2019	31-Jul-2019

Strengthened Payroll Management: Objectives are (i) establish and maintain a clean Civil Service payroll and (b) ensure predictability in the government's wage bill.

►Ministries with establishment posts defined and updated in HRMIS (Number, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	22.00	29.00	29.00	29.00
Date	16-Sep-2013	02-Jul-2018	28-Jun-2019	31-Jul-2019

►Civil Servants in participating ministries with completed electronic personnel files (Percentage, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	50.00	70.00	70.00	100.00
Date	05-Nov-2013	28-Dec-2018	28-Jun-2019	31-Jul-2019

Comments: This indicator is on target to be achieved. Data had been collected on all civil servants and the Payroll Department and the Biometric Unit of the Civil Service Agency are painstakingly vetting the data before they migrated onto the electronic system. It is planned that the entries will be advanced by March 2019.

►Civil servants with biometric identity cards (Percentage, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	26.00	60.00	60.00	100.00
Date	16-Sep-2013	28-Dec-2018	28-Jun-2019	31-Jul-2019

Comments: This indicator is on target to be achieved. Data had been collected on all civil servants and the Payroll Department and the Biometric Unit of the Civil Service Agency are painstakingly vetting the data before they migrated onto the electronic system. It is planned that the entries will be advanced by March 2019.

►Manual and automated HR and payroll systems in CSA audited (Yes/No, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	No	No	Yes	Yes
Date	16-Sep-2013	28-Dec-2018	28-Jun-2019	31-Jul-2019

►Participating ministries with supplementary payroll (Number, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	2.00	2.00	2.00	0.00
Date	05-Nov-2013	28-Dec-2018	28-Jun-2019	31-Jul-2019



Improved Performance: Objectives are (i) support the ministries to focus on performing their core functions, and (ii) establish performance and accountability standards among civil servants.				
▶Participating MACs with completed Functional reviews (Number, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	1.00	4.00	4.00	7.00
Date	16-Sep-2013	28-Dec-2018	28-Jun-2019	31-Jul-2019
Comments:	Even though the functional reviews were completed for all the participating ministries, 3 of the ministries requested that the functional review reports be reviewed to take into consideration emerging mandates. Subsequently, the actual completed reports were revised to 4.			
▶Staffing skills in participating ministries assessed by individual ministries and CSA (Yes/No, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	No	Yes	Yes	Yes
Date	16-Sep-2013	29-Sep-2017	29-Sep-2017	31-Jul-2019
▶Policy Framework for selection, appointment, promotion, and retirement completed and approved by Cabinet. (Yes/No, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	No	Yes	Yes	Yes
Date	16-Sep-2013	29-Sep-2017	29-Sep-2017	31-Jul-2019
▶Persons trained disaggregated by % females and number of participants in Female Leadership Training Program (Number, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	370.00	450.00	500.00
Date	05-Nov-2013	28-Dec-2018	28-Jun-2019	31-Jul-2019
▲Number participating in female leadership program (Number, Custom Breakdown)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	25.00	25.00	90.00
Date	10-Dec-2012	28-Dec-2018	28-Jun-2019	25-Sep-2019
▶Participating ministries have completed three annual cycles of the Performance Appraisal Process for P & E grade civil servants (Number, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	0.00	0.00	7.00
Date	05-Nov-2013	28-Dec-2018	28-Jun-2019	31-Jul-2019



Data on Financial Performance

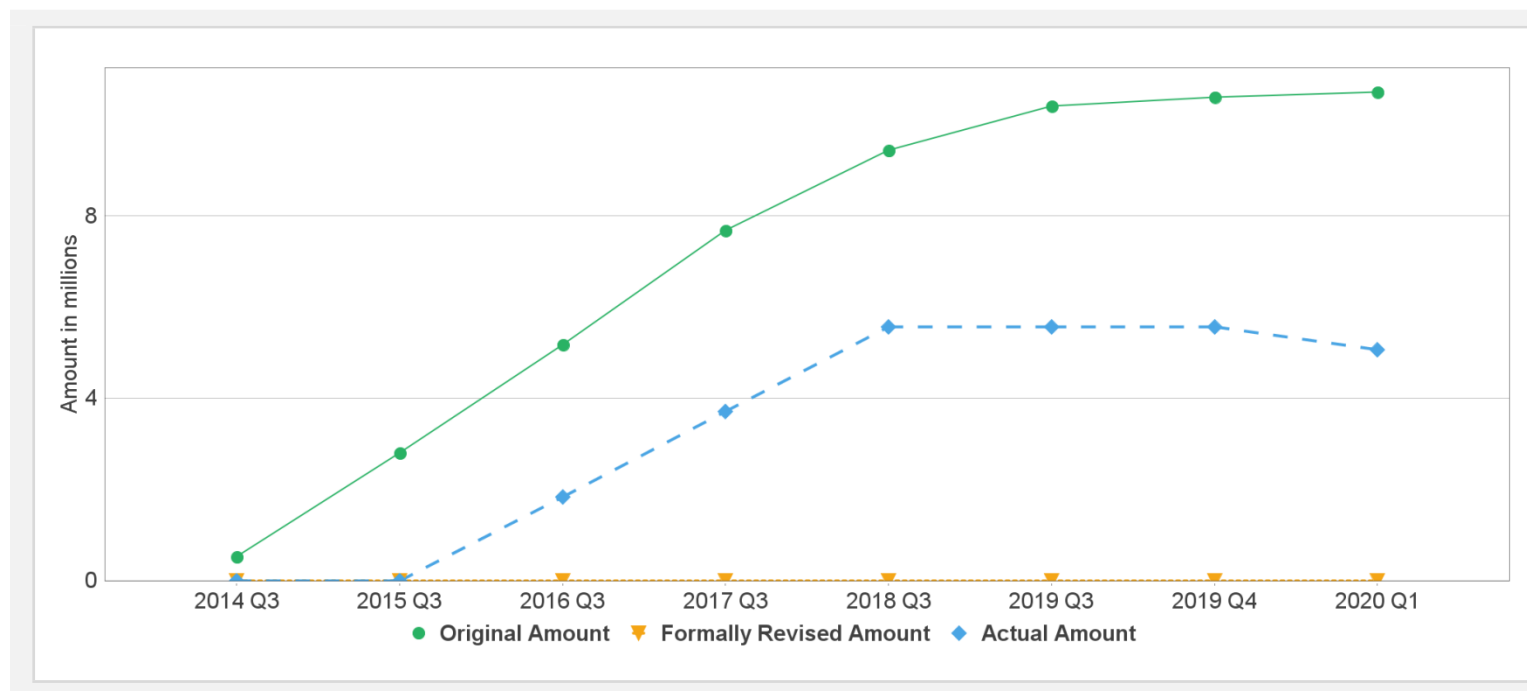
Disbursements (by loan)

Project	Loan/Credit/TF	Status	Currency	Original	Revised	Cancelled	Disbursed	Undisbursed	% Disbursed
P143064	IDA-53590	Effective	USD	2.00	2.00	0.00	1.42	0.53	73%
P143064	TF-A1263	Effective	USD	4.33	4.33	0.00	3.63	0.70	84%

Key Dates (by loan)

Project	Loan/Credit/TF	Status	Approval Date	Signing Date	Effectiveness Date	Orig. Closing Date	Rev. Closing Date
P143064	IDA-53590	Effective	10-Feb-2014	08-Apr-2014	08-Apr-2014	30-Sep-2019	30-Sep-2019
P143064	TF-A1263	Effective	19-Dec-2016	19-Dec-2016	19-Dec-2016	30-Mar-2019	31-Aug-2019

Cumulative Disbursements





Restructuring History

Level 2 Approved on 29-Mar-2019 ,Level 2 Approved on 29-May-2019 ,Level 2 Approved on 31-Jul-2019

Related Project(s)

There are no related projects.
