

**Implementation Status & Results**  
**Liberia**  
**Economic Governance & Institutional Reform (P107248)**

Operation Name: Economic Governance & Institutional Reform (P107248)	Project Stage: Implementation	Seq.No: 9	Status: ARCHIVED	Archive Date: 20-Feb-2013
Country: Liberia	Approval FY: 2008			
Product Line: IBRD/IDA	Region: AFRICA	Lending Instrument: Emergency Recovery Loan		
Implementing Agency(ies): Civil Service Agency, Public Procurement and Concession Commission, Liberia Institute for Public Administration				

**Key Dates**

Board Approval Date	13-May-2008	Original Closing Date	31-Aug-2011	Planned Mid Term Review Date	26-Nov-2012	Last Archived ISR Date	27-Jul-2012
Effectiveness Date	23-Jun-2008	Revised Closing Date	31-Dec-2013	Actual Mid Term Review Date	26-Nov-2012		

**Project Development Objectives**

Project Development Objective (from Project Appraisal Document)

**The project development objective is to improve the efficiency and transparency in managing public financial and human resources, focusing on revenue administration, public procurement, budget execution and payroll management.**

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

Yes     No

**Component(s)**

Component Name	Component Cost
Strengthening public financial management	14.20
Supporting Civil Service Reform	3.20
Project Management	0.60

**Overall Ratings**

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

**Implementation Status Overview**

The Economic Governance and Institution Reform project and the Additional Financing aim to improve efficiency and transparency in managing the country's public finances and human resources. The original project has two components: Strengthening Public Financial Management and Initiating Civil Service Reform. The AF has an additional component to support project management and oversight. The project is on track to achieve the development objective (PDO). Its overall performance and implementation has been satisfactory. During the review period, the government has completed several key activities including the eventual deployment of SIGTAS Core Modules at Large Taxpayer Department; the anticipated May 2013 graduation of 19 IPTP students and June 2013 graduation of 30 FMTP Batch IV students; successfully completion of three sessions of in-service training on

basic procurement courses offered by LIPA with an increased passing rate of students; completion of several recruitments of technical assistance to support implementation at MLME; submission of a comprehensive procurement plan and a fully staffed PMU that will ensure effective functioning. However, three are areas of limited progress in strengthening institutional capacity of PPCC due to implementation delays as indicated from the pending actions from various missions during the past two years. Financial management arrangements has continued to be satisfactory. The original project has disbursed 82 percent while the AF has disbursed 19 percent. Component 1 currently has an undisbursed balance of \$0.771 million. Procurement Management is now rated as satisfactory due to clearances of a number of outstanding procurement transactions, an approval of an updated procurement plan and outstanding procurement status, and good procurement records keeping. Overall project management is rated moderately satisfactory, an improvement from the last mission.

**Locations**

Country	First Administrative Division	Location	Planned	Actual
Liberia	Montserrado County	Monrovia		
Liberia	Not Entered	Republic of Liberia		

**Results**

**Project Development Objective Indicators**

Indicator Name	Core	Unit of Measure		Baseline	Current	End Target
Ministries, Departments, and Agencies (MDAs) registered in HRMIS	<input type="checkbox"/>	Number	Value	0.00	24.00	29.00
			Date	22-May-2008	12-Dec-2012	31-Dec-2013
			Comments			
IFMIS Report published monthly	<input type="checkbox"/>	Number	Value	0.00	0.00	1.00
			Date	31-Mar-2011	30-Mar-2012	31-Dec-2013
			Comments	IFMIS was launch in July 2011		
Average difference between budget out-turn and legislated budget allocation for each Ministry.	<input type="checkbox"/>	Text	Value	21 percent	-5.5	8 percent
			Date	30-Jun-2008	30-Jun-2012	31-Dec-2013
			Comments		FY2010/11	
a. Ministry of Agriculture	<input type="checkbox"/>	Percentage Sub Type Supplemental	Value	-41.00	-30.00	-10.00
Ministry of Health	<input type="checkbox"/>	Percentage Sub Type Supplemental	Value	-5.00	-12.30	-2.00
Ministry of Public Work	<input type="checkbox"/>	Percentage Sub Type Supplemental	Value	-48.00	-8.00	-35.00

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Ministry of Land, Mines, and Energy	<input type="checkbox"/>	Percentage Sub Type Supplemental	Value	-10.00	-32.40	-6.00
Ministry of Education	<input type="checkbox"/>	Percentage Sub Type Supplemental	Value	2.00	11.70	
Ministries, Departments, and Agencies (MDAs) registered in HRMIS	<input type="checkbox"/>	Number	Value	0.00	24.00	29.00
			Date	30-Jun-2008	31-May-2012	31-Dec-2013
			Comments			
Qualified procurement specialists graduated from intensive procurement training working in Ministries, Departments and Agencies (MDAs)	<input type="checkbox"/>	Number	Value	0.00	0.00	50.00
			Date	31-Mar-2011	18-Jun-2012	
			Comments	Number of procurement specialists trained by an intensive procurement training program		
Business procedures for commercial registration of tax payers in the Bureau of Internal Revenue	<input type="checkbox"/>	Number	Value	11.00	13.00	
			Date	31-Mar-2011	12-Dec-2012	
			Comments	Based on IFC survey data. The baseline for the indicator on ITAS business procedures administration was a manual system (11 procedures) and it excludes post-registration procedures to validate registered taxpayers and eliminate duplications as well as to track them.	A new automation system has 13 procedures including validation and approval of registered taxpayers. The automation has actually increased the number of processes. It incorporates TIN registration as part of a one-stop-shop where all tax registration processes are handled in one location (Business Registry), thus increases effectiveness, i.e. reducing time to go to several offices.	To be determined

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**Intermediate Results Indicators**

Indicator Name	Core	Unit of Measure		Baseline	Current	End Target
LIPA Board of Governors established with representation from key government ministries	<input type="checkbox"/>	Yes/No	Value	No	No	Yes
			Date	31-Mar-2011	12-Dec-2012	31-Dec-2013
			Comments			

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LIPA annual training calendar created with course offerings targeting civil servants and communicated to MDAs	<input type="checkbox"/>	Yes/No	Value	No	No	Yes
			Date	31-Mar-2011	12-Dec-2012	31-Dec-2013
			Comments			
Procurement specialists working in MDAs completed in-service procurement training provided by LIPA	<input type="checkbox"/>	Number	Value	0.00	41.00	100.00
			Date	31-Mar-2011	12-Dec-2012	31-Dec-2013
			Comments		2 more training sessions were conducted and the pass rate has increased significantly after the change in recruiting only civil servants who actually practice procurement.	
A new career stream for procurement is established by CSA and endorsed by GoL	<input type="checkbox"/>	Yes/No	Value	No	No	Yes
			Date	31-Mar-2011	12-Dec-2012	31-Dec-2013
			Comments			
Procurement monitoring system developed and operational in PPCC for MDAs	<input type="checkbox"/>	Number	Value	0.00	5.00	10.00
			Date	31-Mar-2011	31-May-2012	31-Dec-2013
			Comments			
Percentage of contracts valued at over USD 250,000 that have undergone annual external audits by GAC submitted to national authorities	<input type="checkbox"/>	Percentage	Value	0.00	0.00	30.00
			Date	31-Mar-2011	12-Dec-2012	31-Dec-2013
			Comments			
Annual technical audits of large-scale mining operations conducted by MLME and BOC Annual technical audits of large-scale mining operations conducted by MLME and BOC	<input type="checkbox"/>	Yes/No	Value	No	No	Yes
			Date	31-Mar-2011	12-Dec-2012	31-Dec-2013
			Comments			
Quarterly inspections of industrial scale mining operations performed by MLME	<input type="checkbox"/>	Yes/No	Value	No	No	Yes
			Date	31-Mar-2011	12-Dec-2012	31-Dec-2013
			Comments			
Tax revenue captured in the ITAS	<input type="checkbox"/>	Percentage	Value	0.00	15.00	100.00
			Date	31-Mar-2011	12-Dec-2012	31-Dec-2013
			Comments			
Issuance of legislative report on annual financial statement of public sector accounts after end of reporting period	<input type="checkbox"/>	Yes/No	Value	No	No	Yes
			Date	31-Mar-2011	12-Dec-2012	31-Dec-2013
			Comments			
Posting of quarterly expenditure reports on MOF website after end of reporting period	<input type="checkbox"/>	Days	Value	0.00	83.00	30.00
			Date		23-Jun-2011	31-Dec-2013

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Comments	No quarterly report in FY07/08	Published of 3rd quarter FY2010/11
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**Data on Financial Performance (as of 13-Dec-2012)**

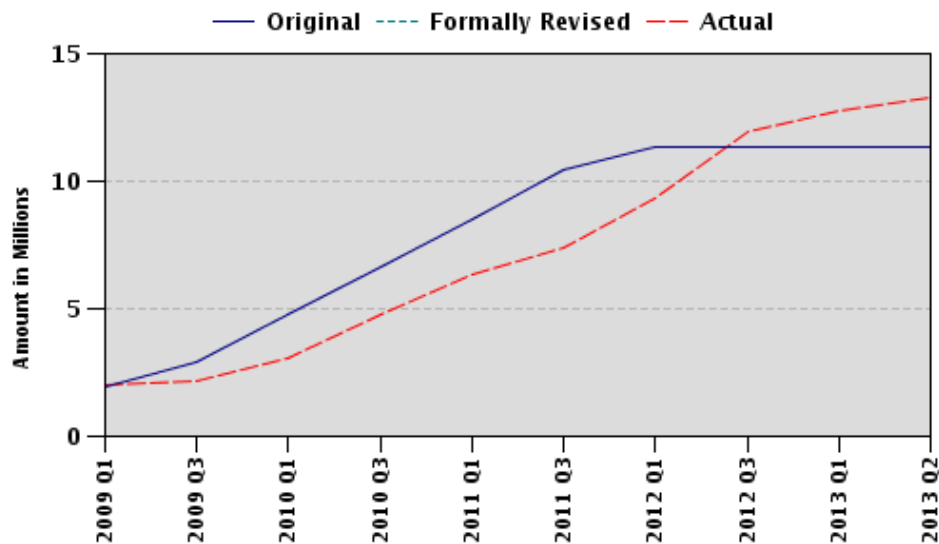
**Financial Agreement(s) Key Dates**

Project	Ln/Cr/Tf	Status	Approval Date	Signing Date	Effectiveness Date	Original Closing Date	Revised Closing Date
P107248	IDA-49070	Effective	07-Apr-2011	04-May-2011	26-Oct-2011	31-Dec-2013	31-Dec-2013
P107248	IDA-H3850	Effective	13-May-2008	29-May-2008	23-Jun-2008	31-Aug-2011	31-Dec-2013
P107248	TF-99092	Effective	15-Jun-2011	15-Jun-2011	13-Jul-2011	06-Sep-2012	05-Sep-2013

**Disbursements (in Millions)**

Project	Ln/Cr/Tf	Status	Currency	Original	Revised	Cancelled	Disbursed	Undisbursed	% Disbursed
P107248	IDA-49070	Effective	USD	7.00	7.00	0.00	2.82	4.11	40.00
P107248	IDA-H3850	Effective	USD	11.00	11.00	0.00	10.27	0.18	93.00
P107248	TF-99092	Effective	USD	0.40	0.40	0.00	0.17	0.23	43.00

**Disbursement Graph**



**Key Decisions Regarding Implementation**

Implementation of the project needs extensive implementation support to ensure its impacts on governance and capacity.

### **Restructuring History**

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There has been no restructuring to date.

### **Related Projects**

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P124643-Economic Governance & Institutional Reform-Additional Financing