



## Liberia: Public Sector Modernization Project (P143064)

AFRICA | Liberia | Governance Global Practice |  
IBRD/IDA | Investment Project Financing | FY 2014 | Seq No: 3 | ARCHIVED on 26-Jan-2016 | ISR22294 |

Implementing Agencies: Civil Service Agency

## Key Dates

## Key Project Dates

Bank Approval Date:10-Feb-2014

Effectiveness Date:08-Apr-2014

Planned Mid Term Review Date:--

Actual Mid-Term Review Date:20-Jun-2014

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

The 2016 annual work plan and procurement plan has been prepared. The recruitment of specialists into various positions (M&E, Research and Development, Gender, Pay Reform TA) have been completed. Project management has taken a proactive decision to hold meetings with the change management teams of the participating ministries and commission to brief them on their roles and responsibilities. Project team is working with the participating ministries to complete the one-employee, one-file process. Office equipment and logistics have been procured and distributed to participating ministries to enhance the work of the internal reform committees. New performance management system has been developed and HR officers of participating ministries have been trained. Data collection on base pay and allowances is in progress albeit at a slow pace.



## Risks

### Systematic Operations Risk-rating Tool

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

## Results

### Project Development Objective Indicators



► 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	25.00	25.00	90.00
Date	16-Sep-2013	29-May-2015	18-Dec-2015	31-Jul-2019

► Discrepancy between current payroll (salary) and Personnel Listing (Percentage, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	25.00	25.00	20.00	0.00
Date	16-Sep-2013	29-May-2015	20-Nov-2015	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	0.00	0.00	60.00
Date	16-Sep-2013	29-May-2015	20-Nov-2015	31-Jul-2019

► Direct project beneficiaries (Number, Core)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	0.00	100.00	500.00
Date	16-Sep-2013	29-May-2015	20-Nov-2015	31-Jul-2019

▲ Female beneficiaries (Percentage, Core Supplement)



	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	0.00	10.00	25.00

▶ Registered in the Female Leadership Program (Percentage, Custom Breakdown)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	0.00	0.00	25.00
Date	16-Sep-2013	29-May-2015	20-Nov-2015	31-Jul-2018

Overall Comments

**Intermediate Results Indicators**

▶ 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	N	Y	Y	Y
Date	16-Sep-2013	18-Sep-2014	30-Apr-2015	31-Jul-2019

▶ Remuneration survey completed (Yes/No, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	N	Y	Y	Y
Date	16-Sep-2013	18-Sep-2014	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	0.00	0.00	80.00
Date	16-Sep-2013	30-Apr-2015	20-Nov-2015	31-Jul-2018

► 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	0.00	0.00	80.00
Date	16-Sep-2013	30-Apr-2015	20-Nov-2015	31-Jul-2019

► Civil servants aware of pay reforms led by CSA and implications (Percentage, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	20.00	20.00	90.00
Date	16-Sep-2013	30-Apr-2015	20-Nov-2015	31-Jul-2019

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

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	22.00	22.00	22.00	29.00
Date	16-Sep-2013	11-Nov-2014	20-Nov-2015	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	50.00	50.00	100.00
Date	05-Nov-2013	11-Nov-2014	20-Nov-2015	31-Jul-2019

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

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	26.00	26.00	26.00	100.00
Date	16-Sep-2013	11-Nov-2014	20-Nov-2015	31-Jul-2019

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

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	N	N	N	Y
Date	16-Sep-2013	11-Nov-2014	20-Nov-2015	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	11-Nov-2014	20-Nov-2015	31-Jul-2019



▶ Participating MACs with completed Functional reviews (Number, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	1.00	1.00	1.00	7.00
Date	16-Sep-2013	11-Nov-2014	20-Nov-2015	31-Jul-2019

▶ Staffing skills in participating ministries assessed by individual ministries and CSA (Yes/No, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	N	N	N	Y
Date	16-Sep-2013	11-Nov-2014	20-Nov-2015	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	N	N	N	Y
Date	16-Sep-2013	11-Nov-2014	20-Nov-2015	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	0.00	0.00	500.00
Date	05-Nov-2013	11-Nov-2014	20-Nov-2015	31-Jul-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	11-Nov-2014	20-Nov-2015	31-Jul-2019

#### Overall Comments

### Data on Financial Performance

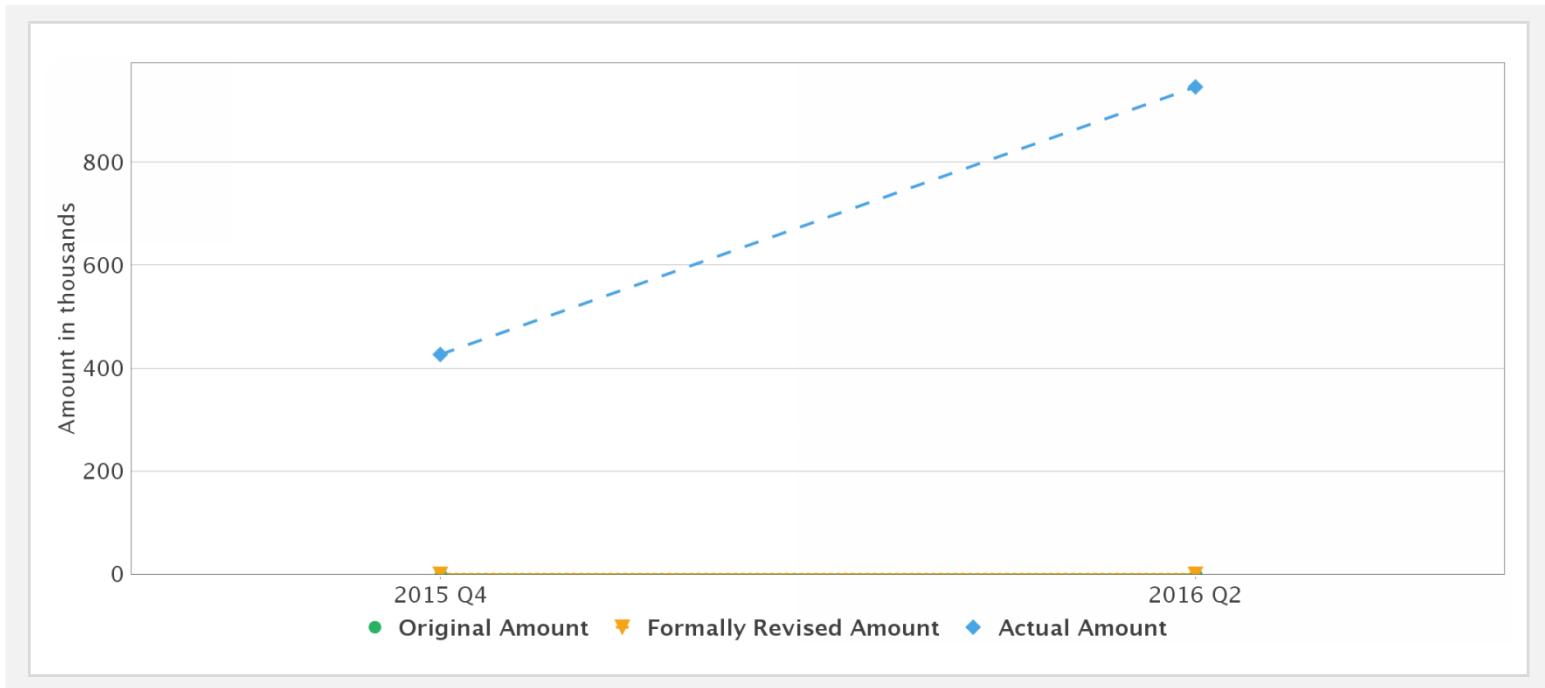
#### Disbursements (by loan)

Project	Loan/Credit/TF	Status	Currency	Original	Revised	Cancelled	Disbursed	Undisbursed	Disbursed
P143064	IDA-53590	Effective	XDR	1.40	1.40	0.00	0.95	0.45	 68%

#### 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

#### Cumulative Disbursements



## Restructuring History

There has been no restructuring to date.

## Related Project(s)

There are no related projects.