



## Economic Governance & Institutional Reform (P107248)

AFRICA | Liberia | Public Sector Governance Global Practice |  
IBRD/IDA | Emergency Recovery Loan | FY 2008 | Seq No: 12 | ARCHIVED on 11-Dec-2014 | ISR16506 |

Implementing Agencies: Civil Service Agency, Public Procurement and Concession Commission, Liberia Institute for Public Administration

### Key Dates

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Board Approval date:13-May-2008

Effectiveness Date:23-Jun-2008

Planned Mid Term Review Date:--

Actual Mid-Term Review Date:28-Nov-2014

Original Closing Date:31-Aug-2011

Revised Closing Date:31-Dec-2014

### 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 Objective?

No

### Components

Name

Strengthening public financial management:(Cost \$14.20 M)

Supporting Civil Service Reform:(Cost \$3.20 M)

Project Management:(Cost \$0.60 M)

### Overall Ratings

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



## Implementation Status and Key Decisions

Significant progress has been made in implementation of project activities, the majority of which have been completed successfully. Activities under component 1: Public Financial Management have been satisfactorily completed. This includes the installation of IT system for tax management that improved the collection and reporting of revenue, and the creation of a data center and wide area network in the Ministry of Finance that has provided a common platform for an Integrated Financial Management Information System. The project has also improved government's capacity for financial management supporting the training of over 100 MBA graduates through the Financial Management Training School supported by the project. The 4th batch of MBA trainees successfully fulfilled all training requirements and they were conferred with their MBA degrees in December 2013 during the University of Liberia commencement exercise. The fifth batch is currently in progress. The Procurement Specialist stream added in 2012 has also performed satisfactorily. The 2nd batch of 30 candidates successfully completed all the training requirements for the award of Postgraduate Diploma in Public Procurement of the University of Liberia. To date, a total of 54 procurement specialists have graduated from the school. Funding for this component was exhausted, and it is now being funded under the Integrated Public Financial Management Project. Progress has also been made in strengthening the Public Procurement and Concessions Commission. After much delay in implementation, activities at the Public Procurement and Concessions Commission (PPCC) picked up. An important activity that has recently been concluded is the preparation of Procurement Regulations to accompany the PPCC Act of 2010. Stakeholder consultation was conducted in February 2014, which brought together a number of institutions so as to obtain their views on the contents of the draft regulations as well as to provide clarifications on the draft regulations and manuals. The draft report has been finalized and submitted for Cabinet approval. The PPCC has also hired a Technical Advisor for the Compliance and Monitoring Division. The work of the consultant is expected to be completed by end of 2014. Activities under Sub-component 1.5: Support to the Ministry of Lands, Mines, and Energy have also progressed satisfactorily. The ministry held consultations on the proposed Mining Act, and is in the process of revising the Act following the consultations. Further consultations are expected in the coming months before submitting the Bill to the Legislature. An International consulting firm has been hired to support in building the capacity of the ministry for mining inspection. It is expected that about 20 technicians drawn from the ministry and other key agencies will be trained. The onset of the Ebola epidemic and the subsequent declaration of the state of emergency has severely impacted the ability of the government to implement outstanding project activities covering the mining sector.

## Risks

### Systematic Operations Risk-rating Tool

Risk Category	Rating at Approval	Previous Rating	Current Rating
Political and Governance	--	--	● Low



Macroeconomic	--	--	● Low
Sector Strategies and Policies	--	--	● Low
Technical Design of Project or Program	--	--	● Low
Institutional Capacity for Implementation and Sustainability	--	--	● Low
Fiduciary	--	--	● Moderate
Environment and Social	--	--	● Low
Stakeholders	--	--	● Low
Other	--	--	--
Overall	--	--	● Moderate

## Results

### Project Development Objective Indicators

► Aggregate expenditure outturns compared to the original approved budget and disaggregate for five key ministries (disaggregated by ministry) (Text, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	21.0	-31.7	-32.0	0.0
Date	30-Jun-2008	25-Jun-2014	25-Jun-2014	30-Jun-2015

▲ a. Ministry of Agriculture (Percentage, Custom Supplement)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	-41.00	-44.20	-44.80	0.00
Date	30-Jun-2008	30-Jun-2011	30-Jun-2012	30-Jun-2015

▷ Ministry of Health (Percentage, Custom Supplement)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	-5.00	-43.90	-43.90	0.00
Date	30-Jun-2008	30-Jun-2011	30-Jun-2012	30-Jun-2015



► Business procedures for commercial registration of tax payers in the Bureau of Internal Revenue (Number, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	11.00	13.00	13.00	13.00
Date	31-Mar-2011	24-Oct-2013	24-Oct-2013	30-Jun-2015

► Qualified procurement specialists graduated from intensive procurement training working in Ministries, Departments and Agencies (MDAs) (Number, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	200.00	54.00	100.00
Date	31-Mar-2011	25-Jun-2014	25-Jun-2014	30-Jun-2015

► Ministries, Departments, and Agencies (MDAs) registered in HRMIS (Number, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	24.00	24.00	29.00
Date	30-Jun-2008	25-Jun-2014	25-Jun-2014	30-Jun-2015

► IFMIS Report published monthly (Yes/No, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	N	Y	Y	Y
Date	31-Mar-2011	25-Jun-2014	25-Jun-2014	30-Jun-2015

Overall Comments

**Intermediate Results Indicators**



► Posting of quarterly expenditure reports on MOF website after end of reporting period (Days, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	83.00	90.00	48.00
Date	30-Jun-2008	25-Jun-2014	21-Oct-2014	30-Jun-2015

► Issuance of legislative report on annual financial statement of public sector accounts after end of reporting period (Months, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	12.00	12.00	8.00
Date	30-Jun-2008	25-Jun-2014	21-Oct-2014	30-Jun-2015

► Tax revenue captured in the ITAS (Percentage, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	90.00	90.00	100.00
Date	31-Mar-2011	25-Jun-2014	21-Oct-2014	30-Jun-2015

► Quarterly inspections of industrial scale mining operations performed by MLME (Yes/No, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	N	N	N	Y
Date	31-Mar-2011	25-Jun-2014	21-Oct-2014	30-Jun-2015



► 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 (Yes/No, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	N	N	N	Y
Date	31-Mar-2011	25-Jun-2014	21-Oct-2014	30-Jun-2015

► Contracts valued at over USD 250,000 that have undergone annual external audits by GAC submitted to national authorities (Percentage, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	0.00	0.00	10.00
Date	31-Mar-2011	25-Jun-2014	21-Oct-2014	30-Jun-2015

► MACs with procurement tracking methodology piloted by PPCC (Number, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	0.00	0.00	5.00
Date	31-Mar-2011	25-Jun-2014	21-Oct-2014	30-Jun-2015

► A new career stream for procurement is established by CSA and endorsed by GoL (Yes/No, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	N	N	Y	Y
Date	31-Mar-2011	25-Jun-2014	21-Oct-2014	30-Jun-2015






► Procurement specialists working in MDAs completed in-service procurement training provided by LIPA (Number, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	172.00	206.00	141.00
Date	31-Mar-2011	25-Jun-2014	21-Oct-2014	30-Jun-2015

## Overall Comments

### Data on Financial Performance

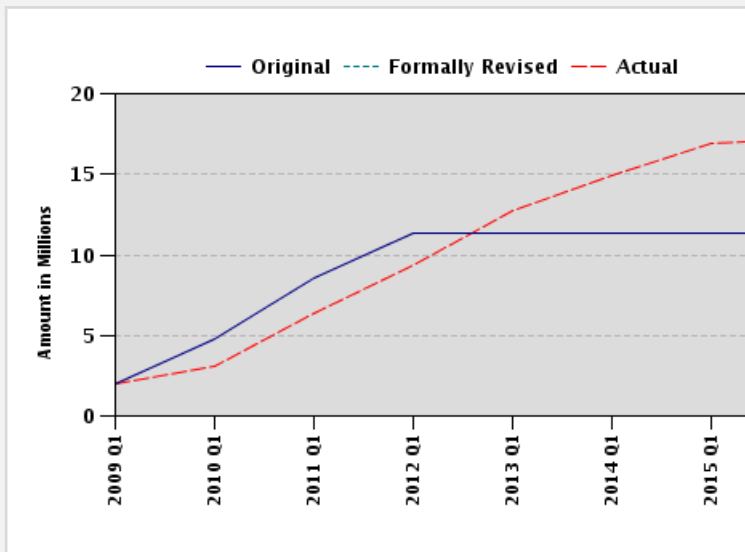
#### Disbursements (by loan)

Project	Loan/Credit/TF	Status	Currency	Original	Revised	Cancelled	Disbursed	Undisbursed	Disbursed
P107248	IDA-49070	Effective	USD	7.00	7.00	0.00	6.56	0.31	 94%
P107248	IDA-H3850	Closed	USD	11.00	10.94	0.06	10.39	0.00	 95%
P107248	TF-99092	Closed	USD	0.40	0.31	0.09	0.31	0.00	 100%

#### Key Dates (by loan)

Project	Loan/Credit/TF	Status	Approval Date	Signing Date	Effectiveness Date	Orig. Closing Date	Rev. Closing Date
P107248	IDA-49070	Effective	07-Apr-2011	04-May-2011	26-Oct-2011	31-Dec-2013	31-Dec-2014
P107248	IDA-H3850	Closed	13-May-2008	29-May-2008	23-Jun-2008	31-Aug-2011	31-Dec-2013
P107248	TF-99092	Closed	15-Jun-2011	15-Jun-2011	13-Jul-2011	06-Sep-2012	05-Sep-2013

#### Cumulative Disbursements



## Restructuring History

Level Approved on 23-Aug-2013

## Related Project(s)

P124643-Economic Governance & Institutional Reform-Additional Financing