

**Implementation Status & Results**  
**Liberia**  
**LR-Public Financial Management - IFMIS (P109775)**

Operation Name: LR-Public Financial Management - IFMIS (P109775)	Project Stage: Implementation	Seq.No: 3	Status: ARCHIVED	Archive Date: 23-Jul-2012
Country: Liberia	Approval FY: 2009			
Product Line: Recipient Executed Activities	Region: AFRICA	Lending Instrument: Emergency Recovery Loan		
Implementing Agency(ies):				

**Key Dates**

Board Approval Date	02-Feb-2009	Original Closing Date	01-Feb-2012	Planned Mid Term Review Date	28-Feb-2011	Last Archived ISR Date	09-Jul-2011
Effectiveness Date	20-Mar-2009	Revised Closing Date	31-May-2012	Actual Mid Term Review Date	20-May-2011		

**Project Development Objectives**

Project Development Objective (from Project Appraisal Document)

**'to improve the efficiency of the Government's accounting system through the provision and installation of a computerized financial management information system in the Ministry of Finance and through strengthening manual accounting systems in line ministries and counties'**

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

Yes     No

**Component(s)**

Component Name	Component Cost
Provision of an IFMIS	3600000.00
Upgrade of Manual Accounting System	100000.00

**Overall Ratings**

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

**Implementation Status Overview**

The objective of the project is: to improve the efficiency of the Government's accounting system through the provision and installation of a computerized financial management information system in the Ministry of Finance and through strengthening manual accounting systems in line ministries and counties. The project closed on May 31, 2012. Overall, the project development objectives have been achieved. The Free Balance core budget and treasury applications went live in July 2012. This has enabled the following envisaged outcomes to be achieved: (i) fully operational, modern computerized accounting system in the Ministry of Finance that is capable of producing complete, accurate, and reliable financial statements for the GoL and (ii) smooth budget execution through improved systems for budget allotment, commitment control, procurement, cash planning, and reporting. Although the third outcome, better management of human resources, has not been fully achieved as of the project close date, substantial progress has been made towards the

development of the HRMIS module that is expected to be completed by December 31, 2012. With over 24 of 29 M&As personnel records cleaned and biometrically verified, the GoL agreed to a phased implementation of GoL payroll processing. Through an incremental enrollment approach, the government will run the payroll of all its 42,000 plus employees in IFMIS by June 30, 2012, whilst the data cleaning continues until December 2012 to allow the full implementation of the HRMIS module.

Moreover, although not originally conceived under the project, the GoL has made significant progress during project life towards a roll-out the IFMIS system to nine M&As by July 1, 2012. Lastly, a fully functioning data center with a common ICT platform has been developed to support the IFMIS application and other ICT needs of the GoL within the Ministry of Finance.

**Locations**

No Location data has been entered

**Results**

**Project Development Objective Indicators**

Indicator Name	Core	Unit of Measure		Baseline	Current	End Target
Reduction in number of days taken to process payment vouchers.	<input type="checkbox"/>	Number	Value	14.00	4.00	4.00
			Date	31-Dec-2009	20-May-2011	31-Jan-2012
			Comments	Number of Days	Number of days	No of Days
Improvement in the effectiveness of payroll controls, as measured by PEFA indicator 18.	<input type="checkbox"/>	Text	Value	PEFA PI-18 Score 'D+'	PEFA PI-18 Score 'D+'	PEFA PI-18 Score C+
			Date	31-Dec-2009	20-May-2011	31-Jan-2012
			Comments	PEFA PI-18 Score 'D'	PEFA PI-18 Score 'C'	PEFA PI-18 Score C+
Regularity and timeliness of account reconciliations improved.	<input type="checkbox"/>	Number	Value	25.00	5.00	5.00
			Date	31-Dec-2009	31-May-2011	31-May-2012
			Comments	Days	Bank reconciliation for all centrally managed bank accounts take place at the end of the each month. System generated reports are run within 5 days.	Days
Improvement in quality of in-year budget reports as measured by PEFA indicator 24.	<input type="checkbox"/>	Text	Value	PEFA PI-24 Score 'C'	PEFA PI-24 Score 'D+'	PEFA PI-24 Score 'B'
			Date	31-Dec-2009	31-May-2012	31-May-2012
			Comments	PEFA PI-24 Score 'C'	Improved quality and coverage of in-year budget information will depend on effective use of IFMIS for financial recording and reporting, and effective bank reconciliation under IFMIS. The in-year budget reports for FY2010/11 were compiled	PEFA PI-24 Score 'B'

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					from different sources in a fragmented arrangement but with introduction of an IFMIS system this situation will soon be ameliorated.	
Reduction in number of months taken from close of the fiscal year to submit external audit reports to the legislature.	<input type="checkbox"/>	Months	Value	0.00	18.00	12.00
			Date	31-Dec-2009	31-May-2012	31-May-2012
			Comments	No reports submitted	IFMIS went live in July 2011. The first full year of the systems operation will be June 30, 2012. First final account from the system is yet to be prepared.	Reports to be submitted within 6-12 months of FY end.

**Intermediate Results Indicators**

Indicator Name	Core	Unit of Measure		Baseline	Current	End Target
Number of departments/units where IFMIS is operational.	<input type="checkbox"/>	Number	Value	0.00	2.00	3.00
			Date	31-Dec-2009	18-Jun-2010	31-Jan-2012
			Comments	IFMIS Roll out to Departments and Units	IFMIS is live at the CAGD and Budget Department in MoF. HRMIS is active, not comprehensively, at CSA.	IFMIS Roll out to Departments and Units
In-year reports are generated using IFMIS and published.	<input type="checkbox"/>	Text	Value	0	10	10
			Date	31-Dec-2009	20-May-2011	31-Jan-2012
			Comments	Report generation is manual but publication not regular	Reports generated through interim IT system but publication remains irregular. Some reports generated include monthly budget performance reports generated from IFMIS and shared with M&As, Consolidated quarterly financial reports. Information is generated from the TAS (for revenues), IFMIS (for expenditures on goods and Services excluding Liberian dollar payroll) and GAPs (for Liberian dollar payroll).	Reports generated by the IFMIS and published within 10 days of month-end.

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Percentage of civil servants registered in the HRMIS	<input type="checkbox"/>	Percentage	Value	0.00	80.00	75.00
			Date	31-Dec-2009	20-May-2011	31-Jan-2012
			Comments	HRMIS not fully functional	HRMIS only beginning to function.	Full productivity of HRMIS as IFMIS module
Number of days taken to process payment vouchers	<input type="checkbox"/>	Days	Value	14.00	4.00	4.00
			Date	31-Dec-2009	31-May-2012	31-May-2012
			Comments	Number of days taken to process payment vouchers	Number of days taken to process payment vouchers	Number of days taken to process payment vouchers
% of spending units that are using the new and simplified accounting manual	<input type="checkbox"/>	Percentage	Value	0.00	90.00	90.00
			Date	31-Dec-2009	31-May-2012	31-May-2012
			Comments	No simplified accounting manual in place	90% transactions of the consolidated fund via the IFMIS – an upgrade from the traditional spending unit manual accounting processes.	Simplified accounting manual publicly available
% of spending units where improved cash books are in use	<input type="checkbox"/>	Percentage	Value	0.00	100.00	90.00
			Date	31-Dec-2009	31-May-2012	31-May-2012
			Comments	Very basic and mundane cash books in use	Centralized cash management and systems based cash book covering all GoL consolidated fund transactions.	Spending units have complete knowledge and control of their cash situation through improved book keeping.

**Data on Financial Performance (as of 13-Jun-2012)**

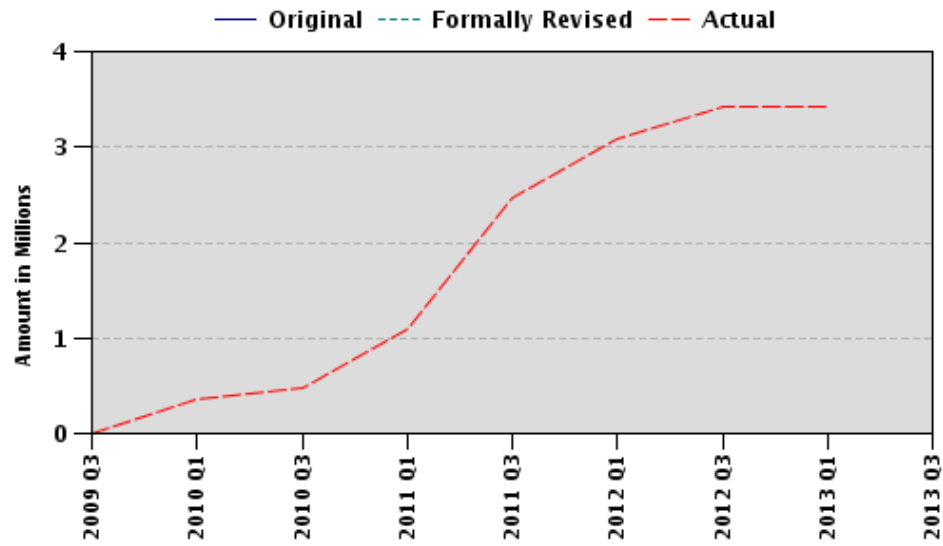
**Financial Agreement(s) Key Dates**

Project	Ln/Cr/Tf	Status	Approval Date	Signing Date	Effectiveness Date	Original Closing Date	Revised Closing Date
P109775	TF-93735	Closed	24-Feb-2009	24-Feb-2009	20-Mar-2009	01-Feb-2012	31-May-2012

**Disbursements (in Millions)**

Project	Ln/Cr/Tf	Status	Currency	Original	Revised	Cancelled	Disbursed	Undisbursed	% Disbursed
P109775	TF-93735	Closed	USD	3.70	3.70	0.00	3.42	0.28	92.00

**Disbursement Graph**



**Key Decisions Regarding Implementation**

No comments entered.

**Restructuring History**

Level two Approved on 19-Jan-2012, Level two Approved on 30-Mar-2012

**Related Projects**

There are no related projects.