



Liberia: Public Sector Modernization Project (P143064)

AFRICA | Liberia | Governance Global Practice |
IBRD/IDA | Investment Project Financing | FY 2014 | Seq No: 10 | ARCHIVED on 21-Feb-2020 | ISR40397 |

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: 31-Dec-2020

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 Table

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 \$2.78 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 \$2.58 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 \$2.98 M)

Project and Program Coordination: Objective is: support the coordination and delivery of project inputs and the overall program implementation.:(Cost \$2.37 M)

Overall Ratings

Name	Previous Rating	Current Rating
Progress towards achievement of PDO	<input type="checkbox"/> Moderately Satisfactory	<input type="checkbox"/> Satisfactory
Overall Implementation Progress (IP)	<input type="checkbox"/> Moderately Satisfactory	<input type="checkbox"/> Moderately Satisfactory
Overall Risk Rating	<input type="checkbox"/> Moderate	<input type="checkbox"/> Substantial

Implementation Status and Key Decisions

Under Component One, the government through the Wage Bill Task Force has implemented a harmonized pay scale. All personnel including consultants are being absorbed into the civil service. Employees on the Supplementary Payroll were also absorbed and the Supplementary Payroll was subsequently abolished. Implementation of the new harmonized pay grades was effective July 1, 2019. Work by the Task Force is not yet completed. As at January 74,000 employees are now on the new payroll. However about 40,000 provided their national identification numbers after undergoing biometric registration with the National Identification Registry. Attempts are now being made to collect the national identification



numbers from the rest of the public sector employees. Once the data set is complete and ready, the data would be handed over to the IFMIS vendor for uploading onto the payroll module of the IFMIS.

Under Component Two, a payroll system audit was undertaken by the General Audit Commission.

Under Component Three, consultations are ongoing between the Governance Commission and the participating ministries to validate the functional review reports of the rest of the ministries whose reports are yet to be finalized. Pilot ministries are continuing with the performance assessment of staff. However, contract staff who were absorbed onto the payroll since July 2019 are yet to be assessed. The project is planning to undertake orientation for these staff by June 2020.

Component Four. The TOR for the verification by the Third Party Consultant has been reviewed and cleared for implementation.





Risks

Systematic Operations Risk-rating Tool

Risk Category	Rating at Approval	Previous Rating	Current Rating
Political and Governance	--	<input type="checkbox"/> Moderate	<input type="checkbox"/> Substantial
Macroeconomic	--	<input type="checkbox"/> Substantial	<input type="checkbox"/> High
Sector Strategies and Policies	--	<input type="checkbox"/> Moderate	<input type="checkbox"/> Moderate
Technical Design of Project or Program	--	<input type="checkbox"/> Moderate	<input type="checkbox"/> Moderate
Institutional Capacity for Implementation and Sustainability	--	<input type="checkbox"/> Moderate	<input type="checkbox"/> Moderate
Fiduciary	--	<input type="checkbox"/> Substantial	<input type="checkbox"/> Substantial
Environment and Social	--	<input type="checkbox"/> Low	<input type="checkbox"/> Low
Stakeholders	--	<input type="checkbox"/> Moderate	<input type="checkbox"/> Moderate
Other	--	--	--



Overall -- □ Moderate □ Substantial

Results

PDO Indicators by Objectives / Outcomes

To improve pay & performance mgmt in participating ministries, and strenghten payroll mgmt in the CS				
IN00798077				
▶ At least 90 percent of P1-4 and E1-3 grade civil servants in participating ministries paid according to approved pay grades for at least six consecutive months by March 2020 (Percentage, Custom, DLI)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	25.00	30.00	100.00	90.00
Date	16-Sep-2013	28-Jun-2019	31-Jan-2020	30-Nov-2020
Comments:	A new harmonized payroll was developed and became effective from July 1, 2019. Payment of salaries however has been affected by liquidity challenges that the government is facing. Since July 2019 to January 31, 2020, salaries have been paid for for four months.			
IN00798078				
▶ Discrepancy between current payroll (salary) and Personnel Listing at no more than 8 percent by December 31, 2019 (Percentage, Custom, DLI)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	25.00	10.00	0.00	0.00
Date	16-Sep-2013	28-Jun-2019	31-Jan-2020	30-Nov-2020
Comments:	The harmonized payroll has brought all employees onto one payroll. Subsequently, the discrepancy has been reduced to zero.			
IN00798079				
▶ 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-Jun-2019	31-Jan-2020	30-Nov-2020

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.				
IN00798080				
▶ Civil Service Agency has prepared and submitted a Pay Strategy for Cabinet approval by June 30, 2014 (Yes/No, Custom, DLI)				
	Baseline	Actual (Previous)	Actual (Current)	End Target



Value	No	Yes	Yes	Yes
Date	16-Sep-2013	30-Apr-2015	31-Jan-2020	30-Nov-2020
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.			
IN00798103				
► 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	31-Jan-2020	30-Nov-2020
IN00798106				
► Participating ministries have assigned P1-4 and E1-3 grade civil servants into approved pay grades by December 31, 2019 (Percentage, Custom, DLI)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	37.00	100.00	80.00
Date	16-Sep-2013	28-Jun-2019	31-Jan-2020	30-Nov-2020
Comments:	A new harmonized pay scale was developed in May 2019 and all public employees (including P1-4 and E1-3) mapped to the new pay grades.			
IN00798109				
► Participating ministries have assigned at least 30 percent of TAS 1-3 grade civil servants into approved pay grades by December 31, 2019 (Percentage, Custom, DLI)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	78.00	100.00	60.00
Date	16-Sep-2013	28-Jun-2019	31-Jan-2020	30-Nov-2020
Comments:	A new pay scale was developed in May 2019 and implementation started from July 1, 2019. All TAS1-3 grade staff have been assigned to their new pay grades.			
IN00798112				
► 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	85.00	90.00
Date	16-Sep-2013	28-Jun-2019	31-Jan-2020	30-Nov-2020
Strengthened Payroll Management: Objectives are (i) establish and maintain a clean Civil Service payroll and (b) ensure predictability in the government's wage bill.				
IN00798101				
► 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	28-Jun-2019	31-Jan-2020	30-Nov-2020
IN00798104				
► 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	80.00
Date	05-Nov-2013	28-Jun-2019	31-Jan-2020	30-Nov-2020
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.			
IN00798107				
► All participating ministries have issued employment appointment letters to all their staff on Personnel Listing by June 30, 2019 (Number, Custom, DLI)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	7.00	7.00	7.00
Date	30-Sep-2013	28-Jun-2019	31-Jan-2020	30-Nov-2020
IN00798110				
► Civil servants with biometric identity cards (Percentage, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	26.00	60.00	60.00	65.00
Date	16-Sep-2013	28-Jun-2019	31-Jan-2020	30-Nov-2020
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.			
IN00798113				
► Manual and automated HR and payroll systems in CSA audited (Yes/No, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	No	Yes	Yes	Yes
Date	16-Sep-2013	28-Jun-2019	31-Jan-2020	30-Nov-2020
IN00798115				
► None of the participating ministries has supplementary payroll by December 31, 2019. (Number, Custom, DLI)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	2.00	2.00	0.00	0.00
Date	05-Nov-2013	28-Jun-2019	31-Jan-2020	30-Nov-2020



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.

IN00798102

► Participating ministries with completed Functional reviews undertaken (Number, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	1.00	4.00	4.00	7.00
Date	16-Sep-2013	28-Jun-2019	31-Jan-2020	30-Nov-2020
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.			

IN00798105

► 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	31-Jan-2020	30-Nov-2020

IN00798108

► 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	31-Jan-2020	30-Nov-2020

IN00798111

► Participating ministries have completed one annual cycle of the performance appraisal process for P&E grade civil servants by June 30, 2019. (Number, Custom, DLI)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	7.00	7.00	7.00
Date	30-Sep-2013	28-Jun-2019	31-Jan-2020	30-Nov-2020

IN00798114

► Participating ministries have completed three annual cycles of the Performance Appraisal Process for P & E grade civil servants by June 30, 2019 (Number, Custom, DLI)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	0.00	0.00	7.00
Date	05-Nov-2013	28-Jun-2019	31-Jan-2020	30-Nov-2020

IN00798116

► Civil servants trained (Number, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
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Value	0.00	450.00	450.00	500.00
Date	30-Sep-2013	28-Jun-2019	31-Jan-2020	30-Nov-2020
IN00798117				
► Female civil servants trained in Female Leadership Training Program (Number, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	40.00	40.00	50.00
Date	05-Nov-2013	28-Jun-2019	31-Jan-2020	30-Nov-2020

Disbursement Linked Indicators

IN00798118				
► DLI 1 At least 90 percent of P1-4 and E1-3 grade civil servants in participating ministries paid according to approved pay grades for at least six consecutive months by March 2020 (Percentage, Outcome, 530,000.00, 0.00%)				
	Baseline	Actual (Previous)	Actual (Current)	2013-2020
Value	25.00	30.00	100.00	60.00
Date	--	28-Jun-2019	31-Jan-2020	--

IN00798119				
► DLI 2 Civil Service Agency has prepared and submitted a Pay Strategy for Cabinet approval by June 30, 2014 (Yes/No, Intermediate Outcome, 680,000.00, 100.00%)				
	Baseline	Actual (Previous)	Actual (Current)	2013-2020
Value	No	Yes	Yes	Yes
Date	--	30-Apr-2015	31-Jan-2020	--

IN00798120				
► DLI 3 Participating ministries have assigned P1-4 and E1-3 grade civil servants into approved pay grades by December 31, 2019 (Percentage, Intermediate Outcome, 530,000.00, 0.00%)				
	Baseline	Actual (Previous)	Actual (Current)	2013-2020
Value	0.00	40.00	100.00	30.00
Date	--	28-Jun-2019	31-Jan-2020	--

IN00798121				
► DLI 4 Participating ministries have assigned at least 30 percent of TAS 1-3 grade civil servants into approved pay grades by December 31, 2019 (Percentage, Intermediate Outcome, 530,000.00, 0.00%)				
	Baseline	Actual (Previous)	Actual (Current)	2013-2020
Value	0.00	40.00	100.00	30.00
Date	--	28-Jun-2019	31-Jan-2020	--



IN00798122

► DLI 5 Discrepancy between current payroll (salary) and Personnel Listing at no more than 8 percent by December 31, 2019 (Percentage, Outcome, 530,000.00, 0.00%)

	Baseline	Actual (Previous)	Actual (Current)	2013-2020
Value	25.00	10.00	0.00	15.00
Date	--	28-Jun-2019	31-Jan-2020	--

IN00798123

► DLI 6 All participating ministries have issued employment appointment letters to all their staff on Personnel Listing by June 30, 2019 (Number, Intermediate Outcome, 530,000.00, 0.00%)

	Baseline	Actual (Previous)	Actual (Current)	2013-2020
Value	0.00	7.00	7.00	7.00
Date	--	28-Jun-2019	31-Jan-2020	--

IN00798124

► DLI 7 None of the participating ministries has supplementary payroll by December 31, 2019. (Number, Intermediate Outcome, 530,000.00, 0.00%)

	Baseline	Actual (Previous)	Actual (Current)	2013-2020
Value	2.00	2.00	0.00	2.00
Date	--	28-Jun-2019	31-Jan-2020	--

IN00798125

► DLI 8 Participating ministries have completed one annual cycle of the performance appraisal process for P&E grade civil servants by June 30, 2019. (Number, Intermediate Outcome, 530,000.00, 0.00%)

	Baseline	Actual (Previous)	Actual (Current)	2013-2020
Value	0.00	7.00	7.00	0.00
Date	--	28-Jun-2019	31-Jan-2020	--

IN00798126

► DLI 9 Participating ministries have completed three annual cycles of the Performance Appraisal Process for P & E grade civil servants by June 30, 2019 (Number, Intermediate Outcome, 530,000.00, 0.00%)

	Baseline	Actual (Previous)	Actual (Current)	2013-2020
Value	0.00	0.00	0.00	0.00
Date	--	28-Jun-2019	31-Jan-2020	--

Data on Financial Performance

Disbursements (by loan)

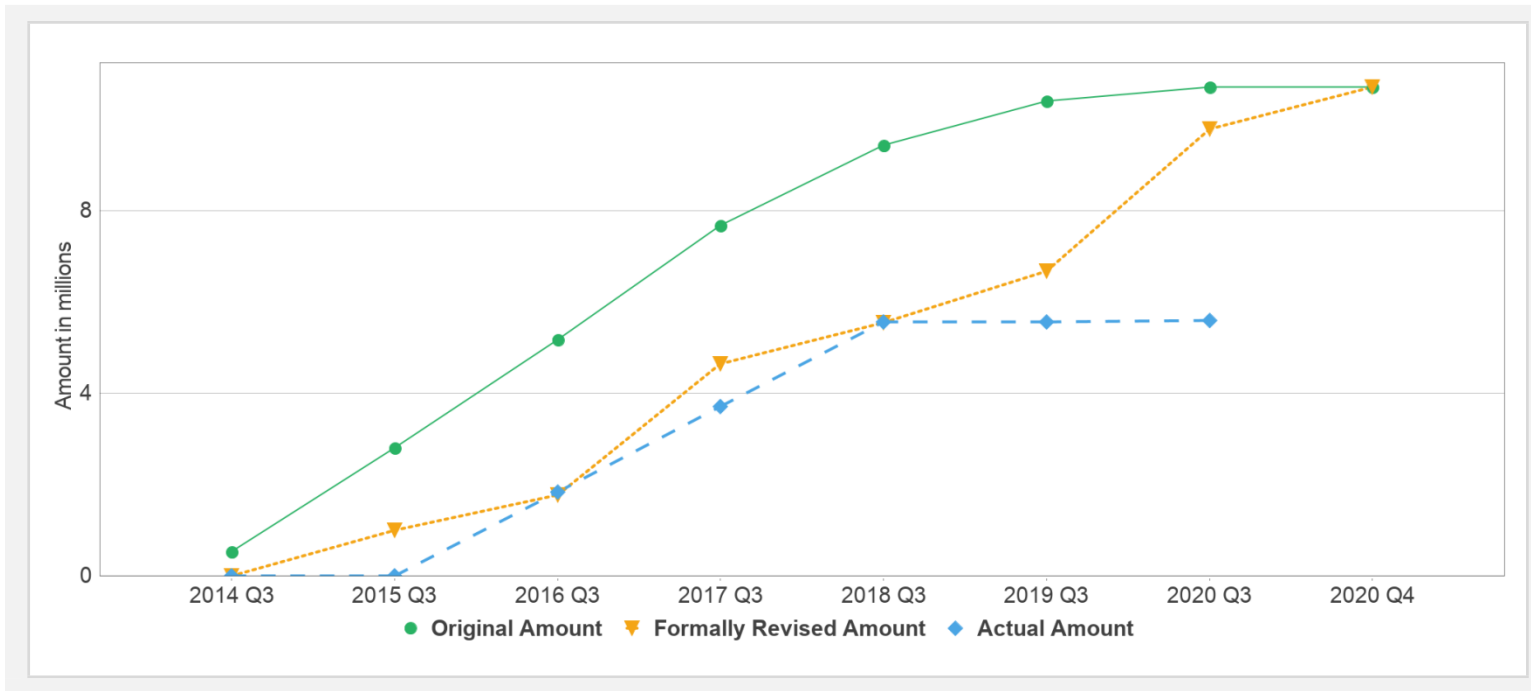


Project	Loan/Credit/TF	Status	Currency	Original	Revised	Cancelled	Disbursed	Undisbursed	% Disbursed
P143064	IDA-53590	Effective	USD	2.00	2.00	0.00	1.96	0.00	100%
P143064	TF-A1263	Effective	USD	4.33	4.33	0.00	3.63	0.70	84%

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	31-Dec-2020
P143064	TF-A1263	Effective	19-Dec-2016	19-Dec-2016	19-Dec-2016	30-Mar-2019	31-Dec-2020

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 ,Level 2 Approved on 30-Aug-2019

Related Project(s)

There are no related projects.