

Public Service Modernisation Project

	Implementing partner(s)	Civil Service Agency (CSA), Governance Commission (GC), Liberia Institute for Public Administration (LIPA). Agreement partner is the World Bank.
	Location	Monrovia
	Agreement period	08 April 2014-30 June 2021
	Budget total	30 200 000 SEK

Overview and objectives

The Public Sector Modernisation Project (PSMP) is a multi-donor trust fund of net commitment of USD 10.71 million (IDA contribution of USD 2 million, USAID contribution of USD 5.04 million and Government of Sweden contribution of USD 3.67 million). The purpose of the project is to “**improve pay and performance management in participating ministries and strengthen payroll management in the civil service in Liberia**”, to improve the functioning and performance of the civil service. The participating Ministries covered by the project are the: Ministry of Foreign Affairs, Ministry of Finance, Ministry of Education, Ministry of Health, Ministry of Internal Affairs, Ministry of Justice and Ministry of Information Cultural Affairs and Tourism. These seven Ministries constitute 75% of the civil servants of Liberia. The project will improve transparency and predictability of salaries, and develop human resource practices such as career tracks, grading, recruitment and promotion.



Figure 1: Ministry of Finance building, Monrovia. Photo credit: Ministry of Finance

The four specific objectives of the project are to:

- Improve **pay management** in the participating ministries;
- Improve **payroll management** in the civil service;
- Improve **performance** in participating Ministries; and
- Improve opportunities for **participation of female civil servants** in decision making positions.

Activities

Examples of activities under this project include:

- **Pay management and payroll:** Conducting a remuneration survey and audit of payroll; implementing changes to assign civil servants to approved pay grades; and ensuring payment of each civil servant is against an approved pay grade.
- Improving **record keeping**, by activities such as: implementing electronic HR files; addressing discrepancies between payroll and personnel listings; and issuing biometric ID cards.
- Design and implementation of a **female leadership** programme.
- Development of **strategies/policies to improve HR and payroll practices**, such as a civil servant pay strategy and a policy framework for promotion, selection, appointment, promotion, and retirement.

As a direct result of this project, a performance appraisal process for civil servants has been implemented. Improved HR practices have also been introduced, such as the issuing of employment appointment letters to all staff, and the issuance of new biometric ID cards. In addition, some of the lessons learned and capacity built under this project has resulted in wider scale improvement such as the introduction of the Wage Bill Harmonisation process to be rolled-out across 107 Government of Liberia entities.