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# PUBLIC SECTOR MODERNIZATION PROJECT (PSMP)

August 2015 – December 2021 | Implementer: Multi-Donor Trust Fund

The Public Sector Modernization Project (PSMP) intends to improve pay and performance management in seven participating ministries and strengthen payroll management in the Liberian Civil Service. The project has three main components namely: (a) Improved Pay Management; (b) Strengthened Payroll Management; and (c) Improved Performance. The project is funded through a Multi-Donor Trust fund from the United States Agency for International Development (USAID), the Swedish Embassy and the International Development Agency (IDA) of the World Bank.

PSMP will benefit Liberian civil servants by improving public sector transparency; predictability of salaries; implementing human resource related reforms, such as career tracks, grade, recruitment, and promotion. Through the development of a well-defined compensation regime for civil servants, the Government of Liberia will be able to improve its management of the public sector wage bill, which is a significant component of the Government's annual budget.

The project's participating ministries include ministries of Health, Justice, Foreign Affairs, Education, Internal Affairs, Finance and Development Planning and Information, Culture and Tourism.

## Current Activities

- Data collection for the migration of the payroll to the Integrated Financial Management Information System (IFMIS);
- A national taskforce working to remove ghost workers from the harmonized payroll;
- Conduct analysis for placing Professional (PI-4) and Executive (EI-3) grade civil servants into appropriate grades;
- Train participating ministries' staff in payroll management functions;
- Train ministries' Human Resource staff in manpower planning and budgeting;
- Conduct training in pension administration and management;
- Support participating ministries in issuing employment appointment letters to all staff on personnel listings;

- Continue collection of biometric data, cleaning, and updating of personnel files into the Human Resource Management Information System database for all employees verified from the "one employee, one file" exercise;
- Validate and finalize draft mandate and function review reports for participating ministries;
- Complete policy framework for selection, appointment, promotion, and retirement of civil servants; and
- Support participating ministries complete annual cycles of the performance appraisal process for P1-4 and E1-3 civil servants.

### **Accomplishments to date**

- Developed pay and grading system that was adapted and used by the Government of Liberia in carrying out the 2019 pay harmonization reform;
- Total of 42,300 staff from 29 Ministries, Agencies and Commissions vetted and enrolled into the CSA Biometric Database, out of which 29,762 have been issued biometric ID cards;
- Reviewed the human resources policy manual and trained CSA staff in key human resources functions;
- Removed over 2,000 staff from payroll who have reached retirement age;
- Conducted remuneration survey;
- Pay Strategy approved by Cabinet;
- Completed job descriptions for all participating ministries;
- Completed One-Employee-One-File exercise for all participation ministries at the central level;
- Conducted mandates and function review for the seven participating ministries;
- Verified, printed, and distributed over 24,000 biometric ID cards to civil servants in participating ministries;
- Trained Human Resource Managers and Supervisors in participating ministries on how to roll out the Performance Management System; and
- Completed one Performance Management Cycle for Professional and Executive staff at central offices in 2016 for the seven participating ministries.

### **Planned Outcomes**

- Clean, accurate and complete civil service payroll will be established and maintained in participating ministries.
- Liberian government agencies attract and retain competent managerial and professional civil service staff.
- Performance and accountability standards established for civil servants in participating ministries.