



## Mongolia: Transparency and Efficiency in Public Financial Management

Project Name	Transparency and Efficiency in Public Financial Management
Project Number	47200-001
Country	Mongolia
Project Status	Closed
Project Type / Modality of Assistance	Technical Assistance
Source of Funding / Amount	<b>TA 8742-MON: Transparency and Efficiency in Public Financial Management</b> Japan Fund for Poverty Reduction US\$ 1.10 million
Strategic Agendas	Inclusive economic growth
Drivers of Change	Governance and capacity development Partnerships
Sector / Subsector	<b>Public sector management</b> - Public administration - Public expenditure and fiscal management
Gender Equity and Mainstreaming	No gender elements
Description	
Project Rationale and Linkage to Country/Regional Strategy	
Impact	Improved transparency and efficiency in public investment and taxation

### Project Outcome

Description of Outcome	Completed preparation for (i) a public investment information management and monitoring platform including PMMPI and PIMIS, and (ii) an e-taxation system
Progress Toward Outcome	<p>The outcome will be improved functionality and system integration of the public investment information management and monitoring platform, and the e-taxation system. Training and policy recommendations will be conducted and prepared for components 1 and 2 respectively.</p> <p>As of Sept 2015</p> <ul style="list-style-type: none"><li>- All individual consultants and consulting firms have been engaged in components 1 and 2 respectively.</li><li>- Based on respective TORs, each of consultants and firms are conducting their tasks to deliver the planned outputs.</li></ul> <p>As of March 2016:</p> <ul style="list-style-type: none"><li>- Existing ICT system related to budget planning, execution and monitoring have been identified and assessed for component 1.</li><li>- A map of existing e-tax related systems has been prepared, which presented the connection between each systems, and the fragmentation of the systems for component 2.</li><li>- Based on the map, the existing e-tax related ICT systems have been assessed.</li></ul> <p>As of Sept 2016</p> <ul style="list-style-type: none"><li>- Training workshops have been conducted for both components.</li><li>- The final workshop was held in UB in April 2016.</li><li>- Pilot testing of BPIS, RIS and MDMS was conducted; and training of those 3 systems was provided for relevant government officials at the central and local levels.</li></ul>

### Implementation Progress

Description of Project Outputs	<p>Component 1: Improve Transparency and Efficiency in Public Investment</p> <ol style="list-style-type: none"> <li>1. Analysis of integrated system management for the functional and secured platform with policy recommendations and a system management manual</li> <li>2. Capacity development for relevant officials and ICT personnel; and enhancement of public awareness and understanding of the PMPPi with development of a general users guideline</li> <li>3. Pilot testing support with an assessment and an action plan for full implementation</li> </ol> <p>Component 2: Electronic Taxation System</p> <ol style="list-style-type: none"> <li>1. Diagnostic assessment of the current ICT system for electronic tax administration with development of an investment and action plan for full implementation of an e-taxation system</li> <li>2. Analysis of workflow management to control an entire e-taxation system, and manage data and information risks</li> <li>3. Capacity building for relevant officials and ICT personnel with development training materials</li> </ol>
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Status of Implementation Progress (Outputs, Activities, and Issues)	<p>As of March 2015:</p> <ul style="list-style-type: none"> <li>- The individual international consultants have been selected for components 1 and 2 respectively.</li> <li>- Respective selections of national firms are being processed.</li> <li>- Upon the completion of all selections, the inception meetings will be held in UB, MON respectively for the components 1 and 2.</li> </ul> <p>As of September 2015</p> <ul style="list-style-type: none"> <li>- The selections of all consultants, including individual consultants and consulting firms, have been completed.</li> <li>- Respective inception meetings have been conducted for component 1 in May 2015, and component 2 in June 2015. Respective inception reports have been also completed and submitted to the IAs and ADB.</li> <li>- Component 1: the initial assessment of the existing related systems are being conducted.</li> <li>- Component 2: The consultant teams plan to be fielded to Mongolia before the end of 2015 to conduct further review and assessment of the existing related systems.</li> </ul> <p>As of March 2016:</p> <p>Component 1:</p> <ul style="list-style-type: none"> <li>- related ICT systems have been identified and assessed.</li> <li>- project reports have been drafted.</li> <li>- technical and investment recommendations have been included in the draft reports.</li> <li>- training will be conducted by June 2016.</li> <li>- all project reports will be finalized after the workshop.</li> <li>- planned procurement is being processed.</li> </ul> <p>Component 2:</p> <ul style="list-style-type: none"> <li>- All existing e-tax related IT system in MTA have been identified and assessed.</li> <li>- based on the assessment, a map prepared which present the connection and fragmentation of those systems.</li> <li>- based on the assessment and the map, technical and investment recommendations are being prepared.</li> <li>- training will be conducted by June 2016.</li> </ul> <p>Workshop:</p> <ul style="list-style-type: none"> <li>- A workshop, covering components 1 and 2, will be held in April 2016.</li> <li>- Project findings will be presented and discussed at the workshop.</li> <li>- Relevant officers from local governments will also attend the workshop.</li> <li>- Resource person from Japan Tax Authority will deliver a session at the workshop.</li> </ul> <p>As of Sept 2016</p> <ul style="list-style-type: none"> <li>- Workshop and training have been conducted as planned.</li> <li>- More than 70 relevant government officials at the central and local governments participated in the workshop and training; pilot testing of BPIS, RIS and MDMS was conducted; and training of those 3 systems were provided for those central and local govt officials.</li> <li>- Project report, describing and analyzing MTA's 27 individual or inter-linked tax related IT systems, has been produced. The TA project team mapped a whole picture of the 27 systems, including their inter-linkage or dis-connectivity.</li> <li>- The project final report will be completed and submitted by the end of Oct 2016.</li> <li>- TA will be completed as scheduled in Nov 2016.</li> </ul>
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Geographical Location

## Summary of Environmental and Social Aspects

Environmental Aspects

Involuntary Resettlement

Indigenous Peoples

### Stakeholder Communication, Participation, and Consultation

During Project Design	The project scope, training scope, and focal issues to be analyzed were discussed and agreed with the government (the EA and the IAs) during the project processing.
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During Project Implementation The focal issues closely relate to the business procedures and ICT for both components. Therefore, each of project activities will be closely coordinated among the relevant personnel of the IAs, other related officials and project consultants. The further needs and related policy issues will be discussed at the workshops.

As of September 2015  
Respective IAs have been consulted during the inception meeting. In addition, project consulting teams have also conducted the initial consultation with related institutions and agencies as a part of initial assessment of the related systems for components 1 and 2 respectively.

As of March 2016  
- The IAs of components 1 and 2 had close discussion with the project team to identify the target ICT systems in their institutions, and assess those systems.  
- Particularly, ICT personnel has collaborated well with the project team. Also, the related officers who use the system worked closely with the ICT personnel and the project team to conduct project activities.

As of Sept 2016  
- Not only central but also local relevant govt officers participated in the training and also the final workshop. The training provided them to actually try to use the focal systems.  
- Regarding e-taxation, relevant ICT staff and also tax administration officers attended the workshop. In addition, the project team had close discussions with the relevant ICT personnel of MTA.

## Business Opportunities

Consulting Services

A. Consulting Firm (Component 1: Transparency and Efficiency in Public Investment)

1. International management information system specialist and team leader (7.5 person-months)
2. International management information system and information and communication technology specialist (4.5 person-months)
3. National information and communication technology specialist (programming) (8.5 person-months)
4. National information and communication technology specialist (network) (8.5 person-months)
5. National information and communication technology translation specialist (4 person-months)

B. Consulting Firm (Component 2: E-Taxation System)

6. International information and communication technology and e-taxation specialist and team leader (8 person-months)
7. International information and communication technology and e-taxation specialist (4 person-months)
8. International tax administration specialist (1 person-month).
9. National information and communication technology specialist (software) (4 person-months)
10. National information and communication technology specialist (information and communication technology infrastructure) (5 person-months)
11. National information and communication technology specialist (database management) (4 person-months).
12. National information and communication technology specialist (business processes and procedures) (5 person-months)
13. National information and communication technology translation specialist (2 person-months)

C. Individual Consultant

14. International information and communication technology specialist (2 person-months)

## Responsible Staff

Responsible ADB Officer	Shiroishi, Hiroko Uchimura
Responsible ADB Department	East Asia Department
Responsible ADB Division	Public Mgt, Financial Sector and Regional Coop Division, EARD
Executing Agencies	<i>Ministry of Finance Government Building-2 Negdsen Undestnii gudamj-5/1 Ulaanbaatar-210646, Mongolia</i>

## Timetable

Concept Clearance	13 Sep 2014
Fact Finding	28 Mar 2014 to 03 Apr 2014
MRM	-
Approval	29 Oct 2014
Last Review Mission	-
Last PDS Update	28 Sep 2016

## TA 8742-MON

Milestones					
Approval	Signing Date	Effectivity Date	Closing		
			Original	Revised	Actual
29 Oct 2014	10 Nov 2014	10 Nov 2014	30 Nov 2016	-	-

Financing Plan/TA Utilization						Cumulative Disbursements		
ADB	Cofinancing	Counterpart				Total	Date	Amount
		Gov	Beneficiaries	Project Sponsor	Others			
0.00	1,100,000.00	0.00	0.00	0.00	0.00	1,100,000.00	29 Oct 2014	806,589.93

Project Page <https://www.adb.org/projects/47200-001/main>

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