**ULAANBAATAR HEATING SECTOR IMPROVEMENT PROJECT (P170676)**

**DRAFT STAKEHOLDER ENGAGEMENT PLAN**

December 2019

# INTRODUCTION

This document is the Stakeholder Engagement Plan (SEP) for the proposed Ulaanbaatar Heating Sector Improvement Project (hereafter ‘the project’) drafted in December 2019. The SEP is disclosed on the Ministry of Energy (MoE) website (http://energy.gov.mn/c/1058).

The World Bank (hereafter ‘the Bank’) is proposing to provide $41million, an International Development Association credit to the Mongolian Ministry of Finance (the borrower) for the project. The implementing agency for the project is the Mongolian Ministry of Energy (MoE), who will work closely together with the Ulaanbaatar District Heating Company (UBDHC) responsible for heating transmission in the City.

The SEP has been prepared through workshops with internal project stakeholders and incorporating inputs from those directly affected, key stakeholders and urban development agencies consulted during early project preparation. The objective of this SEP is to identify project stakeholders, the methods for information distribution and consultation during the life of the project as well as the approach to grievance redress.

A “*Stakeholder*” refers to individuals or groups who: (a) are affected or likely to be affected by the project (*project-affected parties*); and (b) may have an interest in the project (*other interested parties*).

## 1.1 PROJECT DESCRIPTION

The Project Development Objective is to enable access to and improve efficiency of the district heating (DH) network in selected project areas. The project will be located in the capital city Ulaanbaatar. The project has two components as described below.

**Component 1:** Investments in rehabilitation and expansion of District Heating network. This Component will support the preparation and implementation of a priority investment program for the DH system operated by UBDHC, it has three infrastructure related subcomponents as follows.

Subcomponent 1.1. Rehabilitation and upgrading of the DH network in selected urban areas. The subcomponent will contain (i) Replacement of existing DN800 pipeline with DN1000 known as “5a” trench; (ii) Replacement of existing 2xDN400+1xDN600 with new DN800 pipeline to north known as “3g”trench; and (iii) Replacement of existing DN250-350 pipelines of trenches “2a”, “4a” and “4b” with DN400-500; and (iv) Replacement of other pipelines to be identified and justified as priority. A total of 4.2km of pipeline (trench length) will be rehabilitated.

Subcomponent 1.2. Expansion of the District Heating network into select ger area. The subcomponent is consequential to the Subcomponent 1.1 by extending the transmission pipelines using modern pre-insulated pipes into a near-urban ger area that are undergoing large-scale redevelopment, to provide better access to services for ger areas residents and to combat high pollution levels.

Subcomponent 1.3. Modernization of the District Heating network. This subcomponent will support the modernization of UBDHC’s DH pumping stations, including the replacement of selected pumps with smart pumps and adding booster pump/heat exchanger stations to locations, where the customer buildings are elevated high from the main network level to connect more customers.

**Component 2:** Capacity strengthening and project implementation support (estimated US$1 million). This Subcomponent will finance activities aimed at support policy and institutional reforms in the medium to long term and strengthening UBDHC’ technical, operational, fiduciary, customer orientation and corporate resource management functions, and ensuring effective Project implementation.

In terms of infrastructure locations, prior to project appraisal (anticipated in January 2020) only the location of sub-component 1.1 (i) and (ii) have been confirmed. These sub-components will rehabilitate two heating transmission pipelines (5a (2.8km) and 3g (1.4km)) in central Ulaanbaatar, from Central Heating Plan 3 (CHP3) towards the centre of the city, as shown in figure 1.

**Figure 1 Subcomponent 1.1 DH Transmission Refurbishment Location in Ulaanbaatar (4.2km)**



Sub-component 1.1 will include burying the transmission line (currently above ground or raised) in many locations (see Figure 2). The transmission line has a 10 meter (5 meter either side) safety Right of Way (ROW), a small number of shop structures have been illegally built in this ROW. The owners are directly affected stakeholders discussed herein, please also refer to the project Social Impact Assessment (SIA) and Resettlement Plan for more details about these structures. The location for sub-component 1.2 will be in a near urban-ger area, however the exact location and alignment is not yet confirmed.

**Figure 2 Subcomponent 1.1. District Heating Transmission Line For Refurbishment Safety Right of Way**

|  |  |
| --- | --- |
|  |  |
| DH Transmission Line for Refurbishment | Structures in the prohibited right of way |

The World Bank is proposing to provide financing for the project and as such environmental and social assessments and other planning documentation is needed for the project to meet the requirements of the World Bank’s Environmental and Social Framework (ESF) effective October 1, 2018. The various assessments for the project include:

* Stakeholder Engagement Plan (SEP, all project components). This document, which has been prepared for the whole project, including components prepared prior to appraisal and those developed after appraisal; given the majority of the stakeholders are similar and to provide a whole of project approach to consultation activities.
* Environmental Social Management Plan (ESMP, sub-component 1.1) for the heating pipeline refurbishment, 4.2 km alignment, this plan outlines the mitigation and management measures for this component.
* Labor Management Procure (LMP, all project components) this document including a labor grievance redress mechanism, outlines labor requirements for the project.
* Social Impact Assessment (SIA, all project components), assess the potential social impacts arising from project activities, as well as social criteria and statistics to inform the selection of the new heating pipeline location.
* Resettlement Plan (RP, sub-component 1.1). As mentioned above a small number of shop structures and assets in the refurbishment right of way will be affected by project construction. The RP outlines the process and compensation that will be followed by the project.
* Environmental and Social Management Frameworks. (ESMF, sub-component 1.2) the location and alignment for Sub-component 1.2 (heating expansion in near-urban ger area) has not been defined at the time of project appraisal. The ESMF guides environmental and social assessment requirements and development of management and mitigation measures once the alignment has been further confirmed.
* Resettlement Policy Framework (RPF, sub-component 1.2). The location and alignment for Sub-component 1.2 (heating expansion in near-urban ger area) has not been defined at the time of project appraisal. Construction of the pipeline in existing road right of way could have permanent or temporary impacts on shops, structures or fixed assets. The RPF guides the assessment and compensation requirements for the project, it is contained as an Annex to the above mentioned ESMF.

**Table 1. Environmental and Social Documentation for the Project**

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| Document | SEP | ESMP | RP | LMP | SIA | ESMF | RPF |
| **Component 1** | ✓ |  |  | ✓ | ✓ |  |  |
| Sub-component 1.1 | ✓ | ✓ |  |  |
| Subcomponent 1.2 |  |  | ✓ | ✓ |
| Subcomponent 1.3 |  |  |  |  |
| **Component 2** |  |  |  |  |

Mongolian regulatory requirements for consultation and disclosure are also considered herein. The Law on Urban Development (2015, Article 17 and 18) states participatory planning shall be adopted in urban development planning and consultation with citizens shall be conducted in the course of implementation of urban planning. Decisions pertinent to urban development shall be disseminated and disclosed to the public in timely manner. Utility disruptions are required to be disclosed to residents and entities 24 hours prior to disruptions.

The World Bank’s ESF, includes Environmental and Social Standard (ESS) 10, “Stakeholder Engagement and Information Disclosure”, which recognizes “the importance of open and transparent engagement between the Borrower and project stakeholders as an essential element of good international practice”. Borrowers are required to develop a Stakeholder Engagement Plan (SEP) proportionate to the nature and scale of the project and its potential risks and impacts (paragraph 13). Stakeholders have to be identified and the SEP has to be disclosed for public review and comment as early as possible, before the project is appraised by the World Bank. ESS10 also requires the development and implementation of a grievance redress mechanism (GRM). The national regulatory requirements as well as those under the ESF are incorporated herein.

# STAKEHOLDER IDENTIFICATION, ANALYSIS & PROGRAM

An initial list of project stakeholders, their interests and the preferred methods to engage with each group was developed by internal project stakeholders in October 2019; inputs from project preparation consultation activities with key informants; as well as meetings with project affected households was also incorporated. A list of stakeholders consulted in the initial project scoping activities is presented in Annex 1. The program for stakeholder engagement throughout the project life for all project components (including those prepared after appraisal) is provided in Table 2.

**Table 2. STAKEHOLDER ENGAGEMENT PROGRAM**

| Stakeholder/s | Interests | Communication Methods | Project Component | | | Project  Stage | | | Timing Remarks | Responsible |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  |  |  | 1.1 | 1.2 | 1.3 | Pre | Con | Ops |  |  |
| Shopkeepers in right of way (ROW) | Relocation support | Regular One-to-one meetings with households |  |  |  |  |  |  | Oct 2019-Dec 2020 | Working group, Social specialist at PMO once engaged. |
| City Taxi building owner & Tumur Beton guardhouse business owner in ROW | Structure compensation | Regular One-to-one meetings with owners |  |  |  |  |  |  | Until start of construction | Working Group Rep. |
| Altai Khothon Apartments - Car Park owner in ROW | Construction Activities | One-to-one meeting with owner |  |  |  |  |  |  | Initial meeting, update 1 month prior to construction | Working Group Rep. |
| Playground owner at Kindergarten in ROW | Refurbishment support | One-to-one meetings with owners |  |  |  |  |  |  | Until construction section completed | Task Team, Working Group Rep. |
| Local Residents in Khan-Ull Khooroo & Bayangol Districts | Traffic disruption, pedestrian access, utility disruption | Construction Notice Board, letters to residents on utility disruption,  UBDHC’s Facebook page and website, TV, radio, newspaper, UB municipal office website (www.ulaanabaatar.mn) |  |  |  |  |  |  | 2 weeks prior to start of construction | PMO & UBHDC (Letters sent Through Customer service centers who notify residents directly) |
| 30 manufacturing businesses in subcomponent 1.1 alignment | Any water disruption could significantly affect business operations | One-to-one meetings on project & utility disruption management, notification letters |  |  |  |  |  |  | Project fact meeting; Pre-construction meeting; and prior to utility disruption meeting | PMO & CHP3 (as they are CHP3 direct client) |
| Khoroo Governors Khan-ul, Bayangol for refurbishment area | Project, Traffic disruption, pedestrian access, utility disruption | Project Update meetings Khoroo Governors/staff |  |  |  |  |  |  | Initial project fact meeting, then one month prior to construction/ as needed | PMO & UBHDC |
| UB City (Mayors Office); urban planning and environment departments | Urban Planning development; drawing sign-off; utility disruptions, soil waste disposal | Regular meetings with key staff prior to and during construction |  |  |  |  |  |  | Regularly, prior to and during construction (2x). | PMO & UBHDC for traffic disruption |
| Capital city traffic development agency (Under UB city municipal office) | Traffic Management | Regular meetings with key staff for coordination |  |  |  |  |  |  | Met with in 2017 and signed off on initial plans for refurbishment. Additional project update/fact meeting, 2 months pre-cons, then every week during construction | PMO & UBHDC |
| Housing & Public Utilities of Ulaanbaatar City  (OSNAUG) | Distribution to end users | Information disbursement; meeting at site; letters |  |  |  |  |  |  | After construction meeting at site; notices/letters as needed | PMO |
| Central Heating Plant 3 (CHP3) | Technical experts, client utility disruption management (manufacturing comps.) | Frequently meeting with PMO prior to and during construction |  |  |  |  |  |  | Initial project meeting (Nov, 2019, frequently meeting | PMO |
| Mongolian Railways (state owned company) | Management of pipeline Railway crossing (1) during construction | Meetings with key staff for coordination |  |  |  |  |  |  | Project update/fact meeting, 2 months pre-cons, then as needed during construction | PMO |
| Ministry of Environment & Tourism (MET) | Permitting, Construction, environmental assessment and management, asbestos | Regular meetings with key staff |  |  |  |  |  |  | Initial project meeting Nov 2019, as needed prior to construction | PMO |
| UB Traffic Management Department | Traffic management and road rehabilitation | Regular meetings with key staff |  |  |  |  |  |  | Initial meeting December 2019 and as required during construction | PMO |
| General Agency for Specialized Inspection | Asbestos management and labour hygiene | Project update meetings |  |  |  |  |  |  | Consultation on Construction Asbestos Management Plan | PMO |
| Water supply authority of Ulaanbaatar, UBEDN, Information Communication Network of Mongolia | Technical approval of drawings; Urban planning priorities for UB city for ger district heating expansion | Inform of any water disruption issues; project key fact update |  |  |  |  |  |  | Met with in 2017 and signed off on initial drawings for refurbishment. Project initial fact meeting for stakeholders; as needed in construction. | PMO & UBDHC |
| Governors of Near Urban Ger Area Khoroos [i.e. Sukhbaatar, Chingeltei] for expansion | Ger area district heating expansion locations and development.  Sukhbaatar and Chingeltei districst as all the pipelines are interconnected and the refurbishment will positively affect the capacity of pipelines. | Project announcements, letters, website, media releases, planning meetings with identified districts |  |  |  |  |  |  | During selection of expansion location; during technical drawing approvals; prior to construction and during construction. | PMO |
| Residents & businesses of near Urban Ger Area Khoroo identified for expansion | Traffic disruption, pedestrian access, utility disruption | Public meeting, Construction Notice Board, letters to residents on utility disruption, UBDHC’ facebook page, website (<http://ubds.energy.mn/>), UBDHC’s Facebook page and website, TV, radio, newspaper, UB municipal office website (www.ulaanabaatar.mn) |  |  |  |  |  |  | Public meeting once khoroo location more defined; Notice boards 2 weeks prior to start of construction, letters to residents at least; newspaper; Official letters to business | PMO & UBDHC, OSNAAUG |
| Owners of structures (i.e. shops) in the ger area expansion right of way (along roads) if any | Relocation support, project construction timeline | One-to-one meetings with owners |  |  |  |  |  |  | Regularly once identified | Social Specialist @ PMO |
| Institute of Archaeology of Mongolian Academy of Science (MAS) | Construction related chance finds of archaeology items | Meeting/s to inform and update MAS on the project |  |  |  |  |  |  | Initial project fact meeting | PMO |
| Ministry of Education, Culture Science and Sports (MECSS) | Archaeology for ger area expansion | Official letter to inform and invite to project initial meeting |  |  |  |  |  |  | Initial project fact | PMO |
| Energy Development Centre | Technical inspections, ensuring technical drawings consistent with construction | Official letter to inform and invite to project initial meeting |  |  |  |  |  |  | Initial project fact meeting | PMO & UBDHC |
| National NGOs | Environmental Management and urban development | Project announcements, website, media releases, meetings as needed |  |  |  |  |  |  | Per table below | PMO |
| National Media | Project and urban development | Project announcements, website, media releases |  |  |  |  |  |  | Per table below. | PMO |
| Donor and multilateral agencies | Project locations and UB urban development | Project announcements, website, media releases, meetings as needed |  |  |  |  |  |  | Meetings during project preparation, as needed thereafter | PMO & Task Team |
| Elected Officials | Expansion and refurbishment improvements | Project announcements, website, media releases |  |  |  |  |  |  | Per table | PMO |

## 2.1 Strategy for Vulnerable

Vulnerable Groups are persons who may be disproportionately impacted or further disadvantaged by the project(s) as compared with any other groups due to their vulnerable status, and that may require special engagement efforts to ensure their equal representation in the consultation and decision-making process associated with the project(s). Vulnerable status may stem from an individual’s or group’s race, national, ethnic or social origin, color, gender, language, religion, political or other opinion, property, age, culture, literacy, sickness, physical or mental disability, poverty or economic disadvantage, and dependence on unique natural resources.

Some of the households directly affected by Sub-component 1.1 are defined as vulnerable (per the RP), as such additional support will be provided through the project resettlement plan. The same shall be extended for sub-component 1.2 once the alignment is confirmed and impacted households (if any) are identified. Each of the affected households (shop owners for subcomponent 1.1) have been met with (one-on-one) during the early stages of project preparation (Oct/Nov 2019) and will continue to be engaged in such a manner as provided for in the resettlement plan. Their inputs on preferred methods of support were discussed during these meetings. Table 1, outlines the program for engaging residents for both subcomponents prior to utility, traffic and pedestrian disruptions associated with the construction periods. Residents will benefit equally from the project interventions (improved supply and capacity within the network), project interventions will not in any way exclude beneficiaries.

Within the Project Area of Influence, vulnerable groups may include and are not limited to the following: Elderly people (over 55 years); Persons with disabilities and their careers; Low-income families dependent on state support; Women-headed households or single mothers with underage children; the non-titled.

For sub-component 1.2, a public consultation meeting will be held once the location is more clearly defined, this will assist in incorporating community views into the design, especially in management of temporary disruptions and any additional measures for vulnerable members of the community that need to be addressed (i.e. access to water wells). The PMO will ensure that there is no prejudice or discrimination toward project-affected individuals or communities, including other interested parties. Particular consideration will continue to be given to the disadvantaged and vulnerable groups during the life of the project, especially where adverse impacts may arise, or development benefits are to be shared.

## 2.2 Information Disclosure

The Ulaanbaatar District Heating Company (UBDHC) website, is to have a special project page <http://ubds.energy.mn/> dedicated to disclosing project documents, including those on environmental and social safeguards. This will begin with disclosure of this draft SEP early in the project preparation. The draft ESMP, ESMF (with RPF annex); Social Impact Assessment, Resettlement Plan and Labor Management Procedure will also be disclosed on this site. Any feedback on the draft documents will be incorporated and updated documents re-disclosed. Besides the draft disclosure documents (and the final documents in future), project brochures and updates will also be posted. In addition, the site will provide details about the Grievance Redress Mechanism and contact details for the PMO. The PMO will update and maintain the website regularly, at least quarterly.

Distribution of the disclosure materials by making them available at venues and locations frequented by the community and places to which public have unhindered access. Free printed copies of the SEP, ESMF, ESMP, LMP and RP in Mongolian are being made accessible for the general public at the UBDHC Office, Ministry of Energy Office. An initial stakeholder fact meeting will be held after loan approval (per Table 2), as well as press releases will be undertaken. Construction Notice Board, letters to residents, website updates, newspaper advertisement on disruptions will be undertaken during project implementation as outlined in Table 2.

# MONITORING AND REPORTING

The safeguards specialist appointed to the PMO will be responsible for monitoring and reporting on stakeholder engagement activities. Stakeholder engagement activities will be displayed on the UB District Heating Company website, with a special project page <http://ubds.energy.mn/> dedicated to disclosing project documents and reporting stakeholder consultation activities. In addition see Annex 1, for a list of consultation activities undertaken during project preparation prior to appraisal.

The PMO will continue to conduct stake holder engagement in accordance with this SEP, and will build upon the channels of communication and engagement already established with stakeholders . In particular, the PMO will seek feedback from stakeholders on the environmental and social performance of the project, and the implementation of the mitigation measures in the Environmental and Social Commitment Plan.

Consultation and disclosure activities will also be summarised and reported in semi-annual project reports to the world bank. A number of Key Performance Indicators (KPIs) will also be monitored by the PMO on a regular basis, including the following parameters:

* Number of consultation meetings and other public discussions/forums conducted within a reporting period (e.g. monthly, quarterly, or annually);
* Frequency of public engagement activities;
* -Number of public grievances received within a reporting period (e.g. monthly, quarterly, or annually) and number of those resolved within the prescribed timeline;
* -Type of public grievances received; and
* Number of press materials published/broadcasted in the national media.

# RESOURCES & RESPONSIBILITIES FOR STAKEHOLDER ACTIVITIES

The Project Management Office (PMO) will be established within the Ministry of Energy (MOE) headed by a Project Director. The MOE will provide ministerial oversight for project activities including project preparation, supervision, and M&E. The PMO will be responsible for the procurement of the goods, works, and services; undertaking of FM including disbursement processing and project audit; public relations; consolidation of environmental and social safeguards measures in compliance with the World Bank’s requirements; and preparation of periodical reports and their submission to the World Bank. The PMO will liaise with UBDHC, and make sure that UBDHC actively participate in the project implementation stages, particularly by providing technical inputs. Under the PMO’s oversight, UBDHC will participate, among others, in the definition of technical specifications, tender evaluations, and construction supervision. UBDHC will assign, and if necessary hire, a technical support team that will ensure implementation of the investment activities in their respective areas.

Funds for implementing stakeholder engagement activities have been allocated under the project.

The PMO will include safeguards specialists who will be responsible for implementing the activities of this stakeholder engagement plan. At this stage of project preparation questions can be directed to the Ministry of Energy, Entuya Y. Senior Specialist for District Heating. Phone: 70043479, quires can also be directed to [**info@energy.gov.mn**](mailto:info@energy.gov.mn)

The MoE will arrange necessary training associated with the implementation of this SEP that will be provided to the members of staff who, due to their professional duties, may be involved in interactions with the external public, as well as to the senior management. Specialized training will also be provided to the staff appointed to deal with stakeholder grievances as per the project GRM. Project workers will also receive necessary instructions for the labour GRM under the Labour Management Procedure.

# GRIEVANCE REDRESS MECHANISM

UBDHC have well-established grievance redress mechanism (GRM) for the public. Grievances are received through direct communication, registered via a 24/7 hot-line, email and website and discussed at the Companies' meetings. They are in the process of making their mechanism ISO compliant. The mechanism seeks to resolve technical issues soon as possible depending on the volume of the issue from the receipt of notification for UBDHC.

For the project, complaints may arise, especially during the construction period, as residents and businesses experience traffic, pedestrian and utility disruptions. As such, the existing UBDHC GRM will be adapted for project related complaints to ensure they are addressed quickly. This is describes as follows and displayed in figure 3.

Level 1:

Two phone numbers, the PMO and the 24/7 call centres will be advertised for project related complaints (through construction notice board, GRM brochure, letters to residents and facebook). Complainant’s can also give complaints in writing and in person as per UBDHC’s existing mechanism. Complaints from the call center will be issued directly to the PMO. If received out of working hours, the complaint will be issued to the PMO the next day. The PMO will then work with internal departments and /or the construction contractor to resolve the issue quickly, but in no less than 7 days will either resolve the issue or inform the complainant that their complaint has been forwarded to the 2nd level of the GRM.

Level 2

If the PMO cannot resolve the issue within 7 days, then it will be forwarded to the Ministry of Energy, Director General of Policy Coordination Department, who will review the complainant, such that it can be resolved within 15 days.

If mediation is unsuccessful, or, at any time affected parties can file written or verbal grievances through the Mongolian Court system, in accordance with Mongolian laws and procedures.

**Figure 3 Project Grievance Redress Mechanism**



The PMO will maintain a grievance log of project related grievances, a grievance log is provided below which will be used and adapted as necessary for the project by the PMO.

Grievance Log Template

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| PMO Grievance Log | | | | | | | |
| # | Open or  Closed | Date Received | Person/s | Grievance in Summary | 1st level Resolution & Date closed | 2nd level resolution & date closed | Assigned PMO Staff |
| 1 | Open |  |  |  |  |  |  |
| 2 | Closed |  |  |  |  |  |  |
| 3 | Closed |  |  |  |  |  |  |

At any time, if the project grievance redress mechanism is considered inadequate for addressing concerns then the World Bank Grievance Redress Service and the World Bank’s Inspection Panel are avenues for appeal. Information on how to submit complaints to the World Bank’s corporate Grievance Redress Service (GRS), can be found at [http://www.worldbank.org/GRS](http://www.worldbank.org/GRM). Information on how to submit complaints to the World Bank Inspection Panel, can be found at [www.inspectionpanel.org](http://www.inspectionpanel.org/).

# Annex 1 Scoping Consultations

Given the mostly temporary impacts associated with the project, consultation during project preparation focussed on engaging key stakeholders with regards to the project design, inputs on urban development priorities, disseminating information on the project and carefully meeting with directly affected households (shop keepers). Information on the project was presented and these meetings were used to determine stakeholders’ levels of interest and also their opinions on the project and the safeguard documentation processes. These activities are listed below in the table.

|  |  |  |
| --- | --- | --- |
| **Stakeholder** | **Topics** | **When** |
| Directly affected shops and playground owner in refurbishment right of way | One -one meetings on project impacts and support needed; including census and inventory of losses | October 03, 11; November 13 2019. |
| Asian Development Bank (ADB) | Urban development projects in Ulaanbaatar and project coordination | 10 October 2019; November 11 2019 |
| European Bank for Reconstruction and development (EBRD) | Urban development projects in Ulaanbaatar and project coordination | Jan 2018; Feb 20 2019; 19 September 2019 |
| Head of Project Management and Regulation Department (UB City) | Urban development projects in Ulaanbaatar, heating expansion priority areas and project coordination | 9 September 2019; November 13 2019 |
| Deputy Head of Department of Housing Infrastructure (UB City) | Urban development projects in Ulaanbaatar, heating expansion priority areas and project coordination | 9 September 2019; November 13 2019 |
| Coal Heating Plan (CHP) 3 | Project coordination; manufacturing client utility disruption management in refurbishment area | November 13, 2019 |
| UB City Vice Mayor | Project development | November 14, 2019 |
| Kindergarten (Khan-ull District) Director | Project information, project construction during summer when kindergarten closed, advised on safety of outdoor playground (not recommended for children). | November 13, 2019 |
| UB Traffic Management Department | Traffic Management Plan and cost for road rehabilitation after construction | December 4, 2019 |
| General Agency for Specialized Inspection | Asbestos Management Plan and labour hygiene | December 5, 2019 |