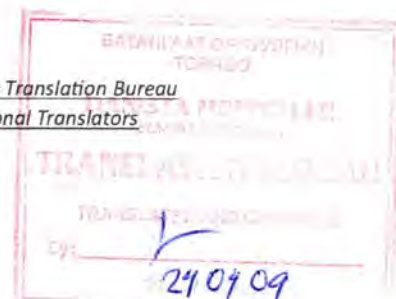


APPROVED:  
FIRST DEPUTY OF THE CAPITAL GOVERNOR  
FOR ECONOMY AND INFRASTRUCTURE ISSUES

P. SAINZORIG

TERMS OF REFERENCE OF CONSULTING SERVICES FOR  
THE PROJECT OF BUILDING HIGH-CAPACITY PUBLIC TRANSPORT "METRO" IN THE  
CAPITAL ULAANBAATAR CITY

Translated and Verified by Danista Monde Translation Bureau  
A member of the Mongolian Professional Translators



**APPENDIX 1- TERMS OF REFERENCE**

**TABLE OF CONTENTS**

A. BACKGROUND ..... 3

B. INTRODUCTION OF “METRO PROJECT” ..... 6

C. PROJECT MANAGEMENT CONSULTING SERVICE ..... 16

D. SCOPE OF CONSULTING SERVICE ..... 19

    D.0 Phase 0: Commencing the project management consulting service ..... 22

    D.1 Phase 1: Conceptual Design and Preparation of Tender Documents ..... 25

    D.2 Phase 2: Selection of construction contractors and commencement of work ... 32

    D.3 Phase 3: Supervision of construction ..... 34

    D.4 Phase 4 : Operation and maintenance training ..... 38

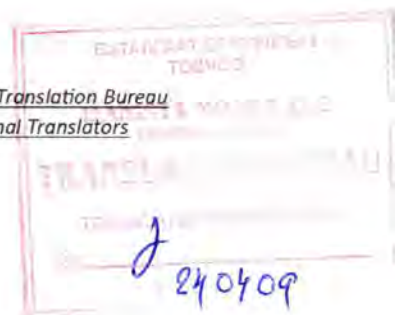
    D.5 Phase 5: Commissioning, approval and acceptance of the project ..... 41

E. EXPECTED DELIVERABLES AND REPORTS..... 45

F. CONSULTING TEAM COMPOSITION..... 49

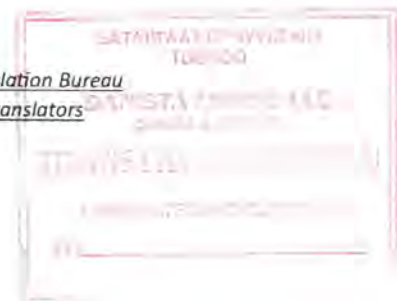
G. CLIENT INPUT AND SUPPORT..... 52

*Translated and Verified by Danista Monde Translation Bureau  
A member of the Mongolian Professional Translators*

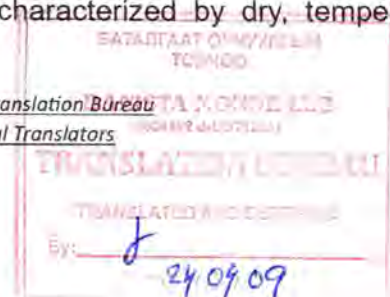


## **A. BACKGROUND**

1. Government Decisions and Long-term Development Policy Documents: In accordance with the "Vision-2050" Long-term Development Policy Document of Mongolia and the resolution number: 411 of the Government of Mongolia dated November 22, 2023, the Capital City Governor's Office of Ulaanbaatar has resolved to undertake the implementation of the "High Capacity Public Transport Vehicle 'Metro' Construction Project in the Capital City Ulaanbaatar". The initiation of the "Metro Project" seeks to augment the urban public transportation system by introducing a novel mode of transit and revitalizing the existing transportation infrastructure within the city.
2. Planned route: Within the scope of the project, it is planned to establish a metro line and a maintenance and repair depot (center) that will stretch from Amgalan market in the 10th Khoroo of Bayanzurkh District of Ulaanbaatar city, heading west along Enkhtaivan Avenue to the Sonsogolon Street and Tolgoit station area in the 20th Khoroo of Songino Khaikhan District. Further development of potential route options and proposals for the expansion of the metro line will be elaborated.
3. By decree of the capital city Governor, a procurement process will be initiated to engage an international consulting firm with expertise in the implementation of Metro and urban public transport infrastructure projects to provide Project Management Consultancy services for the "Metro Project". This consulting firm will be entrusted with the responsibility of offering professional and technical assistance throughout all phases of the project. Additionally, it will leverage its extensive experience to address critical challenges within Ulaanbaatar's public transport sector, with the overarching goal of improving the interoperability of the public transportation system.
4. The Capital City Governor's Office of Ulaanbaatar (GOCCUB) will assign the Project Management Consultant to oversee the implementation of the "High Capacity Public Transport Vehicle 'Metro' Construction Project in the Capital city of Ulaanbaatar" according to the directives issued.
5. The Governor's Office of the Capital City of Ulaanbaatar (GOCCUB) will establish a Project Steering Committee (PSC) with the task of leading, organizing, monitoring, directing, and ensuring that the "Metro Project" activities are conducted within the planned timeframe and budget.



6. The Project Implementation Unit (PIU) under the GOCCUB is tasked with providing leadership for the project's activities, preparing and submitting progress reports to the Project Steering Committee (PSC), and conducting its operations in accordance with the Project Management Consulting Agreement, ensuring oversight is maintained.
7. In 2011, South Korea's "Susong Engineering" JSC completed the "Feasibility Study on Construction of Ulaanbaatar Metro in Ulaanbaatar city" in order to develop public transportation infrastructure and create foundational research. Subsequently, in 2013, the "JICA" international cooperation organization conducted a comprehensive "The Study on Implementation Ulaanbaatar City Urban Transportation Project In Mongolia (Metro Project)" as part of the research on the implementation of a public transport project in Ulaanbaatar. Based on these feasibility studies, it was concluded to implement "The Project Of Building High-capacity Public Transport "Metro" In The Capital Ulaanbaatar City", to increase the types of public transport in the capital, and to update the transport infrastructure.
8. Rapid population growth of Ulaanbaatar: The population density of Ulaanbaatar, Mongolia's capital city, has surged since 1990, when the population was 560,600 and increase to 1.6 million by 2023, with projections indicating a triple increase to 2,779,642 by 2045. Ulaanbaatar now hosts 1.6 million or half of Mongolia's total population despite occupying only 0.3% of the country's land area, while, a staggering 56% of all registered vehicles in Mongolia are registered in Ulaanbaatar. This rapid urbanization and population growth have led to a surge in traffic congestion, exacerbated by unplanned city expansion and the burgeoning number of vehicles.
9. The public transport system of Ulaanbaatar predominantly relies on buses as the primary mode of transportation, with a fleet comprising 1100 buses operated by 18 enterprises, servicing citizens across 105 routes. On an average day, the public transport system accommodates between 500,000 to 650,000 trips. Notably, the modal share of public transport stands at 39% of the total traffic volume, reflecting its significant contribution to the city's overall transportation landscape.
10. Weather and Geographical Conditions: Ulaanbaatar, nestled in the valley of the Tuul River, maintains an average altitude of 1350 meters above sea level. The city experiences distinct climatic patterns, characterized by dry, temperate



summers and severe winters. Annual air temperatures typically fluctuate between 0°C and 2°C. In the coldest month, temperatures plummet to between -17°C and -27°C, while in the warmest month, they ascend to a range of +19°C to +23°C. The climate exhibits extreme temperature differentials, with recorded absolute maximum and minimum temperatures reaching +40.1°C and -46.7°C, respectively, yielding an approximate temperature variance of 80°C. Annual precipitation levels average between 300-400 mm, with the majority, approximately 70-80%, occurring during the warmer months. Prevailing winds originate predominantly from the west and northwest, maintaining an average speed of 4-6 m/s.

Translated and Verified by Danista Monde Translation Bureau  
A member of the Mongolian Professional Translators



## **B. INTRODUCTION OF “METRO PROJECT”**

### **(1) Concept of the project**

1. The main goal of “The Project of building High-capacity Public Transport “Metro” In The Capital Ulaanbaatar City” approved by the Government of Mongolia is to build a new high-capacity public transportation model in the city of Ulaanbaatar, the capital city of Mongolia, that fully meets international standards and requirements, under the national characteristics and fundamental interests of citizens, and that will help to reduce traffic congestion, air and environmental pollution emitted by vehicles.
3. An open tender will be conducted to solicit proposals from companies with international expertise in Metro system projects and management of urban transport infrastructure. The selected company will serve as the construction contractor for the Metro Project, and it is required to comprise a team of both international and national experts possessing extensive experience in the construction and development of Metro projects and related infrastructure facilities on both international and regional scales.
4. The role of the Project Management Consultant is to provide professional consulting services and support project-related tasks such as feasibility study, concept design, project management, implementation, construction, construction supervision, quality control, project progress reporting and monitoring to the Project Implementation Unit (PIU) in related with project implementation.
5. Project contractors need to anticipate the possible risks that may arise during the implementation of the project, identify appropriate solutions for complex parts of the engineering infrastructure in accordance with the current situation, and develop a solution method, such as (but not limited to these):
  - a. Provide the normal operating conditions of elevated and underground engineering networks along the planned routes, organize construction works in accordance with the existing conditions of buildings and structures, and cooperate with relevant organizations;
  - b. The planned route is located in the area of Ulaanbaatar city with high density of population and traffic, so during the project work, car traffic, public transport, and citizens' traffic should be optimally organized to ensure safety and comfort;

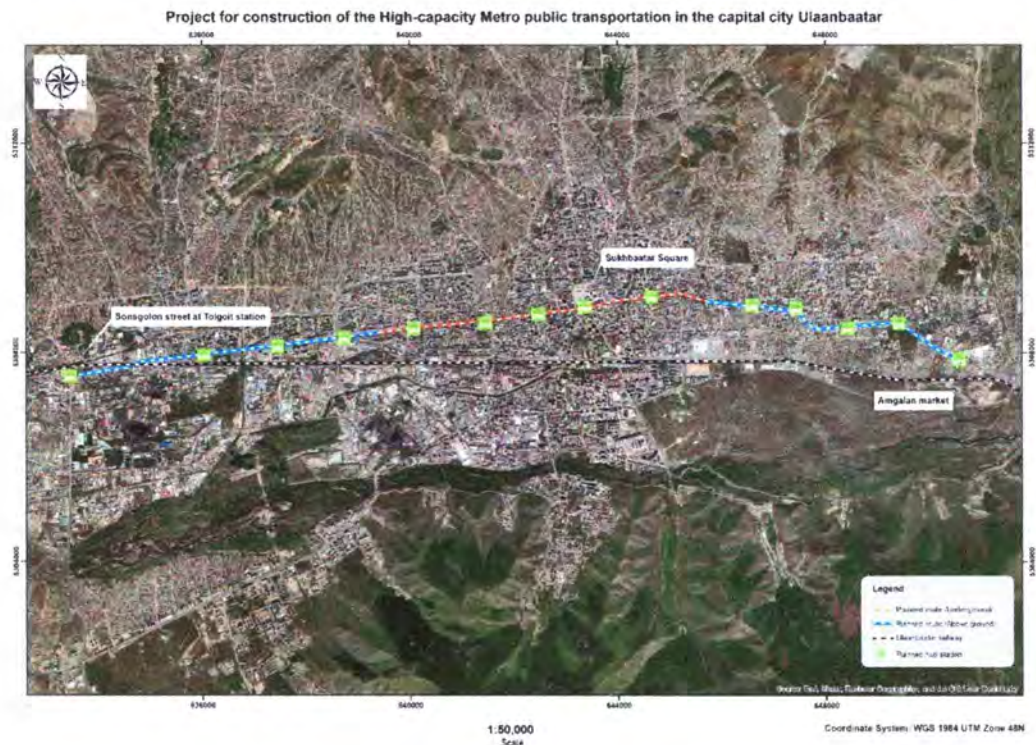
*Translated and Verified by Danista Monde Translation Bureau  
A member of the Mongolian Professional Translators*



- c. Make a plan to ensure the normal operation and safety of enterprises and residents along the planned route;
- d. During planning of project activities consider limitations in construction time, transport logistics planning, temporary work site space and shall follow all relevant rules and regulations;
- e. Consideration that buildings along the route may be sensitive to the vibrations that may occur during the construction work, and take appropriate measures. Also, follow the appropriate procedures of paleontology, archeology and ethnographic research;
- f. Consider that challenges may arise from the complexity of geological conditions, geographic features and extreme weather and other force majeure matters.

**(2) Project Location: WGS 1984 UTM Zone 48N**

*Figure-1: Project Location*



**(3) Project outline** is summarized as shown in Table -1.

*Table-1: Project Outline*

№	Нэр	Тайлбар
1	Project Name	"The High-capacity Public Transport "Metro" In The Capital City of Ulaanbaatar"

*Translated and Verified by Danista Monde Translation Bureau,  
A member of the Mongolian Professional Translators*



2	Length	The planned route extends approximately 17.7km from the Amaglan located in the 10 <sup>th</sup> Khoroo of Bayanzurkh District, westward along Enkhtaivan Avenue to the Sonsoglon Street and Tolgoit station area located in the 20 <sup>th</sup> Khoroo of Songino Khaikhan District.
3	Station	The plan involves designing metro stations to be multifunctional buildings offering a variety of services. The number and location of the station will be updated based on thorough preliminary research.
4	Depot	The specific location and planning of the maintenance and repair depot for the planned rolling stock will be determined based on thorough preliminary research.
5	Period	Based on the analysis conducted from June 2024 to August 2030, the total duration amounts to approximately 6 years, comprising 75 months.
6	Contract Scheme	Turnkey contract (EPC contract).
7	Operator	The City Council of Ulaanbaatar will establish and oversee the operation and maintenance entity.
8	Administrative Jurisdiction	Ulaanbaatar, Chingeltei District, 1st khoroo, GOCCUB
9	Procurement of PMC	February–May 2024 (Planned commencement of the PMC Services: June 15, 2024)

**(4) Expected impact and outcomes of the project:**

*1. Reduction of Traffic Congestion :*

The project aims to alleviate road traffic congestion by delivering a certain portion of vehicles and traffic users to the new metro system. This will accelerate the flow of traffic in Ulaanbaatar, reducing traveling time.

*2. Improvement on Public Transportation:*

The introduction of the Metro will create a swift, reliable, and accessible public transportation network, supporting the transition from private to public transport. This, in turn, will promote the development of a sustainable transportation model.

*3. Benefits on the environment:*

Reducing traffic congestion and the movement of vehicles will decrease emissions from transportation, positively affecting the city's air quality and contribution to the sustainable maintenance of the urban environment.

*4. Impact on Socio-Economic Development:*

Improvement on transportation infrastructure is closely associated with economic growth. The introduction of a Metro system could influence people's mobility, as well as quality of goods and services. This potential

*Translated and Verified by Danista Monde Translation Bureau  
A member of the Mongolian Professional Translators*





uplift in economic activities can be attributed to improved accessibility and efficiency in transport, thereby creating a favorable scenario for organizations located in the urban landscape.

5. *Enhanced Livability:*

By strategically planning the metro system, a comfortable and efficient mode of public transport can be established, significantly improving the quality of life for the residents. Furthermore, development around the metro stations can lead to the creation of transport hubs tailored to the unique characteristics and needs of the area. This development not only enhances the urban landscape but also contributes to the creation of communities with better access to amenities and services.

6. *Fostering Unity and Interconnectivity:*

The metro system will unite various parts of the city, linking residential areas, commercial zones, and industrial sectors, thereby facilitating mutual dependency among residents and businesses.

7. *Influencing Long-Term Urban Planning:*

Introducing a metro system will impact future urban planning, enabling more efficient use of land, reducing unplanned sprawl, and acting as a catalyst for the development of transportation-oriented centers

8. *Enhancing Community Engagement:*

Properly planning and ensuring the accessibility of the metro system can increase social participation by providing transportation options for everyone, especially for individuals with special needs or limited mobility.

9. *Tourism and City Image:*

By constructing a metro, the city becomes more attractive, embodying a modern appearance that draws the attention of tourists and potential investors, thereby promoting the city on a global scale.

Translated and Verified by Danista Monde Translation Bureau

A member of the Mongolian Professional Translators



**(5) Project Outcome**

1. Within the framework of developing a diverse public transport system, the first line of the Metro has been launched.
2. Several stations have been constructed following the principles of Transit-Oriented Development (TOD) as part of the project
3. New knowledge and experiences have been generated, establishing work procedures, norms, and standards to ensure the smooth operation of the metro, creating a foundation for its ongoing function.

**(6) Project Phases**

The project management consultant aims to work efficiently within a short period during the preliminary research and sketch development phase, ultimately defining the project stages.

Project phases are preliminarily presented in Table-2

*Table 2 Project Phases*

Phase	Name	Duration	Expected Time
Commencement of PMC Services	15 June 2024		
Phase 0	Mobilization of PMC	Month 1	June 2024
Phase 1	Preliminary Design and Preparation of Bidding Documents	Month 2 – Month 7 (6 months)	July – December 2024
	Procurement preparation of EPC Contractor(s)		
Approval by The Government of Mongolia and The Governor's Office of the Capital City Ulaanbaatar. Authorization to commence operations		Month 8 (1 month)	January 2025
Phase 2	Mobilization of EPC Contractor(s)	Month 9-Month 14 (6 months)	February – July 2025
Commencement of Construction Works supervision		---	August 2025
Phase 3	Construction Supervision	Month 16 – Month 63 (48 months)	September 2025 – August 2029 (48 months)
Phase 4	Operation and Maintenance (O&M) Training	Month 51 – Month 75 (24 months)	September 2028 – August 2030 (24 months)
Phase 5	Transfer to Metro Operator	-	August 2030

*Translated and Verified by Danista Monde Translation Bureau  
A member of the Mongolian Professional Translators*



### **(7) Scope of the project**

Within the framework of the 'Metro Project', it is preliminary planned to undertake the following tasks and services are estimated (not limited to this scope):

1. Develop the feasibility study and conduct related foundation research
2. Organize project preparation activities.
3. Develop detailed design drawings and project documents.
4. Conduct construction and installation works for the metro.
5. Execute infrastructure and engineering facility construction.
6. Supply rolling stock.
7. Organize training for operation and maintenance (under the supervision of the Metro operation and Maintenance Organization affiliated with the Department of Transportation)
8. Implement, optimize, and hand over the project.

The project will be managed by a Project Management Consulting Team, responsible for overseeing the construction work under the conditions of an EPC (Engineering, Procurement, and Construction) contract.

### **(8) Project Structure and Organization**

The Capital City Governor's Office of Ulaanbaatar (GOCCUB) and the Project Implementation Unit (PIU) will work closely together to define and optimize cooperation among participating parties, ensuring the creation of an effective and efficient organizational structure.

At each stage of project implementation, the interdependencies within the organizational structure will be clearly defined and updated to ensure productive and strategic progress.

*Translated and Verified by Danista Monde Translation Bureau*  
*A member of the Mongolian Professional Translators*

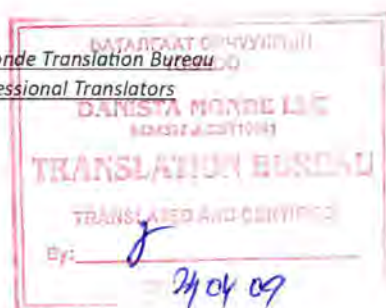
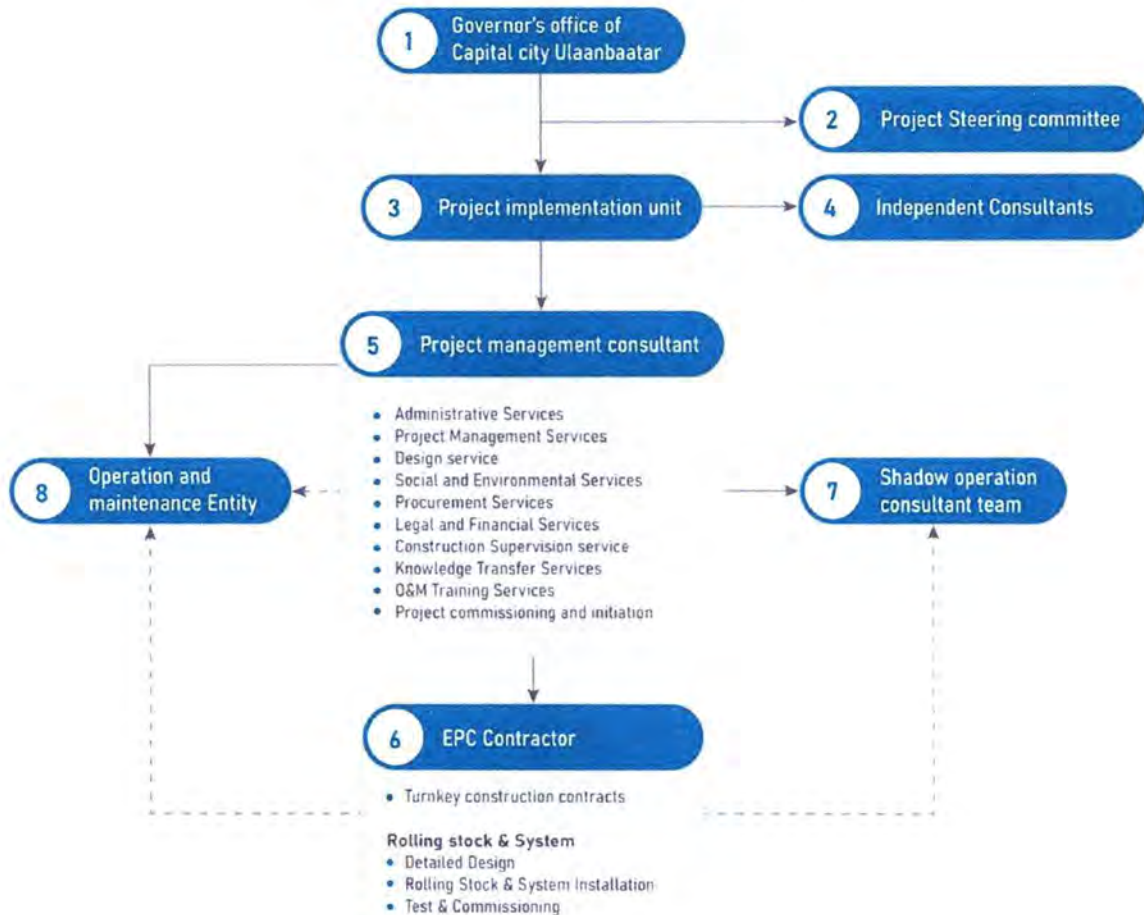


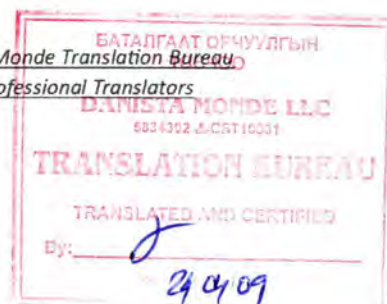
Figure-2: Project Organization Chart



**(9) Implementation plans and roles for stakeholders collaboration**

1. Governor's office of the Capital City Ulaanbaatar (GOCCUB): is the project's Client organization and will provide leadership and directions to the Project Implementation Unit (PIU) and the project executor.
2. Project Steering Committee (PSC): The GOCCUB will establish a PSC to oversee the project's progress, ensuring it is completed within budget and the planned timeframe.
3. Project Implementation Unit (PIU): The (GOCCUB) will appoint a Project Implementation Unit (PIU), which will direct and manage the implementation of the project, fulfilling the function of project execution and regulatory unit. This unit will be responsible for comprehensive project, while the Project Management Consultant

Translated and Verified by Danista Monde Translation Bureau  
 A member of the Mongolian Professional Translators



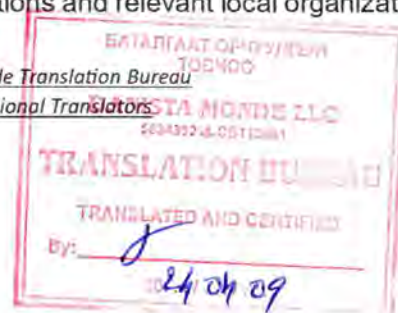
(PMC) will perform integrated management tasks, overseeing the PMC's operations, project planning, management implementation, report evaluations, and providing guidance, while working in collaboration with all other consultants.

4. Independent Consultant: The GOCCUB will select and work with an independent (third-party) consultant to provide external oversight, validating, and contractual agreements related to project implementation, including financial analysis. The work performed by independent consultants is not limited to these roles and can include other tasks required by the client.
5. Project Management Consultant (PMC): GOCCUB will select a Project Management Consultant team to organize project activities, oversee the Client's control, and work with the executors. The PMC will facilitate coordination among the construction contractor and other relevant organizations, ensuring the project progresses normally, maintains quality and standards, stays within the approved budget, and adheres to the planned schedule. This document will specify the PMC's objectives, rules to follow, and the scope of work.
6. EPC Contract Executor: The GOCCUB will select the executor of the EPC (Engineering, Procurement, and Construction) contract, responsible for the project's design, procurement, and construction. The Project Implementation Unit and the Project Management Consultant will oversee the EPC contractor's activities at all stages of the project.
7. Shadow Operation Consultant team (SOC): During the preliminary research phase, the PMC will establish a Shadow Operation Consultant team as part of its operations. The SOC will work according to the training plans and guidelines developed by the PMC, coordinating with the Client, executors, and other participating parties.
8. Operation and Maintenance Entity (OME): The City Council will establish the OME based on the guidelines and recommendations of the PMC during the sketch development phase of foundational research. The OME's operational plan will be prepared based on the project's goals and industry best practices. The PMC will include the OME and related organization's employees in the necessary operational, maintenance, and repair training, developing a comprehensive training strategy.

**(10) Stakeholders' management**

1. During the implementation of the project, it is essential for the stakeholders maintain constant communication with the state institutions and relevant local organizations to

*Translated and Verified by Danista Monde Translation Bureau  
A member of the Mongolian Professional Translators*



resolve issues related to the project.

2. The Project Management Consultant will provide technical and professional support and advice to the GOCCUB when necessary, including information, drawings, relevant materials, and other technical matters.
3. The matrix of interdependencies among the participating parties is preliminarily defined in the following table.
4. This table will preliminarily designate the responsibilities for each task and the entity accountable for them. The consultant will mark the entity fully responsible for a task with an 'X' (also responsible for related expenses). An 'S' denotes the entity providing support for the task, and an 'A' indicates the decision-making entity. It is important to note that no two parties can have the same 'X' designation for a single task

*Table-3: Stakeholder Collaboration*

<b>№</b>	<b>Phase</b>	<b>Name</b>	<b>Abbreviation</b>	<b>PMC</b>	<b>PIU</b>	<b>Comments</b>
<b>D.0</b>	Inception phase	Project Management Consulting Inception Phase	Administrative Services (AS)	X	S	D.0.1 (T)
			Project Management Services (PMS)	X	A	D.0.2 (TOR)
			Procurement Services (PS)	X	S	D.0.3 (TOR)
<b>D.1</b>	Phase-1	Development of concept design and preparation of tender documents	Administrative Services (AS)	X	S	D.1.1 (TOR)
			Project Management Services (PMS)	X	A	D.1.2 (TOR)
			Design services (DS)	X	A	D.1.3 (TOR)
			Social and Environmental Services (SES)	X		D.1.4 (TOR)
			Procurement Services (PS)	X	A	D.1.5 (TOR)
			Legal and Financial Services (LFS)	X	A	D.1.6 (TOR)
			Knowledge Transfer Services (KTS)	X		D.1.7 (TOR)
<b>D.2</b>	Үе шат-2		Administrative Services (AS)	S	X	D.2.1 (TOR)

*Translated and Verified by Danista Monde Translation Bureau  
A member of the Mongolian Professional Translators*



		Initiation of EPC contractor procurement	Project Management Services (PMS)	X	A	D.2.2 (TOR)
			Procurement Services (PS)	X	S	D.2.3 (TOR)
			Legal and Financial Services (LFS)	X	A	D.2.4 (TOR)
			Design service (DS)	X	A	D.2.5 (TOR)
			Construction Supervision service (CSS)	X	S	D.2.6 (TOR)
			Knowledge Transfer Services (KTS)	X		D.2.7 (TOR)
			O&M Training Services (OMS)	X	S	D.2.8 (TOR)
<b>D.3</b>	Үе шат-3	Construction Supervision	Administrative Services (AS)	X	A	D.3.1 (TOR)
			Project Management Services (PMS)	X	S	D.3.2 (TOR)
			Construction Supervision service (CSS)	X	S	D.3.3 (TOR)
			Procurement Services (PS)	X	S	D.3.4 (TOR)
			Social and Environmental Services (SES)	X	S	D.3.5 (TOR)
			Legal and Financial Services (LFS)	X	A	D.3.6 (TOR)
			Knowledge Transfer Services (KTS)	X		D.3.7 (TOR)
			O&M Training Services (OMS)	X	S	D.3.8 (TOR)
<b>D.4</b>	Үе шат-4	Operation and Maintenance	Administrative Services (AS)	X	A	D.4.1 (TOR)
			Project Management Services (PMS)	X	S	D.4.2 (TOR)

*Translated and Verified by Danista Monde Translation Bureau*

*A member of the Mongolian Professional Translators*



			Knowledge Transfer Services (KTS)	X		D.4.3 (TOR)
			O&M Training Services (OMS)	X	S	D.4.4 (TOR)
D.5	Ye шат-5	Project Commissioning and putting into exploitation	Administrative Services (AS)	X	A	D.5.1 (TOR)
			Project Management Services (PMS)	X	A	D.5.2 (TOR)
			Construction Supervision service (CSS)	X	A	D.5.3, (TOR)
			Legal and Financial Services (LFS)	X	A	D.5.4 (TOR)
			Knowledge Transfer Services (KTS)	X		D.5.5 (TOR)
			Project Commissioning Services (PCS)	X	A	D.5.2, D.5.3, (TOR)
			Transfer of ownership after DLP (OT)	X	A	D.5.2, D.5.3, (TOR)

**(11) Studies Carried out to Date**

The project has undergone the following studies:

- a) Feasibility Study on Metro Construction Project in Ulaanbaatar City (Soosung Engineering Co., Ltd., 2011);
- b) The Study on Implementation of Ulaanbaatar City Urban Transportation Project in Mongolia (JICA, 2013);
- c) Developing Ulaanbaatar City's Transportation Capacity, 2016 Ulaanbaatar City Household Travel Survey Report (ADB, 2016);
- d) OD matrix 2022 (15,000 households, MMCG);
- e) Data collection study on transportation and infrastructure development in Ulaanbaatar final report (Almec&JICA) 2022.

**C. PROJECT MANAGEMENT CONSULTING SERVICE**

**(1) Objective of the Consulting Services**

The purpose of consulting services is to ensure coordination between the contractor and

*Translated and Verified by Danista Monde Translation Bureau  
A member of the Mongolian Professional Translators*





other relevant organizations at all stages of the project and to ensure the successful implementation of the project.

**(2) Legal framework to be referred**

1. For the preparation of the bidding documents, adherence to the following local laws and regulations is mandated, ensuring compliance with both national standards and consideration of international bidding practices:
  - Law of Mongolia, "On procurement of goods, works and services with state and local funds" dated November 10, 2023
  - Annex of Decree No. A/252 of the Minister of Finance dated December 25, 2023 (Issuing tender guarantees and making state revenue procedure);
  - Annex of Decree No. A/255 of the Minister of Finance dated December 25, 2023 (Methodologies and instructions for evaluating tenders);
  - Annex of Decree No. A/259 of the Minister of Finance dated December 25, 2023 (Tender document for work procurement);
  - Annex of Decree No. A/260 of the Minister of Finance dated December 25, 2023 (Tender document for service procurement).
2. The Consultant shall comply with the laws in force in Mongolia during the provision of consulting services. It includes:
  - Law on Environmental impact assessment (revised) 17.05.2012;
  - Law on Construction 05.02.2016;
  - Law on Energy 01.02.2001;
  - Law on Telecommunications 18.10.2001;
  - Other relevant laws, norms, rules, regulations, and standards.

**(3) Scope of the Consulting Services**

1. The Consultant is responsible for providing professional methodological support to all stakeholders, such as ensuring the continuous implementation of the project using advanced engineering, management, and economic methods, in accordance with international standards of professional responsibilities.
2. The Consultant is responsible for establishing an effective system for quality and timely completion of the work and submitting regular reports to GOCCUB.
3. The Consultant is responsible for supervising the construction of the project, ensuring that the performance meets the quality standards, adheres to the established schedule, and monitors whether the construction budget is within the contractually agreed limits.

*Translated and Verified by Danista Monde Translation Bureau*  
*A member of the Mongolian Professional Translators*



4. The Consultant is responsible for monitoring all ongoing contract work, identifying any schedule or regulatory breaches, and recommending corrective actions.
5. The Consultant is responsible for reviewing, improving and validating the designs completed by the Contractors.
6. The Consultant is responsible for handing over all engineering drawings, calculations and data related to the project to the PIU along with the certified documents.

Translated and Verified by Danista Monde Translation Bureau  
A member of the Mongolian Professional Translators



**D. SCOPE OF CONSULTING SERVICE**

1. Project management consulting services will be coordinated at each stage of project implementation according to the scope specified in the following table.
2. The scope of consulting services shall not be limited to the following content and shall be mutually confirmed with the PIU.

*Table-4: Consulting services framework*

<b>№</b>	<b>Consulting service</b>	<b>Abbreviation</b>
1.	Administrative Services	AS
2.	Project Management Services	PMS
3.	Design service	DS
4.	Social and Environmental Services	SES
5.	Procurement Services	PS
6.	Legal and Financial Services	LFS
7.	Construction Supervision service	CSS
8.	Knowledge Transfer Services	KTS
9.	O&M Training Services	OMS

3. The scope of consulting services is allocated to each phase of the project in Table 5, and the phase's scope is not limited thereto.
4. The Project Management Consultant will redistribute the work and services to be performed at each stage and confirm it with the PIU.

*Table-5: Scope of the Consulting Services by each phase*

<b>№</b>	<b>Phase</b>	<b>Name</b>	<b>№</b>	<b>Abb.</b>	<b>Service</b>	<b>Description</b>
<b>D.0</b>	Inception phase	Project Management Consulting Inception Phase	1	<b>AS</b>	Administrative Services	Work services such as preparation of workplaces for project Consultants, human resource establishment, etc.
			2	<b>PMS</b>	Project Management Services	Organizational planning and comprehensive plan work necessary for the initiation of the project.

*Translated and Verified by Danista Monde Translation Bureau  
A member of the Mongolian Professional Translators*



			3	<b>PS</b>	Procurement Services	To effectively conduct the conceptual design survey and the procurement and evaluation of local contractors.
<b>D.1</b>	Phase-1	Preparation of conceptual design studies and of tender documents	1	<b>AS</b>	Administrative Services	Arrange requisite measures in accordance with the phase-wise project implementation plan.
			2	<b>PMS</b>	Project Management Services	The services and arrangements required for the current phase of project implementation.
			3	<b>DS</b>	Design services	Developing conceptual designs for project implementation.
			4	<b>SES</b>	Social and Environmental Services	Conducting an environmental impact assessment at the project site.
			5	<b>PS</b>	Procurement Services	Preparations related to the procurement of contractors for construction works
			6	<b>LFS</b>	Legal and Financial Services	Legal and financial services pertaining to the procurement of construction contractors.
			7	<b>KTS</b>	Knowledge Transfer Services	Execution of knowledge sharing and localization services specific to the current phase of project implementation
<b>D.2</b>	Phase-2	Initiation of EPC contractor procurement service	1	<b>AS</b>	Administrative Services	Services necessitated during the current phase of the project implementation plan
			2	<b>PMS</b>	Project Management Services	Services necessitated during the current phase of the project implementation plan
			3	<b>PS</b>	Procurement Services	Providing assistance in procurement activities for assessing and selecting the EPC contractor for the project implementation
			4	<b>LFS</b>	Legal and Financial Services	Legal and financial Services necessitated during the current phase of the project implementation plan
			5	<b>DS</b>	Design services	Developing conceptual designs for project implementation.
			6	<b>CSS</b>	Construction Supervision Service	Initiate construction activities under the guidance of the construction supervision service and in alignment with the control action plan.
			7	<b>KTS</b>	Knowledge Transfer Services	Execution of knowledge sharing and localization services specific to the current phase of project implementation.
			8	<b>OMS</b>	O&M Training Services	Conducting operation and maintenance training services as outlined in the current phase of the project implementation plan.

*Translated and Verified by Danista Monde Translation Bureau*

*A member of the Mongolian Professional Translators*



D.3	Phase-3	Construction Supervision service	1	AS	Administrative Services	Services necessitated during the current phase of the project implementation plan.
			2	PMS	Project Management Services	Project management services necessitated during the current phase of the project implementation plan.
			3	CSS	Construction Supervision Service	Conducting construction supervision activities as necessitated during the current phase of the project implementation plan.
			4	PS	Procurement Services	Procurement services necessitated during the current phase of the project implementation plan.
			5	SES	Social and Environmental Services	Social and Environmental services necessitated during the current phase of the project implementation plan.
			6	LFS	Legal and Financial Services	Legal and financial services necessitated during the current phase of the project implementation plan.
			7	KTS	Knowledge Transfer Services	Knowledge sharing and localization services necessitated during the current phase of the project implementation plan.
			8	OMS	O&M Training Services	Operation and maintenance training services necessitated during the current phase of the project implementation plan.
D.4	Phase-4	Operation and Maintenance Training service	1	AS	Administrative Services	Administrative services necessitated during the current phase of the project implementation plan include operation and maintenance training services.
			2	PMS	Project Management Services	Project management services necessitated during the current phase of the project implementation plan.
			3	KTS	Knowledge Transfer Services	Knowledge sharing and localization services necessitated during the current phase of the project implementation plan include operation and maintenance training services.
			4	OMS	O&M Training Services	Operation and maintenance training services necessitated during the current phase of the project implementation plan.
D.5	Phase-5	Project Commissioning and commencement of operations	1	AS	Administrative Services	Administrative services necessitated during the current phase of the project implementation plan
			2	PMS	Project Management Services	Project management services necessitated during the current phase of the project implementation plan.

*Translated and Verified by Danista Monde Translation Bureau*  
*A member of the Mongolian Professional Translators*



			3	<b>CSS</b>	Construction Supervision Service	Conducting construction supervision activities, commissioning preparations and executing work services according to approved implementation plan.
			4	<b>LFS</b>	Legal and Financial Services	Legal and financial services are required during project commissioning and initiation.
			5	<b>KTS</b>	Knowledge Transfer Services	Knowledge sharing and localization services necessitated during the current phase of the project implementation plan include commissioning and initiation.

**D.0 Phase 0: Commencing the project management consulting service**

The scope of work and services of PMC is described in detail below for each stage and work service, and the scope is not limited thereto. It includes:

Translated and Verified by Danista Monde Translation Bureau

A member of the Mongolian Professional Translators



**(1) Administrative Services (AS)**

1. Project Consultants will promptly arrange the workspaces for the experts in Ulaanbaatar.
2. Recruit and deploy the required personnel to initiate the project.
3. The Project Management Consultant (PMC) will establish a SOC to collaborate closely with the PIU and all project contractors and creating a comprehensive system for localizing new knowledge, practices, and experiences gained during the project implementation process.

**(2) Project Management Services (PMS)**

1. Project Consultants will arrange a project kick-off meeting with the Project Implementation Unit (PIU) to define and discuss all related tasks encompassing the scope of work, methodology, work schedule plan and preparatory work plan.
2. At each stage of project implementation, the aim is to establish clear communication and coordination among stakeholders, defining mutual expectations and responsibilities. Meetings, introductions, and training sessions will be organized to reach a common understanding, fostering interrelationships and coordination among stakeholders involved in the project's implementation.
3. Project Consultants will implement a Project Management Plan (PMP) based on the internationally recognized standard documentation PMBOK 6 derived from the environmental assessment and evaluation conducted in the project area, aligning with project conditions and requirements.
4. The Project Management Plan (PMP) will be developed according to the following content. The execution plan's scope will not be constrained by this, and it will be submitted to the Client according to the report approval schedule, as mutually agreed upon with the PIU.

1. General Management Master Plan;
2. Change Management Plan;
3. Public utility relocation plan;
4. Conflict Management Plan;
5. Document control Management Plan;
6. Stakeholder Management Plan;
7. Interface Management Plan;

*Translated and Verified by Danista Monde Translation Bureau*

*A member of the Mongolian Professional Translators*

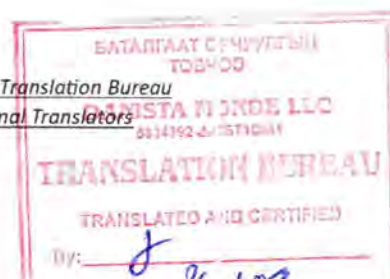


8. Human Resources Management Plan;
  9. Management Plan for Procedures, Applications and Permits;
  10. Communications Management Plan;
  11. Risk Management Plan;
  12. Operation and maintenance Preliminary Training Plan;
  13. Risk and health, Safety and environment HSE Management Plan;
  14. Social Environmental Management Plan;
  15. Communication and Public awareness plan;
  16. Quality Management control Plan;
  17. International Procurement Management Plan;
  18. Work schedule Management Plan;
  19. Cost Management Plan;
  20. BIM and GIS Methodologies Implementation Plan;
  21. Operation and maintenance entity establishment and management Plan;
  22. Knowledge Transfer Plan;
  23. Project Commissioning and commencement of operations Plan.
5. Consultants will update the Project Management Plan based on the monthly project implementation progress report and incorporate it into the change management plan if necessary, aligning with the need for modifications identified during the review of each month's project progress.

**(3) Procurement Services (PS)**

1. Consultants will organize the purchase of equipment and software required for project implementation and provide working environment for experts to fulfill their duties.
2. If necessary, the Consultants will arrange meetings with local subcontractors, conduct site meetings, assess the environment, and organize activities necessary for collaborative activities, and ensure timely project commencement
3. The Consultants will arrange the procurement of local Consultants for engineering

*Translated and Verified by Danista Monde Translation Bureau  
A member of the Mongolian Professional Translators*





preparations and other necessary research activities such as environmental studies.

## **D.1 Phase 1: Conceptual Design and Preparation of Tender Documents**

### **(1) Administrative services (AS)**

1. Consultants will organize the day-to-day operations of the project using ISO 19650 compliant document control and methodology.
2. The activities necessary for the selection of the construction contractor will be organized.
3. Develop a video presentation to promote and introduce the project to clients, investors, and the public, alongside creating a marketing plan for introducing the project to the market.
4. Consultants will prepare the BIM-GIS modeling for the project in accordance with ISO19650 by creating a Database (CDE) for document control and information sharing.
5. To ensure the effectiveness and productivity of the project, the Consultants will prepare BIM-GIS models in time and create a database for "BIM" and geographic information system "GIS".
6. Consultants will conduct training to enable qualified professionals to specify the necessary participants for creating a data repository and connect them to relevant professionals for the establishment of a data management system.

### **(2) Project Management Services (PMS)**

1. The consultant will execute essential tasks at each stage as required by the approved project management plan and deliver relevant progress reports to the client.
2. The consultant will submit updated project management plan reports to the client each month, reflecting the progress made during the preceding month's work stages.
3. The Consultant will devise a plan and strategy for traffic management during construction phase.
4. The Consultant shall prepare and present to the Client preliminary calculations of construction, operation, maintenance, and other related costs for use in economic and financial analysis, subsequently conducting a comprehensive assessment of these costs and presenting the findings to the clients.
5. The Consultant will reassess the construction cost estimates at the conceptual design stage and present them to the Client.

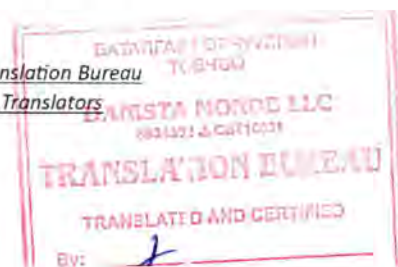
*Translated and Verified by Danista Monde Translation Bureau  
A member of the Mongolian Professional Translators*



6. The consultant will develop a cost-effective and efficient proposal, offering it to the EPC contractor to ensure completion of the project's construction work within the specified timeframe outlined by the Client, incorporating feedback and necessary adjustments.
7. The consultant will prepare the appropriate timing for establishing the Shadow Operation Consultant team (SOC), organizational plan, and relevant drawings to deliver to the client.
8. The Shadow Operation Consultant team (SOC) will be organized as follows.
  - a. The SOC will prepare the operation and maintenance plan and related documents for the needs of the operation and maintenance entity (OME) to be established under the GOCCUB and submit them to the client.
  - b. During the conceptual design phase, the SOC will draft the preliminary operation and maintenance training plan, which will be included as part of the contractor's tender documents for the EPC contract.
  - c. Based on the operation and maintenance training plan proposed by the EPC contractor, the SOC will create a comprehensive training system covering the PIU and OME.

### **(3) Design Services (DS)**

1. Engineering Preparatory Studies
  - a. The Consultants will conduct a survey of the current project site conditions, gather all relevant information and data, and present their findings to the Project Implementation Unit (PIU).
  - b. The Consultants will conduct an extensive preparatory study encompassing a comprehensive survey, engineering preliminary design drawings creation, and compilation of a list of engineering preparation tasks essential for executing the conceptual design study. Subsequently, they will finalize the management plan and submit it to the Project Implementation Unit (PIU) for approval, while also conducting necessary surveys and preparations as needed for project implementation. This includes the following studies:
    - Topographic study;
    - Engineering-geological study;
    - Hydrogeological study;
    - Geodetic study;
    - Study of the current state and plans for engineering networks;
    - Necessary study of buildings along the planned route;
    - Transportation Demand study.



1. Feasibility study update

- a. The consultants will fully acquaint themselves with the previous feasibility study and other relevant research data, ensuring alignment with the project's overarching objectives. They will meticulously assess the necessity and quantity of further investigations required to fully realize the project's objectives at the current stage. Subsequently, they will compile a detailed list of required research types, including quantity surveys and feasibility studies, for presentation to the Project Implementation Unit (PIU).
- b. Analyze the necessary information to conduct the required research for revising the feasibility study and ensure that the updated version receives approval from the relevant organization.
- c. When approving the new feasibility study, the consultant prepared the financial, budgeted cost and necessary research data in accordance with internationally recognized requirements. (bankable)
- d. The Consultant will propose a recommendation for the route alignment of the metro, finalize its direction and obtain approval by the Client.
- e. The Consultant will develop a human-centered design informed by cultural nuances and consumer trends, refining it through comprehensive background research.
- f. Development trends in the vicinity of the location of the station and residential areas along the route will be developed based on the principle of transport-oriented development and submitted to the Client and stakeholders.
- g. When developing a general plan for transport-oriented development and a business model for implementation, the client will propose a possible option for implementation through the principle of Public Private Partnership.
- h. The consultant will evaluate station locations and finalize, taking into account logistics, geography, and operational requirements, as well as the need for the next Metro line option and its detailed requirements *(The consultant will investigate the designated site for the depot construction, assess the potential extension of the route to the new airport in Khushig Valley, and analyze the associated budgeted costs before presenting the findings to the client).*
- i. A management plan will be prepared taking into consideration that there shall be PR (Public Relations) activities promoting the use of advanced technology in the operation of the maintenance depot.

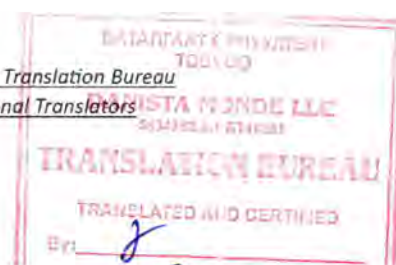
Translated and Verified by Danista Monde Translation Bureau  
A member of the Mongolian Professional Translators Association



- j. The Consultants will conduct a comprehensive analysis of urban planning and road transport sector construction plans, detailed studies, and relevant documents on both current and proposed projects funded by public and private sector investments along the planned route of the project and in proximity to the designated location and collaborate closely with the project team to ensure alignment. Additionally, an action plan will be formulated to enhance coordination among pertinent organizations and stakeholders involved in these initiatives.
2. Conceptual design research
- a. The Consultants will conduct a detailed study of the previous public transportation reports and feasibility studies, make conclusions, and conduct update study if necessary.
- b. The Consultant will identify the requisite regulations, construction norms, and standards prior to conceptual design development. Should it be deemed necessary, they will proceed to develop and prepare these standards and seek approval from pertinent organizations, adhering to internationally recognized documentation.
- c. Organize necessary training related to updated documents approval, including methodology.
- d. The updated approval and documentation requirements are established in line with international practices, particularly drawing from experiences in constructing Metros utilizing "Cold region Technology" to address the challenging weather conditions prevalent at the project site.
- e. The consultant shall develop the conceptual design including the following solutions, but the scope of work shall not be limited to this, including:
- Construction solutions;
  - Systematization of engineering infrastructure;
  - Automated payment system solutions and proposals;
  - Determining the need for electric power sources;
  - Warehouse, rolling stock, operation, repair, and maintenance;
  - Equipment needed for training and seminars;
  - Depot master plan projection;
  - Solutions for surface drainage, soil, and groundwater infiltration.

**(4) Social and Environmental Services (SES)**

Translated and Verified by Danista Monde Translation Bureau  
A member of the Mongolian Professional Translators

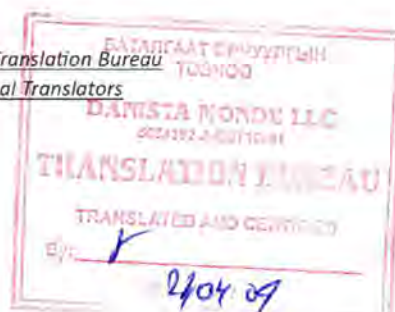


1. The Consultant will define the social and environmental problems that may arise in the project's implementation and develop the requirements.
2. The Consultant will carry out the necessary social and environmental studies.
3. Throughout the social and environmental assessment, the Consultant will strategize environmentally conscious solutions, encompassing aspects like greenhouse gas emissions reduction, efficient construction waste management, hazardous waste handling, and implementation of green building practices, integrating these into the contractor's scope of work.
4. Determine the current state of the environment in and around the project area, conducting a study of previous report documents, and developing a baseline study of the state of the environment in the following areas. It shall include:
  - On hydrogeological issues;
  - About soil and clay;
  - About water;
  - In air quality and climate;
  - On biodiversity;
  - Regarding physical pollution;
  - About society and economy;
  - Engineering-geological research;
  - Study of nature, weather phenomena, disasters, and risks.
5. The Consultant will prepare the following plans and reports that meet the requirements of the relevant rules and regulations related to the implementation of the project (but not limited to):
  - Environmental Impact Assessment Report (EIA);
  - Environmental Management Plan (EMP);
  - Social, economic and environmental impact assessment report (SEIA);
  - Environmental monitoring and evaluation plan (EMP).

**(5) Procurement Services (PS)**

1. The Consultant will prepare a document for the selection of the construction contractor in accordance with the "Standard Document for Tender Selection for Work Execution" approved by the Minister of Finance by Order No. A/259 dated December 25, 2023 (not limited to this):
  - Standard selection documents;
  - Specifications (tasks of work);

Translated and Verified by Danista Monde Translation Bureau  
A member of the Mongolian Professional Translators



- Contract form;
  - Evaluation criteria;
  - Includes required documentation including assessment instructions.
2. The Consultant will prepare the requirements document for the procurement of the construction contractor in accordance with the standard tender documents, including the basic research, labor needs, and detailed design requirements for the implementation of the project and the completion of the construction work, in consultation with the PIU.
  3. The Consultant prepares preliminary construction plans, inspection work plans, and work structure breakdowns, ensuring they are approved for inclusion in the procurement documents for the EPC contractor.
  4. Arrange necessary activities, develop instructions and the method for the establishment of the SOC and the establishment or selection of OME, and obtain confirmation from the PIU.
  5. The procurement plan will be collaboratively developed with the PIU and subsequently approved by the relevant organization. Necessary adjustments will be implemented as required during the organization of the selection process.
  6. Prepare and compile monthly, quarterly, semi-annual, and annual progress reports concerning project procurement activities, and deliver to the PIU.
  7. Within the framework of the work of PMC, support shall be provided to the GOCCUB in the selection of subcontractors.

**(6) Legal and Financial Services (LFS)**

1. Economic and financial analysis
  - a. The Consultant will conduct an economic and financial analysis based on travel demand research and an incremental budget.
  - b. Prepare an incremental budgeted cost (CAPEX, OPEX) projection.
  - c. The project cost and benefit estimates, along with the available options, will be finalized and presented to the client.
  - d. The Consultant will thoroughly review and amend the report pertaining to the establishment of an entity tasked with Metro operations and asset management, as outlined in the feasibility study.
2. Legal guarantee

Translated and Verified by Danista Monde Translation Bureau

A member of the Mongolian Professional Translators



- a. The Consultant will conduct a comprehensive analysis of the legal framework pertinent to the project implementation and draft the required legislation, regulations, and rules for submission to the Client.
  - b. All activities and services conducted within the realm of consulting services, including research, analysis, and design, will undergo regular review and validation to ensure their complete alignment with the applicable legal stipulations.
  - c. The Consultant will compile a list of relevant norms, rules, and standards necessary for the implementation of the project, develop them in a manner suitable for the specifics of the locality, and confirm them with the relevant organizations.
3. Financial management
- a. The Consultant will establish a "Financial Control System" with the goal of successful, effective, and economical implementation of all financial activities of the project implementation process, and the results will be reflected in the monthly project progress report.
  - b. The Consultant is responsible for monitoring and reporting on the total cost of project activities by monitoring the budgeted cost and financial performance of the project.
  - c. The Consultant will review the budget and financing documents of the project contractors.
  - d. The Consultant will assess the expenditures of EPC contractors engaged in the project and analyze their financial documents.
  - e. The Consultant will consolidate the financial progress reports generated throughout the project implementation phase and incorporate them into the final project closure report.

**(7) Knowledge Transfer Service (KTS)**

1. The scope of knowledge-sharing localization services provided by the Consultant is not limited to the list below, and the necessary training services will be provided to local experts and stakeholders during the project. It includes:
  - Provide knowledge on international project implementation methods, including project initiation, execution, delivery, and effective management;
  - Organize training for stakeholders on required laws, rules, regulations, norms and standards and create the necessary legal framework for project implementation;
  - Provide engineering knowledge related to subway construction;

Translated and Verified by Danista Monde Translation Bureau  
A member of the Mongolian Professional Translators



- Provide awareness on Transport Oriented Development that can be implemented within the project;
- Training of necessary specialists in foreign countries.

## **D.2 Phase 2: Selection of construction contractors and commencement of work**

### **(1) Administrative Services (AS)**

1. The Consultants will define the composition of the construction supervision team, compile other essential details such as interdependencies and responsibilities, and deliver them to the PIU.
2. The Consultant will prepare an action plan concerning the commencement of construction supervision activities and submit it to the PIU.

### **(2) Project Management Services (PMS)**

1. The Consultant will execute the tasks outlined in the approved Project Management Plan for the respective Phase and deliver the related reports and details to the Client in accordance with the approved schedule for report submission.
2. The Consultant will deliver to the Client a monthly progress report along with a Project Management Plan outlining the activities for the following month.
3. The operational plan for the Metro project will be developed and approved by the PIU.

### **(3) Procurement Services (PS)**

1. The Consultant will assist the GOCCUB in organizing tender processes for selecting contractors for the EPC contract.
2. The Consultant shall prepare the tender documents for the selection of the EPC Contractor in accordance with applicable local laws and regulations.
3. The Consultant will prepare the specifications, bill of materials and quantities and include them in the tender documents of the EPC contractor.
4. The procurement process plan will be collaboratively developed with the PIU and endorsed by the related organization. Adjustments will be made as necessary during the selection process.

### **(4) Legal and Financial Services (LFS)**

Translated and Verified by Danista Monde Translation Bureau  
A member of the Mongolian Professional Translators





1. The Consultant will prepare a report and submit it to the Client after monitoring and evaluating the calculations and financial activities submitted by the construction contractor.
2. The consultant will conduct research on the laws and regulations essential for the project's implementation, analyze them, and provide instructions and recommendations to the Client regarding their application methods.
3. The consultant will provide guidance to the Client during the project implementation phase regarding the negotiation of related contracts.
4. The Consultant will provide the following support to the GOCCUB for contract negotiation (but not limited to):
  - Compile relevant information and provide assistance to the GOCCUB for negotiation/clarification;
  - Prepare contracts of EPC contracts and organize related activities;
  - Assist the GOCCUB in negotiating and finalizing contracts, including agreements with selected bidders, as necessary.
5. The Consultant will provide recommendations and support for the conclusion of agreements related to the project with other organizations.

**(5) Design Services (DS)**

1. The Consultant will propose a resilient business strategy that can serve as the framework and structure needed to develop the comprehensive and adaptable Transport Oriented Development model.
2. The Consultant will prepare and submit proposals to be included in relevant documents such as the approved general development plan and partial general plan when developing the project construction design using the TOD Model.

**(6) Construction Supervision Services (CSS)**

1. Traffic organization, management and construction work plans during construction phase will be developed and verified by the PIU.
2. The Consultant will develop a rehabilitation plan for the construction work along with the technological method and requirements.
3. The Consultant will review and propose revisions to the construction execution plan.

**(7) Knowledge Transfer Services (KTS)**

Translated and Verified by Danista Monde Translation Bureau  
A member of the Mongolian Professional Translators



1. The Consultant will identify and organize the necessary training during the project in accordance with the approved training plan and schedule.
2. Relevant training on the use of laws, rules, regulations, norms, rules and standards necessary for the implementation of the project developed by the Consultant will be organized.

**(8) Operation and maintenance services (OMS)**

1. The Consultant will review and confirm the training program of the construction contractor and equipment supplier and organize the training together with the relevant organization.

**D.3 Phase 3: Supervision of construction**

**(1) Administrative services (AS)**

1. Consultants will record and archive all relevant documents, including all communications, official letters, and acts during the implementation of the project.
2. The Consultant will consolidate the report data concerning the activities carried out by the construction contractor and present it to the PIU.
3. The Consultant will develop a public information program on the following issues in consultation with the PIU (not limited to):
  - General information about the project;
  - Design of stations and other passenger facilities;
  - Information about temporary traffic restrictions caused by the implementation of the project and the situation encountered in the daily operations of the city;
  - Cooperate with the PIU to implement public awareness activities defined by the social security policy.
4. The Consultants will prepare public information about the progress of the project and submit it to the PIU.

**(2) Project Management Services (PMS)**

1. The Consultant will execute the tasks outlined in the approved Project Management Plan for the respective Phase and deliver the related reports and details to the Client in accordance with the approved schedule for report submission.

*Translated and Verified by Danista Monde Translation Bureau  
A member of the Mongolian Professional Translators*



2. The Consultant will deliver to the Client a monthly progress report along with a Project Management Plan outlining the activities for the following month.
3. In order to ensure interdependence and coordination of stakeholders during construction, the structure will be revised and training will be organized if necessary.
4. The Consultant will maintain close collaboration among stakeholders, including the Shadow Operation Consultant and other pertinent consultants responsible for organizing training services.

**(3) Construction supervision services (CSS)**

1. The Consultant will complete the necessary work during the construction phase according to the approved Project Management Plan and submit relevant reports to the client.
2. The Consultant will conduct regular site visits, oversee contractor activities, ensure quality standards are met, and monitor adherence to technical specifications and project timelines.
3. The Consultant will monitor the contractor's activities to mitigate any negative effects on public safety, traffic flow, residential areas, social and commercial activities, as well as the environment.
4. The Consultant will oversee the contractor's adherence to contractual obligations and promptly address any deficiencies in the contractor's work.
5. The Consultant will establish key performance indicators (KPI) during construction.
6. The Consultant shall ensure the participation of the SOC in carrying out construction supervision work.

**(4) Procurement Services (PS)**

1. Prepare monthly, quarterly, half-yearly and annual procurement reports and plans for project procurement and submit to PIU.

**(5) Social and Environmental Services (SES)**

1. The Consultant prepares the EMP and the EMoP during the construction work, requires the contractor to work according to the plan, and prepares reports if necessary.
2. The consultant's responsibilities during the construction phase include gathering information about the surrounding environment, with the approach not limited to the

*Translated and Verified by Danista Monde Translation Bureau*  
*A member of the Mongolian Professional Translators*



methods outlined below. Necessary support services for project phases will be provided under the approved project management plan, in coordination with the PIU. It includes:

- a) Environmental management
  - The Consultant shall conduct environmental management in accordance with the environmental management plan.
  - The Consultant will determine the proposed measures to reduce the negative impact on society and the environment and take the necessary measures.
  - The Consultant will carry out environmental monitoring and evaluation in accordance with the EMoP.
  - The Consultant needs to develop strategies for risk management, risk control and mitigation, as well as risk assessment and action plans to address social and environmental issues.
- b) Resettlement and social security control
  - Within the framework of valid social security policies, laws and regulations, land acquisition and resettlement plans and social security plans will be developed and monitored for implementation.
  - The Consultant will supervise the relocation and compensation of the project.
  - If necessary, presentations and training will be organized for stakeholders.

#### **(6) Legal and Financial Services (LFS)**

1. Project financing and accounting
  - a. The Consultant will calculate the total cost of the project in accordance with the Project Management Plan for the implementation of the project.
  - b. The Consultant will evaluate the financial position and long-term financial statements of the project.
  - c. The Consultant will confirm the payment of the necessary contracts related to the project from the GOCCUB and support in meeting the payment requirements.
2. Changes, Claims and Disputes
  - a. The Consultant will resolve issues such as claims and disputes raised by the contractor and ensure the stability of project implementation.
  - b. During the implementation of the project, the Consultant will carefully monitor and report to the Client related issues such as requests for changes to the contract, claims made by the contractor, and disputes made by the contractor.

*Translated and Verified by Danista Monde Translation Bureau  
A member of the Mongolian Professional Translators*



- c. In the event of a construction claim after completion of construction, the Consultant will prepare a claim assessment report to facilitate settlement of the claim.
3. Legal Assurance and Risk Management
  - a. During the construction process, the Consultant will work to meet the appropriate legal requirements for both consulting services and construction work, and the results will be reflected in the monthly project activity report.
  - b. The Consultant shall effectively implement proper risk management during both construction and consulting work.
  - c. The Consultant will work according to the methodology of risk identification and prioritization, and the state of risk management will be reflected in the monthly work progress report.

**(7) Knowledge Transfer Services (KTS)**

1. The Consultant will organize the necessary trainings during the project in a timely manner according to the approved training plan and schedule.
2. The content of the training organized by the Consultant will not be limited to the following list, and will share knowledge related to the work and services to be performed during the project phase, and organize localization services for relevant experts in the classroom and at the project site. It includes:
  - Project management;
  - Construction and production;
  - Training by shadow operation consultant.

**(8) Operation and maintenance Services (OMS)**

1. The Consultant will prepare a plan for the operation and maintenance of the Metro, calculate the amount of rolling stock required for the implementation of the project, and present it to the PIU.
2. The Consultant will support, review, advise and improve the operation and maintenance plan developed by the SOC.
3. The Consultant will review and improve the operation and maintenanc training plan organized by the construction contractor and submit it to the operation and maintenanc and ensure coordination between these organizations.
4. Manuals related to construction, management, operation, and maintenance shall be prepared as follows:

*Translated and Verified by Danista Monde Translation Bureau*  
*A member of the Mongolian Professional Translators*



- a. The Consultant shall prepare and submit to the GOCCUB project management, construction, management, operation and maintenance manuals, as well as software, if necessary.
  - b. Drafts of necessary documents such as manuals and plans are prepared by the SOC under the guidance of PMC and the EPC contractor and approved by the Client.
  - c. The manuals developed by the Consultant must meet international quality requirements and contain all the information necessary for normal operation. (including but not limited to):
    - Construction Manual;
    - Signaling system Operation and Maintenance Manual;
    - Communications Operation and Maintenance Manual;
    - Station operation and maintenance manual;
    - Locomotive Operation and Maintenance Manual;
    - Manual for operation and maintenance of tunnel facilities;
    - Operation and maintenance manual of station HVAC equipment;
    - Safety Manual;
    - Rolling Stock Operation and Maintenance Manual.
5. These manuals will serve as a basis for training the operation and maintenance personnel of the Metro.

#### **D.4 Phase 4 : Operation and maintenance training**

##### **(1) Administrative Services (AS)**

1. Consultants will record and archive all relevant documents, including all communications, official letters, and acts during the implementation of the project.
2. The Consultant will coordinate the operation and maintenance training organization and the organization in charge of operation and maintenance.

##### **(2) Project Management Services (PMS)**

1. The Consultant will execute the tasks outlined in the approved Project Management Plan for the respective Phase and deliver the related reports and details to the Client in accordance with the approved schedule for report submission.
2. The Consultant will deliver to the Client a monthly progress report along with a Project Management Plan outlining the activities for the following month.

Translated and Verified by Danista Monde Translation Bureau  
A member of the Mongolian Professional Translators



3. The Consultant will organize operation and maintenance training to ensure interdependence and coordination of stakeholders.

**(3) Knowledge Transfer Services (KTS)**

1. The Consultant will identify and organize the necessary trainings during the project in accordance with the approved training plan and schedule.

**(4) Operation and maintenance services (OMS)**

1. The Consultant will conduct training sessions and provide necessary knowledge and information to the implementing organization responsible for operational activities, before commencing project operations, covering aspects such as usage practices and information sessions, ensuring that the operation and maintenance entity can work independently.
2. The Consultant will organize comprehensive training sessions tailored to the evolving needs of the metro system, incorporating simulations, seminars, practical workshops, and interactive lessons, ensuring uninterrupted and contextually relevant learning experiences.
3. The type of operation and maintenance training will not be limited to the following, and the type of training will be confirmed in consultation with the PIU and SOC. It includes:
  - a. Training to be organized by the EPC contractor
    - The contractor responsible for the construction work will facilitate the comprehensive training of trainees recommended by the PIU at the production premises.
    - SOC will be trained by EPC contractor.
  - b. Training to be organized for each facility/equipment
    - SOC will prepare an independent training plan for operation and maintenance in cooperation with the suppliers of operation and maintenance facilities/equipment and organize the training at each stage.
    - SOC will document and prepare training content manuals and videos, and create a training database for future trainings.
4. The content of the operation and maintenance training is not limited to the following and will be confirmed in consultation with the PIU and the SOC. It includes:



- Operational Training: Train operators are instructed to operate Metro trains, handle emergency situations, adhere to timetables and ensure passenger safety. This includes simulator-based and hands-on lessons.
- Maintenance Training: Maintenance staff will be trained in routine maintenance and troubleshooting of the Metro system, tracks, signaling systems, trains and station facilities.
- Safety and Emergency Procedures: Comprehensive training for all stakeholders using the Metro, including safety procedures, emergency response, evacuation drills and first aid.
- Client Service Training: Training related to providing employees with client service skills, developing manuals, assisting with ticketing, providing information, and providing positive passenger feedback.
- Technical training for engineers and technicians: Special technical training for engineers and technicians responsible for Metro mechanical, electrical, quality, HSE, BIM systems and technology issues.
- Security Training: Instruction for security personnel on supervision, community management, emergency response, security in subway facilities, and preventive measures.
- Environment and Sustainability Training: Staff training on sustainable operations, waste management, energy efficiency and environmental protection related to Metro operations.
- Communication and coordination training: Training to ensure effective communication and coordination, optimal organization of activities and responses of stakeholders, government and enterprises.
- Legal Compliance Training: Training on laws, regulations, permits and legal requirements related to Metro projects.
- Leadership and Project Management Training: Leadership and management training for supervisors and managers to effectively lead their teams through international project management within the Metro system.
- Asset Management, Public Engagement and Public Relations: Training employees to interact with authorities and the public, and to positively manage stakeholder relations.
- Document Control Training: The training is aimed at imparting the skills and knowledge required to control international project documents.

Translated and Verified by Danista Monde Translation Bureau  
A member of the Mongolian Professional Translators





5. PMC training, knowledge sharing and localization services to be organized before the end of the project.

The content of the training organized by the Consultant and SOC will not be limited to the following list, and the content and scope of the training will be confirmed in consultation with the PIU. It includes:

- Knowledge Transfer Training: Refers to the dissemination of the Transport Oriented Development business model to the Client through training based on the knowledge gained from previous projects by the Consultant. This comprehensive knowledge transfer course will provide the Client's team with the necessary knowledge and create the ability to manage the project themselves.
- Skills training: In order to empower the Client's project management team, new knowledge, methodologies and best practices developed during the project will be shared and additional training will be organized.
- Client Empowerment: Instill in the Client's team the skills to independently solve problems that were solved during the project. This skill building course includes project management, risk management and continuous monitoring training.
- Post-Project Implementation Plan: Training will be provided to assist in resolving any issues that may arise after the completion of the project, such as troubleshooting, resolving user issues, and successfully transitioning into operational use.
- Deliverables Training: Assist with project related processes, methodologies and deliverables. This document will serve as a baseline guide for future projects and help distribute responsibilities evenly.
- Feedback and evaluation: Receive feedback from the Client regarding the performance of the Project Management Consultant and the success of the project. This information can be used to improve future training programs and counseling services.

## **D.5 Phase 5: Commissioning, approval and acceptance of the project**

### **(1) Administrative services (AS)**

*Translated and Verified by Danista Monde Translation Bureau  
A member of the Mongolian Professional Translators*



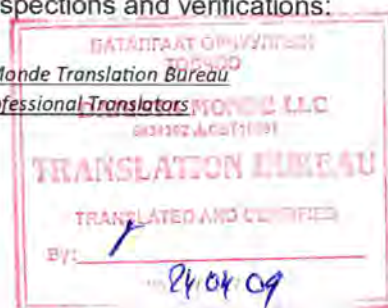
1. After putting the project into operation, the strategic structure, system, traffic control and management, its structure, alarm communication, security system, as well as repair and service operations, reports such as the strategic structure, system, traffic control and management, as well as repair and service operations, will be prepared and reviewed by the EPC contractor, and the final report will be submitted to the PIU.
2. Develop proposals for passenger service software, security and information integrated platform application development plans.

**(2) Project Management Services (PMS)**

1. The Consultant will execute the tasks outlined in the approved Project Management Plan for the respective Phase and deliver the related reports and details to the Client in accordance with the approved schedule for report submission.
2. The Consultant will deliver to the Client a monthly progress report along with a Project Management Plan outlining the activities for the following month.
3. The Consultant will perform the following activities related to commissioning and testing of the project:
  - a. In accordance with the laws, norms, rules, regulations and standards of the relevant sectors such as roads, transport, construction, urban development, energy and heat, organize activities to test and put the project into operation in public transport services, and support the opening of activities using public transport services with the permission of relevant institutions.
  - b. Before the opening of the service, it is necessary to review it by the relevant authorities and put it into operation on a trial basis. The organization responsible for the operation and maintenance of the Metro (OME) will be responsible for the operation and will follow the instructions of PMC.
  - c. The Consultant will provide all the necessary advice and conduct tests to the organization responsible for the operation and maintenance of the Metro. Actions will be taken to resolve the situation when there is a malfunction during the test.
  - d. The Consultant will prepare all the information necessary to submit to the relevant authorities about the sections that are planned to be opened for traffic, and submit it to the Client.
  - e. Before the construction work is completed, the Consultant will review the building for compliance with the planning requirements for the elderly and people with special needs.
4. The Consultant will perform the following inspections and verifications:

*Translated and Verified by Danista Monde Translation Bureau*

*A member of the Mongolian Professional Translators*



- a. The Consultant shall cooperate and works closely with the parties involved in the design, manufacture, installation, testing, and commissioning of all types of components such as factory equipment, rolling stock, alarm systems, communication infrastructure, automatic toll collection systems, power equipment, and control devices.
- b. The Consultant will advise the Client on the final acceptance of the system based on the model, series or system test results.
- c. The Consultant is responsible for employing a sufficient number of qualified personnel with appropriate experience to provide management control during the post-construction testing and adjustment period.
- d. The Consultant is responsible for carrying out the work specified in the construction/supply contract, supervising the work components and maintenance, preparing a comprehensive plan to ensure the normal operation of the system and submitting it to the Client.
- e. The Consultant will monitor the quality of equipment and materials used in the project and obtain quality assurance.

**(3) Construction Supervision Services (CSS)**

1. The Consultant will review and verify documents such as certificates and warranties received from the suppliers of all types of parts, such as plant equipment, rolling stock, alarm system, communication infrastructure, automatic toll collection system, power equipment, control equipment, etc. of the project.
2. The Consultant will conduct an inspection during the quality guarantee period and prepare a report and submit it to the PIU.
3. The Consultant will conduct a monthly inspection and submit the report to the client for discussion during the commissioning and adjustment period of the building and facility.
4. PMC shall be responsible for damages caused by its own wrongful actions or omissions during the period specified in the law on the commissioning and adjustment of buildings and facilities.

**(4) Legal and Financial Services (LFS)**

1. Within the scope of consulting services, all activities of receiving projects, putting them into use, conducting tests, and starting operations will be regularly reviewed and confirmed to ensure that they fully comply with legal requirements.

*Translated and Verified by Danista Monde Translation Bureau  
A member of the Mongolian Professional Translators*



2. In the future, the Consultants will carry out research on the legal environment necessary for the project operation, maintenance and repair, and will develop and confirm the necessary laws and regulations.

**(5) Knowledge Transfer Services (KTS)**

1. The Consultant shall organize the necessary trainings in time according to the approved plan and schedule for the project acceptance, commissioning, testing, and start-up trainings.

Translated and Verified by Danista Monde Translation Bureau  
A member of the Mongolian Professional Translators



**E. EXPECTED DELIVERABLES AND REPORTS**

1. The Consultant shall compile and provide all newly generated information, documents, reports, and any other relevant data, including new findings, knowledge, and updates, for verification and inclusion to the client during consultancy services.
2. The consultant will compile the contents of Table 6, translate them into English, and deliver the completed report to the PIU within the approved schedule as specified in the required file format. Translation expenses will be covered by the consultancy.
3. The Consultant's deliverables will encompass a range of documents, not limited to those outlined in the table below, with the list being finalized and submitted in accordance with the approved reporting schedule, as confirmed with the PIU.

Table-6 List of certified documents and related materials to be handed over

No	Deliverable	Content	Due date
1	Construction contractor's selection documents, terms of reference, contract draft	<ol style="list-style-type: none"> <li>1. Requirements that reflect the requirements for the contractor, such as the construction work requirements and special conditions necessary for the execution of the project</li> <li>2. EPC contract draft for construction works</li> <li>3. relevant materials, including tender documents, such as the final version approved by the client</li> </ol>	According to the date period specified by the client
2	Updated Feasibility Study	<ol style="list-style-type: none"> <li>1. Updated research and related materials</li> <li>2. Feasibility study updates and reports</li> <li>3. Project-related conceptual design sketches and planning calculations and related files</li> <li>4. Project finance and investment calculations and other related calculations</li> <li>5. Risk analysis and risk management plan</li> </ol>	The detailed schedule and time for submitting information will be agreed with the PIU
3	Research and analysis carried out within the framework of consulting services	<ol style="list-style-type: none"> <li>1. Guidelines, documents, improvement and implementation plans related to transport-oriented development</li> </ol>	The detailed schedule and time for submitting information will be agreed with the PIU
4	Guidelines and manuals	<ol style="list-style-type: none"> <li>1. Methods, methodologies and</li> </ol>	The detailed

*Translated and Verified by Danista Monde Translation Bureau  
A member of the Mongolian Professional Translators*



	related to project activities	<p>instructions for performing work related to the project</p> <p>2. Stakeholder engagement, public consultation, capacity building training, working group meetings, and construction performance monitoring reports</p> <p>3. A guide and manuals related to activities such as metro operation and public signaling etc</p> <p>4. Project presentation, video/animation for public information</p>	<p>schedule and time for submitting information will be agreed with the PIU</p>
5	Laws, regulations, standards, norms and rules related to project work	<p>1. Prepared and approved reports, plans, and related documents for legal framework, policy document research, laws, building codes, regulations, technology, materials lists, etc.</p> <p>2. Finalized laws, regulations, plans, norms and standards</p>	<p>The detailed schedule and time for submitting information will be agreed with the PIU</p>

4. The consultant will compile and submit the approved report provided in Table 6 in Mongolian, translated into English, and in printed and file format to the PIU according to the schedule.
5. The consultant will submit the report, ensuring that the content and scope of the information provided are not limited to these , and obtain approval from the PIU.

Table 7 List of reports and information to be handed over

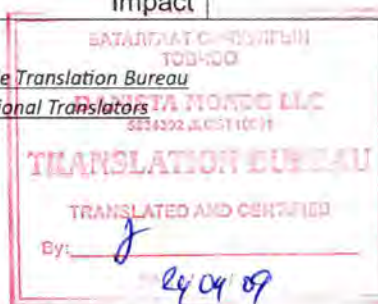
No	Deliverable	Content	Due date
1	Project action plan (weekly, monthly, quarterly, semi-annually, annually)	Methodology plan for project activities and implementation;	In due time
2	Inception report (Phase 0)	<p>1. Detailed schedule and plan for each phase of project activities and implementation;</p> <p>2. Integrated/intention work plan and progress reports;</p>	Within 2 months from the date of entry into force of the contract
3	Inception report (Phase-1)	<p>1. Detailed action plan for project initiation;</p> <p>2. Investigation report of Previous studies, surveys and feasibility studies, major improvement plan schedule;</p> <p>3. Schedule of conceptual design</p>	Within 3 months from the date of entry into force of the contract

*Translated and Verified by Danista Monde Translation Bureau*  
*A member of the Mongolian Professional Translators*



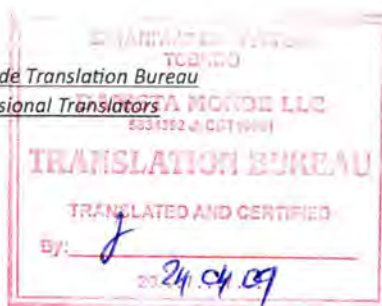
		<p>and research as well as its implementation;</p> <ol style="list-style-type: none"> <li>4. Change management plan</li> <li>5. List of officially approved documents and related materials to be delivered;</li> <li>6. Study of legal environment and regulations required for the implementation of the project in the field of law and rights;</li> </ol>	
4	Research report	<ol style="list-style-type: none"> <li>1. Investigation report of Previous studies, surveys and feasibility studies, major improvement plan report;</li> <li>2. An updated report on basic research related to public transportation and projects;</li> <li>3. Basic research reports and plans developed according to the Project Management Plan;</li> <li>4. Report of development and preparation of conceptual design;</li> <li>5. Other relevant studies carried out within the scope of consultancy work;</li> </ol>	The deadline for receiving the research work report will be determined in consultation with the client
5	Budget cost	<ol style="list-style-type: none"> <li>1. Incremental Budget estimates and reports;</li> <li>2. Conceptual design and budget estimate;</li> <li>3. Budget estimation of drawings developed for each work phase;</li> <li>4. The estimation of budget integrated with the implementation action plan;</li> <li>5. Estimates of costs and benefits at each stage of the project;</li> </ol>	At each stage of the project
6	Procurement report	Procurement progress report;	At each stage of the project
7	Preliminary relocation plan	<ol style="list-style-type: none"> <li>1. Land acquisition, resettlement plans, land acquisition cost estimates;</li> <li>2. Implementation action plan and management report;</li> </ol>	At each stage of the project
8	Environmental Management and Activity Report	<ol style="list-style-type: none"> <li>1. Environmental monitoring plan report;</li> <li>2. Preliminary Social, Economic and Environmental Impact Assessment Report;</li> <li>3. Environmental Impact</li> </ol>	At each stage of the project

*Translated and Verified by Danista Monde Translation Bureau  
A member of the Mongolian Professional Translators*



		Assessment Report; 4. Environmental monitoring and evaluation plans and reports;	
9	Operations and Maintenance Training Plan Report	Plans and reports for each phase of project activities and maintenance training projects;	At each stage of the project
10	Report on the training of specialists and the training of operation and maintenance	The project's activities, including training sessions on project operations and maintenance and improvement evaluations, will be presented at each phase of the project through respective project management plans and reports;	At each stage of the project
11	General Report on Operation and Maintenance Training (PMC)	1. A plan for organizing activities and maintenance training at each stage of the project; 2. Prepared and officially approved manuals; 3. Training related materials;	At each stage of the project
12	Operation and maintenance training plan;	Preliminary plans for operations and maintenance training ;	At each stage of the project
13	Final reports	1. Project commissioning, orientation, and handover report; 2. Upon approval by the client, Comprehensive report will be compiled with supporting information as per a approved reporting schedule;	At hand over stage of the project

*Translated and Verified by Danista Monde Translation Bureau  
A member of the Mongolian Professional Translators*





**F. CONSULTING TEAM COMPOSITION**

1. The consultant will procure and assess both foreign and domestic experts, specializing in various fields of expertise relevant to the assigned tasks outlined in the project deliverables. By assembling a collaborative team of proficient professionals, the consultant aims to expedite the project's execution within the specified timeframe, employing technical orientations as necessitated by the terms of reference.
2. The Consultant will work as a team consisting of specialists with technical skills (license, qualification certificates, degrees) in the key tasks of consulting service fields mentioned in the Table 8 below.

Table 8: Key tasks of consulting service

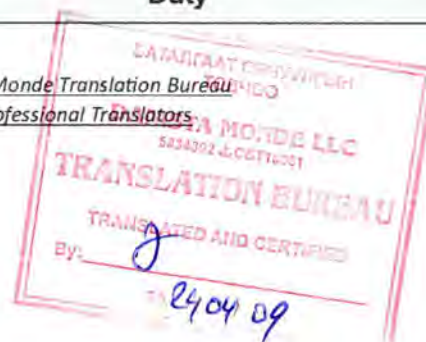
No	Main areas of service	Outcome	Abbr
1	Project Management Consultant.	Successful project implementation and delivery	PMS
2	Design services	Prepare and develop conceptual design, review and confirmation of EPC contractor's designs and drawings	DS
3	Construction Supervision Service	Supervise the construction work at all phases of the project and ensure quality execution	CSS
4	Knowledge transfer services	Localization of new knowledge and information generated during project implementation and imparting knowledge	KTS
5	Operation and maintenance training services	To prepare personnel with the knowledge and ability to independently implement the further activities of the project	OMS

3. The consulting team will collaborate as a cohesive unit comprising key personnel identified in Table 9. Criteria for essential personnel will be outlined in the standard bidding document.
4. The consulting team's working hours will not be limited, and a detailed schedule of on-site and remote work will be included in the project's operational management plan.

Table 9: List of key personnel

No	Key personnel	Duty
----	---------------	------

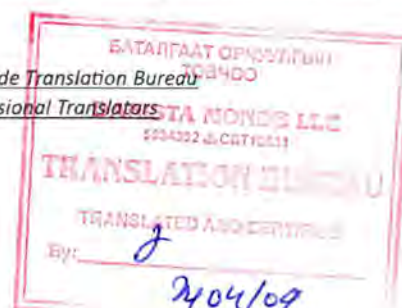
*Translated and Verified by Danista Monde Translation Bureau  
A member of the Mongolian Professional Translators*



1	Project Team Director	Manages the entire consulting team and is responsible for project activities and construction implementation and performance results.
2	Deputy Project Director	Determine the roles of all stakeholders of the project, such as contractors and Clients, ensure the continuous operation of the project, manage and organize related work and services, and perform the duties included and specified in the terms of reference.
3	Project manager	Make the organization necessary to ensure the implementation of the project, manage and organize related services, provide unified management, improve the participation and interdependence of stakeholders and manage and organize effectively, and perform other tasks specified in the terms of reference.
4	Project coordinator	At each phase of the project, perform the tasks specified in the tasks, ensure the performance and implementation of the Consultants' work, manage and organize, provide unified management, and perform other related tasks specified in the terms of reference.
5	Design team leader	Carry out detailed research on project implementation, develop designs, update feasibility studies, take charge of work related to designs, manage related work and services, provide integrated management, and perform other tasks specified in the terms of reference.
6	Construction supervision Team Leader	Responsible for all activities such as commissioning, testing, and opening of the project at each phase of construction work, managing and organizing related services, providing unified management, and performing other tasks specified in the terms of reference.
7	Transport oriented development specialist	To fully incorporate the concept and basic trends of transport oriented development into the project planning and construction work, to manage and organize related services, to provide integrated management, to improve the concept of local public transportation, infrastructure and urban planning in which the project is implemented, and other tasks included in the terms of reference.
8	Procurement Specialist	The Consultant will be responsible for the procurement of services at each phase of the project and activities related to the transportation and logistics of goods, manage and organize related work and

*Translated and Verified by Danista Monde Translation Bureau*

*A member of the Mongolian Professional Translators*



		services, provide unified management, and perform other tasks specified in the terms of reference.
9	Chief Railway Engineer	Develop proposals for project planning, development, construction, railway construction, technological solutions, manage and organize related services, provide integrated management, control and update, and perform other tasks specified in the terms of reference.
10	Quality control engineer	Responsible for the quality of project execution at each phase of the project, monitoring the work results of all project contractors, managing and organizing related services, providing integrated management, and performing other related tasks included in the terms of reference.
11	Cost control manager	Supervise work related to project procurement, financing, and budgeted costs, manage and organize related work, provide unified management, and perform other tasks specified in terms of reference.
12	Financial control manager	Monitor, analyze and evaluate project finance, budget, and performance financing, manage and organize related work and services, provide unified management, and perform other tasks specified in the terms of reference.

*Translated and Verified by Danista Monde Translation Bureau  
A member of the Mongolian Professional Translators*



## **G. CLIENT INPUT AND SUPPORT**

1. Support the Consultant in obtaining necessary procedures and permits required during the performance of consulting services.
2. Support will be provided to Consultants for obtaining visas, applying for and renewing temporary residence permits.
3. Providing the Consultant with information and research necessary to provide the service.
4. Identifying and communicating with stakeholders required to approve relevant documents such as reports, information, feasibility studies, norms and standards developed by the Consultant.
5. Provide support, coordination and cooperation in obtaining information from relevant organizations and authorities.
6. To optimize and improve clarity in project execution, guidelines for collaboration with pertinent authorities and stakeholders will be furnished throughout the provision of consulting services.
7. Within the project implementation area, the organization of land acquisition, establishment of public easement, compensation, and relocation activities will follow the plans and methodologies crafted by the Consultant.
8. Within the project implementation area, the arrangements for relocating existing infrastructure will adhere to the plans and methodologies devised by the Consultant.

*Translated and Verified by Danista Monde Translation Bureau  
A member of the Mongolian Professional Translators*

