

**TERMS OF REFERENCES (TORS) FOR HIRING THE SERVICES OF
CONSULTANCY FIRM**

REGARDING

**DEVELOPMENT OF BUSINESS MODELS FOR INDUCTION OF ELECTRIC
URBAN/CITY BUSES IN LAHORE DIVISION**

1. Background:

Lahore division, like many rapidly growing urban centers in Punjab, is grappling with severe traffic problems characterized by persistent congestion, inadequate public transport, and an overwhelming reliance on private vehicles. This increased reliance has led to a surge in the number of vehicles on the roads, exacerbating traffic bottlenecks, increasing commute times, and diminishing the overall efficiency of the transportation network. The resulting congestion not only hampers economic productivity but also contributes significantly to environmental degradation and a decline in the quality of life for residents.

The escalating traffic volume is a major contributor to the pervasive smog and vehicular pollution that plagues Lahore, Gujranwala, Sheikhpura, Kasur, Sahiwal, Faisalabad and Multan districts. The emissions from a large number of aging and poorly maintained vehicles, combined with industrial pollutants and seasonal factors, create a hazardous atmospheric environment. This smog poses serious environmental issues, including significant risks to public health, reduced visibility, and disruptions to daily life and economic activities. Urgent and decisive action is needed to mitigate these detrimental effects and foster a cleaner, more sustainable urban environment.

In a proactive step to combat smog and reduce vehicular pollution, the Government of Punjab has recently launched a fleet of 27 electric buses in Lahore. This initiative demonstrates a commitment to modernizing the public transport sector and transitioning towards environmentally friendly mobility solutions. Furthermore, additional 1,100 e-buses are under deployment in different cities of the Punjab under the Annual Development Program Schemes. The government is also committed to expanding the induction of e-buses under the Punjab Clean Air Program (PCAP), funded by the World Bank. This ambitious plan necessitates a thorough evaluation of the most effective and sustainable strategies for integrating a large-scale electric bus fleet into the urban transport framework.

To ensure the successful and efficient execution of this project, the Transport & Mass Transit Department, GoPb, intends to hire the services of a qualified consultancy

firm. The consultancy firm will play a crucial role in evaluating the most suitable business models for the procurement and operation of electric urban/city buses. This evaluation will encompass a comprehensive analysis of various options, ranging from public sector-led initiatives to private sector-driven models, and Public Private Partnership (PPP) frameworks. The consultancy firm will evaluate the financial, operational, and environmental implications of each model, including CAPEX (e.g., bus procurement, charging infrastructure) and OPEX (e.g., maintenance, energy costs), while calculating subsidy requirements to ensure affordability. The study will also incorporate global best practices, SWOT analyses, and stakeholder consultations to recommend the most feasible business model for scaling electric bus operations under PCAP. This initiative aligns with Punjab's commitment to the Sustainable Development Goals (SDGs), particularly SDG 11 (Sustainable Cities) and SDG 13 (Climate Action), smog mitigation plan, NDCs, climate mitigation commitments and reinforces its role as a regional leader in green mobility.

By transitioning to electric buses, Punjab aims to transform its urban transport landscape reducing congestion, improving air quality, and offering reliable, eco-friendly mobility options to millions. The consultancy's recommendations will pave the way for a cleaner, healthier, and more equitable future, ensuring Lahore and other cities breathe easier while setting a benchmark for sustainable urbanization in South Asia.

2. Objectives of Assignment:

The consultancy firm will:

- Identify, develop, evaluate and compare various business models for electric bus deployment & risk allocation in Lahore Division by considering government investment and/or private investment or public private partnership etc.
- Conduct a SWOT analysis of each model, benchmarked against global case studies.
- Conduct a market sounding with the participation of domestic and regional transport operators and potential lenders/financiers to assess their appetite to invest/finance and identify the risks concerns of the business models.
- Develop financial models (CAPEX, OPEX, revenue streams, energy cost, subsidy requirements etc.) for various options by using the parameters of electric buses operated in Lahore.
- Estimate the amount of subsidies for operations under each of the business models over its life cycle and on monthly, annual basis.

- Recommend the most feasible and financially sustainable business model aligned with, governance structure, market appetite, and sustainability goals.
- Draft a Public Transport Service Contract (PTSC) and a detailed Five-Year Business Plan for the effective implementation, operation, and monitoring of electric urban/city buses in Lahore Division under a performance-based and financially sustainable framework.

3. Scope of Work:

The consultancy firm will perform the following tasks:

A. Situational Analysis & Market Assessment:

- Review the public transport supply and demand in Lahore including route planning proposed in Lahore Transport Study or any other relevant study shared by PMA, fleet estimation, road and public transport infrastructure, e-bus depots locations/sites and allied requirements, and passenger demand.
- Analyze existing physical and technical readiness of Lahore Division for electric buses (e.g., charging infrastructure, grid capacity, depot space) based on existing and planned e-bus operations.
- Stock take of e-bus and conventional bus business models present in Pakistan today. Analyses from recent studies can be referenced for this purpose.
- Map and consult stakeholders: T&MD, Punjab Masstransit Authority (PMA), Punjab Transport Company, OEMs, private operators, financiers, insurance companies and energy providers.
- Collect secondary data on existing operational and financial performance of urban bus services in Lahore and elsewhere in Punjab for the purpose of financial model parameters.
- Develop a market assessment report summarizing the current market conditions, market risks and mitigation measures, and key barriers for scaling up e-buses with specific focus on financing and business models.

B. Evaluation of Best International Practices:

- ✓ Review & evaluate different business models currently operational in various countries around the world for electric bus deployment such as India (Delhi), China (Shenzhen), London, and Latin America (Bogota and Chile).
- ✓ Identify best practices and lessons learned that are relevant to the context of Lahore Division for the project cycle: induction of e-buses, business models, procurement, financing, governance and performance monitoring.
- ✓ Analyze the factors that have contributed to the success or failure of different business models in other countries.

- ✓ The review would at least include a description of the local context, the key stakeholders involved and their responsibilities, a graphical depiction of the business model, as well as key project parameters, such as fleet size, costs, etc. to summarize key learnings for Lahore.

C. Review of Potential Business Models:

- Conduct a thorough review of potential business models for the procurement and operation of electric urban/city buses based on the best international practices and findings in Section B above.
- The business models to be considered should include, but not be limited to:
 - ✓ Fleet ownership and operations by the government itself with and without establishment of electric bus depots
 - ✓ Fleet ownership by the government and operations by a private party with and without establishment of electric bus depots.
 - ✓ Fleet ownership and operations by a private party with and without establishment of electric bus depots.
 - ✓ Lease to Own (e-Bus and/or battery) e-bus scheme.
 - ✓ Public-Private Partnership (PPP) models with and without establishment of electric bus depots.
 - ✓ Concession models both for buses and electric bus depots.
 - ✓ Any other business model.
- For each business model, the consultant shall:
 - ✓ Describe the key features and operational mechanisms.
 - ✓ Identify the roles and responsibilities of different stakeholders (e.g., government, private operators, etc.).
 - ✓ Analyze the potential benefits and drawbacks.
 - ✓ Identify the responsibilities and risks undertaken by various actors in charge of buses, batteries, depots, chargers, power infrastructure, operations, maintenance, financing and performance monitoring.
 - ✓ Evaluate the key credit enhancement, legal enabling requirements and risk mitigation strategies.
 - ✓ Estimate the CAPEX, OPEX, Revenues, subsidies etc.

D. SWOT Analysis of Business Models:

- Compare pros & cons of each business model.
- Conduct a detailed SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis of each business model option in the context of Lahore Division.
- The analysis should consider factors such as:
 - ✓ Financial and fiscal viability.

- ✓ Operational efficiency.
- ✓ Environmental impact.
- ✓ Social impact.
- ✓ Regulatory considerations.
- ✓ Risk assessment and allocation.
- ✓ Scalability and replicability.
- ✓ Challenges and enablers.
- ✓ Capacity of the authority

E. Public-Private Partnership (PPP) Framework:

- Explore different PPP structures for electric bus provision and transport operations.
- Recommend risk-sharing mechanisms between the government and private sector.
- Detailed financial model, risk assessment and sensitivity analysis.
- Assess the Value for Money (VfM) for each business model.
- Develop strategies to attract private sector investment (investors and lenders) in electric bus projects.
- Assess the long-term operational and financial sustainability of PPP models.

F. Recommendations and Implementation Plan:

- Based on the analysis and evaluation, recommend the most suitable business model(s) for the procurement, operations and maintenance of electric urban/city buses for districts located in Lahore Division.
- Provide clear justification for the recommended business model(s), highlighting its advantages and addressing potential challenges.
- Develop a detailed implementation plan for the selected business model, including:
 - ✓ Phased rollout strategy.
 - ✓ Key milestones and timelines.
 - ✓ Roles and responsibilities of different stakeholders.
 - ✓ Fiscal impacts
 - ✓ Legal and regulatory requirements.
 - ✓ Procurement strategy.
 - ✓ Operational plan.
 - ✓ Timelines
 - ✓ Monitoring and evaluation framework.
- Prepare a project concept note summarizing the action plan for e-bus implementation in Lahore Division over the next five years as well as the institutional, financial and technical enablers to achieve targets.

G. Development of Detailed Financial Models:

- Develop detailed financial models for business models that are applicable in context of Lahore Division.
- Total Cost of Ownership (TCO) model for the lifecycle cost of e-buses including cost of various components. The financial models should include, but not be limited to:
 - ✓ Capital Expenditure (CAPEX) estimation (e.g., cost of buses, additional batteries, charging infrastructure, depot development).
 - ✓ Operational Expenditure (OPEX) estimation (e.g., energy costs, operational costs, maintenance costs etc).
 - ✓ Revenue projections based on the passenger demand forecast from the available transport studies/ data (e.g., fare revenue, non-fare revenue, other potential revenue streams).
 - ✓ Sensitivity analysis to assess the impact of changes in key variables (e.g., ridership, energy prices, interest rates) on the financial implications of each model (economic and financial net present value and rate of return)
- Develop a fleet-wide cash flow model to assess the TCO, revenue, profit/ Viability Gap Funding (VGF) estimates for each of the key stakeholders in the business model such as Authority, Operator, Fleet provider, Financier etc. as well as break-even fare under the business models applicable in context of Lahore Division.
- Comparative analysis of all the business models based on technical, operational, economic and financial parameters.
- Develop a summary report covering benefits and risks associated with alternative business models and financing mechanisms evaluated and the proposed de-risking mechanisms.
- Identify potential risks associated with each business model option.
- Develop mitigation strategies to address the identified risks including Viability Gap Funding (VGF), payment guarantee mechanisms, warranties etc.
- The risk assessment should consider factors such as:
 - ✓ Financial risks (e.g., revenue shortfalls, cost overruns).
 - ✓ Operational risks (e.g., service disruptions, technical failures).
 - ✓ Regulatory risks (e.g., policy changes, permitting delays).
 - ✓ Demand risks (e.g., low ridership).
 - ✓ Technological risks (e.g. vehicle, battery and charging technology risks).

H. Institutional, regulatory and operator assessment:

- Assessment of the viability of implementing the business models under the current institutional framework. and regulations, including public procurement, accounting

and reporting regulations, etc. to identify potential barriers to alternative e-bus business models and identify recommendations to address them

- Identify potential operators and other relevant stakeholders associated with bus operations.
- Draft recommended policy measures, regulatory actions, institutional mechanisms and operator capacity building activities to enable effective implementation of the selected business models.

I. Preparation of Bidding Documents:

- Draft a comprehensive Expression of Interest (EOI) document for prequalification of interested firms for each district of Lahore Division as per requirement.
- Develop EOI evaluation criteria based on experience, financial strength, technical capability, and relevance to the electric bus sector.
- Prepare EOI evaluation templates and guidelines for evaluation committees.
- Conduct evaluation of submitted EOI applications and submit results to procurement committee(s).
- Draft detailed Request for Proposal (RFP) documents tailored to the selected business models.
- Include technical specifications, performance standards, financial bid formats, project milestones, and KPIs.
- Incorporate requirements for electric bus fleet, charging infrastructure (if applicable), O&M services, training, and after-sales support.
- Define evaluation criteria and scoring methodology for technical and financial proposals.
- Design bid submission formats, instructions to bidders, and clarification protocols.
- Provide technical support during the evaluation of EOI responses and RFP submissions.
- Conduct evaluation of bidding documents and submit results to procurement committee(s).
- Assist the client in preparing evaluation reports, bidder clarifications, and shortlisting/award decisions in accordance with procurement rules.
- Prepare draft contract agreements corresponding to recommended / selected business model (e.g., PPP, service contract, lease agreement).
- Include clear definitions of roles and responsibilities, performance requirements, penalties, incentives, force majeure, dispute resolution, and termination clauses.

J. Development of Public Transport Service Contract (PTSC) and Five-Year Business Plan:

- Review / Analyze global PTSC and Business Plans for buses (e.g., Chennai, Bogotá, London), especially those involving electric or low-emission fleets.
- Review existing contractual arrangements in Punjab (e.g., PMA, PTC operations) to assess gaps and opportunities.
- Develop the framework to establish PTSC and a five-year business plan outlining its key contents, building on the international review:
- ✓ Draft PTSC and business plans for the e-buses.
- ✓ Develop a set of options for Key Performance Indicators (KPI) to monitor effective service delivery as part of a contractual relationship between PMA/ PTC and the counterpart contracting entities.
- ✓ Identification of key variables impacting the cost-of-service delivery and revenues, including fare elasticity.

4. Deliverables:

The consultancy firm shall submit the following deliverables:

Sr No.	Report / Description	Format	Timeline
1	Inception Report	02 Hard & 01 Soft Copy	Within 02 weeks from signing of contract
2	Report on Situation Analysis, Review of Potential Business Models, evaluation of the best international practices and SWOT analysis	02 Hard & 01 Soft Copy	Within 06 weeks from signing of contract
3	Detailed Business & Financial Models including PPP framework (Complete Excel Files for financial models)	02 Hard & 01 Soft Copy	Within 10 weeks from signing of contract
4	Recommendations on Implementation Plan Institutional, regulatory and operator readiness assessment	02 Hard & 01 Soft Copy	Within 12 weeks from signing of contract
5	Public Transport Service Contract (PTSC) and Five-Year Business Plan and Bidding Documents	02 Hard & 01 Soft Copy	Within 16 weeks from signing of contract

6	Draft Final Report: Comprehensive report covering all aspects of the consultancy, for review and feedback by the T&MD, PTC, PMA and other government agencies / departments	02 Hard & 01 Soft Copy	Within 18 weeks from signing of contract
7	Final Report Incorporating feedback from T&MD, PTC, PMA and other government agencies / departments	02 Hard & 01 Soft Copy	Within 20 weeks from signing of contract
8	Presentation of key findings and recommendations	02 Hard & 01 Soft Copy	

5. Duration of the Assignment:

The consultancy assignment is expected to be completed within five (05) months from the date of signing the contract.

6. 6. Team Composition & Qualification Requirements for the Key Experts:

a) Project Director / Team Leader:

Role: Overall responsibility for the project's execution, ensuring quality, timeliness, and effective communication with the Transport & Masstransit Department, GoPb.

Qualifications:

- Advanced degree (Master's or PhD) in Transport Planning, Urban Planning, Economics, or a related field.
- Minimum 15 years of experience in managing complex transport projects, preferably in urban settings.
- Proven leadership and team management skills.
- Excellent communication, interpersonal, and stakeholder engagement skills.
- Experience in working with government agencies and in developing countries.

b) Public Transport Planning Specialist:

Role: Lead the analysis of different business models for electric bus deployment and develop the implementation plan.

Qualifications:

- Advanced degree in Transport Planning, Urban Planning, or a related field.

- Minimum 10 years of experience in public transport planning, operations, and management.
- Strong understanding of urban mobility challenges and sustainable transport solutions.
- Experience in designing and implementing public transport projects, including bus rapid transit (BRT) systems.

c) Financial Expert:

Role: Conduct the financial and economic feasibility assessment, develop the financial models, and analyze the financial viability of different business models.

Qualifications:

- ACCA / CA / Master's in Finance / Economics.
- Minimum 10 years of experience in economic analysis, financial modeling, and cost-benefit analysis.
- Experience in assessing the economic and financial impacts of transport projects.
- Strong quantitative and financial modeling skills are essential.
- Experience in developing financial models for complex infrastructure projects, including sensitivity and risk analysis.
- Knowledge of public finance, investment analysis, and funding mechanisms for public transport projects.

d) Electric Bus Technology Specialist:

Role: Provide expertise on electric bus technology, charging infrastructure, and related technical aspects.

Qualifications:

- Degree in Electrical Engineering, Mechanical Engineering, or a related field.
- Minimum 10 years of experience in the electric vehicle industry, with a strong understanding of electric bus technology, charging infrastructure, and related technologies.
- Knowledge of electric bus specifications, performance characteristics, and charging standards.
- Experience in assessing the technical feasibility and operational requirements of electric bus deployment.

e) Public-Private Partnership (PPP) Specialist/ Transaction Advisor:

Role: Provide expertise in PPP structuring, financial modeling, and legal/regulatory considerations for attracting private sector investment in electric bus projects.

Qualifications:

- Advanced degree in Finance, Economics, Business Administration, Law, or a related field.
- Minimum 7 years of experience in PPP project development, financial analysis, and transaction advisory services.
- Strong understanding of PPP frameworks, risk allocation, and contract negotiation.
- Experience in working with government agencies and private sector investors on infrastructure projects, particularly in the transport sector.

f) Legal Expert:

Role: Provide legal and regulatory advisory support, including review of existing laws, development of transport-related legal instruments, drafting of Public Transport Service Contracts (PTSC).

Qualification:

- Degree in Law (LL.M or equivalent).
- Minimum 7 years of experience in legal advisory for infrastructure or transport projects.
- Proven expertise in legislative drafting, policy advisory, and regulatory frameworks in the transport or environment sectors.
- Familiarity with public procurement laws, contract law, and dispute resolution mechanisms.
- Experience in advising government bodies, regulatory authorities, or donor-funded programs on institutional and legal reforms.

g) Procurement Specialist:

Role: Provide technical expertise in the design, preparation, and execution of procurement processes, including drafting of bidding documents (EOI/RFP), bid evaluation criteria, and contract agreements in accordance with national and donor-funded project procurement guidelines. Support bid evaluations, contract negotiations, and preparation of evaluation reports. Ensure compliance with procurement rules and performance-based contracting mechanisms under PPP or service contracts.

Qualification:

- Advanced degree in Procurement, Supply Chain Management, Public Administration, Business Administration, Engineering, or a related field.

- Minimum 07 years of experience in public procurement and contract management for infrastructure or transport projects.
- In-depth knowledge of national public procurement rules and international donor guidelines (e.g., World Bank, ADB).
- Demonstrated experience in preparing bidding documents, conducting bid evaluations, and managing procurement cycles.
- Demonstrated experience in developing and managing service, lease, or PPP contracts.
- Experience working with government agencies and familiarity with performance-based contracting and Public-Private Partnership procurement mechanisms.

h) Civil Engineer

Role: Provide technical expertise in the planning, design, and assessment of infrastructure related to electric bus depots, charging stations, and maintenance facilities. Ensure civil works meet engineering standards, site suitability, and integration requirements for power and utility connections. Support cost estimation, design review, and compliance with national codes and donor guidelines for infrastructure development.

Qualification:

- Bachelor's degree in Civil Engineering (Master's preferred).
- Minimum 07 years of professional experience in transport or urban infrastructure projects. Preferred experience in depot or terminal development.
- Proven experience in design, supervision, and implementation of large-scale civil works.
- Knowledge of national building codes, utilities, and transport-related infrastructure standards.
- Experience with public sector or donor-funded projects (World Bank, ADB, etc.) preferred.
- Registered with Pakistan Engineering Council (PEC) or relevant authority / agency etc. in case of foreign expert.

i) Environment & Social Safeguard Specialist:

Role: Provide technical expertise in the assessment and management of environmental and social impacts associated with electric bus deployment and infrastructure development. Ensure project compliance with national environmental regulations and donor safeguard frameworks. Prepare and review environmental and social management plans (ESMPs), conduct stakeholder consultations, and recommend mitigation measures for identified risks, including those related to construction, operations, and waste management.

Qualification:

- Master's degree in Environmental Sciences, Environmental Engineering, or Social Sciences.
- Minimum 07 years of experience in environmental and social safeguards for transport or infrastructure projects.
- Proven knowledge of World Bank/ADB Environmental and Social Frameworks (ESF).
- Experience in preparing ESIA/ESMP reports and managing stakeholder engagement processes.
- Understanding of climate change mitigation, air quality, and sustainable transport.
- Strong reporting and communication skills.

j) Supporting Staff:

In addition to the key personnel, the consultancy firm should also have adequate supporting staff, including:

- Research Assistants
- Data Analysts
- Survey Expert
- Communication Specialists
- Administrative Staff.

Sr. No.	Criteria
1	Overall / General Experience:
1.1	The firm shall have five (05) years post registration experience. Experience in Development of Business Models / Studies of comparable scale and complexity at national / international level shall be accorded due weightage.
2	Relevant Experience:
2.1	At least two similar natures of assignments / business models related to EV-buses may be performed. Experience in transport sector will be accorded due weightage
2.2	Documented experience of developing studies and systems measuring target achievements must be attached.
3	Technical and Managerial Capacity: The technical and managerial structure of the firm (only the structure of the organization, general qualifications, are indicated). CVs are not required at shortlisting / REOI stage. (staffing*, equipment) as mentioned in the TORs.
4	Financial Capability: The consultant firm must have a minimum average annual turnover of 100 million over the last three (03) years. The consultant must submit the audited financial statement for the last three (03) completed financial years.

▪ **Other qualifications:**

- ✓ The consultancy firm must be ISO 9001 and ISO 14001 certified, and demonstrate working knowledge of ISO 14064 and related standards for emission quantification and reporting.
- ✓ The consultancy firm must demonstrate a strong and relevant track record in successfully executing projects of similar scope and complexity. The consultancy firm is expected to demonstrate access to a robust network of national and international collaborators to support successful project implementation.
 - Name and type of collaborator
 - Nature of collaboration and role in the project
 - Previous joint work (if applicable)
 - Letters of support or commitment (optional but encouraged)
- ✓ The consultancy firm must demonstrate sound financial standing and institutional capacity to undertake a multi-year, multi-stakeholder project of this scope.
 - Audited Financial Statements
 - Annual Turnover Threshold
 - Banking Reference or Credit Line
 - No History of Bankruptcy or Financial Misconduct
- ✓ Value for money: Available resources and in-kind contributions from the consultancy and their collaborators
- ✓ The consultancy firm must demonstrate its capability to responsibly manage sensitive data. The firm must ensure that data is handled in full compliance with applicable national data protection laws and international best practices.
- ✓ The consultancy firm must demonstrate that it has the necessary hardware and IT infrastructure to perform data-intensive tasks, securely store and process sensitive datasets, and support spatial, emissions, and scenario modeling work.
 - Computing Capacity
 - Data Storage and Security

- Software and Modeling Tools (Licensed or Open Source)
- Survey and Field Equipment
- Network and Communication.

Selection of Consultancy Firm:

The selection of the firm will be carried out using the Consultant Qualification Selection (CQS) method. The shortlisting will be made based on Qualification and Experience of the firms and RFP will be issued to Top Ranked Shortlisted Consultant firm.

Client's Input and Counterpart Personnel

(a) Services, facilities and property to be made available to the Consultant by the Client:

The Transport & Masstransit Department (T&MD), Punjab (referred to as "the Client") shall provide the following to the Consultant for the duration of the assignment:

- ✓ Relevant existing studies, reports, data, and statistics related to transportation, vehicle registration, energy infrastructure etc. in Punjab.
- ✓ Access to prevailing policies, legal, and regulatory frameworks pertaining to transport, environment, and electric mobility at the provincial and national levels.
- ✓ Information regarding the World Bank's Punjab Clean Air Program (PCAP) and any relevant data or contacts associated with it.
- ✓ Arranging introductory meetings and facilitating access to key stakeholders.
- ✓ Timely review of and constructive feedback on deliverables submitted by the Consultant, as per the timelines specified in the TORs.

Issuance of official letters of introduction or support, if required by the Consultant, to facilitate their engagement with various stakeholders and access to information, provided such requests are reasonable and directly related to the scope of work *(b) Professional and support counterpart personnel to be assigned by the Client to the Consultant's team:*

- ✓ Project Coordinator (PIU) from T&MD will act as the primary point of contact for the Consultant. Project Coordinator (PIU) will be responsible for overall coordination from the Client's side, facilitating communication between the Consultant and various government departments/stakeholders, addressing day-to-day queries, and ensuring the availability of Client inputs.
- ✓ Team from PIU, T&MD with relevant background in transport planning, policy, will be assigned to work closely with the Consultant's team.
- ✓ T&MD will facilitate coordination with other relevant government entities such as EPA Punjab, PTA, ET&NC, P&D, BOP etc. by identifying key contact persons within these departments / agencies who can provide necessary information and participate in consultations as required by the Consultant.