

Terms of Reference of Operations and Maintenance Firm In respect of
“Proposal for Advertisement Rental Rights along with Operation & Maintenance of Bus
Shelters under Empower Her Initiative”

[These TORs shall be signed & stamped by the Competent Authority or authorized representative (if any) and then to be attached with e-proposal]

1. INTRODUCTION

About Punjab Transport Company:

Punjab Transport Company (PTC), formerly known as Lahore Transport Company (LTC), is a government- owned entity established by the Government of Punjab under Section 42 of the Companies Ordinance, 1984 (now repealed and replaced by the Companies Act, 2017). It is duly registered with the Registrar of Joint Stock Companies. The Company operates in accordance with its Memorandum and Articles of Association and complies with the provisions of the Companies Act, 2017, as well as the Code of Corporate Governance Rules, 2013, issued by the Securities and Exchange Commission of Pakistan (SECP) for public sector companies. The Company is governed by its Board of Directors.

About Empower Her initiative:

PTC intends to upgrade some of the existing bus shelters to provide amenities like facility of drinking water, fans, Wifi connection, charging ports, lights, surveillance cameras, first-aid kit and kiosk for women entrepreneurs under the banner of “**Empower Her**”. In this regard, PTC is intending to upgrade a number of Bus Shelters in Lahore as pilot project in Phase-I. These sustainable Bus Shelters would serve as a model to visualize the social, financial and economic impact through women empowerment by providing financial platform to needing families. Moreover, the aesthetics of these bus shelters would be enhanced through advertisement structures on shelter which would generate increased revenue for PTC. This is a flagship initiative of CM Punjab with the concept to Empower Women and facilitate the commuter & public at large with international best practices. The design concept of the bus shelter is given below:



Kiosk at Shelter (Shop)

The kiosk at the bus shelter shall be a small shop or retail space operated by a woman entrepreneur within the bus shelter premises. These kiosks are intended to provide convenience to commuters and generate income for the Women Entrepreneurs, contributing to their economic empowerment.

The facilities provided at the Kiosk include:

- First-Aid / Women Essentials
- Water Cooler
- Wi-Fi Internet
- Mobile Charging port
- Light and Fan
- Dustbin

PTC offers advertisement rental rights to interesting parties for these bus shelters under Empower Her initiative along with the operations and maintenance of these bus shelters.

Stakeholders:

Following are the stakeholders and their respective responsibilities in Empower Her Initiative:

1. PTC:

- Upgradation of Bus Shelters at potential sites
- Monitoring of the whole initiative in respect of responsibilities of all stakeholders

2. Women Entrepreneurs:

- To be assigned Kiosk by PTC through its Financial Support Organization on FOC basis
- To manage and run the day-to-day operations of the kiosk
- To maintain cleanliness and hygiene at the kiosk
- Ensure security of the valuables/inventory
- Timely payment of electricity bill (only kiosk with sub-meter)

3. Financial Support Organization:

- Selection and nomination of Women Entrepreneurs
- Financial support for women entrepreneurs

4. Successful Applicant:

- Revenue generation
- Operations and management of bus shelter
- Security and insurance
- Installation of connections of utility (water and electricity in the name of PTC)
- Payment of utility bills (except Kiosk which shall be paid by women entrepreneur through sub-meter)
- Training of Women Entrepreneurs for running operations of Kiosk
- Supply Chain Management of Women Entrepreneurs for running of Kiosk
- Maintenance of Bus Shelters
- Providing Wi-Fi internet facility to public
- Installation and operation of security cameras
- Provision and maintenance of first aid box.

Revenue Model:

- **Minimum Rental of PTC per shelter per annum:** PKR 600,000
- **Increment in Fixed Rental per annum:** 10% annual increase

- **Other Revenue contracts (CSR/PPP etc.):**

T&Cs to be decided separately

2. SCOPE OF WORK:

The Operations and Management (O&M) firm shall be engaged through competition against Advertisement of Rental Rights in respect of submission of e-proposals. The e-proposals will be technically and financially evaluated. Consequently, technically and financially responsive firm offering the **highest rental to PTC** in their proposal will be declared as successful firm. The successful applicant shall be responsible of the following:

- Revenue Generation (Advertisement / Branding) on Empower her Bus Shelters.
- Utility Connections & bills (electricity and water).
- Cleanliness of all bus shelters except interior of Kiosk.
- Free Wi-Fi and internet facility for public
- Training of Women Entrepreneurs
- Supply Chain Management for Kiosk (Shop)
- Repair and Maintenance of bus shelters
- Security and insurance
- Installation and operation of security cameras
- Provision and maintenance of first aid box.

The Successful Applicant will play a crucial role in the day-to-day operations, maintenance, security and overall success of the project. The tentative locations of bus shelters are available at **Annex-A**. PTC reserves the rights to change the locations of bus shelters.

Note: Provision of shop Inventory for Women Entrepreneurs shall be sponsored by a third party and is not included in the scope of Successful Applicant.

3. ELIGIBILITY CRITERIA / MANDATORY REQUIREMENTS:

The applicants shall have an active status of Tax Certificates: NTN and PRA, and only then shall they be evaluated based on the following eligibility criteria:

Category	Head	Scoring Breakdown	Marks
Mandatory & Financial Compliance			(20 Marks)
	Legal Status & Registration	Private Ltd. Co. (SECP Registered)	10
		Partnership/AOP (Registered)	7
		Sole Proprietorship (Registered)	5
	Financial Capacity (Minimum average annual turnover over the last 3 fiscal years (or equivalent line of credit))	Turnover >= PKR 10 Million	10
		Turnover >= PKR 5M	7
		Turnover >= PKR 2M	5
Operations & Maintenance (O&M) Solution			(45 Marks)
	3. Detailed O&M Plan (Comprehensive plan for routine, preventive, and corrective maintenance for all shelter amenities (structure, electrical, water, CCTV, Wi-Fi, etc.))	Detailed, best-in-class plan with flowcharts and checklists	21-25
		Adequate and clear plan	15-20
		Basic plan lacking detail	14-10
	4. System & Asset Management (Proposed use of technology for real-time asset tracking, work	Use of dedicated, customized software with live reporting capability	16-20

	order management, and reporting.)	Use of standard commercial tools (Excel/cloud platform) with manual tracking	15-10
		No dedicated system proposed	0-9
			(20 Marks)
III. Key Personnel & Manpower	5. Project Manager/Lead Engineer (Relevant professional qualification (in Business Administration, Civil Engineering, Software Engineering, Project Management) and minimum 3 years of experience in O&M or facility management)	Relevant Masters/Bachelor's Degree or above with 3 yrs experience	10
		Relevant Certification with 2 yrs experience	6
		Diploma/other qualification with 1+ yrs experience	5
	6. Technical Field Team (Availability and certified qualifications of the proposed dedicated field team.)	All required technical positions (min. 4) filled with certified/licensed staff	10
		Some positions filled with appropriate staff	5
		Inadequate staffing/qualification	3
			(15 Marks)
IV. Experience	7. Relevant Projects/Experience (Proof of O&M or facility management contracts in hand (submit relevant work award letters or relevant certificates))	Atleast 3 Projects in Hand	15
		1-2 Relevant Projects in hand	7
		No Relevant Projects	0
TOTAL TECHNICAL SCORE			100

Note: The applicant is also required to submit an **Affidavit to the effect that:**

- i. The applicant is not currently blacklisted by PTC or by any other government agency/department/organization/authority.
- ii. The documents/photocopies provided with the proposal are authentic. In case of any fake/bogus document found at any stage, the applicant shall be blacklisted.

Failure to perform the contract or any obligation thereunder with PTC or by any other government agency/department/institution should not have occurred as a result of default by the applicant.

The aforementioned documents/evidence need to be attached to the proposal.

4. SUBMISSION OF PROPOSAL:

1. E-proposals can be submitted on PTC official website: <https://ptc.punjab.gov.pk> as per the mentioned requirements and information on or before **20th November 2025, till 03:00 PM**. No e-proposal shall be accepted in any form after the aforementioned date and time. The submitted proposals will be opened at **3:30 PM** on the same day i.e. **20th November 2025**, in the presence of the representative(s) (if desired).
2. The proposal documents carrying all details can be downloaded from PTC's official website <https://ptc.punjab.gov.pk/>
3. E-Proposal Security amounting to **PKR 100,000/-** (refundable) in the form of CDR / Demand Draft / Pay Order issued by a scheduled bank, regulated by State Bank of Pakistan, in the name of "Punjab Transport Company" shall be furnished by the Applicant. The copy of the same shall be uploaded with the e-proposal. No proposal shall be accepted without a Proposal Security. The original Proposal Security shall be submitted in the office of PTC on or before **20th November 2025, before 3:00 PM**.
4. The Processing Fee amounting to **Rs. 5,000/-** (non-refundable) shall be submitted into Punjab Transport Company's Account No. 6580003250800016 (Bank of Punjab). The evidence of submission shall be attached with e-proposal. No e-proposal shall be accepted without Processing Fee.
5. The proposal will be evaluated as per the terms and conditions of the Eligibility Criteria. The applicant offering the **highest rental to PTC** shall be declared as successful applicant.
6. PTC shall not be responsible for any cost or expense incurred by prospective applicants in connection with the preparation or submission of e-proposals.
7. PTC reserves the right to cancel the e-auction process at any time without giving any prior notice.

5. Terms & Conditions:

1. A Letter of Award will be issued to the successful applicant within 07 days after the declaration of the result.
2. The successful applicant shall submit advance security in favor of Punjab Transport Company in the form of a Bank Guarantee/Pay Order/Demand Draft/CDR, within 15 days of issuance of the Letter of Award, equivalent to one year's rental. The advance security shall be renewed every year at least 30 days before the expiration of the already submitted advance security.
3. The Contract between PTC and the Successful Applicant will be signed within 7 days of receipt of the first advance security.
4. The Successful Applicant shall pay the monthly rent in advance, on or before the 10th day of each month
5. The contract duration will be for three (03) years, which may be extendable on satisfactory performance of the Successful Applicant and mutual consent of both parties.
6. After signing the contract, a **Notice to Proceed** shall be issued.
7. The contract duration shall commence from the date of handing over of the first bus shelter. The rental for each bus shelter shall begin from the date on which that particular bus shelter is handed over to the Successful Applicant.
8. The Successful Applicant shall ensure rental to PTC per annum amounting to at least PKR 600,000/- per shelter during the first year, with subsequent annual increase of 10% in the following years till the completion of the contract. Failing to meet the fixed rental amount per annum shall result in warnings, followed by termination of the contract and liquidation of the Performance Guarantee by PTC.
9. The Successful Applicant shall ensure all kinds of regular cleaning of bus shelters in order to provide a clean environment for the public.
10. The Successful Applicant shall ensure repair and maintenance of the bus shelters (which includes, but is not limited to, paint, repair of damaged parts or structures, installation of missing parts or fixtures, etc.) in order to keep the bus shelters in neat, safe, and orderly condition to the satisfaction of PTC. The PTC team reserves the right to inspect the bus shelters and take necessary actions to ensure compliance. In case of any discrepancy, a written notice shall be issued to the Successful Applicant mentioning the repair required and the period of repair of the respective bus shelter(s). On the lapse of the period and failure of Successful Applicant to carry out repair and maintenance work as instructed may result in termination of the Contract and liquidation of the Performance Guarantee by PTC.
11. Any change or addition/subtraction in the structure of the bus shelters shall only be made by Successful Applicant with the written approval of PTC and the rental will be adjusted accordingly.
12. The Successful Applicant shall ensure overall surveillance of the bus shelter for the security of women entrepreneurs, passengers, bus shelters, Kiosk and related infrastructure/equipment. The Successful Applicant shall bear full responsibility for the overall security. Any theft, damage, or removal must be addressed and rectified within three days.

13. The successful applicant shall ensure necessary training(s) of women entrepreneurs for the operationalization of the Kiosk.
14. The Successful Applicant shall ensure supply chain management of products and services for women entrepreneurs for the operationalization of Kiosk.
15. The Successful Applicant shall ensure the provision of Security Cameras, Wifi internet facility, first aid, etc. at bus shelters.
16. The Successful Applicant shall ensure connection of utilities (electricity and water supply) at bus shelters, including kiosks within 3 months from the issuance of Notice to Proceed.
17. The Successful Applicant shall ensure the provision of safe drinking water and maintenance of the water filter at each water cooler.
18. The Successful Applicant shall be responsible for the operationalization of all facilities and amenities at bus shelters.
19. The Successful Applicant shall be responsible for the payment of all monthly utility bills within time and the collection of the electricity bill of the Kiosk from Women Entrepreneurs.
20. If the successful applicant puts SMD on any of the bus shelters, the terms and rental of it shall be decided and approved by PTC.
21. All the advertisement/branding content will be vetted by PTC before installation on bus shelters.
22. Advertisement materials shall be used exclusively for commercial/outdoor advertising purposes. The use of sound systems or any public nuisance in connection with advertising materials is strictly prohibited.
23. The Successful Applicant shall keep the PTC fully harmless and indemnified against any and all loss and/or damage caused to any person and/or property due to urban flooding, storms, and/or any other natural or man-made disaster or act of terrorism and/or vandalism.
24. The PTC shall not be liable for theft or damage to advertising materials, including but not limited to skins, flexes, boards, or other property belonging to the Successful Applicant or any third party.
25. The PTC team reserves the right to inspect the bus shelters and can issue written notices for any required repairs or discrepancies. Failure to carry out the instructed repair and maintenance work within the given period may lead to the termination of the contract and liquidation of the Performance Guarantee.
26. Upon expiry, termination, or completion of the contract, the Successful Applicant shall hand over the bus shelters and allied infrastructure in good condition, acceptable to the PTC.
27. Failure or delay by PTC in exercising any of its rights under this Agreement shall not be deemed a waiver of such rights, and PTC may exercise them at any time thereafter.
28. In case of non-satisfactory performance by the Successful Applicant, a penalty of a maximum 10% of the annual rental shall be imposed by PTC.

29. PTC also reserves the right to cancel or terminate this contract at any time without assigning any reason.

Annex-A
List of bus Shelters (Tentative):

Sr#	Stop Name	Road Name	Direction
1	Expo Center	Nazria-e-Pakistan Road	Wapda Town to Nazria-e-Pakistan University
2	Expo Center	Nazria-e-Pakistan Road	Nazria Pakistan University to Ameer Chowk
3	Wapda Town Gate 1	Khayaban-e-Jinnah	Shoukat Khanum to LDA Avenue
4	Shoukat Khanam (North)	Khayaban-e-Firdousi	Shouk Chowk to LDA Avenue
5	Allah Hoo Stop	Khayaban-e-Firdousi	Shouk Chowk to LDA Avenue
6	Model Bazar Township-1	Civil Defence Road	Ali road to Madre Milat Road
7	Model Bazar Township-2	Civil Defence Road	Madre Milat Road to Ali Road
8	Superior University	Raiwind Road	Raiwind to Thokar
9	University of Lahore	Raiwind Road	Raiwind to Thokar
10	Thokar Niaz Baig Stop	Multan Road	Thokar to Chauburji
11	Yateem Khana Stop	Multan Road	Chauburji to Thokar
12	Yateem Khana Stop	Multan Road	Thokar to Chauburji
13	Khatm-e-Nabuwat Stop	Multan Road	Chauburji to Thokar
14	Ittifaq Hospital	Ferozepur Road	Kasur Toll Plaza to Qartaba Chowk
15	Model Town Morr	Ferozepur Road	Kasur Toll Plaza to Qartaba Chowk
16	Qainchi	Ferozepur Road	Qartaba Chowk To Kasur Toll Plaza
17	Gajjumatta Stop	Ferozepur Road	Qartaba Chowk To Kasur Toll Plaza
18	Canal Station	Ferozepur Road	Kasur Toll Plaza to Qartaba Chowk
19	Qadafi Stadium	Ferozepur Road	Qartaba Chowk To Kasur Toll Plaza
20	Nishtar Stop	Ferozepur Road	Qartaba Chowk To Kasur Toll Plaza
21	Anmol Hospital	Khayaban-e-Jamia Punjab/Campus Road	Bhekewal Morr to Barket Market
22	Sheikd Zaid Hospital	Khayaban-e-Jamia Punjab/Campus Road	Bhekewal Morr to Barket Market
23	Sheikd Zaid Hospital	Khayaban-e-Jamia Punjab/Campus Road	Barkat Market To Bhakhaywal Chowk
24	Bhekewal Mor	Khayaban-e-Jamia Punjab/Campus Road	Barkat Market To Bhakhaywal Chowk
25	Campus Pull	Khayaban-e-Jamia Punjab/Campus Road	Bhekewal Morr to Barket Market
26	Moon Market Stop	Main Boulevard Alama Iqbal Town	Bhekhy Wal Chowk To Scheme Morr
27	Moon Market Stop	Main Boulevard Alama Iqbal Town	Scheme Morr to Bhekheywal Morr
28	Science College Stop	Wahdat Road	Muslim Town More to Multan Chungi
29	Kareem Block Market	Noor ul Amin Road	Jaddah Chowk
30	Kareem Block Market	Noor ul Amin Road	Wahadat Road

31	Jinnah Hospital	Maulana Shaukat Ali Road	Wahdat Road to Peco Road
32	Hussain Chowk/Haven	Mian Mehmood Ali Kasuri Road	Hussain Chowk to Gorumangat Road
33	Al-Fateh Store Stop	Mian Mehmood Ali Kasuri Road	Hussain Chowk to Gorumangat Road
34	Opposite Liberty Market	Noor Jahan Road	Hussain Chowk to Liberty
35	Liberty Market	Noor Jahan Road	Liberty to Hussain Chowk
36	Doongi Ground Stop	MM Alam Road	Mini Market to Hussain chowk
37	Pizza Hut Stop	MM Alam Road	Mini Market to Hussain chowk
38	Main Market Stop near Shezan	Main Market Gulberg	Main Market Roundabout
39	Main Market Stop Speedo	Main Market Gulberg	Main Market Roundabout
40	Bagh-e-Jinnah Stop	Lawrence Road	Ganga Ram to China Chowk
41	Chairing Cross	Queens Road	Chairing Cross to Mazzang
42	Waris Road/FJMC	Queens Road	Chairing Cross to Mazzang
43	Shimla Hill	Egerton Road	Railway Station to Aiwan-e-Iqbal
44	Shahdara Mor	Jaranwala Road	Begum Kot to Shahdara
45	Veterinary University (UVAS)	Sh.Abdul Qadir Jillani Road	District Courts to Phool Mandi
46	Katchery Station	Lower Mall	Chouburji to Data Darbar
47	Katchery Station	Lower Mall	Data Darbar to Chauburgi
48	Nasir Bagh/Islamia School	Lower Mall	Data Darbar to Chouburji
49	UET Station	Grand Trunk Road	Wahga to Railway Station
50	Gernal Bus Stand	Circular Road	Raiway Station to Azadi Chowk

Annex-B**Financial Proposal Form**

[To be reproduced on the letter head of applicant and signed & stamped by the authorized representative. Then to be attached with e-proposal]

Fixed rental price (shall not be less than PKR 600,000/- per annum per shelter)
Quote Per Bus Shelter Price / Annum _____

Note:

- The applicant offering the highest rental to PTC in their proposal against the above-mentioned bus stop shelters will be declared as successful applicant.

Applicant Name: _____

Applicant Authorized Representative: _____

Signature: _____

Seal/Stamp: _____

Date: _____

Annex-C**AUTHORIZED REPRESENTATIVE FORM**

[To be reproduced on the letter head of applicant and signed & stamped by the authorized representative. Then to be attached with e-proposal]

To:

The Convener

Auction

Committee

Punjab Transport Company (PTC)

Subject: Authorization of Representative for Advertisement Rental Rights along with Operation & Management of Bus Shelters under Empower Her Initiative

We, [**Full Legal Name of Applicant**], a company duly incorporated under the laws of [Country of Incorporation], having our registered office at [**Registered Address of Applicant**], do hereby irrevocably authorize Mr./Ms./Mx. [**Full Name of Authorized Representative**], holding [**National ID Card Number/Passport Number**] and serving as [**Designation of Authorized Representative**] in our organization, to act as our duly authorized representative in all matters pertaining to our participation in the Advertisement Rental Rights along with Operation & Management of Empower Her Initiative.

This authorization specifically extends to, but is not limited to, the following acts:

1. To submit and sign all bids, proposals, documents, correspondences, and declarations on behalf of the applicant.
2. To participate in all pre-bid meetings, technical discussions, financial negotiations, and any other meetings or communications related to the aforementioned auction.
3. To receive and acknowledge all official communications, clarifications, and notifications from Punjab Transport Company (PTC) regarding this auction.
4. To commit the applicant to all terms and conditions, financial obligations, and contractual agreements arising from our participation in, and potential award of, the auction.
5. To make any necessary amendments, corrections, or withdrawals of bids/proposals as required, in accordance with the Terms of Reference (TORs).
6. To execute all agreements, contracts, and other instruments necessary for the conclusion of the bidding process and, if successful, the execution of the contract.

We hereby ratify and confirm that all acts done by our said Authorized Representative pursuant to this authorization shall be binding on us as if done by the applicant itself.

Attested Signatures of Competent Authority

Name: _____

Designation: _____

Signature: _____

Official Seal of Applicant: