

1- Background: -

The project is envisaged under the initiative of Prime Minister of Pakistan on his narrative "National Agriculture Emergencies" to Harness the untapped aquatic resources of Pakistan. The project is being sponsored by the Government of Punjab in the umbrella project under the supervision of Ministry of National Food Security and Research, Government of Pakistan as a share of Punjab.

Shrimp is the most valuable among the seafood items and according to FAO (2017). Its demand is expected to increase substantially during the coming years. Due to degradation of its natural habitat and reduction in spawning grounds, its production in nature has reduced but it has a good potential for aquaculture. Saline and water logged areas offer a great opportunity for its production. It is an export oriented food item which has a big demand in the international markets. Punjab offers a great potential for production in its saline and water logged areas which are abandoned and unutilized.

In addition, the Department of Fisheries (DoF) Punjab has planned for Value Chain Development (VCD) in Punjab; in which Shrimp Hatcheries, High value fish hatcheries and Fish processing plants will be established at suitable sites with rationale capacity through a subsidy program (50% Govt. share: 50% private share) to the private sector under a development scheme "shrimp farming cluster development project"

Before allotment of subsidy, the DoF need proper feasibility study for each component of VCD through qualified consultant firms. Tentative scope of work for that consultant firms for feasibility study of VCD is attached as ANNEXURE- I.

Initially the DoF needs the services of **Headhunting consultant firm** for assistance to hire the major consultant firms for complete feasibility study for three (3) components of Value Chain Development mentioned as under:

1. Establishment of Fish/Shrimp processing plants (2No.)
2. Establishment of Shrimp Hatcheries (2No.)
3. Establishment of High Value Fish Hatcheries (2No.)



2- Invitation to bids: -

Sealed EOIs/proposals are invited from Headhunting firm/company (hereafter called as bidders) for the hiring of consultant firms on behalf of DoF. All interested bidders are requested to go through this Tender and provide the required information along with supporting documents mentioned in the Bid document.

3- Instructions to bidders: -

The selection of Headhunting firm/company will base on **Least Cost Method through Single Stage Two Envelopes** bidding procedure.

- a) The bid shall be a single package consisting of two separate envelopes, containing separately financial and technical proposals. The envelopes shall be marked as "Financial Proposal" and "Technical Proposal".
- b) In the first instance, the "Technical Proposal" shall be opened and envelope marked as "Financial Proposal" shall be retained unopened in the custody of DoF. **Committee for Standardization of Specifications of M&E and Tender/Consultancy Documents** shall evaluate Technical Proposal in a manner prescribed in section - 10 given in the document, without reference to the price and condition shall reject any proposal which does not conform to specified requirements.
- c) During the technical evaluation no amendments in Technical Proposal shall be permitted.
- d) After the evaluation and approval of Technical Proposals, Committee shall open Financial Proposals of the technically accepted bids, publicly at a time, date and venue announced and communicated to the bidders in advance, within the bid validity period.
- e) The financial bids found technically non-responsive shall be returned un-opened to the respective bidders.
- f) The Technical and Financial Proposal will be evaluated based on DoF evaluation criteria as provided in section - 10 and 11 of this document.
- g) This document has different sections carrying information of eligibility, technical evaluation and terms of references, conditions of tender etc. to assist potential contractors to develop their Technical Proposals.
- h) Bidders those found eligible and qualify in technical evaluation will be short-listed for financial bid opening.
- i) Firm/company information shall be submitted as specified in annexure A.

4- Conditions for eligibility: -

The bidder, fulfilling the following criteria, will be considered only as eligible bidder for the bidding process of providing Headhunting services:



- a) Only principle should directly bid for the services. (evidence required).
- b) Headhunting Firm/Company should have at least ten (05) years of experience with national and international organizations in preparation of documents for hiring of consultant firms.
- c) Headhunting Firm/Company should have its registered offices in Pakistan (Preferably in Lahore, Punjab). (Provide Evidence-letter head)
- d) Evidence of company's registration / incorporation. (Copy required).
- e) Affidavit on stamp paper, declaring that company is not black listed by any Govt. agency / authority (Original required).
- f) National Tax Number (NTN), GST, PST (if applicable) in the name of Organization and registration evidence is required. (Copy required)

Note: Kindly fill all annexures (**C for relevant experience, and E for key management staff**) required to meet the above qualification criteria and attach all supporting documentary evidences, as mentioned in each annexure. Any, company/firm fail to provide information as per the aforementioned, "Eligibility Criteria" (**annexure D**) shall be dis-qualified from the Tender. Please sign the declaration form (**Annexure H**) and attach the same with your documents.

5- Scope of Job/Work: -

The Headhunting firm, during the course of assignment, will be responsible for the tasks and activities include, but not limited, to:

- i) Preparation of all documents involved in procedural and financial formalities as per Punjab Procurement Rule, 2014 (amended time to time) and other relevant rules, if any.
- ii) Preparation of pre-qualification documents (PQD) for selection of main consultant firm.
- iii) Advertisement of Expression of Interest in Newspapers.
- iv) Preparation of TORs RFP and bidding document for main consultant firms.
- v) Process for selection of firms for all the interventions of VCD.
- vi) Preparation of draft agreement between DoF and consultant firm(s).
- vii) Monitoring and Evaluation of tasks defined for consultancy of all the three components
- viii) Assist the Evaluation Committee to evaluate the document



Deliverable with time line and payment schedule:

Sr. No	Deliverable	Time line
1	PQD preparation , draft advertisement and its publishing after approval of Project Director	Up to 15 days after award of work
2	Process of documentation for Evaluation of Technical and Financial proposals of consultant firm for feasibility study of VCD. and its recommendation for approval from the committee	45 days
3	Documentation and recommendation for award of work to consultant firm for feasibility study of VCD.	15 days
4	Agreement preparation and its signing between DoF and consultant firm for feasibility study of VCD.	15 days

ii. Qualifications

The headhunting Firm/Company wishing to be participated for the services described herein should have the following qualifications:

1. High-level professional networks, knowledge of aquaculture industry.
2. Knowledge and experience of identifying firms as per Project requirement.

iii. Direct Reporting

The consultant firm will report and work closely with the Director Fisheries (PM&E)/ Project Director.

iv. Time Frame and Level of Effort

The headhunting firm/company has to respond within two weeks of receiving the request and consequently share closely matching consultant firms.

6- Terms of Reference: -

Successful bidder shall be agreed on following terms of references to provide the Services.

- a) Project Director shall raise the Service order for the hiring of Headhunting firm/company.
- b) There must not be any conflict of interest i.e. Headhunting firm/company must not be providing any assistance to any other person/entity in conflict with 'DoF' so as to cause any sort of conflict of interest.



- a) All documents and information received by Project Director from applicants shall be kept confidential.
- b) Documents submitted to Director Fisheries (PM&E)/ Project Director shall not be returned.
- c) All expenses related to participation in this bidding document shall be borne by the bidders.
- d) Documents shall be submitted in hard copies in a sealed envelope marked as "TECHNICAL PROPOSAL" and "FINANCIAL PROPOSAL" for services. The envelope containing hard copies of technical proposal and financial proposal shall be received on the postal address given below.

Purchase Cell
Office of the Director General Fisheries, Punjab
9-A, Bahawalpur Road, Chauburji, Lahore
E-mail: pdpiupunjab@gmail.com
Landline: +92-42-9921374-75

- e) The closing date and time for receipt of bidding proposal is October 7th, 2021 before 11:00 AM.
- f) Unsealed proposals received thereafter, will not be accepted.
- g) Project Implementation Unit (PIU) reserves the right to request submission of additional information from applicants to clarify/further understand the aspects of Technical Proposal, if required.
- h) PIU reserves the right to verify any information provided by the bidders.
- i) Questions about this technical proposal can be made only in writing through letter or an e-mail and must be asked by or before date October

6th, 2021. Please contact Purchase Cell for any other related information, if required.

8- Condition of Tender: -

Hiring of successful bidder shall be done in accordance with the PPRA Rules, 2014 (amended time to time) subject to the following conditions:

- a) The PIU reserves the right to award or not to award this contract.
- b) Bidders who fail to complete and attach all relevant documents shall be disqualified.
- c) No tender document shall be accepted, if not properly sealed and marked.
- d) The Project Director shall enter into a formal contract with the successful Bidder.
- e) The Project Director reserves the right to terminate the contract, if the performance of the Bidder is unsatisfactory.
- f) The Project Director has the right to visit the business premises to verify the information provided in the tender documents.
- g) It is the responsibility of prospective bidders to ensure that their bid documents are submitted before the closing time and date of the tender.
- h) Bids received after closing time and date will NOT be considered.
- i) Although adequate thought has been given in the drafting of this document, errors such as typos may occur which the PIU will not be responsible.
- j) Any change of information provided in the tender document that may affect delivery should be brought to the Project Director attention as soon as possible, failure to comply may result in the contract being terminated.
- k) Bidder presenting information intentionally incorrectly or fraudulently will be disqualified.

9- Confidentiality: -

- (i) In consideration of the Company agreeing to allow the Bidder to access the Confidential Information, the Bidders agrees to keep in strict confidence all Confidential Information received and shall:
 - (a) Only use the Confidential Information for preparing a Proposal; and
 - (b) Not disclose to any other person or entity any Confidential Information, or that discussions are taking place between the parties concerning the Confidential Information or a Proposal



(ii) The Bidder:

- (a) May make Confidential Information available only to those of its officers or employees ("Personnel") having a "need to know" in order to prepare the Proposal; and
 - (b) Shall ensure that each of the personnel to whom Confidential Information is disclosed strictly complies with the terms of this Request, and shall take all steps available to enforce the obligations of confidentiality in this section 9.
- (iii) The Bidder agrees to use the same degree of care, but no less than a reasonable degree of care, to protect against the unauthorized disclosure of Confidential Information as it uses to protect its own confidential information. The Bidder agrees to disclose Confidential Information only to its Personnel who are bound by obligations of confidentiality no less restrictive than the provisions of this section 9.
- l) The Bidder acknowledges that provisions of this section 9 are intended to impose an immediately binding legal obligation on the Bidder and the obligation to maintain the confidentiality of the Confidential Information shall continue whether or not the Bidder' Quotation is accepted by the Company.

10- Technical evaluation criteria: -

This document is governed by the procedure approved by Director General Fisheries, Punjab. The Technical Proposal of eligible firm will be evaluated using the criteria attached as annexure – D.

Note: Technical qualification status shall be decided based on Pass/Fail basis. The Company must score at least 65 marks out of 100 to qualify for Financial Bid opening.

11- Financial Evaluation: -

- a) The Financial Proposals of only eligible bidders with technically qualified specifications will be opened in the presence of all the Bidders participated in the tender.
- b) All bids shall be opened by the evaluation committee publicly in the presence of the bidders or their representatives who may choose to be present, at the time and place announced prior to the bidding and chairperson or member of the evaluation committee shall read aloud the unit price as well as the bid amount and shall record the minutes of the bid opening.
- c) All bidders in attendance at the time of opening of the bids shall sign an attendance sheet. Please provide information regarding Financials in "annexure – G".



12- Submission of bids (Technical and Financial)

Complete bid containing Technical and Financial proposals along with all required information and documentary evidences may be submitted before dated October 7th 2021 before 11:00 AM. Technical proposals will be publicly opened on the same day i.e. October 7th 2021 at 11:30 AM in the presence of bidder's representatives who wish to attend it. Security, of disqualified bidders will be returned after awarding the business to successful bidder.

13- Bid security

Bid security i.e. 2% of total estimated cost in the form of CDR/ pay order or demand draft favoring DF (PM&E) Department of Fisheries, Punjab valid for a period not less than 6 months must be enclosed in technical bid.

13.1 Cover Letter for the Submission of Technical Proposal

A cover letter as specified in annexure H shall be submitted with the proposal.

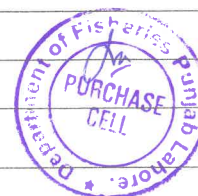
Important Note: The Procurement Authority may reject all bids or proposals at any time prior to the acceptance of a bid or proposal. DoF shall upon request communicate to any bidder, the grounds for its rejection of all bids or proposals, but shall not be required to justify those grounds. The bids should be submitted in sealed envelope clearly mentioned Headhunting Firm/Company.



ANNEXURES

Annex – A (Organization Information)

Organization Information			
S #	Required Information	Response	
1	Legal name of the Firm/company		
2	Year of Registration / Establishment of the Company		
3	National Tax Number		
	General / Punjab Sales Tax Number		
5	What is the legal status of your organization? Tick the relevant box (one box only). (Attach Copy/Copies of Registration Certificate/s)	Public Sector Organization	
		Section 42 Company	
		Public Ltd. Company	
		Private Ltd. Company	
		Private Partnership Firm	
		Others (Please specify)	
6	Name and designation of 'Head of Organization'		
7	Mobile:		
	Phone/s:		
	Email:		
	Fax:		
	Address of organization:		
	Website address:		
8	Name and designation of team members':		
	Phone/s:		
	Mobile:		
	Email:		
	Fax:		
	Address of Service Provider:		
	Phone/s:		
	Mobile:		
	Email:		
	Fax:		



Annex – B (Eligibility Response Check List)

Eligibility Checklist		Response	
Sr. No	Necessary Eligibility Information	Response/Elaboration	
1	Only principle should directly bid for the services.		Provide evidence
			Not eligible
2	Headhunting Firm/Company should have at least ten (5) years of experience with national and international organizations.		Provide evidence
			Not eligible
3	Headhunting Firm/Company should have its registered offices in Pakistan (Preferably in Lahore, Punjab).		Provide Evidence
			Not attached
4	Firm/Company's minimum annual turnover must be at least 2 million PKR.		Provide last year tax returns or audit financial report
			Not eligible
5	Evidence of firm/company's registration / incorporation.		Copy required
			Not attached
6	Affidavit on stamp paper, declaring that company is not black listed by any Govt. agency / authority (Original required).		Original Affidavit Attached
			Provide evidence
7	National Tax Number (NTN), GST, PST (if applicable) in the name of Organization and registration evidence is required. (Copy required)	National Tax Number (NTN)	Attach Tax Return
		Free Tax Number (FTN)	



Annex – D (Technical Evaluation Criteria)

Evaluation Criteria of Head hunting Firm		
Sr. #	Description (with scoring points)	Points
1	Human Resource/ Qualification/Experience (30)	
	A firm having minimum two (2) experts: (i) One expert having qualification minimum B.Sc. Engineering (Mechanical OR Civil) with in line experience of 5 years.	15
	(ii) One Fisheries Expert with minimum qualification of M.Sc Zoology OR BS Zoology OR Fisheries OR/ and Aquaculture with 5 years' experience of fisheries and aquaculture.	15
2	Additional Experience (30)	
	HR mentioned at serial no.1 (i) having additional experience of 5 years. Experience of less than 5 years will lose the marks proportionally (i.e. @3 mark per year)	15
	HR mentioned at serial no.1 (ii) having additional experience of 5 years. Experience less than 5 years will lose the marks proportionally (i.e. @ 3 mark per year)	15
3	Specific Experience (30)	
	Specific experience of head hunting / establishment and OR operation of fish/shrimp hatchery for 5 years OR Feasibility study / consultancy services as head hunting for 5 assignments of fish/shrimp hatchery. If less than 5 years/ 5 assignments the marks will reduced proportionally (@3 marks per year/ unit)	15
	Specific experience of head hunting / establishment and OR operation of fish/meat processing plant/ cold storage of 5 years OR Head hunting for OR Feasibility study / consultancy services for 5 assignments of processing plant or cold storage. If less than 5 years OR 5 assignments the marks will reduced proportionally @ 3 marks per year/ assignment	15
4	Technical Proposal (10) (standard assessment)	
	1. Understanding of tasks assessed as highly acceptable 5 marks 2. Proposed plan with time line assessed as highly acceptable 5 marks (low assessment will reduce the marks proportionally)	10
Total Points Awarded = 100		

Note:

1. Joint venture of two or more firms will be eligible to participate in bidding but one of them will be the leading member of JV.
2. Attachment of relevant evidence in each description is mandatory. In case of non-compliance no mark will be awarded.



Annex – E (Key Management Staff of the Company)

Key Management Staff of Company				
Sr. No.	Name of Management Staff	Designation	Area of Expertise	Number of Years in Company
1				
2				
3				
4				
5				

Annex – F (Financial Proposal)

Financial Proposal	
Name of service/activity/action/step	Cost in PKR

Note: DOF can increase or decrease the number of items/activities/services depends upon the approval of competent authority.



Annex – G (Declaration)

I, _____ hereby declare that:

- all the information provided in the technical proposal is correct in all manners and respects;
- and I am duly authorized by the Governing body/Board/Management to submit this proposal on behalf of "[Click here and type the name of organization]"

Name: -	
Designation: -	
Signatures: -	
Date and Place: -	



Annex – H (Cover Letter)

[Firm letterhead]

[Date]

To

Director Fisheries (PM&E)/ Project Director

Department of Fisheries, Punjab

9-A, Bahawalpur Road, Chauburji Lahore

Re: Technical Proposal in respect of Hiring of
Headhunting Firm/Company

Dear Sir,

We offer to provide the headhunting services in accordance with your Tender for Proposal dated [Insert Date of Tender advertised]. We hereby submit our technical Proposal including the required documents in a sealed envelope.

We hereby declare that all the information and statements made in these proposals are true and accept that any misinterpretation contained therein may lead to our disqualification. Our proposal is binding upon us and subject to the modifications resulting from contract negotiations. We undertake that we will initiate the services as per the client's request, if our proposal is accepted. We understand that you are not bound to accept any or all proposals you receive.

Thank you.

Yours sincerely,

Signature

Name and title of signatory:



Annexure- I

TENTATIVE TORs OF CONSULTANT FIRM FOR FEASIBILITY STUDY OF VCD

CONSULTANCY SERVICES for feasibility study of Value Chain Development will do the tasks and activities of consultant firm include, but not limited, to:

A. Feasibility study for Installation of Fish/shrimp Processing plant (02 Nos)

There is no major fish/shrimp processing plant in Punjab except two or three small scale fish processing plants i.e one at Muzaffargarh and other at Sargodha. Government has planned to install two big processing plant under private sector through 50% financial support program. Before that a feasibility study is pre-requisite through consultant firm, which will do the following but not limited to:

1. Survey/visit of cluster areas of Fisheries and aquaculture as well as major consumption points and markets in cities to get maximum information regarding:
 - a) Fish/shrimp production
 - b) Existing methods of fish marketing
 - c) Demand/consumption analysis of processed fish
 - d) Viability of processing plant
 - e) Suitability of location for each of the two proposed processing plant
 - f) Prepare the designs and standards, specifications detailed estimates of the installations involved in processing plant, with production capacity, storage capacity etc)
 - g) Cost assessment of plant as per specification and design and payment schedule of subsidy amount.
2. Procedure and its documentation for the selection of private investor for installation of fish/shrimp processing plant under financial support program.
3. Conduct study to assess the volume of support / financial assistance by the Government/ mode of support
4. Monitor all activities Provide support in procurement process including technical/financial pre-qualification of supply and service companies (SSCs), invitations of bid, evaluation of bids and make recommendations as well as prepare all relevant documents for award of contracts.
5. Extend technical support for maintaining information related to project activities regarding facilities/ services, applications, procedures, progress, qualification/ eligibility criteria for the applicants etc.
6. Monitoring during installation and operational activities including technical,



- environmental, social, economic aspects etc. to evaluate actual achievement against the activities planned.
7. Maintain detailed technical record and financial accounts & other project records and prepare other documentation as may be required by the Client Department of Fisheries.
 8. To submit report to the Director General Fisheries, Punjab and Director Fisheries concerned about compliance/ non-compliance of works against agreed criteria and standards & specifications.
 9. Prepare monthly, quarterly and annual progress & monitoring reports for proposed project activities besides other periodic reports as per requirements of project management
 10. Provide support for contract management and preparation of contract documents as required by the Client (Department of Fisheries, Government of the Punjab).
 11. Check the completed works, carry out measurements, estimate the cost & payments, certify the payments, and quality of the works, quantity of materials in accordance with the approved standards and specifications.
 12. Prepare monthly, quarterly and annual progress & monitoring reports for proposed project activities besides other periodic reports as per requirements of project management.
 13. Provide support for contract management and preparation of contract documents as required by the Client (Department of Fisheries, Government of the Punjab).
 14. Check the completed works, carry out measurements, estimate the cost & payments, certify the payments, and quality of the works, quantity of materials in accordance with the approved standards and specifications.
 15. Implement the overall monitoring and evaluation plan including collecting, analyzing, and reporting project data for continued effective tracking of unit objectives.
 16. Support in shrimp hatchery management based on modern concepts, implementation of works, implementation of the communication strategy and plan, support to Director General Fisheries, Punjab and Director Fisheries concerned for preparation of project implementation plans, expenditure planning, budgeting and financing forecast and work plans, as required by the government as well as assistance in developing the procurement plans, contract management, and financial management.

Note: A document of detailed TORs regarding tasks and activities (including deliverables) of the consultant firm, technical evaluation and agreement with consultant firm will be prepared by Headhunting firm.



B. Feasibility study for Installation of Shrimp Hatchery (02 Nos)

1. Study for viability of shrimp hatchery by using water made up of artificial high salinity.
2. Suitability of location for each of the two Shrimp hatchery.
3. Prepare the designs and standards, specifications detailed estimates of the installations involved in Shrimp hatchery, with seed production capacity.
4. Cost assessment of Shrimp hatchery as per specification and design and payment schedule of subsidy amount.
5. Procedure and its documentation for the selection of private investor for installation of shrimp hatchery under financial support program.
6. Conduct study to assess the volume of support / financial assistance by the Government/ mode of support.
7. Monitor all activities Provide support in procurement process including technical/financial pre-qualification of supply and service companies (SSCs), invitations of bid, evaluation of bids and make recommendations as well as prepare all relevant documents for award of contracts.
8. Extend technical support for maintaining information related to unit activities regarding facilities/ services, applications, procedures, progress, qualification/ eligibility criteria for the applicants etc.
9. Monitoring during installation and operational activities including technical, environmental, social, economic aspects etc. to evaluate actual achievement against the activities planned.
10. Maintain detailed technical record and financial accounts and prepare other documentation as may be required by the Client Department of Fisheries.
11. To submit report to the Director General Fisheries, Punjab and Director Fisheries concerned about compliance/ non-compliance of works against agreed criteria and standards & specifications.
12. Prepare monthly, quarterly and annual progress & monitoring reports for proposed project activities besides other periodic reports as per requirements of project management.
13. Provide support for contract management and preparation of contract documents as required by the Client (Department of Fisheries, Government of the Punjab).
17. Check the completed works, carry out measurements, estimate the cost & payments, certify the payments, and quality of the works, quantity of materials in accordance with the approved standards and specifications.
18. Implement the overall monitoring and evaluation plan including collecting, analyzing, and reporting project data for continued effective tracking of unit objectives.
19. Support in shrimp hatchery management based on modern concepts, implementation of works, implementation of the communication strategy



and plan, support to Director General Fisheries, Punjab and Director Fisheries concerned for preparation of project implementation plans, expenditure planning, budgeting and financing forecast and work plans, as required by the government as well as assistance in developing the procurement plans, contract management, and financial management.

Note: A document of detailed TORs regarding tasks and activities (including deliverables) of the consultant firm, technical evaluation and agreement with consultant firm will be prepared by Headhunting firm.

C. Feasibility study for Installation of High Value Fish Hatchery (02 Nos)

1. Study for viability of High Value Fish (Pangasius, Sea bass etc.) hatchery by using water made up of artificial high salinity
2. Suitability of location for each of the two Fish hatchery
3. Prepare the designs and standards, specifications detailed estimates of the installations involved in Fish hatchery, with seed production capacity
4. Cost assessment of Fish hatchery as per specification and design and payment schedule of subsidy amount
5. Procedure and its documentation for the selection of private investor for installation of Fish hatchery under financial support program.
6. Conduct study to assess the volume of support / financial assistance by the Government/ mode of support
7. Monitor all activities Provide support in procurement process including technical/financial pre-qualification of supply and service companies (SSCs), invitations of bid, evaluation of bids and make recommendations as well as prepare all relevant documents for award of contracts.
8. Extend technical support for maintaining information related to unit activities regarding facilities/ services, applications, procedures, progress, qualification/ eligibility criteria for the applicants etc.
9. Monitoring during installation and operational activities including technical, environmental, social, economic aspects etc. to evaluate actual achievement against the activities planned.
10. Maintain detailed technical record and financial accounts and prepare other documentation as may be required by the Client Department of Fisheries.
11. To submit report to the Director General Fisheries, Punjab and Director Fisheries concerned about compliance/ non-compliance of works against agreed criteria and standards & specifications.
12. Prepare monthly, quarterly and annual progress & monitoring reports for proposed project activities besides other periodic reports as per requirements of project management.
13. Provide support for contract management and preparation of contract documents as required by the Client (Department of Fisheries, Government of the Punjab).



14. Check the completed works, carry out measurements, estimate the cost & payments, certify the payments, and quality of the works, quantity of materials in accordance with the approved standards and specifications.
15. Implement the overall monitoring and evaluation plan including collecting, analyzing, and reporting project data for continued effective tracking of unit objectives.
16. Support in Fish hatchery management based on modern concepts, implementation of works, implementation of the communication strategy and plan, support to Director General Fisheries, Punjab and Director Fisheries concerned for preparation of project implementation plans, expenditure planning, budgeting and financing forecast and work plans, as required by the government as well as assistance in developing the procurement plans, contract management, and financial management.

Note: A document of detailed TORs regarding tasks and activities (including deliverables) of the consultant firm, technical evaluation and agreement with consultant firm will be prepared by Headhunting firm.

