

**TERMS OF REFERENCE
FOR PROVIDING CONSULTANCY SERVICES**

FOR

**FOLLOW UP STUDY ON
“FINANCIAL AND FISCAL REGIME AND SOURCES OF
FINANCING FOR MULTIPURPOSE WATER PROJECTS”**

Water Sector Capacity Building and Advisory Services Project (WCAP)

TERMS OF REFERENCE

1. Introduction

Pakistan requires large investment in infrastructure specifically energy and water to improve the prevailing economic growth rate to the levels that adequately severs the country requirements in the long run. Persistent deterioration in the energy and water sector requires immediate rehabilitation measures along with improvised reforms in the allocation and availability of water.. Energy and Water crisis is ongoing with the country facing sever power and water shortages. These shortages are projected to continue, thus having an adverse impact on the national economy.

The GOP has embarked on an ambitious program to overcome existing and projected water and energy shortages in a timely manner. However, financing these projects, due to their high capital intensity, would certainly impose a substantial burden on the deficit public sector consequently, ce GOP has decided to explore alternative financing options that include using private sector investment to ease budgetary constraints.

The objectives of GOP's program are to plan the construction of multi-purpose water reservoirs and run-of-river projects of various sizes throughout Pakistan; to enhance water availability for irrigation, optimization of water resources, generation of cheap electricity, the development of Indus Basin Irrigation System, to compensate for the depletion of storage by siltation in existing reservoirs, to overcome forecasted energy and water shortages, and redress the declining proportion of hydroelectricity in the national power system. Hydropower accounts for about 30% of the national supply with the remainder being mainly oil-burning plant using imported oil and combined cycle gas turbine (CCGT) burning domestic gas. GOP estimates that Pakistan needs to, at least, double its storage capacity - an increase of 18 million acre feet (MAF) by 2025 - in order to meet the projected water requirements. In the current environment of high oil prices, Pakistan urgently needs to exploit its hydropower potential (estimated at 40,000MW), only 15% of which has been exploited.

Infrastructure Project Development Facility (IPDF) under the auspices of the Ministry of Finance was established in November 2006 to act as a bridge between public and private sector to facilitate the government in development and implementation of infrastructure projects via use of Public Private Partnership methodology. Since GOP plans to harness its water resources through rehabilitation of existing infrastructure and the construction of new multi-purpose projects for flow regulation and hydro-electric generation, IPDF at the behest of the Ministry of Finance is also engaged in the process of advising the GOP on the way in which these projects should be structured with

particular emphasis on financing, ownership and recovery of costs. Staying in line with the above mandate, IPDF is providing technical assistance to the Task Force for Financing the Multi-purpose Water Reservoirs established under the Ministry of Finance on project structuring, financing mechanisms and issues pertaining to the development of multi-purpose water reservoirs in compliance with international project finance practices and market conditions. IPDF is also in the process of creating a Multi-purpose Water Reservoir Financing Cell (MWRFC) within IPDF to focus on the project structuring and financing of multi-purpose water reservoirs and to build an enabling framework for private sector participation in these projects.

The World Bank under the umbrella of its Water Sector Capacity Building and Advisory Services Project (WCAP) has agreed to extend a technical assistance loan to Government of Pakistan (GOP) to improve the management and investment planning of water resources.

2. Objective and Rationale of the Assignment

Timely exploitation of hydropower potential in order to meet its energy objectives Pakistan is striving to attract private sector participation in the development of Hydro-electric projects (run-of-river and multi-purpose water reservoirs). The GOP is cognizant of the fact that financing of these projects pose a special challenge considering; the lack of appropriate framework available to facilitate private sector investment and the difficulties caused by the site-specific nature of projects, high construction risk and long construction periods, capital-intensive nature and environmental sensitivities.

The IPDF under the World Bank Water Sector Capacity Building and Advisory Services Project (WCAP) is seeking services of a multi-disciplinary firm/advisors or a consortium(s) of such firms/advisors with requisite qualifications and experience in the disciplines of economics & finance (investment banking, public finance, corporate finance and project finance) with demonstrable experience in the structuring and financing of hydro-electric (multi-purpose water reservoir and run-of-river) projects to assist IPDF/GOP in;

- The identification and analysis of a various aspects and barriers contributing towards Private Sector (Domestic/Foreign) participation
- the establishment/formulation of a way forward/strategy to mobilize the needed financing for hydropower infrastructure through private sector participation, and
- different sources to arrange the financing required for specific hydropower (run-of-river and multi-purpose water reservoirs) projects identified by the GOP and the World Bank for implementation under this WCAP Project

IPDF is a company established under the aegis of the Ministry of Finance, Government of Pakistan to facilitate development of infrastructure projects under the Public Private Partnership (PPP) mechanism. It is in the process of setting up a Multi-purpose Water Reservoir Financing Cell (MWRFC) to focus primarily on project structuring and financing of multi-purpose water reservoir and run-of-river power projects with private sector participation. The salient features of Pakistan's PPP program and the PPP Policy are available on the IPDF website at www.ipdf.gov.pk

The following section identifies the principal activities that need to be carried out, but it should not be construed as the total set of activities required for the successful completion of tasks specified in the present TOR.

3. Scope of Work for the Advisory Assignment

As indicated above, GOP has ambitious plans to develop hydro-electric projects for irrigation and power. In the past, a normal method of funding such projects has been through the public sector, mainly from the State and the Multilateral Development Banks (MDBs). However, owing to excessive capital requirements for these new projects (about US\$ 20 billion for just 5 multi-purpose water reservoir projects) it would be very difficult and may even prove to be beyond reach in the foreseeable future. Therefore, alternative scenarios need to be considered - including private financing that would largely be influenced by financial viability, risk profile of the project and concerned institutional factors. The scope of work for this financial advisory assignment is comprised of following parts;

- Follow up of financial and fiscal situation from previous study and the existing package of incentive for potential investors, if any, associated risk coverage and facilitation regime to attract the private sector (domestic/foreign) investment/involvement in hydro-electric power projects and identification of appropriate sources of financing
- Identification and follow up of all the previous work (feasibility studies, financial models, environmental & resettlement studies, technical studies, etc.) if any done on the project
- Identification and follow up of the development of a robust business and corresponding financial model, recommending the most optimal option
- Identification and follow up of optimum project structures keeping in view the financing requirements, market capacity, risk profile, existing project makeup, and the critical mass

4. Tasks of the Assignment and Deliverables

4.1 Conduct Follow Up Studies, Financial, Fiscal Analysis, GOP Fiscal Space and Sources of Financing hydro Projects

4.1 will be comprised of three tasks with each task having its own deliverable and action points. The three tasks are;

Task #1: Follow up of financial and fiscal situation from previous study and the existing package of incentives of investors, if any, associated risk coverage and facilitation regime to attract private sector (domestic/foreign) Investment/involvement in hydropower projects.

Task #2: Identification and follow up of fiscal constraint/situation from previous study and how Pakistan can attract investment/involvement of private sector (domestic/foreign) in hydropower projects.

Task #3: Identification of appropriate sources of financing for development of these projects. In this regard, equity and debt markets should be explored at all levels to seek financing on affordable terms and conditions.

Task #3 (a): Follow up studies and Identification of domestic (local currency) financial sources for hydropower projects.

Task #3 (b): Follow up and Identification of International Financial Sources hydropower projects.

Task #3 (c): Impact assessment of the prevailing power sector circular debt on the market liquidity.

Following actions needed to be cover under these tasks:

Task #1: Follow up studies of financial and fiscal situation and the existing facilitation regime to attract private sector (domestic/foreign) investment/involvement in hydropower projects.

Financial surpluses/free cash flows from the power sector (including but not limited to depreciation expenses on existing assets) are indeed the first option for financing of new assets in the sector. Pakistan/WAPDA was quite successful during late 1980s to early 1990s in contributing, on average some 30%-40% of the sector's investment needs from such sources of self financing. Since then however, the sector has fallen into dire financial condition, as a result of rising costs, delayed and insufficient tariff adjustments, and investment deficit, leading to increased technical and commercial losses and in turn more financial losses.

Political considerations have enforced in the Ministry of Finance to provide an annual cash subsidy of the level of US\$1 billion in each of the last three years irrespective of unfavorable BoP position and huge budget deficit (to account for the variance between proposed tariff adjustments and that of approved by the regulator). Yet, despite these subsidies, the sector continues to hemorrhage financially. Besides assisting the power sector, the government has strived hard for years to bring its fiscal house in order. While debt situation has improved significantly, GOP revenue has remained flat as a percent of GDP and in recent years has even declined.

The Advisory team should:

- Conduct a broad follow up of power sectors' current and future ability to financial status, projecting its financial position (capital requirements to enhance the generation capacity, cost structure and expected revenue streams considering the increasing share of fuel based power generation in the energy mix, treasury capability to extend subsidy etc). Identification of issues having a positive or negative impact on the financial position of the sector, and the obligation, responsibilities and role of the key stakeholders involved.
- Analyze GOP's existing financial position, identify resource gaps & opportunities, and look at the positive and negative effects/trends of the various factors (tax collection, trade, foreign/local investment, budget deficit, remittances, PSDP funding, etc.) affecting GOP's financial position.
- Conducting a thorough analysis of the participation of private sector at national and international level in the hydropower sector. In this regard particular effort should be made to underpin the the factors/reasons responsible for attracting/raising private sector including facilitating regime /incentives provided by the governments.
- Follow up of the existing government guarantee(s) mechanism and its use with reference to development of large hydropower projects. In this context a particular scheme of Performance Guarantee should be worked out that may be compatible with the capacity of the power plants proposals offered by the private sector at different implementation levels. Similarly this should also be analyzed that what type of guarantees will be required by the private sector from the government' side that may create a mutually acceptable risk management scheme.
- Analysis of interest rate movement patterns that proves to be a decisive factor in private investment decision along with significant influence on market liquidity conditions

It is expected that the Advisory Team would develop financial models for making these assessments and recommendations (which would be necessary also for further tasks such as assessing private sector participation in existing assets).

Deliverables of the Task #1:

1. Recommend actions/measures to be taken by power sector stakeholders and the GOP to address issues affecting the financial position of the power sector
2. Provide a complete analysis of GOP's present and projected scenario based financial status with a ten year forecast of GOP's revenues and expenditure in view of the projected expenditure on the development of proposed hydro-electric (run-of-river and multi-purpose water reservoir) projects. Following are the proposed scenarios:

Scenario 1: Base case, assuming the IMP projected GDP growth rate during the study period

Scenario 2: Assuming the IMP projected GDP growth rate plus 3% age points

Scenario 3: Assuming the IMP projected GDP growth rate less 2% age

3. Propose measures that should be taken by the government to address and fix the identified constraints, limitations and bottlenecks.
4. Propose amendments in the existing financial regime based on global best practices that can be implemented in Pakistan to facilitate the financing of hydropower projects in existing enabling framework or in a suggested framework.
5. Assessment of GoP capability to provide sovereign guarantees considering the secured debt and conditional debt agreements of GoP with IMF
6. Provide a timeline for issuance of sovereign guarantees in connection with the development of hydro projects in case of private sector participation

Timeframe: 10 weeks from signing of Advisory Services Agreement.

Task #2: Identification and follow up studies of fiscal and other constraint constraints, inhibiting the involvement of private sector (domestic/foreign) for the development of hydropower projects in Pakistan. In this regard a thorough analysis should be made to identify the key barriers at different levels and suggest necessary remedies /solutions, which may rehabilitate the confidence of investors and facilitate their smooth participation in hydro Projects.

Fiscal limitations are needed to discern for such a huge investment in Hydel Sector. Moreover, years of adverse fiscal situation has starved all key sectors of development and O&M funds as a result, demands on the remaining fiscal space are varied and large. Therefore, undertaking large hydropower projects would require among other measures, a significant increase in revenue required to

compensate for inflationary impacts on operational costs, perhaps in an earmarked manner.

The Advisory team should:

- Project government's revenues and expenditures keeping in view the expected expenditure/spending on the hydro-electric power projects
- Follow up the existing fiscal regime with reference to the generation of additional revenues based on water use for electricity production and water storage. This task in particular requires review of international experience of applicability of such fiscal regimes to resource use (royalties on hydropower production is quite common)
- Identify and analyze constraints, limitations and bottlenecks that need to be addressed by the GOP before moving forward with these huge projects as these may have an adverse impact on GOP's ability to raise financing or participation of private (Domestic/Foreign) investors.
- Follow up of the various local and international hydropower projects where private sector participation has taken place in different fiscal conditions, and analyze/examine the factors/reasons responsible for attracting/raising private sector financing in given fiscal situation

It is anticipated that the Advisory Team would enforce this factor into the development financial models in order to make assessments and recommendations (which would be necessary also for further tasks such as assessing private sector participation in existing assets).

Deliverables of the Task #2:

1. Propose amendments in the existing Fiscal regime based on global best practices that can be implemented in Pakistan to facilitate the financing of hydropower projects through private sector participation.
2. Recommend an optimal fiscal regime in-line with international best practices and national laws for generation of additional revenues (water use payments, water storage charges, etc.) by the public and private sector
3. A comprehensive report documenting all the work done by the advisors on this task.

Timeframe: 10 weeks after completing Task # 1.

Task #3: Identification of appropriate sources of financing for development of these projects. In this regard, equity and debt markets should be explored at all levels to seek financing on affordable terms and conditions.

Any new publicly-owned project company will have no assets or income. It will therefore face serious challenges when it comes to raising public equity and securitizing the debt. These problems are interrelated. In principle public equity could be raised from the public accounts, and debt could be securitized solely on the basis of a future revenue stream from hydropower project itself. Options for raising public equity warranting consideration include: Imposition of a levy on all electricity consumers; or Use of the revenue stream of existing hydel station(s). Either of these could, in principle, serve the purpose.

Options including the use of existing hydro assets, currently owned by WAPDA Hydel, should be evaluated which might include: (i) Use WAPDA Hydel as the source of the revenue stream, on the grounds that it is an existing company with a balance sheet that is effectively government controlled (ii) Capture the revenue stream from an existing project for an interim period of some say 7-10 years, but leave the ownership of the project in the hands of WAPDA Hydel (iii) Excise one of the existing hydel projects from WAPDA Hydel, and transfer it into the new project company.

There can be little doubt that using existing hydro assets will greatly improve the chances of raising the large sums of money required it may prove to be essential and it will also reduce the cost of borrowing. Preliminary analysis suggests that there will be heavy reliance on foreign financing, creating a serious exposure to exchange rate risk which will have to be borne somewhere in the downstream chain (NTDC, Distribution Companies, and Consumers) or by the GOP. The only way of reducing the exposure would be to raise more debt from local markets on affordable terms and conditions, which probably do not have the depth, or increase the public equity. Also, the analysis of GoP strategy recently devised to resolve the power sector circular debt phenomenon.

The preliminary analysis also demonstrates the importance of official external sources (MDBs). Although their lending may have proportionately diminished, the role of the MDBs as the lender-of-last-resort and provider of Guarantees makes them key players. This is a matter that requires urgent attention at the highest level, as without MDB support the task of financing will be made much more difficult. Sovereign Guarantees will be needed to cover the private sector portion of financing and this will require careful handling given the fiscal constraints. This may be overcome by phasing the guarantees over several years, but it will inevitably have impact elsewhere in the economy. Apart from sovereign guarantee the government will require to facilitate the private sector in raising debt from local financial institutions at affordable terms.

This task more specifically can be performed with but not limited to the following actions and deliverables:

Task #3 (a): Follow up and Identification of domestic (local currency) financial sources for hydropower projects.

Creation of hydropower infrastructure, by its very nature is civil works intensive, which is usually a local cost element. Therefore there is a need for large amounts of the financing to be available in local currency on reasonable terms. Moreover, the revenues for power sale would be in local currency and this is a second major reason to maximize local currency financing in hydropower projects. The first two reasons are clearly aimed at enhancing local currency financing; but there can also be a need for additional local currency financing.

The Advisory Team should:

- Conduct a comprehensive analysis of the financial resources available to GOP, and the state of local financial/capital markets in relation to funding of these costly hydro-electric projects
- Conduct the follow up studies of the domestic financial debt market to understand its existing capacity and potential to meet the long term financing needs of hydropower infrastructure;
- Conduct the follow up studies/analysis of the domestic market instruments that the GOP, WAPDA and private sector have so far been able to tap - like; WAPDA bonds, WAPDA Sukuk Certificates¹, Term Finance Certificates, GDRs, etc - and examine their positives and negatives aspects.
- Undertake follow up of the capital markets for infrastructure financing
- Identify and analyze the various debt (bonds, securitization of existing hydro assets to raise debt, etc.) and equity (use of existing hydro assets to

¹ WAPDA required funding to finance (partially) Mangla Dam Raising Project and decided to raise finance worth PKR 8.0 billion from the local market through issuance of Sukuk based on Ijarah. This involved Sale & Leaseback of 10 hydel power generation units (Turbines) installed at Mangla Hydel Power Station. The net proceeds from the issue of Sukuk were used by the WAPDA First Sukuk Co (WAPDA SPV) to purchase the Turbines from WAPDA. The assets were then leased back to the WAPDA for a period of 7 years under Ijarah Agreement. WAPDA agreed to pay Sukuk -holders semiannual rental payments against usage of Turbines. The underlying assets will be purchased by WAPDA at the end of the lease term against fulfillment of unilateral undertaking to purchase Turbines. The payment obligation of WAPDA under this arrangement is guaranteed by GoP.

raise GOP equity funding like increase in tariff, IPO, etc.) financing options that the GOP can use to fund such huge capital intensive projects

- Conduct a comprehensive analysis of the use of derivatives for hedging currency, interest rates and for any other purposes
- Conduct a benefit-cost analysis of each debt/equity financing option available to the GOP, equity investor, debt financiers and the project as a whole.
- Identify & examine opportunities/options for privatization of existing assets, especially hydropower assets to mobilize resources for newer hydropower infrastructure and the probable time frame to avail such opportunities, if any.

Deliverables of the Task #3 (a):

1. identification and Establish a framework for developing local financial/capital markets for financing of hydropower infrastructure
2. Highlight various sources of debt along with the category of debt instrument (e.g. secured debt, unsecured debt, debentures) and equity financing available in the local market for hydropower projects and recommend the prioritization of the sources of financing identified
3. Propose newer instruments/sources for raising debt from domestic markets which could include the use of risk mitigation instruments of third parties, and recommend improvements in the existing instruments and how proposed instruments can bring in place.
4. Develop and transfer a robust working financial model that has the flexibility to accommodate various types of local financing arrangements being considered by the GOP
5. A comprehensive report documenting all the work done by the consultants/advisors on this task and inclusive of all the feedback received by the stakeholders
6. Existing stage of domestic capital markets and their strengths to support the infrastructure capital investment needs of the country
7. Detailed description of the regulatory framework prescribed by State Bank and securities and exchange commission of Pakistan to regulate capital markets and government treasury interventions to support its capital need from capital markets

8. Impacts of government strategy to resolve circular debt problem on long term interest rate structure
9. Analysis of government capability to make energy payments to power producers under prevailing situation and possible steps to enhance investment through Guarantees and other recourses.

Timeframe: 10 weeks after completing Task # 2.

Task #3 (b): Follow up and Identification of International Financial Sources for hydropower projects.

Pakistan has been quite successful in attracting finance from international sources in the early stages of hydropower development. Much of this has been from bilateral and multilateral official financiers. However, there has been no financing of any hydropower assets over the last decade from international sources (the last was for Ghazi-Barotha for which the financing happened in 1995/96). Given the capital intensive nature of these assets there continues to be a significant need to mobilize finance from international sources.

The Advisory Team should:

- Undertake follow up study & identify possible sources for international finance for hydropower assets including but not limited to official sources (bilateral sources, aid agencies), multilateral development banks including their private sector arms; export credit agencies etc.
- Conduct follow up study and assess the ability of GOP to comply with the safeguards policies of the MDBs, especially as it applies to environment, resettlement, riparian issues, etc. This will need: (a) a review of the MDBs policies and its application both in Pakistan and elsewhere; (b) a parallel review of Pakistan's laws, regulations and policies in these areas; (c) delineation of the differences in the approaches of the two sides; and (d) approaches to close the gap.
- Conduct follow up study and assess the potential for attracting financing for non-traditional sources such as special investment funds, sovereign wealth funds, (SWFs), etc.
- Critical analysis of extension prospects of Kyoto protocol which is about to get matured and follow up the Carbon Finance opportunities that exist globally which Pakistan can tap into, and devise strategies to realize these opportunities under positive extension prospects of Kyoto protocol.
- Review of the existing financial and fiscal regime for further improvement.

- Analyze, follow up and recommend preferred sources of funding guarantee mechanisms etc. and provide alternates to the local financing constraints.
- Initiate dialogue with prospective donors, including sources of Islamic funds, with a view to establishing their likely level of support, and examine whether there is any way around the problem that participation of some of the main MDBs may be in doubt due to international objections to a project

Deliverables of the Task #3 (b):

1. Identify and propose various sources of financing (debt and equity) from international markets for hydropower projects and recommend the prioritization of each source identified
2. Devise a strategic roadmap/mechanism enabling the GOP/Project Company to tap into the traditional and non-traditional international financing sources
3. Design a mechanism to enable GOP to comply with Safeguards policies of the multi-laterals, especially as it applies to environment, resettlement, riparian issues, etc.
4. Recommend the various debt and equity financing options that the GOP has to fund these projects along with the proposed amendments in the existing framework if required to make this possible , and overcome the obstacles those prevents such international financing.
5. A robust working financial model that has the flexibility to accommodate various types of international financing arrangements being considered by the GOP
6. A comprehensive report documenting all the work done by the advisors on this task and inclusive of all the feedback received by the stakeholders.

Timeframe: 10 weeks after completing Task # 3 (a).

Task #3 (c): Impact assessment of the prevailing power sector circular debt on the market liquidity. The advisory team will carry out the study mentioned in Task 3 (a), point 6 - 9.

Deliverables of the Task #3 (c):

The advisory team will prepare a separate report to assess impact of the power sector circular debt on market liquidity addressing points (6 - 9) described under the Task # 3 (a).

Timeframe: The Advisory team will submit the report during the timeframe allocated for Task # 3 (a). No additional time is allocated to Task # 3 (c).

5. General Conditions

1. A working committee comprising representatives of the Ministry of Water & Power, Ministry of Finance, the Project Management & Policy Implementation Unit (PMPIU), the World Bank and IPDF will oversee the said assignment. Payments against the deliverable shall be made by the client on the satisfactory completion of that deliverable. The steering committee shall meet at designated place for review. The proceeding of the committee shall not be affected due to lack of Quorum. Failure on part of any of the member of the steering committee to submit the comments in prescribed time period shall be assumed to be concurrence with the contents of the deliverables. The payments shall be made after the issuance of approval certificate from R.A/Head: MWRFC.
2. The working committee will oversee MWRFC and these consultancy services assignments i.e., “Capacity Building and Enabling Framework” along with assignment of “Follow up study/ Financial Advisory”. Payments against the deliverable shall be made in local currency as well as in foreign currency as appropriate after the issuance of certificate of approval by the Resident Advisor/Head: MWRFC. Foreign currency payments will be made only in US dollars at the exchange rate with Pak rupees as FER on the day of signing the contract or the firm may request direct payment of dollars which may take longer and involves State Bank of Pakistan.
3. The working committee will also help the MWRFC and contribute towards its structuring/ establishment, capacity building and its scope. For this purpose the committee will comprise representatives of the related organizations (national/international) e.g., Federal/Provincial/local government ministries/units related to Finance, Water, Power, Planning, Economic affairs, Irrigation, IRSA, State Bank, Commonwealth, EU, USAID and such other organizations as identified by MWRFC with the help of the World Bank and IPDF. The Resident Advisor/Head: MWRFC will be the Chief Coordinator of the steering committee along with one coordinator from every member Ministry/department/unit. The **Chairman** of the committee will be the senior most office bearer present in the meeting or as agreed by the committee at every meeting.
4. The team of advisors shall be responsible for assisting MWRFC in all activities leading to and including successful closure of this assignment and the competitive bidding process for the identified project. The contract would be signed between Resident Advisor/Head MWRFC and

consultancy services firm. While a detailed scope of work has been spelled out in the present TOR, the Advisor shall also be responsible for providing assistance in activities, not specifically mentioned in the TOR, that are necessary for successfully concluding the assignment. The team of advisors will appoint a Team Leader to assume overall responsibility of this assignment and to interface with MWRFC. The Advisory team will maintain all records of the Project for a period of one year from the termination of activities under the ASA. During this period, the Advisor will assist MWRFC in dealing with queries/issues related to the Project.

5. Five hard copies and one soft copy of each draft document mentioned under deliverable will be submitted to the Client. The Client will share the documents with the steering committee who will offer its comments and recommendations. These shall be incorporated to the draft final documents by the team of advisors. After incorporation of the Client comments, team of advisors shall submit 10 hard copies and one soft copy of each of the final documents to the Client.
6. All documents shall be prepared in English and submitted on electronic media along with required number of hard-copies.
7. All the data, documents and reports produced by the advisors for the said services shall be the property of the Client. The advisors shall not share and use any data, document and reports for any other purpose / job without the explicit written approval of the Client.
8. The Team of advisors will report to and work under the supervision and guidance of Resident Advisor/Head: MWRFC or such other person as nominated by him on all activities pertaining to an assignment.
9. Time available for completing this assignment is tentatively set at **forty (40) weeks**. The team of advisors shall begin this assignment as soon as the contract agreement is signed. Indicative deadline and payment schedule is given in **Appendix-A**.

Indicative Payment Schedule

Payment is subject to the completion of all deliverables of a particular task. The Indicative Advisory Fee Payment Schedule is as follows:

S. No.	Indicative Deliverables	Indicative Timeframe (weeks)	Percentage of Contract Amount
1	Signing of Contract	-	5
2	Task # 1	10	15
3	Task # 2	10	15
4	Task # 3	-	-
5	Task # 3 (a)	10	15
6	Task # 3 (b)	10	15
7	Task # 3 (c)	-	15
8	Final Payment on Completion of the Assignment, On ' Completion Certificate ' from the Client.	-	20
		Total	100%