# **REQUEST FOR PROPOSAL**

# HIRING OF INDIVIDUAL CONSULTANT

## **Economic & Financial Analysis Specialist**

### RFP # NDRMF/POG/EFA/2025/01

(Lump-sum Contract)



# National Disaster Risk Management Fund (NDRMF)

2nd June, 2025

#### Table of Contents

### Page No

Section 1 - Letter of Invitation	3
Section 2 - Instructions to Consultants	.4
Section 3- Financial Proposal- Standard Form	.7
Section 4 - Terms of Reference	8
Section 5 – Proposal Securing Declaration	10
Section-6 Standard Forms of Contract	.11

#### SECTION-1. LETTER OF INVITATION

#### National Disaster Risk Management Fund (NDRMF)

#### RFP No: NDRMF/POG/EFA/2025/01

for

#### **Economic & Financial Analysis Specialist**

#### (INDIVIDUAL CONSULTANT)

#### Date: 2<sup>nd</sup> June, 2025

- This Invitation for submission of Proposals follows the Request for Proposals (RFP) Notice for this assignment which is planned to be published on website of PPRA & NDRMF Issue No. 002/43/Proc-I dated 3<sup>rd</sup> June, 2025.
- 2. The National Disaster Risk Management Fund (hereinafter shall be termed as "Fund" and/or Procuring Agency") now invites proposals from eligible Individual Consultants for the position of "Economic & Financial Analysis Specialist" Further details regarding aforesaid services are provided in Section 4 -Terms of Reference.
- **3.** Consultant will be selected in accordance with **Fixed Budget Method** as per Public Procurement Regulations 2010.
- **4.** The RFP includes the following documents:

Section 1 - Letter of Invitation Section 2 - Instructions to Consultants Section 3 - Financial Proposal - Standard Forms Section 4 - Terms of Reference Section 5 - Standard Forms of Contract

5. Applicants are required to submit their Technical & Financial Proposals, prepared in accordance with the RFP document, through PPRA EPAD System (<u>www.eprocure.gov.pk</u>) as per following schedule. <u>Proposal must contain Proposal Securing Declaration as per Section-5:-</u>

Proposals Submission Date & Time	19 <sup>th</sup> June 2025 at 1100 hours
Technical Proposals Opening Date & Time	19 <sup>th</sup> June 2025 at 1130 hours

6. Bidders/Applicants are requested to get registered on Public Procurement Regulatory Authority (PPRA) **EPAD System** to participate in the aforesaid bidding process.

Manager Procurement National Disaster Risk Management Fund (NDRMF) EOBI House 5<sup>th</sup> Floor G-10/4 Islamabad.

#### SECTION 2. INSTRUCTIOS TO CONSULTANTS

**2.1.** The selection shall be carried out using "**Fixed Budget Method**" Single Stage Two Envelope Procedure under the Public Procurement Rules, 2004 and Consultancy Regulations, 2010. The proposal shall be prepared and submitted in the following manner:

# 2.2 Submission of Technical & Financial Proposals – As per E-Pak Procurement Regulations 2023:-

2.2.1 The Applicants, through EPAD system, shall fill the standard entries of the technical and financial proposals forms and allied sections separately.; However, the Applicants through the system shall encrypt those entries electronically in the form of two encrypted packages with the separate encryption timelines, as configured in the 'system in accordance with the following opening schedule defined in the RFP notice :-

Proposals Submission Date & Time	19 June 2025 at 1100 hours
Technical Proposals Opening Date & Time	19 June 2025 at 1130 hours

2.2.2 The Procuring Agency shall access to the encrypted technical proposal portion through Encrypted Proposal Submission System (EPSS) after lapse of thirty (30) minutes of proposal submission deadline as stated above.

2.2.3 The Procuring Agency shall open the technical proposals at the time and date mentioned in the opening schedule in the presence of the applicants/bidders (who may choose to be present) in accordance with the requirement of Rule 28(2) of the Public Procurement Rules, 2004.

2.2.4 The Procuring Agency shall fill out the entries of the Technical Proposal Opening Sheet generated by the system, and shall post the tender opening sheet and allied record on the system.

2.2.5 After the technical evaluation is completed, the Procuring Agency shall issue the Technical Evaluation Report containing all the information regarding responsiveness or non-responsiveness of the consultant along with the technical scores.

2.2.6 The Procuring Agency shalt access to the encrypted financial proposal portion of the EPSS to the extent of only technically responsive proposals on the time and date configured in the system. The Procuring Agency shall fill out the entries of the Financial Proposal Opening Sheet generated by the system, and shall post the tender opening sheet and allied record on the system. The Procuring Agency shall ensure that the financial proposals remain encrypted in the system which are technically non-responsive, unless specifically required by the Authority for determining any trends or for the purpose of some investigation or inquiry.

#### 2.3 Prices, Taxes and Proposals Validity Period

The price/fee against the services must be quoted in Pakistani rupees including all applicable taxes. Government taxes as per prescribed rates shall be applicable. Proposal Validity period shall be **60 Days.** 

#### 2.4. Language

The Proposals must be prepared in English language.

#### 2.5. Mandatory Documents to be provided by the Applicants with Technical Proposals:

Following documents (MANDATORY) must be provided / attached with Technical Proposal:-

- i. Proposal must contain Proposal Securing Declaration as per Section-5
- ii. Copy of tax registration and proof of ATL.
- iii. An affidavit on judicial stamp paper to the effect that the applicant has never been blacklisted by any Government/semi-government organization or international donor agency.
- iv. Copies of Qualification and experience certificates in support of the technical qualification of the applicant as required under clause 2.9.3
- v. Undertaking that the information provided are correct and nothing is concealed.

#### 2.6. Disqualification

Proposals are liable to be rejected if:-

- i. Proposals are found conditional or incomplete in any respect.
- ii. There is any deviation from the Instructions to Consultant.
- iii. Multiple rates are quoted.
- iv. Proposal made through Fax / E-mail / Cable / Telex.
- v. If the applicant was found to have any conflict of interest as per Public Procurement Rules.

#### 2.7. Rights Reserved

NDRMF reserves full rights to accept or reject any or all Proposals, as per Public Procurement Rules.

#### 2.8. Assignment schedule

The consultant after award of contract shall provide services as outlined in Term of Reference (ToRs) till completion of the contract. Duration of assignment is 35 working days from the date of signing of contract. Terms of Reference (TORs) are provided under **Section-4** of RFP document.

#### 2.9. Selection under Fixed Budget

2.9.1 The total available budget for this Fixed-Budget assignment is: <u>Rs. 2,000,000/- Lump-sum (inclusive of applicable taxes)</u>. Proposals exceeding the total available budget will be rejected. Applicants shall provide separately, their best technical and financial proposals via EPAD within the budget. Furthermore, the applicants shall provide breakdowns of their costs through SECTION-3 FINANCIAL PROPOSAL - STANDARD FORM.

2.9.2 All proposals that exceed the indicated budget shall be rejected and the applicant who has submitted the highest ranked technical proposal among the rest shall be selected and invited to discuss further details for concluding the contract.

#### 2.9.3 Evaluation of Technical Proposals

The technical Proposals shall be evaluated as per criteria mentioned below. <u>The mandatory</u> documents as per Para-2.5 must be attached with technical proposals. The financial proposal of only technically qualified applicant(s) shall be opened.

Sr. No	Criterion	Max. Marks
Α	Qualification & Experience	60
A-1	Master's degree or equivalent in economics, commerce, financial management, development economics, or any relevant field, from HEC recognized university / institution. (Copy of degree must be provided)	10
A-2	Minimum fifteen (15) years of experience out of which at least five (05) years of similar experience in development sector organizations in public or private sector. ( <i>Provide the documentary evidence to establish said</i> <i>experience</i> )	30
A-3.	<ul> <li>Prior experience of working with donor agencies on similar assignments.</li> <li>(Provide the documentary evidence to establish said experience)</li> </ul>	20
В	Assessment of Knowledge & Skills [(to ascertain candidate's performance on the following parameters face to face interaction will also be conducted (if required)]	40
B-1	Knowledge of project development, economic and financial aspects of the projects, and performance evaluation.	30
B-2	Strong report writing and presentation skills.	10
	Total (A+B)	100

The minimum technical score required to pass is: 70

#### 2.10. CLARIFICATION OF THE TENDER DOCUMENT

The prospective applicants may solicit clarification of the RFP Document or other quarries related to the assignment at <u>muhammad.asif@ndrmf.pk</u>, within Seven (07) days of issuance of RFP in writing/email. The clarification and its replies will be shared with all prospective applicants through their official emails. Late and irrelevant queries will not be entertained.

#### SECTION-3 FINANCIAL PROPOSAL - STANDARD FORM

#### Financial Proposal

Name of Applicant:	
Assignment Name:	

Description	Cost
Decomption	Pak. Rupees
Cost Breakup	
(1) Remunerations :	
1.1- Daily rate	
1.2- Total remuneration/rates for the period of 35 working days	
(2) Out-of-Pocket Expenses	
Total Cost (Remuneration + Out-of-pocket expenses)	
Indirect Local Tax – (will be discussed and finalized at the negotiat	ions)
Applicable Indirect Tax (GST)	
Total Cost- Lump-sum (including applicable taxes)	

#### Notes:-

- i- Lump-Sum contract assignment is being followed, therefore, the information to be provided in this Form shall only be used to demonstrate the basis for calculation of the Contract ceiling amount.
- **ii-** The total lump-sum contract cost must be inclusive of all remuneration and reimbursable costs along with applicable indirect taxes and shall be paid to the Consultant as per Payment Schedule provided in the TORs. Besides, no other out-of-pocket expenses will be admissible under the contract.

#### SECTION-4 TERMS OF REFERENCE (TORS) Terms of Reference (Consultant Expert)

Project:	Pakistan: National Disaster Risk Management Fund			
Expertise:	Economic & Financial Analysis Specialist Contract Type: Deliverable Based			
Source:	National Category: Independent			
Total Duration:	35 Working days			
Reports to:	Manager DRR, Project Operation Group Location Work)			

#### Background:

The National Disaster Risk Management Fund (NDRMF) is a not-for-profit company incorporated with the Securities and Exchange Commission of Pakistan, under Section 42 of the Companies Act 2017. It is a government-owned non-banking financial intermediary with a corporate structure. NDRMF is working for reducing the socio-economic and fiscal vulnerability of the country and its population to natural hazards by prioritizing and financing investments in disaster risk reduction and preparedness that have high economic benefits, taking into account climate change, as well as disaster risks and their impacts. The NDRMF will also support disaster risk financing component execution and associated insurance industry linkages to develop markets for the transfer of residual risks that cannot be mitigated. Therefore, NDRMF provided funding assistance to government and non-government Fund Implementing Partners (FIP) in the domain of DRR. The FIPs have completed the first and second phase of Project (list provided in the annex).

#### Scope of Work

The Economic & Financial Analysis Specialist will act as a technical resource to recalculate and make comparison of pre and post economic and financial aspects of projects implemented and calculate EIRR and other related parameters based on well-defined sector-specific modules and prevailing industrial practices. He/she will work under the direct supervision of the Manager DRR. Consultancy will be deliverable based.

Assess the efficiency of investment in projects by recalculating the economic internal rates of return (EIRRs) and conducting its sensitivity analysis or assessing other cost-effectiveness measures if an EIRR is not available. Provide methodologies and justifications for the economic calculations in an appendix. Compare the recalculated EIRRs with the EIRRs calculated in the RRP. If there is a discrepancy between the EIRRs, analyze the reasons for the discrepancy.

#### **Detailed Tasks**

- 1. Conduct economic analysis of the projects in accordance with the NDRMF and respective donor's guidelines on Economic Evaluation of the Projects, and calculate EIRR for each of the project at the completion of the scheme.
- 2. Assess the efficiency of investment in projects by recalculating the economic internal rates of return (EIRRs) and conducting its sensitivity analysis or assessing other cost-effectiveness measures if an EIRR is not available. Provide methodologies and justifications for the economic calculations in an appendix. Compare the recalculated EIRRs with the EIRRs calculated in the RRP. If there is a discrepancy between the EIRRs, analyze the reasons for the discrepancy.
- 3. Propose suggestions for improvement for already in place modules and methodologies;

- 4. Present the Economic and Financial Analysis (Pre and Post Completion). Pre project implementation EIRR would be provided by NDRMF.
- 5. Submit a comprehensive report of the Economic and Financial analysis (EIRR) of the projects provided in the **Annex A** (25 Projects)
- 6. Presentation on the Economic and Financial Analysis of the projects

#### **Deliverables:**

The Consultant will furnish the following in a timely manner:

Sr No.	Deliverable	Tentative Time Period (starting from signing of the Contract)	Payment Milestone
(i)	Inception report (including methodology) on Economic Analysis of Project Proposals (post implementation of the projects)	07 Working days	20% upon approval of inception report
(ii)	Draft Report (including Excel Sheets of the Economic Evaluations – with complete Guiding Notes for better understanding, and dully verified and signed reports along with the suggestions for improvement in already in placed modules and methodologies)	20 working days	40% upon approval of draft report
(iii)	Final Report on Economic and Financial Analysis (EIRR) of the Projects	08 working days	40% upon approval of Final Report

### Annex A: List of Projects for Post Project Economic and Financial Analysis

		Type of Intervention	
Sr. #	Project Name	FIP Name	
1	Resilient and Adaptive Population in Disaster	IRP	Flood Protection Structures, Building Retrofitting Drought Mitigation Structures Early Warning System
2	Promoting Integrated Mountain Safety in Northern Pakistan (PIMSNP) - I	JV AKPBS & AKF	Flood Protection Structures Building Retrofitting Early Warning System
3	Establishment of GB Rescue Services (Rescue 1122) at all Districts of GB	Rescue 1122 - GB	Emergency Rescue Services Equipment's
4	Building Resilience by Strengthening the Community through inclusive Disaster Risk Management	МАР	Flood Protection Structures Drought Mitigation Structures
5	Land Slides Control, Management and Mitigation along Major Roads in Poonch, AJK	C&W Department, AJK	Land Stabilization
6	From Vulnerability to Resilience (V2R) - AJK	PRCS	Flood Protection Structures Land Stabilization Structures
7	Recoupment of Damaged T-head Spur along Agani Akil Loop Bund- Larkana	Irrigation Department, Sindh	Flood protection Structures
8	Providing Stone Apron, Stone Pitching and Earth Work along LS Bund- Dadu	Irrigation Department, Sindh	Flood Protection Structures
9	Rehabilitation of Hajipur Gujran Flood Protection- Narowal	Irrigation Department, Punjab	Flood Protection Structures
10	Restoration of Jalala Flood Protection Bund – Narowal	Irrigation Department, Punjab	Flood Protection Structures
11	Protection of Villages Abadies against Irrigation		Flood Protection Structures
12	Rehabilitation of Old DEG Nullah from Deg Diversion Channel – Sheikhupura	Irrigation Department, Punjab	Flood Protection Structures
13	Strengthening & Disaster Preparedness of Operational Districts of Emergency Rescue Services – KP	Rescue 1122-KP	Emergency Rescue Services Equipment's
14	Strengthening & Disaster Preparedness of Operational Districts of Emergency Rescue Services – KP, Phase II	Rescue 1122-KP	Emergency Rescue Services Equipment's
15	Strengthening & Disaster Preparedness of Operational Districts of Emergency Rescue Services – KP, Extension I & II	Rescue 1122-KP	Emergency Rescue Services Equipment's
16	Promoting Integrated Mountain Safety in Northern Pakistan (PIMSNP) - II	JV AKPBS & AKF (Agha Khan Foundation)	Flood Protection Structures Building Retrofitting, Early Warning System

17	Building Resilience of Damaged Flood Mitigation Structures along River Indus in Sindh Province	Irrigation Department, Government of Sindh	Flood Protection Structures
18	Restoration & Rehabilitation of Flood Damaged Water Conservation Structures in Irrigation Division Quetta	Irrigation Department, Government of Balochistan	Water Conservation Structures
19	Restoration/Rehabilitation of Flood Protection Structures and Water Conservation Structures in District Pishin	Irrigation Department, Government of Balochistan	Flood Protection Structures Water Conservation Structures
20	Building Resilience of Damaged Flood Mitigation Structures along River Indus in Sindh Province (Phase - II)	Irrigation Department, Government of Sindh	Flood Protection Structures
21	Rehabilitation / Strengthening of Water Conservation Structures, Flood Protection Schemes in District Killa Abdullah and Naseerabad	Irrigation Department, Government of Balochistan	Flood Protection Structures Water Conservation Structures
22	Promoting Integrated Mountain Safety in Northern Pakistan (PIMSNP - III)	JV AKPBS & AKF (Agh Khan Foundation)	Flood Protection Structures Early Warning System
23	Resilient and Adaptive Population in Disaster (RAPID - II)	Islamic Relief Pakistan (IRP)	Flood Protection Structures
24	Building Resilience by Strengthening the Community through inclusive Disaster Risk Management - II	МАР	Flood Protection Structures
25	Pakistan National Emergency and Response Plan for COVID-19	NDMA	PPEs and Medical Emergency Equipment's

# **SECTION 5**

# **Proposal Securing Declaration**

[The Consultant shall fill in this Form in accordance with the instructions indicated.]

Date: [insert date (as day, month and year)] Proposal No.: [insert number of Proposal process] Alternative No.: [insert identification No if this is a Proposal for an alternative]

To: [insert complete name of Procuring Agency]

I the undersigned, declare that:

I understand that, according to your conditions, Proposals must be supported by a Proposal Securing Declaration.

I accept that I will automatically be suspended from being eligible for Bidding in any contract with the Procuring Agency for the period of time as determined by the Authority if we are in breach of our obligation(s) under the Proposal conditions, because we:

- (a) have withdrawn or modified our Proposal during the period of Proposal Validity specified in the Form of Proposal;
- (b) Disagreement to arithmetical correction made to the Proposal price; or

(c) having been notified of the acceptance of our Proposal by the Procuring Agency during the period of Proposal Validity, (i) failure to sign the contract if required by Procuring Agency to do so or to comply with any other condition precedent to signing the contract specified in the RFP Documents.

I understand this Proposal Securing Declaration shall expire if I am not the successful Service Provider, upon the earlier of (i) our receipt of your notification to us of the name of the successful Service provider; or (ii) twenty-eight (28) days after the expiration of our Proposal.

Signed: [insert signature of person whose name and capacity are shown] In the capacity of [insert legal capacity of person signing the Proposal Securing Declaration]

Name: [insert complete name of person signing the Proposal Securing Declaration]

Dated on	day of	 	 [insert	date	of
signing]					
Seal (where appropriate)					

# SECTION-6 STANDARD FORM OF CONTRACT

# Lump-sum

### CONTRACT FOR INDIVIDUAL CONSULTANT'S SERVICES (INDIVIDUAL CONSULTANT)

### Lump-sum Based

Contract No. # : NDRMF/POG/EFA/2025/01

Consulting Services

: Consultant - Economic & Financial Analysis Specialist

Client/Implementing Agency

: National Disaster Risk Management Fund

Country

: Pakistan



NATIONAL DISASTER RISK MANAGEMENT FUND (A Company set up under Section 42 of Companies Act, 2017)

#### CONTRACT AGREEMENT

#### Individual Consulting Services

Lump-sum based Contract

THIS CONTRACT ("Contract") is entered on this --- day of the month of --, **2025** by and between **National Disaster Risk Management Fund** (hereinafter shall be referred to as "Fund") having its principal place of business, at 5<sup>th</sup> Floor, EOBI House, Mauve Area, G-10/4, Islamabad, and **Mr.** -----(hereinafter shall be referred to "the Consultant") residing at ------[CNIC No.-----].

**NOW THEREFORE THE PARTIES** hereby agree as follows:

-		
1.	Services	The Consultant shall perform the services specified as assigned by the Fund during the contract agreement.
2.	Term	The Consultant shall perform the Services, commencing from,2025 ended at completion of <b>35 working days</b> or any other period as may be subsequently agreed by the parties in writing.
3.	Payments	<ul> <li>A. <u>Ceiling</u></li> <li>For Services rendered pursuant to Annex A, Fund shall pay the Consultant an amount not to exceed a ceiling of Pak. Rs/- (Pak. Rs. Four Million only) (Inclusive of taxes applicable on Consulting Services). This amount has been established based on the understanding that it includes all of the Consultant's costs as well as any tax obligation that may be imposed on the Consultant. The payments made under the Contract specified in Annex B viz. "Payment Schedule".</li> <li>Maximum contract celling shall be PKR/- (PKRonly) which includes Remuneration &amp; Out of Pocket expenses as per Annex B viz "Payment Schedule"</li> <li>B. <u>Payment Conditions</u></li> <li>Payment shall be made in Pak. Rs. not later than thirty (30) days following submission of invoices to the Coordinator designated in paragraph 4, subject to approval of the respective deliverable".</li> </ul>
4.	Project Administration	A. <u>Coordinator</u> The Fund designates as Fund's Coordinator for the given functions. The Coordinator shall be responsible for the coordination of activities under this Contract, besides acceptance and approval of the reports and other deliverables by the Consultant besides, obtain approvals from the Competent Authority. The Consultant shall be responsible for the coordination and performing activities under the Contract, as instructed by the Fund's designated Coordinator.

		B. <u>Records and Accounts</u>		
		The Consultant shall keep accurate and systematic records and accounts in respect of the Services, which will clearly identify all charges and expenses. The Fund reserves the right to audit, or to nominate a reputable accounting firm to audit, the Consultant's records relating to amounts claimed under this Contract during its term and any extension, and for a period of three months thereafter.		
		The Consultant shall permit the Fund to inspect all accounts, records and other documents relating to this contract		
5.	Performance Standard	The Consultant undertakes to perform the Services with the highest standards of professional and ethical competence and integrity.		
6.	Confidentiality	The Consultants shall not, during the term of this Contract and after its expiration, disclose any proprietary or confidential information relating to the Services, this Contract or the Fund's business or operations without the prior written consent of the Fund.		
7.	Ownership of Material	Any studies, reports or other material, graphic, software or otherwise, prepared by the Consultant for the Fund under the Contract, shall belong and remain the property of the Fund. The Consultant may retain a copy of such documents and software with written approval of the Fund.		
8.	Consultant not to be engaged in certain activities	The Consultant agrees that, during the term of this Contract and after its termination, the Consultants and any entity affiliated with the Consultant, shall be disqualified from providing goods, works or services (other than the Services or any continuation thereof) for any project resulting from or closely related to the Services.		
9.	Insurance	The Consultant shall be responsible for taking out any appropriate insurance coverage.		
10.	Assignment	The Consultant shall not assign this Contract or subcontract or any portion of it without the Fund's prior written consent.		
11.	Law governing contract and language	The Contract shall be governed by the laws of Islamic Republic of Pakistan, and the language of the Contract shall be English.		
12.	Dispute Resolution	Any dispute arising out of this Contract, which cannot be amicably settled between the parties, shall be referred to adjudication/arbitration in accordance with the Arbitration Act of 1940 in accordance with laws of the Islamic Republic of Pakistan.		
13.	Termination	By Fund         The Fund may terminate this Contract by not less than fourteen         (14) days written notice to the Consultant to be given after the occurrence of any of the events specified below:         a)       If the Consultant does not remedy a failure in the performance of his/her obligations under the Contract,		

			within <b>fourteen (14)</b> days after being notified or within any further period as the Fund may have subsequently approved in writing;	
		b)	If, as the result of Force Majeure, the Consultant is unable to perform a material portion of the Services for a period of not less than <b>fourteen (14)</b> days;	
		C)	If the Consultants, in the judgment of the Fund, has engaged in corrupt or fraudulent practices in competing for or in executing the Contract; or	
		d)	If the Fund, in its sole discretion, decides to terminate this Contract.	
	By Consultant			
		The Consultant may terminate this Contract, by not less t <b>fourteen (14)</b> days' written notice to the Fund, such notice to given after the occurrence of any of the events specified as follows:		
		a)	If the Fund fails to pay any monies due to the Consultant pursuant to this Contract and not subject to dispute pursuant to Clause 12 within <b>fourteen (14)</b> days after receiving written notice from the Consultant that such payment is overdue; or	
		b)	If, as the result of Force Majeure or incapacity, the Consultant is unable to perform a material portion of the Services for a period of not less than <b>fourteen (14)</b> days.	
14.	Modifications or variations	a)	Any modification or variation of the terms and conditions of this Contract, including any modification or variation of the scope of the Services, may only be made by written agreement between the Parties. However, each Party shall give due consideration to any proposals for modification or variation made by the other Party.	
15.	Relationship	The parties are independent contractors to each other. Nothing in this Agreement shall be constructed to create a partnership, joint venture or agency relationship between the parties.		

FOR AND ON BEHALF OF THE FUND FOR THE CONSULTANT/INDVIDUAL

**Bilal Anwar** CEO

[-----] as Consultant

#### List of Annexes

Annex A: Terms of Reference

Annex B: Payment Schedule