

INVESTMENT STANDARDS AND PROCEDURES **(TRANSMISSION AND DISTRIBUTION) RULES, 2014**

In exercise of the powers conferred under section 32 read with section 46 of the Regulation of Generation, Transmission and Distribution of Electric Power Act, 1997 (XL of 1997), the National Electric Power Regulatory Authority, with the approval of the Federal Government, is pleased to make the following Rules namely :—

PART - I

SHORT TITLE, COMMENCEMENT, DEFINITIONS, PURPOSE AND SCOPE

1. Short title and commencement. – (1) These Rules may be called the National Electric Power Regulatory Authority Investment Standards and Procedures (Transmission and Distribution) Rules, 2014.

(2) These Rules shall come into force at once.

2. Definitions. – (1) In these Rules, unless there is anything repugnant in the subject or context,—

- a) ‘Act’ means the Regulation of Generation, Transmission and Distribution of Electric Power Act (XL of 1997).
- b) ‘Applicable Documents’ means the Rules and regulations issued in pursuance of the Act by the Authority, from time to time, relating to the generation, transmission and distribution licences, the grid and distribution codes and any other documents, instruments, approvals or authorizations issued or granted by the Authority in exercise of its power under the Act.
- c) ‘Authority’ means the National Electric Power Regulatory Authority (NEPRA) established under Section 3 of the Act.
- d) ‘Communication’ means any information, comment, data, filing, summary, written statement, Representation, pleadings, correspondence, or evidence filed with the Registrar, the presiding officer or the Authority in connection with any proceedings.
- e) ‘Consumer’ means a person or his successor-in-interest who purchases or receives electric power for consumption and not for delivery or re-sale to others, including a person who owns or occupies premises where electric power is supplied.
- f) ‘Distribution Code’ means the Distribution Code prepared by the distribution licensee covering all material, technical, design, planning, development, operational,

maintenance and other aspects relating to the distribution system with such details and particulars as may be specified by the Authority in the distribution licence.

- g) 'Emergency Investment' means investment aimed at maintaining continuity of supply to a maximum number of consumers in the event that supply has been interrupted due to equipment failure or system faults due to natural elements.
- h) 'Grid Code' means the Grid Code prepared by the national grid company or in the absence of the national grid company by the transmission licensees pursuant to the transmission licences and approved by the Authority, as from time to time revised with the approval of the Authority.
- i) 'Investment' means the construction, expansion, rehabilitation, augmentation, reinforcements, installation, up gradation or extension of a Network Asset.
- j) 'Investment Cost' means costs of transmission and/or distribution of electricity defined as the total direct and indirect costs of the transmission and distribution network.
- k) 'Licence' means a licence issued for generation, transmission and distribution under the Act.
- l) 'Licensee' means a holder of a licence.
- m) 'Motion' means any or, if so directed by the Authority, written application in relation to any matter of procedure under these rules.
- n) 'Network Asset' means electrical plant and equipment used for delivery of electricity at voltages of eleven (11) kilo volts or above including but not limited to electrical lines, circuits, transformers and substations.
- o) 'Petition' means a petition made to the Authority for the determination, modification or revision of investment plans.
- p) 'Pleadings' means the petition, the replies to the petition, the intervention request, the reply of intervention request and rejoinders to replies.
- q) 'Presiding Officer' means the presiding officer appointed by the Authority, for the purpose of these Rules, where the context so admits, shall also means the Authority.
- r) 'Proceedings' means the entire process commencing from the date of filling of petition with the Registrar or, where the Authority initiates the process of approval of investment plans, the date of such initiation by the Authority, and ending on the date

the Authority grants its final decision on a petition, and shall include any stage during the proceedings.

- s) 'Registrar' means a person designated by the Authority to register and record the receipt of communications and petitions filed with the Authority and to perform such other duties under these rules as may from time to time be assigned by the Authority.
 - t) 'Return on Investments' mean returns earned on investments in the transmission and distribution network.
 - u) 'Rules' means Investment Standards and Procedures (Transmission and Distribution) Rules, 2014.
 - v) 'Tariff' means the rates, charges terms and conditions for generation of electric power, transmission, inter-connection, distribution services and sales of electric power to consumers by a licensee.
 - w) 'Transmission and/or Distribution Network' means transmission and/or distribution network comprises and be designated as electric lines, cables, and transformer substations and other plant and equipment operating in transmission and/or distribution plant and equipment as defined in the Act, Grid and Distribution Codes.
- (2) Words and Expressions used but not defined in these Rules shall have the same meaning as defined in the Act.

3. Purpose. – (1) These Rules describe the procedures, principles, standards and policies followed by the Authority for the approval and verification of investments in the Electricity Transmission and/or Distribution. These Rules set out the information requirements of the Authority in its assessment of the investment obligations of transmission and/or distribution licensees. These Rules also explain and set out the stages of investment process and set out the key performance indicators that the Authority will apply in the verification of investment by Licensees.

(2) These Rules additionally therefore set out the criteria and conditions for approval applied by the Authority in determining which investments shall qualify for a return on investment.

4. Scope. – (1) The aim of the Rules is to give greater clarity, transparency and consistency to the investment verification policies and practices of the Authority and therefore give effect to the role that investment plays in meeting the challenges of power sector.

PART - II PROCEDURE

5. Filing of Petition. – (1) Any licensee may submit a petition of investment plans with the Authority by filing it with the Registrar.

(2) Licensees shall, in accordance with these Rules, plan for and implement investments in the electricity transmission and/or distribution. Investments undertaken should take into consideration the planned generation growth and new consumers as well as develop and implement robust, safe and reliable networks in a manner and at all times as mandated by the Authority. It follows that licensees will undertake routine investments for purposes of sustaining the reliability, enhancement and expansion of the Grid through undertaking routine and emergency investments.

(3) The Licensee shall submit a petition to the Registrar for obtaining prior approval of the Authority for schemes involving major investments as per the procedure as laid down in these Rules and demonstrate to the satisfaction of the Authority.

(4) A petition submitted under sub-rule (1) shall:

- a) State the name and address of the petitioner and the grounds and the facts giving rise to the petitioner's interest forming the basis of the petition and other relevant details of the licensee as may be determined by the Authority from time to time;
- b) Be accompanied with such information and be in accordance with **Schedule – I** or as may be specified by the Authority from time to time;
- c) State the need for the major investment in the transmission and/or distribution system which the Licensee proposes to undertake;
- d) State the economic, technical and environmental aspects of all viable alternatives to the proposal for investing in or acquiring new transmission and/or distribution system assets to meet such need; and
- e) State all possible avenues and sourcing funds in the most efficient and economical manner.

(5) The Registrar shall examine the contents of the petition in order to satisfy himself of the conformity thereof with the provisions of sub-rule (4), and —

- a) Shall return the petition to the petitioner with directions to amend and re-file the petition in accordance with the provisions of sub-rule (4), if the petition is found by the Registrar not to be in conformity with sub-rule (4), provided that, no petition shall be returned after the expiry of thirty (30) days of filing thereof with the Registrar; or

- b) Where the petition is found to be in conformity with the requirements of sub-rule (4), shall accept the petition and endorse thereon a stamp acknowledging the filing along with the number given thereto in the Register.

Provided that, where a petition is re-submitted by the petitioner and the Registrar is not satisfied of the conformity thereof with sub-rule (4), the Registrar shall place the petition before the Authority for directions which shall be made by the Authority not later than fifteen (15) days of the date of re-submission thereof by the petitioner. The Authority may return a petition on the grounds of any defect therein with the directions, to the petitioner, to amend and re-submit the petition in accordance with the directions of the Authority.

(6) All petitions shall be deemed to be submitted on the date of submission thereof with the Registrar, and where re-filed in accordance with the provisions of sub-rules (4) and (5), on the date the Registrar or the Authority, as the case may be, accepts the filing thereof. A communication shall be deemed to be filed on the date on which it is filed with the Registrar.

(7) The Licensee shall submit a five year rolling investment plan to the Authority in respect of the investments the licensee proposes to undertake subject to annual review by the Authority in the light of previous financial year actual investment viz-a-viz the approved investment plan.

(8) The Licensee shall invite and finalize tenders for procurement of equipment, material and / or services relating to such major investment, in accordance with a transparent, competitive, fair and reasonable procedure as may be specified by the Authority and/or as specified by Pakistan Procurement Regulatory Authority (PPRA) from time to time.

(9) The Licensee's investment plan must be submitted to the Authority ten (10) months prior to the commencement of the respective financial year.

(10) The Authority may prescribe the format of the investment plans to be submitted by the Licensee from time to time.

(11) Assets in the investment plan shall be categorized first by their strategic purpose such as construction, expansion, rehabilitation, augmentation, reinforcements, installation, up gradation or extension of the transmission and/or distribution system.

(12) Investment plans shall be submitted in both hard and soft copy in a legible and comprehensible format prescribed by the Authority.

(13) The Licensee shall not undertake an investment unless approved by the Authority.

(14) Notwithstanding the provisions as above, an investment plan shall include information relating to:-

- a) The expansion or reinforcement of the licensee's transmission and/or distribution network;
- b) The licensee's transmission and/or distribution networks accommodation of anticipated electricity generation plants and equipment including the number and capacity in MW of generation connections anticipated over the investment period; and
- c) An indication of funding sources, including but not limited to shareholders equity, debt, retained earnings, grants, concessional financing.

6. Emergency Investments. – (1) The Licensees may apply for supplementary and emergency Investments subject to the approval by the Authority. The approval of supplementary and emergency investment plans shall be approved, to the extent reasonable, in accordance with the procedures and practices detailed for the approval of investments.

(2) Emergency investments shall meet the existing criteria for approval of investments before they can be approved by the Authority.

7. Admission of Petition. – (1) As soon as may be, but no later than fourteen (14) days of the date of filing of the petition, as provided under Rule 5 sub-rule 5(b), it shall be placed before the Authority for admission.

(2) The Authority may call for submission by the petitioner of any further supporting communication within the time specified for the purpose of admission of the petition, and the Authority shall not be required to entertain or admit any petition until such time that such supporting communication is furnished.

(3) The Authority may admit the petition for hearing without requiring attendance of the petitioner.

(4) The Authority shall not pass an order refusing admission without giving the petitioner an opportunity of being heard of making a written representation.

(5) In case the Authority admits the petition, it may give such orders and directions for the service of notices to —

- a) the respondents and other parties affected or interested, which in the opinion of the Authority are likely to be affected or interested; and
- b) to persons who, by reason of their calling or expertise, may be of assistance to the Authority in arriving at a just and informed decision, for filing replies or communications in opposition or in support of the petition in such form as the

Authority may direct, or for purposes of expeditious and efficient conduct of the proceedings.

(6) The Authority may, if deemed appropriate, also direct the advertisement by publication of the title and brief description of the petition in any one or more newspapers specified for the purpose by the Authority. Such publication shall also contain a notice of the availability of a copy of the petition at the office of the Authority upon payment of fee determined for the purpose by the Authority.

(7) The Authority may, while admitting a petition, allow the immediate application of the proposed emergency investment plans subject to requirements for the protection of consumers.

8. Hearings by the Authority. – (1) At the time of admission of petition, the Authority shall also determine whether a hearing is required to arrive at a just and informed decision. For the purposes of making such an order, the Authority may (i) administer discoveries and interrogatories to any person; (ii) make information directions; or (iii) require the appearance of any person.

(2) In case the Authority orders a hearing, the Authority shall fix the date of hearing for the parties to present written or oral arguments on the basis of the pleadings. The Authority may also frame the issues over which the parties may be allowed to address arguments and present evidence before the Authority and the Authority may decide as to which issues may be allowed to be addressed during the course of the hearing. In framing the issues, the Authority may exclude one or more issues or matters raised or stated in the pleadings, and may also include additional issues or matters not raised in the pleadings.

(3) In case the Authority determines not to hold a hearing, it shall inform the parties of its decision. The parties shall, not later than ten (10) days of receiving the notice as aforesaid, file with the Registrar the detailed evidence referred to in the summaries of evidence.

(4) In case the Authority orders a hearing, the date of hearing shall also be specified in the notice of admission, provided that, once hearing in the proceedings has commenced, the notice of the next date of hearing may be of any period as determined by the Authority and may be announced by the Authority at the time of adjournment of the hearing or notices may be given to the parties.

(5) A hearing may be conducted by only one member of the Authority who shall be designated as the presiding officer, by the Authority for the purpose, provided that the final decision or determination in the proceedings shall be taken by the Authority on the basis of the recorded in the proceedings.

9. Decision of the Authority. – (1) The Authority shall, while considering the investment petition filed by the licensee, and while taking any decision, taking into account the following principal objectives:

- a) The Licensees' investments in transmission and/or distribution system shall be reasonable, nondiscriminatory and promote the security and reliability of supply.
- b) The sequencing of investments by a Licensee shall be technically and financially feasible and sustainable and shall be consistent with the upcoming generation plan.
- c) The Licensee's investment plans shall include sufficient detail to allow effective monitoring by the Authority.
- d) The Licensee's investment plans shall be consistent with the Act and applicable documents.
- e) The implications and source of funding of the licensee's investment in the transmission and/or distribution and their tariff determined by the Authority.
- f) Any other objective as determined by the Authority to give effect to the provisions of the Act.

(2) The Authority shall also examine the contents, submitted by the Licensee, of the investment plans including but not limited to:

- a) Current assessment of the licensees network;
- b) The magnitude and time line for construction, expansion, rehabilitation, augmentation, reinforcements, installation, up gradation or extension of a Network Asset;
- c) Quality of supply improvements to be achieved by the proposed investments in compliance with the performance standards;
- d) Projected network growth, coverage and access to electricity;
- e) Financing plan and capital expenditure required to achieve the proposed investments;
- f) Operation and maintenance expenses the licensee expects to incur in respect of the proposed investment;
- g) Targets and calculated direct benefits to be achieved and accruing to consumers by the proposed investments;

h) Justification of technical and financial sequencing; and

i) Any other matter as may be required by the Authority to be included in the investment plan.

(3) The Decision of the Authority in respect of the licensee's investment plan shall be communicated within ninety (90) days of the date of submission of the complete information of investment plan.

(4) The Authority may make a decision to: -

a) Approve the licensee's investment plan;

b) Prescribe in accordance with the objectives indicated at Rule 7(2), investments different from those requested for by the Licensee; and

c) Reject the licensee's petition for approval of its investment plan.

(5) The decision of the Authority in respect of sub-rule 2(c) above shall be accompanied by a statement of reasons for the rejection.

10. Review of Authority Decision. – (1) Within ten days of service of a final order, determination or decision of the Authority, a party may file a motion for leave for review by the full strength of the Authority of such final order, determination or decision, as the case may be.

(2) A motion for leave for review shall specify the grounds on which review is sought by the party. Parties to the proceedings shall be afforded a reasonable opportunity, orally or in writing as deemed fit by the Authority, to respond to a motion for leave for review.

(3) The Authority shall act upon a motion for leave for review within ten days of receipts of such motion unless it gives notice to the parties, in writing that a longer period of time will be required and specifies the additional length of time necessary to consider the motion.

(4) The Authority may refuse leave for review if it considers that the review would not result in the withdrawal or modification of the final decision.

(5) The Authority may grant leave for review on such conditions as deemed appropriate by the Authority including, without limitation, the conditions pertaining to any limits on time or additional evidence proposed to be presented in review.

11. Publication of the Final Decision. – (1) A final decision given by the Authority shall be intimated to the Federal Government as soon as may be but in any event not later than

three (03) days after the date of such final decision for the purpose of notification thereof in the official Gazette under sub-section (4) of section 31 of the Act.

12. Incorporation of Investments in Tariff Petition. – (1) The licensee shall incorporate the investments, approved by the Authority under these Rules, in the tariff petition, filed by the licensee, in accordance with the Tariff (Standards and Procedures) Rules, 1998.

(2) In case of multiyear tariff, the licensees' tariff shall be subject to annual review on the basis of actual investments reviewed and approved by the Authority.

PART - III STANDARDS AND GUIDELINES

13. Standards and guidelines. — (1) The Authority may, from time to time, set and issue standards and guidelines regarding the substances or contents of filings to provide assistance to the licensees seeking to file petition and communications. The Authority may hold public hearings in accordance with these rules in the development of standards and guidelines. The licensees filing the petitions and communications shall comply with any and all standards or guidelines issued by the Authority.

(2) The Authority may, at any time, modify, amend or revoke the standards or the guidelines by publishing the proposed modification, amendment or revocation in the official Gazette thirty days in advance of the effective date thereof, provided that, no modification, amendment or revocation shall be effective in respect of any proceedings pending before the Authority at the time such modification, amendment or revocation becomes effective. The Authority shall, before publishing the modification, amendment or revocation in the official Gazette, take into consideration any comments received within the aforesaid period of thirty days.

14. Return on Investments. – (1) Any Investment Plan shall qualify to earn a Return On Investment (ROI).

(2) Network installation will be recognized upgrades of networks and shall qualify for ROI in accordance with Rule 17 sub-rule 3(iii) of the Tariff (Standards and Procedures) Rules, 1998.

(3) Investments shall be de recognized and or written off when they are no longer expected to generate the expected economic benefit or deliver the service to meet the expected standards or when they have been disposed of.

(4) Where installations are disposing of out rightly or damaged through accident, any disposal proceeds or insurance claims shall be netted off the carrying value before imputing the write off allowances to be granted.

15. Compliance with Investment Plans. – (1) Where a licensee fails to comply with the requirements of these Rules or such decision of the Authority made in respect of and pursuant to these Rules, the Authority shall exercise all such necessary proceedings against the licensee as the Authority considers appropriate as provided for in the Act and Applicable Documents.

(2) Where a licensee fails to comply with the provisions of these Rules as prescribed in the provisions above, the Authority may, in addition to exercising its powers set out in the Act and Applicable Documents disallow investments made by the licensee in its investment petition.

(3) Where a licensee fails to submit its investment plan within the time period provided for in these Rules, the Authority may disallow all such investments undertaken by the licensee during the respective financial year.

16. Provision of Information. – (1) The licensee shall be responsible for providing information and relevant supporting documentation in such a form and manner as may be specified by the Authority.

(2) As decided by the Authority, periodical investment reporting and all relevant information must be submitted by not later than fourteen (14) days from the end of the period. Investment for which the relevant information is not fully submitted within the period may be deferred until the next reporting period.

(3) Investments related information shall be submitted within sixty (60) days of the end of the financial year.

(4) Annual Investment submissions relating to a full financial year will be made together with draft financial statements relating to that financial year. Subsequently, Audited Financial Statements must be submitted for the financial year not later than 1st October of the next financial year.

(5) Third party funded assets will not be considered in the investment plans or supplementary approvals.

(6) The licensee must provide a schedule of impaired assets together with the petition for new Investment submissions annually. The Licensee shall submit Audited Financial Statements prior to the investment verification.

(7) The Authority may require written representations from licensee management on all aspects that may be deemed necessary relating to the investment verification work.

17. Monitoring and Verification. – (1) The licensee shall submit investments for monitoring and verification within Thirty (30) days of the end of every financial year.

- (2) Only approved investments shall be submitted for monitoring and verification purposes.
- (3) Investments submitted subject to the provision above MUST be aligned to the approved plan when submissions for return on investment are made. Variances between the approved investment plan and the actual outturn shall be precisely documented.
- (4) Information on actual investments shall be sufficiently detailed to allow monitoring for practical purposes. This will tie in with the measurable targets identified during the approval process. Therefore, measurable progress levels must be communicated at this stage.
- (5) The breakdown of the submission should include the sources of funding.
- (6) All third party funded projects at completion shall be communicated to the Authority for monitoring and verification.
- (7) The verification of investments for which relevant information is not submitted within the prescribed period will be deferred until the next reporting period.
- (8) Reporting on the movement of Assets must be provided in sufficient detail for easy monitoring. Asset movement or disposal reports should be included in regular monitoring information submitted to the Authority.

PART - IV MISCELLANEOUS

18. Extension of time. — (1) Subject to the provision of sub-rule (2) of Rule 9, the Authority may, for good cause shown, extend any time limit as prescribed by these rules or directed by the presiding officer.

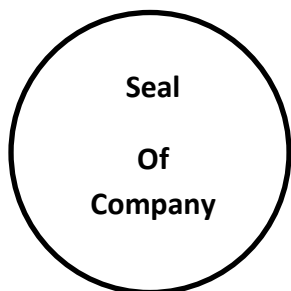
(2) All requests for extension of the time limit shall be made by motion before the expiration of the period originally prescribed or as previously extended.

(3) The Authority shall give notice to all parties of the Authority determination upon the motion made under sub-rule (2).

19. Penalty. — (1) Any licensee who contravenes any of these Rules shall be punishable with fines which may extend to one million rupees and, in the case of a continuing contravention with an additional fine which may extend to five hundred thousand rupees for every day during which such contravention continue after the first contravention.

Schedule-I

1	Name of the Company	
2	Address	
3	Email Address	
4	Licence Number	
5	Name of Project	
6	Location	
7	Authority responsible for:	
i.	Sponsoring	
ii.	Execution	
iii.	Implementation	
8	Plan Provision	
9	Project objectives and its relationship with Sectorial objectives	
10	Description, justification and technical parameters	
11	Capital cost estimates	
12	Annual operating and maintenance cost after completion of the project	
13	Demand and supply analysis	
14	Financial Plan and mode of financing	
15	Project benefits and analysis	
i.	Financial	
ii.	Social benefits with indicators	
iii.	Environment impact	
iv.	Impact of delays on project cost and viability	
16	Implementation schedule	
17	Additional Projects/decisions required to maximize socio-economic benefits from the proposed project	



Signature: _____

Name: _____

Designation: _____

Date: _____

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Instructions to fill in Schedule-I

1. **Indicate name of the company.**
2. **Indicate mailing address of the company.**
3. **Indicate Email address of the company**
4. **Indicate Licence No. granted by the Authority.**

5. **Name of the Project**
Indicate name of the project.

6. **Location**
 - **Provide name of District/Province**
 - **Attach a map of the area, clearly indicating the project location**

7. **Authority responsible for**
Indicate name of the agency responsible for sponsoring, execution, operation and maintenance. Name of the concerned federal ministry be provided.

8. **Plan provision**

Indicate whether the plan is five year rolling plan or emergency plan.

9. **Project objectives**
 - **The objectives of the sector/sub sector as indicated in the plan bereproduced. Indicate objectives of the project and develop a linkage between the proposed project and sectoral objectives.**
 - **In case of revised Projects, indicates objectives of the project, if different from previous.**

10. **Description and justification of project**
 - **Describe the project and indicate existing facilities in the area and justify the establishment of the Project.**
 - **Provide technical parameters and discuss technology aspect of the project.**
 - **Provide detail of civil works, equipment, machinery and other physical facilities required for the project.**
 - **Indicate governance issues of the sector relevant to the project and strategy to resolve them.**

11. Capital cost estimates

- Indicate date of estimation of Project cost.
- Basis of determining the capital cost be provided. It includes market survey, schedule rates, estimation on the basis of previous work done etc.
- Provide year-wise estimates of Physical activities by main components as per following:

Component-wise, year-wise physical activities

Items	Unit	Year-I	Year-II	Year-III	Year-IV	Year-V
A.						
B.						
C.						

- Phasing of Capital cost be worked out on the basis of each item of work as stated above and provide information as per following.

Year-wise/component-wise financial phasing

	Item	Year-I			Year-II			Year-III			Year-IV			Year-V			Total		
		Total	Local	FFC	Total	Local	FFC	Total	Local	FFC	Total	Local	FFC	Total	Local	FFC	Total	Local	FFC
	A																		
	B																		
	C																		
	Total																		

In case of revised Projects, Provide

- Projects approval history, year wise allocations, releases and expenditure.
- Item-wise, year-wise actual expenditure and Physical progress.
- Justification for revision and variation in scope of the project if applicable.
- Item-wise comparison of revised cost with the approved cost and give reason for variation.
- Indicate exchange rate used to work out FEC in the original and revised project.

12. Annual operating cost

- Item-wise annual operating cost for 5 years and sources of financing.

13. Demand supply analysis (excluding science & technology, research, governance & culture, sports & tourism sectors)

- Existing capacity of services and its supply
- Projected demand for ten years
- Capacity of projects being implemented both in the public & private sector
- Supply – demand gap
- Designed capacity & output of the proposed project

14. Financial plan

Sources of financing

a) Equity:

Indicate the amount of equity to be financed from each source

- Sponsors own resources
- Federal government
- Provincial government
- DFI's/banks
- General public
- Foreign equity
- NGO's/beneficiaries
- Others

b) Debt

Indicate the local & foreign debt, interest rate, grace period and repayment period for each loan separately. The loan repayment schedule be also annexed.

c) Grants along with sources

d) Weighted cost of capital

15. (a) Project benefits and analysis

- **Financial:** Income to the project alongwith assumptions.
- **Social:** Quantify benefit to the target group
- **Environmental:** Environmental impact assessment negative/ positive

(b) Project analysis

- Quantifiable output of the project
- Unit cost analysis
- Employment generation (direct and indirect)
- Impact of delays on project cost and viability

16. Implementation of the project

- Indicate starting and completion date of the project
- Item-wise/year-wise implementation schedule in line chart co-related with the phasing of physical activities.

17. Additional projects/decisions required

- Indicate additional projects/decisions required to optimize the investment being undertaken on the project.