

MINUTES OF THE 26TH MEETING OF THE IMPLEMENTATION COMMITTEE
FOR REORGANIZING THE FEDERAL GOVERNMENT
HELD ON 05-03-2020

The 26th meeting of the Implementation Committee was held on 05-03-2020 at 02:00 p.m. in Institutional Reforms Cell (IRC), the P.M. Office. It was chaired by Mohammad Shehzad Arbab, Advisor to the PM on Establishment, Islamabad. The list of the participants is at **Annex-I**. The agenda of the meeting was as under: -

- (i) Briefing on revision / up-dation of PPRA rules
- (ii) Progress update on restructuring of M/o National Health Services, Regulations & Coordination and the classification of following OEs:
 - i. Expanded Program Immunization
 - ii. CUMGF
 - iii. Sheikh Zayed PGMC, Lahore
 - iv. PMDC / PMC?
 - v. FHRA
 - vi. HPSIU
 - vii. Red Crescent
- (iii) Briefing by Finance Division on updated list of SOEs
- (iv) Progress update on devolution of accounting sub-offices to Ministries / Divisions by AGPR, CGA and Finance
- (v) Discussion of creation of new PAOs in the Federal Government: Case of Utility Store Corporation
- (vi) Discussion on categorization of OEs as 'Constitutional Bodies'

2. The meeting started with the recitation from the Holy Quran.

Agenda Item No.I Briefing on revision / updation of PPRA rules

3. The representatives after giving the background of the proposed amendments stated that there are two amendments that have been proposed in the PPRA Ordinance, 2002 and thirteen in PPRA Rules. Besides this, three (03) amendments have also been proposed under P for R Program of World Bank in PPRA Rules. While giving the details of amendments in the Ordinance, he stated that the definition of "Public Procurement" (Section 2 (l) of the

Ordinance, 2002) and “goods” (Section 2(e) *ibid*) has been revised with the purpose of making it elaborate and expansive. He also stated that the definition of “disposal” and “public assets” has also been added in the array of definitions. He further stated that sub section (h) & (j) of Section 5 of Ordinance has also been amended. He further said that after Section 20 of the ordinance, a new section (20-A) has been inserted that elaborates a new mechanism for grievance redressal. They also gave the details of proposed amendments in Public Procurement Rules (**Annex-II**). The proposed revisions were discussed in detail.

Agenda Item No.II Progress update on restructuring of M/o National Health Services and the classification of OEs:

4. The discussion on the agenda was deferred as no representative participated from the Ministry.

Agenda Item No.III Briefing by Finance Division on updated list of SOEs

5. The representative of the Finance division stated that in 2013-14, the data regarding SOEs was compiled according to which the total number of the entities was 204 with the following breakup:

Development Finance Institutions	8
Federal Authority	10
PSC (commercial)	138
PSC (non-commercial)	46

He further stated that new sectoral distribution has also been devised including the following sectors:

- | | |
|-----------------------------------|---|
| 1. Oil & Gas | 5. Real Estate Development & Management |
| 2. Power | 6. Wholesale, Retail, & Marketing |
| 3. Finance | 7. Infrastructure, Transport & Communications |
| 4. Metals, Mining & Manufacturing | 8. Miscellaneous |

Furthermore, the subsidiaries have now been excluded and the list has been revised with the distribution into commercial and non-commercial having as 88 and 55 entities respectively (**Annex-III & Annex-IV**). He apprised the committee about the overall profile of these entities during 2017-18 as under and also showed separately the lists of entities making losses and profits respectively (**Annex-V & VI**).

Agenda Item No.IV Progress update on devolution of accounting sub-offices to Ministries / Divisions by AGPR, CGA and Finance

7. The representatives of the Finance Division, CGA and AGPR apprised the Committee about the devolution of Accounting Sub Offices to the Ministries / Divisions enabling them to make the payment inside divisions. They also informed that the scheme is cost neutral and will be gradually rolled out. The Committee was satisfied with the pace of progress and accordingly gave some directions.

Agenda Item No.V Discussion of creation of new PAOs in the Federal Government: Case of Utility Store Corporation

8. The representative of the Finance Division apprised the Committee that at present there are 72 PAOs and the proposal to make heads of large autonomous bodies PAOs like Utility Stores Corporation is being considered. MD USC emphatically supported the proposal and requested that such a decision will greatly improve the functioning of large government entities. He further elaborated that currently Secretary Industries is the PAO for more than 30 large government entities and it is physically not possible for him to take care of all these responsibilities in an effective manner. The Committee observed that it is a right step that will make the business smooth and efficient. However, it recommended that the creation of new PAOs will not be done across the board and instead a case to case approach will be followed. The Committee also recommended revisiting the composition of DAC in the changed scenario. Representatives from the AGPR and CGA also agreed with the proposal.

Agenda Item No.VI Discussion on categorization of OEs as 'Constitutional Bodies'

9. The discussion on the agenda was deferred.

DECISIONS:

- i) PPRA should ensure the revision of the rules in a fashion that makes it easy to understand the rules, convenient to follow them while leaving no room for ambiguity, manipulation and discretion.
- ii) The committee recommended that the lower limit for procurement of small items without quotations be increased to Rs. 500,000 from the proposed Rs. 100,000. Similarly, the limit for purchases which need to be published on PPR's website be increased to Rs. 5 million instead of the proposed Rs. 1 million.
- iii) The committee recommended that the PPRA rules should be revised so that the purchasing entity should not go ahead with the single bid in the first instance of the call for bids. However, in case on the second call for bids there is again a single bid than it may be accepted, provided it conforms to rest of the conditions.
- iv) The committee recommended that the words "negotiate" in the Rule 40 be replaced with the phrase "discuss and mutually agree as per agreement".
- v) The committee recommended that the PPRA should not have the adjudicating role in the redressal of grievances as proposed in Rule 48. It further recommended that only the PAO be empowered to constitute the Grievance Redressal Committee (GRC) and not the head of the entity as proposed under 48(1). Furthermore, after the GRC, the appeal will lie with the PAO only and not the head as proposed under 48(2)(b).
- vi) The Committee recommended the insertion of provision of grievance redressal that if PPRA does not respond to the query by PAO within a stipulated time then it would be presumed as that the authority has no comments to offer.
- vii) The Finance Division should separately give a presentation to the Committee on loss and profitability of the SOEs.
- viii) The Committee directed the Finance Division, CGA and AGPR to initiate the devolution of accounting sub offices to the four divisions of Finance, Commerce, Cabinet and EAD by 15th April, 2020 and complete the remaining divisions within one year. The Secretary of concerned division will provide the necessary logistical support.

- ix) The Committee also directed AGPR to write to the Chief Secretaries of all the Provinces for replication of the model of devolution of accounting sub-offices to the respective provincial departments.
- x) The committee recommended that the granting of the status of PAO to heads of autonomous bodies be treated on a case to case basis.
- xi) The committee directed AFS (expenditure) Finance to suggest the names of ten large autonomous bodies whose heads should be considered for granting status of PAO and present a work plan to achieve this in next meeting.
- xii) DAC would continue to be headed by PAO as per prevalent practice. In case the PAO is head of an Autonomous Body then the composition of DAC will include the representation of the Ministry/Division concerned. Necessary changes in relevant rules may be made accordingly and the process will be initiated by Finance Division.

10. The meeting ended with a vote of thanks to and by the Chair.

**List of participants of the 26th Meeting of Implementation
Committee held on 05-03-2020**

- i. Mr. Mohammad Shehzad Arbab, Advisor to the PM on Establishment, Islamabad.
- ii. Mr Pervez Khattak, Federal Minister for Defence, Rawalpindi.
- iii. Dr. Safdar Sohail, Special Secretary, Cabinet Division.
- iv. Mr. Awais Manzur Sumra, Additional Secretary, Establishment Division, Islamabad.
- v. Dr. Arshad Mahmmod, Additional Finance Secretary (Exp), Finance Division, Islamabad.
- vi. Sardar Azmat Shafi, Accountant General Pakistan Revenues, AGPR, Islamabad.
- vii. Mr. Khurram Humayun, Controller General of Accounts Pakistan, CGA, Islamabad
- viii. Mr. Fida Muhammad Wazir, Managing Director, Public Procurement Regulatory Agency (PPRA), Islamabad.
- ix. Mr. Muhammad Zubair, Director General (M&E), Public Procurement Regulatory Agency (PPRA), Islamabad.
- x. Dr. Imran Ullah Khan, Joint Secretary, Finance Division, Islamabad.
- xi. Mr. Umer Lodhi, Managing Director, Utility Stores Corporation, M/o Industries Production, Islamabad.
- xii. Mr. Ghulam Murtaza, Manager (Coordination), Utility Stores Corporation, M/o Industries Production, Islamabad.
- xiii. Mr. Muhammad Umer Aziz, Joint Secretary, M/o Law & Justice, Islamabad.
- xiv. Mr. Qamar Zaman, Joint Secretary, Institutional Reforms Cell (IRC).
- xv. Ms. Lubna Said Ghias, Deputy Secretary (Coord), Establishment Division, Islamabad.
- xvi. The Deputy Secretary, IRC, Prime Minister's Office, Islamabad.
- xvii. Mr. Zafar Iqbal, Research Officer, Finance

Proposed Amendments in Public Procurement Rules

Sr .	Reference	Existing Provision	Proposed amendment
1	Rule 2(1)	Nil	<p>In the aforesaid Rules, _____</p> <p>(i) in rule 2, in sub-rule (1),-</p> <p>(a) after clause (b) , following new clauses shall be inserted, namely: -</p> <p>“(ba) “call off order” means an order placed by a procuring agency under general terms and pricing on a range of goods under closed framework agreement, without having to negotiate terms every time;</p> <p>(bb) “Closed framework agreement” means an agreement with specified terms and conditions with an agreed price;”;</p>
2	Rule 2 (h)	<p>Lowest Evaluated Bid.</p> <p>(i) a bid most closely conforming to evaluation criteria and other conditions specified in the bidding documents; and</p> <p>(ii) having lowest evaluated cost;</p>	<p>(b) for clause (h), the following shall be substituted, namely: -</p> <p>“(h) “most advantageous bid” means, -</p> <p>(i) a bid or proposal for goods, works or services that after meeting the eligibility and or qualification criteria, is found substantially responsive to the terms and conditions as set out in the bidding or request for proposals document; and</p>

			<p>(ii) evaluated as the highest ranked bid or proposal on the basis of cost or quality or qualification or any combination thereof, as specified in the bidding documents or request for proposal documents which shall be in conformity with the selection techniques to be issued by the Authority;”;</p>
3	Rule 2 (1) New Clause to be inserted	Nil	<p>(c) after clause (h), amended as aforesaid, the following new clause shall be inserted, namely:-</p> <p>“(h-a) “Open framework agreement” means an agreement with specified terms and conditions without an agreed price;”</p>
4	Rule 2 (1) New Clause to be inserted	Nil	<p>(d) after clause (g), the following new clauses shall be inserted: -</p> <p>“(g-a) “e-Procurement” means the digitalization of public procurement process by utilizing electronic procurement system;</p> <p>(g-b) “Force Account” means execution of procurement of small works and non-consultancy services by the use of the procuring agency’s own resources or by other public authority;</p> <p>(g-c) “Framework agreement” means a contractual</p>

			arrangement which allows a procuring agency to procure goods, services or works that are needed continuously or repeatedly at agreed terms and conditions over an agreed period of time, through placement of a number of orders;”;
5	Rule 2 (1) Clause K	Nil	(e) in clause (k), at the end the word “and” shall be omitted and thereafter the new clause shall be inserted
6	Rule 7(A)	Nil	(i) after rule 7, the following new rule shall be inserted, namely: - <p style="text-align: center;">“7(A) e-Procurement.- The procuring agencies may carry out e-procurement process by using information and communication technologies or digital or electronic means, in such manner as to cover any or all aspects of the procurement process, in accordance with the regulations or guidelines to be prescribed by the Authority.”;</p>
7	Rule 12(1)	(1) Procurements over one hundred thousand rupees and up to the limit of two million rupees shall be advertised on the Authority’s website in the manner and format specified by regulation by the Authority from time to time. These procurement opportunities may also be advertised in print media, if deemed necessary by the procuring agency:	(ii) in rule 12, in sub-rule (1), - <p>(a) for the words “one hundred thousand Rupee”, for the words “five hundred thousand Pakistani Rupees” and for the words “two million rupees”, the words “three million Pakistani Rupees” shall be substituted; and</p> <p>(b) the words “by regulation” shall be omitted;</p>
8	Rule 13(2)	Nil	(iii) in rule 13, in sub-rule (2), at the end following proviso shall be added, namely:-

			<p>“Provided that for all procurements up to three million Pakistani Rupees, the response time shall be considered from the date of appearance of the advertisement on the Authority’s website.”;</p>
9	Rule 16(A)	Nil	<p>after rule 16, the following new rules shall be inserted, namely:-</p> <p>“16A. Procurement of common use items, services and commodities through framework agreements.- (1) The Procuring Agency shall arrange the procurement through framework agreements of recurrent or common use items, services including maintenance services and those commodities, whose market prices fluctuate during the term of the agreement, for a maximum period of three years.</p> <p>(2) The Procuring Agency shall prepare provisional annual estimates including description, specifications, statement of requirements and quantities, based on rational demand estimates.</p> <p>(3) Based on such estimate, Procuring Agency shall initiate the prequalification proceedings for selection of suppliers and service providers.</p> <p>(4) Open and closed framework agreements may be made with the selected suppliers and service providers. Maximum duration of open framework agreements shall not be more than three years and the closed framework agreements shall not exceed on year.</p>

			<p>(5) The procuring agency may on need basis pre-qualify new suppliers and or service providers during continuity of framework agreements with previously pre-qualified suppliers and or service providers.</p> <p>(6) The Authority shall issue regulations, regulatory guides, guidelines or templates for procurement through framework agreements.;</p>
10	Rule 16(B)	Nil	<p>16B. Price adjustment for framework agreements.- (1) The procuring agency may, during the contract execution, accept a request to make price adjustment (under circumstance of above normal price volatility) and shall make a comparison of the prices requested against the national/international price indicator guides adopted by the Authority, and verify the justification for such price adjustment.</p> <p>(2) The procuring agency shall determine the factor or percentage for price adjustment approved by the Principal Accounting Officer.”;</p>
11	Rule 37(A)	Nil	<p>(v) after rule 37, the following new rule shall be inserted, namely:-</p> <p>“37A.Force account.- (1) Procuring agency may execute procurement of small works, under Force Account, subject to any of the following conditions, namely:-</p> <p>(a) the required works are small and scattered or are in remote locations for which qualified construction firms are unlikely to bid at reasonable prices;</p> <p>(b) work is required to be carried out without disrupting ongoing operations;</p>

			<p>(c) urgent repairs, rehabilitation and re-modelling works of national heritage requiring prompt attention to prevent further damages and where private firms may not be interested;</p> <p>(d) risk of unavoidable work interruption are better borne by a procuring agency itself or public authority than by a contractor;</p> <p>(e) there are extreme emergencies which require a prompt attention;</p> <p>(f) the procuring agency has qualified personnel to carry out and supervise the required assignment; or</p> <p>(2) in order to use force account, it must be ascertained that it is cost and time effective to execute the assignment with in-house expertise or that of some public Authority.</p>
12	Rule 37(B)	Nil	<p>37(B). Unsolicited Proposal.- (1) An unsolicited proposal received by the procuring agency from any individual or agency, private or public, consistent with the mission of the procuring agency, shall be assessed by the Assessment Committee, consisting of at least three technical experts, to be notified by the procuring agency. The assessment committee shall ascertain the viability of the proposal. If the proposal is found viable, the procuring agency shall-</p> <p>(a) advertise the proposal for open competition without disclosing the name of the initiator of unsolicited proposal;</p> <p>(b) conduct prequalification process;</p> <p>(c) exempt the initiator of the unsolicited proposal from the prequalification; and</p> <p>(d) award five percent additional weightage to the project proponent in the combined evaluation of his proposal.</p> <p>(2) If no other bidder in response to the advertisement submits bid, the procuring</p>

			<p>agency may award the contract to the initiator of the proposal.</p> <p>(3) In case of bidding competition, if the bid of initiator does not emerge as most advantageous bid, procuring agency shall give him the opportunity to make his bid at par with the most advantageous bid, however if the initiator does not want to accept the challenge to match the proposal, he shall be given right of refusal without forfeiture of bid security.</p> <p>(4) The proprietary information of the initiator contained in the proposal shall remain confidential and shall not be disclosed to any interested bidder.</p> <p>(5) Subject to sub-rule (4), the procuring agency shall not be responsible for any intellectual property rights accruing to the proposal of the initiator.</p> <p>(6) Unless otherwise expressly stated in writing by the initiator, the procuring agency may, if it considers necessary, disclose any information of the unsolicited proposal or the bidders as part of procurement process.</p>
13	Rule 38(A)	Nil	<p>after rule 38 the following new rules shall be inserted, namely:-</p> <p>“38A. Bid Discount.- The procuring agencies may seek unconditional discount by incorporating the same in bid solicitation documents. The bidder may offer unconditional discount, in percentage of their quoted price/bids, before opening of the financial proposal. The discounted bid price shall be considered as original bid for evaluation being an integral part of the bid. No offer of discount shall be considered after the bids are opened.</p>

14	Rule 38(B)	Nil	<p>38B. Single responsive bid in goods, works and services.- (1) The procuring agency shall consider single bid in goods, works and services if,-</p> <p>(a) It meets the evaluation criteria, ensures complaints of specifications and other terms & conditions expressed in advertisement or bid solicitation documents;</p> <p>(b) It is not in conflict with any provision of PPRA Ordinance;</p> <p>(c) It conforms to the technical specifications;</p> <p>(d) It has financial conformance in terms of rate reasonability:</p> <p>Provided that except unsolicited proposal, in case of pre-qualification proceedings single bid shall not be entertained.</p> <p>(2) The procuring agency shall make a decision with due diligence and in compliance with general principles of procurement like economy, efficiency and value for money.”;</p>
15	Rule 39(A)	Nil	<p>i) After rule 39, the following new rule shall be inserted, namely:-</p> <p>“39A. Letter of Credit.- Where required the procuring agency may incorporate the provision of letter of credit (LC) and International Chamber of Commerce incoterms, in such processes where shipments and custom clearance are involved and where <u>Client’s bank</u> mitigate procurement risk in terms of quality assurance and delivery</p>

			mechanism and Bidder's bank in terms of its payments.”
16	Rule 40	<p>40. Limitation on negotiations.-</p> <p>Save as otherwise provided there shall be no negotiations with the bidder having submitted the lowest evaluated bid or with any other bidder:</p> <p>Provided that the extent of negotiation permissible shall be subject to the regulations issued by the Authority.</p>	<p>(viii) for rule 40, the following shall be substituted, namely:-</p> <p>“40. Limitation on negotiations.- (1) Without changing the cost and scope of work or services, the procuring agency may negotiate with the successful bidder (with a view to streamline the work/task execution, at the time of contract finalization) on methodology, work plan, staffing and special conditions of the contract.</p> <p>(2) Authority may determine the extent and types of negotiations on procurement by regulations to be issued.</p>
17	Rule 42(a)	<p>(a) petty purchases.-</p> <p>Procuring agencies may provide for petty purchases where the object of the procurement is below the financial limit of twenty five thousand rupees. Such procurement shall be exempt from the requirements of bidding or quotation of prices:</p> <p>Provided that the procuring agencies shall ensure that procurement of petty purchases is in</p>	<p>(ix) in rule 42, in the first paragraph for clause (a), the following shall be substituted as follows:</p> <p>“(a) Petty Purchases._ Procuring agency may provide for petty purchases through single quotation where value of the object of the procurement is up to the financial limit of one hundred thousand Pakistani Rupee, without resorting to bidding or quotations and the contract for the provision of such goods, services or works may be a Local Purchase Order.”</p>

		<p>conformity with the principles of procurement prescribed in rule 4:</p> <p>Provided further that procuring agencies convinced of the inadequacy of the financial limit prescribed for petty purchases in undertaking their respective operations may approach the Federal Government for enhancement of the same with full and proper justifications.</p>	
18	Rule 42(b)	<p>(b) request for quotations.-</p> <p>A procuring agency shall engage in this method of procurement only if the following conditions exist, namely:-</p> <p>(i) the cost of object of procurement is below the prescribed limit of **one hundred thousand rupees:</p> <p>**Provided that the respective Boards of Autonomous bodies are authorized to fix an appropriate limit for request for quotations method of procurement</p>	<p>(x) in rule 42, in clause (b), for sub-clause (i) the following shall be substituted, namely:-</p> <p>“(i) Where the value of procurement is more than one hundred thousand Pakistani Rupee up to a limit of five hundred thousand Pakistani Rupee, the procuring agency may engage in procurement through request for three quotations from GST registered firms, original equipment manufacturers or authorized dealers, without resorting to bidding.”</p>

		subject to a maximum of rupees five hundred thousand which will become financial limit under this sub-rule	
19	Rule 48		<p>(xi) for rule 48, the following shall be substituted, namely:-</p> <p>“48. Redressal of grievances by the procuring agency._ (1) The procuring agency shall constitute a grievance redressal committee, duly approved by the Principal Accounting Officer or head of the procuring agency, comprising of at least three persons, with proper powers and authorizations, to address the grievance of the bidders that may occur prior to entry into force of the procurement contract.</p> <p>(2) There shall be a two tier mechanism for grievance redressal, namely:-</p> <p>(a) any bidder (s), after the submission of bid, feeling aggrieved by any act of the procuring agency, during procurement process, may lodge a written complaint to the Head of the procuring agency, concerning its grievances, not later than ten days, after the announcement of bid evaluation report under Rule 35. Grievance Redressal Committee (GRC), within ten days of lodging of such complaint (s) shall</p>

			<p>investigate and decide upon the complaint.</p> <p>(b) Any bidder not satisfied with the decision of GRC may lodge an appeal before the PAO or head of the procuring agency within seven days of the decision of GRC. The PAO or head of the procuring agency may, if required, forward to the Authority, copy of appeal along-with all relevant records. The Authority shall evaluate the case and communicate its decision in writing to PAO or head of the procuring agency, within ten working days.</p> <p>(3) The initial complaint and subsequent appeal shall accompany an affidavit confirming the veracity of the information submitted by the appellant. Mere fact of lodging of a complaint or appeal shall not warrant suspension of the procurement process.</p>
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Volume 01: Commercial Footprint of Federal Government	
Commercial Enterprises (Incorporated as Companies with SECP)	
Oil and Gas	
1	Government Holdings (Private) Limited
2	State Petroleum Refining & Petrochemical Corporation
3	Oil and Gas Development Company Limited
4	Pakistan Petroleum Limited
5	Sui Southern Gas Company Limited
6	Pakistan State Oil Company Limited
7	Sui Northern Gas Pipelines Limited
8	Pak Arab Refinery Company
Power	
9	Faisalabad Electric Supply Company Limited
10	Hyderabad Electric Supply Company Limited
11	Quetta Electric Supply Company Limited
12	Tribal Electric Supply Company Limited
13	Peshawar Electric Supply Company Limited
14	Lahore Electric Supply Company Limited
15	Islamabad Electric Supply Company Limited
16	Gujranwala Electric Power Company Limited
17	Multan Electric Power Company Limited
18	Sukkur Electric Power Company Limited
19	GENCO-I: Jamshoro Power Company Limited
20	GENCO-II: Central Power Generation Company Limited , Thermal Power Station, Guddo
21	GENCO-III: Northern Power Generation Company Limited, Thermal Power Station, Muzaffargarh
22	GENCO-IV: Lakhra Power Generation Company Limited
23	National Power Parks Management
24	National Transmission and Dispatch Company
25	Pakistan Electric Power Company (Private) Limited
26	Central Power Purchase Agency (Guarantee) Limited
27	Power Holding (Private) Limited
28	MW Baloki Power Plan
29	MW Haveli Bahadur Power Plant
30	Kot Addu Power Company
Finance	
31	Zarai Taraqati Bank Limited

32	SME Bank
33	Industrial Development Bank Limited
34	National Bank of Pakistan
35	First Women Bank Limited
36	House Building Finance Company Limited
37	State Life Insurance Corporation
38	National Insurance Company Limited
39	Pakistan Reinsurance Company Limited
Development Finance Institutions	
40	Pak China Investment Company Limited
41	Pak Iran Investment Company
42	Pak Libya Holding Company (Private) Limited
43	Pak Oman Investment Company
44	Pak Kuwait Investment Company (Private) Limited
45	Pak Brunei Investment Company
46	Saudi Pak Industrial and Agricultural Investment Company Limited
47	Exim Bank of Pakistan Limited
48	National Investment Trust Limited
Infrastructure, Transportation & Communication	
49	Pakistan National Shipping Corporation
50	Karachi Urban Transport Corporation
51	Pakistan International Airlines Corporation
52	National Telecommunication Corporation
Manufacturing, Mining & Engineering	
53	State Engineering Corporation (Private) Limited
54	Heavy Mechanical Complex (Private) Limited
55	Karachi Shipyard and Engineering Works Limited
56	Telephone Industries of Pakistan
57	Pakistan Steel Mills Corporation (Private) Limited
58	Peoples Steel Mills Limited
59	Saindak Metals Limited
60	Pakistan Mineral Development Corporation (Private) Limited
61	Lakhra Coal Development Company Limited
62	STEDEC Technology Commercialization Corporation of Pakistan (Private) Limited
63	Pakistan Environmental Planning & Architectural Consultants (Private) Limited
64	National Engineering Services Pakistan (Private) Limited
65	Pakistan Industrial Development Corporation (Private) Limited
Wholesale, Retail & Marketing	
66	Trading Corporation of Pakistan (Private) Limited
67	Utility Stores Corporation (Private) Limited
68	Pakistan Agricultural Storage & Services Corporation Limited
69	National Fertilizer Corporation of Pakistan (Private) Limited

Real Estate Development & Management	
70	Pakistan Expo Centers (Pvt) Ltd
71	National Construction Limited
72	Pakistan Textile City Limited
Miscellaneous	
73	Pakistan Broadcasting Corporation
74	Pakistan Television Corporation Limited
75	Overseas Employment Corporation (Private) Limited
76	Pakistan Revenue Automation (Private) Limited
77	Pakistan Tourism Development Corporation
78	National Security Printing Company (Formally Pakistan Security Printing Corporation (Private) Limited)
79	Printing Corporation of Pakistan (Private) Limited
Federal Authorities & Institutions	
Power	
80	Water and Power Development Authority
Infrastructure, Transport & Communication	
81	Karachi Port Trust
82	Port Qasim Authority
83	Gawadar Port Authority
84	Pakistan Railways
85	National Highway Authority
86	Pakistan Post Office
Real Estate Development & Management	
87	Export Processing Zones Authority
Miscellaneous	
88	Small and Medium Enterprise Development Authority

Volume 02: Non-Commercial Footprint of Federal Government	
Education & Skill Development	
1	Plastics Technology Centre
2	Synthetic Fiber Development and Application Centre
3	Fisheries Development Board
4	National Academy of Performing Arts
5	Hydrocarbon Development Institute of Pakistan
6	National Textile University
7	Virtual University of Pakistan
8	Pakistan Institute of Management
9	Karachi Infrastructure Development Company Limited
10	National Productivity Organization
11	Spun, Yarn Research & Development Company, Multan
12	NFC Institute of Engineering & Technology, Multan
13	Pakistan Cotton Institute, Karachi
Funds, Foundations, & Welfare Trusts	
14	Pakistan Bait-ul-Mal
15	Pakistan Poverty Alleviation Fund
16	Overseas Pakistanis Foundation
17	Devolution Trust for Community Empowerment
18	Federal Government Employees Housing Foundation
19	Fund for Protected Areas
20	Ghazi Brotha Taraqiati Idara
21	Mountain Areas Conservancy Fund
22	WAPDA Endowment Fund for Sports
23	Federal Liver Transplant Endowment Fund
24	PHA Foundation
25	WAPDA Employees Housing Foundation
Sectoral Development	
26	Engineering Development Board
27	Pakistan Tobacco Board
28	Karachi Garment City Company
29	Faisalabad Garment City Company
30	Lahore Garment City Company
31	Gujranwala Tools, Dies & Moulds Center
32	Pakistan Software Export Board
33	Livestock & Dairy Development Board
34	Infrastructure Project Development Facility
35	Pakistan Horticulture Development and Export Company
36	Universal Services Fund
37	Ignite (Formerly National ICT R&D Fund)

38	Ceramics Development & Training Complex
39	Energy Conservation Fund
40	Pakistan Textile Testing Foundation
41	National Rural Support Programme
42	Pakistan Auto Sector Skills Development Company
43	Agro Food Processing (AFP) Facilities, Multan
44	Southern Punjab Embroidery Industries, Multan
45	Khadi Crafts Development Company
46	Technology Up-gradation and Skill Development Company
47	Karachi Tools, Dies And Moulds Centre
48	Pakistan Stone Development Company
49	National Industrial Parks Development and Management Company
50	Pakistan Gems and Jewellery Development Company
51	Pakistan Hunting and Sporting Arms Development Company
52	Pakistan Chemical and Energy Sector Skills Development Company
53	Furniture Pakistan
54	Aik Hunar Aik Nagar
55	PIMA Foods Limited

Top 15 Loss-Making SOEs FY 2017-18

S.No	SOEs	Rs. Million
1	LESCO	(56,635)
2	PIAC	(47,761)
3	PESCO	(42,985)
4	FESCO	(39,771)
5	Pakistan Railways	(36,622)
6	MEPCO	(33,825)
7	IESCO	(27,337)
8	QEPCO	(24,255)
9	HESCO	(21,701)
10	PSM	(16,041)
11	SEPCO	(10,156)
12	GEPCO.	(5,036)
13	UTC	(5,006)
14	CPGCL, Guddo	(3,836)
15	N-J Hydro Power Company	(3,110)
	Total	(374,077)
	Contribution in Total Losses Incurred by SOEs	96%

Top 15 Profit-Making Companies

S. No	SOEs	Rs. Million
1	Oil & Gas Development Company Ltd.	78,736
2	Pakistan Petroleum Ltd.	45,826
3	Government Holdings (Private) Ltd.	27,544
4	National Bank of Pakistan	20,035
5	Pak Arab Refinery Company	18,517
6	Pakistan State Oil Company Ltd.	15,461
7	Mari Petroleum Company Ltd.	15,374
8	Sui Northern Gas Pipelines Ltd.	11,122
9	Pakistan Telecommunication Company Ltd.	7,422
10	Pakistan National Shipping Corporation	1,641
11	House Building Finance Company Ltd.	1,619
12	Pakistan Cooperative Ship Stores (Private) Ltd.	1,476
13	Sui Southern Gas Company Ltd.	1,475
14	State Life Insurance Corporation	1,386
15	Pakistan Broadcasting Corporation	1,270
	Total	248,904
	Contribution in Total Profit Incurred by SOEs	91%