

NATIONAL ORIC READINESS SNAPSHOT PAKISTAN 2025

Bridging the Research Gap in Pakistan's Higher Education Landscape

A STRATEGIC INSIGHT INTO RESEARCH
CAPACITY & INNOVATION READINESS ACROSS PAKISTAN'S
HIGHER EDUCATION INSTITUTIONS

2025 AUG
PREPARED & PUBLISHED BY

DYNAMIC RESEARCH INSTITUTE UNDER THE SHEHNAZ INDEX

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National ORIC Readiness Snapshot - Pakistan 2025

A Comprehensive Analysis of Pakistan's ORIC
Landscape for Accelerated Innovation &
Commercialization

Prepared & Published by:

Dynamic Research Institute – DRI



Research & Analytical Foundation

This report's comprehensive insights are underpinned by rigorous data collection and meticulous analysis conducted by the **Dynamic Research Center (DRC)**, a core component of the Dynamic Research Institute (DRI). Leveraging its expertise in research methodology and data analytics, DRC has transformed scattered information from the Higher Education Commission (HEC) portal into a cohesive and actionable snapshot. Our findings are entirely data-driven, ensuring objectivity and reliability for all stakeholders.

Research Conducted & Data Analysis by:

Dynamic Research Center – DRC



Driving National Innovation: The ORIC Establishment & Capacity Building Support Project

The findings presented in this 'National ORIC Readiness Snapshot - Pakistan 2025' directly inform and propel the **ORIC Establishment & Capacity Building Support** project. This pivotal initiative is championed by the **ORIC Department** of the Dynamic Research Institute (DRI), demonstrating our commitment to translating critical insights into practical interventions. Our goal is to collaborate strategically with HEC, universities, and funding partners to empower ORICs across Pakistan, ensuring a future where research truly fuels economic growth and societal impact.

Project Initiative by:

Office of Research, Innovation, and
Commercialization



SHEHNAZ INDEX

Mapping Pakistan's ORIC Future

Benchmarking Pakistan's ORIC Future

The *Shehnaz Index (SI)* serves as Pakistan's first dedicated benchmarking and evaluation framework for ORICs, mapping universities' progress in research, innovation, and commercialization. By categorizing institutions into readiness levels (W, X, Y, Z), SI provides actionable insights for improvement, fosters accountability, and highlights national leaders in ORIC development. As a flagship tool of the National ORIC Development Initiative, SI empowers policymakers, universities, and donors with evidence-based guidance to strengthen Pakistan's innovation ecosystem and align higher education with global standards.

Benchmarking & Evaluation by:

Shehnaz Index – SI

Message from Prof. Dr. Akhlas Ahmed

Founder, President, & C.E.O, Dynamic Research Institute

As we stand at a critical juncture in Pakistan's journey towards a knowledge-based economy, the role of Offices of Research, Innovation & Commercialization (ORICs) has never been more vital. This 'National ORIC Readiness Snapshot - Pakistan 2025' meticulously captures the current landscape and historical trajectory of ORIC development in our nation. It is with a sense of urgent optimism that we present this analysis, not as a critique, but as a blueprint for collaborative action. The Dynamic Research Institute, through its dedicated ORIC Department and the rigorous analysis by the Dynamic Research Center, is fully committed to spearheading the 'ORIC Establishment & Capacity Building Support' project. We invite all stakeholders – the Higher Education Commission, national and international funding agencies, and every Pakistani university – to join us in transforming these insights into tangible progress, ensuring that Pakistan's research and innovation ecosystem truly becomes a powerhouse for national development. Together, we can build a future where every ORIC contributes meaningfully to a thriving, innovative Pakistan.

“TOGETHER TOWARDS PROSPERITY”

Acknowledgements

This comprehensive 'National ORIC Readiness Snapshot - Pakistan 2025' report is a product of dedicated effort and collaborative spirit. We extend our sincere gratitude to all individuals and entities who contributed to its meticulous compilation and insightful analysis.

Special acknowledgement is extended to the **Higher Education Commission (HEC) Pakistan** for maintaining and making publicly available the valuable data on ORIC performance, which formed the cornerstone of this analysis.

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Executive Summary

Pakistan's journey towards a knowledge-based economy hinges significantly on the effectiveness of its Offices of Research, Innovation & Commercialization (ORICs) within Higher Education Institutions (HEIs). Established by the Higher Education Commission (HEC) since 2010-2011 to spearhead quality research, innovation, and commercialization, ORICs are vital for fostering a robust research ecosystem.

This "National ORIC Readiness Snapshot - Pakistan 2025" report, compiled by analyzing HEC's own annual ORIC evaluation data from FY 2018-19 to FY 2023-24, provides a comprehensive overview of the current landscape and historical trends of ORIC performance across Pakistani universities. While HEC has consistently evaluated ORICs through self-assessment scorecards and implemented various initiatives over the past decade, a critical assessment reveals a persistent disconnect between compliance-based metrics and tangible outcomes in innovation, commercialization, and entrepreneurship.

Our analysis, which includes a detailed breakdown by university sector and province, highlights that a significant number of universities still lack established ORICs (178 out of 272) or possess underperforming ones. Furthermore, recurring challenges such as a critical "**Leadership Gap**"—where a substantial percentage of ORICs lack full-time, dedicated heads—continue to impede strategic vision and operational efficiency. Despite increasing intellectual property (IP) filings and research proposals, the **conversion rate to actual funding and commercialized products/licenses remains critically low**, indicating a systemic inefficiency.

This report asserts that for Pakistan to truly realize its potential in research and innovation, there must be a fundamental shift from merely tracking procedural compliance to prioritizing **impact-driven indicators** such as patents granted with commercial viability, successful product development, entrepreneurial ventures, and strong industry-academia linkages that generate tangible economic value.

Through the "**ORIC Establishment & Capacity Building Support**" project, we aim to bridge these critical gaps by providing targeted assistance for ORIC establishment, fostering a culture of innovation, and facilitating genuine commercialization pathways. This report serves as an urgent call to action for the HEC to revise its evaluation frameworks to align with global best practices in innovation assessment, and for national and international funding agencies and donors to strategically invest in initiatives that promise real, measurable impact on Pakistan's knowledge economy. We invite HEC to collaborate with us for a more efficient and impactful acceleration of ORIC's role in Pakistan.

Introduction & Background

The Vision for a Knowledge Economy: Pakistan recognizes the pivotal role of a vibrant knowledge economy in driving national development, fostering economic growth, and addressing societal challenges. At the heart of this vision lies robust research, innovation, and the successful commercialization of intellectual assets. Universities, as centers of knowledge creation, are instrumental in transforming this vision into reality.

HEC's Role and the Genesis of ORICs: Understanding this imperative, the Higher Education Commission (HEC) of Pakistan was established in **2002** with a mandate to uplift the higher education sector. As part of its strategic initiatives to promote a research and innovation culture, HEC introduced the concept of **Offices of Research, Innovation & Commercialization (ORICs)** within universities. Initial efforts to establish ORICs began around **2010-2011**, with HEC issuing directives and formally recognizing these offices to facilitate quality research and its commercialization with various stakeholders. ORICs are designed to support all research-associated activities, from proposal development to technology transfer and entrepreneurship. HEC-recognized ORICs are eligible for financial overheads on HEC-sponsored research grants, capacity building initiatives, and inclusion in national and international research collaborations.

Annually, HEC evaluates the performance of these recognized ORICs through a prescribed **Self-Assessment Scorecard** submitted via its Research for Innovation (RFI) web portal. This assessment determines ORICs' performance ranking and their eligibility for financial overheads based on defined categories:

Categories	W	X	Y	Z
Performance Ranking	Top Performer	Satisfactory Performer	Below Average	Poor Performer Non-Complying Underperforming

The Purpose of This Report: Despite more than a decade of ORIC establishment efforts by HEC and consistent annual evaluations, a critical gap persists between policy objectives and tangible outcomes. The data, primarily sourced and compiled directly from HEC's publicly available annual ORIC evaluation reports (FY 2018-19 to FY 2023-24), reveals that the current framework, while establishing a foundational assessment system, has not fully catalyzed the desired level of innovation and commercialization impact. The complexity and scattered nature of data on HEC's portal necessitated this consolidated "National ORIC Readiness Snapshot - Pakistan 2025" report.

This report aims to provide a clear, comprehensive, and accessible overview of Pakistan's ORIC landscape. It identifies key strengths, persistent weaknesses, and critical areas requiring strategic intervention. By presenting a data-driven analysis, this report serves as an **awakening call** for all stakeholders, including HEC and national and international funding agencies, to collaboratively address systemic challenges. We propose the "**ORIC Establishment & Capacity Building Support**" project as a proactive step towards fostering a more impactful, truly innovative, and commercially vibrant research ecosystem in Pakistan.

Methodology

This "National ORIC Readiness Snapshot - Pakistan 2025" report is primarily based on a rigorous analysis of data extracted and compiled directly from the Higher Education Commission (HEC) of Pakistan's official annual ORIC Self-Assessment Evaluation Reports. These reports, publicly available on the HEC portal, cover the financial years **2018-19, 2020-21, 2021-22, 2022-23, and 2023-24**. It is important to note that the data in these HEC reports often refers to previous fiscal years for comparative analysis, thus providing a continuous historical context.

The methodology involved the following steps:

Data Collection: All relevant textual and tabular data, including university-wise scores, category placements, and comparative analyses across years, and specific Key Performance Indicator (KPI) statistics, were meticulously extracted from the provided HEC ORIC evaluation reports.

Data Compilation and Simplification: The extracted data, which was initially spread across multiple reports and sections on the HEC website in a complex format, was consolidated and simplified for clearer understanding and easier analysis. This process involved manually compiling lists of universities, their ORIC status, and performance metrics across different financial years into structured tables.

Cross-Referencing and Validation: Information was cross-referenced across different annual reports to identify trends in ORIC performance categories, promotions, demotions, and sustained statuses over time.

Quantitative Analysis:

- **ORIC Establishment Status (FY 2023-24):** The provided "All Pakistan Universities List" (Appendix A) was analyzed to identify the number of universities with "ORIC Established" versus "Non ORIC" status.
- **Sectorial Breakdown:** The ORIC establishment status was further broken down by "Public" and "Private" sectors (Appendix B) to identify comparative readiness levels.
- **Provincial Breakdown:** The ORIC establishment status was also analyzed at the provincial level (Appendix C) to pinpoint regions requiring more focused intervention.
- **Categorical Trends:** The number of ORICs falling into each HEC-defined category (W, X, Y, Z/Underperforming/Non-complying) was tracked across all available financial years (Appendix D) to highlight performance trajectories.

Qualitative Analysis & Interpretation:

The narrative sections of the HEC reports, particularly the "Insights and Analysis" and "Learning and Recommendations" sections, were critically analyzed. This allowed for the identification of

recurring challenges, underlying causes for performance fluctuations, and HEC's own recommendations, which were then contextualized within the broader goal of ORIC capacity building and promotion.

Identification of Gaps and Opportunities: Based on the aggregated quantitative and qualitative data, critical gaps in the current ORIC ecosystem (e.g., leadership, funding conversion, and commercialization) and opportunities for strategic intervention were identified. This also included a critical assessment of whether HEC's current evaluation criteria adequately capture the desired innovation and commercialization impact.

By relying solely on HEC's officially published data, this report maintains a high degree of credibility and objectivity, serving as an internal reflection and a constructive call for collaborative action.

Key Findings: The Current State of ORIC Readiness (FY 2023-2024)

The most recent available data from HEC's ORIC Annual Validation Report for FY 2023-2024 provides a snapshot of the current landscape of ORIC readiness across Pakistani universities. This analysis is further enriched by examining the overall ORIC establishment status across all recognized Higher Education Institutions (HEIs) in Pakistan.

Overall ORIC Categorization (FY 2023-2024):

ORIC Scorecard Evaluation

- 89 ORICs evaluated by HEC in FY 2023-2024
- 85 making timely submissions
- 4 being Ungraded due to non-submission

Their performance categories were as follows:

Category	Ranking	Number of ORICs	Score	Financial Overhead Eligibility
W	Top Performers	6	80 and above	15%
X	Satisfactory Performers	33	60-79	10%
Y	Below Average	37	40-59	5%
Underperforming	Poor Performers	9	below 40	0%
Ungraded		4	Unable to submit scorecards	

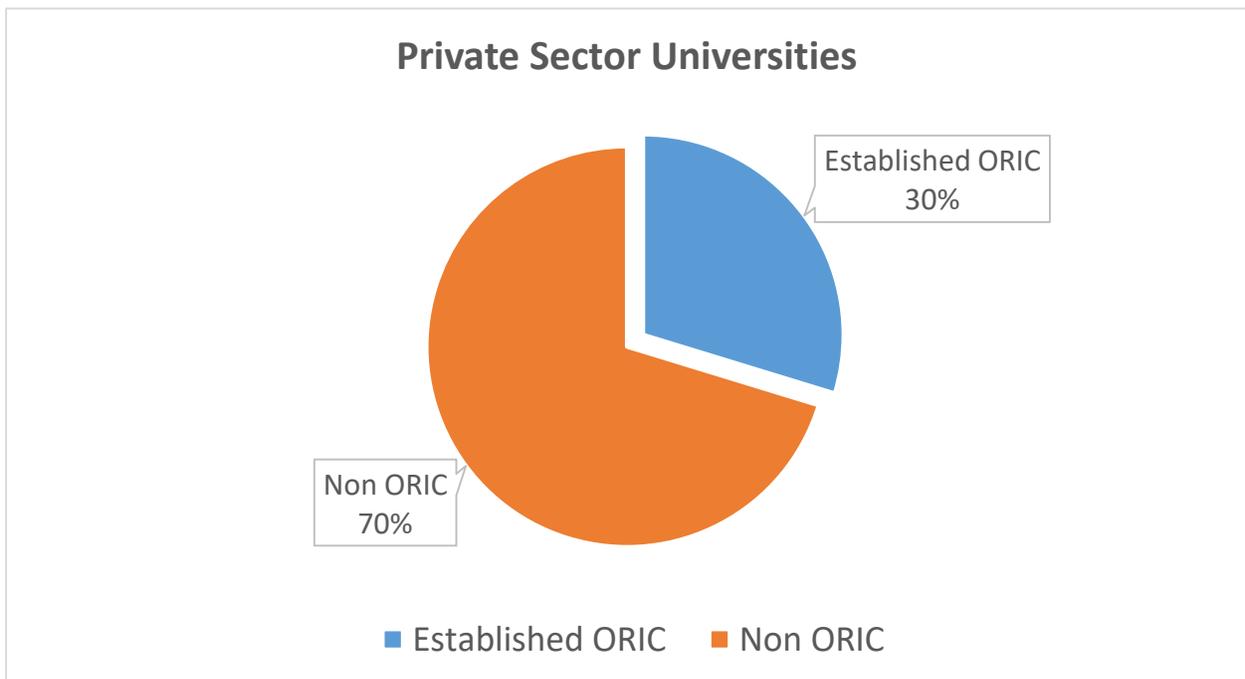
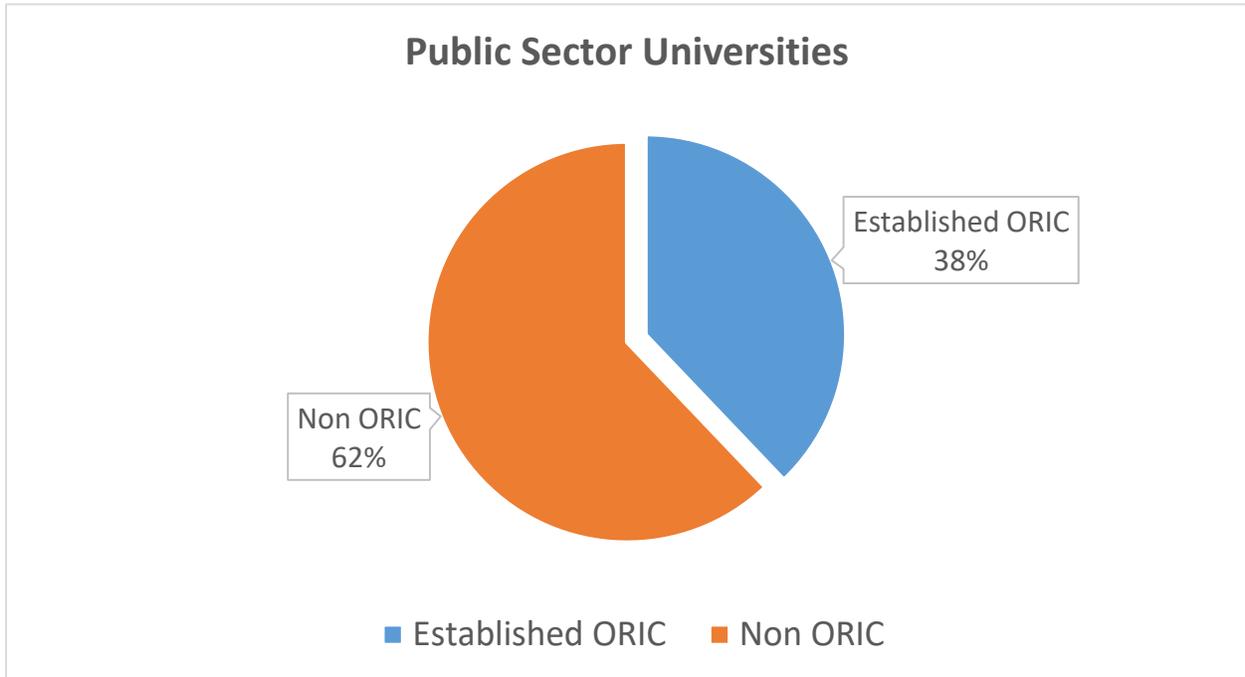
This distribution indicates that while a significant number of ORICs are performing at satisfactory or below-average levels, a smaller proportion (6 ORICs) are achieving top-tier performance. A notable concern remains the 9 underperforming ORICs and 4 ungraded ones, signaling critical areas requiring immediate attention.

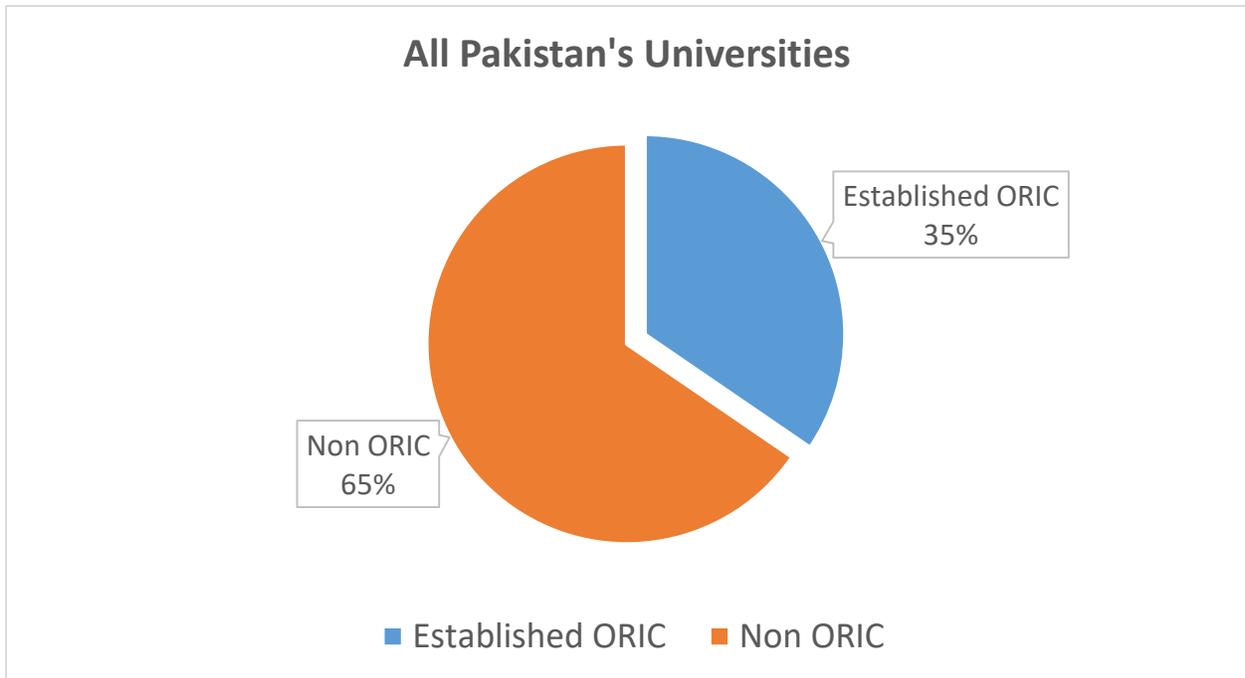
ORIC Status Across All Pakistani Universities (FY 2023-2024 Establishment Status):

Beyond the evaluated ORICs, a broader analysis of **272 Pakistani universities** reveals the fundamental status of ORIC establishment:

- **Non ORIC Universities:** 178 universities
 - These universities currently do not have an established ORIC as per the provided list.

- **ORIC Established Universities:** 94 universities
 - These are the universities where an ORIC has been established, regardless of its performance category.





This stark difference highlights a fundamental challenge: **a majority of Pakistani universities (approximately 65%) still do not have an established ORIC.** This implies a vast untapped potential for research, innovation, and commercialization that remains unaddressed.

ORIC Status by Sector (FY 2023-2024 Establishment Status):

Breaking down the ORIC establishment status by the public and private sectors provides further insights:

- **Public Sector:** While a larger absolute number of ORICs (61) are established in the public sector, a significant portion (100) still lacks this crucial office.
- **Private Sector:** The private sector shows a lower rate of ORIC establishment, with more than double the number of "Non Oric" universities (78) compared to "ORIC Established" ones (33). This points to a significant gap in research and innovation infrastructure within private HEIs, which often have direct industry linkages that could be leveraged.

ORIC Status by Province (FY 2023-2024 Establishment Status):

A provincial analysis further refines the understanding of ORIC readiness across Pakistan:

Province	Non Oric	ORIC Established
Azad Jammu & Kashmir	7	1
Balochistan	10	2
Gilgit Baltistan	1	1
Islamabad Capital Territory	7	19
KPK	25	20
Punjab	72	27
Sindh	56	24

Islamabad Capital Territory (ICT): ICT demonstrates the highest ORIC establishment rate (19 established vs. 7 non-ORIC), likely due to the proximity of HEC and numerous research organizations.

Punjab and Sindh: These two major provinces account for the largest absolute numbers of "Non Oric" universities (72 in Punjab, 56 in Sindh). This indicates the most substantial need for ORIC establishment and capacity building efforts in terms of sheer volume.

Balochistan and Azad Jammu & Kashmir (AJK): These regions show alarmingly low numbers of established ORICs (2 in Balochistan, 1 in AJK), signaling an urgent need for targeted support to foster research and innovation in these underserved areas.

KPK: While having a fair number of established ORICs (20), a comparable number (25) still needs ORIC establishment.

These findings collectively underscore that despite HEC's efforts, the ORIC ecosystem in Pakistan is still far from uniformly robust, with significant disparities in establishment and performance across sectors and regions.

Comparative Analysis: Trends in ORIC Performance (FY 2018-19 to FY 2023-24)

Analyzing ORIC performance across multiple financial years (FY 2018-19, FY 2020-21, FY 2021-22, FY 2022-23, and FY 2023-24) provides critical insights into the evolution of ORICs and the impact of HEC's policies and external factors.

Evolution of ORIC Categories Over Time (Number of ORICs per Category):

Category / FY	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24
W	10	10	0	5	4	6
X	14	13	6	22	30	33
Y	31	29	27	31	26	37
Z	12	17	38	15	-	-
Underperforming/Non-complying	-	-	-	-	18	9
Ungraded	-	-	-	-	-	4
Total Evaluated	66	69	71	73	78	89

Note: Category 'Z' was rebranded as 'Non-complying' in FY 2022-23 and 'Underperforming' in FY 2023-24. 'Ungraded' indicates non-submission.

Key Observations from Categorical Trends:

FY 2020-21 - The COVID-19 Impact & Policy Shift: This year marked a significant downturn. The number of 'W' category ORICs dropped to zero from 10, and 'X' category saw a drastic reduction. Conversely, 'Z' category ORICs surged to a high of 38. This decline was primarily attributed to COVID-19 constraints affecting university operations, coupled with the introduction of stricter KPI standards and an increased benchmark (from 75% to 80%) for the 'W' category. This highlights the vulnerability of ORICs to external shocks and the impact of policy adjustments.

FY 2021-22 - Initial Recovery: Following the challenges of FY 2020-21, ORICs showed signs of recovery. 'W' and 'X' categories saw an increase in numbers, indicating universities streamlining operations post-COVID.

FY 2022-23 - Steady Improvement: The positive trend continued, with a notable increase in 'X' category ORICs (30) and 'Y' category ORICs (26). The number of 'Non-complying' ORICs, while still significant (18), was lower than the peak of 'Z' category in FY 2020-21.

FY 2023-24 - Continued Growth (with new nuances): The total number of evaluated ORICs increased to 89. 'W' and 'X' categories saw further growth, indicating ongoing positive momentum. However, the emergence of 'Ungraded' ORICs (4) and persistent 'Underperforming' ones (9) suggests that challenges remain, particularly for lower-tier ORICs.

Dynamics of Promotion and Demotion:

HEC reports consistently track universities that move up or down in categories, providing insights into drivers of performance.

Promotions: Across the years, numerous ORICs demonstrated significant improvement. For instance, in FY 22-23, 18 universities achieved promotion, including IST moving from X to W. In FY 23-24, another 18 universities gained higher categories, with Air University, The University of Lahore, and Sukkur IBA achieving 'W' status. These promotions were often attributed to strong performance across KPI sections, improved documentation, and strategic realignment of resources.

Demotions: Annually, a subset of ORICs experiences a decline. FY 22-23 saw 6 universities demoted, while FY 23-24 recorded 11.

Common reasons for demotion includes:

- Low research output and commercialization activities.
- Shortcomings in HR and infrastructure scoring.
- **Major documentation discrepancies and non-compliance against scorecard submission modalities (a recurring issue).**
- Failure to provide requisite documentation for reported items.
- Extraordinarily low performance.

Performance Trends Across Key Performance Indicator (KPI) Domains (Average Sectional Scores):

Comparing average scores across the four KPI domains reveals where ORICs are collectively excelling or struggling.

Section / FY	2018-19 (Validated Avg)	2020-21 (Reported Avg)	2021-22 (Reported Avg)	2022-23 (Reported Avg)	2023-24 (Reported Avg)
Human Resource & Operations	-	86%	83%	82.5%	82.2%
Research Excellence	-	46%	50%	49.7%	53.4%
Innovation & Commercialization	-	36%	42%	41.6%	40.9%
Sustainability & Capacity Building	-	69%	78%	77.6%	73.6%

Note: Precise average sectional scores for FY 2018-19 were not uniformly consolidated in the provided report text, hence marked as '-'. FY 20-21 data from that report's comparison table.

Key Observations on KPI Domain Trends:

- **HRO (Human Resource & Operations):** Generally shows high average scores, yet the underlying issue of full-time dedicated staff persists. There's a slight decline over recent years.
- **Research Excellence (RM):** Has shown a positive trend with gradual improvement across the years, indicating efforts in boosting research output. This is consistent with increasing research proposal approvals.
- **Innovation & Commercialization (I&C):** While showing improvement from FY 20-21 to 21-22, the average scores remain relatively low. A slight decrease was observed from FY 22-23 to FY 23-24. This highlights a persistent challenge in converting research into marketable innovations.
- **Sustainability & Capacity Building (S&C):** Exhibited significant improvement from FY 20-21 to FY 21-22, indicating a focus on training and capacity development. However, a notable negative change of **-4%** was observed in FY 23-24 (from 77.6% to 73.6%), signaling a recent decline in this crucial area. This points to potential gaps in sustained strategic expansion of capacity-building initiatives.

Insights and Critical Analysis: Bridging the Gap between Policy and Impact

While HEC's efforts in establishing ORICs and implementing an annual evaluation framework are commendable, a deeper, critical analysis of the long-term trends and recurring issues in ORIC performance reveals significant gaps between policy intent and actual impact. The data suggests that current evaluation metrics, while important for compliance, may not fully incentivize or reflect the tangible outputs required for a true knowledge-based economy.

The Persistent Leadership and Human Resource Gap: This is perhaps the most critical and consistently highlighted issue across all HEC reports from FY 2018-19 to FY 2023-24.

- **Problem:** A significant percentage of ORICs operate without full-time, dedicated heads. FY 2021-22 report indicated 42% lacked full-time heads, and FY 2023-24 still shows only 57% have one. This means **43% of ORICs in the latest assessment still lack a designated full-time head.** HEC's ORIC Policy 2021 mandates such appointments.
- **Impact:** Handing ORIC responsibilities as an "additional charge" to existing faculty or administrative staff hinders strategic vision, operational efficiency, and sustained progress. It creates an "ORIC Leadership Gap," preventing the dedicated focus and specialized expertise required for complex research management and commercialization activities. This directly impacts the ability of ORICs to fully realize their mandate.

Low Funding Conversion Rates for Research Proposals:

- **Problem:** Despite universities actively submitting a large number of research proposals (2,237 proposals submitted in FY 2023-24), the success rate for securing grants is critically low (only 918 grants approved, **41% success rate**). Furthermore, 60% of universities secured five or fewer grants, indicating an imbalance in research funding distribution.
- **Impact:** This suggests either a lack of alignment with funding criteria, issues with proposal quality, or insufficient funding opportunities. It results in wasted effort and limits the actual research being conducted, directly impacting "Research Excellence."

Disparities in Engagement and Participation (Policy Advocacy & Research Linkages):

- **Problem:** While overall numbers for policy advocacy initiatives (2,193 initiatives) and research linkages (3,278 links) appear high, participation is uneven. In FY 2023-24, 20 universities reported zero policy advocacy initiatives, and some universities are far more engaged in linkages than others.
- **Impact:** This unevenness prevents a nationwide, synchronized advancement of research impact and limits knowledge dissemination. It suggests that institutional support, capacity building, and knowledge-sharing mechanisms are not uniformly effective.

The Challenge of IP Commercialization:

- **Problem:** Despite a growing focus on Intellectual Property (IP) and increasing filings (481 IP protection applications filed, 91 IPs granted in FY 2023-24), the conversion to actual commercialization remains a significant hurdle. Only 129 licensing agreements were

signed in FY 2023-24. The FY 2022-23 report noted 197 licensing agreements, indicating a slight dip.

- **Impact:** This disconnect highlights a critical bottleneck in translating research into economic value. Universities may be filing patents, but they are struggling to connect with industry, market their IPs, or secure licensing deals that generate sustainable revenue streams. The emphasis on "filing" numbers often overshadows the more complex and impactful "commercialization" efforts. The spirit of "innovation and commercialization" remains largely unrealized.

Sustainability Concerns in Capacity Building Initiatives:

- **Problem:** While ORICs have historically shown strong participation in organizing trainings and workshops (976 in FY 2023-24), the latest data (FY 2023-24) shows a **4% negative change** in the average score for "Sustainability & Capacity Building." This is a concerning recent trend.
- **Impact:** A decline in this area means ORICs might not be consistently developing their own capabilities or those of researchers. This could lead to a stagnation or even reversal of progress in other KPI domains over time, ultimately affecting the ORIC's ability to be self-sustaining and adaptable.

Critique on Current Evaluation Metrics:

A fundamental critique emerges from analyzing these trends: HEC's scorecard, while covering important domains, appears to sometimes prioritize procedural compliance or superficial numbers over genuine impact. For instance, scoring high on "Human Resource & Operations" (often achieved despite lacking a full-time ORIC Head) or merely "filing" IPs without robust commercialization pathways.

What should be the focus? For a truly knowledge-based economy, evaluation must heavily weigh:

- **Commercial Viability of Research:** How much research is market-aligned?
- **Successful Product Development:** Prototypes converted into viable products.
- **Entrepreneurial Ventures:** New startups emerging from university research.
- **Tangible Economic Value:** Revenue generated from commercialized IPs and industry collaborations.
- **Patents with Impact:** Moving beyond just "filed" or "granted" to "license" and "revenue-generating" patents.

These critical insights underscore the need for a strategic re-evaluation of the ORIC ecosystem in Pakistan, shifting focus from mere establishment and basic compliance to fostering an environment where innovation truly flourishes and contributes measurably to national development.

The "ORIC Establishment & Capacity Building Support" Project: A Way Forward

The "ORIC Establishment & Capacity Building Support" project is designed as a direct response to the critical gaps and persistent challenges identified in this National ORIC Readiness Snapshot report. Recognizing that a robust research and innovation ecosystem is crucial for Pakistan's progress, this project aims to provide targeted interventions to elevate the performance and impact of ORICs nationwide. We firmly believe that with focused efforts and collaborative partnerships, the true potential of ORICs can be unlocked, leading to accelerated innovation and commercialization.

Project Objectives:

Establish New ORICs: To facilitate the establishment of fully functional and effective ORICs in universities currently lacking them, with a strategic focus on underserved regions and sectors (e.g., private universities, Balochistan, AJK, and high-volume provinces like Punjab and Sindh).

Strengthen Existing ORICs: To enhance the operational capacity and strategic vision of existing ORICs, particularly those categorized as 'Y', 'Underperforming', or 'Non-complying', to help them move into 'X' and 'W' categories.

Address the Leadership Gap: To support universities in appointing and developing dedicated, full-time ORIC leadership and core teams, ensuring compliance with HEC's ORIC Policy 2021 and fostering continuity in leadership.

Boost Commercialization & Entrepreneurship: To significantly improve the conversion rate of research proposals into funded grants, and Intellectual Property (IP) filings into commercially viable products, licensing agreements, and successful entrepreneurial ventures.

Enhance Industry-Academia Linkages: To forge stronger, more impactful collaborations between HEIs, industry, and government, facilitating joint research, contract research, and technology transfer for tangible economic benefits.

Ensure Sustainability: To develop sustainable models for ORIC operations, including revenue generation from commercialization activities and diversified funding sources, reducing over-reliance on singular funding streams.

Proposed Activities:

Tailored Capacity Building Workshops: Conduct in-depth, hands-on training sessions for ORIC heads, managers, and faculty focusing on:

- Advanced grant proposal writing and funding diversification.
- Effective IP management, valuation, and commercialization strategies (licensing, spin-offs).
- Establishing and managing incubation centers and entrepreneurial ecosystems.

- Strengthening industry-academia engagement protocols and agreements.
- Developing robust ORIC policies, procedures, and documentation practices.

Mentorship and Coaching Programs: Establish a mentorship network connecting high-performing ORIC leaders and industry experts with newly established or underperforming ORICs for ongoing guidance and support.

Resource Mobilization Support: Assist ORICs in identifying and accessing diverse national and international funding opportunities beyond traditional HEC grants.

Policy Implementation & Compliance Support: Provide direct assistance to universities in meeting HEC's ORIC Policy 2021 requirements, particularly regarding the appointment of full-time ORIC staff and establishment of robust internal policies.

Networking & Collaboration Platforms: Organize targeted forums, workshops, and B2B matchmaking events to facilitate meaningful interactions between universities, industries, investors, and government bodies.

Development of Best Practice Playbooks: Create accessible guides and toolkits for ORICs on various aspects of operations, from research administration to commercialization.

Performance Monitoring & Impact Measurement: Implement a robust framework to track progress against project objectives, focusing on impact-driven metrics beyond HEC's current scorecard (e.g., revenue from IP, number of successful startups, industry-sponsored research).

Expected Outcomes & Impact:

- **Increased Number of Functional ORICs:** By 2030, all 272 universities will have established and operational ORICs.
- **Enhanced ORIC Performance:** All universities currently in the 'Y' category will be transformed into 'X' and 'W' categories within 5 years of project intervention.
- **Stronger Leadership:** A significant increase in ORICs with dedicated, full-time heads and professional teams.
- **Boost in Commercialization:** A measurable increase in successful grant acquisitions, IP commercialization (licensing, spin-offs), and revenue generation from research.
- **Vibrant Ecosystem:** Stronger, sustainable linkages between academia, industry, and government, fostering a more dynamic innovation ecosystem in Pakistan.
- **Contribution to Knowledge Economy:** ORICs become true drivers of socio-economic development, contributing tangible products, services, and entrepreneurial ventures to the national economy.

Recommendations & Call to Action

The "National ORIC Readiness Snapshot - Pakistan 2025" report provides compelling evidence that while progress has been made, the ORIC ecosystem in Pakistan requires urgent, concerted, and strategically aligned efforts to unlock its full potential. To truly foster a knowledge-based economy driven by innovation and commercialization, we issue the following recommendations and a collaborative call to action for all key stakeholders:

For the Higher Education Commission (HEC):

1. **Revise Evaluation Frameworks for Impact:** Shift the primary focus of ORIC scorecards from mere compliance and activity tracking to measuring **tangible impact and outcomes**.
 - **Prioritize Commercialization Metrics:** Assign higher weightage to KPIs such as revenue generated from IP licensing, successful product prototypes reaching market, new entrepreneurial ventures/startups launched, and industry-sponsored research contracts with clear deliverables.
 - **Emphasize Quality over Quantity for IP:** Move beyond just "patents filed" or "patents granted" to assessing the commercial viability and actual utilization of IPs.
 - **Incentivize Entrepreneurship:** Introduce specific metrics and incentives for fostering startup culture, incubation success rates, and job creation stemming from ORIC initiatives.
 - **Regularly Review KPI Relevance:** Continuously update scorecard KPIs to reflect evolving global best practices in innovation and commercialization and Pakistan's specific economic needs.
2. **Enforce ORIC Policy 2021 on Leadership:** Strictly enforce the mandatory appointment of full-time, dedicated ORIC Heads and key personnel.
 - **Provide Capacity Building for Leadership:** Develop specialized training and mentorship programs for ORIC leadership to equip them with strategic management, financial acumen, and commercialization skills.
 - **Establish Clear Career Pathways:** Create attractive career progression opportunities for ORIC professionals to ensure talent retention and continuity.
3. **Strengthen Grant Management & Diversification:**
 - **Review Proposal Rejection Reasons:** Conduct a systematic review to identify common reasons for grant proposal rejections and provide targeted feedback/training to universities.
 - **Facilitate Non-HEC Funding Access:** Actively facilitate ORICs in accessing diverse national (other ministries, industry bodies) and international funding sources beyond HEC's traditional grants.
4. **Promote Balanced Regional & Sectorial Development:** Implement targeted programs and financial incentives specifically for ORIC establishment and capacity building in underserved regions (e.g., Balochistan, AJK) and the private university sector.
5. **Leverage AIG Portal Effectively:** Actively promote and support the effective utilization of the Academia-Industry-Government Linkages (AIG) portal to ensure genuine, impactful collaborations are fostered.

For National and International Funding Agencies & Donors:

1. **Prioritize Impact-Driven Funding:** Align funding strategies with ORIC initiatives that demonstrate clear potential for tangible socio-economic impact, innovation, and commercialization.
2. **Invest in Capacity Building:** Fund programs focused on developing specialized skills within ORICs, particularly in areas of IP commercialization, grant writing, and entrepreneurship.
3. **Support Infrastructure Development:** Provide grants for modernizing ORIC infrastructure, including IP cells, incubation centers, and advanced research facilities crucial for product development.
4. **Foster Collaborative Models:** Encourage and fund multi-university and academia-industry collaborative projects that yield scalable solutions and create economic value.
5. **Partner with "ORIC Establishment & Capacity Building Support" Project:** Consider partnering with and funding the "ORIC Establishment & Capacity Building Support" project, as it directly addresses critical, data-backed gaps and proposes a structured approach to achieve measurable impact nationwide. Your investment can accelerate Pakistan's journey towards a vibrant knowledge economy.

For Pakistani Universities and ORICs:

1. **Commit to Policy Compliance:** Prioritize the appointment of full-time, qualified ORIC Heads and dedicated teams as mandated by HEC.
2. **Focus on Commercialization:** Actively pursue the commercialization of intellectual property through robust licensing agreements, spin-off companies, and market-driven research. Move beyond mere IP filing to active IP management and value creation.
3. **Enhance Proposal Quality:** Invest in training for faculty and researchers to improve the quality and success rate of grant proposals.
4. **Strengthen Industry Linkages:** Proactively engage with industry through contract research, joint ventures, and technology transfer initiatives to ensure research relevance and market alignment.
5. **Utilize HEC Portals & Resources:** Fully leverage platforms like the RFI portal and AIG portal for data submission, networking, and accessing capacity-building resources.
6. **Seek External Partnerships:** Actively explore partnerships with the "ORIC Establishment & Capacity Building Support" project and other relevant organizations for targeted assistance in capacity building and resource mobilization.

Conclusion

The "National ORIC Readiness Snapshot - Pakistan 2025" report presents a multi-faceted view of Pakistan's ORIC landscape, acknowledging the commendable foundational work by HEC over the past decade while critically highlighting persistent challenges. Despite significant efforts, the transition from mere ORIC establishment and compliance to a truly vibrant, impact-driven research, innovation, and commercialization ecosystem remains a work in progress.

The recurring issues of leadership gaps, low funding conversion, uneven participation, and the critical shortfall in IP commercialization necessitate a paradigm shift. It is imperative to move beyond a focus on administrative metrics towards a robust emphasis on tangible outcomes—successful patents, innovative products, thriving entrepreneurial ventures, and measurable economic contributions.

The **"ORIC Establishment & Capacity Building Support"** project offers a strategic and actionable pathway to address these identified gaps. By fostering collaboration between HEC, universities, funding agencies, and donors, we can collectively unlock the immense potential within Pakistani HEIs. This is not merely an academic exercise; it is an urgent national imperative to cultivate a dynamic knowledge economy that drives sustainable development and global competitiveness for Pakistan. We are ready to collaborate.

Appendix A

All Pakistan Universities List (FY 2023-24 Compilation)

S. No	University Name	Sector	Province	Website
1	Abasyn University	Private	KPK	http://peshawar.abasyn.edu.pk/
2	Brains Institute Peshawar	Private	KPK	https://brains.edu.pk/
3	CECOS University of Information Technology & Emerging Sciences	Private	KPK	https://cecos.edu.pk/
4	City University of Sciences and Information Technology	Private	KPK	https://cityuniversity.edu.pk/
5	Gandhara University	Private	KPK	https://gandhara.edu.pk/
6	Ghulam Ishaq Khan Institute of Engineering Sciences & Technology	Private	KPK	https://giki.edu.pk/
7	Iqra National University	Private	KPK	https://inu.edu.pk/
8	Northern University	Private	KPK	https://northern.edu.pk/
9	Preston University Kohat	Private	KPK	https://preston.edu.pk
10	Qurtaba University of Sciences & Information Technology	Private	KPK	https://www.qurtuba.edu.pk/
11	Sarhad University of Science & Information Technology	Private	KPK	https://www.suit.edu.pk/v2/
12	Abbottabad University of Science and Technology	Public	KPK	https://aust.edu.pk/
13	Abdul Wali Khan University	Public	KPK	https://awkum.edu.pk/
14	Bacha Khan University	Public	KPK	https://bkuc.edu.pk/
15	Gomal University	Public	KPK	http://gu.edu.pk/
16	Hazara University	Public	KPK	https://www.hu.edu.pk

17	Institute of Management Science	Public	KPK	https://imsciences.edu.pk/
18	Islamia College Peshawar	Public	KPK	https://www.icp.edu.pk/
19	Kalam Bibi International Women Institute, Bannu	Public	KPK	https://kiwi.edu.pk/
20	Khushal Khan Khattak University	Public	KPK	https://kkkuk.edu.pk/
21	Khyber Medical University	Public	KPK	https://kmu.edu.pk/
22	Khyber Pakhtunkhwa Agricultural University	Public	KPK	https://www.aup.edu.pk/
23	Kohat University of Science and Technology	Public	KPK	https://www.kust.edu.pk
24	Pak-Austria Fachhochschule Institute of Applied Sciences and Technology Haripur	Public	KPK	https://paf-iast.edu.pk/
25	Pakistan Military Academy	Public	KPK	https://www.pakistanarmy.gov.pk
26	Shaheed Benazir Bhutto University	Public	KPK	
27	Shaheed Benazir Bhutto Women University	Public	KPK	http://sbbwu.edu.pk/sbbwu/
28	Shuhada-e-Army Public School University of Technology, Nowshera	Public	KPK	https://uotnowshera.edu.pk/
29	The University of Agriculture D.I. Khan	Public	KPK	https://www.uad.edu.pk/
30	The University of Agriculture Swat	Public	KPK	https://uoas.edu.pk/
31	University of Buner	Public	KPK	https://www.ubuner.edu.pk/
32	University of Chitral	Public	KPK	https://uoch.edu.pk/
33	University of Engineering & Technology	Public	KPK	https://jc.uetpeshawar.edu.pk/
34	University of Engineering & Technology Mardan	Public	KPK	https://www.uetmardan.edu.pk/uetm/
35	University of Engineering and Applied Sciences Swat	Public	KPK	https://ueas.edu.pk/
36	University of FATA	Public	KPK	https://www.fu.edu.pk/
37	University of Haripur	Public	KPK	https://www.uoh.edu.pk/
38	University of Lakki Marwat	Public	KPK	https://www.ulm.edu.pk/
39	University of Malakand	Public	KPK	https://www.uom.edu.pk/
40	University of Peshawar	Public	KPK	http://www.uop.edu.pk/
41	University of Science & Technology	Public	KPK	https://ustb.edu.pk/

42	University of Swabi	Public	KPK	https://uoswabi.edu.pk/
43	University of Swat	Public	KPK	https://uswat.edu.pk/
44	Woman University Swabi	Public	KPK	https://www.wus.edu.pk/
45	Woman University Mardan	Public	KPK	https://wumardan.edu.pk/
46	Karakorum International University	Public	Gilgit Baltistan	https://www.kiu.edu.pk/
47	University of Baltistan, Skardu	Public	Gilgit Baltistan	https://uobs.edu.pk/
48	Al-Khair University	Private	Azad Jammu & Kashmir	https://alkhair.edu.pk/
49	Mohi-ud-Din Islamic University	Private	Azad Jammu & Kashmir	https://miu.edu.pk/
50	Mirpur University of Science & Technology	Public	Azad Jammu & Kashmir	https://must.edu.pk/
51	The Azad Jammu & Kashmir University of Bhimber	Public	Azad Jammu & Kashmir	https://ajkuob.edu.pk/
52	University of Azad Jammu & Kashmir	Public	Azad Jammu & Kashmir	https://ajku.edu.pk/
53	University of Kotli	Public	Azad Jammu & Kashmir	https://www.uokajk.edu.pk/
54	University of Poonch	Public	Azad Jammu & Kashmir	https://upr.edu.pk/home
55	Women University of Azad Jammu & Kashmir	Public	Azad Jammu & Kashmir	https://wuajk.edu.pk/
56	Balochistan University of Engineering & Technology	Public	Balochistan	https://www.buetk.edu.pk/
57	Balochistan University of Information Technology, Engineering & Management Sciences	Public	Balochistan	https://www.buitms.edu.pk/
58	Lasbela University of Agriculture, Water & Marine Sciences	Public	Balochistan	https://www.luawms.edu.pk/
59	Mir Chakar Khan Rind University, Sibi Balochistan	Public	Balochistan	https://mckru.edu.pk/

60	Sardar Bahadur Khan Women University	Public	Balochistan	https://site.sbkwu.edu.pk/
61	The Bolan University of Medical and Health Sciences, Quetta	Public	Balochistan	https://www.bumhs.edu.pk/
62	University of Balochistan	Public	Balochistan	https://www.uob.edu.pk/index.php
63	University of Gwadar	Public	Balochistan	https://ug.edu.pk/
64	University of Loralai	Public	Balochistan	https://uoli.edu.pk/
65	University of Makran, Panjgur	Public	Balochistan	https://uomp.edu.pk/
66	University of Turbat	Public	Balochistan	https://uot.edu.pk/
67	Al-Hamd Islamic University	Private	Balochistan	https://aiu.edu.pk/
68	Air University	Public	Islamabad	https://www.au.edu.pk/
69	Allama Iqbal Open University	Public	Islamabad	https://www.aiou.edu.pk/
70	Bahria University Islamabad	Public	Islamabad	https://bahria.edu.pk/
71	COMSATS University, Islamabad	Public	Islamabad	https://www.comsats.edu.pk/
72	Federal Urdu University of Arts, Sciences & Technology	Public	Islamabad	https://fuuast.edu.pk/
73	Health Services Academy Islamabad	Public	Islamabad	https://hsa.edu.pk/
74	Institute of Space Technology	Public	Islamabad	https://www.ist.edu.pk/
75	International Islamic University	Public	Islamabad	https://www.iiu.edu.pk/
76	National Defense University	Public	Islamabad	https://ndu.edu.pk/
77	National Skills University Islamabad	Public	Islamabad	https://nsu.edu.pk/
78	National University of Modern Languages	Public	Islamabad	https://www.numl.edu.pk/
79	National University of Sciences & Technology	Public	Islamabad	https://nust.edu.pk/
80	National University of Technology Islamabad	Public	Islamabad	https://nutech.edu.pk/
81	Pakistan Institute of Development Economics	Public	Islamabad	https://pide.org.pk/
82	Pakistan Institute Engineering & Applied Sciences	Public	Islamabad	https://www.pieas.edu.pk/
83	Quaid-i-Azam University	Public	Islamabad	https://qau.edu.pk/
84	Shaheed Zulfiqar Ali Bhutto Medical University	Public	Islamabad	https://www.szabmu.edu.pk/
85	Capital University of Science & Technology	Private	Islamabad	https://cust.edu.pk/

86	Dar-ul-Madina International University Islamabad	Private	Islamabad	https://dmui.edu.pk/
87	Foundation University	Private	Islamabad	https://fui.edu.pk/
88	Ibadat International University Islamabad	Private	Islamabad	https://iiui.edu.pk/
89	MY University	Private	Islamabad	https://myu.edu.pk/
90	National University of Computer & Emerging Sciences	Private	Islamabad	https://isb.nu.edu.pk/
91	Riphah International University	Private	Islamabad	https://riphah.edu.pk/
92	Shifa Tameer-e-Millat University	Private	Islamabad	https://stmu.edu.pk/
93	Sir Syed (CASE) Institute of Technology Islamabad	Private	Islamabad	https://case.edu.pk/
94	Aga Khan University	Private	Sindh	https://www.aku.edu/Pages/home.aspx
95	Al-Ghazali University	Private	Sindh	https://agu.edu.pk/
96	Al-Kawthar University	Private	Sindh	https://alkawthar.edu.pk/
97	Baqai Medical University	Private	Sindh	https://baqai.edu.pk/
98	Commecs Institute of Business & Emerging Sciences	Private	Sindh	https://commecsinstitute.edu.pk/
99	Dadabhoy Institute of Higher Education	Private	Sindh	https://dadabhoy.edu.pk/
100	DHA Suffa University	Private	Sindh	https://www.dsu.edu.pk/
101	Emaan Institute of Management & Sciences	Private	Sindh	https://www.emaan.edu.pk/
102	Greenwich University	Private	Sindh	https://www.greenwich.edu.pk/
103	Habib University	Private	Sindh	https://habib.edu.pk/
104	Hamdard University	Private	Sindh	https://www.hamdard.edu.pk/
105	Hands-Institute of Development Studies	Private	Sindh	https://hands-ids.edu.pk/
106	Ibn-e-Sina University	Private	Sindh	https://isu.edu.pk/
107	ILMA University	Private	Sindh	https://ilmauniversity.edu.pk/
108	Indus University	Private	Sindh	https://www.indus.edu.pk/
109	Indus Valley School of Art & Architecture	Private	Sindh	https://indusvalley.edu.pk/
110	Institute of Business Management	Private	Sindh	https://www.iobm.edu.pk/
111	Iqra University	Private	Sindh	https://iqra.edu.pk/
112	Isra University	Private	Sindh	https://isra.edu.pk/

113	Jinnah University for Women	Private	Sindh	https://www.juw.edu.pk/
114	Karachi Institute of Economics & Technology	Private	Sindh	https://pafkiet.edu.pk/
115	Karachi Institute of Technology and Entrepreneurship	Private	Sindh	https://kite.edu.pk/
116	Karachi School of Business and Leadership	Private	Sindh	https://www.ksbl.edu.pk/
117	KASB Institute of Technology	Private	Sindh	https://kasbit.edu.pk/
118	Malir University of Science & Technology	Private	Sindh	https://www.maliruniversity.edu.pk/
119	Metropolitan University	Private	Sindh	https://muk.edu.pk/
120	Millennium Institute of Technology and Entrepreneurship	Private	Sindh	https://mite.edu.pk/
121	Muhammad Ali Jinnah University	Private	Sindh	https://jinnah.edu/
122	Newport Institute of Communications & Economics	Private	Sindh	https://newports.edu.pk/
123	Preston Institute of Management Science & Technology	Private	Sindh	https://pimsat-khi.edu.pk/
124	Preston University, Karachi	Private	Sindh	https://prestonkhi.edu.pk/
125	Saifee Burhani University	Private	Sindh	https://www.sbu.edu.pk/
126	Salim Habib University	Private	Sindh	https://shu.edu.pk/
127	Shaheed Benazir Bhutto City University	Private	Sindh	https://www.sbbcu.edu.pk/
128	Shaheed Benazir Bhutto Dewan University	Private	Sindh	https://admission.sbbdewanuniversity.edu.pk/
129	Shaheed Zulfiqar Ali Bhutto Institute of Science & Technology	Private	Sindh	https://szabist.edu.pk
130	Sindh Institute of Management & Technology	Private	Sindh	https://simat.edu.pk/
131	Sindh Institute of Medical Sciences	Private	Sindh	https://sims.siut.edu.pk/
132	Sir Syed University of Engineering & Technology	Private	Sindh	https://www.ssuet.edu.pk/
133	Sohail University	Private	Sindh	https://sohailuniversity.edu.pk/
134	Textile Institute of Pakistan	Private	Sindh	https://tip.edu.pk/
135	The Nazeer Hussain University	Private	Sindh	https://nhu.edu.pk/
136	UIT University	Private	Sindh	https://uitu.edu.pk/
137	University of Art and Culture Jamshoro	Private	Sindh	https://uac.edu.pk/official/

138	University of Modern Sciences Tando Muhammad Khan	Private	Sindh	https://ums.edu.pk/
139	Zia-ud-Din University	Private	Sindh	https://zu.edu.pk/
140	Aror University of Art Architecture Design and Heritage Sukkur	Public	Sindh	https://aror.edu.pk/
141	Begum Nusrat Bhutto Women University	Public	Sindh	https://bnbwu.edu.pk/
142	Benazir Bhutto Shaheed University Lyari	Public	Sindh	https://www.bbsul.edu.pk/
143	Benazir Bhutto Shaheed University of Technology & Skill Development Khairpur	Public	Sindh	https://bbsutsd.edu.pk/
144	Dawood University of Engineering & Technology	Public	Sindh	https://duet.edu.pk/
145	DOW University of Health Sciences	Public	Sindh	https://www.duhs.edu.pk/
146	Gambat Institute of Medical Sciences	Public	Sindh	http://www.gims.edu.pk/
147	Government College University Hyderabad	Public	Sindh	https://www.gcu.edu.pk/
148	Hyderabad Institute for Technology & Management Sciences	Public	Sindh	https://hitms.edu.pk/
149	Institute of Business Administration	Public	Sindh	https://www.iba.edu.pk/
150	Jinnah Sindh Medical University	Public	Sindh	https://www.jsmu.edu.pk/
151	Karachi Metropolitan University	Public	Sindh	https://thekmu.edu.pk/
152	Liaquat University of Medical & Health Sciences	Public	Sindh	https://www.lumhs.edu.pk/home/
153	Mehran University of Engineering & Technology	Public	Sindh	https://www.mu.edu.pk/
154	NED University of Engineering & Technology	Public	Sindh	https://www.neduet.edu.pk/
155	PAF Air War College Institute Karachi	Public	Sindh	https://www.au.edu.pk/pages/AffiliatedInstitutes/affiliation_air_war_college.aspx
156	Pakistan Naval Academy	Public	Sindh	https://www.paknavy.gov.pk/rahbar.html
157	Peoples University of Medical & Health Sciences for Women	Public	Sindh	https://pumhs.edu.pk/
158	Quaid-e-Awam University of Engineering Sciences & Technology	Public	Sindh	https://quest.edu.pk/
159	Shah Abdul Latif University	Public	Sindh	http://www.salu.edu.pk/

160	Shaheed Allah Buksh Soomro University of Arts Design and Heritages Jamshoro	Public	Sindh	https://sabsu.edu.pk/
161	Shaheed Benazir Bhutto University of Veterinary & Animal Sciences	Public	Sindh	https://www.sbbuvas.edu.pk/index.php
162	Shaheed Benazir Bhutto University Shaheed Benazirabad	Public	Sindh	https://www.sbbusba.edu.pk/
163	Shaheed Mohtarma Benazir Bhutto Medical University	Public	Sindh	https://www.smbbmdu.edu.pk/beta/
164	Shaheed Zulfiqar Ali Bhutto University of Law	Public	Sindh	https://szabul.edu.pk/
165	Sindh Agriculture University Tandojam	Public	Sindh	https://sau.edu.pk/
166	Sindh Madressatul Islam University	Public	Sindh	https://smiu.edu.pk/
167	Sukkur IBA University	Public	Sindh	https://www.iba-suk.edu.pk/
168	The Shaikh Ayaz University	Public	Sindh	https://saus.edu.pk/
169	The Sindh Institute of Physical Medicine and Rehabilitation	Public	Sindh	https://sipmr.edu.pk/
170	The University of Larkano	Public	Sindh	https://uolrk.edu.pk/
171	University of Karachi	Public	Sindh	https://uok.edu.pk/
172	University of Sindh	Public	Sindh	https://usindh.edu.pk/
173	University of Sufism and Modern Sciences Bhitshah	Public	Sindh	https://usms.edu.pk/
174	Ali Institute of Education	Private	Punjab	https://aie.edu.pk/courses/
175	Al-Karam International Institute Bhera	Private	Punjab	https://akii.edu.pk/
176	Beaconhouse National University	Private	Punjab	https://www.bnu.edu.pk/
177	Forman Christian College	Private	Punjab	https://www.fccollege.edu.pk/
178	Ghazi National Institute of Engineering and Sciences Dera Ghazi Khan	Private	Punjab	https://www.gnies.edu.pk/
179	GIFT University	Private	Punjab	https://gift.edu.pk/
180	Global Institute Lahore (Admission Suspended)	Private	Punjab	https://global.edu.pk/
181	Hajvery University	Private	Punjab	https://hup.edu.pk/
182	HITEC University	Private	Punjab	https://www.hitecuni.edu.pk/
183	Imperial College of Business Studies	Private	Punjab	https://imperial.edu.pk/

184	Institute for Art and Culture	Private	Punjab	https://iac.edu.pk/
185	Institute of Management Sciences	Private	Punjab	
186	International Institute of Science Arts and Technology Gujrawala	Private	Punjab	https://www.iisat.edu.pk/
187	Lahore Garrison University	Private	Punjab	https://lgu.edu.pk
188	Lahore Institute of Science & Technology	Private	Punjab	http://list.edu.pk/courses/
189	Lahore Leads University	Private	Punjab	https://www.leads.edu.pk/
190	Lahore School of Economics	Private	Punjab	https://www.lahoreschoolofeconomics.edu.pk/
191	Lahore University of Biological and Applied Sciences	Private	Punjab	https://ubas.edu.pk/
192	Lahore University of Management Sciences	Private	Punjab	lums.edu.pk
193	Minhaj University	Private	Punjab	https://www.mul.edu.pk/en/
194	Multan University of Science & Technology	Private	Punjab	https://www.multanust.edu.pk/
195	Namal University	Private	Punjab	https://namal.edu.pk/
196	National College of Business Administration & Economics	Private	Punjab	https://ncbae.edu.pk/
197	National Excellence Institute Rawalpindi	Private	Punjab	https://www.nei.edu.pk/
198	Nur International University	Private	Punjab	https://www.niu.edu.pk/
199	Pakistan Global Institute Rawat	Private	Punjab	https://pgiedu.org/
200	Qarshi University	Private	Punjab	https://qu.edu.pk/
201	Rashid Latif Khan University	Private	Punjab	https://rlku.edu.pk/
202	South Punjab Institute of Science and Technology DG Khan	Private	Punjab	https://spist.edu.pk/
203	The Grand Asian University Sialkot	Private	Punjab	https://gaus.edu.pk/
204	The Green International University	Private	Punjab	https://giu.edu.pk/
205	The Superior University	Private	Punjab	https://www.superior.edu.pk/
206	The University of Faisalabad	Private	Punjab	https://tuf.edu.pk/
207	Time Institute Multan	Private	Punjab	https://www.t.edu.pk/
208	University of Central Punjab	Private	Punjab	https://ucp.edu.pk/
209	University of Chenab Gujrat	Private	Punjab	https://uchenab.edu.pk/

210	University of Lahore	Private	Punjab	https://uol.edu.pk/
211	University of Management & Technology	Private	Punjab	https://www.umat.edu.pk/
212	University of Sialkot	Private	Punjab	https://www.uskt.edu.pk/
213	University South Asia	Private	Punjab	https://usa.edu.pk/
214	University of Southern Punjab	Private	Punjab	https://usp.edu.pk/
215	University of Wah	Private	Punjab	https://uow.edu.pk/
216	Baba Guru Nanak University	Public	Punjab	https://www.bgnu.edu.pk/
217	Bahauddin Zakariya University	Public	Punjab	https://bzu.edu.pk/
218	Cholistan University of Veterinary and Animal Sciences	Public	Punjab	https://www.cuvas.edu.pk/
219	Emerson University	Public	Punjab	https://eum.edu.pk/
220	Faisalabad Medical University	Public	Punjab	http://www.pmc.edu.pk/
221	Fatima Jinnah Medical University Lahore	Public	Punjab	https://www.fjmu.edu.pk/
222	Fatima Jinnah Women University Rawalpindi	Public	Punjab	https://fjwu.edu.pk/
223	Ghazi University DG Khan	Public	Punjab	https://www.gudgk.edu.pk/
224	Government College for Women University	Public	Punjab	https://gcwus.edu.pk/
225	Government College University Faisalabad	Public	Punjab	https://gcuf.edu.pk/
226	Government College University Lahore	Public	Punjab	https://gcu.edu.pk/
227	Government College Women University Faisalabad	Public	Punjab	https://gcwuf.edu.pk/
228	Government Sadiq College Women University	Public	Punjab	https://www.gscwu.edu.pk/
229	Information Technology University of The Punjab	Public	Punjab	https://itu.edu.pk/
230	Islamia University	Public	Punjab	https://www.iub.edu.pk/
231	Khawaja Freed University of Engineering & Information Technology	Public	Punjab	https://www.kfueit.edu.pk/
232	King Edward Medical University	Public	Punjab	https://kemu.edu.pk/
233	Kinnaird College for Women	Public	Punjab	https://kinnaird.edu.pk/
234	Kohsar University Murree	Public	Punjab	https://kum.edu.pk/kum/
235	Lahore College for Women University	Public	Punjab	https://www.lcwu.edu.pk/

236	Mir Chakar Khan Rind University of Technology DG Khan	Public	Punjab	https://www.mcut.edu.pk/
237	Muhammad Nawaz Shareef University of Agriculture	Public	Punjab	https://www.mnsuam.edu.pk/
238	Muhammad Nawaz Shareef University of Engineering & Technology	Public	Punjab	https://mnsuet.edu.pk/
239	National College of Arts	Public	Punjab	https://www.nca.edu.pk/
240	National Textile University	Public	Punjab	https://www.ntu.edu.pk/index.php
241	National University of Medical Sciences	Public	Punjab	https://numspak.edu.pk/
242	National University of Pakistan	Public	Punjab	https://www.nup.edu.pk/
243	NFC Institute of Engineering & Technology	Public	Punjab	https://www.nfciet.edu.pk/
244	Nishtar Medical University	Public	Punjab	https://nmu.edu.pk/
245	Pakistan Institute of Fashion & Design	Public	Punjab	https://www.pifd.edu.pk/
246	Pir Mehr Ali Shah Arid Agriculture University	Public	Punjab	https://www.uaar.edu.pk/index.php
247	Punjab Tianjin University of Technology Lahore	Public	Punjab	https://ptut.edu.pk/
248	Punjab University of Technology	Public	Punjab	https://putrasul.edu.pk/
249	Rawalpindi Medical University	Public	Punjab	https://rmur.edu.pk/
250	Rawalpindi Women University	Public	Punjab	https://www.rwu.edu.pk/
251	Thal University Bhakkar	Public	Punjab	https://tu.edu.pk/
252	The Women University	Public	Punjab	https://wum.edu.pk/
253	University of Agriculture	Public	Punjab	https://uaf.edu.pk/
254	University of Chakwal	Public	Punjab	https://www.uoc.edu.pk/
255	University of Child Health Sciences Lahore	Public	Punjab	https://uchs.edu.pk/
256	University of Education	Public	Punjab	https://www.ue.edu.pk/index.php
257	University of Engineering & Technology	Public	Punjab	https://uet.edu.pk/home/
258	University of Engineering & Technology Taxila	Public	Punjab	https://www.uettaxila.edu.pk/
259	University of Gujrat	Public	Punjab	https://uog.edu.pk/
260	University of Health Sciences	Public	Punjab	https://www.uhs.edu.pk/
261	University of Home Economics Lahore	Public	Punjab	https://uhe.edu.pk/

262	University of Jhang	Public	Punjab	https://www.uoj.edu.pk/
263	University of Kamalia	Public	Punjab	https://www.ukm.edu.pk/
264	University of Layyah	Public	Punjab	https://ul.edu.pk/
265	University of Mianwali	Public	Punjab	umw.edu.pk
266	University of Narowal	Public	Punjab	https://uon.edu.pk/
267	University of Okara	Public	Punjab	https://www.uo.edu.pk/
268	University of Sahiwal	Public	Punjab	https://www.uosahiwal.edu.pk/
269	University of Sargodha	Public	Punjab	https://su.edu.pk/
270	University of the Punjab	Public	Punjab	https://www.pu.edu.pk/
271	University of Veterinary & Animal Sciences	Public	Punjab	https://www.uvas.edu.pk/
272	Virtual University of Pakistan	Public	Punjab	https://www.vu.edu.pk/

Appendix B

List of ORIC Established Universities (FY 2023-24)

S. No.	University Name	ORIC Status	Sector	Province
1	CECOS University of Information Technology & Emerging Sciences	ORIC Established	Private	KPK
2	Ghulam Ishaq Khan Institute of Engineering Sciences & Technology	ORIC Established	Private	KPK
3	Iqra National University	ORIC Established	Private	KPK
4	Sarhad University of Science & Information Technology	ORIC Established	Private	KPK
5	Abbottabad University of Science and Technology	ORIC Established	Public	KPK
6	Abdul Wali Khan University	ORIC Established	Public	KPK
7	Bacha Khan University	ORIC Established	Public	KPK
8	Gomal University	ORIC Established	Public	KPK
9	Institute of Management Science	ORIC Established	Public	KPK
10	Islamia College Peshawar	ORIC Established	Public	KPK
11	Khyber Medical University	ORIC Established	Public	KPK
12	Khyber Pakhtunkhwa Agricultural University	ORIC Established	Public	KPK
13	Kohat University of Science and Technology	ORIC Established	Public	KPK
14	Pak-Austria Fachhochschule Institute of Applied Sciences and Technology Haripur	ORIC Established	Public	KPK
15	Shaheed Benazir Bhutto Women University	ORIC Established	Public	KPK
16	University of Engineering & Technology	ORIC Established	Public	KPK
17	University of Haripur	ORIC Established	Public	KPK
18	University of Malakand	ORIC Established	Public	KPK

19	University of Peshawar	ORIC Established	Public	KPK
20	University of Swat	ORIC Established	Public	KPK
21	Karakorum International University	ORIC Established	Public	Gilgit Baltistan
22	Mirpur University of Science & Technology	ORIC Established	Public	Azad Jammu & Kashmir
23	Sciences	ORIC Established	Public	Balochistan
24	University of Balochistan	ORIC Established	Public	Balochistan
25	Air University	ORIC Established	Public	Islamabad Capital Territory
26	Allama Iqbal Open University	ORIC Established	Public	Islamabad Capital Territory
27	`	ORIC Established	Public	Islamabad Capital Territory
28	COMSATS University, Islamabad	ORIC Established	Public	Islamabad Capital Territory
29	Health Services Academy Islamabad	ORIC Established	Public	Islamabad Capital Territory
30	Institute of Space Technology	ORIC Established	Public	Islamabad Capital Territory
31	International Islamic University	ORIC Established	Public	Islamabad Capital Territory
32	National University of Modern Languages	ORIC Established	Public	Islamabad Capital Territory
33	National University of Sciences & Technology	ORIC Established	Public	Islamabad Capital Territory
34	National University of Technology Islamabad	ORIC Established	Public	Islamabad Capital Territory
35	Pakistan Institute of Development Economics	ORIC Established	Public	Islamabad Capital Territory
36	Pakistan Institute Engineering & Applied Sciences	ORIC Established	Public	Islamabad Capital Territory
37	Quaid-i-Azam University	ORIC Established	Public	Islamabad Capital Territory
38	Shaheed Zulfiqar Ali Bhutto Medical University	ORIC Established	Public	Islamabad Capital Territory
39	Capital University of Science & Technology	ORIC Established	Private	Islamabad Capital Territory
40	Foundation University	ORIC Established	Private	Islamabad Capital Territory
41	National University of Computer & Emerging Sciences	ORIC Established	Private	Islamabad Capital Territory
42	Riphah International University	ORIC Established	Private	Islamabad Capital Territory
43	Shifa Tameer-e-Millat University	ORIC Established	Private	Islamabad Capital Territory

44	Aga Khan University	ORIC Established	Private	Sindh
45	DHA Suffa University	ORIC Established	Private	Sindh
46	Greenwich University	ORIC Established	Private	Sindh
47	Hamdard University	ORIC Established	Private	Sindh
48	Institute of Business Management	ORIC Established	Private	Sindh
49	Iqra University	ORIC Established	Private	Sindh
50	Isra University	ORIC Established	Private	Sindh
51	Jinnah University for Women	ORIC Established	Private	Sindh
52	Karachi Institute of Economics & Technology	ORIC Established	Private	Sindh
53	KASB Institute of Technology	ORIC Established	Private	Sindh
54	Muhammad Ali Jinnah University	ORIC Established	Private	Sindh
55	Shaheed Zulfiqar Ali Bhutto Institute of Science & Technology	ORIC Established	Private	Sindh
56	Sir Syed University of Engineering & Technology	ORIC Established	Private	Sindh
57	Zia-ud-Din University	ORIC Established	Private	Sindh
58	DOW University of Health Sciences	ORIC Established	Public	Sindh
59	Institute of Business Administration	ORIC Established	Public	Sindh
60	Mehran University of Engineering & Technology	ORIC Established	Public	Sindh
61	NED University of Engineering & Technology	ORIC Established	Public	Sindh
62	Shah Abdul Latif University	ORIC Established	Public	Sindh
63	Shaheed Benazir Bhutto University Shaheed Benazirabad	ORIC Established	Public	Sindh
64	Sindh Agriculture University Tandojam	ORIC Established	Public	Sindh
65	Sindh Madressatul Islam University	ORIC Established	Public	Sindh
66	Sukkur IBA University	ORIC Established	Public	Sindh
67	University of Karachi	ORIC Established	Public	Sindh
68	Forman Christian College	ORIC Established	Private	Punjab

69	Lahore Garrison University	ORIC Established	Private	Punjab
70	Lahore University of Management Sciences	ORIC Established	Private	Punjab
71	Nur International University	ORIC Established	Private	Punjab
72	The Superior University	ORIC Established	Private	Punjab
73	The University of Faisalabad	ORIC Established	Private	Punjab
74	University of Central Punjab	ORIC Established	Private	Punjab
75	University of Lahore	ORIC Established	Private	Punjab
76	University of Management & Technology	ORIC Established	Private	Punjab
77	University of Wah	ORIC Established	Private	Punjab
78	Fatima Jinnah Women University Rawalpindi	ORIC Established	Public	Punjab
79	Government College for Women University	ORIC Established	Public	Punjab
80	Government College University Faisalabad	ORIC Established	Public	Punjab
81	Islamia University	ORIC Established	Public	Punjab
82	Kinnaird College for Women	ORIC Established	Public	Punjab
83	Lahore College for Women University	ORIC Established	Public	Punjab
84	Muhammad Nawaz Shareef University of Agriculture	ORIC Established	Public	Punjab
85	National Textile University	ORIC Established	Public	Punjab
86	National University of Medical Sciences	ORIC Established	Public	Punjab
87	Pir Mehr Ali Shah Arid Agriculture University	ORIC Established	Public	Punjab
88	University of Agriculture	ORIC Established	Public	Punjab
89	University of Education	ORIC Established	Public	Punjab
90	University of Engineering & Technology	ORIC Established	Public	Punjab
91	University of Gujrat	ORIC Established	Public	Punjab
92	University of Sargodha	ORIC Established	Public	Punjab
93	University of the Punjab	ORIC Established	Public	Punjab
94	University of Veterinary & Animal Sciences	ORIC Established	Public	Punjab

Appendix C

List of Non-ORIC Universities (FY 2023-24)

S. No.	University Name	ORIC Status	Sector	Province
1	Abasyn University	Non Oric	Private	KPK
2	Brains Institute Peshawar	Non Oric	Private	KPK
3	City University of Sciences and Information Technology	Non Oric	Private	KPK
4	Gandhara University	Non Oric	Private	KPK
5	Northern University	Non Oric	Private	KPK
6	Preston University Kohat	Non Oric	Private	KPK
7	Qurta University of Sciences & Information Technology	Non Oric	Private	KPK
8	Hazara University	Non Oric	Public	KPK
9	Kalam Bibi International Women Institute, Bannu	Non Oric	Public	KPK
10	Khushal Khan Khattak University	Non Oric	Public	KPK
11	Pakistan Military Academy	Non Oric	Public	KPK
12	Shaheed Benazir Bhutto University	Non Oric	Public	KPK
13	Shuhada-e-Army Public School University of Technology, Nowshera	Non Oric	Public	KPK
14	The University of Agriculture D.I. Khan	Non Oric	Public	KPK
15	The University of Agriculture Swat	Non Oric	Public	KPK
16	University of Buner	Non Oric	Public	KPK
17	University of Chitral	Non Oric	Public	KPK
18	University of Engineering & Technology Mardan	Non Oric	Public	KPK
19	University of Engineering and Applied Sciences Swat	Non Oric	Public	KPK
20	University of FATA	Non Oric	Public	KPK
21	University of Lakki Marwat	Non Oric	Public	KPK
22	University of Science & Technology	Non Oric	Public	KPK
23	University of Swabi	Non Oric	Public	KPK
24	Woman University Swabi	Non Oric	Public	KPK

25	Woman University Mardan	Non Oric	Public	KPK
26	University of Baltistan, Skardu	Non Oric	Public	Gilgit Baltistan
27	Al-Khair University	Non Oric	Private	Azad Jammu & Kashmir
28	Mohi-ud-Din Islamic University	Non Oric	Private	Azad Jammu & Kashmir
29	The Azad Jammu & Kashmir University of Bhimber	Non Oric	Public	Azad Jammu & Kashmir
30	University of Azad Jammu & Kashmir	Non Oric	Public	Azad Jammu & Kashmir
31	University of Kotli	Non Oric	Public	Azad Jammu & Kashmir
32	University of Poonch	Non Oric	Public	Azad Jammu & Kashmir
33	Women University of Azad Jammu & Kashmir	Non Oric	Public	Azad Jammu & Kashmir
34	Balochistan University of Engineering & Technology	Non Oric	Public	Balochistan
35	Lasbela University of Agriculture, Water & Marine Sciences	Non Oric	Public	Balochistan
36	Mir Chakar Khan Rind University, Sibi Balochistan	Non Oric	Public	Balochistan
37	Sardar Bahadur Khan Women University	Non Oric	Public	Balochistan
38	The Bolan University of Medical and Health Sciences, Quetta	Non Oric	Public	Balochistan
39	University of Gwadar	Non Oric	Public	Balochistan
40	University of Loralai	Non Oric	Public	Balochistan
41	University of Makran, Panjgur	Non Oric	Public	Balochistan
42	University of Turbat	Non Oric	Public	Balochistan
43	Al-Hamd Islamic University	Non Oric	Private	Balochistan
44	Federal Urdu University of Arts, Sciences & Technology	Non Oric	Public	Islamabad Capital Territory
45	National Defense University	Non Oric	Public	Islamabad Capital Territory
46	National Skills University Islamabad	Non Oric	Public	Islamabad Capital Territory
47	Dar-ul-Madina International University Islamabad	Non Oric	Private	Islamabad Capital Territory
48	Ibadat International University Islamabad	Non Oric	Private	Islamabad Capital Territory
49	MY University	Non Oric	Private	Islamabad Capital Territory
50	Sir Syed (CASE) Institute of Technology Islamabad	Non Oric	Private	Islamabad Capital Territory
51	Al-Ghazali University	Non Oric	Private	Sindh
52	Al-Kawthar University	Non Oric	Private	Sindh
53	Baqai Medical University	Non Oric	Private	Sindh
54	Commecs Institute of Business & Emerging Sciences	Non Oric	Private	Sindh
55	Dadabhoy Institute of Higher Education	Non Oric	Private	Sindh
56	Emaan Institute of Management & Sciences	Non Oric	Private	Sindh
57	Habib University	Non Oric	Private	Sindh

58	Hands-Institute of Development Studies	Non Oric	Private	Sindh
59	Ibn-e-Sina University	Non Oric	Private	Sindh
60	ILMA University	Non Oric	Private	Sindh
61	Indus University	Non Oric	Private	Sindh
62	Indus Valley School of Art & Architecture	Non Oric	Private	Sindh
63	Karachi Institute of Technology and Entrepreneurship	Non Oric	Private	Sindh
64	Karachi School of Business and Leadership	Non Oric	Private	Sindh
65	Malir University of Science & Technology	Non Oric	Private	Sindh
66	Metropolitan University	Non Oric	Private	Sindh
67	Millennium Institute of Technology and Entrepreneurship	Non Oric	Private	Sindh
68	Newport Institute of Communications & Economics	Non Oric	Private	Sindh
69	Preston Institute of Management Science & Technology	Non Oric	Private	Sindh
70	Preston University, Karachi	Non Oric	Private	Sindh
71	Saifee Burhani University	Non Oric	Private	Sindh
72	Salim Habib University	Non Oric	Private	Sindh
73	Shaheed Benazir Bhutto City University	Non Oric	Private	Sindh
74	Shaheed Benazir Bhutto Dewan University	Non Oric	Private	Sindh
75	Sindh Institute of Management & Technology	Non Oric	Private	Sindh
76	Sindh Institute of Medical Sciences	Non Oric	Private	Sindh
77	Sohail University	Non Oric	Private	Sindh
78	Textile Institute of Pakistan	Non Oric	Private	Sindh
79	The Nazeer Hussain University	Non Oric	Private	Sindh
80	UIT University	Non Oric	Private	Sindh
81	University of Art and Culture Jamshoro	Non Oric	Private	Sindh
82	University of Modern Sciences Tando Muhammad Khan	Non Oric	Private	Sindh
83	Aror University of Art Architecture Design and Heritage Sukkur	Non Oric	Public	Sindh
84	Begum Nusrat Bhutto Women University	Non Oric	Public	Sindh
85	Benazir Bhutto Shaheed University Lyari	Non Oric	Public	Sindh
86	Benazir Bhutto Shaheed University of Technology & Skill Development Khairpur	Non Oric	Public	Sindh
87	Dawood University of Engineering & Technology	Non Oric	Public	Sindh
88	Gambat Institute of Medical Sciences	Non Oric	Public	Sindh
89	Government College University Hyderabad	Non Oric	Public	Sindh
90	Hyderabad Institute for Technology & Management Sciences	Non Oric	Public	Sindh

91	Jinnah Sindh Medical University	Non Oric	Public	Sindh
92	Karachi Metropolitan University	Non Oric	Public	Sindh
93	Liaquat University of Medical & Health Sciences	Non Oric	Public	Sindh
94	PAF Air War College Institute Karachi	Non Oric	Public	Sindh
95	Pakistan Naval Academy	Non Oric	Public	Sindh
96	Peoples University of Medical & Health Sciences for Women	Non Oric	Public	Sindh
97	Quaid-e-Awam University of Engineering Sciences & Technology	Non Oric	Public	Sindh
98	Shaheed Allah Buksh Soomro University of Arts Design and Heritages Jamshoro	Non Oric	Public	Sindh
99	Shaheed Benazir Bhutto University of Veterinary & Animal Sciences	Non Oric	Public	Sindh
100	Shaheed Mohtarma Benazir Bhutto Medical University	Non Oric	Public	Sindh
101	Shaheed Zulfiqar Ali Bhutto University of Law	Non Oric	Public	Sindh
102	The Shaikh Ayaz University	Non Oric	Public	Sindh
103	The Sindh Institute of Physical Medicine and Rehabilitation	Non Oric	Public	Sindh
104	The University of Larkano	Non Oric	Public	Sindh
105	University of Sindh	Non Oric	Public	Sindh
106	University of Sufism and Modern Sciences Bhitshah	Non Oric	Public	Sindh
107	Ali Institute of Education	Non Oric	Private	Punjab
108	Al-Karam International Institute Bhera	Non Oric	Private	Punjab
109	Beaconhouse National University	Non Oric	Private	Punjab
110	Ghazi National Institute of Engineering and Sciences Dera Ghazi Khan	Non Oric	Private	Punjab
111	GIFT University	Non Oric	Private	Punjab
112	Global Institute Lahore (Admission Suspended)	Non Oric	Private	Punjab
113	Hajvery University	Non Oric	Private	Punjab
114	HITEC University	Non Oric	Private	Punjab
115	Imperial College of Business Studies	Non Oric	Private	Punjab
116	Institute for Art and Culture	Non Oric	Private	Punjab
117	Institute of Management Sciences	Non Oric	Private	Punjab
118	International Institute of Science Arts and Technology Gujrawala	Non Oric	Private	Punjab
119	Lahore Institute of Science & Technology	Non Oric	Private	Punjab
120	Lahore Leads University	Non Oric	Private	Punjab
121	Lahore School of Economics	Non Oric	Private	Punjab
122	Lahore University of Biological and Applied Sciences	Non Oric	Private	Punjab
123	Minhaj University	Non Oric	Private	Punjab

124	Multan University of Science & Technology	Non Oric	Private	Punjab
125	Namal University	Non Oric	Private	Punjab
126	National College of Business Administration & Economics	Non Oric	Private	Punjab
127	National Excellence Institute Rawalpindi	Non Oric	Private	Punjab
128	Pakistan Global Institute Rawat	Non Oric	Private	Punjab
129	Qarshi University	Non Oric	Private	Punjab
130	Rashid Latif Khan University	Non Oric	Private	Punjab
131	South Punjab Institute of Science and Technology DG Khan	Non Oric	Private	Punjab
132	The Grand Asian University Sialkot	Non Oric	Private	Punjab
133	The Green International University	Non Oric	Private	Punjab
134	Time Institute Multan	Non Oric	Private	Punjab
135	University of Chenab Gujrat	Non Oric	Private	Punjab
136	University of Sialkot	Non Oric	Private	Punjab
137	University South Asia	Non Oric	Private	Punjab
138	University of Southern Punjab	Non Oric	Private	Punjab
139	Baba Guru Nanak University	Non Oric	Public	Punjab
140	Bahauddin Zakariya University	Non Oric	Public	Punjab
141	Cholistan University of Veterinary and Animal Scieces	Non Oric	Public	Punjab
142	Emerson University	Non Oric	Public	Punjab
143	Faisalabad Medical University	Non Oric	Public	Punjab
144	Fatima Jinnah Medical University Lahore	Non Oric	Public	Punjab
145	Ghazi University DG Khan	Non Oric	Public	Punjab
146	Government College University Lahore	Non Oric	Public	Punjab
147	Government College Women University Faisalabad	Non Oric	Public	Punjab
148	Government Sadiq College Women University	Non Oric	Public	Punjab
149	Information Technology University of The Punjab	Non Oric	Public	Punjab
150	Khawaja Freed University of Engineering & Information Technology	Non Oric	Public	Punjab
151	King Edward Medical University	Non Oric	Public	Punjab
152	Kohsar University Murree	Non Oric	Public	Punjab
153	Mir Chakar Khan Rind University of Technology DG Khan	Non Oric	Public	Punjab
154	Muhammad Nawaz Shareef University of Engineering & Technology	Non Oric	Public	Punjab
155	National College of Arts	Non Oric	Public	Punjab
156	National University of Pakistan	Non Oric	Public	Punjab

157	NFC Institute of Engineering & Technology	Non Oric	Public	Punjab
158	Nishtar Medical University	Non Oric	Public	Punjab
159	Pakistan Institute of Fashion & Design	Non Oric	Public	Punjab
160	Punjab Tianjin University of Technology Lahore	Non Oric	Public	Punjab
161	Punjab University of Technology	Non Oric	Public	Punjab
162	Rawalpindi Medical University	Non Oric	Public	Punjab
163	Rawalpindi Women University	Non Oric	Public	Punjab
164	Thal University Bhakkar	Non Oric	Public	Punjab
165	The Women University	Non Oric	Public	Punjab
166	University of Chakwal	Non Oric	Public	Punjab
167	University of Child Health Sciences Lahore	Non Oric	Public	Punjab
168	University of Engineering & Technology Taxila	Non Oric	Public	Punjab
169	University of Health Sciences	Non Oric	Public	Punjab
170	University of Home Economics Lahore	Non Oric	Public	Punjab
171	University of Jhang	Non Oric	Public	Punjab
172	University of Kamalia	Non Oric	Public	Punjab
173	University of Layyah	Non Oric	Public	Punjab
174	University of Mianwali	Non Oric	Public	Punjab
175	University of Narowal	Non Oric	Public	Punjab
176	University of Okara	Non Oric	Public	Punjab
177	University of Sahiwal	Non Oric	Public	Punjab
178	Virtual University of Pakistan	Non Oric	Public	Punjab



Appendix D

HEC ORIC Performance Categories

Consolidated Trends

FY 2018-19 to FY 2023-24

Category	FY	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24
W		10	10	0	5	4	6
X		14	13	6	22	30	33
Y		31	29	27	31	26	37
Z		12	17	38	15	-	-
Underperforming/Non-complying		-	-	-	-	18	9
Ungraded		-	-	-	-	-	4
Total Evaluated		66	69	71	73	78	89

Appendix E

Key Performance Indicator Domains & Scoring Criteria

HEC Standard

This appendix outlines the standard Key Performance Indicator (KPI) domains used by HEC for the annual self-assessment of ORICs, along with their assigned scores and the performance ranking criteria, as per HEC's ORIC Policy 2021 and subsequent evaluation reports.

ORIC Scorecard Domains & Assigned Scores:

S.No.	Key Performance Indicator Domains	Score Assigned (Max)
1	Human Resource & Operations	10
2	Research Excellence	45
3	Innovation & Commercialization	30
4	Sustainability & Capacity Building	15
Total		100

ORIC Performance Ranking Criteria:

Category	Score Achieved	Performance Scale (General)	University Overhead (FY 2023-24)
W	80 and above	Top Performer	15%
X	60 - 79	Satisfactory Performer	10%
Y	40 - 59	Below Average	5%
Z	1 - 39 (FY 18-19 to 21-22)	Poor Performer	0%
Underperforming Non-complying	Below 40 (FY 22-23 onwards)	-	-

References & Data Sources

The analysis presented in this report is primarily based on publicly available information from the Higher Education Commission (HEC) of Pakistan's official portal, complemented by Dynamic Research Institute's (DRI) independent data validation and classification exercise.

Primary Source:

- Higher Education Commission (HEC) – Recognized Universities & Degree Awarding Institutes (as of July 2025). www.hec.gov.pk

Additional Inputs:

- Institutional websites, where required, for verification of ORIC establishment status.
- DRI's internal research and analytical framework (Shehnaz Index).

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