

HIGHER EDUCATION COMMISSION

Research & Innovation Wing

**ORICs Self-Assessment Scorecards**

**Evaluation Report FY 2020-21**

Higher Education Commission Pakistan, in its drive for HEIs, to enhance quality of research and promote Innovation, introduced Offices of Research Innovation & Commercialization. So far, HEC has recognized 75 ORICs in public & Private HEIs of Pakistan. Performance of these ORICs is measured through “Self-Assessment Scorecard” on annual basis. For the FY 2020-21, HEC-recognized ORICs were asked to furnish their performance on a specified “Self-Assessment Scorecard Format”, addressing the following Key Performance Indicators.

Sr. No.	Key Performance Indicator	Score Assigned
A	Human Resource & Operations	10
B	Research Excellence	45
C	Innovation & Commercialization	30
D	Sustainability & Capacity Building	15
<b>Total</b>		<b>100</b>

The measurement of these major KPIs are based on the factors like : ORIC human resource, infrastructure & governance, assistance/research support, research proposal submissions, joint research projects run, contract research agreements, policy advocacy & consultancy, agreements signed for collaborations, linkages established with HEIs/corporate sector, MoUs signed with HEIs, commercialization of research, IP/Research Policy status, MoUs with industries /chambers for industrial linkages, patents filed and granted, liaison with industry, revenue generated, strategic plan, workshops, training and showcasing organized.

Ranking criteria devised to categorize the performance of ORICs is :

Category	Score	Performance Scale
<b>W</b>	80 and above	Top Performer
<b>X</b>	60 – 79	Satisfactory Performer
<b>Y</b>	40 – 59	Below Average
<b>Z</b>	1 – 39	Poor Performer

Targeted number of ORICs for assessment :

<b>Total Number of HEC-Recognized ORICs</b>	<b>75</b>
Number of ORICs on which Assessment Done	71
Number of ORICs Recognized recently/after Assessment	04

All HEC-recognized ORICs, which had completed one year time of recognition, were asked to furnish Self-Assessment Scorecards, regarding the major activities performed in FY-2020-21 for promotion/support of research in their HEIs. ORICs Self Assessment Scorecards, which were evaluated in accordance with documentary evidence, show that despite the COVID-19 constraints, ORICs managed to address the research endeavors. Though they fell down in ranking, but could manage their performance. It has been encouraging that ORICs did not lose the rhythm despite the breaks and discontinuation of research activities during the period of COVID-19. The summary of scores and category attained by HEC-recognized ORICs is as under:

Sr	Name	Obtained	Category
1	Abbottabad University of Science & Technology, Abbottabad	44.5	Y
2	Abdul Wali Khan University, Mardan	0	Z
3	Aga Khan University, Karachi	59.5	Y
4	Air University, Islamabad	52	Y
5	Allama Iqbal Open University, Islamabad	23.5	Z
6	Bahria University, Islamabad	63.5	X
7	Balochistan University of Information Technology Engineering & Management Sciences (BUITEMS), Quetta	50.5	Y
8	CECOS University of Information Technology and Emerging Sciences, Peshawar	35.5	Z
9	COMSATS University, Islamabad	75	X
10	DOW University of Health Sciences, Karachi	45	Y
11	Fatima Jinnah Women University, Rawalpindi	28.5	Z
12	Forman Christian College, Lahore	40	Y
13	Foundation University, Islamabad	40.5	Y
14	Gomal University, D.I. Khan	31.5	Z
15	Government College for Women University, Sialkot	23	Z
16	Government College University, Faisalabad	31.5	Z
17	Greenwich University, Karachi	1	Z
18	Institute of Business Administration, Karachi	49	Y
19	Institute of Business Management, Karachi	44	Y
20	Institute of Management Science, Peshawar	19.5	Z
21	Institute of Space Technology, Islamabad	72	X
22	International Islamic University, Islamabad	44	Y
23	IQRA University, Karachi	47	Y
24	Islamia College University, Peshawar	25	Z
25	Isra University, Hyderabad	35	Z
26	Jinnah University for Women, Karachi	40.5	Y
27	KASB Institute of Technology, Karachi	15	Z
28	Khyber Medical University, Peshawar	35	Z
29	Kinnaird College for Women, Lahore	41.5	Y
30	Kohat University of Science and Technology, Kohat	17.5	Z
31	Lahore College for Women University, Lahore	40	Y

32	Lahore Garrison University, Lahore	30.5	Z
33	Lahore University of Management Sciences, Lahore	70.5	X
34	Mehran University of Engineering & Technology, Jamshoro	27.5	Z
35	Mirpur University of Science and Technology (MUST), Mirpur	40.5	Y
36	Muhammad Ali Jinnah University, Karachi	38	Z
37	National Textile University, Faisalabad	59.5	Y
38	National University of Medical Sciences, Rawalpindi	34.5	Z
39	National University of Modern Languages, Islamabad	46.5	Y
40	National University of Sciences & Technology (NUST), Islamabad	72.5	X
41	NED University of Engineering and Technology, Karachi	59.5	Y
42	Nur International University, Lahore	16	Z
43	Pakistan Institute of Development Economics (PIDE), Islamabad	19.5	Z
44	Pakistan Institute of Engineering & Applied Sciences (PIEAS), Islamabad	23.5	Z
45	Pir Mehr Ali Shah Arid Agriculture University, Rawalpindi	40	Y
46	Quaid-i-Azam University, Islamabad	51.5	Y
47	Riphah International University, Islamabad	39.5	Z
48	Sarhad University of Science & Information Technology, Peshawar	25	Z
49	Shaheed Benazir Bhutto University, Shaheed Benazirabad (Nawabshah)	16	Z
50	Shaheed Benazir Bhutto Women University, Peshawar	26	Z
51	Shaheed Zulfiqar Ali Bhutto Institute of Science and Technology, Karachi	23	Z
52	Sindh Agriculture University, Tandojam	29.5	Z
53	Sindh Madressatul Islam University, Karachi	35.5	Z
54	Sukkur Institute of Business Administration, Sukkur	44.5	Y
55	The University of Faisalabad, Faisalabad	43.5	Y
56	The University of Lahore, Lahore	32.5	Z
57	University of Agriculture, Faisalabad	72.5	X
58	University of Education, Lahore	30	Z
59	University of Engineering & Technology, Lahore	50	Y
60	University of Engineering & Technology, Peshawar	52	Y
61	University of Gujrat, Gujrat	34.5	Z
62	University of Haripur, Haripur	37.5	Z
63	University of Karachi, Karachi	33	Z
64	University of Malakand, Chakdara, Dir, Malakand	33	Z
65	University of Management & Technology, Lahore	51.5	Y
66	University of Peshawar, Peshawar	4.5	Z
67	University of Sargodha, Sargodha	34.5	Z
68	University of the Punjab, Lahore	39	Z
69	University of Veterinary & Animal Sciences, Lahore	52	Y
70	University of Wah, Wah Cantt	37.5	Z
71	Zia-ud-Din University, Karachi	50.5	Y

Number of ORICs in category wise.

Category	No. of ORICs
W	0
X	6
Y	27
Z	38

The detailed results of scorecards w.r.t. major KPIs, for all recognized ORICs are incorporated below :

<b>1. Abbottabad University of Science &amp; Technology, Abbottabad</b>	Category	<b>Y</b>
	Obtained Score	<b>44.5 %</b>
A. Human Resource & Operations	<b>7</b>	<b>70 %</b>
B. Research Excellence	<b>21</b>	<b>47 %</b>
C. Innovation & Commercialization	<b>9.5</b>	<b>32 %</b>
D. Sustainability & Capacity Building	<b>7</b>	<b>47 %</b>

<b>2. Abdul Wali Khan University, Mardan</b>	Category	<b>Z</b>
	Obtained Score	<b>0 %</b>
A. Human Resource & Operations	<b>0</b>	<b>0 %</b>
B. Research Excellence	<b>0</b>	<b>0 %</b>
C. Innovation & Commercialization	<b>0</b>	<b>0 %</b>
D. Sustainability & Capacity Building	<b>0</b>	<b>0 %</b>

<b>3. Aga Khan University, Karachi</b>	Category	<b>Y</b>
	Obtained Score	<b>59.5 %</b>
A. Human Resource & Operations	<b>5.5</b>	<b>55 %</b>
B. Research Excellence	<b>29</b>	<b>65 %</b>
C. Innovation & Commercialization	<b>14</b>	<b>47 %</b>
D. Sustainability & Capacity Building	<b>11</b>	<b>74 %</b>

<b>4. Air University, Islamabad</b>	Category	<b>Y</b>
	Obtained Score	<b>52 %</b>
A. Human Resource & Operations	<b>10</b>	<b>100 %</b>
B. Research Excellence	<b>25</b>	<b>56 %</b>
C. Innovation & Commercialization	<b>9.5</b>	<b>32 %</b>
D. Sustainability & Capacity Building	<b>7.5</b>	<b>50 %</b>

<b>5. Allama Iqbal Open University, Islamabad</b>	Category	<b>Z</b>
	Obtained Score	<b>23.5 %</b>
A. Human Resource & Operations	<b>9</b>	<b>90 %</b>
B. Research Excellence	<b>7.5</b>	<b>17 %</b>
C. Innovation & Commercialization	<b>2</b>	<b>7 %</b>
D. Sustainability & Capacity Building	<b>5</b>	<b>34 %</b>

<b>6. Bahria University, Islamabad</b>	Category	<b>X</b>
	Obtained Score	<b>63.5 %</b>
A. Human Resource & Operations	<b>10</b>	<b>100 %</b>
B. Research Excellence	<b>27</b>	<b>60 %</b>
C. Innovation & Commercialization	<b>15</b>	<b>50 %</b>
D. Sustainability & Capacity Building	<b>11.5</b>	<b>77 %</b>

<b>7. Balochistan University of Information Technology &amp; Management Sciences (BUIITMS), Quetta</b>	Category	<b>Y</b>
	Obtained Score	<b>50.5 %</b>
A. Human Resource & Operations	<b>8.5</b>	<b>85 %</b>
B. Research Excellence	<b>18.5</b>	<b>42 %</b>
C. Innovation & Commercialization	<b>11.5</b>	<b>39 %</b>
D. Sustainability & Capacity Building	<b>12</b>	<b>80 %</b>

<b>8. CECOS University of Information Technology and Emerging Sciences, Peshawar</b>	Category	<b>Z</b>
	Obtained Score	<b>35.5 %</b>
A. Human Resource & Operations	<b>7</b>	<b>70 %</b>
B. Research Excellence	<b>10.5</b>	<b>24 %</b>
C. Innovation & Commercialization	<b>9</b>	<b>30 %</b>
D. Sustainability & Capacity Building	<b>9</b>	<b>60 %</b>

<b>9. COMSATS University, Islamabad</b>	Category	<b>X</b>
	Obtained Score	<b>75 %</b>
A. Human Resource & Operations	<b>10</b>	<b>100 %</b>
B. Research Excellence	<b>25</b>	<b>56 %</b>
C. Innovation & Commercialization	<b>27</b>	<b>90 %</b>
D. Sustainability & Capacity Building	<b>13</b>	<b>87 %</b>

<b>10. DOW University of Health Sciences, Karachi</b>	Category	<b>Y</b>
	Obtained Score	<b>45 %</b>
A. Human Resource & Operations	<b>9.5</b>	<b>95 %</b>
B. Research Excellence	<b>20</b>	<b>45 %</b>
C. Innovation & Commercialization	<b>6.5</b>	<b>22 %</b>
D. Sustainability & Capacity Building	<b>9</b>	<b>60 %</b>

<b>11. Fatima Jinnah Women University, Rawalpindi</b>	Category	<b>Z</b>
	Obtained Score	<b>28.5 %</b>
A. Human Resource & Operations	<b>8.5</b>	<b>85 %</b>
B. Research Excellence	<b>13.5</b>	<b>30 %</b>
C. Innovation & Commercialization	<b>6.5</b>	<b>22 %</b>
D. Sustainability & Capacity Building	<b>0</b>	<b>0 %</b>

<b>12. Forman Christian College, Lahore</b>	Category	<b>Y</b>
	Obtained Score	<b>40 %</b>
A. Human Resource & Operations	<b>8</b>	<b>80 %</b>
B. Research Excellence	<b>15</b>	<b>34 %</b>
C. Innovation & Commercialization	<b>7.5</b>	<b>25 %</b>
D. Sustainability & Capacity Building	<b>9.5</b>	<b>64 %</b>

<b>13. Foundation University, Islamabad</b>	Category	<b>Y</b>
	Obtained Score	<b>40.5 %</b>
A. Human Resource & Operations	<b>9</b>	<b>90 %</b>
B. Research Excellence	<b>16.5</b>	<b>37 %</b>
C. Innovation & Commercialization	<b>8</b>	<b>27 %</b>
D. Sustainability & Capacity Building	<b>7</b>	<b>47 %</b>

<b>14. Gomal University, D.I. Khan</b>	Category	<b>Z</b>
	Obtained Score	<b>31.5 %</b>
A. Human Resource & Operations	<b>5.5</b>	<b>55 %</b>
B. Research Excellence	<b>18</b>	<b>40 %</b>
C. Innovation & Commercialization	<b>4</b>	<b>14 %</b>
D. Sustainability & Capacity Building	<b>4</b>	<b>27 %</b>

<b>15. Government College for Women University, Sialkot</b>	Category	<b>Z</b>
	Obtained Score	<b>23 %</b>
A. Human Resource & Operations	<b>7</b>	<b>70 %</b>
B. Research Excellence	<b>6</b>	<b>14 %</b>
C. Innovation & Commercialization	<b>2</b>	<b>7 %</b>
D. Sustainability & Capacity Building	<b>8</b>	<b>54 %</b>

<b>16. Government College University, Faisalabad</b>	Category	<b>Z</b>
	Obtained Score	<b>31.5 %</b>
A. Human Resource & Operations	<b>9</b>	<b>90 %</b>
B. Research Excellence	<b>13.5</b>	<b>30 %</b>
C. Innovation & Commercialization	<b>3</b>	<b>10 %</b>
D. Sustainability & Capacity Building	<b>6</b>	<b>40 %</b>

<b>17. Greenwich University, Karachi</b>	Category	<b>Z</b>
	Obtained Score	<b>1 %</b>
A. Human Resource & Operations	<b>1</b>	<b>10 %</b>
B. Research Excellence	<b>0</b>	<b>0 %</b>
C. Innovation & Commercialization	<b>0</b>	<b>0 %</b>
D. Sustainability & Capacity Building	<b>0</b>	<b>0 %</b>

<b>18. Institute of Business Administration, Karachi</b>	Category	<b>Y</b>
	Obtained Score	<b>49 %</b>
A. Human Resource & Operations	<b>9</b>	<b>90 %</b>
B. Research Excellence	<b>19.5</b>	<b>44 %</b>
C. Innovation & Commercialization	<b>8.5</b>	<b>29 %</b>
D. Sustainability & Capacity Building	<b>12</b>	<b>80 %</b>

<b>19. Institute of Business Management, Karachi</b>	Category	<b>Y</b>
	Obtained Score	<b>44 %</b>
A. Human Resource & Operations	<b>8</b>	<b>80 %</b>
B. Research Excellence	<b>16.5</b>	<b>37 %</b>
C. Innovation & Commercialization	<b>9.5</b>	<b>32 %</b>
D. Sustainability & Capacity Building	<b>10</b>	<b>67 %</b>

<b>20. Institute of Management Science, Peshawar</b>	Category	<b>Z</b>
	Obtained Score	<b>19.5 %</b>
A. Human Resource & Operations	<b>5</b>	<b>50 %</b>
B. Research Excellence	<b>6</b>	<b>14 %</b>
C. Innovation & Commercialization	<b>4.5</b>	<b>15 %</b>
D. Sustainability & Capacity Building	<b>4</b>	<b>27 %</b>

<b>21. Institute of Space Technology, Islamabad</b>	Category	<b>X</b>
	Obtained Score	<b>72 %</b>
A. Human Resource & Operations	<b>9</b>	<b>90 %</b>
B. Research Excellence	<b>33</b>	<b>74 %</b>
C. Innovation & Commercialization	<b>17.5</b>	<b>59 %</b>
D. Sustainability & Capacity Building	<b>12.5</b>	<b>84 %</b>

<b>22. International Islamic University, Islamabad</b>	Category	<b>Y</b>
	Obtained Score	<b>44 %</b>
A. Human Resource & Operations	<b>7</b>	<b>70 %</b>
B. Research Excellence	<b>15.5</b>	<b>35 %</b>
C. Innovation & Commercialization	<b>11.5</b>	<b>39 %</b>
D. Sustainability & Capacity Building	<b>10</b>	<b>67 %</b>

<b>23. IQRA University, Karachi</b>	Category	<b>Y</b>
	Obtained Score	<b>47 %</b>
A. Human Resource & Operations	<b>8</b>	<b>80 %</b>
B. Research Excellence	<b>18.5</b>	<b>42 %</b>
C. Innovation & Commercialization	<b>9.5</b>	<b>32 %</b>
D. Sustainability & Capacity Building	<b>11</b>	<b>74 %</b>

<b>24. Islamia College University, Peshawar</b>	Category	<b>Z</b>
	Obtained Score	<b>25 %</b>
A. Human Resource & Operations	<b>8</b>	<b>80 %</b>
B. Research Excellence	<b>11</b>	<b>25 %</b>
C. Innovation & Commercialization	<b>2</b>	<b>7 %</b>
D. Sustainability & Capacity Building	<b>4</b>	<b>27 %</b>

<b>25. Isra University, Hyderabad</b>	Category	<b>Z</b>
	Obtained Score	<b>35 %</b>
A. Human Resource & Operations	<b>7</b>	<b>70 %</b>
B. Research Excellence	<b>12</b>	<b>27 %</b>
C. Innovation & Commercialization	<b>8</b>	<b>27 %</b>
D. Sustainability & Capacity Building	<b>8</b>	<b>54 %</b>

<b>26. Jinnah University for Women, Karachi</b>	Category	<b>Y</b>
	Obtained Score	<b>40.5 %</b>
A. Human Resource & Operations	<b>7.5</b>	<b>75 %</b>
B. Research Excellence	<b>15.5</b>	<b>35 %</b>
C. Innovation & Commercialization	<b>7.5</b>	<b>25 %</b>
D. Sustainability & Capacity Building	<b>10</b>	<b>67 %</b>

<b>27. KASB Institute of Technology, Karachi</b>	Category	<b>Z</b>
	Obtained Score	<b>15 %</b>
A. Human Resource & Operations	<b>8</b>	<b>80 %</b>
B. Research Excellence	<b>2</b>	<b>5 %</b>
C. Innovation & Commercialization	<b>4</b>	<b>14 %</b>
D. Sustainability & Capacity Building	<b>1</b>	<b>7 %</b>

<b>28. Khyber Medical University, Peshawar</b>	Category	<b>Z</b>
	Obtained Score	<b>35 %</b>
A. Human Resource & Operations	<b>7</b>	<b>70 %</b>
B. Research Excellence	<b>16</b>	<b>36 %</b>
C. Innovation & Commercialization	<b>3.5</b>	<b>12 %</b>
D. Sustainability & Capacity Building	<b>8.5</b>	<b>57 %</b>

<b>29. Kinnaird College for Women, Lahore</b>	Category	<b>Y</b>
	Obtained Score	<b>41.5 %</b>
A. Human Resource & Operations	<b>7</b>	<b>70 %</b>
B. Research Excellence	<b>17.5</b>	<b>39 %</b>
C. Innovation & Commercialization	<b>7</b>	<b>24 %</b>
D. Sustainability & Capacity Building	<b>10</b>	<b>67 %</b>



<b>30. Kohat University of Science and Technology, Kohat</b>	Category	<b>Z</b>
	Obtained Score	<b>17.5 %</b>
A. Human Resource & Operations	<b>5.5</b>	<b>55 %</b>
B. Research Excellence	<b>7.5</b>	<b>17 %</b>
C. Innovation & Commercialization	<b>2</b>	<b>7 %</b>
D. Sustainability & Capacity Building	<b>2.5</b>	<b>17 %</b>

<b>31. Lahore College for Women University, Lahore</b>	Category	<b>Y</b>
	Obtained Score	<b>40 %</b>
A. Human Resource & Operations	<b>6</b>	<b>60 %</b>
B. Research Excellence	<b>13.5</b>	<b>30 %</b>
C. Innovation & Commercialization	<b>12</b>	<b>40 %</b>
D. Sustainability & Capacity Building	<b>8.5</b>	<b>57 %</b>

<b>32. Lahore Garrison University, Lahore</b>	Category	<b>Z</b>
	Obtained Score	<b>30.5 %</b>
A. Human Resource & Operations	<b>9</b>	<b>90 %</b>
B. Research Excellence	<b>9.5</b>	<b>22 %</b>
C. Innovation & Commercialization	<b>7</b>	<b>24 %</b>
D. Sustainability & Capacity Building	<b>5</b>	<b>34 %</b>

<b>33. Lahore University of Management Sciences, Lahore</b>	Category	<b>X</b>
	Obtained Score	<b>70.5 %</b>
A. Human Resource & Operations	<b>9</b>	<b>90 %</b>
B. Research Excellence	<b>32.5</b>	<b>73 %</b>
C. Innovation & Commercialization	<b>16</b>	<b>54 %</b>
D. Sustainability & Capacity Building	<b>13</b>	<b>87 %</b>

<b>34. Mehran University of Engineering &amp; Technology, Jamshoro</b>	Category	<b>Z</b>
	Obtained Score	<b>27.5 %</b>
A. Human Resource & Operations	<b>8</b>	<b>80 %</b>
B. Research Excellence	<b>12</b>	<b>27 %</b>
C. Innovation & Commercialization	<b>3.5</b>	<b>12 %</b>
D. Sustainability & Capacity Building	<b>4</b>	<b>27 %</b>

<b>35. Mirpur University of Science and Technology (MUST), Mirpur</b>	Category	<b>Y</b>
	Obtained Score	<b>40.5 %</b>
A. Human Resource & Operations	<b>6</b>	<b>60 %</b>
B. Research Excellence	<b>19.5</b>	<b>44 %</b>
C. Innovation & Commercialization	<b>6.5</b>	<b>22 %</b>
D. Sustainability & Capacity Building	<b>8.5</b>	<b>57 %</b>

<b>36. Muhammad Ali Jinnah University, Karachi</b>	Category	<b>Z</b>
	Obtained Score	<b>38 %</b>
A. Human Resource & Operations	<b>6</b>	<b>60 %</b>
B. Research Excellence	<b>18.5</b>	<b>42 %</b>
C. Innovation & Commercialization	<b>9.5</b>	<b>32 %</b>
D. Sustainability & Capacity Building	<b>4</b>	<b>27 %</b>

<b>37. National Textile University, Faisalabad</b>	Category	<b>Y</b>
	Obtained Score	<b>59.5 %</b>
A. Human Resource & Operations	<b>9</b>	<b>90 %</b>
B. Research Excellence	<b>27</b>	<b>60 %</b>
C. Innovation & Commercialization	<b>12.5</b>	<b>42 %</b>
D. Sustainability & Capacity Building	<b>11</b>	<b>74 %</b>

<b>38. National University of Medical Sciences, Rawalpindi</b>	Category	<b>Z</b>
	Obtained Score	<b>34.5 %</b>
A. Human Resource & Operations	<b>7.5</b>	<b>75 %</b>
B. Research Excellence	<b>15</b>	<b>34 %</b>
C. Innovation & Commercialization	<b>6</b>	<b>20 %</b>
D. Sustainability & Capacity Building	<b>6</b>	<b>40 %</b>

<b>39. National University of Modern Languages, Islamabad</b>	Category	<b>Y</b>
	Obtained Score	<b>46.5 %</b>
A. Human Resource & Operations	<b>8</b>	<b>80 %</b>
B. Research Excellence	<b>22</b>	<b>49 %</b>
C. Innovation & Commercialization	<b>5.5</b>	<b>19 %</b>
D. Sustainability & Capacity Building	<b>11</b>	<b>74 %</b>

<b>40. National University of Sciences &amp; Technology (NUST), Islamabad</b>	Category	<b>X</b>
	Obtained Score	<b>72.5 %</b>
A. Human Resource & Operations	<b>10</b>	<b>100 %</b>
B. Research Excellence	<b>30</b>	<b>67 %</b>
C. Innovation & Commercialization	<b>20.5</b>	<b>69 %</b>
D. Sustainability & Capacity Building	<b>12</b>	<b>80 %</b>

<b>41. NED University of Engineering and Technology, Karachi</b>	Category	<b>Y</b>
	Obtained Score	<b>59.5 %</b>
A. Human Resource & Operations	<b>8</b>	<b>80 %</b>
B. Research Excellence	<b>26</b>	<b>58 %</b>
C. Innovation & Commercialization	<b>16.5</b>	<b>55 %</b>
D. Sustainability & Capacity Building	<b>9</b>	<b>60 %</b>

<b>42. Nur International University, Lahore</b>	Category	<b>Z</b>
	Obtained Score	<b>16 %</b>
A. Human Resource & Operations	<b>7.5</b>	<b>75 %</b>
B. Research Excellence	<b>0</b>	<b>0 %</b>
C. Innovation & Commercialization	<b>0.5</b>	<b>2 %</b>
D. Sustainability & Capacity Building	<b>8</b>	<b>54 %</b>

<b>43. Pakistan Institute of Development Economics (PIDE), Islamabad</b>	Category	<b>Z</b>
	Obtained Score	<b>19.5 %</b>
A. Human Resource & Operations	<b>6</b>	<b>60 %</b>
B. Research Excellence	<b>12.5</b>	<b>28 %</b>
C. Innovation & Commercialization	<b>0</b>	<b>0 %</b>
D. Sustainability & Capacity Building	<b>1</b>	<b>7 %</b>

<b>44. Pakistan Institute of Engineering &amp; Applied Sciences (PIEAS), Islamabad</b>	Category	<b>Z</b>
	Obtained Score	<b>23.5 %</b>
A. Human Resource & Operations	<b>9</b>	<b>90 %</b>
B. Research Excellence	<b>14.5</b>	<b>33 %</b>
C. Innovation & Commercialization	<b>0</b>	<b>0 %</b>
D. Sustainability & Capacity Building	<b>0</b>	<b>0 %</b>

<b>45. Pir Mehr Ali Shah Arid Agriculture University, Rawalpindi</b>	Category	<b>Y</b>
	Obtained Score	<b>40 %</b>
A. Human Resource & Operations	<b>7</b>	<b>70 %</b>
B. Research Excellence	<b>16</b>	<b>36 %</b>
C. Innovation & Commercialization	<b>9</b>	<b>30 %</b>
D. Sustainability & Capacity Building	<b>8</b>	<b>54 %</b>

<b>46. Quaid-i-Azam University, Islamabad</b>	Category	<b>Y</b>
	Obtained Score	<b>51.5 %</b>
A. Human Resource & Operations	<b>6</b>	<b>60 %</b>
B. Research Excellence	<b>22</b>	<b>49 %</b>
C. Innovation & Commercialization	<b>13.5</b>	<b>45 %</b>
D. Sustainability & Capacity Building	<b>10</b>	<b>67 %</b>

<b>47. Riphah International University, Islamabad</b>	Category	<b>Z</b>
	Obtained Score	<b>39.5 %</b>
A. Human Resource & Operations	<b>8.5</b>	<b>85 %</b>
B. Research Excellence	<b>17</b>	<b>38 %</b>
C. Innovation & Commercialization	<b>6</b>	<b>20 %</b>
D. Sustainability & Capacity Building	<b>8</b>	<b>54 %</b>

<b>48. Sarhad University of Science &amp; Information Technology, Peshawar</b>	Category	<b>Z</b>
	Obtained Score	<b>25 %</b>
A. Human Resource & Operations	<b>7</b>	<b>70 %</b>
B. Research Excellence	<b>8.5</b>	<b>19 %</b>
C. Innovation & Commercialization	<b>4.5</b>	<b>15 %</b>
D. Sustainability & Capacity Building	<b>5</b>	<b>34 %</b>

<b>49. Shaheed Benazir Bhutto University, Shaheed Benazirabad (Nawabshah)</b>	Category	<b>Z</b>
	Obtained Score	<b>16 %</b>
A. Human Resource & Operations	<b>7</b>	<b>70 %</b>
B. Research Excellence	<b>7</b>	<b>16 %</b>
C. Innovation & Commercialization	<b>0</b>	<b>0 %</b>
D. Sustainability & Capacity Building	<b>2</b>	<b>14 %</b>

<b>50. Shaheed Benazir Bhutto Women University, Peshawar</b>	Category	<b>Z</b>
	Obtained Score	<b>26 %</b>
A. Human Resource & Operations	<b>9</b>	<b>90 %</b>
B. Research Excellence	<b>10</b>	<b>23 %</b>
C. Innovation & Commercialization	<b>1</b>	<b>4 %</b>
D. Sustainability & Capacity Building	<b>6</b>	<b>40 %</b>

<b>51. Shaheed Zulfiqar Ali Bhutto Institute of Science and Technology, Karachi</b>	Category	<b>Z</b>
	Obtained Score	<b>23 %</b>
A. Human Resource & Operations	<b>8</b>	<b>80 %</b>
B. Research Excellence	<b>4.5</b>	<b>10 %</b>
C. Innovation & Commercialization	<b>3.5</b>	<b>12 %</b>
D. Sustainability & Capacity Building	<b>7</b>	<b>47 %</b>

<b>52. Sindh Agriculture University, Tandojam</b>	Category	<b>Z</b>
	Obtained Score	<b>29.5 %</b>
A. Human Resource & Operations	<b>6</b>	<b>60 %</b>
B. Research Excellence	<b>10.5</b>	<b>24 %</b>
C. Innovation & Commercialization	<b>5</b>	<b>17 %</b>
D. Sustainability & Capacity Building	<b>8</b>	<b>54 %</b>

<b>53. Sindh Madressatul Islam University, Karachi</b>	Category	<b>Z</b>
	Obtained Score	<b>35.5 %</b>
A. Human Resource & Operations	<b>7.5</b>	<b>75 %</b>
B. Research Excellence	<b>12.5</b>	<b>28 %</b>
C. Innovation & Commercialization	<b>8</b>	<b>27 %</b>
D. Sustainability & Capacity Building	<b>7.5</b>	<b>50 %</b>

<b>54. Sukkur Institute of Business Administration, Sukkur</b>	Category	<b>Y</b>
	Obtained Score	<b>44.5 %</b>
A. Human Resource & Operations	<b>8</b>	<b>80 %</b>
B. Research Excellence	<b>16</b>	<b>36 %</b>
C. Innovation & Commercialization	<b>7.5</b>	<b>25 %</b>
D. Sustainability & Capacity Building	<b>13</b>	<b>87 %</b>

<b>55. The University of Faisalabad, Faisalabad</b>	Category	<b>Y</b>
	Obtained Score	<b>43.5 %</b>
A. Human Resource & Operations	<b>9</b>	<b>90 %</b>
B. Research Excellence	<b>18</b>	<b>40 %</b>
C. Innovation & Commercialization	<b>8.5</b>	<b>29 %</b>
D. Sustainability & Capacity Building	<b>8</b>	<b>54 %</b>

<b>56. The University of Lahore, Lahore</b>	Category	<b>Z</b>
	Obtained Score	<b>32.5 %</b>
A. Human Resource & Operations	<b>9</b>	<b>90 %</b>
B. Research Excellence	<b>7</b>	<b>16 %</b>
C. Innovation & Commercialization	<b>8.5</b>	<b>29 %</b>
D. Sustainability & Capacity Building	<b>8</b>	<b>54 %</b>

<b>57. University of Agriculture, Faisalabad</b>	Category	<b>X</b>
	Obtained Score	<b>72.5 %</b>
A. Human Resource & Operations	<b>9</b>	<b>90 %</b>
B. Research Excellence	<b>33</b>	<b>74 %</b>
C. Innovation & Commercialization	<b>15.5</b>	<b>52 %</b>
D. Sustainability & Capacity Building	<b>15</b>	<b>100 %</b>

<b>58. University of Education, Lahore</b>	Category	<b>Z</b>
	Obtained Score	<b>30 %</b>
A. Human Resource & Operations	<b>8</b>	<b>80 %</b>
B. Research Excellence	<b>8</b>	<b>18 %</b>
C. Innovation & Commercialization	<b>7</b>	<b>24 %</b>
D. Sustainability & Capacity Building	<b>7</b>	<b>47 %</b>

<b>59. University of Engineering &amp; Technology, Lahore</b>	Category	<b>Y</b>
	Obtained Score	<b>50 %</b>
A. Human Resource & Operations	<b>9.5</b>	<b>95 %</b>
B. Research Excellence	<b>19.5</b>	<b>44 %</b>
C. Innovation & Commercialization	<b>12.5</b>	<b>42 %</b>
D. Sustainability & Capacity Building	<b>8.5</b>	<b>57 %</b>

<b>60. University of Engineering &amp; Technology, Peshawar</b>	Category	<b>Y</b>
	Obtained Score	<b>52 %</b>
A. Human Resource & Operations	<b>7.5</b>	<b>75 %</b>
B. Research Excellence	<b>21</b>	<b>47 %</b>
C. Innovation & Commercialization	<b>8.5</b>	<b>29 %</b>
D. Sustainability & Capacity Building	<b>15</b>	<b>100 %</b>

<b>61. University of Gujrat, Gujrat</b>	Category	<b>Z</b>
	Obtained Score	<b>34.5 %</b>
A. Human Resource & Operations	<b>7.5</b>	<b>75 %</b>
B. Research Excellence	<b>10</b>	<b>23 %</b>
C. Innovation & Commercialization	<b>8.5</b>	<b>29 %</b>
D. Sustainability & Capacity Building	<b>8.5</b>	<b>57 %</b>

<b>62. University of Haripur, Haripur</b>	Category	<b>Z</b>
	Obtained Score	<b>37.5 %</b>
A. Human Resource & Operations	<b>9.5</b>	<b>95 %</b>
B. Research Excellence	<b>16.5</b>	<b>37 %</b>
C. Innovation & Commercialization	<b>7.5</b>	<b>25 %</b>
D. Sustainability & Capacity Building	<b>4</b>	<b>27 %</b>

<b>63. University of Karachi, Karachi</b>	Category	<b>Z</b>
	Obtained Score	<b>33 %</b>
A. Human Resource & Operations	<b>6</b>	<b>60 %</b>
B. Research Excellence	<b>10.5</b>	<b>24 %</b>
C. Innovation & Commercialization	<b>7.5</b>	<b>25 %</b>
D. Sustainability & Capacity Building	<b>9</b>	<b>60 %</b>

<b>64. University of Malakand, Chakdara, Dir, Malakand</b>	Category	<b>Z</b>
	Obtained Score	<b>33 %</b>
A. Human Resource & Operations	<b>9</b>	<b>90 %</b>
B. Research Excellence	<b>12</b>	<b>27 %</b>
C. Innovation & Commercialization	<b>7</b>	<b>24 %</b>
D. Sustainability & Capacity Building	<b>5</b>	<b>34 %</b>

<b>65. University of Management &amp; Technology, Lahore</b>	Category	<b>Y</b>
	Obtained Score	<b>51.5 %</b>
A. Human Resource & Operations	<b>10</b>	<b>100 %</b>
B. Research Excellence	<b>21.5</b>	<b>48 %</b>
C. Innovation & Commercialization	<b>13.5</b>	<b>45 %</b>
D. Sustainability & Capacity Building	<b>6.5</b>	<b>44 %</b>

<b>66. University of Peshawar, Peshawar</b>	Category	<b>Z</b>
	Obtained Score	<b>4.5 %</b>
A. Human Resource & Operations	<b>2.5</b>	<b>25 %</b>
B. Research Excellence	<b>2</b>	<b>5 %</b>
C. Innovation & Commercialization	<b>0</b>	<b>0 %</b>
D. Sustainability & Capacity Building	<b>0</b>	<b>0 %</b>

<b>67. University of Sargodha, Sargodha</b>	Category	<b>Z</b>
	Obtained Score	<b>34.5 %</b>
A. Human Resource & Operations	<b>6.5</b>	<b>65 %</b>
B. Research Excellence	<b>13.5</b>	<b>30 %</b>
C. Innovation & Commercialization	<b>7</b>	<b>24 %</b>
D. Sustainability & Capacity Building	<b>7.5</b>	<b>50 %</b>

<b>68. University of the Punjab, Lahore</b>	Category	<b>Z</b>
	Obtained Score	<b>39 %</b>
A. Human Resource & Operations	<b>8</b>	<b>80 %</b>
B. Research Excellence	<b>14</b>	<b>32 %</b>
C. Innovation & Commercialization	<b>7</b>	<b>24 %</b>
D. Sustainability & Capacity Building	<b>10</b>	<b>67 %</b>

<b>69. University of Veterinary &amp; Animal Sciences, Lahore</b>	Category	<b>Y</b>
	Obtained Score	<b>52 %</b>
A. Human Resource & Operations	<b>10</b>	<b>100 %</b>
B. Research Excellence	<b>21</b>	<b>47 %</b>
C. Innovation & Commercialization	<b>11.5</b>	<b>39 %</b>
D. Sustainability & Capacity Building	<b>9.5</b>	<b>64 %</b>

<b>70. University of Wah, Wah Cantt</b>	Category	<b>Z</b>
	Obtained Score	<b>37.5 %</b>
A. Human Resource & Operations	<b>9.5</b>	<b>95 %</b>
B. Research Excellence	<b>15.5</b>	<b>35 %</b>
C. Innovation & Commercialization	<b>5.5</b>	<b>19 %</b>
D. Sustainability & Capacity Building	<b>7</b>	<b>47 %</b>

<b>71. Zia-ud-Din University, Karachi</b>	Category	<b>Y</b>
	Obtained Score	<b>50.5 %</b>
A. Human Resource & Operations	<b>9.5</b>	<b>95 %</b>
B. Research Excellence	<b>21</b>	<b>47 %</b>
C. Innovation & Commercialization	<b>10</b>	<b>34 %</b>
D. Sustainability & Capacity Building	<b>10</b>	<b>67 %</b>

It is pertinent to mention here that as compared to previous assessments there has been decline in performance of HEC-recognized ORICs in FY-2020-21. The table below illustrates :

No. of ORICs in Category	FY-2018-19	FY-2019-20	FY-2020-21
<b>W</b>	10	10	0
<b>X</b>	14	13	6
<b>Y</b>	31	29	27
<b>Z</b>	12	17	38

During the last three years ORICs do show low performance. The primary reason of this downfall is inconsistent and delayed activities at HEIs. There have been three major factors regarding the low performance shown by ORICs in FY-2020-21. One is that due to prevailing situation of COVID-19 HEIs could not properly function and lacked behind in research activities. Same was reflected in the Self-Assessment Scorecards of FY-2020-21. Secondly Self-Assessment Scorecard for FY-2020-21 was improved on directions of HEC-Management and such KPIs, that focused to gauge research excellence, innovation & commercialization standards of HEIs were added. Thirdly, in previous matrices the benchmark for category W was 75%, now it has been increased to 80%.

It is expected that due to improved conditions regarding Covid, HEIs would function at their utmost. Further, ORICs following the revised policy guidelines would streamline their activities and sort out the things in both sections i.e. “Research Management” and “Innovation and Commercialization”. This would properly address all key areas of research, so resultantly improve the performance of ORICs.