

Priority



GOVERNMENT OF PAKISTAN
CENTRAL POWER PURCHASING AGENCY GUARANTEE



No.NO.CEO/CPPA-G/2026/PCRA/12596/8825

Islamabad, the 05th August, 2026

From

Rihan Akhtar
Chief Executive Officer

To

1- Registrar-1, NEPRA, Islamabad

REGISTRATION OFFICE
Dy. No. 8304
Date: 7-8-26

SUBJECT: PETITION FOR THE DETERMINATION OF SPA FEE FOR THE FINANCIAL YEAR 2026- 27

Central Power Purchasing Agency (Guarantee) Limited is company functioning as the Special Purpose Agent to carry out agency functions in accordance with the Agency Code. Chapter 10.1 of the Agency Code issued through SPA Registration No. SPA/01/2025 dated 24-10-2025 encapsulates SPA Fee mechanism entitling CPPA-G to recover costs established in accordance with clause 10.1.2 and 10.1.3 of the Agency Code.

In accordance with the revenue requirement of the Petitioner, CPPA-G/SPA is hereby submitting a petition for SPA Fee for FY 2026-27. This petition is filed in line with Clause 10.1 of the Agency Code read with Section 7 of the NEPRA Act, 1997.

In this connection please find the documents as follows;

1. Petition for SPA Fee 2026-27. Annex-A , B ,C
2. Affidavit.
3. Certified True Copy of Board Resolution

07-08-26

Director (RO)

Proposed Action		For Information	
1. CEO		1. CEO	
2. CFO		2. CFO	
3. MD		3. MD	
4. M (Tech)		4. M (Tech)	
5. M (Law)		5. M (Law)	

Rihan Akhtar
Chief Executive Officer
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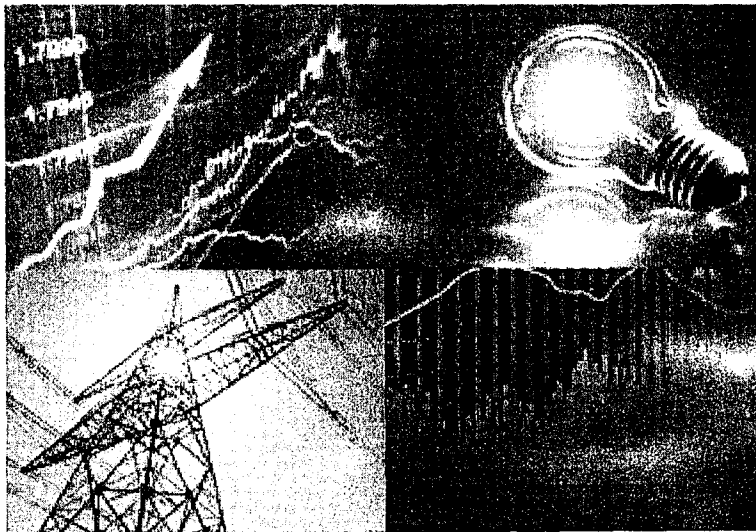
Copy for information to:-

- 1- Chief Financial Officer, CPPAG, Islamabad
- 2- Chief PC&RA, CPPAG, Islamabad



**PETITION FOR DETERMINATION OF
SPA FEE**

FINANCIAL YEAR 2026-27



PETITION FOR SPA FEE

UNDER CLAUSE 10.1 OF THE AGENCY CODE READ WITH SECTION 7 OF THE REGULATION OF
GENERATION, TRANSMISSION AND DISTRIBUTION OF ELECTRIC POWER ACT, 1997, AND ALL
ENABLING PROVISIONS THERETO

Before

THE NATIONAL ELECTRIC POWER REGULATORY AUTHORITY (NEPRA)
FOR DETERMINATION OF SPA FEE
FOR FY 2026-27

CENTRAL POWER PURCHASING AGENCY (GUARANTEE) LIMITED (CPPA-G)
ADDRESS: Shaheen Plaza, Plot No. 73-West, Fazal-e-Haq Road, Blue Area, Islamabad.
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PETITIONER INFORMATION

1.1. NAME

Central Power Purchasing Agency (Guarantee) Limited ("CPPA-G").

1.2. ADDRESS

Shaheen Plaza, Plot No. 73-West, Fazal-e-Haq Road, Blue Area, Islamabad.

1.3. COMPANY DETAILS

- (a) Central Power Purchasing Agency (Guarantee) Limited CPPA-G (the "Petitioner" or the "Company") is a company incorporated under the applicable company laws of Pakistan and granted a Corporate Universal Identification No. 0068608 by the Security Exchange Commission of Pakistan in the year 2009. The Petitioner is a state-owned entity governed under the State-Owned Enterprises (Governance and Operations) Act, 2023 (the "SoE Act").
- (b) Pursuant to the powers conferred by Section 25A of the Regulation of Generation, Transmission and Distribution of Electric Power Act, 1997 ("**NEPRA Act, 1997**"), the National Electric Power Regulatory Authority ("NEPRA" or the "**Authority**") granted a Certificate of Registration dated 14-10-2025 to CPPA-G, authorizing it to act as an agent of XWDISCOs and K-Electric Limited and to perform administration and settlement of Legacy Contracts in accordance with the Agency Code.
- (c) In terms of Clause 10.1 of the Agency Code read with Section 7 of NEPRA Act, further read with SPA Registration, CPPA-G is entitled to file a petition for determination of SPA Fee to recover the general establishment and administration expenses; repair and maintenance; insurance; depreciation, if any; financial charges, other relevant costs duly and estimated future capital expenditures required for its compliance with the provisions of Agency Code and the SPA Registration justified
- (d) Board of Directors (BOD) authorized the Chief Executive Officer to sign, file and represent this petition and to submit any additional document/information to the Authority.

1.4. COMPANY REPRESENTATIVES

The following officers of CPPA-G have been authorized by the Board (subject to approval of BOD) of CPPA-G to represent this petition and to submit any additional documents/information to the Authority:

- Mr. Rihan Akhtar, Chief Executive Officer
- Mr. Zubair Mahmood, Chief Financial Officer
- Mr. Abdul Majid Khan, Chief Legal Officer
- Mr. Arshad Javed Minhas, Chief Information Officer
- Mr. Rehan Hameed, Chief HR & Admin Officer
- Mr. Muhammad Asad, Chief PC&RA

2. GROUNDS AND FACTS FORMING BASIS OF THIS PETITION

- i. In order to meet the expenses associated with the discharge of its functions specified under the Agency Code, the Registration and implementation of its HR plan, the petitioner seeks approval of revenue requirements from the Authority pursuant to Section 7 of the NEPRA Act.
- ii. Chapter 10.1 of the Agency Code issued through SPA Registration No. SPA/01/2025 dated 24-10-2025 encapsulates SPA Fee mechanism entitling CPPA-G, subject to NEPRA's approval, to recover costs established in accordance with clause 10.1.2 and 10.1.3 of the Agency Code.
- iii. As per the broad guidelines laid down in Chapter 10 of the Agency Code, the general heads of costs associated with the operations of the petitioner have been provided in clause 10.1.2 of the Agency Code.
- iv. In terms of these broad guidelines the petitioner is also permitted to include any cost estimate for future capital expenditure required for compliance with current and future provisions contained in clause 10.1.3 of Agency code.

- v. These guidelines also provided that the formula for calculating the SPA Fee total cost as established is divided by the peak demand of the demand participants as per clause 10.1.2 & 10.1.3 of Agency code.
- vi. In accordance with the revenue requirement of the Petitioner, CPPA-G/SPA is hereby submitting a petition for SPA Fee for FY 2026-27. This petition is filed in line with Clause 10.1 of the Agency Code read with Section 7 of the NEPRA Act, 1997.

3. COMPLIANCE OF THE AUTHORITY DIRECTIONS

The Authority's directives issued with the MOF determination for FY 2024-25 were duly complied with during FY 2025-26 in accordance with the prescribed frequency and timelines.

The compliance report of Authority's directives issued in CPPA-G Fee determination for FY 2025-26 vide NEPRA/R/DG(Tariff)/TRF-640/CPPA-G/2025-26/10590-93 dated June 29, 2026, has been attached herewith as Annexure A.

4. REVENUE REQUIREMENT FOR CPPA-G:

CPPA-G revenue requirement includes:

- General Establishment Cost (Pay & Allowances, Employees benefits, Training & Capacity Building, & Consultancy)
- Administration Cost (rent rate & taxes, power light & water, office supplies, telephone internet fax & postage, travelling, subscription & periodicals, presentation & entertainment, professional & BOD fee, outsourcing services, advertisement & publications, Office running (outsourced services), NEPRA Petition and Licenses Fee and Other Administrative Expenses)
- Insurance, Finance Charges, Office Operation, Services & Maintenance (R&M General, IT Services, R&M, Support Fee, etc.) and,
- Capital Expenditure (Capex).

The head wise breakup of the revenue requirement for FY 2026-27 along with comparison of Authority requested revenue requirement for FY 2025-26 is given below.

Description	(Mln Rs.)	
	FY26	FY27
	Requested	Requested
General Establishment Costs	2,524	2,504
Administrative Costs	316	342
Office Operations, Services & Maintenance	241	237
Insurance	5	5
Finance Charges	1	1
Total O&M Cost	3,087	3,090
CAPEX	164	151
Total	3,251	3,241

The requested revenue requirement along with recoverable loan and pass through expenses like Taxes for FY 2026-27 are discussed in detail in the ensuing paragraphs.

4.1. GENERAL ESTABLISHMENT COST

This head mainly includes cost associated with pay & allowances and other benefits of the employees, training and capacity building cost, cost regarding consultancy services and new hiring costs.

The pay and allowances for FY 2026-27 are proposed at Rs. 1,792 million against last year's requested figure of Rs. 1,627 million for FY 2025-26. The pay and allowance of Rs. 1,792 million has been worked out based on payroll for the month of June 2026 and the replacement of the employees resigned/retired during the FY 2025-26 has been presented separately as under. The budgeted provision for pay and allowances has been determined in accordance with the performance-based increment policy for employees as duly approved by the Board of Directors (BOD). The approval was granted following comprehensive deliberations on the existing employee payroll structure through the relevant

committees, supported by due diligence undertaken on the final salary survey report submitted by an independent third-party consultant. The copy of BOD resolution is attached as Annexure -B.

It is important to mention here that approximately 75% of our workforce consists of highly trained professionals responsible for managing more than Rs. 3.4 trillion rupees worth of power purchase invoices. These employees are highly talented, trained, experienced, and critical for maintaining operational efficiency and avoiding disruptions.

Keeping in view of the above and the fact that these expenses cater to the essential business needs of the company, the Authority is requested to approve the same in the head of Pay & Allowance of the Employees for FY 2026-27.

The employees' benefits head consist of provident funds, gratuity, earned leaves, bonus, EOBI, GLI, medical benefits and staff-level overtime. The increase in employees' benefits aligns with the increase made in pay and allowances.

The Authority is requested to approve the Rs. 497 million (including gratuity of Rs. 123 million) in employee benefits for FY 2026-27.

New Hiring Cost

Rolled-Over Budget of Un-filled Positions from FY 2025-26

The recruitment process is conducted in line with CPPA-G's established HR policies, ensuring transparency, merit, and equal opportunity. Due diligence was exercised at each stage, from advertisement to shortlisting, interviews, and final selection, ensuring that the most suitable candidates were appointed in accordance with organizational standards and best practices.

These recruitments have significantly contributed to strengthening institutional performance and enhancing departmental output. Moreover, the induction of new talent plays a vital role in improving internal efficiency, data analysis capabilities, financial reporting, legal vetting, and technical planning, which are essential components of CPPA-G's role.

It is submitted that 75 positions were budgeted for recruitment under the sanctioned Human Resource plan for FY 2025-26. The NERPA in its determination issued vide NEPRA/R/DG(Tariff)/TRF-640/CPPA-G/2025-26/10590-93 dated June 29, 2026, for FY 2025-26 has considered and decided to include the cost in the revenue requirement for FY 2026-27 as prior year adjustment (PYA). In accordance with this approval and the strategic needs of CPPA-G, the recruitment process for 49 positions out of 75 positions were successfully completed during FY 2025-26. An amount of Rs.15.1 million for these 49 positions has been included in PYA in instant petition. Whereas the cost for FY 2026-27 has already been accounted for as above in para 4.1.

The recruitment of remaining 26 positions is in process and expected to be completed by September 2026 across various departments of CPPA-G, as detailed below:

Posts	Nos	Department
Manager	3	Finance (01), Technical (01) & Legal (01)
Deputy Manager	3	Technical (02) & IT (01)
Assistant Manager	9	Finance (03), Technical (04) & IT (02)
Junior Executive	7	Finance (02), Technical (04) & IT (01)
Senior Assistant	2	IT (01) & Legal (01)
Junior Assistant	2	Legal (01) & Company Secretary (01)
Total	26	

Further, as a result of promotions effected during FY 2025-26, the following 5 positions became vacant and are proposed to be filled during the first/second quarter of FY 2026-27 to ensure continuity of operations and maintain the Company's operational efficiency;

Sr. No.	Post	Department	Remarks	Promotion date
1	Assistant Manager	Legal	Promoted	October 01, 2025
2	Assistant Manager	IT	Promoted	October 29, 2025
3	Assistant Manager	IT	Promoted	October 29, 2025
4	Senior Assistant	IT	Promoted	March 05, 2026
5	Senior Assistant	Finance	Promoted	July 07, 2025

The expected cost for the above employees has been estimated at Rs. 122 million and is included in the revenue requirement for FY 2026-27.

Hiring Plan for Replacement of Resigned/Retired/Promoted Employees

During the year 7 employees as per below detail have resigned/retired during FY 2025-26

Sr. No.	Post	Department	Remarks	resign/retirement date
1	Deputy General Manager	Technical	Retired	March 01, 2026
2	Deputy Manager	HR & Admin	Resigned	July 30, 2025
3	Assistant Manager	Finance	Resigned	December 01, 2025
4	Assistant Manager	Finance	Resigned	January 05, 2026
5	Assistant Manager	Finance	Retired	October 24, 2025
6	Assistant private secretary	HR & Admin	Retired	September 03, 2025
7	Assistant private secretary	IT	Retired	October 25, 2025

The amount of Rs. 34 million has been budgeted for the said positions.

Hiring Plan for succession planning

Succession planning is a strategic process aimed at ensuring business continuity, leadership sustainability, and organizational resilience by identifying and developing employees for critical positions.

Accordingly, CPPA-G has developed a Succession Planning Framework comprising:

1. Identification of Critical Positions based on:

- Core business functions;
- Strategic and operational impact;
- Specialized skill requirements;
- Remaining service of incumbents; and
- Availability of suitable successors.

2. Assessment of Succession Bench Strength through:

- Identification of successor pools;
- Classification of successors as *Ready* or *Potential*;
- Evaluation of technical competencies, leadership capability, and readiness against the prescribed qualification and experience criteria.

Based on the assessment, decisions relating to promotion, recruitment, and assignment of additional charge are made in accordance with the approved HR Manual and organizational requirements. The HR

Department maintains and periodically updates succession profiles of critical positions and successor pools to facilitate informed management decisions and targeted development initiatives.

The assessment identified succession and functional gaps across key departments. Consequently, Management proposed the creation of five critical positions. The Board of Directors has approved the creation of following new positions:

- I. Chief Internal Audit (Grade G-10)
- II. Deputy General Manager (IT) (Grade G-10)
- III. Deputy General Manager (Legal) (Grade G-10)
- IV. Chief / Deputy General Manager (PC&RA) (Grade G-10)
- V. Manager (HR) (Grade G-9)

1. Chief Internal Auditor (CIA):

The position of Chief Internal Auditor (CIA) is a statutory requirement under the applicable corporate governance framework. CPPA-G has established an Internal Audit function; however, the role of CIA has been filled through an interim arrangement by assigning its responsibilities to an existing officer in accordance with the applicable public sector governance rules.

However, with the enactment of the State-Owned Enterprises (Governance and Operations) Act, 2023 and the issuance of the Corporate Monitoring Unit (CMU) Guidelines, the position is required to be filled on a regular and permanent basis to ensure compliance with the applicable statutory and corporate governance requirements.

Accordingly, Management proposes to process the creation of the G-10 position of the Chief Internal Auditor separately through the Audit & Finance Committee for its recommendation to the Board of Directors, enabling the appointment of a permanent Chief Internal Auditor in accordance with the applicable legal and regulatory framework.

2. Deputy General Manager (Legal):

Management proposes that the existing vacant positions of Manager Legal and Assistant Manager Legal be filled through the approved recruitment or promotion process. Simultaneously, approval for creation of the position of Deputy General Manager (Legal) is sought to strengthen succession planning and leadership continuity within the Legal Department. The position may be filled subsequently in accordance with organizational requirements and the directions of the HR, Legal & Nomination Committee.

3. Deputy General Manager (IT):

The Information Technology function constitutes a critical operational pillar of CPPA-G. At present, there is no second-line leadership position directly supporting the Chief Information Officer, creating a succession risk and limiting business continuity in the event of prolonged absence or transition of key personnel.

To strengthen organizational resilience, ensure continuity of critical IT operations, and support the expanding technological requirements of CPPA-G.

4. Deputy General Manager (PC&RA)

The incumbent Chief (PC&RA) is scheduled to retire in February 2027. Furthermore, certain responsibilities within the department are presently being performed through an additional charge arrangement. To facilitate timely succession planning, ensure effective knowledge transfer, minimize operational disruption, and maintain continuity of this critical function, Management proposes the creation of the position of Deputy General Manager (PC&RA). The proposed position will enable the orderly transition of institutional knowledge and leadership responsibilities prior to the retirement of the incumbent.

5. Manager HR

The succession planning assessment identified a significant functional and leadership gap within the Human Resources function due to the absence of a dedicated managerial position exclusively

responsible for Human Resources. Under the existing organizational structure, the Manager is primarily responsible for the Administration portfolio, including procurement, fleet management, facilities management, and other administrative functions. Consequently, the Human Resources function lacks dedicated managerial oversight despite its expanding strategic and operational responsibilities. Considering the increasing complexity of human resource management, regulatory compliance, organizational development, succession planning, performance management, talent acquisition, and employee development initiatives, Management proposes the creation of the position of Manager HR. The proposed position will strengthen functional leadership, improve governance and accountability within the HR function, enhance the span of control under the Chief HR&A Officer, facilitate timely implementation of strategic HR initiatives, and ensure effective execution of the Company's human capital management objectives.

The Board of Directors has approved the creation of above 5 posts along with budget provision vide resolution dated 14th July 2026 and initially an amount of Rs. 19 million has been budgeted. In accordance with the NEPRA directions vide CPPA-G Fee determination for FY 2025-26 dated June 29, 2026. CPPA-G shall appraise the Authority before initiation of recruitment process against above positions.

Training and Capacity Building

In line with CPPA-G's strategic objectives and Business Plan for FY 2026-27, a comprehensive Training and Development Plan has been developed through a structured Training Needs Assessment (TNA) conducted across all functional areas. The plan is designed to strengthen organizational capability by addressing critical technical, leadership, and behavioral competency requirements while supporting operational excellence, regulatory compliance, succession planning, and long-term institutional sustainability.

The proposed training interventions directly support CPPA-G's Business Plan target of providing a minimum of 10 training hours to at least 60% of the workforce. The training portfolio has been prioritized based on organizational requirements, emerging sectoral challenges, digital transformation initiatives, governance obligations, and evolving technical competencies essential for the effective discharge of CPPA-G's mandate.

During FY 2025-26, CPPA-G effectively implemented its approved training plan, achieving broad workforce coverage and strong employee participation. Certain strategic training initiatives, particularly leadership development programs, were deferred due to the transition of the PPRA e-PADS procurement system and subsequent Government austerity measures. These programs have been incorporated into the FY 2026-27 plan to ensure continuity of organizational capability development.

Training and Development Plan 2026-27

Building on the experience of the previous fiscal year, where certain critical technical training needs remained unmet due to austerity measures taken by Government of Pakistan during the FY 2025-26, the FY 2026-27 Business Plan now requires upskilling at least 50% of employees with a minimum of 10 training hours each. To achieve this, an increased and strategically aligned training budget is necessary to support CPPA-G's talent development, employee engagement, and capability enhancement goals, ensuring the organization meets its operational and sustainability objectives.

i. Technical Training Programs:

An allocation of Rs. 17.05 million is proposed to strengthen specialized technical competencies across the organization. The proposed interventions are aligned with departmental priorities and include advanced training in power market operations, tariff modelling, hydel generation optimization, contract management, artificial intelligence, advanced data analytics, IT governance and cybersecurity certifications, enterprise risk management, internal audit standards, financial modelling integrated with AI, testing and commissioning of power plants, and other specialized sector-specific disciplines. These programmes are essential to equip employees with contemporary technical knowledge, enhance analytical capabilities, strengthen regulatory compliance, and enable the organization to effectively respond to the rapidly evolving power sector landscape.

ii. Directors Training Program:

A budgetary allocation of Rs. 1.15 million is proposed for Directors' Training in compliance with the requirements of the State-Owned Enterprises (Governance and Operations) Act. The programme will strengthen governance, strategic oversight, fiduciary responsibilities, and board effectiveness while ensuring statutory compliance.

iii. Leadership & Organizational Capability Building

An allocation of Rs. 6.8 million is proposed for leadership and behavioral development programmes, including Train-the-Trainer initiatives, Middle Management Development Programmes, and Senior Leadership Development Programmes.

These programmes are critical to developing future leaders, strengthening managerial effectiveness, institutionalizing coaching and knowledge transfer, enhancing cross-functional collaboration, and supporting the implementation of CPPA-G's Succession Planning Framework. By building internal leadership capacity, the organization will reduce dependency on external expertise, improve employee engagement and retention, and ensure business continuity for critical positions.

The proposed Training and Development Plan has been designed with due consideration to cost effectiveness, organizational priorities, and optimum utilization of resources. The plan adopts a balanced approach by combining technical specialization, statutory governance training, and leadership development to build a competent, agile, and future-ready workforce capable of meeting the organization's evolving operational and strategic requirements.

In view of the increasing technical complexity of the power sector, evolving regulatory requirements, digital transformation initiatives, statutory governance obligations, and the competency development targets envisaged in the Business Plan, approval of a Training and Development budget of PKR 25 million for FY 2026-27 is requested from the authority. The proposed investment will enable CPPA-G to systematically build organizational capability, strengthen institutional resilience, support succession planning, and ensure the sustained availability of skilled human capital required to effectively deliver its strategic mandate.

Consultancy Services

The proposed consultancy services for FY 2026-27 are as follows:

Headhunting & Testing Services

To ensure a transparent, efficient, and merit-based recruitment process, CPPA-G engaged the services of a third-party recruitment firm through a competitive tendering process in accordance with PPRA rules. The objective was to attract qualified and competitive talent from the open market while maintaining fairness and transparency across all levels of hiring. The recruitment firm is responsible for conducting written tests for junior-level positions nationwide and providing headhunting and executive search services for middle and senior-level positions.

This arrangement has enabled CPPA-G to streamline the hiring process, ensure compliance with public sector standards, and access a broader talent pool essential for the organization's growth and operational needs. Outsourcing these services helps CPPA-G save time and resources, reduce hiring cycle times, and minimize the risk of bias. Moreover, this approach supports organizational development by bringing in skilled professionals capable of contributing to CPPA-G's strategic objectives.

An amount of Rs. 1.2 million has been budgeted under this head.

Third Party Evaluation of Mid to Senior Management for Effective Succession Planning

CPPA-G has internally developed a comprehensive Succession Planning Framework to ensure leadership continuity for critical management positions. The framework establishes a structured process for

identifying critical roles, assessing successor availability, and determining readiness levels. While the governance framework has been developed and implemented by HR Team of CPPA-G, however its effectiveness evaluation through standardized competency assessment methodologies, and independent validation aligned with industry best practices are required.

Accordingly, CPPA-G proposes to engage a specialized consultancy firm through an open and competitive bidding process in accordance with the Public Procurement Regulatory Authority (PPRA) Rules. Working in close collaboration with the HR team, the consultancy firm will review and validate the existing Succession Planning Framework, develop a comprehensive Competency Framework covering both technical and behavioral competencies for management positions, and recommend enhancements to align the framework with recognized industry standards. The consultant will also conduct a competency-based Skills Gap Analysis for a representative sample of twenty (20) identified successors to establish a standardized assessment methodology and reporting framework. This engagement is specifically designed to transfer knowledge, tools, and assessment techniques to the HR team, enabling CPPA-G to independently conduct future competency assessments and succession reviews without recurring reliance on external consultants.

The proposed consultancy does not involve outsourcing of any assignment rather, it is intended to provide specialized expertise, introduce objective and standardized assessment methodologies, validate the internally developed framework against industry benchmarks, and institutionalize sustainable human resource practices within CPPA-G. These initiatives will provide the organization with a robust, transparent, and sustainable planning mechanism, enabling the systematic identification, assessment, and development of future leaders while strengthening organizational resilience and ensuring continuity of critical business operations.

In view of the above, approval of the Rs. 3.5 million is requested to engage a qualified consultancy firm for the development and validation of the Competency Framework, Skills Gap Analysis, and review of the Succession Planning Framework, thereby enabling CPPA-G to establish a sustainable and internationally aligned succession management system.

Consultant for BOD Performance Evaluation under SOE Act 2023

As per requirements of annexure 2 of the SOEs Ownership and Management Policy, 2023 "The Federal Government of Pakistan requires that State-owned Enterprise (SOE) directors, independent and ex-officio, undertake periodic evaluation of the Board's performance and the contribution made by individual directors.

An amount of Rs. 0.7 million has been budgeted during FY 2026-27 for external consultants for BOD performance evaluation requirements under the SOE Act 2023.

Tax Consultant for Taxation Services

An amount of Rs 4.5 million for FY 2026-27 has been budgeted against the tax consultants required for tax compliance, advisory and income / sales tax appeal services related to CPPA-G.

Consultant for ISO 27001 Upgradation & IMS Audit Professional Fee

Certifying and Accrediting CPPA-G for ISO 20000 & ISO 27001 including Upgradation of ISO 27001 2013 to 2022 (The Information Security Management System (ISO27001) at CPPA-G ensures the security of critical processes and information within CPPA-G and its interactions with regulatory bodies, government entities, and external parties. This encompasses internal operations, services provided by CPPA-G, and the necessary supporting processes, technology, and information. On the other hand, ISO20000 focuses on the planning, management, and delivery of IT services to internal departments and web portal services for external government and private entities. These services can include IT infrastructure management, asset management, ERP system support, business applications and portal development, email exchange, network connectivity, information backup, internet service, software development and QA, and IT support services.).

An amount of Rs. 3.14 million has been budgeted under this head out of which an amount of Rs. 2.5 million is requested for the accrediting CPPA-G for ISO 20000 & ISO 27001 and Rs. 0.64 million is required to settle the remaining committed amount of consultant fee already engaged during FY 2025-26 for professional services related to the upgradation of ISO/IEC 27001 from the 2013 version to the 2022 version.

Other Services

An amount of Rs 1.6 million for FY 2026-27 has been budgeted against the other services like actuarial valuation as per international accounting standard-19, services of Specialized experts for engaging external professional to support Internal Audit assignment requiring specialized techniques expertise not available in house etc.

The Authority is requested to allow a total of *Rs. 2,504 million* under the head of General Establishment Cost.

It is delineated that the requested expenses are legitimate and essential in nature and any reduction in these expenses would result in disruption of operational activities of CPPA-G. Hence the Authority is also requested to allow the actualization of expenditure of General Establishment Cost based on the audited financial statements of FY 2026-27 when available.

4.2. ADMINISTRATIVE COST

The subheads of administrative expenses are rent, rate & taxes, power light & water, telephone internet fax & postage, office supplies and other expenses, subscription of periodicals, presentation & entertainment, travelling expenses, BOD and auditor fees, office running expenses (outsourced services) advertisement & publication expenses, Environment Social Governance (ESG), NEPRA Petition fee and NEPRA Licenses fee.

The head wise breakup of the cost proposed for FY 2026-27 is stated below.

Description	(Mln Rs.)	
	FY26	FY27
	<i>Requested</i>	<i>Requested</i>
Rent Rate & Taxes	111	117
Travelling Expenses	30	44
Office Running Exp. (Outsourced)	34	37
BOD & Auditor Fee	40	36
Power Light etc	24	29
Nepa License Fee & Petition Fee	23	25
Office Supplies & Other Expenses	20	22
Communication	23	18
Entertainment	7	7
Advertisement & Publication	1	5
Environment, Social Governance (ESG)	1	1
Subscription & Periodicals	1	1
	316	342

The administrative expenses are proposed at Rs. 342 million for FY 2026-27 against the requested amount of Rs.316 million for FY 2025-26. The proposed administrative cost along with justifications is discussed in detail in the following paragraphs.

Rent, Rate & Taxes

These expenses are primarily related to CPPA-G building premises on rent, being paid for occupying office space at Shaheen Plaza, Islamabad (approx. 57,322 sq ft) carrying out its operations. In FY 2026-27, an increase of 5% is requested as per the rental agreement.

Further, CPPA-G also holds around 1,589 square feet of space at sunny view Lahore where major historical records of CPPAG are placed. As per the revised applicable rates by WAPDA, an annual increase of 10% is requested for the same.

An amount of Rs 117 million has been budgeted under this head for FY 2026-27.

Travelling Expenses

The proposed travel budget is requested to support the Company's essential business, technical, regulatory, statutory and legal functions including but not limited to commissioning and testing of upcoming power plants, conducting and witnessing Heat Rate (HR) Tests, Annual Capacity Tests (ACT), Annual Dependable Capacity Tests (ADC), and Demonstrated Complex Energy Tests (DCET), handling matters relating to Audit, taxation, litigation, regulatory compliance and other operational and business requirements. These travelling are essential for the effective discharge of the Company's responsibilities. Accordingly, an amount of Rs. 44 million has been budgeted under the head of travelling.

Office Running Expenses (Outsourcing Services)

Security Services

CPPA-G operates as a public sector entity with its premises located in a commercial area, making it susceptible to potential security risks. To ensure 24/7 protection of both the premises and company assets, a third-party security agency with extensive experience has been engaged. The contracted services provide round-the-clock security coverage.

The existing security contract is going to be expired in FY 2026-27 and is expected to be revised at a revised applicable minimum wage rate to be notified by the Government for FY 2026-27.

Outsource Staff

The office building with a covered area of 57,322 sq.ft and with increased number of employees in the professional cadre over the years, there was a dire need of support staff was envisaged to keep the housekeeping intact. Therefore, to meet this demand, CPPA has outsourced 14 (fourteen) supporting staff to ensure the uninterrupted availability of essential support staff, including office boys, lift operators, HVAC technicians, generator operators, janitorial staff, and gardeners, for the efficient operation and maintenance of office facilities.

Currently, the company has a total of 9 drivers against 15 official vehicles which makes it difficult to manage the official fleet of vehicles. To address the matter, the company outsourced 4 drivers in FY 2025-26. The amount is budgeted as per the terms of the contract entered with third party i.e. true up the cost in accordance with applicable minimum wage rate as 10% annual increase.

Further, the existing outsourced manpower contract was entered 2-3 years back and expected to be revised in FY 2026-27 at a revised applicable minimum wage rate to be notified by the Government for FY 2026-27.

Daycare Center

In line with the Government of Pakistan's regulations and to support working mothers, CPPA-G has established a daycare facility catering to infants and toddlers aged 2 months to 3 years.

With a rising number of female employees, there was growing demand to extend the daycare services to children aged 3 to 8 years. However, the existing facility presented the following limitations:

- **Space Limitations** – Inadequate room to accommodate older children's developmental needs.
- **Staffing Requirements** – Expansion would require hiring qualified teaching and support staff, increasing operational costs.
- **Outdoor Play Areas** – Lack of space for outdoor activities crucial for children aged 3+.

Considering these challenges, CPPA-G opted to outsource daycare services to ensure quality childcare support for its employees.

The budgeted amount is attributed to the ongoing revision of the contract under the new tendering process.

Other Services

The other services include cleaning and pest control services, elevator services, window cleaning services, firefighting services, car rental services and generator repair & maintenance services etc.

The Authority is requested to allow an amount of Rs. 37 million for FY 2026-27 under the head of office running expenses (outsourced services).

BOD Fee & Auditor Fee

As per requirement of para 24 of the SOE Ownership and Management Policy, 2023, "Adequate fee shall be fixed for the independent and ex-officio directors for attending Board and committee meetings along with any travelling, boarding & lodging that is essential for attending the above meetings. The remunerations shall be commensurate with the level of responsibility and expertise, and no additional perks and privileges will be admissible to the directors".

The Company has successfully completed a transparent and competitive bidding process for the appointment of the statutory auditor to conduct the audit of CPPA-G's financial statements for FY 2025-26 and to express an independent audit opinion thereon. Based on the outcome of the competitive bidding process, the lowest evaluated responsive bid was approved by the Board of Directors, and the statutory auditor was appointed accordingly.

Statutory audit is a mandatory requirement under the applicable legal and regulatory framework, and the auditors have been appointed through a transparent and competitive procurement process.

Accordingly, the Authority is requested to allow an amount of Rs. 36.43 million for FY 2026-27 under the head of BOD Fee & Auditor Fee.

Power light and Water

This head primarily covers the expenses on account of electricity charges. Keeping in view the consumption and billing pattern during FY 2025-26, budget for the said expense head has been estimated at Rs 2.1 million per month. Further, an amount of 0.36 million per annum has been estimated on account of water charges.

An amount of Rs. 29 million for has been budgeted under this head for FY 2026-27.

NEPRA Licensing Fee & Petition Fee

This head mainly includes the CPPA-G annual licensing fee and petition fee to the Regulator. The proposed budget in NEPRA Licensing Fee & Petition Fee head Rs. 25 million.

The Authority is requested to approve an amount of Rs. 25 million for FY 2026-27 under the head of NEPRA Licensing Fee & Petition Fee.

Office Supplies, Printing & Stationaries

The proposed budget under office supplies and printing & stationery heads has been estimated to meet the essential operational requirements of CPPA-G and to ensure the uninterrupted functioning of its administrative and operational office.

The budget head office supplies component provides for the procurement and timely replacement of routine consumables and minor infrastructure items required for the maintenance and to maintain the multi-floor office facility. These include but not limited to electrical and plumbing supplies, carpets, floor mats, curtains, uniforms, repair and maintenance materials, janitorial supplies, mineral drinking water, drawer locks, safety and security-related items etc. These expenditures are essential to maintain a safe, functional, and efficient workplace and have been estimated based on historical consumption, operational requirements, and prevailing market rates.

The proposed allocation also includes the annual requirement for printer toner cartridges (HP/Canon, both black and color) for printers and multi-function printers (MFPs) deployed across various departments. The estimated requirement has been projected using the preceding year's actual consumption, adjusted for anticipated printing volumes and operational needs, to ensure uninterrupted

document processing, regulatory reporting, and administrative support functions across the organization.

The Printing & Stationery component covers the procurement of essential office stationery and printing materials required for day-to-day business operations, including official correspondence, regulatory submissions, financial and operational documentation, meetings, training activities, and record management. The proposed allocation has been determined based on historical utilization, anticipated operational requirements, and expected business volume during FY 2026-27.

An amount of Rs. 22 million for has been budgeted under this head for FY 2026-27.

Communication

This head includes the expenses relevant to:

- i) Mobile, telephone and courier charges: This includes monthly office telephone NTC bills, employees' cell phone reimbursement, office courier services charges for external communication through letters ensuring uninterrupted official communication and timely exchange of documents to support CPPA-G's day-to-day operations. An amount of Rs. 9.74 million is budgeted for the said expenses.
- ii) Internet, e-office Dedicated Line, backup internet and Related Cost: This covers CPPA-G's core connectivity and communication services - 100 Mbps internet bandwidth, hosted email services (M/s Nayatel), host-based Exchange, the P2P link between Shaheen Plaza and the Nayatel Media Town data center for offsite backup, and the organization's live IP address pools. These services are essential for day-to-day business connectivity, external communication, and secure remote data backup, and require annual renewal to avoid service disruption. An amount of Rs. 5.2 million has been budgeted for the said expenses.

Further, a backup internet link is necessary to support business continuity objectives and to satisfy ISO 20000 compliance requirements. An amount of Rs. 0.58 million is budgeted for the same.

To active e-office organization wide as per directions of Ministry of Energy Power Division dedicated links are required for better performance Management. An amount of Rs. 2.8 million is budgeted for the said expenditure.

As e-office dedicated line installation was budgeted in FY 2025-26 but could not be executed in FY 2025-26, the associated monthly recurring charges likewise did not commence and are carried forward to take effect once the line is installed in FY 2026-27.

An amount of Rs. 18.35 million has been budgeted under the communication head for FY 2026-27.

Entertainment (Cost of meeting arrangements)

The proposed budget under this head is required to facilitate official engagements, stakeholder coordination, and institutional activities of CPPA-G. The provision covers hospitality arrangements for meetings with key stakeholders, including IPPs, the Ministry, banks, DISCOs, vendors, and other relevant entities, as well as Board and Board Committee meetings, foreign delegates, orientation sessions, and other formal events. The budget has been estimated based on historical utilization, the frequency and nature of official engagements, and anticipated requirements for FY 2026-27, representing a necessary provision to support effective stakeholder engagement and organizational functions.

An amount of Rs. 7 million has been budgeted under the entertainment head for FY 2026-27, same as requested in FY 2025-26.

Advertisement & Publications

The proposed budget under this head is required to meet CPPA-G's operational, administrative, and recruitment-related communication requirements during FY 2026-27. The provision covers procurement-related advertisements for capital expenditures, routine goods and services, including stationery, janitorial supplies, paper, mineral water, security services, daycare services, testing agencies, IT related Capex and Opex procurements and other organizational requirements. It also includes recruitment advertisements under the Annual Hiring Plan 2026-27, C-level position advertisements and

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publication of notices related to unforeseen operational requirements such as heat rate testing. The budget has been estimated based on anticipated requirements and is necessary to ensure timely procurement, recruitment and dissemination of official information.

An amount of Rs. 5 million has been budgeted under the head Advertisement & Publication for FY 2025-26.

Environment, Social and Governance (ESG)

The Environment, Social, and Governance (ESG) framework is an integral and formally approved component of CPPA-G's Business Plan 2025-27. It has been developed in alignment with the State-Owned Enterprises (SOE) Act, 2023, the SOE Policy 2023, and NEPRA's regulatory emphasis on responsible governance and sustainability. The ESG Plan reflects CPPA-G's commitment to adopting international best practices, supporting national development goals, and enhancing accountability and transparency as a public sector entity.

The proposed allocation of Rs. 1 million for ESG initiatives in FY 2026-27 is essential to initiate and implement a selected number of impactful activities. While a wide range of activities has been outlined, covering environmental sustainability, social impact, and governance enhancement, only a prioritized subset will be executed this year, based on feasibility, impact, and cost-effectiveness. This phased approach ensures responsible use of public funds while delivering visible progress on ESG commitments.

The budget will support key initiatives such as awareness campaigns (e.g., energy conservation, plastic-free office), tree plantation drives, basic office sustainability improvements (e.g., waste segregation, seed bags), and select social programs like STEM internships for women, employee wellness sessions community outreach and staff trainings.

Given that several activities involve low to minimal cost or strategic partnerships (e.g., with recyclers, NGOs, schools), the Rs. 1 million budget is reasonable and sufficient to cover material procurement, awareness content etc. Though CPPA-G does not directly generate or consume power, it plays a central role in the power value chain. Hence, ESG integration enhances its operational legitimacy, reduces reputational and compliance risks, and ensures responsible corporate conduct. It is a critical investment to demonstrate visible ESG progress, fulfill regulatory and stakeholder expectations (including NEPRA's ESG/CSR focus) and position CPPA-G as a socially responsible and environmentally conscious entity in the power sector. Without this allocation, meaningful implementation of the ESG roadmap would be delayed, and opportunities for internal transformation and public impact may be missed.

Subscription & Periodicals

The proposed budget under the subscriptions and periodicals head is required to ensure access to essential information resources necessary for CPPA-G's operational, regulatory, and administrative functions. The provision includes subscriptions to newspapers, journals, tax updates, online information resources, cable services and other relevant publications required for monitoring sector developments, regulatory updates, market trends and official information.

An amount of Rs. 1 million has been budgeted under this head for FY 2026-27.

Accordingly, the Authority is requested to allow an amount of *Rs. 343 million* under the head of administrative cost.

Furthermore, it is delineated that the requested expenses are legitimate and essential in nature and any reduction in these expenses would result in disruption of operational activities of CPPA-G. However, it is highlighted that CPPA-G has rationalized the expenses to the best possible extent. Hence the Authority is also requested to allow the actualization of expenditure of Administrative Cost based on the audited financial statements of FY 2026-27 when available.

4.3. INSURANCE, FINANCIAL CHARGES

The insurance expenses of Rs. 5.5 million for FY 2026-27 is proposed for its various assets like office vehicles, I.T equipment and other assets. Insurance is necessary to protect us from financial losses due to damage, theft and other unforeseen events. Company assets can be expensive to replace, and without insurance, a sudden loss could disrupt operations and lead to significant costs. Insurance ensures that a business can quickly recover and replace essential items, minimizing downtime and maintaining continuity.

Financial charges are normal bank charges, charged by banks against total transactions / projected payments of over Rs. 3.4 trillion. Finance charges of Rs. 1.10 million is proposed for FY 2026-27.

An amount of Rs. 6.6 million has been budgeted for Insurance & Financial charges for FY 2026-27. i.e. the same as requested for FY 2025-26.

Furthermore, it is delineated that the requested expenses are legitimate and essential in nature and any reduction in these expenses would result in disruption of operational activities of CPPA-G. Hence the Authority is also requested to allow the actualization of expenditure of Insurance and Financial Charges based on the audited financial statements of FY 2026-27 when available.

4.4. OFFICE OPERATIONS, SERVICES & MAINTENANCE

The office operations, services & maintenance expenses primarily consist of I.T services (email services, internet expansion, software renewals & etc) contributing 79% of the total budgeted amount. The remaining 21% of expenses include repair and maintenance of furniture, office equipment, vehicle running cost inclusive of fuel, oil and lubricants, annual fee and token taxes.

The head wise breakup of the cost proposed for FY 2026-27 is stated below.

Description	(Mln Rs.)	
	FY26	FY27
	<i>Requested</i>	<i>Requested</i>
R&M General	6	6
I.T Services (Email Services, Internet Expansion, Software Renewals & etc)	199	187
Vehicle Running Cost POL, Repair & Licences	37	44
Total	241	237

An amount of Rs.237 million has been budgeted under this head for FY 2026-27 which is 2% less than the budget amount requested in FY 2025-26

Repair & Maintenance General

This head includes repair & maintenance of office furniture, sanitary & plumbing works, carpentry items, electrical fixtures, gardening, repair & maintenance of Lift, HVAC and other miscellaneous expenses. An amount of Rs.6 million has been requested without any increase in requested budget for FY 2025-26.

The Authority is requested to allow an amount of Rs. 6 million for FY 2026-27.

IT Services

This head primarily includes the cost related to software licenses fee and I.T support & services. These expenses represent annual subscriptions and licence renewal fee of both new & already executed contacts. Detail of the cost proposed for FY 2026-27 is given as under;

Sr. No	Description	Rs million	Justification/Remarks
1	Disaster Recovery (DR) for ERP Systems	25	As one of the approved KPIs in the organization's Business Plan and based on recommendations from external auditors, the Risk Management Department, and IMS policies, it is essential to establish a Disaster Recovery (DR) site for Oracle ERP systems, which support core functions like finance and HR management. The DR site will ensure business continuity by providing a secure and resilient backup environment to restore critical services quickly in case of outages, hardware failures, or other disruptions. This need has also been highlighted in recent risk and IMS audit findings.
2	MS Office 365 E3	20	Annual subscription for Microsoft Office 365 E3 licenses for employees, covering essential productivity tools such as MS Office, SharePoint ECM, MS Teams, and OneDrive, along with access to key organizational applications including the Leave Management System, R&I System, File Tracking System, and Record Management System.
3	The Maintenance & Renewal of Support Services and Service Level Agreement (SLA) For Servers, Storage Software and Network Equipment (with parts)-Renewal of agreement	20	SLA required for the third party IT hardware i.e. servers, storage devices and network equipment. Discontinuation of OEM/SLA support poses significant operational and security risks to CPPA-G, including increased downtime, unavailability of critical spare parts, exposure to security vulnerabilities due to lack of updates, and loss of warranty coverage. These risks directly threaten the continuity of ERP and other mission-critical application and overall data center services. In view of the critical nature of these systems, continuation of OEM-backed/Local support is essential to ensure operational stability, minimize risks, and maintain business continuity.
4	ERP Oracle EBS Support Services (Phase I & II) (Renewal of Support)	20	Renewal of Oracle ERP support services is essential to continue availing of the functional and technical expertise provided by the engaged vendor. The vendor along with internal ERP team supports system configuration, custom development, issue resolution, and overall maintenance of Oracle ERP modules. Additionally, they offer user-level assistance and coordinate directly with Oracle by initiating and managing service tickets for critical issues. This ongoing support is vital for ensuring system stability, timely resolution of problems, and the continuous improvement of ERP functionalities. In FY 25-26 Three out of six skilled resource are hired. In FY 2026-27 we are planned to engage the vendor for remaining Three Domain Experts, so once these will also be hired the domain knowledge will be transferred in atleast six months' time.
5	Renewal of DNS Security Solution/ Info Blox (Blox One DDI & Threat Defence Advanced)	18	The current three-year agreement for the DDI Threat Defense solution will expire on 03 May 2027, after which the solution will be re-tendered with enhanced capabilities and advanced security features to address evolving cybersecurity requirements. The DDI Threat Defense System is an approved critical KPI under CPPA-G's Business Plan. The solution provides DNS-layer security for organizational endpoints by preventing access to malicious domains and strengthening the organization's overall security posture. It offers centralized management, improved visibility, and efficient resource utilization while detecting and blocking threats such as phishing, malware communication, data exfiltration, and command-and-control (C2) activities. The solution plays a vital role in enhancing user trust, protecting data confidentiality, and ensuring the secure and reliable operation of CPPA-G's digital services.
6	Renewal of Oracle Database Enterprise, SOA Suite, Data Integrator, Weblogic Support	11	Renewal of Oracle support for Database Enterprise Edition, SOA Suite, Data Integrator, and WebLogic is essential, as these components form the backbone of the Enterprise Service Bus (ESB) used for seamless integration of key applications such as POP Analytics (APEX), CDXP, POP, ERP System, Merit Order, Wind Forecast, Leave Management System, ECM etc. Continued support ensures system security, optimal performance, and compliance with industry standards. It also provides access to critical technical assistance, updates, and new features, maximizing the value of the organization's investment in Oracle technologies and ensuring the continuity of business operations.
7	Security Operation Center (SOC) as a Service	9	In light of the recent surge in cyber attacks, CPPA plans to strengthen its cybersecurity posture through SOC-as-a-Service. This includes deploying a dedicated Resident Engineer, continuous vulnerability management, and annual penetration testing. The service ensures proactive threat detection, compliance readiness, and effective risk mitigation through a resource-optimized, managed security model.
8	Invigate Service Desk & Insight	7	Renewal of the IT Service Management (ITSM) tool is essential to maintain compliance with ISO 20000 and ISO 27001 standards. The tool supports structured helpdesk operations, incident and request management, and service-level tracking, key components required under these standards for effective IT service delivery and information security management. Continued use ensures audit readiness, process standardization, and improved service quality across the organization.
9	Preservation and Digitization of Historical Records placed at Lahore (Phase-II)	6	Digitizing the old historical records at Napier Road, Lahore (800,000 pages out of 1,800,000 is targeted as Phase-1), is crucial for preserving valuable data and preventing deterioration due to environmental factors and manual handling. To expedite the process, it is recommended to engage a third-party vendor specialized in both digitization and Record Management. Implementing an Electronic Content Management (ECM) system through this vendor will enhance searchability, streamline retrieval, and ensure secure remote access. This initiative will not only improve efficiency and reduce reliance on physical storage but also safeguard historical records for long-term use.
10	SUPPLY OF WEB HOSTING SERVER (VPS) WITH WAF & MANAGED SERVICES/VIRTUAL DATA CENTER	5	Web/Application Hosting Services / Virtual Data Centre contract with M/s Nayatel (one-year payment) is essential for ensuring uninterrupted availability of critical IT services. These services host key applications, including the WIND/SOLAR Forecasting Portal, RMS API, ISMO Auction system, Monitoring Portal, and provide an environment for pre-production web application testing. Given the critical nature of these systems, continuation of the hosting services is necessary to ensure operational continuity, system reliability, and secure access to business-critical applications.

11	Sophos X intercept Advance for server and User with XDR	5	A three-year agreement for the procurement of Sophos Intercept X Advanced for Servers and Endpoints with XDR was signed with M/s Supernet Secure Solutions (Pvt.) Ltd. during FY 2025–26. The allocation for FY 2026–27 pertains to the second-year renewal/payment under the existing agreement. The solution is essential for protecting the organization's servers and endpoints against advanced cyber threats, including ransomware, zero-day attacks, and data breaches. It provides centralized visibility, enhanced threat detection, and rapid response capabilities, strengthening the organization's overall cybersecurity posture while minimizing operational disruptions. Funding under the OPEX model ensures the continuity of licensing, technical support, and security updates throughout the agreement period.
12	MS Azure account with Two App and Two Database	3	Azure Monitor is required to provide centralized monitoring and visibility into the health, availability, and performance of CPPA-G's Azure-hosted applications, including CDXP Invoice Submission and Daily Merit Order Submission. It enables continuous collection of logs, metrics, and diagnostic data, along with configurable alerts for proactive detection and response to operational or security issues. This improves system reliability, minimizes downtime, and supports timely troubleshooting and incident management.
13	Azure Front Door for two accounts	3	Azure Front Door is required to securely publish and optimize access to CPPA-G's internet-facing applications. It provides global traffic routing, intelligent load balancing, SSL/TLS termination, and integration with Web Application Firewall (WAF) to protect applications against common web-based attacks such as SQL injection and cross-site scripting (XSS). Additionally, it improves application performance, availability, and reliability by directing users to the optimal application endpoint.
14	Robotic Automation- Automation of Data Collection Direct from the Source	3	The implementation of Robotic Process Automation (RPA) is one of the approved Key Performance Indicators (KPIs) under CPPA-G's Business Plan and is intended to automate repetitive, rule-based business processes through direct integration with source systems. The initiative will improve operational efficiency, enhance data accuracy and security, reduce manual effort and processing time, minimize operational risks, and enable timely availability of information for informed decision-making. Furthermore, RPA will establish scalable, standardized, and reliable automation capabilities that support the organization's broader digital transformation objectives.
15	Renewal of Oracle EBS Applications License (ERP System)	2	Renewal of Oracle EBS application support (covering GL, AP, AR, CM, FA, HRMS, and Payroll modules) is essential to ensure the continued smooth functioning of CPPA-G's core business operations. Ongoing support from Oracle provides access to critical updates, security patches, and technical assistance necessary for maintaining system reliability, compliance, and performance.
16	Penetration Applications Security Testing Services (Third Party)	2	The contract is already awarded to M/s Global SNI for 3 years to perform the penetration testing of the newly developed applications. This is the Third agreement year support cost. The penetration testing helps to test web applications of CPPA-G in aspects of information and cyber security, to avoid any type of vulnerabilities, information loss, cyber attacks etc. This is the requirement of the Information Security Policies and also suggested by the commercial auditors of CPPA-G.
17	OEM Support Renewal for One Datacentre Server Model R750	2	The Original Equipment Manufacturer (OEM) support services for one R750 server (Service Tag: GYTYRR3) for timely hardware and firmware assistance, and replacement of faulty components may not be guaranteed without incurring additional costs or delays which will result in stoppage of business operations.
18	OpenAI API for Document-GPT Project	2	The proposed AI initiative is aligned with the approved KPIs of the Business Plan and is aimed at establishing foundational Artificial Intelligence (AI) capabilities across the organization. The initiative focuses on leveraging emerging AI technologies, including Generative AI, Natural Language Processing (NLP), Machine Learning (ML), and intelligent automation, to derive insights from both structured and unstructured organizational data. It is expected to enhance decision-making, improve operational efficiency, strengthen knowledge management, automate business processes, and build the organization's long-term AI readiness in support of its digital transformation objectives.
19	Purchase of Misc. IT Equipment (External Hard Disk, USB Flash ,ATAs, & Data Recovery services, Repair of laptops, printers, computers, UPS which are not covered under warranty)	2	Purchase of Miscellaneous IT Equipment, Software & Services which includes procurement of essential IT accessories such as external hard drives, USB flash drives, and ad-hoc services and software like data recovery, laptop/printer repairs, and other IT-related needs not covered under warranty. This allocation ensures timely support and continuity of day-to-day IT operations.
20	Azure Ddos Protection for two accounts	2	Azure DDoS Protection is required to safeguard CPPA-G's internet-facing applications from Distributed Denial-of-Service (DDoS) attacks that could disrupt the availability of critical services. It provides automatic detection and mitigation of malicious traffic, ensuring uninterrupted access to business-critical applications while maintaining service availability, business continuity, and resilience against network-based attacks.
21	MS Azure Account With one App and One Database	2	Our current Azure setup includes development and production databases for our website and other portals. This budget item covers the provision of an additional Azure database and app service specifically for testing/staging purposes. It aims to enhance our cloud development environment, enable safer testing, and support the growing portfolio of cloud-based applications.
22	Renewal of Catalyst 9200 Series Network switches (C9200L) OEM Support (3 Nos.)	2	Catalyst 9200 Series switches (C9200L) OEM support (3 Nos.). These switches play critical role in providing IT connectivity and their support services are essential to handle any failure related to hardware or software.
23	Backup Server Hosting (Rack Space Hosting)	2	Provision of dedicated rack space and hosting services for backup servers through M/S Nayatel to ensure secure offsite data storage, disaster recovery readiness, and business continuity support.
24	Renewal of Burp Suit (Dynamic Application Security Testing (DAST) Tool)	1	Renewal of the DAST (Dynamic Application Security Testing) tool and penetration testing services is essential to continuously assess and strengthen the security of CPPA-G's web applications. These tools play a critical role in identifying vulnerabilities, preventing data breaches, and mitigating cyber threats, ensuring ongoing compliance with cybersecurity standards and safeguarding organizational assets. This is compliance of IMS policies and procedures and requirement of company's external auditors.

25	Renewal of Oracle Enterprise Linux Support	1	Renewal of Oracle Linux Support is required due to recent OS upgrades, evolving security standards, and increasing system complexity. Official Oracle support has become essential to ensure IMS compliance, timely downloading of security patches, and access to expert guidance. Failure to procure official Linux support services poses several risks to the ERP system and other allied applications, including delayed or missed critical security updates, increased vulnerability to cyber threats, non-compliance with regulatory and IMS standards, lack of timely resolution of system issues, and the absence of vendor-backed support during critical incidents. These risks can significantly impact system availability, data integrity, and overall operational continuity.
26	Power BI Premium Licenses (12 Users)	1	The business users of CPPA-G's departments IT, Policy & Planning Unit, Finance, Company Secretary are already using Power BI tool to build the Dashboards, Visualization the data/graphs and perform different analysis on the data for day-to-day business operations. This tool has made them self efficient to prepare the analytical dashboards and reports with dependency on the IT department.
27	Azure DevOps Basic + Test Plan (Five Users)	1	CPPA-G was using an Azure DevOps Limited license to manage and streamline the complete Software Development Life Cycle (SDLC), including project planning, sprint execution, source control, CI/CD pipelines, testing, and team collaboration. In FY 2025-26, advanced licenses were purchased for the software development team to ensure uninterrupted access to these services, maintaining continued efficiency, traceability, and integration across development and deployment workflows.
28	Sangfor HCI Software & Service	1	Sangfor Hyper-Converged Infrastructure (HCI) software integrates compute, storage, networking, and virtualization into a single platform, simplifying data center management, enhancing performance, and ensuring high availability. This item covers a 3-year license, subscription, and upgrade plan, along with 24x7 technical support services. Budget provision is required in FY 2026-27 to account for the recurring cost across the license duration, ensuring uninterrupted service, support, and system upgrades.
29	Azure Monitor for two accounts	1	Azure Monitor is required to provide centralized monitoring and visibility into the health, availability, and performance of CPPA-G's Azure-hosted applications, including CDXP Invoice Submission and Daily Merit Order Submission. It enables continuous collection of logs, metrics, and diagnostic data, along with configurable alerts for proactive detection and response to operational or security issues. This improves system reliability, minimizes downtime, and supports timely troubleshooting and incident management.
30	Software Testing Management Tool	1	Procurement of a software tool is required to automate the testing of applications, enabling faster, more reliable, and repeatable testing processes. This tool will enhance software quality, reduce manual testing efforts, and support continuous integration and delivery (CI/CD) practices within the development lifecycle.
31	Power Apps Premium Licenses (7 Users)	1	CPPA-G has adopted Microsoft Power Platform, utilizing Power Apps and Power Automate to design and develop applications and workflows that streamline key business operations such as attendance, leave management, file tracking, and record management. The platform's secure architecture and seamless integration with the ERP system, on-premises data servers, and the broader Microsoft ecosystem enable real-time data synchronization, enhance process automation, and significantly improve operational efficiency. In Financial Year 2025-26 Two User Subscription of M/S Power App premium is procured form M/S Galaxy traders and in FY 2026-27 Seven New User are required will be procured.
32	Renewal of Oracle Database Vault Support	1	Oracle Database Vault is a robust security solution that provides an additional layer of protection for Oracle databases, helping safeguard sensitive organizational data. Its implementation is crucial for meeting the security and access control requirements mandated by external auditors and for ensuring compliance with international standards such as ISO 27001. By enforcing separation of duties and restricting unauthorized access, Oracle DB Vault strengthens data governance and supports audit readiness.
33	OEM Support Renewal for One Datacentre Server Model R740	1	Original Equipment Manufacturer (OEM) based Support services for One R740 Server (Service -Tag =2BMKVP3) is renewed with M/s Techaccess for three contractual years. Subsequent payment has to be made accordingly on yearly basis for these already renewed services. Failure to renew the OEM support may result in unavailability of timely hardware and firmware assistance, and replacement of faulty components may not be guaranteed without incurring additional costs or delays which will result in stoppage of business operations.
34	Figma Licenses	1	Figma licenses are required to support the design and prototyping of CPPA-G's software applications. Figma enables designers, developers, and business stakeholders to collaborate in real time, create interactive UI/UX designs, share feedback efficiently, and maintain a consistent design system. This improves collaboration, reduces development rework, accelerates project delivery, and ensures the final solution meets business and user requirements.
35	Power Apps Premium licenses	1	The requirement for these licenses is driven by the need to support the deployment and operation of our application across multiple environments (Dev, QA, UAT, and Production). The Premium licensing is essential as the application utilizes advanced features such as premium connectors to maintain connection with SQL database, which are not supported under standard licenses. Annual Subscription for five Power App premium licenses are procured from M/S ITCS in FY 2025-26 through quotation calling and will be renewed in FY 2026-27.
36	Renewal of Solar Wind NPM License	0.46	The third agreement year with M/s Techaccess Pakistan for the SolarWinds Network Performance Monitor (NPM) License is due to expire in April 2026. SolarWinds NPM is a critical network monitoring tool utilized by the IT Department to monitor, troubleshoot, and optimize the organization's network infrastructure, ensuring uninterrupted visibility and timely resolution of network-related issues. In view of the operational dependency on this tool for effective network performance management, it is proposed that a tender be floated for the renewal of the SolarWinds NPM License for a further period of three (3) years, through a transparent procurement process in accordance with applicable procurement rules.

37	Adobe CC 2019 Package (Creative Cloud for Teams - Annual Subscription) Renewal	0.33	Annual subscription is required to continue using professional graphic design tools essential for tasks such as CPPA-G visitor card design, employee ID card design, web page designing, and other creative content development activities.
38	SMS Gateway Services	0.32	SMS Gateway services is being used to enable multi-factor authentication (MFA) and facilitate the delivery of system-generated notifications for critical events. These alerts will be sent via GSM to internal and external stakeholders of CPPA-G, ensuring timely communication, enhanced security, and operational awareness.
39	Synthesia Personal Plan	0.30	The Synthesia Personal Plan is required for creating AI-based training/awareness videos to be used in CPPA-G's employees' awareness. This tool enables the rapid development of professional-quality, multilingual video content without the need for traditional filming or voiceover resources. It significantly reduces production time and cost, supports scalable employee training, and enhances user engagement through visually appealing and interactive learning modules.
40	Web Hosting Services Charges (VPS Hosting) for CPPA-G's Website	0.30	Renewal of Web hosting service charges (VPS hosting) are required for CPPA-G's website. It is a reliable hosting environment which will help ensure 99.9% uptime, improved performance, and uninterrupted access to the CPPA-G website.
41	Microsoft Viva Suit	0.29	To fulfill the mandatory training and awareness requirements under ISO 20000 and ISO 27001 standards, we have initially procured five Microsoft Viva Suite licenses to begin leveraging Microsoft Viva Learning as a learning enablement and experience platform. This setup will allow us to pilot and evaluate its capabilities for delivering and curating learning content, facilitating knowledge sharing, and providing basic tracking of user engagement to support employee awareness and development within the organization. As Microsoft Viva is not a full-featured Learning Management System (LMS), this initiative is currently focused on assessing its suitability as a learning experience layer. Based on usage, scalability needs, and overall effectiveness, additional licenses and/or complementary LMS solutions will be considered in the coming financial years to support broader implementation and compliance requirements.
42	Renewal of CPPA-ZOOM Pro Account Yearly (3 Accounts) and Purchase of One more Account	0.28	Renewal of three existing CPPA Zoom Pro accounts on an annual basis, along with the procurement of one additional Zoom Pro account, to support ongoing virtual meetings, webinars, and remote collaboration needs of the organization.
43	Power Automate Premium Licenses (2 Users)	0.24	CPPA-G uses Microsoft Power Automate to build workflow automations (e.g. attendance, leave management, file tracking, and record management) that integrate with the ERP system and on-premises data servers. Premium licenses for 2 users are required to access premium connectors and maintain uninterrupted automation of these business-critical workflows Annual Subscription.
44	Azure Storage Account	0.18	The Azure Storage Account is currently being used by the CPPA-G to support temporary data storage needs for the Enterprise Content Management (ECM) repository and the Digital Resource Library. To ensure continuity of services, data availability, and secure access to critical digital assets, the annual subscription is essential for maintaining the performance, scalability, and reliability for these storage.
45	Microsoft Defender for cloud for two accounts	0.17	Microsoft Defender for Cloud is required to strengthen the security posture of CPPA-G's Azure environment by continuously assessing resources for security risks, identifying vulnerabilities and misconfigurations, and providing actionable security recommendations. It delivers threat detection, security alerts, and compliance monitoring, enabling proactive risk management and helping ensure that Azure resources remain protected in accordance with cybersecurity best practices.
46	Positive SSL Wild Card Certificate	0.08	Renewal of the Positive SSL Wildcard Certificate is required to ensure secure HTTPS access for the CPPA-G Service Desk, Asset Management, and CMDB modules. This certificate enables encrypted communication, protects sensitive data, and maintains user trust and compliance with security best practices.
47	Git Hub Team	0.05	During the application development projects, the GitHub is utilized by IT Software Development Team for version control and source code management using Git, enabling efficient tracking of code changes and seamless collaboration among developers. It ensures structured code management, comprehensive change history, and enhanced team coordination throughout the development lifecycle. This is the requirement of the IMS policies and procedures. Annual Subscription
48	IOS Store Account	0.04	An Apple iOS Developer Account is used to publish and maintain organizational apps on iOS-based devices, ensuring accessibility for iPhone and iPad users.
49	CPPA-G Website Domain Name Registration Fee	0.02	CPPA-G's Web hosting new server and domain Registration Fee needs to be paid annually.

Grand Total :-

187

The Authority is requested to allow an amount of Rs. 187 million for FY 2026-27 in the head of I.T Services.

Vehicle Running Cost

This head includes the following:

- Vehicle running cost (Petrol/ Diesel, Oil lubricant & etc.) amounts to Rs. 35.3 million.
- Vehicle repair and maintenance, registration & annual token tax amounting Rs. 8.2 million.

CPPA-G has rationalized the expenses and budgeted an amount of Rs. 44 million against the requested amount of Rs. 37 million for the FY 2025-26 contributing to an increase of 18%. The Authority is requested to allow an amount of Rs. 44 million for FY 2026-27 in the head of vehicle running cost.

Accordingly, the Authority is requested to approve *an amount of Rs. 237 million* for FY 2026-27 under the head of office operations, services & maintenance.

Furthermore, it is delineated that the requested expenses are legitimate and essential in nature and any reduction in these expenses would result in disruption of operational activities of CPPA-G. Hence the Authority is also requested to allow the actualization of expenditure of Office Operations, Services and Maintenance based on the audited financial statements of FY 2026-27 when available.

4.5. CAPITAL EXPENDITURE

The requirement of capital expenditure for FY 2026-27 has been estimated in the following categories.

- I.T Equipment and Software's.
- Other capex.

The summary of CAPEX required for FY 2026-27 is stated below:

Description	(Mln Rs.)	
	FY26	FY27
	Requested	Requested
IT Equipment & Software	158	130
Other Capex	6	21
Total	164	151

IT Equipment and Software

The Proposed Capex in head of IT equipment and software for FY 2026-27 is given as under;

Sr. No.	Actions	Rs. in Million	Description
IT Infrastructure Transformation			
1	Laptops Core-i7, 16GB RAM, 512 SSD Hard Disk or Higher SPECS	41	A total of Seventy-five (75) laptops have reached their end of life (EOL) and are currently being utilized by employees. Procurement of replacement laptops is required during FY 2026–27 to replace these ageing assets and to meet the requirements of newly hired employees. Otherwise, continued reliance on EOL laptops exposes CPPA-G to increased hardware failure rates, unavailability of spare parts and vendor support, higher repair and maintenance costs, and reduced employee productivity due to frequent breakdowns.
2	Core Switches	30	The existing core switches are nearing End-of-Support (EOS), increasing security risks, limiting vendor support, and raising the likelihood of operational failures. The current collapsed core architecture also creates performance bottlenecks, restricts scalability, and does not meet Tier-3 data center requirements for resilience and redundancy. To address this, the plan proposes transitioning to a spine-and-leaf architecture with Top-of-Rack (ToR) deployment to enhance scalability, fault isolation, and east-west traffic handling. This requires replacing legacy core switches with OEM-supported high-performance devices and deploying new core and ToR switches. Accordingly, budget allocation is requested to support these upgrades and ensure a secure, scalable, and Tier-3 compliant infrastructure.(Qty=4)
3	Contingent Hardware/Software	3	A contingent budget allocation for IT is essential to address unforeseen but essential and emergency procurement needs related to IT hardware and software. This provision is necessary to mitigate potential risks that may arise due to urgent, unplanned requirements critical for maintaining operational continuity and system integrity.
Sub Total (Hardware + Software)		74	

ERP Enhancement

1	Business Process Management (BPM) (Licensing, Support, Implementation & Training)	38	The implementation of BPM is an approved critical KPI of the CPPA's Business Plan. With the successful implementation of Oracle EBS (Financials and HRMS/Payroll), ECM platform, and various custom-developed applications, the organization has established a robust automation ecosystem. Introducing a BPM solution will add a critical layer of process orchestration and integration across these systems. BPM will help streamline and standardize cross-functional workflows, reduce manual interventions, ensure process compliance, and provide real-time visibility into operations. This will significantly enhance efficiency, agility, and decision-making, enabling better alignment between business goals and IT systems. PO has already been issued and their estimated delivery date is October 2026; however, their payment will be made in FY 2026-27. These must be included in the current budget, booked as a commitment in FY 2025-26, and carried forward to FY 2026-27.
2	Oracle Performance Management and SSHR (Licensing & Implementation) 300 Users	19	The implementation of Performance Management System as part of ERP system is an approved critical KPI of the CPPA's Business Plan. This application will automate the complete Performance Appraisals Processes which may include the setting of KPIs of Individual Employees and all the steps involved in Performance Appraisals. This module will be integrated with HR, Payroll, Learning Management and HR Based BI Dashboards and Management Reporting. Tender was published but the offered cost of the solution was higher than the available budget therefore P.O was not issued therefore the additional budget of Rs. 4.5 million has been requested for Oracle Performance Management task. The implementation of Performance Management System as part of ERP system is an approved critical KPI of the CPPA's Business Plan. This application will automate the complete Performance Appraisals Processes which may include the setting of KPIs of Individual Employees and all the steps involved in Performance Appraisals. This module will be integrated with HR, Payroll, Learning Management and HR Based BI Dashboards and Management Reporting. Tender was published in FY 2025-26 but the offered cost of the solution was higher than the available budget therefore P.O was not issued therefore the additional budget of Rs 1.5 million have been requested for Oracle SSHR in FY 2026-27.
Sub Total (ERP enhancement)		57	
Grand Total		130	

The Authority is requested to allow an amount of Rs. 130 million for FY 2026-27 in the head of IT equipment and software. However, it is pertinent to highlight that, out of the total proposed budget of Rs. 130 million, an amount of Rs. 50.5 million represents capital expenditures against originally approved for FY 2025-26 but could not be utilized during the financial year 2025-26. Accordingly, this amount is being carried forward as a spillover to FY 2026-27. It is emphasized that this does not constitute a request for any additional budgetary allocation rather it reflects the re-phasing of previously approved funds to facilitate the execution of the planned activities during FY 2026-27 that could not be executed in FY 2025-26.

Other Capex

Other capex includes,

1. Renovation of the reception area and washrooms
2. Solarization
3. New Energy Vehicle

Renovation of the reception area and washrooms

CAPEX budget is required for the renovation of twenty-two (22) office washrooms, which have not undergone any major refurbishment since 2018 and now require comprehensive renovation to improve functionality, hygiene, and workplace standards. Although the project was approved and initiated during FY 2025-26 following the Board's directions, its execution was delayed due to the mandatory transition from PPRA e-PADS Version 1 to Version 2.0, including system migration, training, and procurement-related delays, which made completion of the tendering process impracticable within the financial year. Accordingly, the project is being proposed for implementation during FY 2026-27.

It is important to highlight that no additional budgetary provision is being requested for the said activities. Rather, a budget of Rs. 6 million was requested for FY 2025-26 and was approved by the Authority in its CPPA-G fee determination for FY 2025-26. However, owing to the aforementioned reasons, the allocated budget could not be utilized during the financial year and is therefore being carried forward as a spillover to FY 2026-27.

Solarization of the office building

The proposed CAPEX budget is required for the solarization of Shaheen Plaza as recommended in the carbon emission assessment to reduce dependence on grid electricity and lower greenhouse gas emissions. The project supports CPPA-G's carbon emission reduction commitments by promoting the use of renewable energy, reducing long-term electricity costs, and enhancing energy sustainability. As the office premises are on a leased facility, the project will be undertaken subject to the landlord's approval and technical feasibility.

An amount of Rs.7.5 million is budgeted for Solarization. The estimated payback period is expected to be less than 2 years.

Adoption of New Energy Vehicles (NEVs)

The proposed CAPEX budget is required for the procurement of an electric vehicle (EV) as recommended in the carbon emission assessment to reduce greenhouse gas emissions associated with CPPA-G's transportation operations. The initiative aligns with the organization's sustainability objectives by promoting the adoption of clean energy, reducing reliance on fossil fuels, lowering operating costs over the vehicle's lifecycle, and supporting CPPA-G's carbon emission reduction commitments.

An amount of Rs.7.3 million is budgeted for new energy vehicles.

Accordingly, the Authority is requested to approve an *amount of Rs. 151 million* for FY 2026-27 under the head of capital expenditure.

Furthermore, it is delineated that the requested expenses are legitimate and essential in nature and any reduction in these expenses would result in disruption of operational activities of CPPA-G. Hence the Authority is also requested to allow the actualization of Capital Expenditure based on the audited financial statements of FY 2026-27 when available.

5. RECOVERABLE LOAN ADVANCES TO EMPLOYEES

As a practice in public sector organizations, CPPAG tends to take care of employees' personal and social needs so that they are in a better position to perform their duties. Employee loan secured against terminal benefits, has been approved by BOD of CPPAG, to be disbursed upon certain eligibility criteria in terms of service tenure with CPPAG. Hence, the budgeted amount in employee loan has been incorporated for eligible employees only and will be recoverable in equal monthly installments. As per the approved SOP, the loan amount shall not exceed the terminal benefits available on the date of loan disbursement.

During FY 2026-27, an amount of Rs.68 million is budgeted for the disbursement of new loans and an amount of Rs. 105.5 million is expected to be recovered from existing employees who already availed the loan from the company and accordingly net amount of Rs. negative 38 million is expected to be surrendered in FY 2026-27 against the net budgeted amount of Rs. 236 million in FY 2025-26.

6. PRIOR YEAR ADJUSTMENT (PYA)

The Authority in its determination issued vide NEPRA/R/DG(Tariff)/TRF-640/CPPA-G/2025-26/10590-93 dated June 29, 2026, has determined the CPPA-G Fee of Rs. 10.5248/kW/M to meet the revenue requirement of the Company for FY 2025-26. Therefore, the working of the PYA for FY 2025-26 (provisional) has been computed based on the determination of FY 2025-26 and expenditure of CPPA-G for FY 2025-26 (provisional and un-audited) as tabulated below:

Rs in million			
PYA FY 2025-26 (Provisional)			
MOF Determined		3,347	
MOF Recovery		3,446	
		(99)	
General Establishment Cost			
Determined	2,016		
Actual (provisional, un-audited)	2,034	19	Note 1
Administrative Cost			
Determined	271		
Actual (provisional, un-audited)	269	(3)	
Insurance & Finance Charges			
Determined	3		
Actual (provisional, un-audited)	4	1	Note 2
R&M & IT Services			
Determined	137		
Actual (provisional, un-audited)	127	(10)	
Capex			
Determined	164		
Actual (provisional, un-audited)	62	(102)	
Other Income			
Determined	(900)		
Actual (provisional, un-audited)	(785)	115	Note 3
Tax			
Determined	300		
Actual (provisional, un-audited)	700	400	Note 4
Loan to Employees - Net			
Determined	236		
Actual (provisional, un-audited)	227	(9)	
Differential (requested in Rejoinder & PYA vs NEPRA Allowed)		159	
PYA for FY 2025-26		471	

Note 1 (General Establishment cost):

It is important to highlight that, under the head of General Establishment Cost, the actual expenditure, based on the provisional and unaudited financial statements, exceeds the Authority-approved amount under certain cost heads, while remaining below the approved amount under others. On a cumulative basis, the Authority, in its CPPA-G Fee Determination for FY 2025–26, approved a total amount of Rs. 2,016 million against the actual (provisional and unaudited) cost of Rs. 2,034 million, resulting in a net excess cost of Rs. 19 million. The excess cost is primarily owing to the following reasons;

a) Gratuity expense:

The company has paid total amount of Rs. 108 million to gratuity funds during FY 2025-26 as per un-audited provisional financial statements for the FY 2025-26. The authority is required to approve the same subject to the adjustment based on latest actuarial valuation report as reflected in the audited financial statements for FY 2025-26.

b) New hiring cost:

The Authority vide its determination on CPPA-G Fee for the FY 2025-26 vide NEPRA/R/DG(Tariff)/TRF-640/CPPA-G/2025-26/10590-93 dated June 29, 2026 allowed an amount of Rs. 109.71 million under

the head of new hiring cost and decides to allow the actual new hiring cost as PYA subject to provision of employees' wise detail along-with their financial impact. The extract of NEPRA determination is reproduced as under;

"In case of any additional recruitment, if made subsequently, during the FY 2025-26, CPPA-G shall provide employees wise detail along-with their financial impact for consideration of the Authority in its next tariff petition, which shall be considered for allowance as PYA".

CPPA-G successfully hired 49 employees during the FY 2025-26 and incurred a total cost of Rs. 124.8 million. The employee wise detail of actual cost of new hiring is attached as Annexure C.

Based upon the above, the Authority is requested to approve differential amount of Rs. 15.1 million as prior year adjustment subject to resubmission of the actual expenses based on the audited financial statements for the FY 2025-26.

Note 2 (Insurance and financial charges)

It is respectfully submitted that the Authority, vide its determination on the CPPA-G Fee for FY 2025–26 (NEPRA/R/DG(Tariff)/TRF-640/CPPA-G/2025-26/10590-93 dated June 29, 2026), allowed insurance and bank charges based on the actual audited cost for FY 2024-25 escalated by the CPI for FY 2025–26. However, this approach does not accurately reflect the actual nature of these expenses as CPPA-G obtains insurance coverage for its assets from the National Insurance Company Limited, a public sector insurance company, and the insurance premium is determined and paid strictly in accordance with the prevailing insurance rates. Likewise, bank charges are incurred and paid as per the applicable schedule of charges prescribed by the respective banks. These expenses are beyond the control of CPPA-G and are not subject to arbitrary escalation.

In view of the above, it is respectfully requested that the Authority allow differential amount of Rs. 1 million as insurance and bank charges based on the actual costs incurred, as these are legitimate, unavoidable expenses paid in accordance with the prevailing rates.

Note 3 (other income)

It is submitted that the Authority, vide its determination on the CPPA-G Fee for FY 2025–26 (NEPRA/R/DG(Tariff)/TRF-640/CPPA-G/2025-26/10590-93 dated June 29, 2026), allowed an amount of Rs. 900 million as Other Income for FY 2025-26, subject to adjustment based on the audited financial statements. It is submitted that, as per the provisional un-audited financial statements for FY 2025-26, the actual Other Income is Rs. 785 million. Accordingly, a shortfall of Rs. 115 million has arisen against the amount allowed by the Authority.

In view of the above, the Authority is respectfully requested to approve the differential amount of Rs. 115 million to align the allowed Other Income with the actual amount reflected in the financial statements, subject to adjustment, if any, based on the audited financial statements.

Note 4 Taxation

It is submitted that the tax liability for FY 2025-26 based on the provisional un-audited financial statements for FY2025-26 is tabulated as below;

Sr. No	Description	Rs. in million
		Amount
1	Minimum tax on CPPA-G Fee @ 15% under section 153 of the Income Tax Ordinance (ITO), 2001	517
2	Super tax under section 4(C) of the ITO, 2001	183
	Total:	700

The authority allowed an amount of 400 million for FY 2024-25 against the actual tax liability of Rs. 700 million as tabulated above. The authority is hereby requested to allow differential amount of Rs. 400 million subject to the adjustment based on the audited financial statements for FY 2025-26.

Differential of requested vs NEPRA allowed as PYA 24-25

The Authority is respectfully requested to allow the aggregate disallowed cost of Rs. 159 million as differential of amount requested to the authority in PYA 2024-25 and rejoinder thereto and allowed by the Authority in its CPPA-G fee determination for FY 2025-26 as PYA as per the given detail;

Descriptions	Requested	Rs. in million		Note
		Allowed	Disallowed	
Requested through rejoinder	144	-	144	5
PYA 2024-25 (Administrative cost)*	261	246	15	6
Total:-	405	246	159	

Note 5 (Amount requested in rejoinder to MLR 24-25)

It is submitted that the Company has requested an amount of Rs. 144 million on account of the actualization of Prior Year Adjustment (PYA) for FY 2022-23 and the actualization of repair and maintenance costs that were not allowed by the Authority in its MLR decision for FY 2023-24, through the rejoinder to the MLR for FY 2024-25 filed by the Company. The detail is reproduced as below;

1) Actualization of Prior Year Adjustment (PYA) for FY 2022-23

a) Actualisation of employee benefits cost

The Authority has allowed an amount of Rs. 106 million under the head of employee's benefits based on its own workings. However, as per the audited financial statements, the actual cost incurred was Rs. 146 million, resulting in a differential of Rs. 40 million.

The employee benefits cost primarily comprise:

Provident Fund (as per the BOD-approved policy in place),
Earned leave encashment (as per the BOD-approved policy in place),
Gratuity expense (based on the actuarial valuation report of registered actuarial consultant),
Group Life Insurance (GLI) and medical benefits (as per executed contracts with life/health insurance companies).
EOBI, overtime, Honoraria (as per the BOD-approved policy in place)

It is appraised that all the incurred employee benefits cost was legitimate, essential, and fully aligned with the policies duly approved by the CPPA-G Board of Directors. Furthermore, the entire HR cost has been audited and verified by CPPA-G's external auditors, A.F. Ferguson & Co., Chartered Accountants.

It is important to mention that the Authority is cognizant of the fact that allowing Pay and Allowances on actual basis is mandatory for smooth operations of the organization, however certain directions have been passed to share data for future hiring which CPPA is committed to comply with for the future hirings.

Considering the above, the Authority is respectfully requested to allow the differential amount of Rs. 40 million, representing actual, policy-compliant, and duly audited expenditure.

b) Actualization of IT services cost

The Authority has allowed an amount of Rs. 45 million under the head of IT services. However, the actual cost under this head was Rs. 64 million as per audited financial statement which has resulted in differential of Rs. 19 million not considered by the authority.

It is important to mention here that the IT infrastructure is the backbone of Central Power Purchasing Agency (Guarantee) Limited's business operations. It supports critical services such as the ERP System, Market Management System, integration with other power sector organizations, data management, cybersecurity, and software development. These functions are vital for our day-to-day operations and overall business continuity. A reduction in the IT operational expenditure budget will have adverse effect on the critical business operations, compromise our security posture, and disrupt service delivery to our stakeholders. The Company has already optimized and streamlined its spending, and any further reduction will undermine the integrity of our operations. As this cost is related to licensing and associated services that are already in service and is to ensure that our IT operations continue to support the mission and objectives of CPPA.

Keeping in view of the above justification, the Authority is requested to allow an amount of Rs. 19 million for IT Services previously not considered.

c) Taxation

The Authority allowed a total amount of Rs. 189 million as requested by the Company as Prior Year Adjustment (PYA). It is important to highlight that the Company had requested the PYA based on provisional, unaudited financial statements for the financial year 2022-23 as the external audit was in progress at the time of submission of PYA request.

Upon completion of the external audit, the total amount under the head of taxation was increased by Rs. 5 million (from Rs. 189 million to Rs. 194 million) primarily due to an adjustment related to the withholding tax on MOF by GEPCO as identified during the reconciliation process during the audit. The details have already been shared with the authority along with submission of rejoinder to MLR.

Keeping in view of the actual taxation paid by the Company based on the audited financial statements, the Authority is requested to allow the differential amount of Rs. 5 million for the taxation.

d) Differential (office rent & other O&M)

The Company had requested an amount of Rs. 77 million as a Prior Year Adjustment (PYA) on account of differential disallowed costs previously incurred under the heads of Office Rent, Operations & Maintenance (O&M), and Repairs & Maintenance (R&M) for the financial years 2020-21 and 2021-22. However, the Authority did not consider this claim and has disallowed the entire amount of Rs. 77 million in its decision on the Company's PYA submission.

It is submitted to the Authority that all expenditures incurred by the Company are essential, legitimate in nature and duly within the approved budget of CPPA-G board of directors and by applying any cut in the actual expenditure, CPPAG will be unable to meet its operational funding requirements.

In view of above, the authority is requested to allow the differential amount of Rs. 77 million.

2) Actualization of repair and maintenance cost

The Company in MLR for the FY 2023-24 has requested the differential amount of Rs. 12 million (95M originally requested in MOF petition for the FY 2023-24 less 83M allowed by NEPRA in its determination) in IT services. However, the Authority in its MLR decision remarked that:

"The Authority vide decision dated 27.06.2024 allowed an amount of Rs.114 million under the head of Repair & Maintenance including IT services. Additionally, the Authority decided that the allowed amounts shall be considered as upper cap under each head, subject to downward adjustment only, once the Audited accounts of the Petitioner for the FY 2023- 24 are available. As per the Audited Accounts of the petitioner, its total expenditure under the head of Repair & Maintenance head is Rs.116.8 million. Thus, there is no significant variation (2.4%), under this head when compared with the allowed amount. Based on the above, the Authority does not see any justification to allow any additional amount to CPPA-G under the head of R&M. The request of the Petitioner is thus declined".

It is important to highlight that all the expenditures incurred by the Company under this head are legitimate and vital for CPPA-G routine operations and overall business continuity and any reduction

in the operational expenditures will halt the critical operations, compromise our security posture and disrupt service delivery to our stakeholders. In view of above Authority is requested to allow the differential amount of Rs. 3 million under the head of office operations, services and maintenance.

So, the Authority is humbly requested to allow an amount of Rs. 144 million under above-mentioned heads.

Note 6 (Differential of administrative cost of FY 2024-25)

It is submitted that NEPRA has allowed an amount of Rs. 246 million (Rs. 235 million as PYA plus Rs. 11 million against NEPRA fee in MLR) against the actual audited amount of Rs. 261 million. It is appraised that all the incurred cost under this head was legitimate, essential and duly audited and verified by CPPA-G's external auditors, A.F. Ferguson & Co., Chartered Accountants. So, Authority is respectfully requested to approve the differential amount to Rs. 15 million under the head of administrative cost.

It is important to highlight that these expenditures were incurred wholly and exclusively in accordance with the performance of the Company's mandated functions and represent legitimate and unavoidable operational costs necessary to ensure the efficient and uninterrupted discharge of its responsibilities. The expenses have already been incurred in good faith, duly verified and audited by the external auditors, and form part of the company's audited financial statements. Since the Company does not have any independent source of revenue and relies exclusively on the fee determined by the Authority to recover its prudent operating costs, the non-recognition of these genuine expenditures would result in an unrecoverable financial burden on the Company and may adversely affect its ability to effectively perform its obligations. In view of the foregoing, the Authority is requested to consider allowing the aforesaid differential costs of Rs. 471 million in the interest of ensuring the company's continued operational and financial sustainability.

The above calculation of the PYA is based on the provisional and unaudited financial statements for FY 2025-26. The same shall be adjusted (if required) based on the audited financial statements for FY 2025-26 upon their availability.

7. COST ACTUALIZATION

It is delineated that CPPA-G, operating under SPA Agency Code 2025 and performing various functions on behalf of DISCOs, meets its operational needs solely through CPPA-G Fee determined by the Authority. It is important to highlight that around 73% of total SPA fee represents salaries and wages of employees and the remaining 27% of the portion covers other essential needs like office rent for space requirements, travelling, office supplies, repair & maintenance, BOD & Audit Fee, NEPRA Licensing Fee, IT services, capex etc. It is submitted to the Authority that all expenditures are essential and legitimate in nature and by applying a cut in the actual expenditure, CPPAG will be unable to run its operational activities smoothly. Hence the Authority is requested to allow the actualization of expenditure based on the audited financial statements of FY 2026-27 when available.

8. MULTIYER TARIFF

It is respectfully submitted that the Authority exempt CPPA-G from compliance with para 10.2(i) of its determination dated June 29, 2026, which requires CPPA-G to file the present petition under the Multi-Year Tariff regime. In this regard CPPA-G Board has directed management to undertake a comprehensive exercise based on realistic assumptions, ground realities, and future operational and capex requirements to ensure that the tariff petition accurately reflects the company's legitimate needs and sustainable financial requirements and accordingly management is diligently working on the same directions and expects to complete the necessary assessment to enable filing multiyear tariff petition from the next financial year i.e. 2027-28.

In view of the foregoing, the Authority is respectfully requested to allow the company to file the Multi-Year Tariff petition in the next financial year instead of requiring immediate filing, so that a comprehensive, well-founded, and realistic petition may be submitted for the Authority's consideration.

9. PROPOSED SPA FEE

In view of the above discussion the summary of the revenue requirement is provided hereunder.

CENTRAL POWER PURCHASING AGENCY REVENUE REQUIREMENT FINANCIAL YEAR 2026-27

		Mln. Rs
Description		FY 2026-27
General establishment costs		2,329
Administrative costs		349
Office operations, services & maintenance		237
CAPEX		151
Revenue Requirement		3,066
Recoverable loan advances to employees		68
New hiring cost		175
Tax (Estimated)		245
PYA (will be calculated in due course)		471
Less: Other Income		(550)
Less: Estimated recovery of loan from employees till FY 26-27		(106)
Net Revenue Requirement		3,369
Avg. MDI		19,400
Rs. /kW/M		14.47

10. FEE FOR DETERMINATION OF THE PETITION

As of the date of filing this Petition, the Authority has not notified or prescribed any fee payable in connection with the submission or determination of SPA Fee. Accordingly, no such fee has been deposited along with this Petition. It is submitted that, in the event NEPRA subsequently notifies, prescribes or otherwise determines that any fee is payable in respect of this Petition or the determination of the SPA Fee, the Petitioner shall duly deposit such fee.

11. PRAYERS

- (i) In view of the above submissions, it is respectfully prayed that the Authority may approve the SPA Fee @ Rs14.47 per kW / Month for FY 2026-27.
- (ii) Authority is requested to allow the actualization of expenditure based on the financial statements audited of FY 2026-27 when available.
- (iii) Authority may allow immediate application of the above-mentioned SPA Fee.
- (iv) It is respectfully prayed that the Authority grant a one-time exemption to CPPA-G from the requirements of paragraph 10.2(i) of the determination dated 29th June 2026. Consequently, it is requested that the requirement to file a Multi-Year Tariff petition be waived and the instant petition be accepted in its current form.
- (v) Any other relief which the Authority deems fit in the circumstances may also be granted.


(Rihan Akhtar)

Chief Executive Officer CPPA-G

ANNEXURE A

Compliance Matrix

NEPRA Directives - CPPA-G determination for FY 25-26

Sr. No.	Directives	Remarks
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FREQUENCY : MONTHLY

1	Ensure provision of monthly information to the Authority in terms of energy generated, energy, capacity & other charges, and payments etc. as per the prescribed formats, already shared with the Petitioner, Including Fuel stocks held at each Power Plant on monthly basis. CPPA-G is also directed to submit complete details for deviation from EMO, showing hourly generation along-with financial impact for deviation from EMO, and the reasons thereof, in coordination with NPCC, and within the given timelines, as also directed by the Authority in the monthly FCA decisions, while submitting the monthly FCA data.	The said information is being submitted to NEPRA regularly through monthly FCA data and quarterly capacity data. The monthly information is being submitting basis by CPPA-G.						
2	Submit monthly reconciliation report of the T&T losses with NTDCL.	The said information is being submitted to NEPRA regularly through monthly FCA data.						
3	Provide party wise breakup of amounts payable & receivables as per the following format on monthly basis, in addition to the monthly circular debt reporting as per the agreed formats <table><tr><th>Sr #</th><th>Company Name</th><th>Opening Payable/ Receivable Amount</th><th>Billing during the month</th><th>Amount Paid/Received during the month</th><th>Balance amount Payable/ Receivable</th></tr></table>	Sr #	Company Name	Opening Payable/ Receivable Amount	Billing during the month	Amount Paid/Received during the month	Balance amount Payable/ Receivable	The said information is being submitted to NEPRA regularly on monthly basis. Information submitted for the month of June-2026 with respect of circular debt and positions of payables and with respect to receivables for the month of May 2026 vide letter number no. CEO/CPAG/2026/PCRA/12190 dated July 15, 2026. The copy of letter is attached as Annexure A for reference.
Sr #	Company Name	Opening Payable/ Receivable Amount	Billing during the month	Amount Paid/Received during the month	Balance amount Payable/ Receivable			
4	Provide monthly report regarding LDs imposed on Generation Companies along with reasons.	The said information is being submitting on monthly basis by CPPA-G.						

FREQUENCY : Quarterly

1	Continue sharing its HR development progress at the end of each quarter and also include therein department wise detail of employees, functions being performed by each department and plans for future recruitment, if any, along-with their proposed JDs etc., in its HR Report.	The said information for the last quarterly of FY 2025-26 has already been shared with NEPRA vide letter number no. CEO/CPAG/2026/PCRA/12190 dated July 15, 2026. The copy of letter is attached as Annexure A for reference.
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FREQUENCY : ONE TIME

1	To file its next tariff petition immediately under Multi-Year Tariff (MYT) regime.	The Authority has been requested to defer -the said requirement to next year i.e. FY 2027-28 instead of SPA petition for FY 2026-27.														
2	Submit its Power Purchase Price (PPP) forecast report updated every year after accounting for upcoming addition in Generation, changes in demand pattern, and other variables like exchange rate parity, changes in local/ US CPIs, LIBOR/ KIBOR and IGCEP etc., for consideration of the Authority.	The said information for CY 2026 was submitted to NEPRA vide letter number CEO/CPPA-G/2025/PC&RA/6085/4002 dated October 15, 2025 . The copy of letter is attaches as Annexure B for reference.														
3	Provide the detail of all legal cases against various entities including international arbitrations and their status and also those cases filed against NEPRA as a part of Quarterly Adjustment data on the below format; <table><tr><th>Sr.</th><th>Party</th><th>Case Initiation date</th><th>Court where case has been filed</th><th>Nature of Case</th><th>Quantum of Amount</th><th>Legal Fees</th></tr><tr><td>1</td><td>Shriens Energy</td><td>16 Jun 24</td><td>London, UK</td><td>Capacity charges dispute</td><td>Rs. 100 Million</td><td>\$ 10 Million</td></tr></table>	Sr.	Party	Case Initiation date	Court where case has been filed	Nature of Case	Quantum of Amount	Legal Fees	1	Shriens Energy	16 Jun 24	London, UK	Capacity charges dispute	Rs. 100 Million	\$ 10 Million	The detail of legal cases has been shared with NEPRA vide letter number no. CEO/CPPAG/2026/PCRA/12190 dated July 15, 2026. The copy of letter is attached as Annexure A. Further, quarterly information will be submitted to NEPRA along with quarterly data by CPPA-G.
Sr.	Party	Case Initiation date	Court where case has been filed	Nature of Case	Quantum of Amount	Legal Fees										
1	Shriens Energy	16 Jun 24	London, UK	Capacity charges dispute	Rs. 100 Million	\$ 10 Million										
4	Provide composition of its Board of Directors, with brief profile of each member, basis of their appointment and their roles and responsibilities.	The said information has already been shared with NEPRA vide letter number no. CEO/CPPAG/2026/PCRA/12190 dated July 15, 2026. The copy of letter is attached as Annexure A for reference.														
5	Provide head wise detail of actual expenditure incurred against each item UNDER CAPEX during the FY 2025-26, along-with its next Petition.	The said information (based on provisional un-audited financial statements for FY 2025-26 is attached as Annexure C.														

FREQUENCY : DIRECTION NOTED FOR COMPLIANCE

1	Apprise the Authority regarding its plans for future recruitment, along-with their proposed JDs etc., before making any such hiring.	The Authority is being regularly appraised before any recruitment. The latest information shared with the NEPRA vide letter number no. CEO/CPPA-G/2026/PCRA/12190 dated July 15, 2026. The copy of letter is attached as Annexure A for reference.
2	Seek prior approval of the Authority, for making any expenditure beyond the allowed cost for the FY 2025-26, under any head of account.	Noted for Compliance



GOVERNMENT OF PAKISTAN
CENTRAL POWER PURCHASING AGENCY GUARANTEE



No.NO.CEO/CPPAG/2026/PCRA/12190

Islamabad, the 15th July , 2026

From

Rihan Akhtar
Chief Executive Officer

To

1- Registrar-1, NEPRA, Islamabad

SUBJECT: SUBMISSION OF COMPLIANCE STATUS - DIRECTIVES UNDER CPPA-G FEE DETERMINATION FOR FY 2025-26

In compliance with the directions of the Authority (NEPRA) contained in the CPPA-G Fee Determination for FY 2025-26, the requisite data is hereby submitted for your kind consideration.

#	NEPRA Directives	Compliance Status
1.	Provide party wise breakup of amounts payable & receivables as per the following format on monthly basis, in addition to the monthly circular debt reporting as per the agreed formats.	1. Circular debt report for the month of June 2026 (Annex- A). 2. Party wise detail of amount payable for the month of June 2026 (Annex-B) 3. Receivable for the month of May 2026 (Annex- C). are attached with this letter.
2.	Apprise the Authority regarding its plans for future recruitment, along-with their proposed JDs etc., before making any such hiring.	1. The detailed Terms of Reference (TORs) of the position being advertised in the third week of July 2026 by CPPA-G in the first quarter of FY 2026-27 (Annex-D) is attached with this letter.
3.	Continue sharing its HR development progress at the end of each quarter and also include therein, department wise detail of employees, functions being performed by each department and plans for future recruitment, if any, along-with their proposed JDs etc., in its HR Report.	Attached as Annex- E.

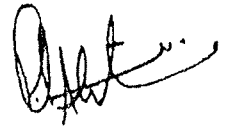
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4. Provide the details of all legal cases against various entities, including international arbitrations and their current status, as well as cases filed against NEPRA as part of the Quarterly Adjustment data in the prescribed format.

Attached as Annex- F.

5. Provide composition of its Board of Directors, with brief profile of each member, basis of their appointment and their roles and responsibilities.

Attached at Annex-G .

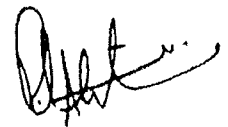


Rihan Akhtar
Chief Executive Officer
Ph:0519216916

Copy for information to:-

- 1- Chief PC&RA, CPPAG, Islamabad

Rihan Akhtar
Chief Executive Officer
0519216916



Rihan Akhtar
Chief Executive Officer
Ph:0519216916



B

No. /CEO/ CPPA-G/ 2025/PC&RA/5085/4002

Dated: 15th October, 2025

The Registrar,
NEPRA Tower Ataturk Avenue (East)
G 5/1, Islamabad

SUBJECT: Projection of Power Purchase Price for CY 2026

References: NEPRA/ADG(Tariff)/TRF-100/16196-97 dated 07th October 2025

This is with reference to your letter referred above, wherein CPPA-G was mandated to submit the Power Purchase Price (PPP) references for CY 2026 as part of rebasing of Consumer-End tariff w.e.f 01.01.2026. It is appraised that the submission is hereby provided at **Annex-A** for due consideration by the Authority, aiming to facilitate the determination of monthly references for CY 2026 and for rebasing of consumer end tariff.

It is pertinent to highlight that the PPP references have been developed post-consultation with Ministry of Energy (Power Division), PPMC, ISMO and NGC. The report includes scenarios and assumption sets, along with projections of Power Purchase Price references for CY 2026. The authority may exercise regulatory prudence on the provided assumptions, scenarios, and related details to make an informed decision in setting the PPP references for CY 2026.

The CPPA-G team remains available to assist the Authority in providing any additional information or clarification, as required.

Rihan Akhtar
Chief Executive Officer
CPPA (G)

CC:

- Secretary, Ministry of Energy (Power Division)
- Master File

Detail of Fixed Assets Capitalized (provisional & un-audited)

FY 2025-26

Category / Description	Rs. in Million Amount
Tangibles	
IT and networking equipment	
HP elitebook 660G11 PCU7,16GB 512GB SSD (33) & HP 22 TWR workstation G9 with HP series 531.5 inch FHD monitor (1)	13
ZoneDirector 1200 Access Points along with Zone Director License (Qty 5)	3
Interactive screen 98-inch resolution, brand Hikvision	2
Mega Force 710 Heavy-duty multifunction printers (Qty: 10)	10
Network threat detection & response system for CPPA-G IT office	14
Heavy Duty Multifunction scanners (Qty 05)	1
Lenovo Think pad t16 Gen 4.Ram 24GB SSD 512 , Lenovi Think Pad p14 Gen4 RAM 32 GB &	15
Lenovo TC M70 a Gen6 AIO	
Grand Total :-	57
Furniture and fixture	
Executive revolving office	0.10
Office Equipment Cost	
Vertive Liebert GXE3 1KVA 900W (UPS) for CPPA-G IT office	0.10
1KVA online UPS double conversion	0.36
CCTV monitoring equipment upgrade + CCTV power backup & Surveillance expansion	0.40
Grand Total :-	1
Total Tangibles :-	58
Intangibles	
Computer Softwares and License fees	
MOBAXTREAM software (petpetual licnece)	0.06
Fire Jet .IO tool	0.10
Miscrosoft Windows Server Standard Edition 2025 - 16 Core (6 Licences)	2
SolarWinds Data Performance Analyzer (DPA) (Q-2)	2
Total Intangibles :-	4
Grand Total :-	62

Central Power Purchasing Agency
Special Purpose Agent

No. CPPA-G/2026/CSI/7786-91

14th July 2026

BOARD RESOLUTION III / 154

CPPA-G ANNUAL GOAL SETTING, PERFORMANCE MEASUREMENT, PERFORMANCE-BASED INCREMENT FRAMEWORK AND APPROVAL OF INCREMENT FOR THE YEAR 2026-27

A meeting of the Board of Directors of Central Power Purchasing Agency (Guarantee) Limited (CPPA-G) was held on 06th July 2026 at CPPA-G office, Shaheen Plaza, 73-west, Fazal-e-Haq Road, Blue Area Islamabad.

The Board of Directors of Central Power Purchasing Agency Guarantee Limited (CPPA-G) has;

- I. **Resolved that "CPPA-G management be and is hereby directed that:**
 - a) Necessary revisions should be made in the C-Level officer soft skills evaluation framework, and a revised soft skills framework should be presented to the Board for approval.
 - b) A questionnaire should be developed seeking response from the officers to evaluate their performance. This questionnaire should be presented to the Board for approval.
 - c) Performance Bonus should be presented to the Board for consideration on year-on-year basis after close of the financial year.
 - d) The increment policy approved by the CPPA-G Board should also be shared with the Boards of PPMC and ISMO.
 - e) SMART KPIs approved by the Board should be incorporated in the IT based Performance Management System (PMS) and should be implemented by December 2026 to measure the actual performance of all the professionals working in Cader G-6 & above. Further the performance of all the support staff will be evaluated as per previous practice.
- II. **Further resolved that "The Corporate Objectives and Departmental Goals / KPIs (Annex-II) be and are hereby approved."**
- III. **Further resolved that "For the performance evaluation of all the officers of CPPA-G the weightage of quantitative performance (based on KPIs) will be 60% and remaining 40% weightage will be for qualitative performance based on their Soft Skills."**
- IV. **Further resolved that "The KPIs measurement and Governance mechanism be and is hereby approved where the SMC will review the progress on KPIs on quarterly basis and the BOD will review the progress on KPIs on half yearly basis."**
- V. **Further resolved that "The soft skill parameters / definitions will be applicable to all the CPPA-G management in Grade G-9 to G-11."**
- VI. **Further resolved that "The Annual increment framework in the Salary of all the employees of CPPA-G effective from FY 2026-27 and onwards, be and is hereby approved as follows:**
 - i) increment of 8% to each of the employees of the company, if his/her performance score (KPIs + Soft skills) is 80% or above.

Page 1/2



Central Power Purchasing Agency
Special Purpose Agent

- ii) increment of 6% to each of the employees of the company, if his/her performance score (KPIs + Soft skills) is between 70% to 79%.
- iii) increment of 4% to each of the employees of the company, if his/her performance score (KPIs + Soft skills) between 50% to 69%.
- iv) The annual average financial implication of increment in salary shall not be greater than 6%.
- v) If the annual inflation as reported by Pakistan Bureau of Statistics is 8% or above, then the BoD may consider an additional increment for all the CPPA-G employees.
- vi) The Board may also examine the individual performance evaluation reports of employees selected randomly.
- vii) The above performance increment shall be applicable based on individual's PERs and there will be no force ranking/bell curve).
- viii) The employee shall have the right to appeal against the negative evaluation by a reporting officer.

VII. Further resolved that "The framework for performance bonus be and is hereby approved as follows:

- i) All such employees whose individual performance (Corporate Goals + personal performance) is;
 - a. 80% or above, would be allowed bonus equal to One basic salary
 - b. 70% to 79%, would be allowed bonus maximum of 80% of their One basic salary
 - c. 60% to 69%, would be allowed bonus maximum of 70% of their One basic salary
 - d. Less than 60% would not be allowed any performance bonus.

VIII. Further resolved that "In order to implement the aforementioned decisions, the relevant provisions of the HR manual shall stand amended."

CERTIFIED TO BE TRUE COPY

Certified that the above resolution was passed by the Board of Directors of Central Power Purchasing Agency (Guarantee) Limited in its 154th meeting held on 06th July 2026 and was duly recorded in the minutes book of the Company.

Noman Rafiq
Company Secretary

Distribution:

- i. Chief Financial Officer, CPPA-G
- ii. Chief (HR&A) Officer, CPPA-G
- iii. Chief PC&RA, CPPA-G

CC for Information:

- i. Chief Executive Officer, CPPA-G

Chief (PC&RA)	
Slary No:	DATE
Advt. M (Banking)	Manager (CA)
Manager (B&R)	Manager (Tax)
	DM (PC&RA)

Annex C

Detail of actual expenses incurred

Against new hirings made during FY 25-26

Sr. No.	Designation	Dep.	Date of Joining	Basic Pay	House Rent Allowance	Medical Allowance	Utility Allowance	Coneyance/Monetization Allowance	Earned leaves	EOBI Employer	CPF Employer Contribution	Over time	Medical expenses	GLI	Total
1	Assistant Manager Legal	Legal	7-Jul-25	1,558,452	701,303	155,845	155,845	155,845	132,000	21,842	124,676	-	178,691	17,427	3,201,926
2	Junior Executive Information Technology	IT	7-Jul-25	1,131,290	504,726	112,161	112,161	112,161	95,000	22,200	89,729	-	71,475	17,427	2,268,330
3	Junior Executive Information Technology	IT	7-Jul-25	1,131,290	504,726	112,161	112,161	112,161	95,000	22,200	89,729	-	68,809	17,427	2,265,664
4	Junior Executive Information Technology	IT	7-Jul-25	1,131,290	504,726	112,161	112,161	112,161	95,000	22,200	89,729	-	79,801	17,427	2,276,656
5	Junior Executive Information Technology	IT	7-Jul-25	1,132,258	504,726	112,161	112,161	112,161	95,000	22,200	89,729	-	79,801	17,427	2,277,624
6	Junior Executive Information Technology	IT	7-Jul-25	1,131,290	504,726	112,161	112,161	112,161	95,000	22,200	89,729	-	79,801	17,427	2,276,656
7	Junior Executive Finance	Finance	7-Jul-25	1,131,290	504,726	112,161	112,161	112,161	95,000	22,200	89,729	-	77,309	17,427	2,274,164
8	Junior Executive Finance	Finance	7-Jul-25	2,165,812	974,621	216,581	216,581	216,581	182,001	22,200	173,264	-	283,733	17,427	4,468,801
9	AM Graphics Designer (UI/UX), Information Technology	IT	7-Jul-25	1,568,129	701,303	155,845	155,845	155,845	132,000	22,200	124,676	-	132,451	17,427	3,165,721
10	AM - Business Analyst, Information Technology	IT	7-Jul-25	1,568,129	701,303	155,845	155,845	155,845	132,000	22,200	124,676	-	161,237	17,427	3,194,507
11	Junior Executive HR&Admin	HR&A	8-Jul-25	1,118,548	503,347	111,855	111,855	111,855	95,000	21,782	89,484	-	67,454	17,427	2,248,607
12	Junior Executive Finance	Finance	8-Jul-25	1,118,548	503,347	111,855	111,855	111,855	95,000	21,782	89,484	-	249,718	17,427	2,430,871
13	Junior Executive Finance	Legal	8-Jul-25	1,118,548	503,347	111,855	111,855	111,855	95,000	21,782	89,484	-	10,764	17,427	2,191,917
14	Assistant Manager Planning Coordination & Regulatory Affairs	PC&RA	14-Jul-25	1,528,645	687,890	152,865	152,865	152,865	132,000	21,424	122,292	-	60,675	17,427	3,028,948
15	Junior Executive Finance	Finance	21-Jul-25	1,078,710	485,419	107,871	107,871	107,871	87,083	21,006	86,297	-	89,629	17,427	2,189,184
16	Chief Technical Officer	Technical	1-Aug-25	15,998,441	7,199,303	1,599,844	1,599,844	1,459,301	1,396,689	20,350	1,279,877	-	266,446	32,597	30,852,692
17	Junior Executive Finance	Finance	1-Aug-25	1,045,000	470,250	104,500	104,500	104,500	87,083	20,350	83,600	-	71,076	16,306	2,107,165
18	Assistant Manager Legal	Legal	1-Aug-25	1,452,000	653,400	145,200	145,200	145,200	121,000	20,350	116,160	-	155,521	16,306	2,970,337
19	Assistant Manager Planning Coordination & Regulatory Affairs	PC&RA	1-Aug-25	1,452,000	653,400	145,200	145,200	145,200	121,000	20,350	116,160	-	960,745	16,306	3,775,561
20	Assistant Manager Finance	Finance	1-Aug-25	1,452,000	653,400	145,200	145,200	145,200	121,000	20,350	116,160	-	113,258	16,306	2,928,074
21	Assistant Manager Finance	Finance	4-Aug-25	1,439,226	647,652	143,923	143,923	143,923	121,000	20,171	115,138	-	113,506	16,306	2,904,768
22	Junior Executive Planning Coordination & Regulatory Affairs	PC&RA	8-Aug-25	1,023,548	460,597	102,355	102,355	102,355	87,083	19,932	81,884	-	73,388	16,306	2,069,803

Detail of actual expenses incurred

Against new hirings made during FY 25-26

Sr. No.	Designation	Dep.	Date of Joinning	Basic Pay	House Rent Allowance	Medical Allowance	Utility Allowance	Coneyance/Monetization Allowance	Earned leaves	EOBI Employer	CPF Employer Contribution	Over time	Medical expenses	GLI	Total
23	Assistant Manager (IT)	IT	19-Aug-25	1,437,390	618,910	137,536	137,536	137,536	110,000	20,350	110,028	-	131,284	16,306	2,856,876
24	Deputy Manager Legal	Legal	1-Oct-25	2,598,604	1,169,372	259,862	259,862	259,862	291,978	16,650	207,886	-	390,943	17,940	5,472,959
25	Junior Executive	Internal Audit	6-Oct-25	839,677	377,855	83,968	83,968	83,968	71,250	16,352	67,174	-	36,657	13,455	1,674,324
26	Deputy Manager IT	IT	29-Oct-25	2,386,796	1,074,056	238,679	238,679	238,679	301,950	14,800	190,943	-	83,165	17,940	4,785,687
27	Deputy Manager IT	IT	29-Oct-25	2,328,647	1,047,895	232,864	232,864	232,864	294,621	14,800	186,293	-	144,975	17,940	4,733,763
28	Junior Executive HR&Admin	HR&Admin	16-Feb-26	424,107	190,848	42,411	42,411	42,411	31,667	8,259	33,929	-	32,936	7,475	856,454
29	Assistant Manager (IT)	IT	5-Mar-26	510,968	229,936	51,097	51,097	51,097	44,000	7,161	40,877	-	99,535	5,980	1,091,748
30	Junior Executive IT	IT	5-Mar-26	367,742	165,484	36,774	36,774	36,774	31,667	7,161	29,419	-	33,433	5,980	751,208
31	Assistant Manager (IT)	IT	5-Mar-26	510,968	229,936	51,097	51,097	51,097	44,000	7,161	40,877	-	61,519	5,980	1,053,732
32	Junior Executive IT	IT	5-Mar-26	367,742	165,484	36,774	36,774	36,774	31,667	7,161	29,419	-	28,683	5,980	746,458
33	Junior Executive IT	IT	5-Mar-26	367,742	165,484	36,774	36,774	36,774	31,667	7,161	29,419	-	24,816	5,980	742,591
34	Assistant Manager (IT)	IT	5-Mar-26	771,034	346,965	77,103	77,103	77,103	197,701	7,400	61,683	-	32,149	5,980	1,654,221
35	Assistant Manager	PCRA	5-Mar-26	510,968	229,936	51,097	51,097	51,097	44,000	7,161	40,877	-	51,719	5,980	1,043,932
36	Assistant Manager Legal	Legal	6-Mar-26	374,710	168,619	37,471	37,471	37,471	33,000	5,252	29,977	-	93,915	5,980	823,866
37	Assistant Manager (IT)	IT	6-Mar-26	506,710	228,019	50,671	50,671	50,671	44,000	7,102	40,537	-	50,244	5,980	1,034,605
38	Junior Executive IT	IT	9-Mar-26	355,484	159,968	35,548	35,548	35,548	31,667	6,923	28,439	-	8,200	5,980	703,305
39	System and Network Assistant	IT	16-Mar-26	300,066	135,030	30,007	30,007	30,007	21,335	6,505	24,005	36,098	43,364	5,980	662,404
40	Assistant Manager (Legal)	Legal	18-Mar-26	455,613	205,026	45,561	45,561	45,561	33,000	6,385	36,449	-	58,550	5,980	937,686
41	Junior Executive IT	IT	24-Mar-26	309,516	139,282	30,952	30,952	30,952	23,750	6,027	24,761	-	30,786	5,980	632,958
42	Assistant Manager (IT)	IT	24-Mar-26	430,065	193,529	43,006	43,006	43,006	33,000	6,027	34,405	-	17,266	5,980	849,290
43	Junior Executive IT	IT	1-Apr-26	285,000	128,250	28,500	28,500	28,500	23,750	5,550	22,800	-	32,185	4,485	587,520
44	Junior Executive IT	IT	2-Apr-26	281,833	126,825	28,183	28,183	28,183	23,750	5,488	22,547	-	31,237	4,485	580,714
45	Assistant Manager	PCRA	2-Apr-26	391,600	176,220	39,160	39,160	39,160	33,000	5,488	31,328	-	29,027	4,485	788,628
46	Assistant Manager (IT)	IT	6-Apr-26	374,000	168,300	37,400	37,400	37,400	33,000	5,242	29,920	-	22,337	4,485	749,484
47	Junior Executive IT	IT	6-Apr-26	269,167	121,125	26,917	26,917	26,917	23,750	5,242	21,533	-	15,429	4,485	541,482
48	Assistant Manager (IT)	IT	30-Apr-26	406,667	183,000	40,667	40,667	40,667	33,333	3,762	32,533	-	25,869	4,485	811,650
49	Assistant Manager (IT)	IT	8-Jun-26	153,333	69,000	15,333	15,333	15,333	16,667	1,418	12,267	-	10,075	1,495	310,254
Total :-				61,790,593	27,742,592	6,165,017	6,165,017	6,024,474	5,640,109	689,259	4,932,011	36,098	5,065,587	595,019	124,845,776

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(Islamabad Capital Territory)

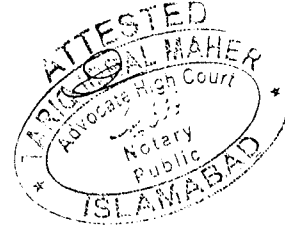


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Rs 100/-

One Hundred Rupees Only



Purpose	: CERTIFICATE OR OTHER DOCUMENT - 19
Applicant	: CPPA [35202-7058341-1]
Representative From	: CPPA
Address	: ISLAMABAD
Issue Date	: 05-Aug-2026, 04:11:18 PM
Delisted On/Validity	: 20-Aug-2026
Paid Through Challan	: 2026D6B9F366C7C2
Reason	: PETITION FOR THE DETERMINATION OF SPA FEE FOR THE FINANCIAL YEAR 2026-27

نوٹ: یہ رٹائرمنٹس تاریخ اجرا سے پندرہ دنوں تک کے لیے قابل استعمال ہے۔ اسی اسٹامپ کی تصدیق برائے ویب سائٹ، کیو آر کوڈ سے کی جاسکتی ہے۔

The Affidavit of the Chief Executive Officer of the Petitioner, in Support of the Application

AFFIDAVIT

I, Rihan Akhtar, Chief Executive Officer, Central Power Purchasing Agency (Guarantee) Limited being duly authorized representative / attorney of Central Power Purchasing Agency (Guarantee) Limited, hereby solemnly affirm and declare that the contents of the accompanying petition including all supporting documents are true and correct to the best of my knowledge and belief and that nothing has been concealed. I also affirm that all further documentations to be provided by me in connection with the accompanying petition shall be true to the best of my knowledge and belief.

DEPONENT

Rihan Akhtar
Chief Executive Officer





Central Power Purchasing Agency
Special Purpose Agent

No. CPPA-G/2026/CS/7295-96

14th July 2026

BOARD RESOLUTION V / 154

APPROVAL OF CPPA-G ANNUAL BUDGET FOR THE F.Y 2026-27

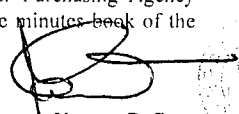
A meeting of the Board of Directors of Central Power Purchasing Agency (Guarantee) Limited (CPPA-G) was held on 06th July 2026 at CPPA-G office, Shaheen Plaza, 73-west, Fazal-e-Haq Road, Blue Area Islamabad.

The Board of Directors of Central Power Purchasing Agency Guarantee Limited (CPPA-G) has;

- I. Resolved that "CPPA-G management be and is hereby directed as follows:**
- i) *The increment in salaries should be based on the performance only and in case the CPI increases beyond 8% then the CPI of that particular year would be deliberated by the Board on year-on-year basis. The Board may then decide on the proportion of CPI to be allowed to the CPPA-G employees."*
 - ii) *Average Salary increment for the FY 2026-27 should not be more than 6%.*
 - i) *Scoring against performance assessment should include 60% weightage against the core job responsibilities and 40% weightage should be allocated to the soft skills.*
 - ii) *Performance Management System (PMS) application should be ready before 31st December 2026 to record and monitor the performance of each employee working in the organization, against their KPIs.*
 - iii) *Procurement Plan should be presented separately for the approval of the Board.*
 - iv) *Present to the Audit & Finance Committee:*
 - a) *Comparison of CPPA-G Budget vs actual expenses and NEPRA determination for FY 2025-26.*
 - b) *The legal opinion on the non-profit status of CPPA-G for availing the tax benefits.*
 - c) *The turnover tax cases and their financial implication on CPPA-G.*
- II. Further resolved that "The annual gross budget of Rs. 3,447 million (net budget of Rs. 2,898/- million) for the FY 2026-27 and its utilization as per book of financial power, be and is hereby approved."**
- III. Further resolved that "CEO CPPA-G be and is hereby authorized to:**
- i) *sign individually or jointly the necessary documents for filling of SPA Fee for the FY 2026-27 including PYA as per regulatory framework.*
 - ii) *file subsequent review motion petition after determination on the said application of FY 2025-26, if required.*
 - iii) *pay the necessary tariff petition/annual license fee including adjustments there to if any.*
 - iv) *appear before the Authority as needed and do all acts necessary for completion and processing of the applications.*

CERTIFIED TO BE TRUE COPY

Certified that the above resolution was passed by the Board of Directors of Central Power Purchasing Agency (Guarantee) Limited in its 154th meeting held on 06th July 2026 and was duly recorded in the minutes book of the Company.


Noman Rafiq
Company Secretary

Distribution:

- i. Chief Financial Officer, CPPA-G

CC for Information:

- i. Chief Executive Officer, CPPA-G



www.cppa.gov.pk



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