



National Electric Power Regulatory Authority

Islamic Republic of Pakistan

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No. NEPRA/SA(M&E)/LAT-01/ 20668

December 03, 2025

Managing Director,
National Grid Company of Pakistan Limited (NGC),
414-WAPDA House, Shahrah-e-Quaid-e-Azam
Lahore

Subject: ORDER OF THE AUTHORITY IN THE MATTER OF SHOW CAUSE NOTICE TO M/S NATIONAL GRID COMPANY OF PAKISTAN LIMITED UNDER REGULATION 4(8) & 4(9) OF THE NEPRA (FINE) REGULATIONS, 2021

Enclosed please find herewith the Order of the Authority (total 11 Pages) in the subject matter for information and compliance.

Enclosure: As above


(Wasim Anwar Bhinder)

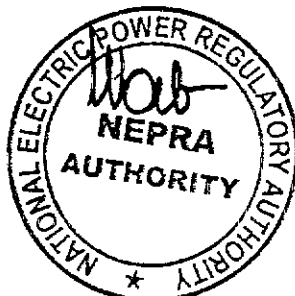


National Electric Power Regulatory Authority

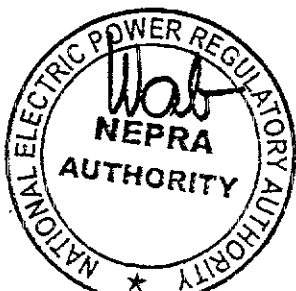
In the matter of Show Cause Notice issued to M/s National Grid Company of Pakistan Limited under Regulation 4(8) & 4(9) of the NEPRA (Fine) Regulations, 2021

Order

1. National Electric Power Regulatory Authority (hereinafter referred to as the "Authority" or "NEPRA"), established under Section 3 of the Regulation of Generation, Transmission and Distribution of Electric Power Act, 1997 (hereinafter referred to as the "NEPRA Act"), is mandated to regulate the provision of electric power services.
2. Pursuant to Section 17 of the NEPRA Act (now section 16 after promulgation of Regulation of Generation, Transmission and Distribution of Electric Power Amendment Act 2018), the Authority has granted a Transmission License (No. TL/01/2002, dated 31/12/2002) to National Grid Company of Pakistan Limited (formerly National Transmission and Dispatch Company Limited (hereinafter referred to as the "Licensee") to engage in the transmission business as stipulated in its Transmission License.
3. Pursuant to Article 19 of the Transmission License read with Section 18 (2) (e) of the NEPRA Act, the Licensee shall carry out the functions of system operator for dispatch of all generation facilities that shall make their generation facilities available to the Licensee pursuant to Section 15 (4) of the NEPRA Act (now section 14B (4) after promulgation of Regulation of Generation, Transmission and Distribution of Electric Power Amendment Act 2018), except those which have been allowed to operate as Small Power Producers.
4. Pursuant to Section 23G of the NEPRA Act (after promulgation of Regulation of Generation, Transmission and Distribution of Electric Power Amendment Act 2018), the Authority granted a System Operator License (No. SOL/01/2023, dated 21/03/2023) to the Licensee to act as a system operator within the territorial limits as stipulated in the said License.
5. Pursuant to Section 48 of the NEPRA Act, the Authority shall have the power to issue such directives, codes, guidelines, circulars or notifications as are necessary to carry out the purposes of this Act and the rules and regulations made hereunder.
6. According to Rule 16(1) of the NEPRA Licensing (Generation) Rules, 2000, not later than one hundred eighty days following the date of issue of the generation licence or the commissioning of the generation facility, whichever occurs later, the licensee shall prepare and file with the Authority, and shall at all times have in force and implement, an operating procedures manual covering all material operational, maintenance and similar other aspects relating to the generation facilities, with such details and particulars as may be specified in, or may be necessary or prudent to include to secure compliance with, the pooling and settlement arrangement, the grid code and the applicable distribution codes.



7. A power system blackout occurred on 09.01.2021 at 23:40 Hrs which plunged the whole country into darkness and the system was completely restored on 10.01.2021 at 19:40 Hrs after 20 hours approximately. NEPRA, being a regulator of the power sector, took cognizance of the above incident and constituted an Inquiry Committee (IC) to probe into the matter. The IC submitted the inquiry report which was considered by the Authority.
8. In view of the aforesaid inquiry report, legal proceedings were initiated against different generation licensees on account of delay in synchronization with the national grid following the blackout and non-submission of operating procedures manual as per requirement of Rule 16 of NEPRA Licensing (Generation) Rules, 2000.
9. During the course of legal proceedings, hearings in the matter were held on 6, 7 & 8 September, 2022 and the Licensee also attended the aforesaid hearings. During hearings, the Authority inter alia directed the Licensee to:
 - i. To finalize the Operating Procedures of all power plants in coordination with relevant stakeholders. ---
 - ii. To conduct a comprehensive study regarding essential requirement of black start facility at different power plants vis-à-vis financial impact involved versus the cost of not having appropriate black start facility in the system.
10. The aforesaid Authority's directions were conveyed to the Licensee vide letter dated September 15, 2022 and was required to submit a compliance report within one (01) month of the receipt of the said letter.
11. Further, it is noteworthy that during the Public Hearing on Fuel Charges Adjustment (FCA) of XWAPDA DISCOs held on 28th February 2023, the Authority expressed serious concern over the Licensee's failure to submit the required compliance report pertaining to the finalization of the Operating Procedures Manual and the signing of black start procedures with the relevant power plants.
12. In addition to above, vide letter dated March 15, 2023, the Licensee was also directed to submit a concrete plan along with timelines regarding:
 - i. Finalization of the Operating Procedures with all the power plants clearly addressing the issue of additional time (if any) required by the power plants for synchronization with the National Grid following a total/partial system collapse.
 - ii. Activation/commissioning of the black start facility available at different power plants.
 - iii. Minimum essential requirement of black start facility at different power plants based on a comprehensive study along with the associated cost vis-à-vis the financial implications of not having the appropriate black start facility in the system as per the requirements of Grid Code.
13. The response of the Licensee vide its letters dated 28.09.2022 and 27.03.2023 revealed that the Licensee prima facie failed to comply with the abovementioned directions of the Authority, which constituted a violation of the conditions of the License,



particularly the article that obligates the Licensee to provide information as required by the Authority from time to time, in terms of Regulation 4 of the NEPRA (Fines) Regulations, 2021"). In view of the foregoing, the Authority decided to initiate legal proceedings against the Licensee under the Fine Regulations, 2021.

Explanation

14. Accordingly, an Explanation dated 12.12.2023 was issued to the Licensee under Regulation 4(1) & 4(2) of the Fine Regulations, 2021. The basis of Explanation to the Licensee included the following:

5. *WHEREAS, the power system blackout occurred on 09.01.2021 at 23:40 Hrs which plunged the whole country into darkness and the system was completely restored on 10.01.2021 at 19:40 Hrs after 20 hours approximately. NEPRA, being the regulator of power sector, took serious notice of the above incident and constituted an Inquiry Committee (IC) to probe into the matter. The IC submitted the inquiry report which was considered by the Authority; and*

6. *WHEREAS, in view of the aforesaid inquiry report, legal proceedings were initiated against different generation licensees on account of delay in synchronization with the national grid following the blackout and non-submission of operating procedures manual as per requirement of Rule 16 of NEPRA Licensing (Generation) Rules, 2000; and*

7. *WHEREAS, during the course of legal proceedings, hearings in the matter were held on 6, 7 & 8 September, 2022 and the Licensee also attended the aforesaid hearings. During hearings, the Authority inter alia directed the Licensee to:*

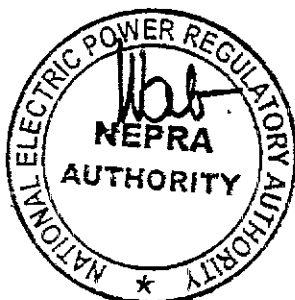
- i) To finalize the Operating Procedures of all power plants in coordination with relevant stakeholders;*
- ii) To conduct a comprehensive study regarding essential requirement of black start facility at different power plants vis-à-vis financial impact involved versus the cost of not having appropriate black start facility in the system; and*

8. *WHEREAS, the aforesaid Authority's directions were conveyed to the Licensee vide letter dated September 15, 2022 and was required to submit a compliance report within one (01) month of the receipt of the said letter; and*

9. *WHEREAS, it is noteworthy to mention that the Authority during Public Hearing regarding Fuel Charges Adjustment (FCA) of XWAPDA DISCOs held on 28th February 2023, took serious notice of the non-submission of the required compliance report by the Licensee regarding non-finalization of Operating Procedures Manual and non-signing of black start procedures with relevant power plants; and*

10. *WHEREAS, in addition to above, vide letter dated March 15, 2023, the Licensee was also directed to submit a concrete plan along with timelines regarding:*

- i) Finalization of the Operating Procedures with all the power plants clearly addressing the issue of additional time (if any) required by the power plants for synchronization with the National Grid following a total/partial system collapse;*
- ii) Activation/commissioning of the black start facility available at different power plants;*



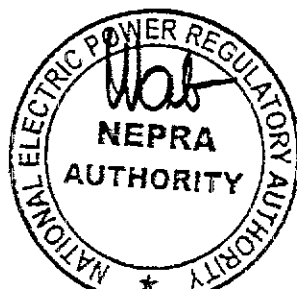
- iii) *Minimum essential requirement of black start facility at different power plants based on a comprehensive study along with the associated cost vis-à-vis the financial implications of not having the appropriate black start facility in the system as per the requirements of Grid Code; and*

Licensee's Response and Issuance of Show Cause Notice

15. In response, the Licensee submitted its reply vide letter dated 27.12.2023. The Authority considered the explanation given by the Licensee, however, the Authority was of the considered opinion that the Licensee has failed to provide any satisfactory reply to the Explanation issued to it. In this regard the Authority issued a detailed order recording reasons for rejection of explanation of the Licensee. Further the Authority decided to issue a Show Cause Notice to the Licensee in terms of Regulation 4(8) and 4(9) of the Fine Regulations, 2021.
16. Accordingly, a Show Cause Notice vide letter No. NEPRA/DG(M&E)/LAT-01/15548 dated October 11, 2024 was issued to the Licensee under Regulation 4(8) and 4(9) of the Fine Regulations, 2021. The Licensee, through its email dated 25.10.2024, submitted its reply to the Show Cause Notice, the salient points of which are as follows:

A. Non-Finalization Operating Procedures With Different Power Plants

- i. All power plants have not sought additional synchronization time with the National Grid following a total or partial system collapse, as evident from NTDC's letter dated 27.03.2023. Such additional time is being allowed only to those IPPs that have requested it based on the recommendations of their respective OEM.
- ii. The updated status of Operating Procedures preparation and Black Start activation is provided in Annexure-I. At present, only Bhikki Power House remains with an existing Operating Procedure. The plant has requested inclusion of additional time after blackout, and revision of Operating Procedure (Sections OP-5 and OP-13) is under discussion.
- iii. It is reiterated that the responsibility for finalization of Operating Procedures under the PPA lies with the Parties, i.e., the Purchaser (CPPA-G) and the respective Power Plant. NTDC, being one of the six members of the Operating Committee, has no authority under the PPAs to bind or enforce compliance on any IPP. It is noted that certain IPPs have submitted Exemption Requests to the Grid Code Review Panel (GCRP) regarding technical parameters specified in the PPAs vis-à-vis the Grid Code 2023. For clarity, Operating Procedures are not a requirement of the Grid Code but are framed under the ambit of the PPA. In case an Exemption is not granted by the GCRP, the provisions of the Grid Code shall automatically prevail over the PPA and the Operating Procedures under it. At present, there is no PPA Schedule or Operating Procedure pending due to GCRP decisions.
- iv. It is therefore requested to please bind Power Purchaser to initiate enforcement mechanism against the Power Plants which are not agreeing to



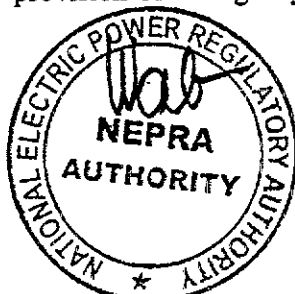
prudent Technical Limits and applicable regulations and are hesitant in signing the PPA Schedules and Operating Procedures. Furthermore, as per Section 18.2 of the respective PPAs, it is the prerogative of the Parties i.e. Power Purchaser and the Power Plant to invoke the dispute resolution mechanism through "Resolution by Parties", "Determination by Expert" and "Arbitration" and cannot be called unilaterally by NTDC.

- v. Additional Synchronization times for IPPs are not directly relevant to SOP for System Restoration following a total or partial blackout. The scope of the SOP includes utilizing available Black Start facilities of Generators, development of isolated islands throughout the system and their subsequent synchronization/connection, and the switching sequence required for the said activities. The actual time required for synchronization of power plants varies as per their Technical Limits in their respective PPAs and OPs, and is incorporated in these documents accordingly.
- vi. The Technical Schedules of K2/K3 are under process, while the preparation of Operating Procedures for Chashma Nuclear Plants (C-I, C-II, C-III and C-IV) has not yet been initiated by the Power Purchaser (CPPA-G). CPPA-G may therefore be directed to initiate the process. The Operating Procedures for Malakand-III and Gulpur Power House have been signed, while those for Tarbela, Mangla and Warsak Power Houses have been agreed and are expected to be signed shortly.

B. Non-Signing of Black Start Procedures with Different Power Plants

- i. Rousch Power House (P/H) and Engro Power Gen have not been included, as these plants have not been selected by NTDC for utilization of the Black Start facility. Rousch P/H is not considered a preferred option for initiating Black Start in the region, since it is connected at the 500 kV voltage level. Engro Power Gen, although connected at the 220 kV network fed from the 500 kV Guddu Grid Station, is also not required as the region already has Uch and Liberty Power Plants equipped with Black Start capability. Moreover, Engro Power Gen's gas field is continuously depleting, resulting in derated availability. Accordingly, the activation of the Black Start facility is being carried out only at plants selected by NTDC for inclusion in the System Restoration process. The schedule of Black Start Capability Tests conducted by NTDC is attached as Annexure-II.
- ii. NTDC had initially intended to utilize the then under-construction Punjab Thermal Power Plant for the Black Start facility owing to its central location. However, since the commencement of its operations in June 2023, the plant's availability has not been reliable, as its units have experienced multiple long-duration forced outages following COD.

Furthermore, after the blackout of January 23, 2023, and the issues faced by NTDC regarding unavailability of water indent at Mangla P/H during system restoration, the matter was taken up with IRSA. A Standard Operating Procedure (SOP) was finalized with IRSA in May 2023 for the provision of emergency water indent to Mangla and Tarbela P/Hs during



system blackouts. IRSA, however, emphasized that while emergency water indent would be ensured for Mangla P/H, NPCC must make every possible effort to avoid excess water releases from Mangla Dam, since no balancing reservoir exists downstream. In contrast, at Tarbela, any excess releases can be accommodated at Chashma (the balancing reservoir).

Considering the uncertainty regarding Mangla P/H and the unreliability of Punjab Thermal, NTDC has concluded that Nandipur P/H is a more viable option in the region for initiating Black Start. Accordingly, Punjab Thermal has been dropped in favor of Nandipur P/H for provision of the Black Start facility.

Hearing

17. The Authority, after consideration of the Licensee's response, resolved to provide the Licensee an opportunity of hearing in accordance with Regulation 4(11) of the Fine Regulations, 2021. Consequently, the hearing was held on 20.02.2025, attended by the Licensee. The submissions of the Licensee during the hearing are summarized below:

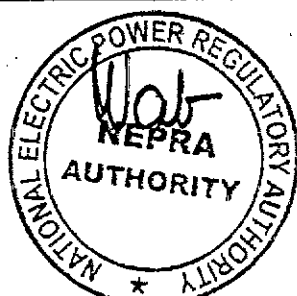
- i. The Licensee submitted the status of operating procedures as follows:

Plant Type	Total Number	Signed	Under Discussion	Not Initiated	Pending Technical Schedules
Hydro	21	11	9	1	0
Thermal	42	24	10	5	3
Renewables (Solar/Wind/Bagasse)	54	38	7	9	0
Total	117	73	26	15	3

- ii. Further, the Licensee submitted that the Operating Procedures (OPs) for Tarbela, Mangla, Warsak, Golen Gol, New Bong Escape (Laraib), Patrind (Star Hydro), Gulpur, Karot, Malakand-III, and Jagran have been signed. The OPs currently under review or under dispute, as submitted by the Licensee, are as follows:

Sr.	Plant	Description
1	Engro Thar	Litigation/Plant is demanding 5.5 hrs additional time after Blackout
2	Thar Block-I, ThalNova, TEL	Licensee Proposed Modification (LPM) under process.
3	Port Qasim	Operating Procedure signed. Plant is demanding 72 hrs additional time after Blackout
4	Saif, Sapphire	Issue of Start-Up time of Half Complex pending.
5	Nandipur	Process of separate PPA underway.

Sr.	Plant	Description
6	K-2, K-3	Technical Schedules agreed. Pending BoD approval.
7	CHASHNUPP-I,II,III,IV	Under review
8	Sukki Kinari	Finalized from NPCC end. To be signed soon.
9	TPS Muzaffargarh, Guddu Old	Not required
10	Neelum Jhelum	Not initiated due to plant unavailability
11	Ghazi Barotha	Under review
12	Other Hydro Plants (Chashma, Jinnah, Allai Khwar, Khan)	Under review



	Khwar, Dubair Khwar, Jabban, Daral Khwar)	
13	Guddu-747, TPS Jamshoro	Under discussion. First Draft commented by NPCC.
14	Wind Plants	Discussion underway b/w CPPA and plants regarding formula for calculation of NPMV.

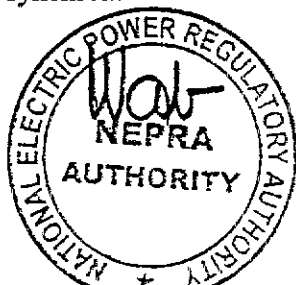
- iii. In addition, the Licensee submitted that the Black Start Capability Tests for various power plants were carried out in 2023 and 2024, and are planned for 2025 and 2026, in accordance with the requirements of OC 11.5.9.3 of the Grid Code.

Analysis/Findings of the Authority

18. The Authority has reviewed the submissions of the Licensee and observes as follows:

A. Non-Finalization Operating Procedures With Different Power Plants

- i. The Authority considered the submission of the Licensee regarding the updated progress on finalization of power plants' OPs and observes that, out of 117 OPs, 73 (~62%) have been signed, 26 (~22%) are under review, 15 (~13%) have not yet been initiated, and 3 (~3%) are pending owing to non-finalization of technical schedules. However, the Authority notes with concern that more than one-third of the power plants still do not have finalized OPs despite the contractual and regulatory obligations under the PPA and the NEPRA Licensing (Generation) Rules, 2000.
 - ii. Furthermore, the Licensee submitted that the responsibility for finalization of OPs under the PPA lies with the Parties, i.e., the Purchaser (CPPA-G) and the Power Plant. Being one of the six members of the Operating Committee (OC), the Licensee stated that it has no means to bind any power plant to compliance. The Authority has examined the aforesaid submissions and observes that certain disputed items of technical nature, which fall under the purview of the Licensee, are also hindering the process of finalization of OPs. Nevertheless, it is pertinent to note that the PPA provides a comprehensive mechanism for finalization of OPs, and in case of any dispute, it prescribes a process for resolution through "Resolution by Parties," "Determination by Expert," and "Arbitration," respectively.
 - iii. The Authority, while considering the submission of the Licensee with respect to the referral of technical parameters to the Grid Code Review Panel (GCRP) for exemption, observes that the Licensee has itself clarified that OPs are not a requirement of the Grid Code and that currently no PPA schedule or OP is pending before the GCRP.
 - iv. With respect to the matter of binding the Power Purchaser through NEPRA to initiate enforcement against power plants for agreeing on prudent technical limits, the Authority notes that legal proceedings have already been initiated against CPPA-G for non-finalization of the Operating Procedures, being a signatory to the OC.
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- v. The Licensee submitted that there is no direct linkage of additional synchronization time with the SOP for System Restoration following a total



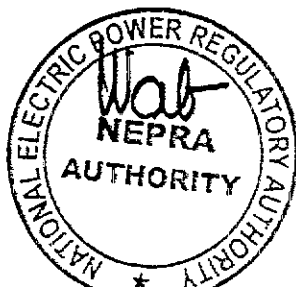
or partial blackout, as the SOP primarily entails utilization of available black start facilities, development of isolated islands and their subsequent synchronization/connection, and the switching sequence required for these activities. It further stated that the actual synchronization time of power plants varies according to their technical limits stipulated in the respective PPAs and OPs, and is reflected therein accordingly.

The Authority has examined the aforesaid submission and observes that the country has experienced multiple partial/total system blackouts during 2021, 2022, and 2023. During restoration following these incidents, the Licensee failed to maintain an adequate black start facility in the system, as mandated under the Grid Code. Further, the Authority observes that several power plants did not synchronize with the system within the timelines specified in the Notice to Synchronize (NTS) issued by the Licensee, resulting in significant delays in restoration. Upon inquiry, various power plants explained that while the synchronization times in the PPA and OPs are applicable under normal operating conditions, additional time is required under blackout scenarios.

In view of the foregoing, the Authority notes that the absence of clearly stipulated synchronization times for blackout situations has contributed to delays in system restoration. Incorporating such requirements into OPs would enhance the effectiveness of the SOP for system restoration and minimize financial and operational losses.

- vi. The Authority notes that, in the case of nuclear power plants, the Licensee in its response and subsequent submission during the hearing apprised that the OPs are under review. However, the Authority also observes that no timeline has been provided to conclude the matter.
- vii. The Authority observes that the finalization of Operating Procedures is the sole responsibility of the parties under the PPA, who are obligated to follow the mechanism laid down therein. The Authority has only extended support to facilitate this process through meetings with the relevant OCs. However, the Authority takes serious cognizance of the fact that the Licensee has linked the proposed additional time to NEPRA's consent. This constitutes a clear and improper attempt by the Licensee to shift its responsibility onto the regulator, notwithstanding that no such consent or approval is required. It remains the unequivocal responsibility of the Licensee (as System Operator), CPPA-G, and the Power Plants to resolve the matter strictly in accordance with the procedure laid down in the PPA. Under no circumstances can such conditions or excuses absolve the Licensee of its contractual and regulatory obligations.
- viii. The Authority further notes that the prevailing situation undermines operational transparency and system reliability, thereby increasing the system's susceptibility to unwanted events and compromising compliance with Rule 16 of the NEPRA Licensing (Generation) Rules, 2000.

B. Non-Signing of Black Start Procedures with Different Power Plants



- i. The Licensee submitted that Rousch Power and Engro Power Gen have not been selected for black start activation, as they are connected at 500kV and 220kV respectively, and the region already has Uch and Liberty Power plants with black start facility. Furthermore, the Licensee stated that the gas field of Engro Power Gen is continuously depleting and its availability has been derated. The Licensee also submitted that the then under-construction Punjab Thermal was initially considered for black start; however, due to multiple forced outages since its COD, the plant proved unreliable and the option was dropped.
- ii. Likewise, the Licensee submitted that an SOP had been finalized with IRSA regarding the provision of emergency water indent at Mangla in the event of a blackout. It further stated that Licensee must make every possible effort to avoid excess water releases from Mangla Dam, as there is no balancing reservoir downstream, and opined that owing to this uncertainty, Nandipur is a viable option for black start facility
- iii. The Authority considered the above submissions of the Licensee and notes with concern that, in its responses to the Explanation and Show Cause Notice, the Licensee has kept shifting its stance regarding the selection of black start facilities. This state of affairs demonstrates that no systemic approach has been adopted by the Licensee, despite repeated directions of the Authority to carry out a comprehensive study on the matter, including its financial implications. The Licensee has failed to comply with these directions. Similarly, the Authority notes that no SOP agreed with IRSA regarding emergency water indent during blackout scenarios has been provided in support of the Licensee's claim.
- iv. Further, the Authority observes that the Licensee was directed to conduct a study for identifying black start facilities at suitable locations and share the same with CPPA-G, including the related financial implications. However, instead of complying with this direction, the Licensee has attempted to shift its responsibility onto CPPA-G/NEPRA by asserting that the matter does not fall within its purview. The Authority takes serious cognizance of this evasive approach, noting that it is merely an excuse to justify the Licensee's inadequate and insincere efforts in the matter.
- v. Moreover, the Operation Code of the Grid Code obligates the Licensee to identify the requirement of black start facilities with the help of studies and designate a User for system recovery irrespective of the voltage level that negates its stance of voltage levels as mentioned at (i) above. For ease of reference the relevant clause OC 6.11.5 of the Grid Code is reproduced hereunder:

"The SO with the help of studies may identify the requirement of Black Start Facility and designate a User to provide Black Start Facility for system recovery. For avoidance of doubt, the provisions of OC 6.11.5 are applicable to User, irrespective of the Voltage level."



- vi. In addition, with respect to the issue of gas depletion at Engro Power Gen, the Authority observes that it has already, vide its decision dated 18.12.2023 in the matter of Licensee Proposed Modification (LPM), included Low BTU gas from the Badar gas field (supplied by Petroleum Exploration Limited – PEL) in addition to the Low BTU gas from the Qadirpur gas field being supplied by Sui Northern Gas Pipelines Limited (SNGPL).
- vii. The Authority considered the Licensee's submission that black start capability tests for various power plants were carried out during 2023 and 2024, with further tests planned for 2025 and 2026 in line with the requirements of OC 11.5.9.3 of the Grid Code. However, the Authority notes with serious concern that these tests were undertaken only after the initiation of legal proceedings, despite the Licensee being obligated under the Grid Code to perform such tests at the prescribed intervals. The Authority observes that the Licensee's failure to conduct timely testing not only constitutes non-compliance with the provisions of the Grid Code but also severely undermines system reliability and compromises the effectiveness of restoration during blackout scenarios.

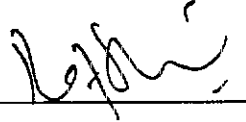


Decision


19. For the reasons stated above, and keeping in view the relevant provisions of the NEPRA Act, other applicable documents, Licensee's submissions and available record, the Authority is of the considered opinion that the Licensee has failed to comply with Section 48 of the NEPRA Act and, accordingly, declares the Licensee as delinquent in terms of Regulation 4(13) of the Fine Regulations, 2021. Consequently, the Authority hereby imposes a fine of Rs. 25,000,000/- (Rupees Twenty Five Million only) on the Licensee.
20. The Licensee is hereby directed to deposit the fine amount of Rs. 25,000,000/- (Rupees Twenty Five Million only) in the designated bank account of the Authority within fifteen (15) days from the date of issuance of this Order and to forward a copy of the paid instrument to the Office of the Registrar for record. In case of failure, the Authority shall proceed to recover the amount due under Section 41 of the NEPRA Act, read with the relevant provisions of the Fine Regulations, 2021, as arrears of land revenue.

Authority

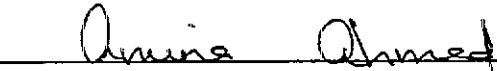
Rafique Ahmed Shaikh
Member (Technical)



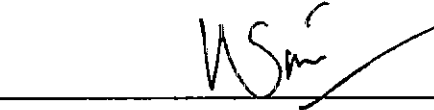
Engr. Maqsood Anwar Khan
Member (Development)



Amina Ahmed
Member (Law)



Waseem Mukhtar
Chairman



Announced on 3rd Dec, 2025 at Islamabad.

