Higher Education Commission

Research & Innovation Division

Business Incubation Centers

Self-Assessment Scorecard Validation Report 2024-25

Table of Contents

Executive Summary 3

Scorecard Validation Framework 3

Category Wise – List of Business Incubation Centers 5

- BICs Securing “W Category” 5
- BICs Securing “X Category” 6
- BICs Securing “Y Category” 7
- BICs Securing “Under Performing Category” 7
- BICs in “Ungraded Category” – Non-Submission of Scorecard 7

Past 3-Year Comparative Performance of BICs 8

Performance and Achievements of BICs 11

- Advancement in BIC Categorization Based on Improved Performance 11
- Performance of Newly Established BICs 12
- BICs with Sustained Performance 12
- BICs with Regressed Performance 12

Performance Against Key Matrices 14

- Faculty-led Startups 14
- Student-led Startups 15
- Incubation Processes 16
- Funding Opportunities 17
- Post Incubation Facilitation & Support 18

Conclusion & Way Forward 19

Detailed Results 20

Executive Summary

The Higher Education Commission (HEC) continues to strengthen Pakistan's innovation landscape by enabling university-based entrepreneurship through its network of Business Incubation Centers (BICs). These centers have evolved into critical institutional platforms that support startup creation, foster industry-academia linkages, and contribute to the broader agenda of knowledge-driven economic growth. Over the years, HEC has expanded its footprint by establishing 41 BICs across public sector Higher Education Institutions (HEIs), providing not only foundational funding but also strategic guidance, capacity-building interventions, and opportunities for national and international collaboration. As the ecosystem matures, the focus is increasingly shifting from establishment to performance, impact, and sustainability of these incubation centres.

The Annual Self-Assessment Scorecard Validation Report 2024–25 presents a comprehensive evaluation of BIC performance based on a structured framework aligned with the HEC BIC Policy 2021. Out of 40 BICs, 37 submitted their scorecards, which were rigorously validated to ensure transparency and objectivity. The overall average score improved to 64.0 (from 58.7 in FY 2023–24), reflecting a positive trajectory towards operational maturity and improved service delivery.

Performance categorization indicates that 8 BICs achieved top-performing (W) status, 19 were satisfactory (X), 5 remained average (Y), while others fell under underperforming or ungraded categories. Encouragingly, 8 BICs improved their rankings, and most centers demonstrated consistent performance, indicating stabilization of the incubation ecosystem. However, performance regression in some BICs highlights gaps in governance, funding facilitation, industry linkages, and post-incubation support.

Key performance indicators show strong growth across multiple dimensions. Faculty-led startups increased to 138 (12% growth) with revenue generation of PKR 303 million, while student-led startups reached 900 (29% growth), generating PKR 665 million in revenue and over 2,000 jobs. Startups collectively raised approximately PKR 1.5 billion, with a significant shift towards Pre Seed, Angel and Venture Capital funding, indicating improved confidence and market readiness.

Despite these gains, critical challenges persist. Governance compliance remains uneven, with limited functional committees in several BICs. Post-incubation outcomes remain weak, reflected in a declining startup survival rate (36.88%) and limited exit pathways. Additionally, gaps in structured mentorship, commercialization support, and sustained institutional ownership continue to affect long-term impact.

The report concludes that Pakistan's university-based incubation ecosystem is transitioning from expansion to consolidation. While access and participation have improved, the next phase must focus on quality, sustainability, and impact. Key strategic priorities include strengthening governance and accountability, developing structured post-incubation support systems, enhancing research commercialization, and positioning BICs as active enablers of startup growth, investment, and scale.

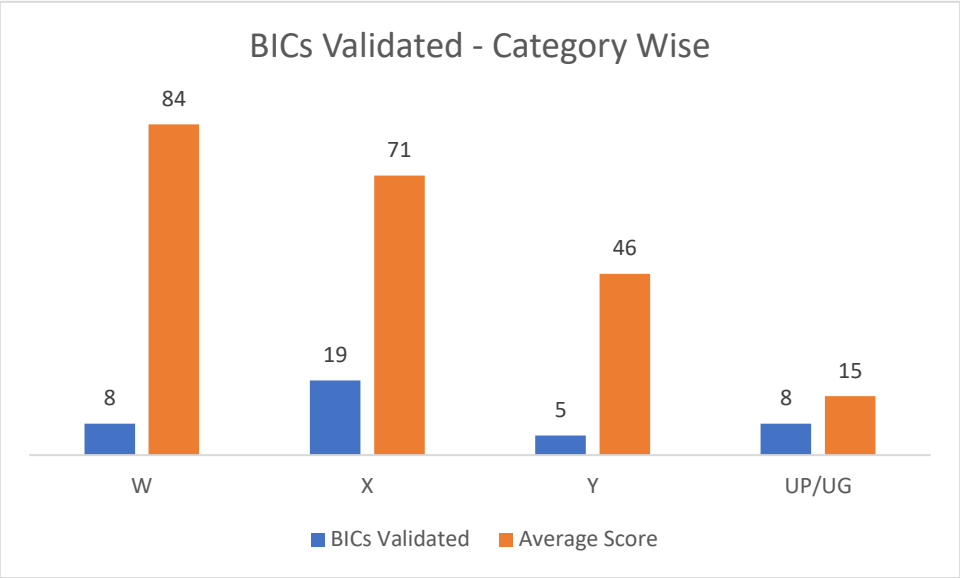
Scorecard Validation Framework

To ensure accountability and continuous improvement, HEC employs a structured Self-Assessment Scorecard to evaluate BIC performance on an annual basis. For FY 2024–25, all eligible BICs reported their progress through the Research for Innovation (RFI) Portal—HEC's centralized digital platform designed to streamline data submission, improve transparency, and enable real-time monitoring of key achievements.

The scorecard framework is aligned with the HEC BIC Policy 2021 and has been further refined to reflect evolving priorities of the innovation ecosystem. It captures performance across core functional areas, including institutional capacity and dedicated human resources, quality and diversity of incubation services, startup facilitation across the incubation lifecycle, strategic linkages and resource mobilization, and capacity-building initiatives for both management and startups. Based on their overall scores, BICs are categorized as follows:

Category	Score Range
W – Top Performing	80 and above
X – Satisfactory Performing	60 – 79
Y – Average Performing	40 – 59
Underperforming / Ungraded	Below 40

For FY 2024–25, HEC invited 40 eligible BICs across public sector universities to submit their annual self-assessment scorecards. 37 BICs completed the process within the stipulated timeline, submitting detailed evidence-based reports through the RFI Portal, with 03 BICs failed to timely submit their scorecard. All submissions have undergone a rigorous validation process by HEC, ensuring consistency, credibility, and objectivity in performance assessment. The validated findings provide a clear picture of the current state of university-based incubation in Pakistan—highlighting strong progress in several areas while also underscoring the need for greater standardization, industry engagement, and long-term sustainability planning.



For **FY 2024–25**, the overall average validation score increased to **64.0**, up from **58.7** in the previous year—reflecting a notable improvement in BIC performance and signaling a gradual shift towards greater operational maturity, strengthened service delivery, and enhanced contribution to Pakistan's entrepreneurial ecosystem.

Category Wise – List of Business Incubation Centers[1]

BICs Securing "W Category"

Sr. No.	Name of HEI / Business Incubation Center	Score Validated	Category Validated
1	Institute of Business Administration, Karachi	82	W
2	Muhammad Nawaz Shareef University of Agriculture, Multan	82	W
3	National Textile University, Faisalabad	81	W
4	National University of Modern Languages, Islamabad	81	W
5	National University of Sciences and Technology, Islamabad	94	W
6	Sukkur Institute of Business Administration, Sukkur	82	W
7	University of Agriculture, Faisalabad	88	W
8	University of Engineering and Technology, Lahore	81	W

[1] The BICs are listed in alphabetical order under each category.

BICs Securing "X Category"

Sr. No.	Name of HEI / Business Incubation Center	Score Validated	Category Validated
1	Air University, Islamabad	71	X
2	Bahria University, Islamabad	77	X
3	Balochistan University of IT, Engineering & Management Sciences, Quetta	78	X
4	COMSATS University, Islamabad	72	X
5	DOW University of Health Sciences, Karachi	70	X
6	Fatima Jinnah Women University, Rawalpindi	65	X
7	Government College University, Faisalabad	61	X
8	Institute of Management Science, Peshawar	65	X
9	Institute of Space Technology, Islamabad	72	X
10	International Islamic University, Islamabad	76	X
11	Karakoram University, Gilgit	71	X
12	Kinnaird College for Women University, Lahore	62	X
13	Lahore College for Women University, Lahore	78	X
14	Mirpur University of Science & Technology, Mirpur	77	X
15	NED University of Engineering and Technology, Karachi	73	X
16	Pak-Austria Fachhochschule Institute of Applied Sciences and Technology, Haripur	77	X
17	University of Gujrat, Gujrat	63	X
18	University of Sargodha	70	X
19	University of Veterinary and Animal Sciences, Lahore	74	X

BICs Securing "Y Category"

Sr. No.	Name of HEI / Business Incubation Center	Score Validated	Category Validated
1	Abdul Wali Khan University, Mardan	41	Y
2	Pakistan Institute of Engineering and Applied Sciences, Islamabad	51	Y
3	Sindh Agriculture University, Tandojam	40	Y
4	University of Haripur, Haripur	47	Y
5	University of the Punjab, Lahore	49	Y

BICs Securing "Under Performing Category"

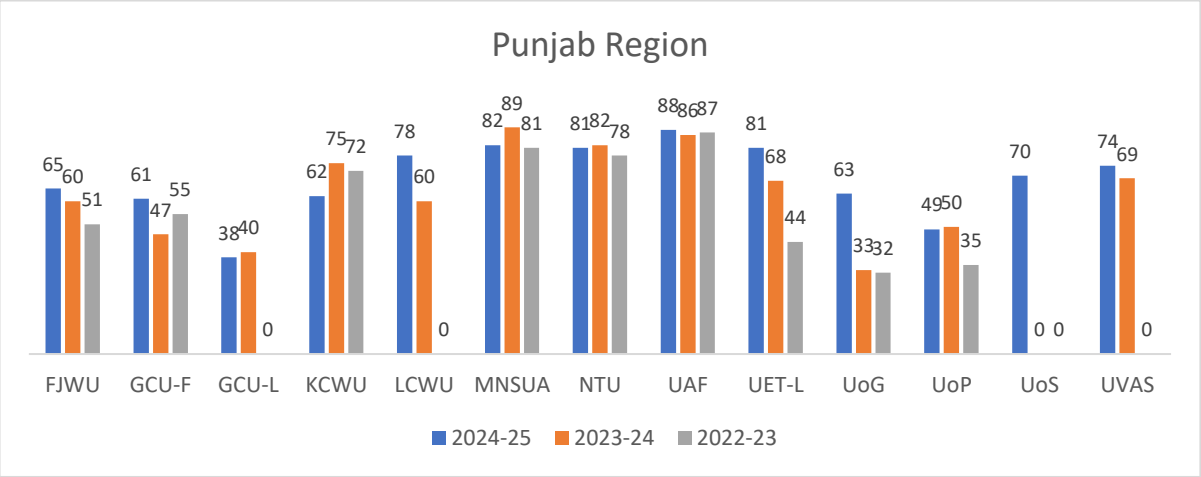
Sr. No.	Name of HEI / Business Incubation Center	Score Validated	Category Validated
1	Abbotabad University of Science & Technology, Abbotabad	33	-
2	Government College University, Lahore	38	-
3	Khyber Medical University, Peshawar	30	-
4	Mehran University of Engineering & Technology, Jamshoro	9	-
5	University of Malakand, Malakand	13	-

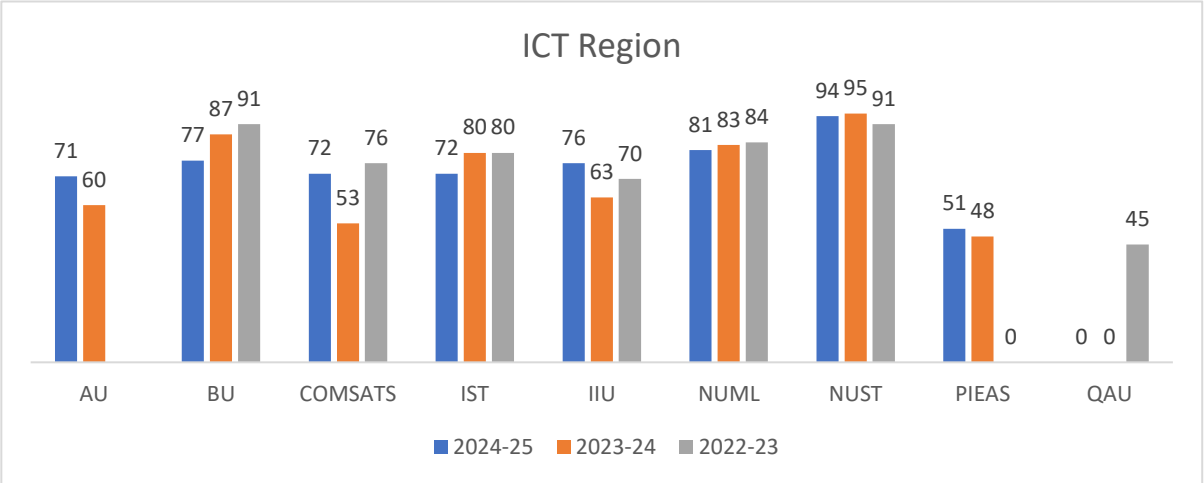
BICs in "Ungraded Category" – Non-Submission of Scorecard[2]

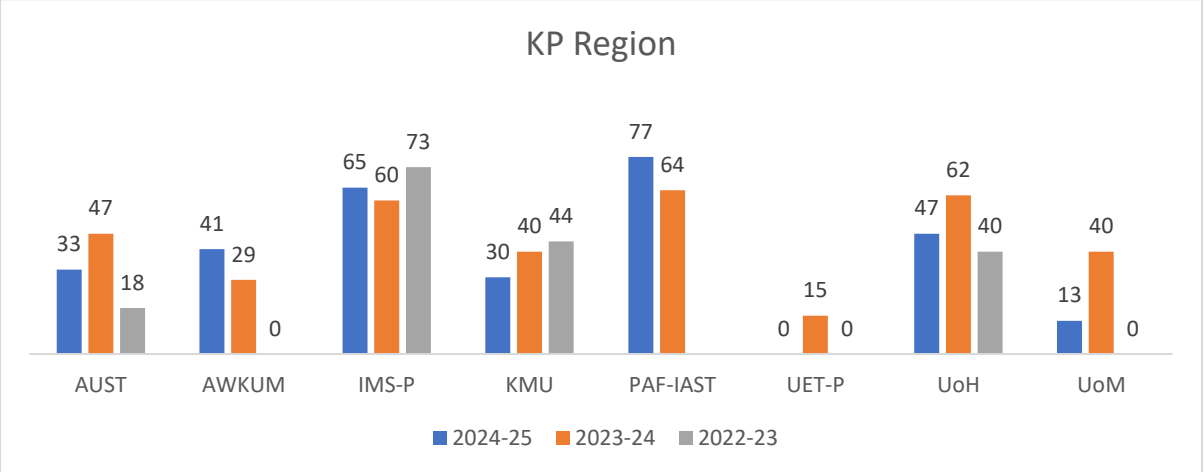
Sr. No.	Name of HEI / Business Incubation Center	Score Validated	Category Validated
1	Quaid-i-Azam University, Islamabad	-	-
2	University of Azad Jammu & Kashmir	-	-
3	University of Engineering and Technology, Peshawar	-	-

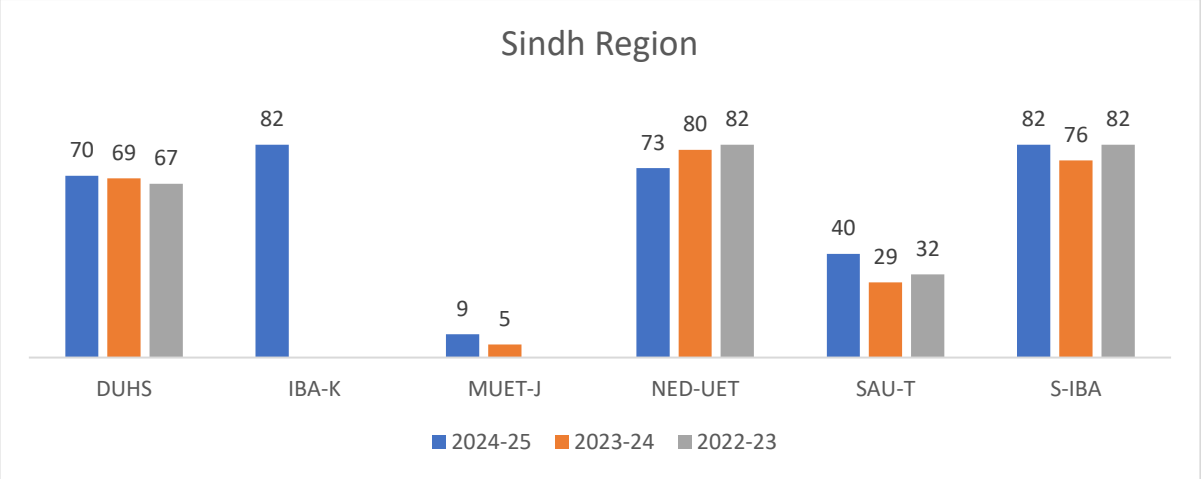
[2] The BICs failed to timely submit their Self-Assessment Scorecards, hence they remain graded in the Non-Complying Category.

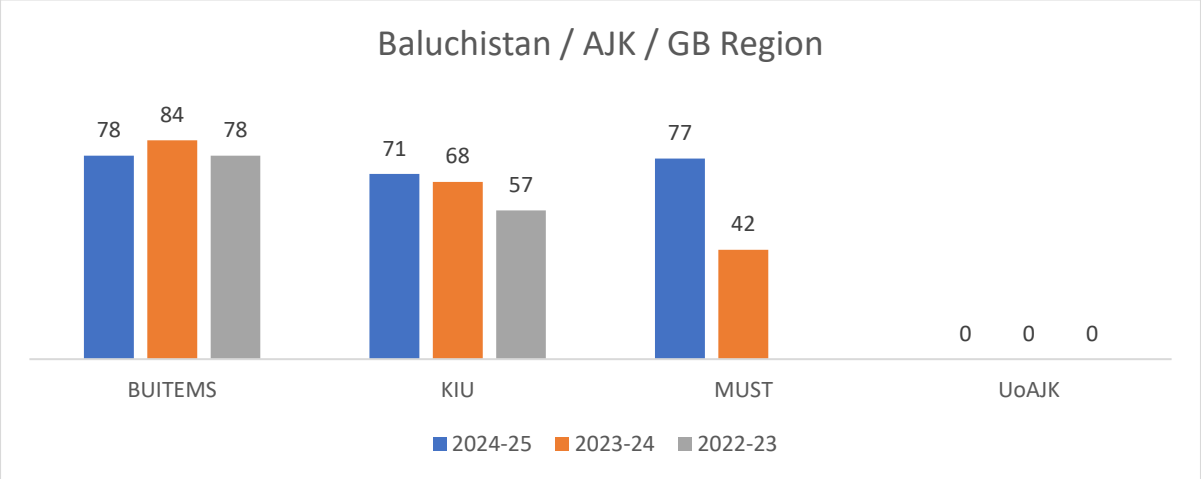
Past 3-Year Comparative Performance of BICs











The comparative analysis of BIC performance over the past three years highlights a gradual but uneven progression of the incubation ecosystem across regions and institutions. Overall, the trend indicates a positive trajectory in FY 2024–25, with several BICs showing recovery and improvement compared to earlier years, reflecting the impact of strengthened monitoring mechanisms and increasing institutional experience.

A key observation is the increased stability in performance scores, with fewer extreme fluctuations compared to previous years. Several BICs that were previously underperforming have demonstrated notable upward movement, suggesting improved compliance with the scorecard framework and better alignment with HEC guidelines. At the same time, a group of BICs has consistently remained in the higher performance brackets, indicating the emergence of mature incubation models with relatively strong governance, service delivery, and stakeholder engagement.

However, the data also reveals persistent disparities across regions and institutions. While some BICs show consistent growth trajectories, others exhibit volatile or stagnant performance, highlighting differences in institutional ownership, resource allocation, and management effectiveness. In particular, certain BICs continue to oscillate between categories or remain in lower performance tiers, pointing towards structural challenges such

as weak governance mechanisms, limited industry linkages, and inadequate focus on high-impact outcomes.

Regionally, the performance patterns suggest that more established ecosystems (e.g., major urban centers and leading HEIs) tend to demonstrate stronger and more consistent results, whereas BICs in emerging regions face comparatively greater challenges in sustaining performance improvements. Nonetheless, recent gains in these regions indicate early signs of ecosystem strengthening, which can be further accelerated through targeted support.

From a strategic perspective, the three-year trends underline that while system-wide progress is evident, the pace of advancement remains uneven. Moving forward, there is a need to differentiate policy and support interventions—focusing on performance acceleration for mid-tier BICs, targeted capacity-building for underperforming centers, and advanced scaling support for top-performing BICs. Strengthening longitudinal monitoring, peer learning across BICs, and incentivizing consistent year-on-year improvement will be critical to ensuring that performance gains are not only achieved but also sustained over time.

Performance and Achievements of BICs

In FY 2024–25, a total of **8 BICs** recorded an upward shift in their rankings, indicating tangible improvements across key performance areas, while **17 BICs** retained their previous positions, reflecting consistency in operational performance and service delivery. This trend points towards a stabilizing incubation ecosystem where a significant number of centers are sustaining their performance, while others are gradually progressing.

Advancement in BIC Categorization Based on Improved Performance

Sr. No.	Name of HEI / Business Incubation Center	Remarks
1	Sukkur Institute of Business Administration, Sukkur	**Category Improved from X to "W"** Major KPIs where improvements observed: Incubation Processes, Student-led Startups Support, Linkages & Collaborations, and Post-Incubation Support for Startups.
2	University of Engineering and Technology, Lahore	**Category Improved from X to "W"** Major KPIs where improvements observed: Incubation Processes, Faculty and Student-led Startups Support, Linkages & Collaborations, and Capacity Building.
3	COMSATS University, Islamabad	**Category Improved from Y to "X"** Major KPIs where improvements observed: Incubation Processes, Student-led Startups Support and Capacity Building
4	Government College University, Faisalabad	**Category Improved from Y to "X"** Major KPIs where improvements observed: Incubation Processes, and Capacity Building
5	Mirpur University of Science & Technology, Mirpur	**Category Improved from Y to "X"** Major KPIs where improvements observed: Incubation Processes, Student-led Startup Support, and Capacity Building
6	University of Gujrat, Gujrat	**Category Improved from Under Performing to "X"** Major KPIs where improvements observed: Incubation Processes, Student-led Startups Support, and Capacity Building
7	Abdul Wali Khan University, Mardan	**Category Improved from Under Performing to "Y"** Major KPIs where improvements observed: Incubation Processes, and Capacity Building
8	Sindh Agriculture University, Tandojam	**Category Improved from Under Performing to "Y"** Major KPIs where improvements observed: Incubation Processes, and Capacity Building

Performance of Newly Established BICs

Notably, **two newly established Business Incubation Centers**, completing their first full year of operations, have demonstrated **satisfactory performance**, indicating a promising start and effective initial institutionalization. This early progress reflects their ability to operationalize core incubation functions and extend meaningful support to startups. With continued guidance and ecosystem integration, these centers are well-positioned to strengthen their role as emerging contributors to Pakistan's innovation and entrepreneurship landscape.

Sr. No.	Name of HEI / Business Incubation Center	Remarks
1	Institute of Business Administration, Karachi	**Category Validated "W"** Major KPIs where satisfactory performance observed: Incubation Processes, funding opportunities and linkages, and capacity building.
2	University of Sargodha	**Category Validated "X"** Major KPIs where satisfactory performance observed: Incubation Processes, student-led startups support, linkages and collaborations, and capacity building.

BICs with Sustained Performance

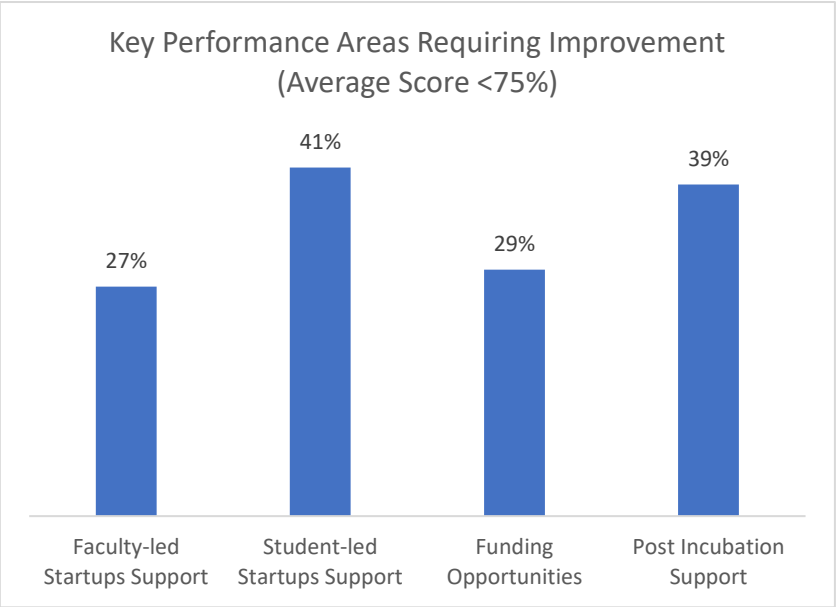
During FY 2024–25, 18 Business Incubation Centers (BICs) maintained their previously assigned performance categories, reflecting a level of operational stability and consistency in service delivery. This sustained performance indicates that a significant proportion of BICs have been able to institutionalize core incubation functions, maintain continuity in startup support, and adhere to established operational frameworks.

However, while consistency is a positive signal, the absence of upward movement in some of these BICs also suggests a performance plateau. Many of these centers appear to be operating within established routines without significant enhancements in key impact areas such as startup scaling, funding facilitation, post-incubation support, and industry linkages. Gaps persist in areas such as **external linkages**, **commercialization outcomes**, and **post incubation matrices / investor engagement**, which are critical for advancing to higher performance categories.

BICs with Regressed Performance

While a number of BICs sustained or improved their performance during FY 2024–25, **9 BICs experienced a regression in their rankings**, while **13 BICs showed no significant change in their rankings** (excluding those in the W Category). The decline in performance is largely attributed to gaps in critical functional areas, including limited focus on faculty–startup engagement, limited access to funding opportunities for startups, weak post-incubation support structures, and insufficient progress in building external linkages, mentorship networks, and capacity-building initiatives.

Similarly, the stagnation observed among a considerable number of BICs indicates a plateau in performance, suggesting the need for renewed strategic direction, stronger institutional commitment, and proactive ecosystem engagement. These trends highlight the importance of targeted interventions to reinvigorate underperforming and stagnant centers, ensuring more dynamic and consistent progress across the BIC network.



During FY 2024–25, the following Business Incubation Centers did not submit their Self-Assessment Scorecards within the stipulated timeline and, therefore, have been assigned an **"Ungraded"** status:

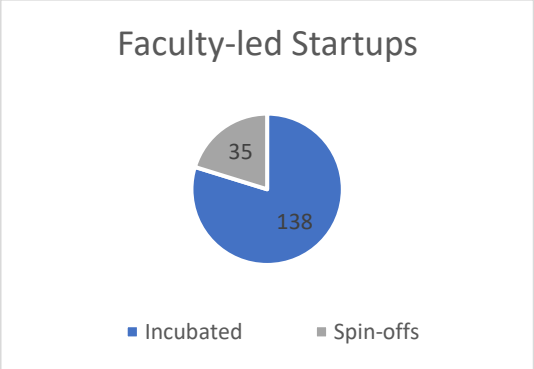
Sr. No.	Name of HEI / Business Incubation Center	Remarks
1	Quaid-e-Azam University, Islamabad	The BICs did not participate in the scorecard assessment activity; therefore, they are categorized as "Ungraded."
2	University of Azad Jammu & Kashmir, Kotli	
3	University of Engineering and Technology, Peshawar	

The non-participation of these BICs reflects underlying institutional and operational gaps that hinder effective performance assessment and ecosystem integration. The absence of periodic reporting not only limits performance visibility but also restricts access to evidence-based support, benchmarking, and improvement pathways offered through the HEC monitoring framework.

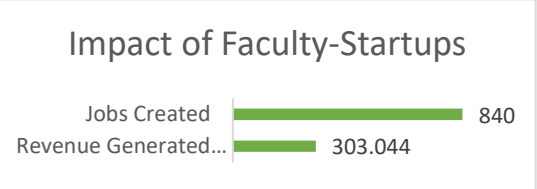
Performance Against Key Matrices

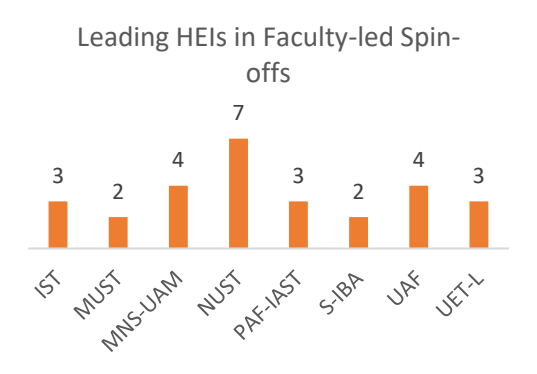
Faculty-led Startups

In FY 2024–25, a total of **138 faculty-led startups** were incubated across BICs, reflecting a **12% increase**. This upward trend underscores the growing engagement of faculty in entrepreneurial activities and highlights the strengthening role of BICs in translating academic research and expertise into market-oriented ventures. Similarly, total of **35 faculty spin-offs** were established, indicating a gradual strengthening of pathways for commercialization of academic research within HEIs.



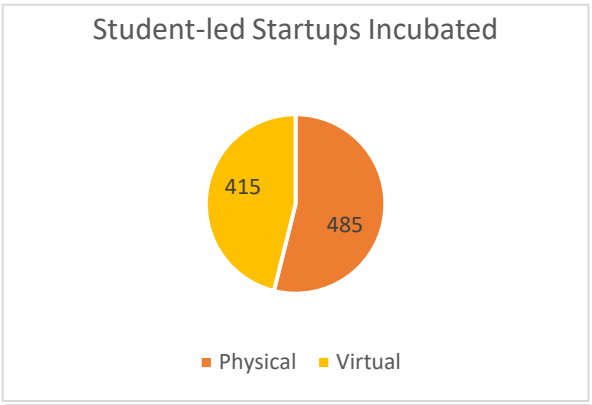
Faculty-led startups also showed notable improvement in revenue generation, reaching **PKR 303.04 million** in FY 2024–25, indicating strengthening commercialization outcomes. A total of **840 jobs** were created, reflecting a slight decline, likely due to operational consolidation and the nature of research-driven ventures. Additionally, **105 faculty-led startups** completed their incubation cycle, signaling growing ecosystem maturity.



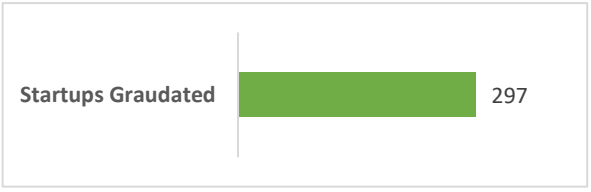


Student-led Startups

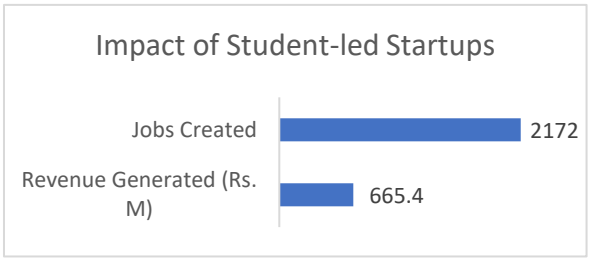
During FY 2024–25, BICs extended incubation support to a total of **900 student/alumni-led startups**, reflecting a **29% increase** compared to last year. The trend also indicates a **growing reliance on flexible and remote incubation approaches**, enabling wider participation across geographies and institutions.



In terms of outcomes, **297 startups successfully graduated** from incubation reflecting continued pipeline movement, the relatively lower graduation numbers compared to total intake suggest **challenges in startup retention during the incubation program, progression, and completion rates**, warranting closer attention to incubation quality and milestone tracking.



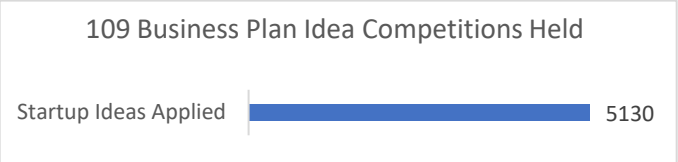
Student-led startups generated a total revenue of **PKR 665.4 million**, demonstrating a substantial increase in financial performance and indicating improved market traction and scalability of ventures. At the same time, these startups contributed to the creation of **2,000+ jobs and internship opportunities**, reflecting their continued role in employment generation, albeit at a comparatively moderated scale.

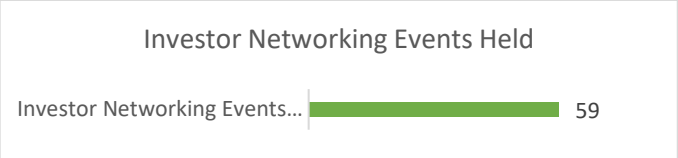


Incubation Processes

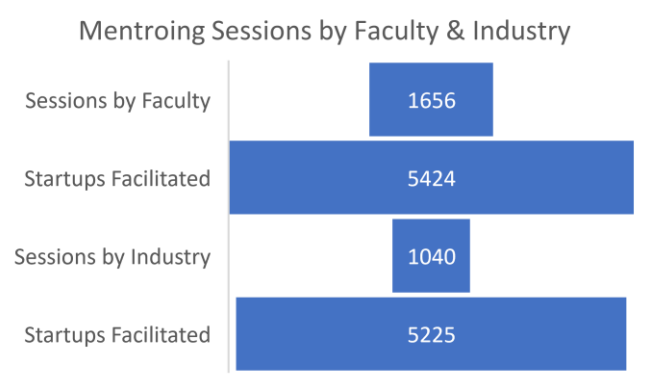
The governance structures of BICs show **mixed levels of compliance** during FY 2024–25. Only **41% of the BICs** evaluated have both the Startup Cohort Selection and Steering Committees **properly notified and operational**, while **24% of the BICs** have committees in a **notified but non-functional state**. This indicates that a significant proportion of BICs still lack effective governance mechanisms essential for transparent decision-making and strategic oversight.

BICs organized **109 Business Idea Competitions**, reflecting a **7% decrease** compared to last year; however, participation significantly increased, with **5,130 startup applications**, marking a **32% growth**, indicating deeper entrepreneurial engagement. In parallel, **59 investor connect events** were conducted, showing an **18% increase**, strengthening linkages between startups and potential investors.

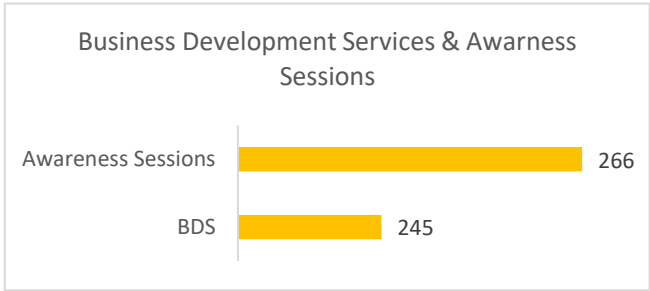




Mentorship remained a key focus area, despite **37% fewer sessions**, industry mentors reached **nearly the same number of startups (only ~4% lower)**, highlighting the **higher outreach efficiency and strong demand for industry-driven mentorship**. This underscores the need to further strengthen structured, impact-oriented mentoring frameworks within BICs.



BICs conducted **245 Business Development Support Services (BDSS)**, facilitating **over 5,000 students and startups** through targeted support in areas such as mentorship, advisory, and business development. In addition, **266 awareness sessions** were organized to promote entrepreneurship and increase outreach, reflecting continued efforts to strengthen the entrepreneurial pipeline within HEIs.

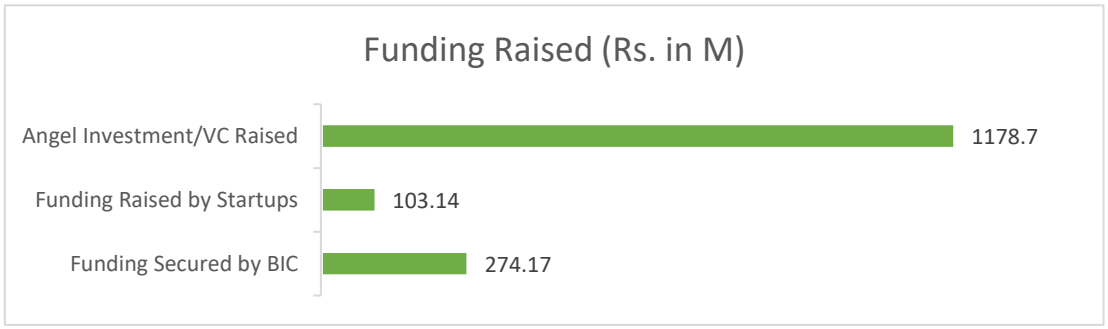


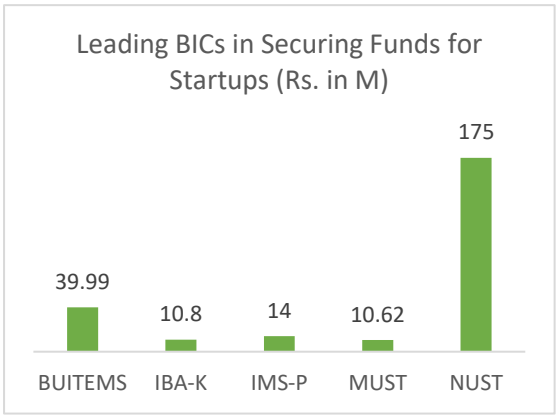
Collectively, the BICs successfully established **335** professional connections at both national and international levels to foster entrepreneurship at the HEI.

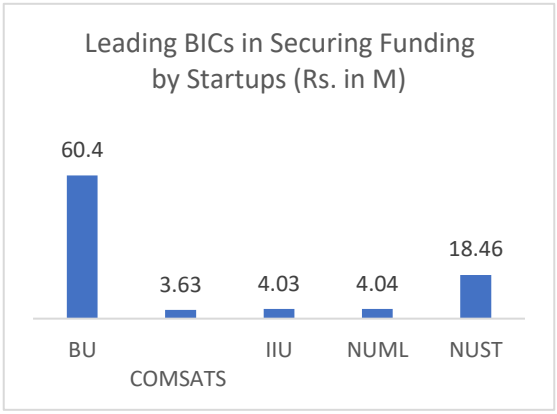
Funding Opportunities

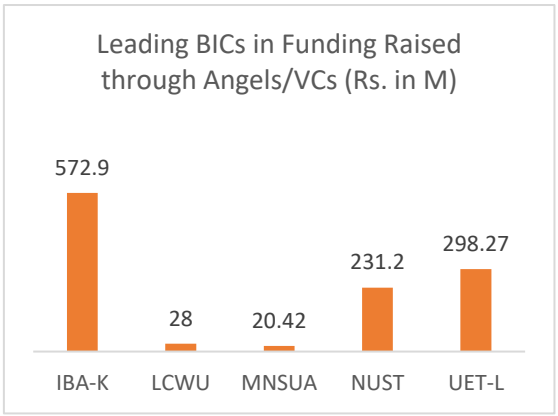
The Funding Opportunities KPI presents a **significant shift in funding dynamics** during FY 2024–25. Startups at BICs collectively raised approximately **PKR 1,500 million**, marking a **substantial increase compared to the previous year**. Notably, **Seed/Angel/VC investment accounted for PKR 1,178.7 million**, highlighting a strong surge in **equity-based financing and growing investor interest** in BIC-supported ventures.

In contrast, **direct funding facilitated by BICs remained limited at PKR 274.17 million**, while startups independently secured **PKR 103.14 million** (mainly pre-seed and grants), indicating that **startups are increasingly taking the lead in mobilizing financial resources**. This evolving pattern reflects improving market readiness and investor confidence; however, it also underscores the need for BICs to **further strengthen structured investor linkages, deal flow pipelines, and fundraising support mechanisms** to play a more proactive role in enabling startup financing.









Post Incubation Facilitation & Support

The KPI highlights ongoing challenges in startup sustainability beyond incubation. The average survival rate of startups post incubation program declined to **36.88%** from previous year's 40%, indicating that a significant proportion of startups continue to face difficulties in sustaining operations post-graduation.

The relatively low survival rate points to gaps in scaling support, market integration, and access to finance. This underscores the need for stronger post-incubation frameworks, including structured follow-on support, investor readiness, and ecosystem linkages to ensure long-term viability of startups.

The average revenue of graduated startups stood at **PKR 1.45 million per startup**. This constrained performance is influenced by challenges including restricted access to high-value markets, inadequate follow-on funding, and limited strategic mentorship—areas that BICs can prioritize to better support graduated ventures.

The **IPO/Acquisition KPI remains largely unmet**, with only **one startup successfully exiting (from NUST BIC)**. This highlights the need for targeted guidance on exit strategies and commercialization pathways to help startups achieve long-term scale and investor-ready outcomes.

Conclusion & Way Forward

The FY 2024–25 assessment of Business Incubation Centers (BICs) reflects an ecosystem that is steadily transitioning from infrastructure expansion to performance optimization and impact generation. The improvement in average performance scores, increased startup intake, and strong growth in revenue generation and private investment collectively indicate that BICs are evolving into functional innovation platforms within Higher Education Institutions (HEIs).

However, the analysis also highlights a critical structural shift: while access to incubation and entrepreneurial participation has expanded, the depth, quality, and sustainability of outcomes remain uneven across the network. This divergence suggests that the next phase of the BIC program must move beyond input- and activity-based metrics towards outcome-driven performance aligned with global incubation standards, where success is measured through startup survival, scale, investment readiness, and exits.

A key emerging trend is the increasing independence of startups in mobilizing funding, particularly through Seed/Angel and Venture Capital channels. While this signals growing market confidence, it also underscores a strategic gap—BICs are yet to fully position themselves as active market connectors and investment facilitators, a role that leading international incubators increasingly play. Similarly, the persistently low post-incubation survival rates and limited exit outcomes point to the absence of structured scale-up and follow-on support mechanisms, which are critical components of mature incubation ecosystems globally.

Furthermore, governance and institutional ownership remain uneven, with several BICs lacking fully functional oversight structures. International best practices emphasize strong governance, performance accountability, and professional management autonomy as foundational pillars of high-performing incubation systems—areas that require continued strengthening within the BIC network.

To align the BICs at HEIs with international benchmarks and unlock its full potential, the following strategic directions are proposed:

(a) **Institutionalize Post-Incubation & Scale-Up Support:** Establish a formal post-incubation framework at BICs including alumni networks, structured mentorship, investor matchmaking, and access to growth-stage capital. BICs should evolve into long-term ecosystem anchors supporting startups beyond graduation.

(b) **Strengthen Investment Facilitation & Market Linkages:** Position BICs as active intermediaries in the investment ecosystem by developing curated deal flow pipelines, hosting investor syndicates, and integrating with national and international funding networks.

(c) **Enhance Governance & Accountability Mechanisms:** Ensure full compliance with HEC BIC Policy by operationalizing governing bodies, strengthening performance-based management, and linking funding allocations to validated outcomes and progression across KPIs.

(d) **Strengthen BICs within the Innovation-to-Market Pipeline:** Enabling BICs as key platforms for transforming innovative ideas into sustainable enterprises through incubation, business development support, market access, investor linkages, and coordinated engagement with ORICs and other innovation ecosystem actors.

(e) Build Capacity through Global Exposure & Benchmarking: The HEIs should facilitate international linkages, exchange programs, and partnerships with leading incubation ecosystems to enhance managerial capacity, adopt best practices, and improve global competitiveness.

Detailed Results

1	**Abdul Wali Khan University, Mardan**	**Category Validated**	**Y**
		Score Validated	**41**
A	Facilities & Human Resources	8	80.0%
B	Initiatives & Linkages	7	53.8%
C	Capacity Building & Mentoring	7	70.0%
D	Faculty-led Startups	1	7.1%
E	Student-led Startups	0	0.0%
F	Funding Opportunities	3	25.0%
G	Incubation Processes	12	60.0%
H	Post Incubation Matrices	3	30.0%

2	**Abbotabad University of Science & Technology, Abbotabad**	**Category Validated**	**Under Performing**
		Score Validated	**33**
A	Facilities & Human Resources	8	80.0%
B	Initiatives & Linkages	1	7.7%
C	Capacity Building & Mentoring	6	60.0%
D	Faculty-led Startups	2	14.3%
E	Student-led Startups	4	36.4%
F	Funding Opportunities	2	16.7%
G	Incubation Processes	9	45.0%
H	Post Incubation Matrices	1	10.0%

3	**Air University, Islamabad**	**Category Validated**	**X**
		Score Validated	**71**
A	Facilities & Human Resources	10	100.0%
B	Initiatives & Linkages	9	69.2%
C	Capacity Building & Mentoring	9	90.0%
D	Faculty-led Startups	6	42.9%
E	Student-led Startups	11	100.0%
F	Funding Opportunities	3	25.0%
G	Incubation Processes	17	85.0%
H	Post Incubation Matrices	6	60.0%

4	**Bahria University, Islamabad**	**Category Validated**	**X**
		Score Validated	**77**
A	Facilities & Human Resources	9	90.0%
B	Initiatives & Linkages	11	84.6%
C	Capacity Building & Mentoring	10	100.0%
D	Faculty-led Startups	5	35.7%
E	Student-led Startups	11	100.0%
F	Funding Opportunities	7	58.3%
G	Incubation Processes	16	80.0%
H	Post Incubation Matrices	8	80.0%

5	**Balochistan University of IT, Engineering & Management Sciences, Quetta**	**Category Validated**	**X**
		Score Validated	**78**
A	Facilities & Human Resources	10	100.0%
B	Initiatives & Linkages	9	69.2%
C	Capacity Building & Mentoring	10	100.0%
D	Faculty-led Startups	8	57.1%
E	Student-led Startups	11	100.0%
F	Funding Opportunities	6	50.0%
G	Incubation Processes	17	85.0%
H	Post Incubation Matrices	7	70.0%

6	**COMSATS University, Islamabad**	**Category Validated**	**X**
		Score Validated	**72**
A	Facilities & Human Resources	10	100.0%
B	Initiatives & Linkages	8	61.5%
C	Capacity Building & Mentoring	9	90.0%
D	Faculty-led Startups	9	64.3%
E	Student-led Startups	8	72.7%
F	Funding Opportunities	3	25.0%
G	Incubation Processes	17	85.0%
H	Post Incubation Matrices	8	80.0%

7	**DOW University of Health Sciences, Karachi**	**Category Validated**	**X**
		Score Validated	**70**
A	Facilities & Human Resources	8	80.0%
B	Initiatives & Linkages	6	46.2%
C	Capacity Building & Mentoring	10	100.0%
D	Faculty-led Startups	8	57.1%
E	Student-led Startups	11	100.0%
F	Funding Opportunities	4	33.3%
G	Incubation Processes	19	95.0%
H	Post Incubation Matrices	4	40.0%

8	**Fatima Jinnah Women University, Rawalpindi**	**Category Validated**	**X**
		Score Validated	**65**
A	Facilities & Human Resources	9	90.0%
B	Initiatives & Linkages	11	84.6%
C	Capacity Building & Mentoring	8	80.0%
D	Faculty-led Startups	4	28.6%
E	Student-led Startups	7	63.6%
F	Funding Opportunities	3	25.0%
G	Incubation Processes	17	85.0%
H	Post Incubation Matrices	6	60.0%

9	Government College University, Faisalabad	Category Validated	X
		Score Validated	61
A	Facilities & Human Resources	10	100.0%
B	Initiatives & Linkages	7	53.8%
C	Capacity Building & Mentoring	9	90.0%
D	Faculty-led Startups	6	42.9%
E	Student-led Startups	6	54.5%
F	Funding Opportunities	2	16.7%
G	Incubation Processes	16	80.0%
H	Post Incubation Matrices	5	50.0%

10	Government College University, Lahore	Category Validated	Under Performing
		Score Validated	38
A	Facilities & Human Resources	8	80.0%
B	Initiatives & Linkages	8	61.5%
C	Capacity Building & Mentoring	7	70.0%
D	Faculty-led Startups	0	0.0%
E	Student-led Startups	0	0.0%
F	Funding Opportunities	4	33.3%
G	Incubation Processes	9	45.0%
H	Post Incubation Matrices	2	20.0%

11	Institute of Business Administration, Karachi	Category Validated	W
		Score Validated	82
A	Facilities & Human Resources	10	100.0%
B	Initiatives & Linkages	13	100.0%
C	Capacity Building & Mentoring	10	100.0%
D	Faculty-led Startups	7	50.0%
E	Student-led Startups	7	63.6%
F	Funding Opportunities	9	75.0%
G	Incubation Processes	18	90.0%
H	Post Incubation Matrices	8	80.0%

12	Institute of Management Science, Peshawar	Category Validated	X
		Score Validated	65
A	Facilities & Human Resources	9	90.0%
B	Initiatives & Linkages	10	76.9%
C	Capacity Building & Mentoring	8	80.0%
D	Faculty-led Startups	5	35.7%
E	Student-led Startups	8	72.7%
F	Funding Opportunities	5	41.7%
G	Incubation Processes	16	80.0%
H	Post Incubation Matrices	4	40.0%

13	Institute of Space Technology, Islamabad	Category Validated	X
		Score Validated	72
A	Facilities & Human Resources	9	90.0%
B	Initiatives & Linkages	9	69.2%
C	Capacity Building & Mentoring	10	100.0%
D	Faculty-led Startups	7	50.0%
E	Student-led Startups	7	63.6%
F	Funding Opportunities	6	50.0%
G	Incubation Processes	19	95.0%
H	Post Incubation Matrices	5	50.0%

14	International Islamic University, Islamabad	Category Validated	X
		Score Validated	76
A	Facilities & Human Resources	10	100.0%
B	Initiatives & Linkages	11	84.6%
C	Capacity Building & Mentoring	8	80.0%
D	Faculty-led Startups	8	57.1%
E	Student-led Startups	8	72.7%
F	Funding Opportunities	4	33.3%
G	Incubation Processes	19	95.0%
H	Post Incubation Matrices	8	80.0%

15	Karakoram University, Gilgit	Category Validated	X
		Score Validated	71
A	Facilities & Human Resources	9	90.0%
B	Initiatives & Linkages	11	84.6%
C	Capacity Building & Mentoring	9	90.0%
D	Faculty-led Startups	4	28.6%
E	Student-led Startups	8	72.7%
F	Funding Opportunities	5	41.7%
G	Incubation Processes	20	100.0%
H	Post Incubation Matrices	5	50.0%

16	Khyber Medical University, Peshawar	Category Validated	Under Performing
		Score Validated	30
A	Facilities & Human Resources	4	40.0%
B	Initiatives & Linkages	5	38.5%
C	Capacity Building & Mentoring	6	60.0%
D	Faculty-led Startups	0	0.0%
E	Student-led Startups	0	0.0%
F	Funding Opportunities	0	0.0%
G	Incubation Processes	11	55.0%
H	Post Incubation Matrices	4	40.0%

17	Kinnaird College for Women University, Lahore	Category Validated	X
		Score Validated	62
A	Facilities & Human Resources	10	100.0%
B	Initiatives & Linkages	10	76.9%
C	Capacity Building & Mentoring	9	90.0%
D	Faculty-led Startups	6	42.9%
E	Student-led Startups	2	18.2%
F	Funding Opportunities	4	33.3%
G	Incubation Processes	15	75.0%
H	Post Incubation Matrices	6	60.0%

18	Lahore College for Women University, Lahore	Category Validated	X
		Score Validated	78
A	Facilities & Human Resources	9	90.0%
B	Initiatives & Linkages	11	84.6%
C	Capacity Building & Mentoring	10	100.0%
D	Faculty-led Startups	6	42.9%
E	Student-led Startups	9	81.8%
F	Funding Opportunities	8	66.7%
G	Incubation Processes	19	95.0%
H	Post Incubation Matrices	6	60.0%

19	Mirpur University of Science & Technology, Mirpur	Category Validated	X
		Score Validated	77
A	Facilities & Human Resources	9	90.0%
B	Initiatives & Linkages	9	69.2%
C	Capacity Building & Mentoring	10	100.0%
D	Faculty-led Startups	9	64.3%
E	Student-led Startups	9	81.8%
F	Funding Opportunities	7	58.3%
G	Incubation Processes	19	95.0%
H	Post Incubation Matrices	5	50.0%

20	Mehran University of Engineering & Technology, Jamshoro	Category Validated	Under Performing
		Score Validated	9
A	Facilities & Human Resources	6	60.0%
B	Initiatives & Linkages	0	0.0%
C	Capacity Building & Mentoring	0	0.0%
D	Faculty-led Startups	0	0.0%
E	Student-led Startups	0	0.0%
F	Funding Opportunities	0	0.0%
G	Incubation Processes	3	15.0%
H	Post Incubation Matrices	0	0.0%

21	Muhammad Nawaz Shareef University of Agriculture, Multan	Category Validated	W
		Score Validated	82
A	Facilities & Human Resources	9	90.0%
B	Initiatives & Linkages	9	69.2%
C	Capacity Building & Mentoring	10	100.0%
D	Faculty-led Startups	12	85.7%
E	Student-led Startups	11	100.0%
F	Funding Opportunities	5	41.7%
G	Incubation Processes	18	90.0%
H	Post Incubation Matrices	8	80.0%

22	National Textile University, Faisalabad	Category Validated	W
		Score Validated	81
A	Facilities & Human Resources	9	90.0%
B	Initiatives & Linkages	13	100.0%
C	Capacity Building & Mentoring	10	100.0%
D	Faculty-led Startups	8	57.1%
E	Student-led Startups	11	100.0%
F	Funding Opportunities	5	41.7%
G	Incubation Processes	17	85.0%
H	Post Incubation Matrices	8	80.0%

23	National University of Modern Languages, Islamabad	Category Validated	W
		Score Validated	81
A	Facilities & Human Resources	9	90.0%
B	Initiatives & Linkages	13	100.0%
C	Capacity Building & Mentoring	10	100.0%
D	Faculty-led Startups	7	50.0%
E	Student-led Startups	11	100.0%
F	Funding Opportunities	7	58.3%
G	Incubation Processes	20	100.0%
H	Post Incubation Matrices	4	40.0%

24	National University of Sciences and Technology, Islamabad	Category Validated	W
		Score Validated	94
A	Facilities & Human Resources	10	100.0%
B	Initiatives & Linkages	11	84.6%
C	Capacity Building & Mentoring	10	100.0%
D	Faculty-led Startups	13	92.9%
E	Student-led Startups	11	100.0%
F	Funding Opportunities	12	100.0%
G	Incubation Processes	20	100.0%
H	Post Incubation Matrices	7	70.0%

25	NED University of Engineering and Technology, Karachi	Category Validated	X
		Score Validated	73
A	Facilities & Human Resources	8	80.0%
B	Initiatives & Linkages	13	100.0%
C	Capacity Building & Mentoring	10	100.0%
D	Faculty-led Startups	5	35.7%
E	Student-led Startups	8	72.7%
F	Funding Opportunities	5	41.7%
G	Incubation Processes	18	90.0%
H	Post Incubation Matrices	6	60.0%

26	Pakistan Institute of Engineering and Applied Sciences, Islamabad	Category Validated	Y
		Score Validated	51
A	Facilities & Human Resources	6	60.0%
B	Initiatives & Linkages	7	53.8%
C	Capacity Building & Mentoring	10	100.0%
D	Faculty-led Startups	0	0.0%
E	Student-led Startups	3	27.3%
F	Funding Opportunities	7	58.3%
G	Incubation Processes	15	75.0%
H	Post Incubation Matrices	3	30.0%

27	Pak-Austria Fachhochschule Institute of Applied Sciences and Technology, Haripur	Category Validated	X
		Score Validated	77
A	Facilities & Human Resources	9	90.0%
B	Initiatives & Linkages	8	61.5%
C	Capacity Building & Mentoring	8	80.0%
D	Faculty-led Startups	10	71.4%
E	Student-led Startups	11	100.0%
F	Funding Opportunities	8	66.7%
G	Incubation Processes	17	85.0%
H	Post Incubation Matrices	6	60.0%

28	Sindh Agriculture University, Tandojam	Category Validated	Y
		Score Validated	40
A	Facilities & Human Resources	7	70.0%
B	Initiatives & Linkages	3	23.1%
C	Capacity Building & Mentoring	6	60.0%
D	Faculty-led Startups	4	28.6%
E	Student-led Startups	3	27.3%
F	Funding Opportunities	1	8.3%
G	Incubation Processes	13	65.0%
H	Post Incubation Matrices	3	30.0%

29	Sukkur Institute of Business Administration, Sukkur	Category Validated	W
		Score Validated	82
A	Facilities & Human Resources	10	100.0%
B	Initiatives & Linkages	10	76.9%
C	Capacity Building & Mentoring	10	100.0%
D	Faculty-led Startups	7	50.0%
E	Student-led Startups	11	100.0%
F	Funding Opportunities	8	66.7%
G	Incubation Processes	18	90.0%
H	Post Incubation Matrices	8	80.0%

30	University of Agriculture, Faisalabad	Category Validated	W
		Score Validated	88
A	Facilities & Human Resources	8	80.0%
B	Initiatives & Linkages	13	100.0%
C	Capacity Building & Mentoring	10	100.0%
D	Faculty-led Startups	14	100.0%
E	Student-led Startups	11	100.0%
F	Funding Opportunities	6	50.0%
G	Incubation Processes	18	90.0%
H	Post Incubation Matrices	8	80.0%

31	University of Engineering and Technology, Lahore	Category Validated	W
		Score Validated	81
A	Facilities & Human Resources	9	90.0%
B	Initiatives & Linkages	11	84.6%
C	Capacity Building & Mentoring	10	100.0%
D	Faculty-led Startups	10	71.4%
E	Student-led Startups	9	81.8%
F	Funding Opportunities	6	50.0%
G	Incubation Processes	18	90.0%
H	Post Incubation Matrices	8	80.0%

32	University of Gujrat, Gujrat	Category Validated	X
		Score Validated	63
A	Facilities & Human Resources	9	90.0%
B	Initiatives & Linkages	8	61.5%
C	Capacity Building & Mentoring	9	90.0%
D	Faculty-led Startups	5	35.7%
E	Student-led Startups	7	63.6%
F	Funding Opportunities	2	16.7%
G	Incubation Processes	18	90.0%
H	Post Incubation Matrices	5	50.0%

33	University of Haripur, Haripur	Category Validated	Y
		Score Validated	47
A	Facilities & Human Resources	9	90.0%
B	Initiatives & Linkages	5	38.5%
C	Capacity Building & Mentoring	10	100.0%
D	Faculty-led Startups	7	50.0%
E	Student-led Startups	0	0.0%
F	Funding Opportunities	1	8.3%
G	Incubation Processes	13	65.0%
H	Post Incubation Matrices	2	20.0%

34	University of Malakand, Malakand	Category Validated	Under Performing
		Score Validated	13
A	Facilities & Human Resources	6	60.0%
B	Initiatives & Linkages	3	23.1%
C	Capacity Building & Mentoring	0	0.0%
D	Faculty-led Startups	0	0.0%
E	Student-led Startups	0	0.0%
F	Funding Opportunities	0	0.0%
G	Incubation Processes	4	20.0%
H	Post Incubation Matrices	0	0.0%

35	University of the Punjab, Lahore	Category Validated	Y
		Score Validated	49
A	Facilities & Human Resources	6	60.0%
B	Initiatives & Linkages	10	76.9%
C	Capacity Building & Mentoring	7	70.0%
D	Faculty-led Startups	2	14.3%
E	Student-led Startups	3	27.3%
F	Funding Opportunities	2	16.7%
G	Incubation Processes	11	55.0%
H	Post Incubation Matrices	8	80.0%

36	University of Sargodha	Category Validated	X
		Score Validated	70
A	Facilities & Human Resources	10	100.0%
B	Initiatives & Linkages	11	84.6%
C	Capacity Building & Mentoring	9	90.0%
D	Faculty-led Startups	7	50.0%
E	Student-led Startups	9	81.8%
F	Funding Opportunities	5	41.7%
G	Incubation Processes	19	95.0%
H	Post Incubation Matrices	0	0.0%

37	University of Veterinary and Animal Sciences, Lahore	Category Validated	X
		Score Validated	74
A	Facilities & Human Resources	9	90.0%
B	Initiatives & Linkages	10	76.9%
C	Capacity Building & Mentoring	10	100.0%
D	Faculty-led Startups	5	35.7%
E	Student-led Startups	6	54.5%
F	Funding Opportunities	7	58.3%
G	Incubation Processes	19	95.0%
H	Post Incubation Matrices	8	80.0%