

Higher Education Commission

Research & Innovation Wing

Business Incubation Centers – Annual Scorecards Validation Report 2022-23

Introduction

In pursuit of fostering innovation, entrepreneurship, and economic development, the Higher Education Commission (HEC) has played a pivotal role in establishing Business Incubation Centers (BICs) across the academic landscape. These incubators serve as catalysts for nurturing and supporting emerging startups, fostering a culture of creativity and enterprise within HEIs.

HEC has so far established 38 BICs across different public sector universities in Pakistan. In addition to the funding provided by HEC for the BICs during their initial period of establishment, they are also included in various capacity building initiatives, and are taken onboard for national and international collaborations and opportunities initiated by the HEC.

This report aims to provide a comprehensive validation of the effectiveness and impact of the Business Incubation Centers established by the HEC. By meticulously evaluating key performance indicators, stakeholder engagements, and program outcomes through the Self-Assessment Scorecard, the report helps in gaining insights into the progress made, challenges encountered, and opportunities for enhancement within the BICs.

Scorecard Validation

HEC measures the performance of all established BICs through a 'Self-Assessment Scorecard'. For the FY 2022-23, BICs were requested to furnish their performance and progress through the **Research for Innovation Portal** (<https://rfi.hec.gov.pk>). The Higher Education Commission received scorecard reports via the RFI Portal, an automated solution, which has enhanced the overall efficiency, consistency, timeliness, and transparency, ultimately contributing to the continuous improvement and success of the BIC ecosystem.

The self-assessment scorecard for BICs is categorized under the following Key Performance Indicators in respective major heads. It is pertinent to mention that the Key Performance Indicators are derived from HEC's BIC Policy 2021.

Sr. No.	Key Performance Indicator	Score Assigned
A	Human Resource & Facilitation	10
B	BIC Adopted Incubation Process	20
C	Startups Facilitation & Support	20
D	Funding Opportunities & Linkages	25
E	Post Incubation Strategies	10
F	Capacity Building & Mentoring	15
Total		100

Ranking criteria is also devised through the BIC Policy to categorize the performance of BICs in accordance with following thresholds:

Category	Score	Performance Scale
W	80 and above	Top Performer
X	60 – 79	Satisfactory Performer
Y	40 – 59	Average Performer
Z	-	Non-Performing / Non-Complying

For FY 2022-23, HEC requested the Self-Assessment Scorecard submission to eligible **Thirty-three Business Incubation Centres** established across different universities of Pakistan. However, only **Twenty-six Business Incubation Centres** successfully completed the Self-Assessment activity and submitted to the HEC their duly filled scorecards with proper documentary evidence within the stipulated timelines. It is also pertinent to mention that **Five Business Incubation Centres** that were established during the year 2022-23, were not eligible to submit their scorecards, as the reporting period was their initial year of establishment.

The Higher Education Commission has reviewed the scorecards submitted by the **Twenty-Six BICs**, reflecting their performance and achievements for FY 2022-23. The validated results show a promising picture in addition to highlighting areas of improvement for the BICs and ecosystem enablers.

Category	Number of BICs
W	08
X	07
Y	07
Non-complying – Z	04
Total BICs Validated	26

Business Incubation Centres' individual, summarized results are hereunder:

Sr. No.	University / BIC Name	Validated Score	Category
1	Abbottabad University of Science & Technology, Abbottabad	18	Z
2	Bahria University, Islamabad	91	W
3	Baluchistan University of Information Technology Engineering & Management Sciences, Quetta	78	X
4	COMSATS University, Islamabad	76	X
5	DOW University of Health Sciences, Karachi	67	X
6	Fatima Jinnah Women University, Rawalpindi	51	Y
7	Government College University, Faisalabad	55	Y
8	Institute of Business Administration, Sukkur	82	W
9	Institute of Management Sciences, Peshawar	73	X
10	Institute of Space Technology, Islamabad	80	W
11	International Islamic University, Islamabad	70	X
12	Karakoram International University, Gilgit	57	Y
13	Khyber Medical University, Peshawar	44	Y
14	Kinnaird College for Women, Lahore	72	X
15	Muhammad Nawaz Sharif University of Agriculture, Multan	81	W
16	National Textile University, Faisalabad	78	X
17	National University of Modern Languages, Islamabad	84	W
18	National University of Science & Technology, Islamabad	91	W
19	NED University of Engineering & Technology, Karachi	82	W
20	Quaid-e-Azam University, Islamabad	45	Y
21	Sindh Agriculture University, Tandojam	32	Z
22	University of Agriculture, Faisalabad	87	W
23	University of Engineering & Technology, Lahore	44	Y
24	University of Gujrat, Gujrat	32	Z

25	University of Haripur, Haripur	40	Y
26	University of the Punjab, Lahore	35	Z

Performance & Achievements of BICs

It is worth mentioning that, in addition to the **Ten Business Incubation Centres** who managed to retain their categories, **Five Business Incubation Centres** have demonstrated notable improvement in their performance. This achievement underscores the commitment and dedication of these centres to enhance their support for startups and fostering a thriving entrepreneurial ecosystem. This improvement also signifies a positive trajectory for these BICs, reflecting their responsiveness to training provided by HEC on managing an incubator and startup incubation practices followed globally.

Sr. No.	Business Incubation Center	Remarks
1	Institute of Management Sciences, Peshawar	Category Improved: X from Y The BIC showed improvements in two key areas, i.e. Startup Facilitation & Support , and Funding Opportunities & Linkages .
2	Institute of Space Technology, Islamabad	Category Improved: W from X The BIC showed improvements in two key areas, i.e. Startup Facilitation & Support , and Capacity Building & Mentoring .
3	National University of Modern Languages, Islamabad	Category Improved: W from X The BIC showed improvements in two key areas, i.e. Startup Facilitation & Support , and Funding Opportunities & Linkages .
4	NED University of Engineering & Technology, Karachi	Category Improved: W from X The BIC showed improvements in two key areas, i.e. BIC Adopted Incubation Practices , and Capacity Building & Mentoring .
5	University of Agriculture, Faisalabad	Category Improved: W from X The BIC showed improvements in two key areas, i.e. BIC Adopted Incubation Practices , and Capacity Building & Mentoring .

Similarly, **Two Business Incubation Centres** have demonstrated commendable performance, particularly noteworthy as this marks their inaugural assessment. These centres, **one being operational at a female centric HEI**, can play a leading role by providing continued support to startups and fostering an environment conducive to innovation and entrepreneurship.

Sr. No.	Business Incubation Center	Remarks
1	Kinnaird College for Women, Lahore	The BICs showed notable progress in two key areas, i.e. BIC Adopted Incubation Practices , and Capacity Building & Mentoring .
2	Muhammad Nawaz Sharif University of Agriculture Multan, Multan	
	Category Validated: X	
	Category Validated: W	

The following **Five Business Incubation Centres** at respective Universities were recently established by HEC in FY 2022-23, hence as per program policy, they remain in **“Y – Average Performing”** Category for the first year of operations:

- (a) Air University, Islamabad
- (b) Lahore College for Women University, Lahore
- (c) Mirpur University of Science & Technology, Mirpur
- (d) Mehran University of Engineering & Technology, Jamshoro
- (e) Pak-Austria Fachhochschule Institute of Applied Sciences and Technology, Haripur

However, **Four Business Incubation Centres** have shown a decline in their performance. This majorly relates to the absence of dedicated Human Resource within these BICs and inconsistent support being extended from the HEI's senior management towards strengthening of entrepreneurial spirit through the BICs. The BIC Directors/Managers working on an additional charge in the Business Incubation Centers has become a serious challenge and obstacle in the impact-oriented delivery of these centers.

Sr. No.	Business Incubation Center	Remarks
1	Karakoram International University, Gilgit	Category Regressed: Y from X The three weak areas identified for the BIC include Startup Facilitation & Support, Funding Opportunities & Linkages , and Capacity Building & Mentoring .
2	University of Engineering & Technology, Lahore	Category Regressed: Y from X The two weak areas identified for the BIC include Startup Facilitation & Support , and Post Incubation Strategies .

3	University of Gujrat, Gujrat	Category Regressed: Z from Y The two weak areas identified for the BIC include Startup Facilitation & Support, and Funding Opportunities & Linkages.
4	University of the Punjab, Lahore	Category Regressed: Z from Y The three weak areas identified for the BIC include BIC Adopted Incubation Processes, Startup Facilitation & Support, and Funding Opportunities & Linkages.

In addition to the BICs having deteriorated performance, the following **Seven Business Incubation Centres** at respective Universities have been placed in “**Z – Non-Performing Category**” as they failed to submit their BIC Self-Assessment Scorecard.

- (a) Abdul Wali Khan University, Mardan
- (b) Government College University, Lahore
- (c) Pakistan Institute of Engineering and Applied Sciences, Islamabad
- (d) University of Azad Jammu & Kashmir
- (e) University of Engineering and Technology, Peshawar
- (f) University of Malakand, Malakand
- (g) University of Veterinary and Animal Sciences, Lahore

BICs Showing No Improvement: The Business Incubation Centres at (a) Pakistan Institute of Engineering and Applied Sciences, Islamabad, (b) University of Azad Jammu & Kashmir, and (c) University of Malakand, Malakand were categorized as non-performing in the previous report for FY 2021-22 as well. The consistent presence of lacklustre results and a casual approach underscores the necessity for senior management’s strategized interventions within these Higher Education Institutions (HEIs). This is crucial to ensure that their advancements and accomplishments are recognized by the Higher Education Commission (HEC) and appropriately documented.

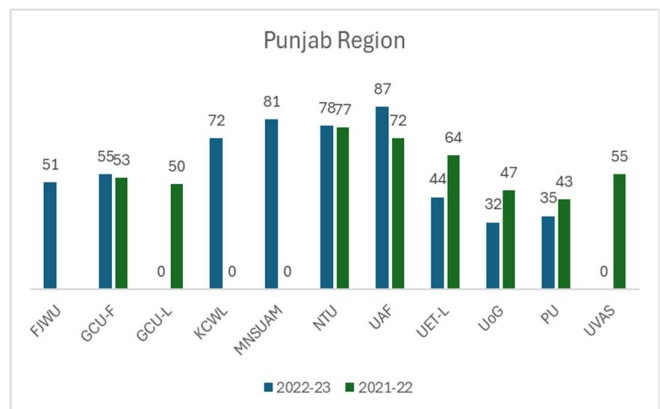
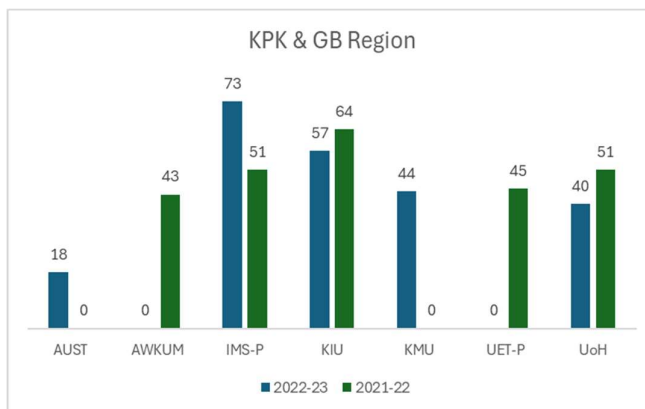
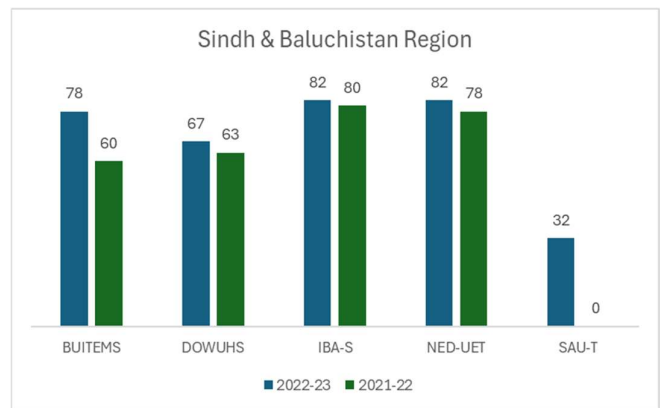
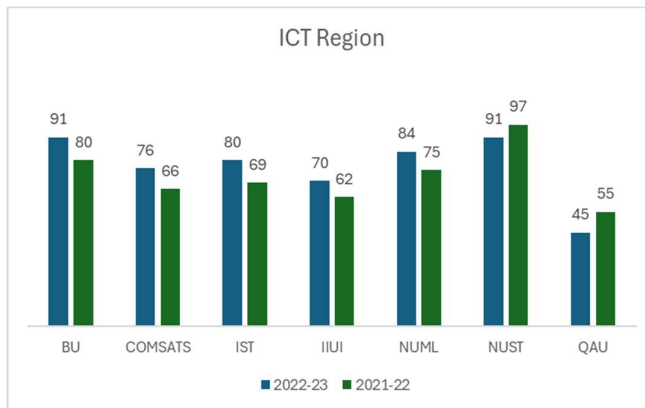
BICs have also been frequently advised by HEC for compliance with the BIC Policy 2021, however, this year’s validation exercise has revealed that **42% of the evaluated BICs did not have full-time dedicated Director/Manager Business Incubation Center.** The role is observed to be handed to academic or managerial personnel within universities as an additional responsibility alongside their original assignments. Such an arrangement does not permit the dedication demanded by the role of the BIC Head and hence becomes an obstruction to the envisioned objectives of the BIC.

Major Achievements on Key Performance Indicators

Reporting Period	Average Sectional Scores Comparison					
	HR	Incubation	Startup Facilitation	Funding	Post-Incubation	Capacity Building
FY 2021-22	91%	76%	45%	51%	56%	88%
FY 2022-23	88%	73%	53%	54%	57%	79%

The table projects the average percentage score of BICs in each of the scorecard's sections for FY 22-23 and FY 22-21. Overall, it is evident that the comparative performance in all KPIs of the BICs remained at par with the scores during previous validation report.

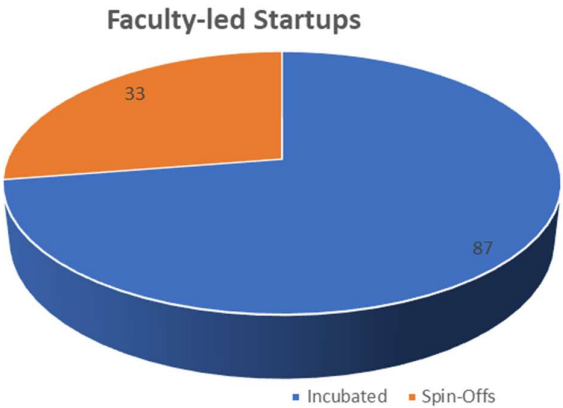
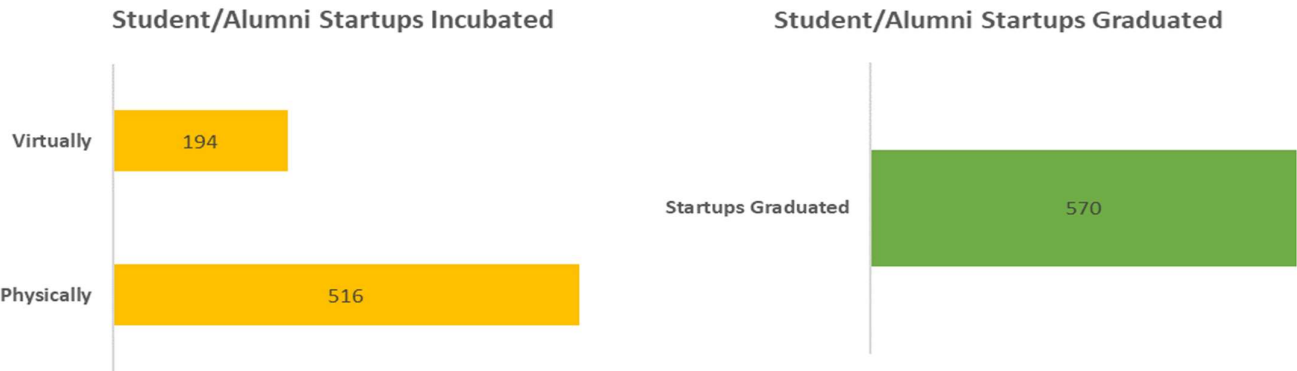
Analysing the **Comparative Performance of the Business Incubation Centres** we see that around 70% of the BICs have shown sizable improvement in their deliverables.



The key performance indicator wise performance of BICs is reflected in the following sections:

Startups Incubation

A rising trend is noted in young and promising startups looking for a formal incubation program via the BICs. The startups formally incubated at the BICs have shown a 47% increase in numbers as compared to the startups incubated at BICs during the previous fiscal year. *This majorly relates to the increased awareness among startups about the support available through BICs along with an improvement in availability of required services such as incubation space, network building, mentoring & coaching, etc.* A hybrid incubation facilitation for startups is also witnessed at the BICs this year, as around 200 startups were aided through a virtual incubation program being offered by the BICs. *This resonates with the rising trend among startups who are looking for a blended / virtual incubation program keeping in pace with the global virtual connectivity pattern.*



Funding Raised by Startups

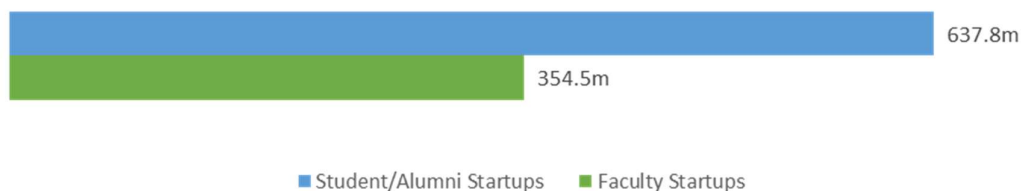
We also see a 30% increase in funding raised by the startups incubated at the BICs as compared to the funding raised during FY 2021-22. The funding sources include the pre-seed funding opportunities being offered by the HEIs, HEC's seed funding initiatives (the Innovator Seed Fund), and other corporate sources including angel investments and Venture Capital fundings.



Revenue Generation

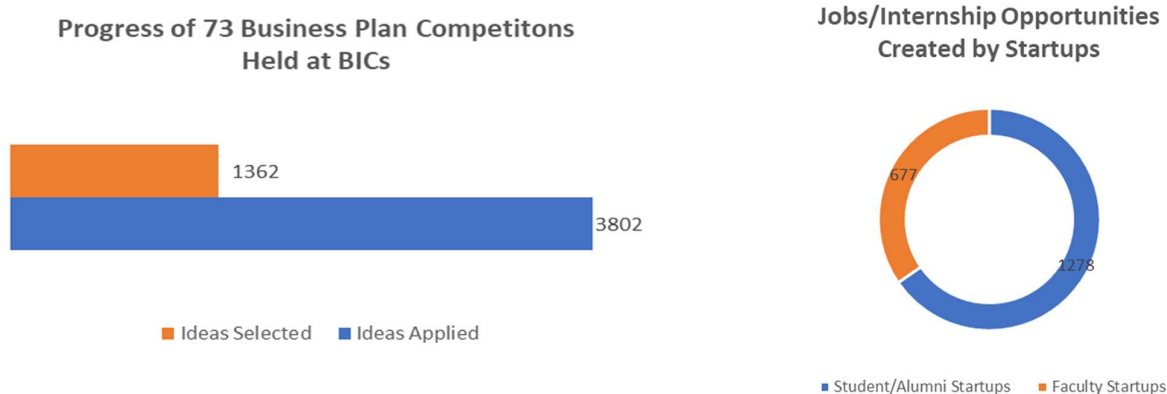
The startups incubated at the BICs also showed considerable performance in terms of revenue generation, signifying the availability of services and facilitation at the BICs including overall mentoring and coaching, business plan development, marketing, and other legal and financial services for the startups.

Revenue Generated by Startups



Operational Activities

The operational activities including the Business Plan Competitions, Bootcamps, Hackathons, etc. have become a regular feature at the BICs to gear awareness among students and faculty members about incubation, entrepreneurship, and innovation. This year, the operational activities at the BICs witnessed an upward trend showing an overall 78% increase, resonating with the rising trend and awareness among students and researchers towards entrepreneurship as a career choice. The ideas that applied for business plan competitions showed a 12% increase, whereas the ideas that were selected through these competitions showed an increase of 60%, reflecting the greater interest of young startups and students of HEIs towards entrepreneurship.



Key Findings & Recommendations

Through rigorous assessment and analysis, the Business Incubation Centers Annual Progress Report has identified both strengths and areas for improvement within the BIC ecosystem. However, following key recommendations are put forward for the consideration of Business Incubation Centers and senior management at the respective HEIs to ensure positive impact and improved service delivery at the centers:

- Strengthening Startup Facilitation & Support System:** The BICs must implement tailored / customized incubation programs at their facilities to address the specific needs and challenges of startups at different stages of development. These include programs/modules for ideation stage startups to formal programs and offerings for mature startups. Similarly, to cater the rising trend of female entrepreneurship, BICs must equip themselves with relevant resources / mentors to address the needs of female led startups.
- Collaborations and Networking:** The BICs should rapidly develop closer collaboration with industry experts, mentors, and successful entrepreneurs to provide targeted guidance and mentorship to startups. Focus should also be made on alumnus of the BICs who have successfully graduated from the center who can in turn become a valuable resource for the current incubates. Lastly, the BIC Steering Committees at most of the BICs are non-operational or have very negligible representation of industry/corporate experts in it. This should be revisited by the BICs, and steering committees should be constituted in accordance with the HEC BIC Policy 2021.
- Post-Incubation Strategies:** There is a dire need at BICs to develop structured post-incubation programs and resources to support graduated startups in scaling their businesses and accessing new markets. This new feature will also be crucial for the BIC in having its own impact assessment and furthering its strategies.

- d. Addressing Human Resource Allocation Issues: The BICs must ensure the presence of dedicated full time human resources having notable experience within the innovation and entrepreneurial domain at the BIC facility. It has been observed that BICs have academic staff appointed on the role of Head Incubation Center, who often lack the practical experience and entrepreneurial mindset needed to provide relevant guidance and support to startups.

In addition to the key recommendations for the BICs, the HEC will also play its integral role in providing continued support for the incubation centers and startups through following action items:

- a. Addressing Capacity Building Requirements: HEC in collaboration with its national and international partners will continue to invest in training and professional development opportunities for BIC staff to enhance their skills in mentoring, coaching, and supporting startups. The recently concluded startup incubation cycle and incubation center management training provided by HEC to 60+ BIC personnel remained a welcoming initiative for the BICs.
- b. Onboarding BICs in HEC's national/international collaborations and periodically arranging relevant forums/events for facilitation e.g. Industry Connectivity Roundtables, Investor Connect Event, etc.
- c. Seed-Funding Opportunities for Startups: The Innovator Seed Fund turned out to be one of its kind initiatives of HEC that supported 43 young and innovative startups with up to \$35000 in seed funding per awardee. HEC will continue to introduce such opportunities for the promising graduated startups of the BICs to help scale them and increase their market presence.

Detailed Results

The detailed results of scorecards with respect to major KPIs, for all HEC-Established BICs are presented below:

1	Abbottabad University of Science & Technology, Abbottabad	Category	Z
		Score Obtained	18
A.	Human Resource & Facilitation	04	40%
B.	BIC Adopted Incubation Process	11	55%
C.	Startups Facilitation & Support	02	10%
D.	Funding Opportunities & Linkages	-	-
E.	Post Incubation Strategies	-	-
F.	Capacity Building & Mentoring	01	6%

2	Bahria University, Islamabad	Category	W
		Score Obtained	91
A.	Human Resource & Facilitation	10	100%
B.	BIC Adopted Incubation Process	18	90%
C.	Startups Facilitation & Support	18	90%
D.	Funding Opportunities & Linkages	22	88%
E.	Post Incubation Strategies	08	80%
F.	Capacity Building & Mentoring	15	100%

3	Baluchistan University of Information Technology Engineering & Management Sciences, Quetta	Category	X
		Score Obtained	78
A.	Human Resource & Facilitation	09	90%
B.	BIC Adopted Incubation Process	16	80%
C.	Startups Facilitation & Support	15	75%
D.	Funding Opportunities & Linkages	17	68%
E.	Post Incubation Strategies	08	80%
F.	Capacity Building & Mentoring	13	86%

4	COMSATS University, Islamabad	Category	X
		Score Obtained	76
A.	Human Resource & Facilitation	09	90%
B.	BIC Adopted Incubation Process	15	75%
C.	Startups Facilitation & Support	18	90%
D.	Funding Opportunities & Linkages	13	52%
E.	Post Incubation Strategies	08	80%
F.	Capacity Building & Mentoring	13	86%

5	DOW University of Health Sciences, Karachi	Category	X
		Score Obtained	67
A.	Human Resource & Facilitation	10	100%
B.	BIC Adopted Incubation Process	16	80%
C.	Startups Facilitation & Support	09	45%
D.	Funding Opportunities & Linkages	12	48%
E.	Post Incubation Strategies	05	50%
F.	Capacity Building & Mentoring	15	100%

6	Fatima Jinnah Women University, Rawalpindi	Category	Y
		Score Obtained	51
A.	Human Resource & Facilitation	08	80%
B.	BIC Adopted Incubation Process	13	65%
C.	Startups Facilitation & Support	06	30%
D.	Funding Opportunities & Linkages	13	52%
E.	Post Incubation Strategies	-	-
F.	Capacity Building & Mentoring	11	73%

7	Government College University, Faisalabad	Category	Y
		Score Obtained	55
A.	Human Resource & Facilitation	10	100%
B.	BIC Adopted Incubation Process	16	80%
C.	Startups Facilitation & Support	07	35%
D.	Funding Opportunities & Linkages	12	48%
E.	Post Incubation Strategies	02	20%
F.	Capacity Building & Mentoring	08	53%

8	Institute of Business Administration, Sukkur	Category	W
		Score Obtained	82
A.	Human Resource & Facilitation	10	100%
B.	BIC Adopted Incubation Process	18	90%
C.	Startups Facilitation & Support	13	65%
D.	Funding Opportunities & Linkages	18	72%
E.	Post Incubation Strategies	08	80%
F.	Capacity Building & Mentoring	15	100%

9	Institute of Management Sciences, Peshawar	Category	X
		Score Obtained	73
A.	Human Resource & Facilitation	07	70%
B.	BIC Adopted Incubation Process	14	70%
C.	Startups Facilitation & Support	12	60%
D.	Funding Opportunities & Linkages	17	68%
E.	Post Incubation Strategies	08	80%
F.	Capacity Building & Mentoring	15	100%

10	Institute of Space Technology, Islamabad	Category	W
		Score Obtained	80
A.	Human Resource & Facilitation	10	100%
B.	BIC Adopted Incubation Process	19	95%
C.	Startups Facilitation & Support	14	70%
D.	Funding Opportunities & Linkages	16	64%
E.	Post Incubation Strategies	06	60%
F.	Capacity Building & Mentoring	15	100%

11	International Islamic University, Islamabad	Category	X
		Score Obtained	70
A.	Human Resource & Facilitation	10	100%
B.	BIC Adopted Incubation Process	14	70%
C.	Startups Facilitation & Support	12	60%
D.	Funding Opportunities & Linkages	11	44%
E.	Post Incubation Strategies	08	80%
F.	Capacity Building & Mentoring	15	100%

12	Karakoram International University, Gilgit	Category	Y
		Score Obtained	57
A.	Human Resource & Facilitation	09	90%
B.	BIC Adopted Incubation Process	14	70%
C.	Startups Facilitation & Support	03	15%
D.	Funding Opportunities & Linkages	12	48%
E.	Post Incubation Strategies	04	40%
F.	Capacity Building & Mentoring	15	100%

13	Khyber Medical University, Peshawar	Category	Y
		Score Obtained	44
A.	Human Resource & Facilitation	10	100%
B.	BIC Adopted Incubation Process	12	60%
C.	Startups Facilitation & Support	-	-
D.	Funding Opportunities & Linkages	05	20%
E.	Post Incubation Strategies	02	20%
F.	Capacity Building & Mentoring	15	100%

14	Kinnaird College for Women, Lahore	Category	X
		Score Obtained	72
A.	Human Resource & Facilitation	10	100%
B.	BIC Adopted Incubation Process	18	90%
C.	Startups Facilitation & Support	08	40%
D.	Funding Opportunities & Linkages	19	76%
E.	Post Incubation Strategies	02	20%
F.	Capacity Building & Mentoring	15	100%

15	Muhammad Nawaz Sharif University of Agriculture, Multan	Category	W
		Score Obtained	81
A.	Human Resource & Facilitation	10	100%
B.	BIC Adopted Incubation Process	18	90%
C.	Startups Facilitation & Support	16	80%
D.	Funding Opportunities & Linkages	14	56%
E.	Post Incubation Strategies	08	80%
F.	Capacity Building & Mentoring	15	100%

16	National Textile University, Faisalabad	Category	X
		Score Obtained	78
A.	Human Resource & Facilitation	10	100%
B.	BIC Adopted Incubation Process	13	65%
C.	Startups Facilitation & Support	18	90%
D.	Funding Opportunities & Linkages	14	56%
E.	Post Incubation Strategies	08	80%
F.	Capacity Building & Mentoring	15	100%

17	National University of Modern Languages, Islamabad	Category	W
		Score Obtained	84
A.	Human Resource & Facilitation	10	100%
B.	BIC Adopted Incubation Process	18	90%
C.	Startups Facilitation & Support	16	80%
D.	Funding Opportunities & Linkages	17	68%
E.	Post Incubation Strategies	08	80%
F.	Capacity Building & Mentoring	15	100%

18	National University of Science & Technology, Islamabad	Category	W
		Score Obtained	91
A.	Human Resource & Facilitation	10	100%
B.	BIC Adopted Incubation Process	19	95%
C.	Startups Facilitation & Support	16	80%
D.	Funding Opportunities & Linkages	25	100%
E.	Post Incubation Strategies	08	80%
F.	Capacity Building & Mentoring	13	86%

19	NED University of Engineering & Technology, Karachi	Category	W
		Score Obtained	82
A.	Human Resource & Facilitation	09	90%
B.	BIC Adopted Incubation Process	17	85%
C.	Startups Facilitation & Support	13	65%
D.	Funding Opportunities & Linkages	20	80%
E.	Post Incubation Strategies	08	80%
F.	Capacity Building & Mentoring	15	100%

20	Quaid-e-Azam University, Islamabad	Category	Y
		Score Obtained	45
A.	Human Resource & Facilitation	08	80%
B.	BIC Adopted Incubation Process	11	55%
C.	Startups Facilitation & Support	05	25%
D.	Funding Opportunities & Linkages	06	24%
E.	Post Incubation Strategies	02	20%
F.	Capacity Building & Mentoring	13	86%

21	Sindh Agriculture University, Tandojam	Category	Z
		Score Obtained	32
A.	Human Resource & Facilitation	09	90%
B.	BIC Adopted Incubation Process	09	45%
C.	Startups Facilitation & Support	02	10%
D.	Funding Opportunities & Linkages	04	16%
E.	Post Incubation Strategies	02	20%
F.	Capacity Building & Mentoring	06	40%

22	University of Agriculture, Faisalabad	Category	W
		Score Obtained	87
A.	Human Resource & Facilitation	10	100%
B.	BIC Adopted Incubation Process	18	90%
C.	Startups Facilitation & Support	18	90%
D.	Funding Opportunities & Linkages	18	72%
E.	Post Incubation Strategies	08	80%
F.	Capacity Building & Mentoring	15	100%

23	University of Engineering & Technology, Lahore	Category	Y
		Score Obtained	44
A.	Human Resource & Facilitation	07	70%
B.	BIC Adopted Incubation Process	14	70%
C.	Startups Facilitation & Support	03	15%
D.	Funding Opportunities & Linkages	14	56%
E.	Post Incubation Strategies	02	20%
F.	Capacity Building & Mentoring	04	26%

24	University of Gujrat, Gujrat	Category	Z
		Score Obtained	32
A.	Human Resource & Facilitation	08	80%
B.	BIC Adopted Incubation Process	11	55%
C.	Startups Facilitation & Support	-	-
D.	Funding Opportunities & Linkages	04	16%
E.	Post Incubation Strategies	05	50%
F.	Capacity Building & Mentoring	04	26%

25	University of the Haripur, Haripur	Category	Y
		Score Obtained	40
A.	Human Resource & Facilitation	06	60%
B.	BIC Adopted Incubation Process	08	40%
C.	Startups Facilitation & Support	05	25%
D.	Funding Opportunities & Linkages	10	40%
E.	Post Incubation Strategies	05	50%
F.	Capacity Building & Mentoring	06	40%

26	University of the Punjab	Category	Z
		Score Obtained	35
A.	Human Resource & Facilitation	07	70%
B.	BIC Adopted Incubation Process	07	35%
C.	Startups Facilitation & Support	05	25%
D.	Funding Opportunities & Linkages	05	20%
E.	Post Incubation Strategies	04	40%
F.	Capacity Building & Mentoring	07	46%
