



Higher Education Commission

Research & Innovation Division

Business Incubation Centers

Self-Assessment Scorecard Validation Report 2023-24

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Introduction

The Higher Education Commission (HEC) is committed to fostering innovation, entrepreneurship, and economic development by establishing Business Incubation Centers (BICs) across different public sector HEIs of Pakistan. The BICs play a crucial role in nurturing startups, promoting a culture of innovation, and driving enterprise development within HEIs. HEC has, so far, established **41 BICs** in public sector universities, providing initial funding and ongoing support through capacity-building initiatives, and national/international collaborations.

The Annual Self-Assessment Scorecards Validation report offers a comprehensive assessment of the impact and effectiveness of these BICs on the activities carried out during the FY 2023-24. By analyzing key performance indicators, stakeholder engagements, and program outcomes, this report highlights progress of the Business Incubation Centers (BICs), identifies operational challenges, and explores opportunities for further enhancement.

Scorecard Validation

To ensure continuous growth and impact, HEC systematically evaluates the performance of BICs using a Self-Assessment Scorecard. For the fiscal year 2023-24, BICs were required to report their progress through the [Research for Innovation \(RFI\) Portal](#), an automated platform that streamlines data collection, enhances transparency, and ensures real time projection of BICs achievements.

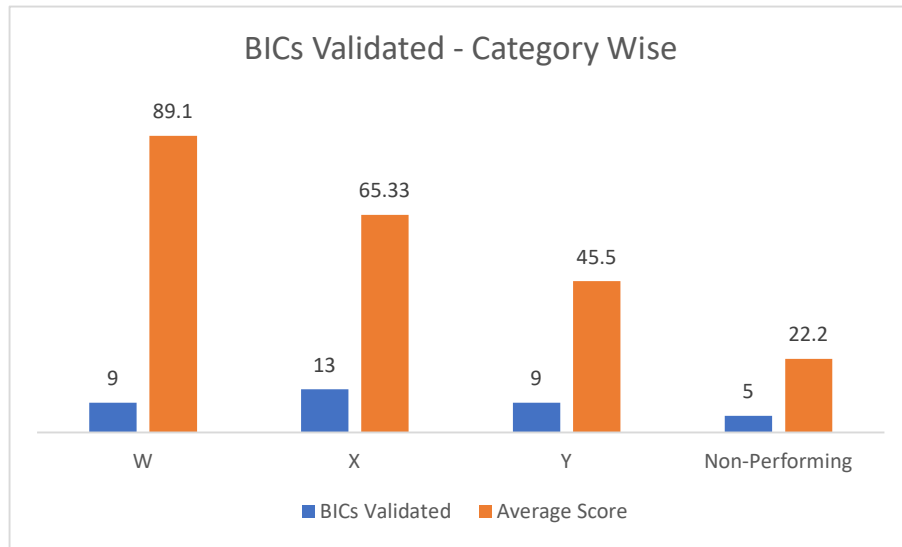
The Self-Assessment Scorecard is built around key performance indicators (KPIs) aligned with HEC's [BIC Policy 2021](#), ensuring a standardized approach to measuring success across all incubators. The KPIs mainly include presence of dedicated **Human Resource & Facilitation**, the status of **Incubation Services** being provided at the BIC, the facilitation extended to **Startups (pre and post incubation)**, the **Linkages and Collaborations** made by the BIC for funding, and lastly, the **Capacity Building** activities.

The BICs performance is categorized into three different categories:

Category	Score Range
W – Top Performing	80 and above
X – Satisfactory Performing	60 – 79
Y – Average Performing	40 – 59
Non-Performing	Below 40

For the fiscal year 2023-24, HEC invited **38** eligible BICs across various universities in Pakistan to submit their Self-Assessment Scorecards. Out of these, **36** BICs successfully completed the assessment, providing comprehensive reports along with documentary evidence within the stipulated timeframe. Notably, **03** newly established BICs from the same period (2023-24) were exempt from submission, as their annual scorecard reporting was not due.

HEC has thoroughly reviewed the submitted scorecards, offering a validated analysis of each BIC's performance and achievements. The findings present a promising outlook while also identifying key areas for improvement, paving the way for further strengthening the incubation ecosystem.



For FY 2023-24, the **overall average validation score** turned out to be **58.7** as compared to the previous year's average of **49.8** – this increase in validation score highlights the evolving maturity of BICs and their growing impact on Pakistan's entrepreneurial landscape.

Category Wise – List of Business Incubation Centers¹

BICs Securing "W Category"

Sr. No.	Name of HEI / Business Incubation Center	Score Validated	Category Validated
1	Bahria University, Islamabad	87	W
2	Baluchistan University of IT, Engineering & Management Sciences, Quetta	84	W
3	Institute of Space Technology, Islamabad	80	W
4	MNS University of Agriculture, Multan	89	W
5	National Textile University, Faisalabad	82	W
6	National University of Modern Languages, Islamabad	83	W
7	National University of Science and Technology, Islamabad	95	W
8	NED University of Engineering & Technology, Karachi	80	W
9	University of Agriculture Faisalabad, Faisalabad	86	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	60	X
2	DOW University of Health Sciences, Karachi	69	X
3	Fatima Jinnah Women University, Rawalpindi	60	X
4	Institute of Business Administration, Sukkur	76	X
5	Institute of Management Sciences, Peshawar	60	X
6	International Islamic University, Islamabad	63	X
7	Karakoram International University, Gilgit	68	X
8	Kinnaird College for Women, Lahore	75	X
9	Lahore College for Women University, Lahore	60	X
10	Pak-Austria Fachhochschule Institute of Applied Sciences and Technology, Haripur	64	X
11	University of Engineering & Technology, Lahore	68	X
12	University of Haripur, Haripur	62	X
13	University of Veterinary & Animal Sciences, Lahore	69	X

BICs Securing “Y Category”

Sr. No.	Name of HEI / Business Incubation Center	Score Validated	Category Validated
1	Abbottabad University of Science & Technology, Abbottabad	47	Y
2	COMSATS University, Islamabad	53	Y
3	Government College University, Faisalabad	47	Y
4	Government College University, Lahore	40	Y
5	Khyber Medical University, Peshawar	40	Y
6	Mirpur University of Science & Technology, Mirpur AJK	42	Y
7	Pakistan Institute of Engineering & Applied Sciences, Islamabad	48	Y
8	University of Malakand, Swat	40	Y
9	University of the Punjab, Lahore	50	Y

BICs Securing “Non-Performing Category”

Sr. No.	Name of HEI / Business Incubation Center	Score Validated	Category Validated
1	Abdul Wali Khan University, Mardan	29	-
2	Mehran University of Engineering & Technology (MUET), Jamshoro	05	-
3	Sindh Agriculture University, Tandojam	29	-
4	University of Engineering & Technology, Peshawar	15	-
5	University of Gujrat, Gujrat	33	-

BICs in “Ungraded Category” – Non-Submission of Scorecard²

1	Quaid-e-Azam University, Islamabad	-	-
2	University of Azad Jammu & Kashmir, Kotli	-	-

BICs Placed in “Y Category” – Newly Established BICs for First Year of Operations³

Sr. No.	Name of HEI / Business Incubation Center	Score Validated	Category Allocated
1	Institute of Business Administration, Karachi	-	Y
2	University of Baluchistan, Quetta	-	Y
3	University of Sargodha	-	Y

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

³ In FY 2023-24, HEC established three new Business Incubation Centers at these universities. As per program policy, these BICs are classified under the 'Y – Average Performing' category during their first year of operations.

Performance and Achievements of BICs

In FY 2023-24, a total of **8 BICs** improved their rankings, reflecting measurable progress in their performance indicators, while **13 BICs** maintained their previous rankings, demonstrating sustained operational effectiveness. This achievement underscores the continuous efforts of these BICs to strengthen their incubation support and align with global incubation standards, fostering a more conducive environment for startups. It also highlights the need for strategic interventions to drive continued progress across all BICs.

Advancement in BIC Categorization Based on Improved Performance

The following table highlights BICs that advanced to a higher category due to sustained improvements in operations and incubation practices compared to the previous year's results:

Sr. No.	Name of HEI / Business Incubation Center	Remarks / Major Areas Leading to Improved Rankings
1	Abbottabad University of Science & Technology, Abbottabad	Category Improved from “Non-Performing” to Y The BIC maximized its potential by emphasizing capacity building and mentoring support , leading to improved performance in incubation processes and practices.
2	Baluchistan University of Information Technology, Engineering & Management Sciences, Quetta	Category Improved from X to W The BIC showed overall improvement across all KPIs, with a strong focus on tailored incubation processes and enhanced funding opportunities for startups .
3	Fatima Jinnah Women University, Rawalpindi	Category Improved from Y to X The BIC prioritized stakeholder engagements and tailored mentoring support for startups , leading to improved incubation processes.
4	Karakoram International University, Gilgit	Category Improved from Y to X The BIC focused on expanding funding opportunities for startups by strengthening linkages and collaborations while offering improved and tailored incubation processes .
5	National Textile University, Faisalabad	Category Improved from X to W The BIC made significant improvements in incubation and post-incubation processes while establishing targeted linkages with relevant stakeholders.
6	University of Engineering & Technology, Lahore	Category Improved from Y to X The BIC demonstrated progress by strengthening linkages and collaborations while enhancing support for both current startups and its alumni network.

7	University of Haripur, Haripur	Category Improved from Y to X The BIC enhanced its incubation practices through startup-centric capacity-building initiatives , with a strengthened focus on student-led startups .
8	University of the Punjab, Lahore	Category Improved from “Non-Performing” to Y The BIC strengthened linkages and collaborations while enhancing incubation processes through capacity-building initiatives and mentor engagements.

It is worth mentioning that **3** newly established Business Incubation Centers who completed their **first year of operations** succeeded in showing satisfactory performance, setting a strong foundation for future growth. Notably, **one** of these BIC operates within a **female centric HEI**, highlighting its potential to empower women entrepreneurs. By offering continued support to startups and cultivating an ecosystem of innovation and entrepreneurship, these BICs are poised to become key drivers of impactful change.

Sr. No.	Name of HEI / Business Incubation Center	Remarks / Major Areas Leading to Improved Rankings
1	Air University Islamabad, Islamabad	Category Validated: X The BICs demonstrated strong capabilities by making significant progress in incubation processes, with a dedicated focus on faculty and student-led startups. Additionally, they also focused on relevant linkages and collaborations for mentor engagements and technical assistance.
2	Lahore College for Women University, Lahore	
3	Pak-Austria Fachhochschule Institute of Applied Sciences and Technology, Haripur	

BICs with Regressed Performance

While several BICs demonstrated notable progress during FY 2023–24, **two** BICs experienced a decline in performance. These BICs showed reduced scores, primarily due to a diminished focus on faculty-startup facilitation, underdeveloped post-incubation support mechanisms, and limited initiatives in external linkages, capacity building and mentor engagement.

Sr. No.	Name of HEI / Business Incubation Center	Remarks / Major Areas Leading to Downgraded Rankings
1	COMSATS University, Islamabad	Category Downgraded from X to Y The BIC experienced a decline in capacity-building initiatives and mentor engagement services , offering limited funding opportunities for startups and lacking post-incubation support .

2	Institute of Business Administration, Sukkur	Category Downgraded from W to X The BIC fell behind in supporting faculty-led startups , with reduced funding opportunities and a weak post-incubation support mechanism.
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Business Incubation Centers Showing No Improvements

The following BICs continued to show unsatisfactory progress and remain in the “Non-Performing Category”, similar to the previous assessment:

Sr. No.	Name of HEI / Business Incubation Center	Remarks
1	Abdul Wali Khan University, Mardan	The BICs have absence of dedicated human resource to ensure a sustainable and operational facility. Additionally, the BICs also exhibit significant gaps in external linkages and collaborations, support for student and faculty-led startups, and access to funding opportunities.
2	Sindh Agriculture University, Tandojam	
3	University of Engineering & Technology, Peshawar	
4	University of Gujrat, Gujrat	

Additionally, the following BICs failed to timely submit their Self-Assessment Scorecards, hence they remain ungraded:

Sr. No.	Name of HEI / Business Incubation Center	Remarks
1	Quaid-e-Azam University, Islamabad	The BIC was previously validated under Category Y in the last two assessment reports; however, the scorecard was not submitted this year, resulting in an “Ungraded” status.
2	University of Azad Jammu & Kashmir, Kotli	The BIC has not participated in the scorecard assessment activity during the three validation cycles; therefore, it is categorized as “Ungraded.”

Despite earlier recommendations, these BICs have yet to demonstrate substantial improvements in incubation activities and startup support. Persistent gaps in dedicated incubation center management, incubation processes, startup facilitation, and institutional commitment indicate the need for targeted interventions. Strengthening dedicated and experienced human resources, enhancing capacity-building initiatives, and establishing structured monitoring mechanisms will be critical to improving their performance. Proactive measures are essential to ensure their development efforts are recognized and aligned with HEC's expectations.

Performance Against Key Metrics

Faculty-led Startups

The BICs have shown a notable increase in faculty-led startup incubation during the year. A total of **123 faculty-led startups** were **incubated**, marking a **41%** increase from the previous year's results. This upward trend indicates a growing engagement of faculty members in entrepreneurial ventures, reflecting a shift towards applied research and commercialization within academia.

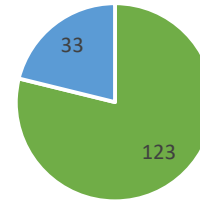
It is also pertinent to mention that, **33 faculty-led startups** evolved as **spin-offs** during the year. This largely suggests that many faculty-led startups require more time and facilitation in their early development phases to converge as spin-offs and also highlights the need for targeted interventions including access to funding, industry linkages, and advanced mentorship programs.

It is worth mentioning that most faculty-led spin-offs originate from universities with strong foundations in science and technology, engineering, and applied sciences, among others.

The faculty-led startups also demonstrated **strong job creation** but experienced a **decline in revenue generation** compared to the previous year. Faculty-led startups generated **PKR 258.34 million** in revenue, marking a **27% decline** from the previous year. This decrease is largely attributed to factors such as longer commercialization timelines for deep-tech ventures, increased market competition, and challenges in scaling operations. On the other hand, the faculty-led startups created **900 new jobs**, reflecting a **33% increase** compared to the previous year. This increase aligns with the higher number of faculty-led startups incubated during the year, indicating that faculty-led ventures can play a growing role in employment generation.

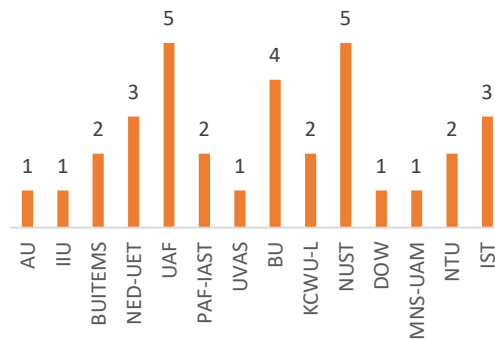
On the whole, the faculty-led startups KPI in the scorecard recorded an **average score of 4.5 out of 12**. This low performance reflects that, despite the increasing engagement of faculty in entrepreneurship, the outcomes **fall short of the minimum benchmarks set by HEC for each KPI**, signalling critical gaps in availability of tailored incubation services for faculty-led startups, and presence of an effective mechanism to convert incubated faculty-led ventures into sustainable, revenue-generating spin-offs.

Faculty-led Startups

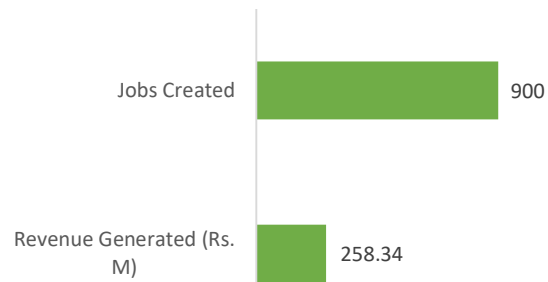


■ Faculty Startups Incubated ■ Faculty-led Spin Offs

Faculty-led Spin-offs



Impact of Faculty-Startups



Student-led Startups

This year the BICs provided incubation support to **853 student/alumni led startups** by registering them in the formal incubation program being offered at the facilities. Out of 853, **583** were incubated in a **physical incubation model** and **270** in **virtual incubation model**. This marks a significant increase compared to last year's results with a **14% growth in Physical Incubation** and **39% growth in Virtual Incubation**. The growth reflects a **strengthening entrepreneurial culture** within universities and improved outreach of BICs. If we consider both modes of incubation, there has been a notable increase of **20%** in the number of student/alumni-led startups incubated at the BICs.

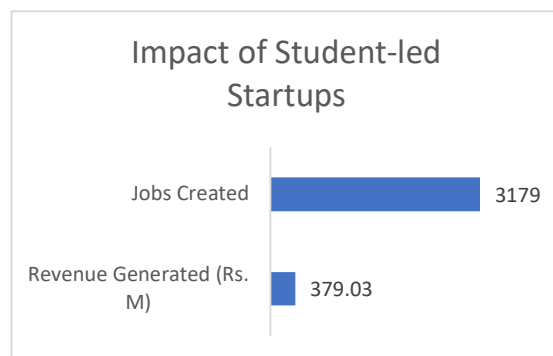
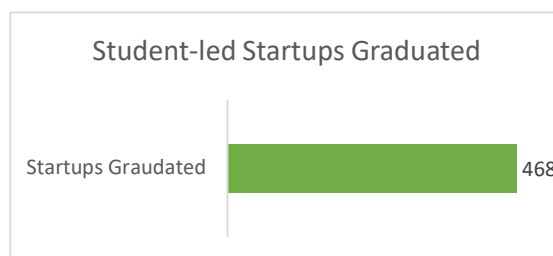
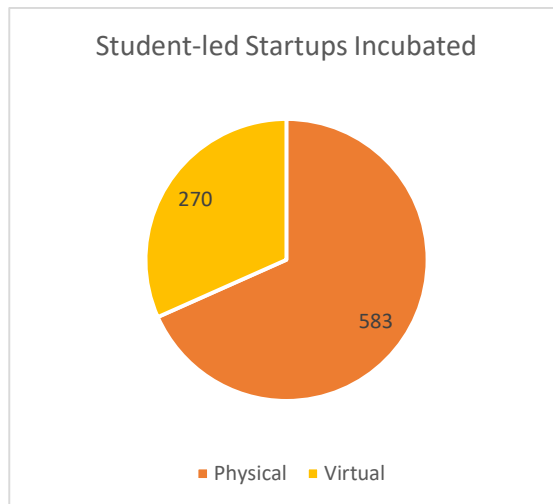
This also suggests potential gaps in virtual/remote incubation infrastructure which needs to be addressed through improved hybrid incubation models, enhanced digital mentorship platforms, and financial incentives for virtual incubation.

Additionally, **468 startups successfully graduated** from the BICs during the period. This represents an **18% decline** despite higher intakes, signaling potential challenges in startup sustainability and progression during the formal incubation program.

It is worth mentioning that the student-led startups incubated at BICs generated **PKR 379.03 million in revenue** and helped in **creation of 3,179 jobs/internship opportunities**. This highlights a change in impact dynamics, where more startups contributed to employment generation but with lower revenue outcomes, as we see a **2.5x Increase in Jobs Created** but a **41% Decline in Revenue**. This suggests two major outcomes: first, an increased focus of startups on service-based businesses, leading to greater employment opportunities; and second, the identification of challenges in scaling and sustaining profitability, which has resulted in lower revenue levels.

The average validated score for student-led startups KPIs turned out to be **4.5 out of 6** highlighting the concentrated focus of majority of the BICs in supporting young innovators.

It is pertinent to mention that the total number of startups incubated (including both student/alumni-led and faculty-led) has increased by approximately **22%** - signaling a need for enhanced institutional support, including structured and tailored startup facilitation, technical assistance and mentoring initiatives, and improvement in current offerings of the BICs.

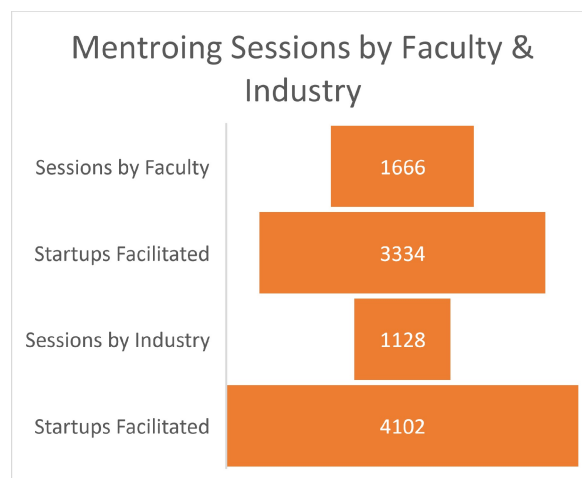
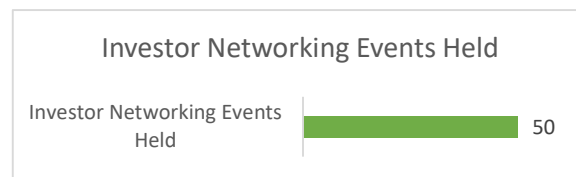
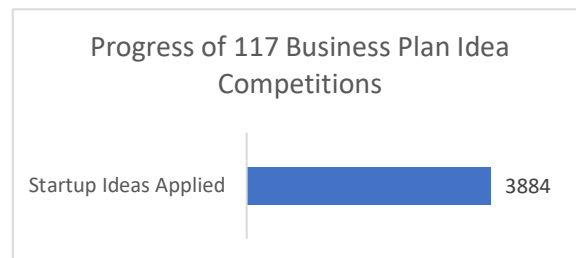


Incubation Processes

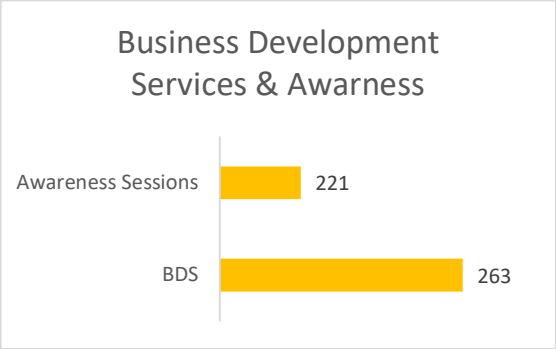
The **Startup Cohort Selection Committee** and **Business Incubation Center Steering Committee** are two mandatory committees to be constituted by the BICs to ensure transparency, merit-based selection of startups, effective governance, and strategic oversight in incubation operations. This year's report highlights that majority of the BICs have both of these committees notified, however, a major issue was observed in **36% of the BICs** whose **committee's constitution was not in line with the minimum guidelines** of the BIC Policy of the Higher Education Commission. Moreover, **18% of the BICs did not have formally notified committees** to facilitate the incubation center. To address this, it is crucial for the BICs to constitute and formally notify the required committees in alignment with the minimum standards as per HEC BIC Policy (2021) so as to enhance the impact of BICs in driving entrepreneurial success.

The BICs collectively organized **117 Business Plan Idea Competitions** citing a **50% rise** as compared to last year. This reflects a growing emphasis on fostering entrepreneurship and idea validation at BICs. Additionally, the number of startup applications showing interest for the Business Plan Idea Competitions grew marginally to **3,884**; indicating sustained interest in these competitions. In addition to these competitions, **50 Investor Networking Events** were organized by BICs this year, playing a crucial role in bridging the gap between startups and potential investors / industry.

Mentorship plays a critical role in the success and scalability of startups, and this year's data reflects a strong emphasis on both faculty-led and industry-driven mentoring at BICs. **Industry mentoring sessions impacted 23% more startups than faculty mentoring sessions**, despite having **32% fewer sessions**, suggesting the importance for and the interest within startups for **industry mentors due to their focus on market-driven insights, investment readiness, and business strategy**. This also highlights a gap to **measure the effectiveness of mentorship** programs being offered to further refine and introduce targeted mentoring sessions.



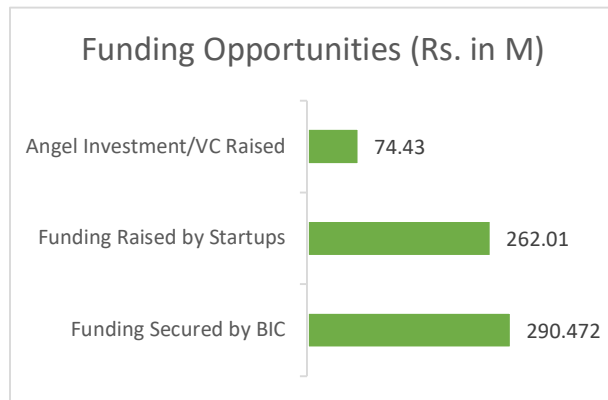
The BICs provided a total of **263 Business Development Support Services (BDSS)**, reflecting the commitment of BICs to nurturing startups and emerging businesses. These services encompassed mentorship, legal and financial advisory, business model refinement, networking opportunities, and investor linkages. Furthermore, **221 Awareness Sessions on Entrepreneurship and Incubation** were conducted, aimed at cultivating an entrepreneurial mindset among students, faculty, and aspiring innovators. It is interesting to see that these sessions covered key topics such as startup ideation, market validation, access to funding, and commercialization strategies. They also aimed to raise general awareness among new students about the presence and role of Business Incubation Centers.



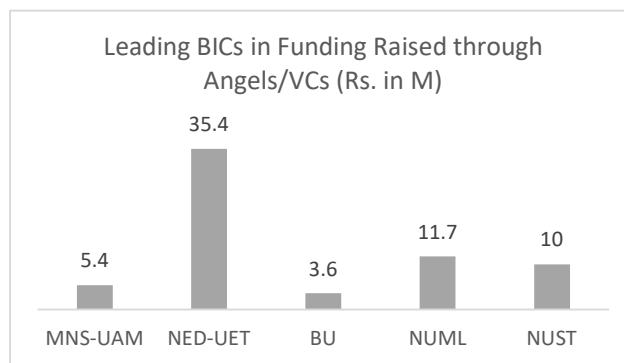
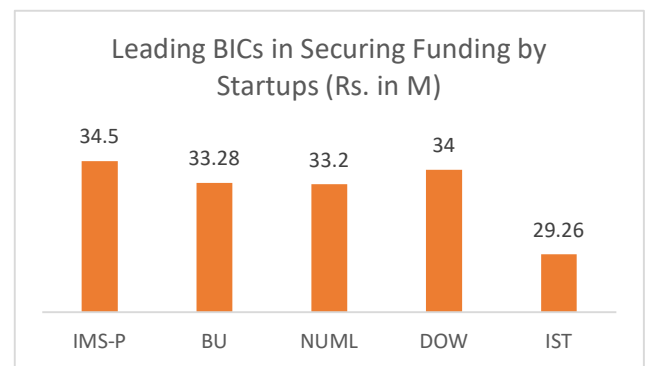
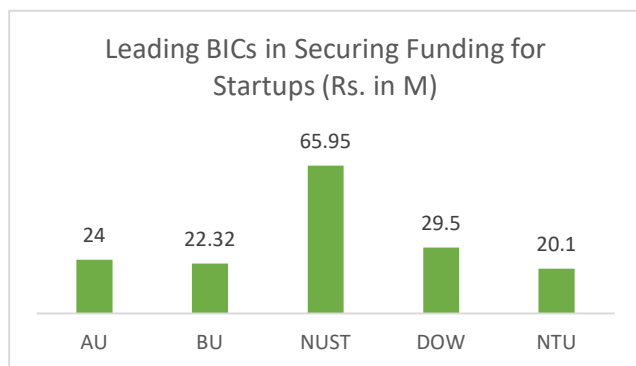
The average score in Incubation Processes KPI turned out to be **14 out of 20** – and the 30% gap indicates the challenges in execution, consistency, and adherence to best practices, such as structured milestone tracking, customized support for different startup stages, and investor engagement.

Funding Opportunities

The Funding Opportunities KPI shows total funding raised by and for the startups at the BICs increased to **PKR 626.912 million**, compared to **PKR 565 million** in 2022-23, reflecting a **10.96% overall growth**. However, the distribution of funds has changed, with BICs securing significantly less funding for their startups, while startups raised a substantial portion independently. The overall pattern of securing funding by and for the startups indicates that startups at BICs are increasingly becoming self-reliant in securing financial resources. This also suggests that investor confidence and deal flow mechanisms remain weak, and more efforts are needed to connect startups with equity-based financing.



The top BICs who succeeded in securing funds for/by their startups and Angel/VC funding include:



The **overall average score remained 4.3 out of 12** in the Funding Opportunities KPI indicates that while funding has been secured at various levels, it falls significantly below the minimum benchmarks set by HEC. This suggests persistent challenges in attracting substantial investments, particularly from VC and angel investors. This also highlights a need in developing BICs capacity-building programs to support startups with financial strategy and investment readiness.

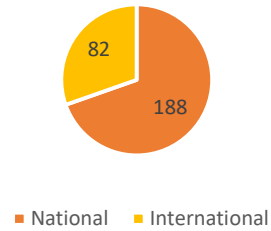
Initiatives & Linkages

Collectively, the BICs successfully established **270** professional connections at both national and international levels to foster entrepreneurship at the HEI.

These partnerships were forged with prominent organizations in the entrepreneurial ecosystem, including NETSOL, GitHub, The Entrepreneurs Organization, Tech Valley, Arbisoft, Accelerate Prosperity, Innovators Garage, Liverify, UNIDO, Impact Circles, Hult Foundation, Wavetech, IoT Innovation Lab, XpertFlow, and GIZ, among others.

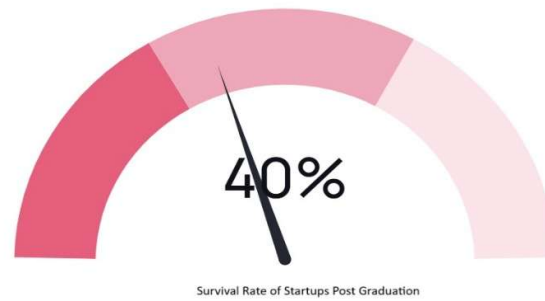
The metric's average score remained steady at **79%**, indicating significant progress among BICs.

Professional Links at National & International Level



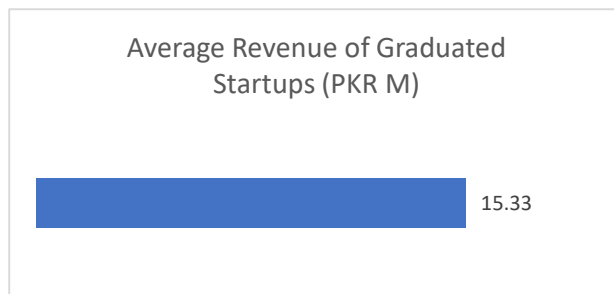
Post-Incubation Matrices

The Post-Incubation Support Matrix reveals critical insights into the sustainability and long-term impact of startups after graduating from BICs. The BICs average **Survival Rate of Startups Post Graduation** for the year turned out to be **40%** - suggesting that while incubation provides a strong foundation, nearly 60% of startups struggle to sustain operations post-graduation, indicating challenges in **market adaptability, scaling, and financial sustainability**.



The **Number of Active Startups per BIC** average remained **20** – This suggests critical issues startups are facing in **scalability and investor-readiness** which needs more tailored support mechanisms at the BICs which include **customized scaling programs, investor-readiness workshops**, enhanced **access to funding and capital sources, networking and ecosystem integration**, and provision of continuous support to graduated startups through effective **monitoring**. This also highlights the vital role ecosystem enablers can play by offering targeted mentoring programs and handholding support to help graduated startups of BICs scale their operations and ensure long-term sustainability.

The **average revenue of graduated startups** stands at **Rs. 15.33 million**, indicating constrained growth beyond incubation. This is primarily influenced by factors such as limited access to high-value markets, insufficient follow-on funding, and lack of strategic mentorship which can be considered by the BICs as their improved focus area towards graduated startups.



The **Initial Public Offering (IPO)/Acquisitions** KPI remains **largely unachieved**, with only **three startups successfully having IPO/Acquisition** — all from NUST BIC. The low progress on the KPI suggests that incubators should provide specialized mentorship on exit strategies for the startups.

Overall Performance Trends and Sectional Analysis of BICs

The analysis of the sectional scores for BICs over three fiscal years (FY 2021-22 to FY 2023-24) indicates notable trends in various operational aspects, highlighting areas of strength and concern⁴.

1. **Facilities & HR:** There is seen a decline in the Facilities & HR score, dropping from 91% in FY 2021-22 to 79.5% in FY 2023-24. This suggests a reduction in infrastructure quality, dedicated and trained resource availability, and personnel effectiveness, which highlights a need of targeted improvements in operational management.
2. **Incubation Processes:** The decline in incubation process scores, from 76% in FY 2021-22 to 70% in FY 2023-24, points to a need for streamlining incubation program management, mentorship structures, and overall incubation efficiency.
3. **Startup Facilitation:** While an improvement was observed in FY 2022-23 (53%) compared to FY 2021-22 (45%), the score fell again to 47% in FY 2023-24. This fluctuation suggests inconsistencies in providing critical startup support, such as business development, networking, and market access.
4. **Funding Opportunities:** The most concerning trend is the sharp decline in funding opportunities, dropping from 51% in FY 2021-22 to 36% in FY 2023-24. This suggests challenges in securing financial resources for and by the startups, investor interest, and pre-seed/seed grant availability, which directly impacts startup sustainability and growth.
5. **Post-Incubation Support:** The downward trend from 56% in FY 2021-22 to 44% in FY 2023-24 highlights difficulties in ensuring startup success beyond the incubation phase. This indicates the need for stronger alumni support and network, investor linkages, and follow-up mentorship programs.
6. **Capacity Building:** The most stable section, capacity building, has seen a relatively minor decline from 88% in FY 2021-22 to 77% in FY 2023-24. This suggests that training and skill development remains a priority at the BICs, though it also signals a need for reinforcing capacity-building initiatives to maintain high competency levels among incubator managers and startup founders.

Reporting Period	Average Sectional Scores Comparison					
	<i>Facilities & HR</i>	<i>Incubation Processes</i>	<i>Startup Facilitation</i>	<i>Funding Opportunities</i>	<i>Post Incubation</i>	<i>Capacity Building</i>
FY 2021-22	91%	76%	45%	51%	56%	88%
FY 2022-23	88%	73%	53%	54%	57%	79%
FY 2023-24	79.5%	70%	47%	36%	44%	77%

⁴ It is worth mentioning that the deviations are also observed due to number of incubation centers validated under each reporting year, for 2021-22, 24 BICs were validated whereas for 2022-23, 26 BICs were validated.

Conclusion and Way Forward

The FY 2023–24 evaluation of BICs reveals a maturing innovation ecosystem within higher education institutions, marked by promising gains in several centers and persistent gaps in others. High-performing BICs have demonstrated strong leadership, robust startup pipelines, effective industry linkages, and a culture of proactive support services. Conversely, some centers continue to face challenges due to operational inefficiencies, lack of post-incubation support, and limited engagement with faculty and external mentors.

To ensure sustained growth and standardization across the BIC network, the following strategic actions and recommendations are proposed:

(a) Strengthening Governance and Staffing for Effective BIC Operations

- a. BICs operating with staff on an additional charge basis should prioritize the appointment of full-time, dedicated personnel (having relevant background and professional experience) to manage daily operations, ensuring continuity and effective leadership.
- b. Furthermore, BICs lacking functional cohort selection and steering committees, or those with committees not aligned with HEC's minimum guidelines, should be required to review and restructure these committees. The committees should be constituted in accordance with HEC's stipulated guidelines and structure/compositions revisited every three years to ensure proper governance, strategic direction, and robust decision-making processes.

(b) Institutional Commitment and Ownership

- a. The universities must strengthen their commitment to BICs by establishing clear governance structures, dedicated budgets, and performance-linked support for BIC staff.
- b. It must also be ensured that the senior management is actively involved in setting strategic directions for the incubation centers with rigorous follow up.

(c) Faculty and Research Integration:

- a. A gap exists between faculty and students, particularly during the ideation stage of startups. This disconnect can be addressed by promoting interdisciplinary collaboration through programs that encourage faculty to work with students across different departments. By creating a collaborative innovation ecosystem, BICs can foster the generation of problem-driven innovations, leveraging faculty expertise in research and students' entrepreneurial enthusiasm.
- b. The faculty and researchers at the university must be incentivized for their involvement in entrepreneurial activities as faculty-led startups by linking it with their research commercialization metrics, awards and recognitions, and dedicated seed funding grants.

(d) Capacity Building and Staff Development:

- a. The BICs continue to be in need of structured training programs for its own HR to build capacity in incubation management, startup engagement, commercialization, and post-incubation services.
- b. BICs should also foster a culture of peer learning by organizing exposure visits to high-performing BICs and establishing regular networking forums for open dialogue and experience sharing.
- c. There is also a need for entrepreneurial training programs for faculty-led startups, focusing on areas like startup management, business model development, intellectual

property management, and fundraising. Providing these resources will help faculty translate their research into scalable businesses and align their expertise with the needs of emerging startups.

(e) Standardized Incubation and Post-Incubation Support:

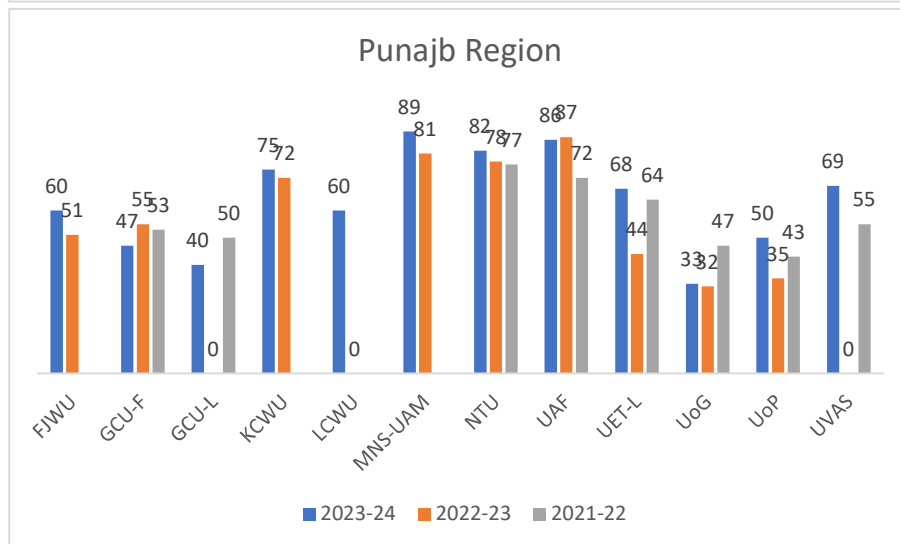
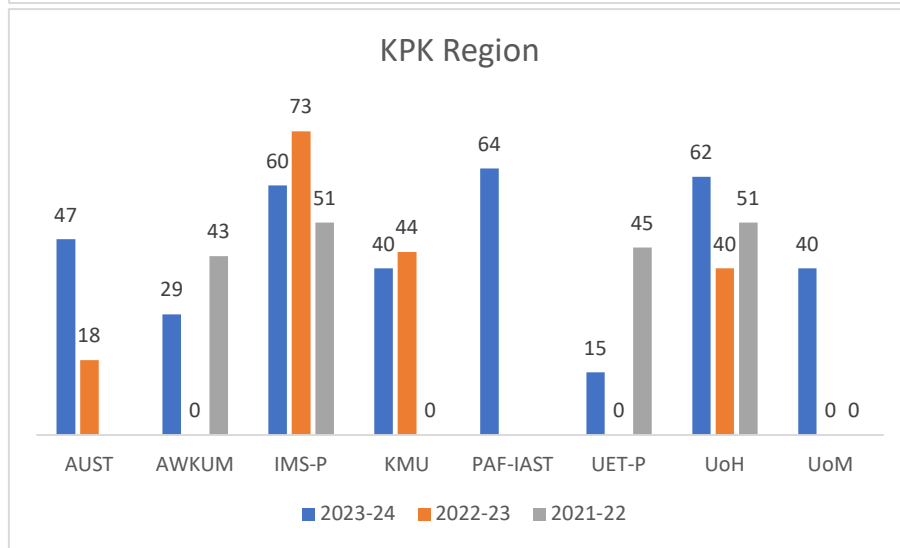
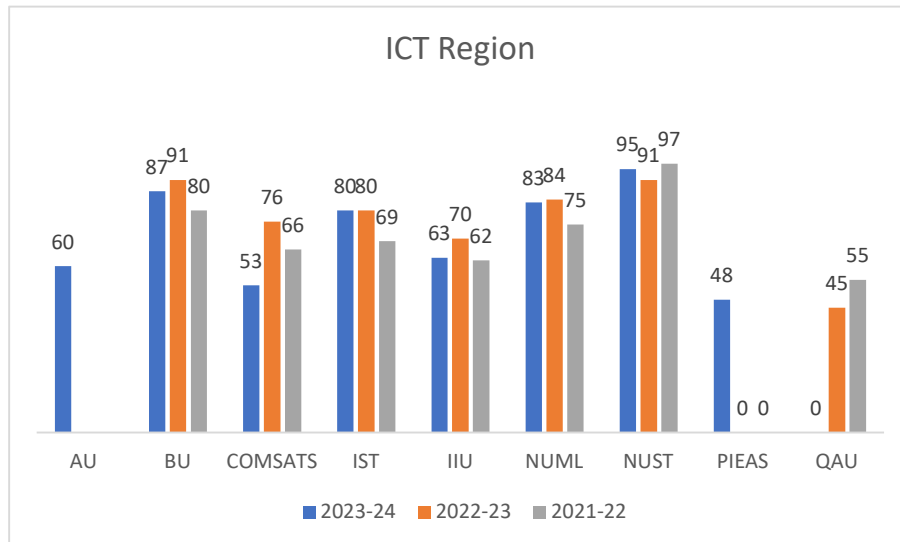
- a. To ensure consistent quality and effectiveness of incubation programs, each BIC should have its own internally approved incubation modules tailored to the needs of their startups. BICs may also leverage standardized incubation modules developed by HEC (available on the Research for Innovation Portal), covering key areas such as business development, product validation, market access, and fundraising.
- b. Many BICs also currently lack a structured post-incubation support framework, which hinders the long-term success of graduating startups. To address this gap, it is essential to develop and implement a comprehensive post-incubation support model.
- c. This can include establishment of alumni networks that actively engage with former startups to provide mentorship, access to resources, facilitate peer-to-peer learning, and provision of soft-landing services. It will also help in ensuring that the startups have access to follow-on funding, including connections with venture capitalists, angel investors, and grant opportunities, to help scale their operations beyond the incubation phase.

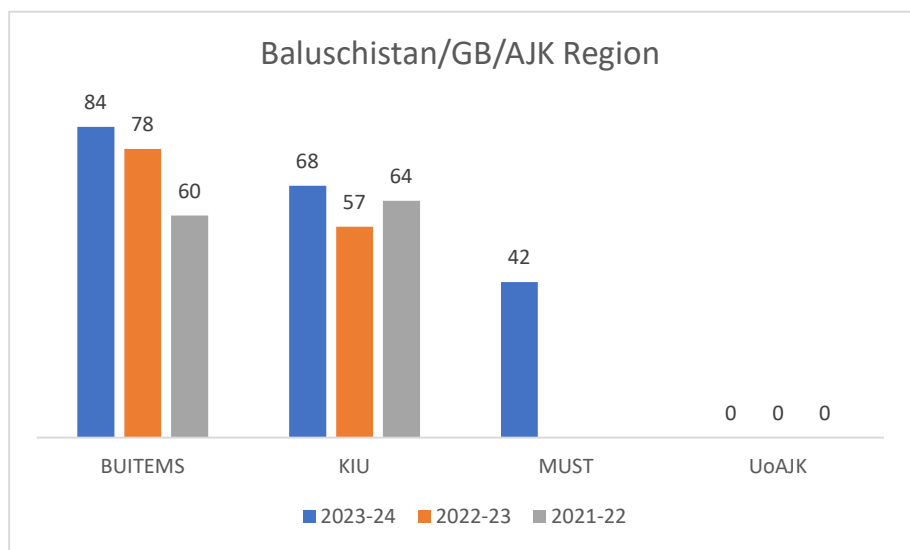
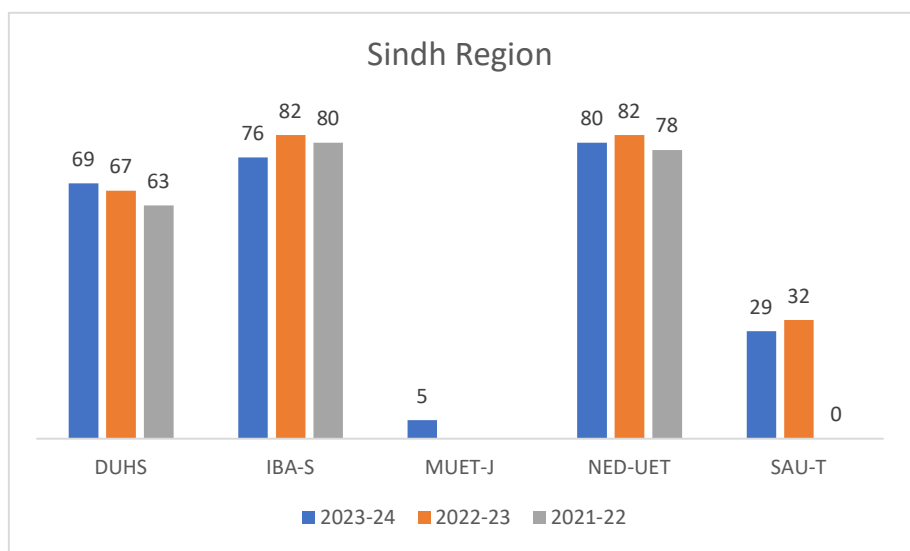
(f) Enhanced Industry and Investor Linkages:

- a. BICs must strengthen collaborations with local industry bodies, angel investors, innovation hubs, and other entrepreneurial ecosystem enablers to facilitate smoother startup-industry engagement and improve access to capital. These partnerships will also enable BICs to enhance their operational practices and align more closely with international standards.
- b. Moreover, to enhance relevant stakeholder engagements, the BICs must organize demo days, investor connect sessions, and pitch competitions as part of their regular activity plans.

It is also recommended that the BICs should establish a robust in-house monitoring mechanism to track progress, identify gaps, and develop strategies for improvement, with regular progress reviews conducted on a quarterly basis to ensure accountability and continuous enhancement.

Comparative Performance of BICs – against Validated Scores





Detailed Results

1	Abbotabad University of Science & Technology, Abbotabad	Category Validated	Y
		Score Validated	47
A	Facilities & Human Resources	8	80%
B	Initiatives & Linkages	6	54%
C	Capacity Building & Mentoring	11	73%
D	Faculty-led Startups	3	25%
E	Student-led Startups	2	25%
F	Funding Opportunities	0	0%
G	Incubation Processes	17	85%
H	Post Incubation Matrices	0	0%

2	Abdul Wali Khan University, Mardan	Category Validated	Non-Performing
		Score Validated	29
A	Facilities & Human Resources	6	60%
B	Initiatives & Linkages	1	31%
C	Capacity Building & Mentoring	7	47%
D	Faculty-led Startups	0	0%
E	Student-led Startups	2	25%
F	Funding Opportunities	0	0%
G	Incubation Processes	10	50%
H	Post Incubation Matrices	3	30%

3	Air University, Islamabad	Category Validated	X
		Score Validated	60
A	Facilities & Human Resources	10	100%
B	Initiatives & Linkages	5	92%
C	Capacity Building & Mentoring	10	67%
D	Faculty-led Startups	4	33%
E	Student-led Startups	3	38%
F	Funding Opportunities	7	58%
G	Incubation Processes	19	95%
H	Post Incubation Matrices	2	20%

4	Bahria University, Islamabad	Category Validated	W
		Score Validated	87
A	Facilities & Human Resources	8	80%
B	Initiatives & Linkages	11	100%
C	Capacity Building & Mentoring	15	100%
D	Faculty-led Startups	10	83%
E	Student-led Startups	8	100%
F	Funding Opportunities	8	67%
G	Incubation Processes	18	90%
H	Post Incubation Matrices	9	90%

5	Balochistan University of IT, Engineering & Mgt. Sciences, Quetta	Category Validated	W
		Score Validated	84
A	Facilities & Human Resources	10	100%
B	Initiatives & Linkages	8	85%
C	Capacity Building & Mentoring	15	100%
D	Faculty-led Startups	8	67%
E	Student-led Startups	7	88%
F	Funding Opportunities	10	83%
G	Incubation Processes	19	95%
H	Post Incubation Matrices	7	70%

6	COMSATS University, Islamabad	Category Validated	Y
		Score Validated	53
A	Facilities & Human Resources	8	80%
B	Initiatives & Linkages	5	85%
C	Capacity Building & Mentoring	7	47%
D	Faculty-led Startups	7	58%
E	Student-led Startups	8	100%
F	Funding Opportunities	4	33%
G	Incubation Processes	14	70%
H	Post Incubation Matrices	0	0%

7	DOW University of Health Sciences, Karachi	Category Validated	X
		Score Validated	69
A	Facilities & Human Resources	8	80%
B	Initiatives & Linkages	8	85%
C	Capacity Building & Mentoring	13	87%
D	Faculty-led Startups	6	50%
E	Student-led Startups	4	50%
F	Funding Opportunities	9	75%
G	Incubation Processes	15	75%
H	Post Incubation Matrices	6	60%

8	Fatima Jinnah Women University, Rawalpindi	Category Validated	X
		Score Validated	60
A	Facilities & Human Resources	10	100%
B	Initiatives & Linkages	9	85%
C	Capacity Building & Mentoring	11	73%
D	Faculty-led Startups	3	25%
E	Student-led Startups	3	38%
F	Funding Opportunities	3	25%
G	Incubation Processes	15	75%
H	Post Incubation Matrices	6	60%

9	Government College University, Faisalabad	Category Validated	Y
		Score Validated	47
A	Facilities & Human Resources	9	90%
B	Initiatives & Linkages	6	77%
C	Capacity Building & Mentoring	10	67%
D	Faculty-led Startups	3	25%
E	Student-led Startups	2	25%
F	Funding Opportunities	0	0%
G	Incubation Processes	15	75%
H	Post Incubation Matrices	2	20%

10	Government College University, Lahore	Category Validated	Y
		Score Validated	40
A	Facilities & Human Resources	8	80%
B	Initiatives & Linkages	4	54%
C	Capacity Building & Mentoring	9	60%
D	Faculty-led Startups	4	33%
E	Student-led Startups	3	38%
F	Funding Opportunities	3	25%
G	Incubation Processes	6	30%
H	Post Incubation Matrices	3	30%

11	Institute of Business Administration, Sukkur	Category Validated	X
		Score Validated	76
A	Facilities & Human Resources	10	100%
B	Initiatives & Linkages	9	69%
C	Capacity Building & Mentoring	13	87%
D	Faculty-led Startups	3	25%
E	Student-led Startups	8	100%
F	Funding Opportunities	5	42%
G	Incubation Processes	20	100%
H	Post Incubation Matrices	8	80%

12	Institute of Management Sciences, Peshawar	Category Validated	X
		Score Validated	60
A	Facilities & Human Resources	9	90%
B	Initiatives & Linkages	5	69%
C	Capacity Building & Mentoring	12	80%
D	Faculty-led Startups	3	25%
E	Student-led Startups	3	38%
F	Funding Opportunities	6	50%
G	Incubation Processes	16	80%
H	Post Incubation Matrices	6	60%

13	Institute of Space Technology, Islamabad	Category Validated	W
		Score Validated	80
A	Facilities & Human Resources	9	90%
B	Initiatives & Linkages	13	100%
C	Capacity Building & Mentoring	15	100%
D	Faculty-led Startups	8	67%
E	Student-led Startups	6	75%
F	Funding Opportunities	7	58%
G	Incubation Processes	16	80%
H	Post Incubation Matrices	6	60%

14	International Islamic University, Islamabad	Category Validated	X
		Score Validated	63
A	Facilities & Human Resources	7	70%
B	Initiatives & Linkages	8	92%
C	Capacity Building & Mentoring	15	100%
D	Faculty-led Startups	6	50%
E	Student-led Startups	4	50%
F	Funding Opportunities	4	33%
G	Incubation Processes	13	65%
H	Post Incubation Matrices	6	60%

15	Karakoram International University, Gilgit	Category Validated	X
		Score Validated	68
A	Facilities & Human Resources	9	90%
B	Initiatives & Linkages	9	100%
C	Capacity Building & Mentoring	13	87%
D	Faculty-led Startups	3	25%
E	Student-led Startups	5	63%
F	Funding Opportunities	5	42%
G	Incubation Processes	17	85%
H	Post Incubation Matrices	7	70%

16	Khyber Medical University, Peshawar	Category Validated	Y
		Score Validated	40
A	Facilities & Human Resources	9	90%
B	Initiatives & Linkages	6	69%
C	Capacity Building & Mentoring	7	47%
D	Faculty-led Startups	0	0%
E	Student-led Startups	0	0%
F	Funding Opportunities	2	17%
G	Incubation Processes	10	50%
H	Post Incubation Matrices	6	60%

17	Kinnaird College for Women, Lahore	Category Validated	X
		Score Validated	75
A	Facilities & Human Resources	10	100%
B	Initiatives & Linkages	12	100%
C	Capacity Building & Mentoring	15	100%
D	Faculty-led Startups	6	50%
E	Student-led Startups	6	75%
F	Funding Opportunities	4	33%
G	Incubation Processes	16	80%
H	Post Incubation Matrices	6	60%

18	Lahore College for Women University, Lahore	Category Validated	X
		Score Validated	60
A	Facilities & Human Resources	7	70%
B	Initiatives & Linkages	11	85%
C	Capacity Building & Mentoring	13	87%
D	Faculty-led Startups	3	25%
E	Student-led Startups	3	38%
F	Funding Opportunities	3	25%
G	Incubation Processes	16	80%
H	Post Incubation Matrices	4	40%

19	Mehran University of Engineering & Technology (MUET), Jamshoro	Category Validated	Non-Performing
		Score Validated	5
A	Facilities & Human Resources	2	20%
B	Initiatives & Linkages	0	0%
C	Capacity Building & Mentoring	0	0%
D	Faculty-led Startups	0	0%
E	Student-led Startups	0	0%
F	Funding Opportunities	0	0%
G	Incubation Processes	3	15%
H	Post Incubation Matrices	0	0%

20	Mirpur University of S&T, Mirpur AJK	Category Validated	Y
		Score Validated	42
A	Facilities & Human Resources	10	100%
B	Initiatives & Linkages	4	69%
C	Capacity Building & Mentoring	8	53%
D	Faculty-led Startups	4	33%
E	Student-led Startups	1	13%
F	Funding Opportunities	0	0%
G	Incubation Processes	13	65%
H	Post Incubation Matrices	2	20%

21	MNS University of Agriculture, Multan	Category Validated	W
		Score Validated	89
A	Facilities & Human Resources	9	90%
B	Initiatives & Linkages	12	100%
C	Capacity Building & Mentoring	15	100%
D	Faculty-led Startups	12	100%
E	Student-led Startups	8	100%
F	Funding Opportunities	7	58%
G	Incubation Processes	19	95%
H	Post Incubation Matrices	7	70%

22	National Textile University, Faisalabad	Category Validated	W
		Score Validated	82
A	Facilities & Human Resources	9	90%
B	Initiatives & Linkages	12	92%
C	Capacity Building & Mentoring	15	100%
D	Faculty-led Startups	6	50%
E	Student-led Startups	6	75%
F	Funding Opportunities	8	67%
G	Incubation Processes	18	90%
H	Post Incubation Matrices	8	80%

23	National University of Modern Languages, Islamabad	Category Validated	W
		Score Validated	83
A	Facilities & Human Resources	9	90%
B	Initiatives & Linkages	11	100%
C	Capacity Building & Mentoring	15	100%
D	Faculty-led Startups	7	58%
E	Student-led Startups	8	100%
F	Funding Opportunities	8	67%
G	Incubation Processes	17	85%
H	Post Incubation Matrices	8	80%

24	National University of Sciences and Technology, Islamabad	Category Validated	W
		Score Validated	95
A	Facilities & Human Resources	9	90%
B	Initiatives & Linkages	13	100%
C	Capacity Building & Mentoring	15	100%
D	Faculty-led Startups	12	100%
E	Student-led Startups	8	100%
F	Funding Opportunities	10	83%
G	Incubation Processes	18	90%
H	Post Incubation Matrices	10	100%

25	NED University of Engineering & Technology, Karachi	Category Validated	W
		Score Validated	80
A	Facilities & Human Resources	9	90%
B	Initiatives & Linkages	11	100%
C	Capacity Building & Mentoring	15	100%
D	Faculty-led Startups	8	67%
E	Student-led Startups	7	88%
F	Funding Opportunities	9	75%
G	Incubation Processes	13	65%
H	Post Incubation Matrices	8	80%

26	Pak-Austria Fachhochschule Institute of Applied Sciences and Technology, Haripur	Category Validated	X
		Score Validated	64
A	Facilities & Human Resources	6	60%
B	Initiatives & Linkages	9	100%
C	Capacity Building & Mentoring	15	100%
D	Faculty-led Startups	6	50%
E	Student-led Startups	6	75%
F	Funding Opportunities	3	25%
G	Incubation Processes	17	85%
H	Post Incubation Matrices	2	20%

27	Pakistan Institute of Engineering & Applied Sciences, Islamabad	Category Validated	Y
		Score Validated	48
A	Facilities & Human Resources	7	70%
B	Initiatives & Linkages	7	77%
C	Capacity Building & Mentoring	13	87%
D	Faculty-led Startups	0	0%
E	Student-led Startups	3	38%
F	Funding Opportunities	3	25%
G	Incubation Processes	13	65%
H	Post Incubation Matrices	2	20%

28	Sindh Agriculture University, Tandojam	Category Validated	Non-Performing
		Score Validated	29
A	Facilities & Human Resources	5	50%
B	Initiatives & Linkages	7	85%
C	Capacity Building & Mentoring	8	53%
D	Faculty-led Startups	0	0%
E	Student-led Startups	1	13%
F	Funding Opportunities	1	8%
G	Incubation Processes	7	35%
H	Post Incubation Matrices	0	0%

29	University of Agriculture Faisalabad, Faisalabad	Category Validated	W
		Score Validated	86
A	Facilities & Human Resources	10	100%
B	Initiatives & Linkages	11	100%
C	Capacity Building & Mentoring	15	100%
D	Faculty-led Startups	10	83%
E	Student-led Startups	8	100%
F	Funding Opportunities	4	33%
G	Incubation Processes	20	100%
H	Post Incubation Matrices	8	80%

30	University of Engineering & Technology, Lahore	Category Validated	X
		Score Validated	68
A	Facilities & Human Resources	10	100%
B	Initiatives & Linkages	11	100%
C	Capacity Building & Mentoring	9	60%
D	Faculty-led Startups	4	33%
E	Student-led Startups	8	100%
F	Funding Opportunities	2	17%
G	Incubation Processes	18	90%
H	Post Incubation Matrices	6	60%

31	University of Engineering & Technology, Peshawar	Category Validated	Non-Performing
		Score Validated	15
A	Facilities & Human Resources	5	50%
B	Initiatives & Linkages	1	31%
C	Capacity Building & Mentoring	0	0%
D	Faculty-led Startups	0	0%
E	Student-led Startups	1	13%
F	Funding Opportunities	0	0%
G	Incubation Processes	6	30%
H	Post Incubation Matrices	2	20%

32	University of Gujrat, Gujrat	Category Validated	Non-Performing
		Score Validated	33
A	Facilities & Human Resources	7	70%
B	Initiatives & Linkages	0	23%
C	Capacity Building & Mentoring	7	47%
D	Faculty-led Startups	1	8%
E	Student-led Startups	6	75%
F	Funding Opportunities	2	17%
G	Incubation Processes	10	50%
H	Post Incubation Matrices	0	0%

33	University of Haripur, Haripur	Category Validated	X
		Score Validated	62
A	Facilities & Human Resources	7	70%
B	Initiatives & Linkages	6	100%
C	Capacity Building & Mentoring	13	87%
D	Faculty-led Startups	7	58%
E	Student-led Startups	6	75%
F	Funding Opportunities	6	50%
G	Incubation Processes	15	75%
H	Post Incubation Matrices	2	20%

34	University of Malakand, Swat	Category Validated	Y
		Score Validated	40
A	Facilities & Human Resources	6	60%
B	Initiatives & Linkages	9	69%
C	Capacity Building & Mentoring	7	47%
D	Faculty-led Startups	1	8%
E	Student-led Startups	5	63%
F	Funding Opportunities	4	33%
G	Incubation Processes	6	30%
H	Post Incubation Matrices	2	20%

35	University of the Punjab, Lahore	Category Validated	Y
		Score Validated	50
A	Facilities & Human Resources	10	100%
B	Initiatives & Linkages	7	69%
C	Capacity Building & Mentoring	9	60%
D	Faculty-led Startups	1	8%
E	Student-led Startups	2	25%
F	Funding Opportunities	4	33%
G	Incubation Processes	13	65%
H	Post Incubation Matrices	4	40%

36	University of Veterinary & Animal Sciences, Lahore	Category Validated	X
		Score Validated	69
A	Facilities & Human Resources	9	90%
B	Initiatives & Linkages	11	100%
C	Capacity Building & Mentoring	15	100%
D	Faculty-led Startups	4	33%
E	Student-led Startups	4	50%
F	Funding Opportunities	3	25%
G	Incubation Processes	15	75%
H	Post Incubation Matrices	8	80%