Social Enterprise University Model (SEUM)

Project Report

A collaboration of SEED and British Council
Introduction:

Social entrepreneurship is still a budding phenomenon in Pakistan, and with the passage of time people are slowly recognising its efficacy in resolving the socioeconomic challenges that communities are facing today. The distinction between a commercial and social enterprise remains fuzzy, considering that Security and Exchange Commission of Pakistan (SECP) has still not developed a separate classification for social enterprises. At the moment there are no separate regulations which either govern or treat the business operations of a social enterprise and its methodology of revenue generation as separate from that of a commercial entity.

Despite the demarcation of boundaries between commercial and social enterprises being vague, the discipline of social entrepreneurship is attracting the interest of the educational, public, and corporate and development sectors in Pakistan. It is being recognised by the academia and the entrepreneurial fraternity as a both a mind-set and tool which can be used to develop sustainable remedies that not only counter socioeconomic issues but also deliver positive impact in the long run.

The Social Enterprise University Model was developed in collaboration with the British Council and was envisaged to engage universities across Pakistan in contributing to the growth of the social entrepreneurial landscape of the country. The project was designed to developing the capacity of the universities to nurture and incubate indigenous, university-grown social start-ups, connect them to relevant mentors and subsequently transform them into viable enterprises worthy of receiving investment from impact and commercial investors.

Five universities from across Pakistan, namely: Institute of Business Administration, Sukkur, University of Gujrat, University of Agriculture, Faisalabad, Balochistan University of Information Technology, Engineering and Management Sciences (BUITEMS) and Bahria University, Karachi were selected by British Council as partner universities for this project. The project was initiated though an extensive Needs Assessment of each partner university was conducted to ascertain the knowledge level with respect to social entrepreneurship of the management, the students and social startups. It was also carried out to evaluate the physical capacity of each university to carry out incubation and deliver this project.

The findings of the Needs Assessment provided the foundation for Programme development and led to the development of Enterprise Solutions to Social Problems (ESSP) Curriculum, The Social Incubation Handbook, Mentor Manual and Training material. Programme contents were created to address the learning needs of the incubation centre’s management at each partner university, build their business acumen, and provide them with a set methodology to support the inception, growth and expansion of university-grown social enterprises.

Incubation Centre Management was trained and educated about how to effectively manage an incubation centre, deliver the programme during to selected startups during different stages of the incubation, and bring the incubatees to a level where their enterprises can function independently in the external environment and attract the attention of investors. While British Council monitored the project and played the role of a strong liaison between SEED and partner universities, SEED developed the programme, carried out the trainings, documented feedback from universities and was responsible for connecting incubated enterprises to relevant mentors and industry linkages.
BRITISH COUNCIL

British Council with its aim to play a pivotal role in creating opportunities in international community has successfully been able to target the youth through its educational and social endeavours. SEUM is another such effort from British Council’s part. Social entrepreneurship is a concept that the organization feels proud in associating itself with as it furthers their aim to uplift the Pakistani society through community development.

SEED Pvt. Limited

SEED Pvt. Limited is a social entrepreneurship and equity development organisation. Since its establishment, it has aimed to work with stakeholders from various sectors that are involved in bringing about a social impact using enterprise development as a vehicle. The company’s expertise lies in bringing about a change by inculcating the spirit of entrepreneurship and building business acumen through entrepreneurial trainings.
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SOCIAL ENTERPRISE UNIVERSITY MODEL (fig 1.1)

1. Needs Assessment
2. Develop Selection Criteria
3. Select startups
4. Programme Development
5. Train startups and university staff
6. Begin incubation cycle
7. Delivery of EESP at all stages of incubation (monitor process)
8. Connect startups to mentors
9. Incubatees graduate
10. Pitch to investors at an event

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The process starts with Needs Assessment, followed by the development of selection criteria. After identifying potential startups, the curriculum is developed, and training for both startups and university staff commences. The incubation cycle then begins, and mentors are connected to startups. Throughout the incubation process, an assessment is conducted to monitor progress. Upon completion, startups graduate, and they are pitched to investors at an event.
Needs and Capacity Assessment

The project was initiated by carrying out a Needs and Capacity Assessment of the following partner universities for SEUM. The partner universities were as follows:

1. IBA, Sukkur
2. Baluchistan University of Information Technology, Engineering and Management Sciences (BUITEMS), Quetta
3. University of Gujrat
4. University of Agriculture, Faisalabad
5. Bahria University, Karachi

Significance of NCA

The purpose for visiting the above mentioned five (5) universities was to analyze and understand the current capacity of the university incubators with respect to their current level of knowledge about social enterprise, and business incubation, and the existing setup of business incubators on their premises. The findings of the NCA would help determine what universities required in terms of training to run an effective incubation program and graduate sustainable startups.

Needs and capacity assessment was a crucial step and its findings contributed significantly in the development of training content, curriculums and other manuals which were required to implement this project.

Objectives of NCA

- Meet and interact with respective university department and incubator management, staff and other relevant team members along with incubatees (startups)
- Understand current processes being implemented at university incubators, and analyze flaws and potentials
- Assess and evaluate their current capacity in terms of:
  - Size of management team
  - Total area of incubator
  - Maximum incubatee space
  - Mindset of management and startups
- Gauge the level of understanding regarding entrepreneurship and social entrepreneurship amongst management and startups
- Assess current incubator startups, impact, success rate and feedback
- Assessing incubators potential and drawbacks
- Existing startup profiling
- Visit of incubator and assessing incubator environment

**Key Findings**

Based on the objectives of the NCA, physical interaction with the university/incubation management, incubatees and other team members provided great insight into the working of these incubators. This insight proved to be the basis of tailoring the social incubation programme according to the requirements of these institutions.

The relevant highlights and findings extracted through rendezvous with different university representatives showed that the management running these institutes/incubators were fairly informed regarding the notion of entrepreneurship and related matters. Moreover, the startups incubated at the centres were led by individuals who were proactive, open to suggestions and eager to adopt a social model for their ventures. The key driver behind their outward approach is the environment conducive for growth and learning that has been maintained with the help of the faculty members and management staff in the incubation centres.

The startups did have reservations regarding their sustainability model and lack of a social impact, which meant that there was room for improvement concerning these factors. The universities were highly susceptible to improvement in terms of introducing newer/advanced incubation processes, curriculums, and providing trainings, adopting market linkage models and developing a mentor pool.
Profile #1: IBA, SUKKUR

University representative

Ikhtiar Ahmed Khoso – Director Center for Entrepreneurial Leadership and Incubation (CEL&Inc.)

Introduction

The Centre for Entrepreneurial Leadership and Incubation, Sukkur, was established in 2012. The centre aims to develop an entrepreneurial eco-system by providing startups and nascent organizations, business tools training and infrastructure to create financially stable high growth enterprises that contribute in the economic growth of Pakistan.

Partners

The incubation centre in collaboration with IBA Karachi has partnered with the following:

- DICE Foundation, a US based non-profit organization in order to hold a virtual Business Plan competition.
- HEC
- Sukkur IBA
- MITEFP , OPEN business acceleration program
- British Council
Infrastructure

The incubator occupies 10,000 square feet and accommodates around 30 persons. The facility can be used by students and external entrepreneurs, however, 70% of the space has been specifically allotted to students and 30% has been reserved for externals – this is a key feature provided to the incubatees. The centre provides basic facilities such as a shared telephone line, fax, printing and internet access, storage space and training rooms as well.

Since the incubator caters to not only students but the community at large, their sustainability depends on rental charges of minimum Rupees 3000 and maximum Rupees 15,000, depending on time duration and facilities used, however, these are only applicable when the startups reach the stage where they are capable of generating stable revenues.

Team Hierarchy
Incubation Process

The centre does not have a formal method (incubation cycles) for carrying out the incubation process. The tenure of the process ranges between 18-24 months and consists of three stages namely; pre-incubation, incubation and commercialization.

a. Pre-incubation
   In this stage, the business/startup ideas are validated through different means i.e. they have specific selection criteria through forms, interviews and presentations. Through this the idea is validated or customized before finalization.

b. Incubation
   Incubatees are assigned spaces where they are given the opportunity to work on their ideas and attend different training sessions, workshops and events facilitated by the university. Incubation centre management also ensures their participation in various business plan competitions.

c. Commercialization
   In this stage, the startups graduate and enter the commercial markets and practice their operations on a larger level.

Monitoring and Evaluation

The centre does not have any substantial monitoring and evaluation system for startups that are being incubated however they hold day to day meetings and document weekly progress reports.

Following are a few startups that have been incubated at the Center for Entrepreneurial Leadership and Incubation:

- Silverpoint Communication – A mobile application development software house.
- InduSun- A social enterprise providing a solution to solar unit accessibility for off-grid villagers.
- CoaxMe- A full time IT service provider.
- Invest Waste – A social enterprise providing solution to rural household through the use of biogas.
- Sindhi Culture Dress – A social enterprise aimed at generating employment by selling handmade embroidered dresses.
Once the startups graduate from the incubation centre, there is no procedure devised to follow up with their performance and ensure impact. The only form of communication established with them is through telephonic conversation and are mostly approached in order to gain insight on their success story.

**Success Rate**

Until recently, the centre has incubated 20 startups and has a 40% success rate. A number of significant projects such as Prime Minister Hunarmand Program – Baluchistan and Prime Minister’s Youth Skill Development Program have been implemented in the past, reflecting a working and viable outlook of the centre.

Mr. Ikhtiar, the university representative, sees an optimistic future for the incubator with numerous opportunities considering the lack of entrepreneurial ecosystem in the area and university based incubators. CEL&Inc. with their functional incubation facility and trained team aim to tap these opportunities against all odds.

**Review**

Although entrepreneurship courses have been included in the curriculum of all programmes offered at the university, there seems to be a gap which can be bridged through motivating the individuals and educating them regarding the importance and need of entrepreneurship in this day and age. Through devising a panel of investors and venture capitalists, an incentive can be provided to the potential and existing entrepreneurs to come forward and implement their business ideas.

There is great interest towards entrepreneurship in Sukkur, considering the lack of education at secondary and higher secondary level. This has not stopped the locals from being self-sufficient however a great majority is still focused on acquiring paid jobs due to lack of finances and low investments in the area. It was noticed that the students lack motivation for social entrepreneurship and were found to be more inclined towards acquiring jobs. As a result of this, initiatives such as CEL&Inc. suffer in terms of investment and in the provision of mentorship opportunities to their incubatees. The incubator does employ mentors on need basis however does not provide on-ground mentorship to the startups. In the case of availability of funds, the university also supports the startups with the help of interest free funds of up to Rs.300, 000 and provides post incubation services to the graduates.

It can be concluded that the CEL&Inc. lacks sustainability and might have to face the forthcoming financial threats in the form of non-availability of funds. More than half (70%) of the enrolled
students are studying on scholarships due to which the university has to bear financial losses on a yearly basis.

The collaboration with SEED Pvt. Limited can provide them with an opportunity to practice a specialized curriculum that is devised to lead, if not ensure, towards success in building a social enterprise and to train them with respect to capacity building, leadership and business planning.
Profile # 2: Baluchistan University of Information Technology, Engineering and Management Sciences (BUITEM)  

University representative
Muhammad Shah Khan –Director University Advancement, Director Incubator Center.

Introduction
Baluchistan University, through their Business Incubation and Entrepreneurship Centre (BBIEC) aim to encourage entrepreneurship among students, graduates and the community at large by providing not only infrastructural facilities but also helping them in building corporate relations parallel to securing investment.

Mission
It is primarily intended to support BUITEMS alumni and other students along with the local community to develop promising start-up firms in order to create jobs, revitalize community, commercialize new technology and strengthen local and national community.

Partners
The university is looking forward to partnering with UNDP, SEED Pvt. Limited and British Council.

Management and infrastructure
BUITEMS Business Incubation and Entrepreneurial Centre is the first of its kind in the province. The incubator was established in fall (Sept/October) 2015 and was recently inaugurated by Ahsan Iqbal, Minister of Planning, Reforms and Development of Pakistan.

BBIEC is very well established and is currently accommodating 14 startups. Their enrolment drive resulted in 90 applications out of which only a handful were chosen and comprise of only 3 social enterprises.

The centre has been funded by the university and provides necessary facilities such as office space, internet access, personal computers, multimedia and fax, printing and photocopying services.

The business support services provided to the incubatees include the following:

1. Pre-incubation services
2. Business planning and forming a company
3. Help with finance and investment
4. Trainings for business skill development
5. Internal and external mentor pools
6. Accounting and marketing support
7. Networking opportunities
8. Access to BUITEMS labs and library
9. Post –incubation services i.e. access to office space, conference rooms, internet and printing services etc.

Team Hierarchy
Incubation Process

The key feature of the incubation process of BBIEC is that they accept applications from not only students and alumni but also from the local entrepreneurs with innovative and viable ideas. Through clear demarcation of the office space, the centre provides equal opportunities to the locals and the alumni/students in order to ensure the encouragement of entrepreneurship at all levels in the province.

The tenure of the incubation process is up to one year and the selection is based on the feasibility of the idea, innovation and legality.

The incubation process is rather complex and is broken down into the following stages:

- Idea Application
- Idea Competition
- Shortlisting
- Conditional offer
- Provision of office space
- Agreement with BBIEC
- Business registration
- Business plan development
- Final offer

After passing through the rigorous selection process, the candidates who are selected for incubation are provided business support services, networking opportunity, trainings, access to internees and investors etc. Currently, the incubator has 14 entrepreneurial firms under its wing that are mostly technology based and provide services such as software
development, multimedia services, e-commerce solutions etc. with an exception of three (3) that have the potential to grow into social enterprises.

Some of the tenant firms at BBIEC are listed below:
- MaP Associates: Online platform for selling and purchasing of cars and property.
- Color Your World: A potential social enterprise providing an online forum for buying paintings, wallpapers etc. in order to promote the local culture through paintings.
- Mind Tech: Provides software solutions to small businesses and schools.
- Match Summary Creator: Designs software applications that contain statistics for cricket matches.
- DEWA foundation – A social enterprise providing quality educational services through JOYCATION schooling system.
- Zero Creative House–Promoting the culture of Baluchistan by trading local handicrafts in global markets.

Monitoring and Evaluation

A formal monitoring and evaluation system has not been devised, however, the startups are monitored on a weekly basis and are required to submit monthly progress reports which on month’s end are reviewed by the management for feedback. Once the incubatees graduate, they are also provided post incubation services by the university in the form of mentorship and access to incubator facilities.

The management foresees a threat that might mitigate the growth and impact of BBIEC due to lack of investors. The centre is sustaining on the basis of its in-house facilities and availability of trained staff.

Success Rate

Baluchistan University’s incubation and entrepreneurship centre recently opened up to the incubatees and therefore does not have any previous record of successes. However, with the availability of excellent facilities, a great faculty and enthusiastic entrepreneurs it is highly possible that the startups will develop into successful enterprises and will be able to cater to the needs of the people thereby addressing their social problems.
Review

The business incubation centre of BUITEMS is a perfect candidate for the implementation of the Social Incubation Program. With the availability of the necessary resources and equal opportunity being given to the entrepreneurs, reflects their seriousness towards their goal for encouraging entrepreneurship at all levels.

One common threat pointed out by similar institutes is the lack of funds resulting in creating a roadblock in implementing their incubation program however BUITEMS has been successful in running their program in the brief time period in which they have been functioning. It is a commendable effort by the institute that has led to the successful implementation of BBIEC.

The institute is dedicated when it comes to the uplifting of the province’s social stature. Every third student in the university is supported by some form of aid. As a result of this, the university has disbursed more than Rupees. 800 million in the form of financial aid in the past 8 years. Besides this the university has also implemented a “work – study program” where the students who are financially unstable are assessed on the basis of their need and are assigned jobs in order to pay off their fee.

Considering the various opportunities provided by the university, it is only plausible that the implementation of the Social Enterprise Incubator Program will be a success. The university is already looking forward to this effort and have required manuals in order train their staff so that they can ensure a smooth implementation of the curriculum and monitor performance. With the inculcation of activity based trainings, the program will prove to be fundamental in training the incubation staff and faculty members who in turn will ensure that the startups are well versed with the curriculum and are able to utilize the information being provided.
Profile #3: University of Gujrat

Introduction

The Office of Research, Innovation and Commercialization (ORIC) at the University of Gujrat have signed an agreement for the establishment of an Incubation Centre in the university with the partnership of PurePush (Pvt.) Ltd.

Mission

The aim of the business incubation centre is to help the students and young entrepreneurs to create and grow their own young businesses with zero financial investment by providing them with necessary facilities and technical support in order to develop and market their products/services.

Partners

The University of Gujrat in collaboration with PurePush Pvt. Limited have established the incubator program with a special focus on mobile application products. PurePush Pvt. Limited, the first privately funded mobile application development incubation centre, will provide mentorship and technical expertise to the startups being incubated at UoG.

Infrastructure:

The newly established business incubator center by the university provides ample space to accommodate up to 15 startups. The incubator provides basic facilities such as office space, business/meeting rooms, office accessories such as printing services and internet access to name a few. Although these services are provided free of cost but after the time span of one year, rent shall be charged on the office space. The startups may offer equity in lieu of rental charges, in case they intend on prolonging their stay from the standard one (1) year.

With the final touches being implemented, the incubation center will be open for operations to the incubatees in the near future.
Incubation Process

The business incubation centre intends on providing service to the students/entrepreneurs in the near future. In order to encourage the students to come forward and test their innovative ideas, the university organized orientation sessions for different departments. The specifics of their implementation plan for incubatee selection have been discussed as follows:

1. **Application:** The interested students (teams of 2-4) are required to submit their applications highlighting their initial abstract idea, business model and customer analysis. These applications are presented before a panel comprising of:
   - Dean of respective faculty or nominee
   - Director ORIC
   - Consultant BIC
   - Director SSC
   - Focal Person/Mentor of BIC
2. **Accelerator Camp:** After the applications have been viewed by the faculty, top 32 teams are selected for the accelerator camp. The accelerator camp involves Entrepreneurial Development Training where mentors impart knowledge regarding the following streams:
   - Idea Validation
   - Marketing
   - Business Modelling
   - Financial Mapping
   - Market research
   - Networking

3. **Business plan competition:** The business plans of these startups shall be assessed by the final panel comprising of:
   - Nominee of Vice Chancellor
   - HEC Representative
   - Director ORIC
   - Consultant BIC
   - External Expert from Incubation Centre
   - External Expert from Incubation Centre
   - Industry Representative
   - Industry Representative
   - Venture Capitalist

Out of 32 teams comprising mostly (60%) of women, only fifteen (15) shall be selected for incubation with the top three ideas rewarded with prize money of Rs.100,000, Rs. 60,000 and Rs. 20,000 respectively.

4. **Incubation:** These fifteen selected startups shall be provided with office spaces, mentorship, investor links and networking opportunities in order to lift and develop their business ideas.

**Review**

The Business Incubation Centre by the University of Gujrat is their first, formal step towards encouraging entrepreneurship among the individuals. With their impressive infrastructure and incubator facilities, the university is looking forward to working closely with some of the most promising startups.
Former efforts regarding accommodating and encouraging innovative ideas have also taken place. The university has provided facilities to individuals who have sought their help in establishing their startup. This proves that the university provides an environment conducive for entrepreneurial development. With the establishment of their Business Incubation Centre, the university aims to provide the best services to their startups. Through their collaboration with SEED Pvt. Limited, they aim to develop and uplift potential social enterprises. Previously, the faculty members have been a part of the Active Citizens Program that ran successfully among them.

The implementation of the Social Incubator Program will be fruitful for UoG’s Business Incubation Centre as it will provide the startups with firsthand knowledge regarding setting up social enterprises. The program will be well received, considering the university’s diverse faculties and trained staff. On ground faculty members, specializing in different fields such as marketing, business planning etc. shall be covering the different modules of the proposed curriculum provided by SEED Pvt. Limited.
Introduction

A business incubation facility has been established in the University of Agriculture, Faisalabad in order to translate the research findings of the scientists/researchers of the university into new products and technologies. The aim of establishing such a centre is to develop a culture of entrepreneurship in the form of small enterprises in order to further the economic competitiveness of the country.

Mission

The ORIC department of the university aims to nurture startup companies and young firms by helping them to grow and survive when they are most vulnerable.

Objectives

University of Agriculture, Faisalabad Business Incubation Centre has been established with the following objectives:

- Provide management guidance, technical assistance and consulting tailored to young growing companies.
- Develop start-up and fledgling companies by providing entrepreneurs with an array of targeted resources and services.
- Create linkages between academic/ R&D institutions and private sector, aimed at creating knowledge based enterprises.
- Facilitate entrepreneurs with well-equipped laboratories, extensive libraries, powerful computer systems, technology expertise, a well-educated workforce and subject matter experts.
- Promote innovative research based initiatives.
To achieve these objectives the Business Incubation Center aims to focus itself as a catalyst organization for providing new business opportunities based on inventions of the scientists of the University and attracting new investors in the agriculture sector to expand its horizon.

**Partners**

The university is home to one of the best research facilities in the world when it comes to agriculture related topics. For this reason, the university has been successful in acquiring heavy amounts of investment from HEC, various private and public sector departments and international development agencies/ departments such as USAID.

The University of Agriculture through its collaborations with numerous institutes and corporations has rendered great services in the agricultural industry. Some of their partner organizations/ institutes have been mentioned below:

1. PepsiCo (internship programs)
2. Nestle (internship programs)
3. Haleeb (internship programs)
4. IBA Sukkur
5. University of Halifax, Canada.

**Incubation Process**

The ethos behind the establishment of the business incubation centre is to provide business development services to the incubatees which are otherwise unavailable such as technical, managerial, marketing and legal advisory services. In addition to this, the university realizes that there is lack of research services mainly because of the lack of awareness among private sector businesses.

In order to mend these gaps, a business incubation program was established to reach out to driven and competent individuals with innovative ideas.

The incubation cycle of the university runs for a standard of 18 months, with a 2-4 month extension provided to the most promising ventures.

**Selection Criteria**

The university employs very stringent criteria for accepting individuals for their incubation program. The business ideas are judged on the basis of the following:
- Feasibility
- Growth potential
- Industry growth rate
- Identification of market, financial or management deficiencies
- Market size
- Scalability

For technology businesses, the ideas are judged on the basis of the experience of the founders in the technical field, potential of acquiring Intellectual Property Rights (IPR) and innovation.

The selection process is summarized by the following flow chart:

Incubation Facilities

BIC of the University of Agriculture provides entrepreneurs with well-equipped laboratories, extensive libraries, powerful computer systems, and technology expertise and subject-matter experts from the faculty. Besides this the faculty employed is responsible for assisting in preparation of the feasibilities of projects, business and market plans, removal of legal and administrative hurdles and facilitation in securing investment.

For the technology based startups, the incubation centre provides the necessary advisory and technical services for getting patent for the product and intellectual property right for the inventor of the product.
Selected incubating company may apply and get money for developing prototype and commercialization of their respective product, in order to get them ready for venture capital funding. The disbursement of this fund to the incubating company will be at the discretion and evaluation of the Supervisory Committee. The cap for this for each incubating company is PKR 0.5 million with flexibility of increasing this limit after requisite evaluation of the project by the Supervisory Committee.

**Infrastructure**

- Physical infrastructure

Incubatees will be provided office space including reception services, shared meeting room, internet access, product display, exhibition hall and secure environment.

- Technical & Managerial Assistance

This service will allow incubatees to access university faculty resources and gear-up their engineering and managerial capability. A total of 40 hours per month of consultancy may be provided by the incubator against which the incubator will pay Rs.800 per hour to Lecturer/Assistant Prof., Rs.1000 per hour to Associate Prof. Rs.1200 per hour to Professor. Any additional consultancy required by the incubatees will be charged. Incubatees will also have access to labs of the university. A nominal fee can be charged for that service by the university.

**BIC Sustainability**

The ORIC has devised several methods to provide for the sustainability of the center. The university through multiple partnerships and funders have ample resources to support the Business Incubation Center. Following are the different approaches being adopted by the BIC in order to make up for their costs:

- Residency fee to cover up the cost of utilities, internet, telephone, and building rent etc.

- For any specialized services employed in terms of research, product development or commercialization, the university will acquire equity share in the company.

- Incubator management has asked the treasurer UAF to keep recurring budget for the on-going quarter in its current account and the rest of the money may be
deposited in a savings account. Interest accumulated from the savings account will be considered as revenue generated for incubator.

**Monitoring and Evaluation**

The university has formulated a specific structure for the incubation program in order to keep the incubatees focused and driven. This structure involves the development of a project plan with set milestones which shall be presented before the assessment committee. In case of any deviation from the milestones, corrective measures must be aligned and implemented in order to make up for the fallout. If the startup fails to reach the two or more quarterly targets in the same year, then it may result in the termination of the incubation.

**Success Rate**

The entrepreneurs/ researchers are asked to submit a briefing of their idea. This briefing is then evaluated by M/S Development Pool, a consulting firm based in Lahore. According to the recent evaluation conducted by the firm, following ideas have been evaluated and deemed successful and ready for commercialization:

- Hydro Vaccine
- Texturized Vegetable Protein
- Aquatic Fish Feed
- Isolation and purification of enzyme for production of Diagnostic Kits
- Mastitis control vaccine for cows and buffaloes
- A Process for the Production of Zinc Sulphate
- Intermittent Poultry Feeding System

**Review**

The University of Agriculture, Faisalabad has the best research and testing facility. The university has given rise to such researchers and scientists, that it is only plausible that with the right amount of business expertise these ideas will be able to grow into flourishing social enterprises.

The business incubation centre with their strict selection criteria and dedicated staff and incubatees will only benefit from the Social Incubation Program devised by SEED Pvt. Limited. The management has shown great interest in integrating the program and aim to
prolong their partnership with the company in various areas besides the incubation program.
Profile #5: Bahria University, Karachi

Introduction

The Business Incubation Centre of Bahria University was established in July 2015, as a result of the efforts of the Office for research, innovation and commercialization (ORIC).

Mission

The Office for Research, Innovation and Commercialization has established their business incubation centre in order to inculcate the spirit of innovation and entrepreneurship among the students and faculty members of the university.

Partners

The university has partnered with Plan9 Incubator in the past with one of their startups being provided investment and incubation opportunity. More recently, through collaboration with British Council, the university has successfully conducted the Active Citizen Program and are looking forward to implementing the Social Enterprise Incubation Program, headed by SEED as well.

Infrastructure

The business incubation center at the Bahria University provides the students with a wide array of services that will enable them to materialize their innovative ideas. These services include the following:

- **Physical Support:** In the form of photocopying, printing and multimedia services.
- **Professional Support:** In the form of mentorship and coaching for proactive business approach in terms of entrepreneurship, networking and assistance with external sources of financing and partnership.

Currently, the incubation center provides space to twenty four (24) individuals in the form of seven (7) teams. The teams comprise of approximately 2-5 members who are incubated for 4-6 months.

**Incubation Process**

The entire tenure of the incubation process ranges between 23-26 weeks. This process is facilitated by a training program which consists of weekly training sessions of 1.5 hours. These training sessions are conducted by the trainers of Ejaaz Pakistan (discrepancy) and are divided into different modules imparting information regarding the development of necessary business skills, fundamentals of marketing and advertising, finance etc. Besides this the incubatees are given the opportunity to validate their ideas and seek mentorship of industry specialists and legal advisors.

The process can be divided into the following:

- Application
- Selection
- Presentation
- Orientation
- Training/ Incubation

The application process is only limited to students of the university and mostly the final year graduates are encouraged to develop their thesis projects and seek incubation in order to turn them into sustainable ventures. The university has funds allocated in order to support
the final year projects of the students which are disbursed after a stringent selection process. The students are required to present their ideas which are later viewed by the respective head of department and faculty members. The substantial ideas are supported by disbursing funds that cover 75% of the product development. However, this figure may vary depending on the cost structure of the product and the required research and development. The promising projects are then encouraged to seek incubation in order to further develop their idea.

The university also holds an open application platform for the students where they submit their ideas to be reviewed by the selection committee. The ideas with a business element are carefully chosen and called for presentations. The purpose of holding these presentations is to look for synergy among the team members and if they are flexible and dedicated enough to develop an enterprise.

After going through these stages, the university holds an orientation for the potential incubatees and provides them with incubation space and facilities along with relevant training and mentorship.

The university in collaboration with industry specialists and investors have formed a pool in order to facilitate the incubatees and provide necessary assistance. To date, the incubator has conducted three cycles and has produced 8 startups with three of them securing investment from the partners. Successful startups incubated at BIC are listed below:

- Bookworm
- Pehchaan
- WonderTree
- Safar

**Monitoring and Evaluation**

The incubation program does not inculcate a formal method to gauge the performance of the startups however feedback questionnaires are provided to the startups in order to acquire their reviews on the program. This feedback helps in bringing reformations in the way the incubation program is being conducted in order to ensure learning and effective utilization of the offered content.

**Success Rate**

Bahria University Incubation Centre, with their specialized curriculum, activity based trainings and diverse pool of specialists and mentors, have been able to produce successful startups with one of them securing investment from Punjab Government and the other through P@SHA Technologies. The main emphasis of the incubation program is on impactful
ideas and product-based solutions. WonderTree, a social enterprise producing augmented reality based applications for disabled kids, has been able to secure funds through P@SHA Technologies. Besides this Bookworm another venture rooted from Bahria University have acquired incubation space and seed money from Plan9 Business Incubator, Lahore.

Review

The Bahria University Business Incubation Center has completed three successful incubation cycles by harvesting competent individuals with innovative and promising ideas. The environment and structure of the program offers the students the opportunity to give birth to such ideas and products that ensure an impact.

The management has made sure to cover all necessary grounds that will lead to encouragement regarding entrepreneurship among individuals. They have devised several methods to motivate the students to come forward and turn into self-sufficient individuals however the management feels that at some point or the other the students tend to lack motivation due to a number of factors. These factors include the non-availability of funds to support the idea or the reservation of the investors in funding student-run startups. Regardless, the university is continuing to make efforts and is investing time and resources in training their staff members and the students in order to implement the Active Citizen and Social Enterprise Incubation Program.

The incubation program lead by SEED Pvt. Limited will enable the incubation center to further their efforts in producing impactful enterprises. The curriculum formulated by the company will integrate a theoretical as well as an activity based approach ensuring that the incubatees are fully equipped and knowledgeable regarding various aspects of their business idea.
Selection Criteria for Prospective Incubatees:

SEED initially devised a methodology which encapsulated the factors that needed to be taken into account when selecting incubatees. The modus operandi suggested was as follows:

1. Details of this selection process needed to be shared in an orientation session with the participants so that they could give thought to each element and submit their applications accordingly.
2. Following the Basic and Advanced SE training conducted by Social Enterprise Academy, potential incubatees would be provided guidance in a session which would acquaint them with factors that they needed to take into account when developing their application.

Selection Process (fig 1.2)

Part 1 of the Selection Criteria – Personal Statement

According to fig 1.2, the first part of the selection criteria is focused on ascertaining whether the candidate is motivated enough on a personal level to become part of the SE Component. For this purpose, the candidate is required to submit a 500-word essay.

This essay can help gauge whether the candidate has a clear idea of how he/she can contribute to society, and if there is a strong personal inclination towards social entrepreneurship. The essay can be considered a declaration of personal intentions, objectives and vision of why one is choosing social entrepreneurship as a route. It is a document that the prospective incubatee can save, and later refer to for comparison during different points in the pre-incubation or incubation phase. It can also be used once the incubatee graduates as a reminder of why he/she took the social entrepreneurship route.

The essay should include the following:

- Self-reflection: This requires an in-depth analysis of why the candidate wants to be a social entrepreneur. He/she must sketch out whether he/she is pursuing this field because of passion, how he/she is positioned in terms of resources and connections to solve a social issue, or if the individual is becoming a social entrepreneur just for public admiration and influence. It is a good idea if the potential incubatees take some time to examine their motives for wanting to engage in social entrepreneurship. They should write down whatever motivations they come up with. They may be surprised by what they find. They may even
discover that they can use the information to refocus their goals, change their direction or
target of benefits, or seek a different career path that fits better with what they want.
Eventually when they begin to run their own social enterprise, they could encourage their
volunteers and others hired to write down their own motivations. Doing so could help make
their enterprise more efficient and effective. A good starting point could be:

- What according to you is a social enterprise?
- Why do you think Social Enterprise is the right model for you?

**Part 2 of the Selection Criteria – Business Assessment**

This part of the selection process entails extracting a mix of information which is required from
prospective incubatees. This information includes two parts; compulsory information and optional
information (if the candidate has access to this information).

Compulsory information includes:

1. **Description of the company:** Brief profile of the company, its vision and mission, its
   operational goals, the structure of the management team and other personnel, the skills and
   competencies of the management team).
2. **Statement of social problem:** This is a description of the social problem that the social
   entrepreneur aspires to solve through his initiative/enterprise.
3. **Business proposition:** This is a description of the product/service that has been developed.
   It is important for the candidate to spell out here if the idea is a new product/service, and/or
   has been inspired by an event/experience that the candidate may have had. The candidate
   will also explain here the features of the goods/service and its value proposition, and exactly
   how this product/service will alleviate or eradicate the social challenge. At this stage the
   social entrepreneur should have some idea about the characterisation of the intellectual
   property rights.
4. **Brief description of impact:** At this induction phase, it cannot be expected that the social
   entrepreneur will know exactly what the quantitative impact of his/her business will be.
   However there must be a clear picture in his/her head of the direct and indirect
   beneficiaries, and the stakeholders involved.
5. **Market and Competition:** A description of the market availability means a description of the
   areas where the target market resides; the demographics of the target market e.g. describe
   the market acceptance, and if there are any other players who are resolving the same social
   issue.
6. **Sustainability model:** How does the incubatee intend to make the enterprise sustainable?
   This section must answer the following questions:
   6.1 What exactly is your target market, and is there a real demand for your product/service?
   6.2 Can you practically deliver your product/service?
   6.3 Do your potential customers/target market have the ability to purchase your
   product/service?
   6.4 How will you fulfil the gaps in your skills and understanding to deliver your
   product/service?
   6.5 Will the demand for your product/service grow?
6.6 What will be your sources of income, and what other sources of finance do you have in hand or are you willing to take up?

6.7 What are some of the basic costs for setting up your business, and how will you arrange for these costs?

Optional information includes the following: (optional here means that the incubatee does not need to provide a very detailed account, however he/she must fill in the fields providing some kind of preliminary information)

1. Marketing Streams: How does the incubatee intend to market the product/service, how he/she envisions engaging stakeholders, how he/she intends to price the product/service and what channels of distribution will be used.


3. Risks: The main operational risks of the company and their elimination methods.

4. Any other relevant information

Part 3 of the Selection Criteria – Candidate Interview

For this particular procedure, a selection committee must be in place which can gauge the quality of the idea, the knowledge of the entrepreneurs, and his/her command over the subject matter, market analysis, financial know-how, and team composition.

The interview will be taken to ascertain whether the candidate has a clear idea of:

- What a social enterprise is
- The social challenge that they want to solve
- How they aspire to do it/or their solution to the problem
- Key interventions which will enable the organisation to deliver the solution
- The kind of team required to implement the idea/or the kind of team already on board

If the candidate already has a team onboard, then the panel should try and evaluate whether all team members have a buy-in to the idea, what their core expertise are, why they have been selected or why they opted to be part of the team, and how they add value to the team.

Scoring the Candidates

Once candidates have submitted their personal statement, their business assessments, and have been interviewed, they will be scored on all three parts by the selection committee. Total assessment will be made out of 100 points, where specific marks have been assigned to each part.

For Part 1, candidates will be scored on:

- Their true motivation to become a social entrepreneur
- Why they want to take up a social enterprise model instead of a commercial enterprise

They will be scored out of 30 points for this part, where selection committee must give valid reasoning for why they are assigning these marks.

For Part 2, candidates will be scored on four fronts:
• Command over subject matter, social problem and solution
• Practicality of idea
• Viability of idea
• Sustainability of idea
• Innovation assessment

They will be scored here out of 50 points, where each element has been assigned 10 points.
Selection committee must give valid reasoning against points given to each element

For Part 3, candidates will be scored on:

• Whether what they have written in their personal and business assessments is aligned with what they are saying
• Market knowledge
• What is their vision and the challenge they want to provide an entrepreneurial solution for?
• Why do they feel they have the ability to counter that challenge?
• How will or how can they convert the solution to that challenge into a sustainable business?

Candidates here will be scored out of 20, where each element here carries 4 points.

Scores from Part 1, 2, and 3 will be totalled and candidates scoring 50 or more points will be legible for induction in the Incubation Stage.

NOTE:

1. Candidates to keep their personal statements and business assessments with them/in front of them at all times to continue a self evaluation of whether they are moving in the right direction and if there are any gaps which exist in their plan.
2. It is at this stage that further validation of their idea occurs. Candidates begin to understand their level of market knowledge or the lack thereof, the gaps in their plan to allocate resources, their preliminary business model, and the areas where they need additional help to make a stronger social enterprise business plan.
3. This will provide an outline of their needs. SEED will assess and determine what kind of support each of these participants require, and will be able to adequately guide the training faculty as to how they should guide incubatees relevantly. The objective here is to deliver trainings and guidance that aptly address the gaps in their idea validation, and preliminary planning process.

The objective here is to get candidates ready with their ideas and preliminary plans, and help them answer the questions:

1. What is the purpose of your social enterprise, and do you know what running a social enterprise entails?
2. What are your motivations for getting into this line of business?

We were not looking for very detailed plans at this stage, and this needed to be clearly communicated to the prospective incubatees. However, this should not remove them from thinking about why they want to start a social enterprise, and how they will implement and achieve both business and social aims.
The aforementioned selection criteria were very detailed and were not implemented as structured, some of the reasons for diverging from this track are as follows:

1. The number of prospective social enterprise incubatees was not very large from each university.
2. Candidates for this programme were social enterprises already incubated at the incubation centres; hence they had chosen their specific business direction and intention. For this reason submission of a 500 word personal statement was removed as a step as it was thought to be redundant.
3. The target audience for this programme i.e. incubated social enterprises were preselected by the university
4. The universities wanted to transform the incubated enterprises into viable ventures and thus thought them and not completely new candidates to be a more practical selection for this programme

The selection process was reduced to two steps: Business assessment and Interview. It was decided that it was best if the university implemented this criteria and selected social startups from amongst their student body instead of SEED or British Council carrying out this part.

However, the selection criteria were abridged to the version provided below. Considering that this was a pilot, we felt it was best that the selection criteria were simpler at this point in time.

Mandatory

1. **Description of the company**: Brief profile of the company, its vision and mission, its operational goals, the structure of the management team and other personnel, the skills and competencies of the management team.
2. **Statement of social problem**: This is a description of the social problem that the social entrepreneur aspires to solve through his initiative/enterprise.
3. **Business proposition**: This is a description of the product/service that has been developed. It is important for the candidate to spell out here if the idea is a new product/service, and/or has been inspired by an event/experience that the candidate may have had. The candidate will also explain here the features of the goods/service and its value proposition, and exactly how this product/service will alleviate or eradicate the social challenge. At this stage the social entrepreneur should have some idea about the characterisation of the intellectual property rights.
4. **Brief description of impact**: At this induction phase, it cannot be expected that the social entrepreneur will know exactly what the quantitative impact of his/her business will be. However there must be a clear picture of the direct and indirect beneficiaries, the stakeholders involved and the expected change (social impact) that will be brought about through their business.

Optional

5. **Market and Competition**: A description of the market availability means a description of the areas where the target market resides; the demographics of the target market e.g. describe the market acceptance, and if there are any other players who are resolving the same social issue.
6. **Sustainability model**: How does the incubatee/start-up intend to make the enterprise sustainable?

Although the candidates had already been preselected, this business assessment would help to evaluate whether the incubatees could distinguish between their business and social aims, and had somewhat of a road map of where they wanted to take their business.
Programme Development:

Post Needs Assessment and creation of Selection Criteria, the next part of the project was the actual programme development. This process was initiated with the development of the social Enterprise (SE) Incubation process, the ESSP curriculum, and training programme designed in order to educate and teach university management how to impart the ESSP curriculum. In addition, A Social Incubation Handbook was created and provided to the university management. This Social Incubation handbook was essentially a guide for the management about how to run and manage a traditional and social enterprise incubation centre and included the following information:

1. The fundamentals of business incubation
2. How to setup a university business incubator
3. The Social Incubation process
4. Instructor’s guide on how to impart the ESSP curriculum during the different stages of the SE Incubation Process
5. SOPs for running the incubation cycle

While elements No 1, 2, 4 and 5 were related with the development of a physical infrastructure, and management committee who would run and manage the incubation facility, No 3 was specifically designed for social enterprises which would be incubated at the incubation centres of the partner universities. The Social Enterprise Incubation processes were designed as forth:

Social Enterprise Incubation Processes:

Figure 1.3 signifies the process any enterprise – commercial or social in nature must go through from conceptualisation to realisation. As indicated in the figure, it is a process which is similar to the life cycle of any entrepreneurial venture. Let us go through this process to understand the efficacy and relevance of business incubation (social or traditional) in the development cycle of a start-up. Keeping this basic structure in mind, the SE Incubation process was designed as under:

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### SE Incubation

#### Stage 1 - (10 days)
**Blueprint**
- Sketch out idea
- Review with Committee
- Refine BluePrint
- Practice elevator pitch

#### Stage 2 - Pilot Test - (45 days)
- Develop pilot plan
- Engage Mentors
- Educate relevant stakeholders
- Arrange resources
- Implement Pilot
- Conduct post mortem
- Document findings (impact, SWOT, costs)
- Practice elevator pitch

#### Stage 3 - Transform - (7 Days)
- Re-adjust original plan
- Refine resource allocation (networks, relevant business assistance, build or grow team as needed, access to capital)
- Practice elevator pitch

#### Stage 4 - Graduate - (28 days)
- Start hiring

Note: Businesses who are not ready for graduation may be ejected from the process if they are violating performance metrics or SOPs. It is up to sponsor or facility owner, management team and mentors to decide whether to demote the incubatee to a previous stage, or to completely eject them from the system, or to approve graduation.
The ESSP Curriculum:
The ESSP Curriculum was created keeping in mind that social startups at universities needed to be educated in the following areas:

- Fundamentals of Social Entrepreneurship
- How to create a social enterprise
- Developing an SE Business plan
- Pilot testing and implementing a business idea
- Social entrepreneurs as Leaders

A brief description of each module is provided below

Module 1: A snapshot of Social entrepreneurship
The module provides an introduction to the world of social entrepreneurship and its need in existing times. By the end of this module the readers will be able to gather the following information:

- The need and impact of social enterprises.
- The difference between social and traditional enterprises by addressing the myths surrounding such enterprises.
- Factors leading to the success or failure of a social enterprise.
- The constituents of a successful social entrepreneur.
- Various implications in the life of a social entrepreneur.

Module 2: Planning a Social enterprise
The second module of the curriculum provides an understanding of the various elements required for planning a social enterprise.

The different outcomes of this module are listed as follows:

- The reader will be able to understand how social entrepreneurship is the ideal model for tackling a problem.
- A step by step approach on planning a social enterprise and using it to cater to existing problems.
- Identification and formalization of the distinguishing factor i.e. the social model in order to ensure successful operations of the enterprise.
- Facilitation in communicating the social model through a specific framework that will help identify the underlying problem, the possible assumptions and outcomes.
- Help recognize the formation of a business model, as a key component in planning a social enterprise.
- How a business model canvas and its core components can be utilized to convey the financial as well as social impact of the business.
- An idea about what an ideal balance between social and financial viability looks like and the importance for the social entrepreneur to strike that balance.

Module 3: The Social Enterprise Business Plan

The entire module is dedicated to the formation and planning involved in documenting one of the most important documents for any big or small organization i.e. the business plan.

The module highlights the following aspects of the business plan:

- Introduction to the usage of business model and business plan in an organization and the basic difference between the two.
- The thought process required for framing a business plan along with identifying details such as the type of product/service the entrepreneur wants to offer.
- An approach for formulating a business plan that is directed to attract specific audiences such as investors, potential partners and grant funders.
- A descriptive outline that will provide the necessary information required for drafting a business plan.
- Insight into various complex components involved in business planning such as Marketing and Financial Management.

Module 4: Pilot testing and starting up

One of the most critical stages for any enterprise is starting up. Successful implementation of this stage requires rigorous testing of the idea which we call the Pilot Test. A pilot test validates the idea and acts as a go ahead for starting up.

The module will prove to be pivotal in imparting information regarding the following areas:

- The usefulness of pilot testing in ensuring a smooth initialization of starting up.
- The source documents, research methods and other elements required for formulating a pilot plan.
- A format for collecting and collating the research and information that will give rise to a well-curated and implementable pilot plan.
- Measures for ensuring and documenting the results of the pilot test.
- Pitching; a pivotal tool for presenting your business idea to a potential investor/partner and the method for delivering one.
- Base knowledge regarding the different sources of financing available for social start-ups.
- Insight into the different organizational structures that can be adopted, supported by their respective advantages and drawbacks.
- Essentials of choosing the right organizational structure and managing the finances of the company by using instruments such as book keeping and traditional banking.

**Module 5: Social Entrepreneurs as Leaders**

The last module focuses on leadership as an important trait required for running a flourishing social enterprise.

The module will help educate regarding the following aspects:

- The different mindsets that hinder the transformation of an entrepreneur into a leader.
- Methods and traits required for exposing and nurturing the inner leader.
- The different styles and types of leadership and their importance.
- Different approaches that will help in recognizing the personal style of an aspiring leader.
- Significance of different types of goals and the act of goal setting, in a leader’s point of view.
- Decision making methodologies and their importance through a situational analysis with proposed actions for leaders.
- Conflict management and resolution as a vital skill in a leader’s toolkit.
- The use and importance of practicing power and recognizing its outcomes.
- Delegation, a skill to be mastered that renders great teams and prosperous enterprises.
- The different forms of leaders and how they influence the inner workings of an organization.
- Time management and prioritization of activities as characteristics of a successful leader.
**Project Progress:**

Subsequent to programme development and creation of selection criteria, partner universities selected social startups from amongst their student body based on the criteria which we had provided to them. Once this selection had been made, a Master Trainer from SEED was assigned the responsibility of delivering the initial trainings to start ups and the university staff about the programme, and to introduce to them the material that had been developed for this project.

<table>
<thead>
<tr>
<th>Objectives</th>
<th>Progress</th>
</tr>
</thead>
<tbody>
<tr>
<td>Created awareness amongst the university staff w.r.t social entrepreneurship</td>
<td>An increased interest was noticed w.r.t the subject and social enterprises amongst the university staff. Some university staff from partner universities also became part of SEED’s initiative ‘Enterprise C’</td>
</tr>
<tr>
<td>Conducted training for incubation centre staff</td>
<td>Training was conducted at four universities namely BUTEMS, University of Agriculture - Faisalabad, University of Gujrat, and IBA Sukkur. The initial needs assessment was carried out at Bahria University Karachi; however, training could not be carried as the contact person left hence this university was dropped from the list of participant universities. Training were held from 11th April to</td>
</tr>
<tr>
<td>Conducted training for start-ups</td>
<td>The startup which were trained are as follows: University of Faisalabad: • Green Heaven • Students also attended this training University of Gujrat: • I-MEDI • SARC • Tech Kethi BUITEMS: • Dewa Foundation • Doch • Runa IBA Sukkur: • First Home Magazine • Desert Collection • Solar Power Distribution</td>
</tr>
<tr>
<td>Documentation and Reporting</td>
<td>All interaction with the university staff and British Council personnel was carried out over emails</td>
</tr>
<tr>
<td>Needs and Capacity Assessment report</td>
<td>Needs Assessment was carried out in the partner universities in April 2016. The final report was submitted in May 2016</td>
</tr>
<tr>
<td>Training Manual</td>
<td>The printed training manual was submitted via email to the Programme Manager at British Council. This hard copies of the</td>
</tr>
<tr>
<td><strong>Selection of projects</strong></td>
<td>A selection criteria was established mutually by British Council and SEED initially. This selection criteria was further simplified and shared with the universities. The selected the startup/potential incubates based on this criteria</td>
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<tr>
<td><strong>Handbook and Curriculum</strong></td>
<td>Following the needs assessment, a handbook was developed which included an extensive curriculum which was designed to cater to the learning needs of the incubation staff at all universities, and the start-ups incubated at the incubation centres. Standard operating procedures were also provided to guide the staff on how to run and manage an incubation centre.</td>
</tr>
<tr>
<td><strong>Incubation Cycle begins</strong></td>
<td>This objective was partially achieved because not all universities started with the specified incubation process.</td>
</tr>
<tr>
<td><strong>Conducted Needs Assessment for 5 universities</strong></td>
<td>This activity was carried out within stipulated time. SEED sent its on-ground team to all partner universities to assess the capacity of each university to run this programme, the knowledge and understanding among the university staff with respect to social enterprise and entrepreneurship. The team also gauged their receptivity to such a programme.</td>
</tr>
</tbody>
</table>
| **Developed Selection Criteria for short listing projects** | The following selection criteria was developed and start-ups were required to submit:  
1. Description of the company  
2. Statement of social problem  
3. Business proposition  
4. Brief description of impact  
5. Market and Competition  
6. Sustainability model |
| **Developed resource pack/handbook/training manual and training material** | Based on the findings of the Needs Assessment, the content development team began working on the following:  
- Social Enterprise Curriculum  
- Social Incubation Process  
- Mentor Manual  
- KSIs  
- Social Incubation Handbook  
- Incubation centre SOPs |
Impact

We hope that over the coming years the following impact will result from this programme:

- Increased awareness about social entrepreneurship at university level
- Increased awareness amongst students about social entrepreneurship as a vehicle to resolve social and economic problems in society
- Increased development of university-grown indigenous social enterprises across universities in Pakistan
- Increased interaction and knowledge exchange between academia and members from the corporate and business fraternity
- Growth in the development of mentor-mentee culture across universities
- Increased linkages of university start ups with the industry
- Engagement of the impact investors
- Increased awareness and engagement of the public and private sector in the social enterprise landscape of Pakistan
### Key challenges

**Challenges:**

1. Lack of understanding about social entrepreneurship amongst university management
2. Lack of understanding amongst students about social entrepreneurship and social enterprise
3. Creating and running an effective social enterprise incubation training programme
4. Lack of motivation at university management staff’s end
5. University of Gujrat shutdown in the middle of the programme due to security issues
6. The key person at Bahria University Karachi left the country in the middle of the programme
7. Management staff attendance at training sessions was low at some of the training sessions

**How we dealt with these challenges:**

The lack in awareness and understanding among academia with respect to social entrepreneurship and enterprise was countered when we conducted a Needs Assessment to gauge the knowledge gap of the university staff, students and management running the incubation facility.

Based on our findings, we developed: social entrepreneurship curriculum, incubation process, incubation management handbook, incubation SOPs, key success indicators, and mentor manual.

Once the content for the programme was developed, it was reviewed by British Council. Subsequently, it was used by SEED’s Master Trainers to teach management staff and university faculty, and develop an awareness and understanding in them about the programme, and social entrepreneurship.

There was a lack of motivation in some universities with respect to the programme hence consistent communication via emails and phone calls was maintained with them to ensure that they remain engaged in the programme.

University of Gujrat was an enthusiastic participant, however, security issues that arose in the area were an uncontrollable factor and hence the university could not completely participate in the programme. Bahria University has been removed from the list of participant universities. Training could not commence at the university since the contact person who was also managing the incubation centre left the country before he could receive the training.

Relationship with university staff was strengthened over the course of this project.

As we proceed, the parallels in ideology and approach to social entrepreneurship provides scope for future projects with British Council. This project has brought to light the perspective academia has of social enterprise and how interventions from institutions like British Council and SEED can help sharpen this perspective. In Pakistan, there is still no legal classification under SECP for social enterprises – keeping this in mind if projects of such nature are continued, they will provide a good platform not only to raise awareness in the academia about the matter, but will also help engage and gain the attention of policy makers. Social startup development and Impact investment will also be encouraged through the implementation of such programmes.