

# **BUSINESS INCUBATION CENTRE (BIC) POLICY**



## **OFFICE OF RESEARCH, INNOVATION & COMMERCIALIZATION (ORIC)**



**RAWALPINDI WOMEN UNIVERSITY  
RAWALPINDI**

## DEFINITIONS

<i>BIC</i>	Business Incubation Center
<i>Company</i>	Incubated Business in Business Incubation Center
<i>Firm</i>	A startup incubated at BIC, normally referred to a business
<i>HEC</i>	Higher Education Commission, Pakistan
<i>ORIC</i>	Office of Research, Innovation & Commercialization
<i>RWU</i>	Rawalpindi Women University
<i>Registrar</i>	Registrar, Rawalpindi Women University
<i>Faculty</i>	Faculty member of RWU
<i>VC</i>	Vice Chancellor, RWU
<i>HED</i>	Higher Education Department, Punjab
<i>IP</i>	Intellectual Property

## CONTENTS

Definitions .....	2
<b>1. Introduction to Policy.....</b>	<b>5</b>
<b>2. Introduction of BIC.....</b>	<b>5</b>
2.1 Overview .....	5
2.2 Goals.....	7
2.2.1 Supporting Entrepreneurship .....	7
2.2.2 Fostering Innovation .....	7
2.2.3 Creating Jobs.....	7
2.2.4 Building a Startup Ecosystem .....	7
2.2.5 Promoting Diversity and Inclusion .....	8
2.2.6 Commercializing Research and Innovation .....	8
2.2.7 Attracting Investment.....	8
2.2.8 Accelerating Growth .....	8
2.2.9 Promoting Sustainability.....	8
2.2.10 Measuring Impact .....	8
2.3 Phases for Successful Incubatees at BIC .....	8
2.3.1 Incubation Phase .....	8
2.3.2 Acceleration Phase.....	10
<b>3. General Policy.....</b>	<b>11</b>
<b>3.1 Eligibility... ..</b>	<b>11</b>
3.1.1 General.....	12
3.1.2 Proposals .....	12
3.1.3 Registration .....	12
3.2 Admission Process.....	12
3.2.1 Selection committee.....	13
3.2.2 Non-Disclosure .....	13
3.3 Intellectual Property (IP) .....	14
3.4 Financial Services.....	14
3.5 Infrastructure .....	14
3.5.1 Activities Prohibited .....	14
3.5.2 Access to departmental laboratories .....	14
3.6 Other Services .....	15
3.7 Revenue Generation for the BIC .....	15
3.8 Periodic assessment.....	15

3.9	Information Submission .....	16
3.10	Consideration.....	16
3.11	Graduation or Exit Policy .....	16
3.12	Conflicts Management.....	17
3.13	Disclaimer.....	17
3.14	Agreements.....	17
<b>4</b>	<b>BIC policy involving faculty members/employee members of Rawalpindi Women University.....</b>	<b>18</b>
4.1	Introduction .....	18
4.2	Procedure for Startups .....	18
4.3	Benefits.....	18
4.4	Trainings/seminars .....	19
4.4.1	Employees / Faculty Members providing trainings / Workshops .....	19
4.4.2	Mentoring services .....	20
4.4.3	Startups .....	20
4.4.4	Opportunity as Investor .....	20
4.4.5	Commercialize IP/prototypes/products generated at RWU by Research .....	21
4.4.6	Joint Venture Models .....	21
4.4.7	Idiosyncratic Models .....	21
4.5	Risks .....	21
4.6	Statement of Process .....	22
	Annexure A .....	23
	Annexure B .....	24
	Annexure C .....	26
	Annexure D .....	30
	Annexure E.....	31
	Annexure F.....	32
	Annexure G .....	33
	Annexure H .....	34
	Annexure I.....	35
	Annexure J.....	38
	Annexure K... ..	44

## **1. Introduction to Policy**

The purpose of this document is to cover all the terms and conditions and policies regarding new startups by students, faculty members of RWU, employees of RWU and community members as well commercialization projects initiated by the university. This document covers details of admission of an Incubate, payment of expenses, time of incubation etc.

The policy is subject to periodic review and revision. Companies admitted to BIC will be responsible for updating themselves on a regular basis in accordance with revisions to the Incubation policy and processes. BIC maintains the right to make exceptions to all or any of the policy's terms for a specific firm or promotion on a case-by-case basis.

IP Policy is to be considered as general policy, practiced by ORIC and RWU.

*Currently, in their infancy, the Business Incubation Centre (BIC) policy is being carefully designed to align with the RWU ecosystem. Nevertheless, in light of the dynamic characteristics of our surroundings and the ever-changing demands that occur within it, it is critical to guarantee the coherence of these policies by establishing a solid foundation and structure that corresponds with all relevant parameters.*

*In pursuit of this objective, a multidisciplinary strategy will be implemented, capitalising on the perspectives of policymakers, academic stakeholders, legal professionals, and industry practitioners. During the revision process, technical rigour will be maintained, emphasising the improvement of policy language, resolution of ambiguities, and integration of emerging best practices*

## **2. Introduction of BIC**

### **2.1 Overview**

A business incubation center is a supportive environment designed to nurture early-stage startups and entrepreneurs, helping them grow and succeed. The primary goal of a business incubation center is to foster entrepreneurship and innovation by providing startups with the resources, support, and guidance they need to turn their ideas into viable businesses.

Incubation centers typically offer a range of services to startups, including access to office space, infrastructure, mentorship, training, networking opportunities, funding assistance, and other support services tailored to the needs of early-stage ventures. Incubation centers often operate within a structured program framework, with milestones, goals, and metrics to help startups track their progress and achieve success. They may also provide access to specialized programs or initiatives focused on specific industries, technologies, or market sectors.

Beyond individual support for startups, incubation centers play a role in building and strengthening the local or regional startup ecosystem by connecting entrepreneurs, investors, mentors, industry experts, and support organizations, fostering collaboration, and creating synergies within the

entrepreneurial community. Startups typically go through a selection process to gain entry into the incubation program, which may involve submitting an application, pitching their business idea, and undergoing evaluation based on criteria such as innovation, market potential, team capabilities, and alignment with the incubation center's mission and focus areas.

Incubation programs may vary in duration, ranging from a few months to several years, depending on the needs of the startups and the structure of the program. Some incubation centers offer flexible arrangements, allowing startups to graduate from the program once they achieve certain milestones or outgrow the need for ongoing support. Success for an incubation center is often measured by the growth and success of the startups it supports, including factors such as job creation, revenue generation, fundraising success, market penetration, and overall economic impact. Many incubation centers offer continued support and resources to alumni startups even after they graduate from the program, helping them navigate the challenges of scaling their businesses and sustaining growth in the long term.

Overall, business incubation centers play a vital role in nurturing entrepreneurship, driving innovation, and building vibrant startup ecosystems that contribute to economic growth and prosperity. A detailed annual activity calendar for Entrepreneurial Capacity Building is provided in at Annexure K.

The Rawalpindi Women University also working to form strategic alliance with relevant stakeholders including Rawalpindi Chamber of Commerce and Industries (RCCI), Rawalpindi Chamber of Small Trader and Small Industries (RCSTSI), Small and Medium Enterprises Development Authority (SMEDA), National Incubation Center (NIC) Islamabad, and Intellectual Property Organization (IPO) Pakistan to foster entrepreneurship, innovation, and economic growth, particularly among women entrepreneurs. By leveraging the resources, expertise, and networks of each partner, the alliance seeks to create a supportive ecosystem for startups, facilitate access to funding and intellectual property protection, and drive the commercialization of innovative ideas and technologies.

The specific details of the alliances with above-mentioned stakeholders are as follows;

**Potential Criteria for collaboration**

- a. Selection Process: Establish a joint selection process to identify high-potential women-led ventures from RWU.
- b. Joint program development: Collaborate on designing and delivering effective incubation and acceleration programs tailored for women entrepreneurs.
- c. Knowledge sharing and capacity building: Facilitate exchange of best practices, workshops, and training programs for RWU staff and mentors.

- d. Resource sharing: Provide access to shared infrastructure, facilities, and technology resources for RWU participants.
- e. Mentorship exchange: Enable exchange programs where mentors from both institutions can guide ventures at RWU's and vice versa.
- f. Networking and market access: Organize joint networking events and workshops to connect RWU participants with investors, partners, and potential customers within the stakeholder's network.
- g. Attract high-potential ventures: Collaborate on scouting and selecting promising women-led startups with strong growth potential for the RWU.
- h. Facilitate access to funding and mentorship: Partner to connect RWU entrepreneur participants with potential investors, angel networks, and experienced mentors within their network.
- i. IP Awareness & Education: Collaborate with IPO to provide workshops and training programs on Intellectual Property (IP) rights and protection for women entrepreneurs at RWU.
- j. IP Protection Support: Offer guidance and support to RWU's participants in registering and protecting their intellectual property (patents, trademarks, copyrights).
- k. Commercialization Assistance: Explore collaboration opportunities with IPO to connect RWU's ventures with potential investors, licensees, or partners for successful commercialization.

## **2.2 Goals**

The specific goals of a business incubation center can vary depending on its mission, target audience, and focus areas. However, some common goals include:

### **2.2.1 Supporting Entrepreneurship:**

Encouraging and facilitating the creation of new ventures by providing aspiring entrepreneurs with the resources, guidance, and support they need to turn their ideas into successful businesses.

### **2.2.2 Fostering Innovation:**

Promoting innovation and technological advancement by nurturing startups that are working on disruptive ideas, cutting-edge technologies, or novel solutions to pressing challenges.

### **2.2.3 Creating Jobs:**

Stimulating economic growth and job creation by helping startups grow and scale their businesses, thereby generating employment opportunities and contributing to local and regional economies.

### **2.2.4 Building a Startup Ecosystem:**

Strengthening the local or regional startup ecosystem by connecting entrepreneurs, investors, mentors, industry experts, and support organizations, fostering collaboration, and creating synergies

within the entrepreneurial community.

### **2.2.5 Promoting Diversity and Inclusion:**

Fostering diversity, equity, and inclusion within the startup ecosystem by supporting entrepreneurs from underrepresented backgrounds, including women, minorities, and individuals from marginalized communities.

### **2.2.6 Commercializing Research and Innovation:**

Facilitating the commercialization of research and intellectual property developed within academic institutions or research organizations by providing startups with the resources and expertise needed to bring innovations to the market.

### **2.2.7 Attracting Investment:**

Attracting investment capital to the region by showcasing promising startups to investors, fostering a conducive environment for investment, and helping startups prepare for fundraising activities.

### **2.2.8 Accelerating Growth:**

Accelerating the growth and development of early-stage startups by providing access to mentorship, training, networking opportunities, funding, and other resources that can help them overcome common challenges and scale their businesses more rapidly.

### **2.2.9 Promoting Sustainability:**

Promoting sustainable business practices and social impact by supporting startups that are focused on environmental sustainability, social responsibility, and ethical business practices.

### **2.2.10 Measuring Impact**

Monitoring and evaluating the impact of the incubation center's programs and services on the success and growth of startups, as well as on the broader entrepreneurial ecosystem, and continuously improving strategies based on feedback and outcomes.

These goals are often interrelated and complementary, and they guide the activities and initiatives of the business incubation center in fulfilling its mission and serving its stakeholders effectively.

## **2.3 Phases for Successful Incubatees at BIC**

The successful participants after induction at the BIC will undergo the following phases to enhance their entrepreneurial endeavors. The phases are as follows;

### **2.3.1 Incubation Phase**

The incubation phase is intended to provide prospective entrepreneurs with a caring atmosphere, resources, mentorship, and advice as they work to turn their unique ideas into successful businesses at Rawalpindi Women University. This phase seeks to establish groundwork for participants to build their entrepreneurial abilities, validate their business ideas, and prepare for the challenges of beginning and growing a successful venture.



### **2.3.1.2 Duration of Incubation Phase**

The incubation phase, lasting over 12 weeks, allows participants to refine their business ideas, build prototypes, conduct market research, and develop their business models. The duration can be adjusted based on participant needs.

### **2.3.1.3 Components of Incubation Phase**

The following incubation phase components create a supportive and conducive environment for participants to develop their entrepreneurial skills, validate their business ideas, and lay the foundation for successful ventures during the incubation phase.

#### **a. Orientation and Goal Setting**

The participants initially undergo an orientation session to learn about the resources, expectations, and structure of the program. Thereafter, participate in goal-setting sessions to establish goals, pinpoint deadlines, and draft customized action plans.

#### **b. Business Ideation and Validation**

A series of related workshops and seminars will be conducted for generating and refining business ideas through design thinking, brainstorming, and problem-solving, followed by market research, industry analysis, and customer feedback.

#### **c. Business Model Development**

Specialized hands-on workshop (s) for the development of a robust business model, focusing on value proposition, revenue streams, cost structure, and customer segments, with market feedback and validation insights.

#### **d. Prototyping and Product Development**

The participants will provide facilities for prototyping and maker spaces for product development and refinement, with expert guidance for prototype creation, product testing, and user feedback iteration.

#### **e. Mentorship and Coaching**

The Participants will be paired with mentors for guidance and support during the incubation phase, covering business strategy, marketing, finance, operations, and leadership development.

#### **f. Networking and Collaboration**

The Entrepreneurs, industry experts, investors, and collaborators will network through workshops, events, and guest speakers, while collaboration spaces will be available for idea sharing and resource utilization.

#### **g. Workshops and Training Programs**

The program will provide with the conduction of workshops/seminars or training sessions to

equip participants with crucial entrepreneurial skills, including financial management, marketing strategies, legal compliance, pitching techniques, and brand presence building.

**h. Progress Review and Feedback**

The Participants will undergo regular progress reviews and feedback session to track their progress, address challenges, and receive support from mentors, peers, and industry experts.

**2.3.2 Acceleration Phase**

The acceleration phase aims to take incubations phase graduated participant to the next level of growth and success at Rawalpindi Women University. This phase builds on the solid foundation created during the incubation phase, with an emphasis on scaling up operations, growing market reach, acquiring funding, and meeting major milestones. Participants will receive support, mentorship, resource access, and networking opportunities to help them speed their entrepreneurial path.

**2.3.2.1 Duration**

The acceleration phase, lasting 12 weeks, offers support and guidance to participants for rapid growth and market traction.

**2.3.2.2 Acceleration Phase Components**

The acceleration phase consisted of following key components that collectively form a comprehensive framework to accelerate the growth and success of startups during the acceleration phase.

**a. Strategic Planning and Execution**

The Participants will collaborate with mentors and advisors to create and execute strategic growth plans, focusing on identifying growth opportunities, setting ambitious targets, and developing actionable strategies.

**b. Access to Funding**

The participants will access a network of investors, capitalists, and funding agencies to secure capital for growth and expansion, with assistance in pitch preparation, financial projections, negotiation, and funding deals.

**c. Market Expansion and Customer Acquisition**

The initiative aims to boost operations, expand market reach, and attract new customers by assisting participants in refining their sales and marketing strategies.

**d. Product Development and Innovation**

The participants will continuously innovate their products or services to meet market demands and customer needs, with access to facilities for prototyping and available R&D resources.

**e. Scaling Infrastructure and Operations**

The participants will be advised on enhancing their infrastructure, operations, and workforce to meet growing demands, while strategies for process optimization and efficiency will be implemented for sustainability.

**f. Access to Expertise and Resources**

The Participants will gain access to a network of industry experts/mentors/advisors along with the latest technology tools, market research databases, and industry insights.

**g. Monitoring and Evaluation**

To monitor the progress of the participants, regular meetings with program mentors to track progress, address challenges, and adjust strategies will be done. Also, the participants' feedback will be collected to continually to improve the acceleration program.

**h. Alumni Network and Continued Support**

After completing the acceleration phase, participants will join the alumni network for support, guidance, and networking opportunities through events, workshops, and mentorship programs.

**3. General Policy**

Departments other than BIC, must have an agreement with BIC before starting business activities, startups or incubation. This document contains policy and procedures for operational matters related to BIC. It covers the following processes:

- 3.1 Eligibility
- 3.2 Admission process
- 3.3 Intellectual Property
- 3.4 Financial Services
- 3.5 Infrastructure
- 3.6 Common infrastructure
- 3.7 Other services
- 3.8 Periodic assessment
- 3.9 Information submission
- 3.10 Consideration
- 3.11 Exit (Graduation)
- 3.12 Conflicts of interest
- 3.13 Disclaimer
- 3.14 Agreement

**3.1 Eligibility**

Admission to BIC is open to:

- a. Faculty and staff (both present and former),
- b. Current and former faculty/employees,
- c. RWU students and alumni,
- d. BIC's R&D partners (sponsors of R&D and consultancy projects),
- e. BIC's Partner institutions/universities with R&D collaborations,
- f. Government agencies are involved in BIC research and inventions.
- g. Community members (any Pakistani or foreigner with Valid ID).
- h. Affiliated colleges (Staff, Students and faculties).

**Note:**

- a. *It is mandatory for every employee of RWU to get permission from concerned authorities as mentioned in Section 4.2 subsection (d).*
- b. *BIC may open for all pre-incubatees with only business idea.*

### **3.1.1 General**

- a. A minimum of one full-time employee dedicated to the company.

### **3.1.2 Proposals**

The proposals of selected incubatee for business incubation may meet with the following parameters:

- a. Proposal with a comprehensive business plan, feasibility study, and model.
- b. Proposals that have implications for the environment, society, and strategy.
- c. Proposals with the potential to generate significant amounts of resources, impact value, and visibility to RWU, BIC, and incubation activities
- d. Innovative Idea/Prototype having market potential.

### **3.1.3 Registration**

- a. BIC admission applications must be registered under the Companies Ordinance 1984, or all promoters/founders can apply if a firm is not registered.
- b. Partnership registration/sole proprietorship shall be registered under concerned authorities.
- c. BIC may provide consultancy for the registration of company with SECP and with tax authorities for a nominal charge or for free (to be decided by Manager BIC and Director ORIC).

## **3.2 Admission Process**

Applicants must submit the application form found in Annex A, which is available online or at the

BIC office, in order to be considered for admission at the opening level. The BIC team and the mentor(s) or advisory board will review the application form internally. Applicants will also provide information on the founders' and promoters' executive involvement in other businesses or commercial entities when submitting their application forms.

Following a preliminary review of the application form and an affirmative assessment, candidates will be required to submit a comprehensive proposal for admission that includes the following documentation:

- a. Business Plan/Business Model/Prototype/Idea.
- b. Details about the intellectual property (IP) or technology on which a company is supposed to be promoted/founded. In the event that the IP/technology is developed at RWU, provide a copy of the letter of approval from ORIC for the transfer, license, or permission to use the IP in favor of prospective incubatee enterprises.
- c. Any other relevant information

### **3.2.1 Selection committee**

Selection Committee comprising of 5 members.

- a. Manager BIC (Convener)
- b. Director ORIC
- c. Manager of Innovation & Commercialization
- d. Relevant Faculty Member
- e. Industry Representative

The selection committee may conduct face to face interview of the applicant to evaluate entrepreneurs' business prospects, strengths, potentials to manage his business and appropriateness to use BIC.

### **3.2.2 Non-Disclosure:**

BIC maintains absolute confidentiality during the whole application procedure. A few representative standards to be used in the assessment process (not limited to these)

- a. The product idea's strength in terms of its technological content, inventiveness, market viability, and potential influence on society and the environment.
- b. IP developed and idea's potential for IP development;
- c. Degree of faculty, staff, and student involvement at RWU;
- d. Funds requirement and feasibility of raising financing; and
- e. Break-even period

BIC's decision to accept or reject an incubation proposal will be its exclusive prerogative, and it will be final. If a proposal is turned down, BIC is under no obligation to provide a rationale.

### **3.3 Intellectual Property (IP)**

Intellectual Property (IP) matters will be dealt as per the IP policy of Rawalpindi Women University.

### **3.4 Financial Services**

BIC offers financial services to incubatees, subject to availability of funds, grants, or schemes. Admission does not automatically grant companies access to these services. Incubatees can apply for financial services upon admission, subject to grant terms and conditions. Disbursement is tied to milestones, with approval based on firm maturity in product development or go-to-market stage. Preference is given to companies with strong founder commitment. BIC does not provide reasons for grant rejections.

Following members of the selection committee having rights to select idea for grant.

- a. Director ORIC – Head of the Committee
- b. Manager BIC / Secretary
- c. Representative of Industry.
- d. Dy. Treasurer/representative

### **3.5 Infrastructure**

The infrastructural facilities offered upon admission to BIC will be based on the agreement in Annexures D, E, F, G, and H.

*Note: The tenant will be responsible for any damage or breakage caused by them.*

#### **3.5.1 Activities Prohibited**

Following activities/practices will be strictly prohibited in the BIC;

- a. Illegal and immoral activities.
- b. Formation of associations/unions.
- c. Unnecessary noise or disturbance causing problems.
- d. Activities causing environmental spoilage or bad reputation of the center.
- e. Activities not permissible according to general social norms.

#### **3.5.2 Access to departmental laboratories**

Moreover, BIC will help incubatee companies have access to departmental laboratories and other RWU resources for product development. Access to departmental resources is possible via ORIC, and such resources should be used with the approval of the relevant department to avoid conflict with departmental operations and objectives. Remuneration for the use of departmental resources shall be paid to the appropriate department.

Regardless of the constraints for departmental facility usage, all incubatee enterprises will be principally part of BIC.

### **3.6 Other Services**

Apart from physical infrastructure, BIC will also provide other supports and services including but not limited to:

- a. Provides mentors and experts in technology, legal, and financial matters. (may/may not on payment basis)
- b. Helps remove legal and administrative hurdles in project implementation.
- c. Organizes networking events for companies.
- d. Holds meetings with BIC visitors.
- e. Arranges customized space/need-based trainings.
- f. Assists in project feasibility preparation.
- g. Formulates business and market plans/models.
- h. Facilitates commercialization of project products.
- i. Assists in patenting and intellectual property rights.
- j. Offers library facilities.
- k. Provides free interns.
- l. Offers visits to other Incubation Centers.

### **3.7 Revenue Generation for the BIC**

- a. Receiving budget from HEC, HED and/or support from RWU will be considered as revenue of BIC.
- b. BIC can also invest/start its own business to meet its expenses.
- c. Any consideration received from incubatees (as per agreement) will also be considered as revenue for BIC.
- d. Any Grant/ Funds received from any reputed organization.

### **3.8 Periodic assessment**

BIC will assess incubatee firms' performance on a weekly/monthly basis, with additional information required for those who have taken seed loans/seed money/grants. The un-disbursed portion of these funds will be adjusted based on the incubatee's performance. Manager BIC may also ask for the performance during scheduled or non-scheduled meetings.

Loans taken by Incubatees from sources outside BIC, there will be no role or guarantee of BIC in the adjustments and agreements.

#### ***Note:***

- a. Seed loan refers to “an amount provided by BIC to incubatee firm as loan with terms and conditions applied. After the completion of agreed time period this amount would be recollecte

by BIC”, BIC selection committee (as in article 3.4) will decide on applications for seed loan. Sources of seed loans could be (but not limited to), BIC revenue, grant or fund received by BIC in terms of providing seed loan, any other reputed organization that want to provide seed loans to incubatees through BIC. Seed loan could also be adjusted against fixed interest rate or equity or share in profit (as per agreement).

- b. Seed money/grant refers to “an amount provided by BIC to incubatee as seed money with certain terms and conditions, this amount will not be collected back by BIC”. Sources could be (not limited to) grants received by BIC, any other reputed organization that want to provide seed loans to incubatees through BIC.

### **3.9 Information Submission**

Incubatees firms must provide BIC with updates on all material changes or developments in their companies, including name changes, business or product profile changes, directors, promoters, shareholders, office acquisitions, and additional equity or debt investments. BIC may require additional information, but prior consent is required for such changes.

### **3.10 Consideration**

BIC will provide support and services to incubatees, but they will be considered on the following applicable accounts.

- a. Monthly facility fees and rent at a subsidized rate for physical infrastructure must be paid to BIC in accordance with Annex C, D, E, F, and G.
- b. Taking into account BIC's use of departmental laboratory facilities in accordance with ORIC policy.
- c. Payment for need based mentoring/trainings.
- d. Profit sharing or equity sharing as per agreement.
- e. A firm's rent on specialized capital equipment will be determined on a case-by-case basis.
- f. BIC committee can be responsible to charge for facilities, change the rates of facilities, provide special discount to specific incubatee with or without prior notice.

### **3.11 Graduation or Exit Policy**

Incubatees are expected to leave the incubator under following conditions, as per the terms of the agreement.

- a. Completion of stay for 6 months (for 70/30 profit sharing model (Annex C), it is 2 years), unless the stay is extended by Committee.
- b. On the completion of Incubation Period each incubatee shall leave BIC. Equity on the exit of firm (if agreed at establishment) shall be owned by BIC and is negotiable by committee.



- c. Underperformance or non-viability of the business idea BIC will determine and apply criteria for underperforming or non-viable company ideas on a case-by-case basis.
- d. If the incubatee breaches the tenancy agreement.
- e. Unresolvable disputes amongst promoters or founders. BIC will determine the position or point at which conflicts are declared irresolvable.
- f. When a corporation undergoes an acquisition, merger, amalgamation, or restructuring that significantly alters its profile, promoters, directors, shareholders, products, or business plans, or when it seeks to go public.
- g. Change in promoter/founder's team without BIC approval.
- h. BIC may ask any incubatee to leave, with any reason that it finds necessary.
- i. Committee's decision shall be considered final in this regard.

### **3.12 Conflicts Management**

Conflict of interest occurs when someone misuses their roles for personal gain, leading to conflicts of interest. BIC aims to maintain appropriate interactions among board members, employees, mentors, consultants, affiliates, incubatee firms, employees, and service providers.

Conflicts between private interests and official responsibilities must be handled transparently, with full voluntary disclosure being the best mechanism. A transparent policy is necessary, discouraging influence from concerned parties to avoid personal benefit. A committee may be established by Director ORIC with Vice Chancellor's consent to resolve conflicts.

### **3.13 Disclaimer**

The BIC intends to support incubatee firms in good faith to promote entrepreneurship by converting innovative technologies developed in RWU into startups. However, BIC does not assume responsibility for providing various supports and services such as:

- a. Ensuring success of incubatee firms' products/services/marketability.
- b. Providing quality support and services from RWU and BIC to incubatee firms' promoters/founders.
- c. Ensuring quality of consultants' services through BIC/ORIC/RWU network.
- d. Incubatees shall be fully responsible for all the matters regarding FBR/SECP or any other consult authority other than RWU. BIC shall only provide guidance or may be referred to concerned mentors/consultant.
- e. The incubatees agree that BIC/ORIC/RWU or their employees shall not be held liable for any reason on account of the above.

### **3.14 Agreements**

The following agreements are required to be signed by the Incubatees to the extent applicable:

- i. Application Form: (Annexure A)
- ii. To apply for the Incubation Program in BIC. Incubation agreement: (Annexure B)
- iii. Between BIC & the incubatee firm its admission in BIC. Material Transfer Agreement (Annexure J)

## **4 BIC policy involving faculty members/employee members of Rawalpindi Women University**

### **4.1 Introduction:**

Faculty members and staff who enter into consulting agreements while working for RWU must follow a policy established by BIC, which makes BIC the contracting party. These are contracts that don't fit into the conventional definition of research or teaching activities but instead state that faculty members and staff will supply certain services or "deliverables" under them. The objective behind promotion/facilitation of entrepreneurial activities by faculty members/employees and others, is to promote innovative research culture in RWU. BIC will facilitate to get prior permission from Vice Chancellor for business activities provided that the job description of concerned faculty member(s) should not be affected.

In most circumstances, faculty members who consider giving consulting services will do so on their own time and for their own account. For example, but without limitation, services that professors may aspire to give under the age of BIC include:

- a. Perform an evaluation of potential business plan/models, prototypes/business ideas.
- b. Starting their own business ventures.
- c. Providing technical and business consultancy to industries/business organizations/ incubatees.
- d. Others.

### **4.2 Procedure for Startups**

Faculty members and employees of RWU are also highly encouraged to get engaged in their own business with mutual benefit of RWU. For the startups by faculty, following criteria shall be adopted.

- a. Faculty member/incubatee shall discuss business idea/plan with Manager BIC
- b. Manger BIC will forward business idea/plan to BIC committee.
- c. BIC committee will forward recommendation to Vice Chancellor for appropriate actions.
- d. After approval by competent authority, faculty member/incubatee shall be allowed for incubation agreement.

### **4.3 Benefits**

Consulting agreements sometimes involve high-profile and complex projects that benefit the BIC and RWU community, such as;

- a. Expanding academic and student expertise.
- b. Proven relevance to curriculum creation, novel teaching methods, and executive business program development.
- c. Involving academics in domestic and international issues important to their teaching and entrepreneurial goals.
- d. Fostering long-term institutional ties that benefit both the university and the community.
- e. Publications equivalence for graduating one firm (as per HEC Policy).
- f. Developing academia-industry linkages.

#### **4.4 Trainings/seminars**

RWU employees are highly encouraged to provide the trainings/seminars as per their expertise in relevant field. Manager BIC may identify the training opportunity and send written request to faculty member/employee of RWU to provide time for the trainings session while not effecting their timetable. Moreover, a faculty member may identify such training and inform BIC for coordination and arrangement of trainings/seminar. For each session faculty member/employee shall be paid:

As per budget head available in the concerned project.

If no budget head is available, then faculty may be paid as following rates with the approval of competent authority.

<b>Sr. No.</b>	<b>Session</b>	<b>Rate</b>
1	1 – 2 hours lecture	Rs. 1000
2	2 – 4 Hours lecture	Rs. 2000
3	Full day	Rs. 5000

Faculty/staff is appreciated and free to join any national/international government body/society/NGO as expert/advisor etc., with no cost liability to RWU (until nominated by RWU). Any TA/DA and remuneration earned from any afore mentioned activity, will be sole right of faculty member with no part for RWU, until and unless it does not violate RWU rules.

##### **4.4.1 Employees/faculty members providing trainings/workshops**

RWU is blessed with highly qualified faculty serving in different departments. Each faculty possesses unique capabilities and skills which can be shared with students, faculty, industry or community at large with suitable charges. It will not only provide financial support to the departments but also provide incentives to the faculty to involve themselves in such positive activity which can contribute in human resource development. In this scenario, all the faculty and departments are requested to

prepare short training workshops or short training courses modules for potential markets. For example, the department of IT can offer short courses like training on MS office, Webpage designing, Programming tools etc. with suitable fee. Similarly, the department of Statistics in collaboration with mathematics department can organize training programs related to data analysis etc. Not only the department but any individual can also offer specialized training in which he/she is expert. Faculty, who would like to be resource person, will be sent to different training to polish their training capabilities. Following is profit share formula for such training courses/workshops

<b>S. No</b>	<b>Stakeholders</b>	<b>Percent Share in profit</b>
1	Trainer(s)/Resource person/ share/Focal person	50%
2	University share	30%
3	Department share	10%
4	BIC share	10%

Main role of BIC would be to facilitate the Trainer/resource person in arranging the hall, printing panaflex /certificates, coordinate with participants for registration/stay etc. and all other necessary arrangements required to conduct the training/workshop in university in coordination with the Resource person/focal person. Furthermore, BIC will maintain the record of all income and expenses for such training/workshops/events.

#### **4.4.2 Mentoring services:**

Faculty member may become part of the list of mentors from academia/industry and such list will be available on the BIC web page. Whereas, BIC shall only be the guarantor of the agreement between the mentors and incubatee. Terms and conditions between incubatee and mentor shall be decided by both parties and intimated to Manager BIC.

#### **4.4.3 Startups**

Faculty members/employees of RWU are also highly encouraged to start their business. For the startups by faculty same admission criteria as mentioned in startup policy shall be adopted. Payment options shall be as per Annex C and Annex D.

#### **4.4.4 Opportunity as Investor**

Faculty/staff members can also invest in incubated firm as angel investor/venture capitalist. It is

compulsory for these faculty/staff members to register with BIC as investor. The terms & conditions between incubatee and angel investor shall be decided mutually and intimated to Manager BIC. BIC shall only be the facilitator/moderator of the agreement.

**4.4.5 Commercialize IP/prototypes/products generated at RWU by Research**

It is made clear that if such startup and/or any running business established by a faculty and/or staff after his/her joining RWU where specifically this startup is based on the research outcome and/or idea generated through any research done within the university (solely and/or through collaboration)the University reserve the right to keep equity as per IP policy or 10% equity in case it is not covered by IP policy, in such business venture; incase RWU (ORIC with consent of the Vice Chancellor) doesnot intend to engage in the business venture by itself.

**4.4.6 Joint Venture Models**

The RWU may engage in a joint venture to facilitate faculty members/students/departments for research/business and others with following models.

Investment	RWU Contribution Share Ratio's		
	Ratios of Stakeholders share in net profit	90 – 100 %	50 – 89 %
RWU	50 %	25 – 49 %	10 – 24 %
Host Department	10 %	10 %	05 %
BIC	20 %	10 %	10 %
Head of Project/investor/consultant etc.	20 %	31 – 55 %	61 – 75 %

The staff induction will be made by mutual understanding between manager BIC and HOD.

**4.4.7 Idiosyncratic Models**

In unique cases, where above models don't fit, then BIC committee will recommend the customize model to competent authority for approval.

**4.5 Risks:**

When evaluating service arrangements, consider the following potential risks:

- a. BIC, as the contracting party, may face liability or reputational harm for non-performance or poor performance of agreed-upon tasks and contract "deliverables".
- b. Sponsored research partnerships may require additional involvement from the sponsor to direct service delivery and achieve particular results. BIC's reputation may suffer if expectations are not appropriately handled from the start.

#### **4.6 Statement of Process**

- a. In case of disagreement between the head of department and faculty member BIC committee has the right to give proper judgment.
- b. If the complainant is not satisfied with the decision of BIC committee then within 10 days he may appeal to Vice Chancellor, who shall make an appellate committee to further address the issue. Decision of appellate committee will be final.
- c. In negotiating agreements, BIC will ensure the following:
  - i. BIC renders no guarantees or indemnities regarding the level of quality of the work output or the promptness of the completion of the task.
  - ii. The external entity may own/share the IP rights as per the nature of agreement in consistent with RWU IP policy.
  - iii. BIC may agree to keep its work/product confidential.
  - iv. BIC reserves the right to terminate the agreement with one month's notice without responsibility if key persons from the incubatee/startup leave the University or are unavailable to complete the task.
- d. Faculty member will have no travel restriction in case all assigned jobs are fulfilled, whereas he/she travels for his/her registered startup/business venture (through BIC) will be considered as on duty but with no claim of TA/DA from RWU.

**Application form:**

Business Name:

\_\_\_\_\_

Business Address:

\_\_\_\_\_

Entrepreneur Name:

\_\_\_\_\_

CNIC No.

\_\_\_\_\_

Contact:

\_\_\_\_\_

Entrepreneur Home Address:

\_\_\_\_\_

Entrepreneur Email Address:

\_\_\_\_\_

Present Occupation:

\_\_\_\_\_

**Mentors Details.**

Name	Organization/Institute	Designation	Field/Expertise	Cell	Email

Describe your idea:

\_\_\_\_\_

\_\_\_\_\_

Signature:

\_\_\_\_\_

Date:

\_\_\_\_\_

**Manager BIC**

\_\_\_\_\_

**Director ORIC**

\_\_\_\_\_

### General Business Model Canvas

The Business Model Canvas is a strategic management tool that uses a visual framework to build, analyze, and communicate business models. It is comprised of nine essential elements that together give a comprehensive picture of how a company aims to generate, deliver, and collect revenue. Following is an in-depth table detailing every aspect of a typical Business Model Canvas;

S #	Key Component	Description
1	Customer Segments	Identifies the different types of customers or customer groups that the company hopes to serve. Based on behavior, psychographics, demographics, or other traits, such groups may exist.
2	Value Proposition	Defines the collection of goods or services meant to meet the needs or resolve issues for the intended customer base. It clearly states the special advantages and value that the company provides to clients, placing it ahead of competing companies.
3	Channels	Describes the different avenues or channels via which the company reaches its target market with its value proposition. This covers channels that are both direct and indirect, like distribution partners, websites, social media, sales teams, and retail stores.
4	Customer Relationships	Describes the different kinds of relationships that a business makes and keeps with its consumer base at different phases of the consumer lifecycle. Personal help, self-service, automated interactions, and community development are a few examples of this.
5	Revenue Streams	identifies the revenue streams that the business model produces. It describes the pricing policies, payment plans, and revenue-generating strategies, including one-time purchases, ongoing memberships, advertising, licensing, and transaction costs.
6	Key Resources	specifies the necessary resources, abilities, and assets needed to run the company, fulfill customer obligations, and deliver the value proposition. This covers network, human, financial, intellectual, and physical resources.
7	Key Activities	Determines the essential tasks and procedures that the company needs to carry out in order to successfully implement its business



		plan. Production, marketing, distribution, customer service, R&D, and partnership management are all included in this.
8	Key Partnerships	Explains the partnerships, collaborations, and strategic alliances that the company enters into with outside parties in order to access important activities, resources, or distribution channels, reduce risks, or maximize resources. These collaborations may take the form of joint ventures, co-branding agreements, or supplier relationships.
9	Cost Structure	This document outlines the various expenses and costs associated with running a business model, including fixed and variable costs such as overhead, employee salaries, marketing, production, and technology.

This framework offers a thorough approach for drafting a business plan by incorporating essential elements of both conventional business planning and Business Model Canvas modeling.

**INCUBATION AGREEMENT**

This Agreement is made on this .....Day of 20\_\_\_\_\_ between \_\_\_\_\_,  
a firm incubated at BIC-RWU (Here in after referred to as “incubatee”)

OF THE FIRST PART

AND

Business Incubation Center, The RWU (here in after referred to as ‘BIC-RWU’)

OF THE SECOND PART.

BIC-RWU agrees to

incubate \_\_\_\_\_

in the RWU. The purpose of incubation unit will be to:

- Help in getting technical/managerial/business expertise required and could be provided with additional charges to incubatee, if not available at RWU.
- Incubating novel technology and business ideas into viable commercial products or services.
- Operate for Business Ventures as a legal body, as per government rules.

**1. Tenure of Incubation**

The incubatee has been using BIC facilities since \_\_\_\_\_ and is now actively participating in their operations. BIC has been offering complete incubation facilities since the mentioned date.

1.1 RWU will permit incubatee firm to commence incubation in BIC with effect from \_\_\_\_\_ and the incubation shall expire on \_\_\_\_\_

It shall be extendable if requested by incubatee.

1.2 The committee may extend the period of incubation upon request from the incubatee.

**2. Facilities and Infrastructure**

Following are the facilities that shall be provided to incubatee with certain charges.

(if not given here the agreed payment plan could be attached at the end of agreement, signed by Manager BIC, Director ORIC and incubatee firm).

**2.1 Common infrastructure**

The BIC provides a shared pool of hard and soft infrastructure for all incubatees. BIC may supply

certain resources on a fee basis upon request from the Incubatee, according to the rules and regulations in this regard that are in effect at the time.

## **2.2 Institute infrastructure**

BIC will allow access to the RWU infrastructure upon request from the incubatee in accordance with BIC policies in this regard. RWU will maintain overall control of the facilities, and the incubatee will have access to them solely for certain operations.

## **2.3 Services of Professionals**

For part-time work, BIC may find and associate individuals with experience in management, accounting, intellectual property, and law. The incubator is able to use their services. Under mutually agreed terms and conditions, the incubatee would be required to reimburse the service provider for any direct services rendered to them.

BIC can additionally offer soft infrastructure and business services to incubatee enterprises through third parties if it agrees to do so at the incubatee's request. BIC may also allow the Incubatee to obtain consultancy services from partner organizations and identified consultants in areas such as market research and opportunity identification, business valuation, competitor research, market analysis and sizing, customer search, electronic research, marketing plan formulation, and consulting on strategies at various stages of business launch, growth, and harvest. However, BIC operates just as a facilitator for such services, and the incubatee must reach an agreement with the service provider regarding the terms and conditions for using the service. BIC may, at its discretion, provide certain services for a reduced or no fee.

## **2.1 Mentoring and Advisory Facilities:**

If requested, each Incubatee may be assigned a RWU academic mentor. The incubatee must negotiate the terms and conditions with the relevant faculty and notify Manager BIC of the same.

## **3. Consideration**

- a. BIC will charge incubatees for infrastructure and facilities at current prices listed in Annex C, D, E, F, and G.
- b. Charges for seed money shall be decided by investor and incubatee.
- c. BIC reserves the right to adjust the aforesaid rates at any moment, with the amended charges taking immediate effect.
- d. BIC will charge a monthly fee for services other than office space. Payment must be made within seven days after contact.
- e. The Incubatee must sign a separate agreement for seed money, intellectual property, and

Technology if requested and agreed upon by BIC. BIC may change the above rates from time to time at its discretion and date of implementation of the amended charges shall be applicable with immediate effect.

- f. The incubatee will pay to BIC as per agreed rates of space infrastructure and other services. The said consideration shall be payable by the firm as per Annex C, D, E or F facilities. These facilities and rates could be further adjusted.

### **3.1 Deferred Payment**

The firm would have option of deferring 50% of the charges till the time they exit from BIC.

### **3.2 Default in payment:**

If the firm defaults to pay at any time any dues, then it will be charged fine and collected at the time of exit.

- a. Incubatees can seek access to other BIC infrastructure facilities, but must pay the applicable fees.
- b. The incubatee must surrender and depart the premises on RWU upon receiving a notice from BIC. No earlier notice is required.
- c. Incubatee must agree to the norms and regulations in Annexure B.
- d. BIC will have a lien on the incubatee's assets at the incubation center until all outstanding dues are paid.

### **3.3 Amendments**

BIC may at any time alter the agreement and its appendix, without affecting anything that is stated above or in the "Policy Document" that is annexed to it. The incubatee will be bound by the said amendments. The modifications will take effect right away.

Until BIC owns stock, BIC retains the ability to propose a representative for the Incubatee's Board of Directors. The Incubatee is responsible for covering any losses or costs incurred by BIC or the nominee as a result of the nomination.

In witness whereof, parties here to have signed this Incubation Agreement on the date and year mentioned hereinbefore.

Payment plan chosen \_\_\_\_\_.

**For & on behalf of**

**Business Incubation Center, RWU**

Signature

Name

CNIC (Copy Attached)

Designation

Seal

**For & on behalf of**

**Incubatee-----**

Signature

Name

Designation

Seal

Witness (Name & Address)

1. ....

CNIC Copy Attached

2. ....

CNIC Copy Attached

<b>Plan A</b>		
<b>S. No.</b>	<b>Services</b>	
1.	Office space	<b>Rs. 15,000/month OR 30% of Profit/Annum</b>
2.	Telephone Extension Line	
3.	Personal Computer	
4.	High speed Internet	
5.	Access to Laboratory (as per ORIC policy)	
6.	Printer (subsidized)	
7.	Photocopier Facility (subsidized)	
8.	Internee (case to case basis/subject to availability)	
9.	Paid Internee (Extra Charge)	
10.	Guest Chairs	
11.	Mentoring	
12.	Scheduled Consultancy free	
14.	Parking	
15.	Business Address	
17.	Video Conferencing	
18.	Paid transport (Depends upon availability)	

<b>Plan B</b>		
<b>S. No.</b>	<b>Services</b>	
1.	Office space (as per allotment)	<b>5% equity or 7000/ month</b>
2.	Telephone Extension Line	
3.	Personal Computer	
4.	High speed Internet	
5.	Access to Laboratory (as per ORIC policy)	
6.	Printer (subsidized)	
7.	Photocopier Facility (subsidized)	
8.	Intern (paid by incubatee)	
9.	Mentoring (as selected by BIC)	
10.	Scheduled Consultancy free	
11.	Business Address	
12.	Library	
13.	Parking	

<b>Plan C</b>		
<b>S. No.</b>	<b>Services</b>	
1.	Office space (as per allotment)	<b>Charges Rs. 3,000/month</b>
2.	High speed Internet	
3.	Access to Laboratory (With additional charges)	
4.	Paid Internee (as per need)	
5.	Scheduled trainings/seminars/workshop	
6.	Business Address	
7.	Parking	
8.	Library services	



**Annexure G**

<b>Plan E Free</b>		
<b>S. No.</b>	<b>Services</b>	
1.	High speed Internet	<b>Free</b>
2.	Office space	
3.	Scheduled trainings/seminars/workshop	
4	Parking	

<b>Customized and Paid Services</b>		
<b>S. No.</b>	<b>Services</b>	
1.	Web Designing	<b>As per market rate</b>
2.	Web Hosting	
3.	Intellectual Property Right consultancy	
4.	Registration with registration bodies and regulatory Bodies	
5.	Legal services	
6.	Tax Consultancy	
7.	Marketing/Advertisement	
8.	Audit	
9.	Evaluation of Assets	
10.	Pre-Feasibility	
11.	HR services	
12.	Financial Statements	
13.	Market Research	
14.	ISO/PSQCA Certifications	
16.	Any Other	

**SALIENT RULES FORMING PART OF THE INCUBATION AGREEMENT RULES  
AND/OR BY LAWS**

**Rule-1**

**Tenure of Incubation**

The Incubatee will be authorized to incubate in BIC for six months. Further extensions may be granted at the sole discretion of Manager BIC.

**Exit**

The Incubatee has to leave the incubator under the following conditions:

- a. Following completion of the incubation process, including any protracted periods.
- b. Underperformance or inability to do business as determined by BIC on a case-by-case basis.
- c. BIC evaluates irresolvable promoter disputes on a case-by-case basis.
- d. Violation of RWU statutes, rules, and regulations, as determined by BIC on an individual case basis.
- e. When a firm undergoes an acquisition, merger, or reorganization that significantly alters its profile, promoters, directors, shareholders, products, or business plan.
- f. BIC reviews incubator plans for public issues on an individual basis.
- g. BIC may change the promoter/founder team on an individual basis.
- h. Other reasons that BIC may require an incubatee to leave.

**Rule-2**

Subleasing or subletting any type of space provided by BIC is not permitted. Non-compliance with this regulation will result in automatic expulsion.

**Rule-3**

If an incubatee need more space or has vacant space, they must submit a written request to BIC for extra space/surrender of the space.

**Rule-4**

It is mandatory for every visitor to the BIC to fill out the visitor's register and get their badges or credentials. While in the BIC, they are required to wear these passes or badges at all times. When they leave the RWU grounds, they must return their passes/badges.

**Rule-5**

The Incubatee shall ensure that noise levels are maintained to a minimum and that no unusual noise is produced by any machinery, personnel, or guests. Any complaint regarding excessive noise levels

will prompt BIC to take the necessary measures.

**Rule-6**

It is mandatory for all Incubatees to adhere to health and safety regulations. It is not permitted to bring any hazardous material into the RWU without first obtaining BIC consent.

**Rule-7**

No employee of an incubator may post notices or other signage anywhere other than on the boards or spaces designated by BIC for this purpose.

**Rule-8**

All incubatees and their staff are accountable for using the shared spaces, such as the common area, with caution and diligence.

**Rule-9**

Every year or as required the incubatee must provide the BIC with unaudited or audited financial accounts. If the same is not given for three months in a row, the firm's offices will be closed without further notice, and noncompliance will result in a punishment of Rs. 1000. Non-compliance would result in the same sanctions as mentioned above. The firm shall also update BIC on the status of the incubation initiatives and make monthly presentations to the Committee.

**Rule-10**

The consulting fees that are due to BIC, the consulting company, subject matter experts, or mentors will be paid in accordance with the guidelines that BIC has established in this respect.

**Rule 11**

Regardless of any unresolved matter between the Firm and BIC at the end of the prearranged incubation period, or in the event that BIC issues an exit notice, the incubatee is required to leave the designated area without conditions.

**Rule-12**

It is necessary for the Incubatees to notify the BIC of any foreign visitors, foreign partnerships, or foreign directors.

**Rule-13**

During the incubation stage, the Incubatees must seek written consent from the BIC and tell them in advance of the following:

- a. Changing the name of the incubator firm to any other type of legal entity
- b. Modifying the incubator or business plan significantly

- c. Changing the ownership structure
- d. Changing the composition of the board of directors
- e. Disposing of the company's assets

**Rule-14**

In order to promote BIC, BIC retains the right to provide media with information on the Incubatee, the Incubation, the product, or the service.

**Rule-15**

In cases where regulations and/or bylaws are ambiguous, BIC regulations and/or bylaws will take precedence.

**Disclaimer**

The incubatee recognizes and accepts that BIC plans to offer the company with facilities in a sincere effort to further its goal of encouraging entrepreneurship through cutting-edge technology through the incubation and support of new businesses. While BIC agrees to offer a variety of facilities and supports, it does not take on responsibility for:

- a. Guaranteeing the success of an incubatee, the marketability of its products, processes, or services;
- b. Guaranteeing the quality of support to the full satisfaction of the incubatee companies or their promoters/founders.
- c. Using the BIC network to guarantee the caliber of services provided by the consultants hired by the incubated companies. It will be necessary for incubatee companies to use their judgment before forming a partnership with them.

The incubatee/agrees that BIC and its staff will not be held accountable for any of the aforementioned reasons.

**This agreement is constituted between parties as mentioned below under terms and conditions as follow:**

**1) Purpose**

- 1.1 The purpose of this agreement is to establish collaboration for a specific project / experiment.
- 1.2 The material transfer under this agreement will be used to ----- and will be only used for research purpose and no commercial exploitation/benefits will be generated until the results are published for public (with mutual consent) or patented as per the agreement.

**2) Definitions**

For the purpose of this agreement:

- 2.1 Collaborative Project refers to any endeavor that the parties support or carry out in accordance with this agreement under the heading " ----- ".
- 2.2 Information includes any scientific or technical data, research and development methods or findings from cooperative research conducted under this agreement, as well as any additional material that the project's participants think essential.
- 2.3 The World Intellectual Property Organization's definition of intellectual property shall be applied.
- 2.4 Party means any person or any research group involved in collaborative project. The representative of each party will sign this document.
- 2.5 Confidentiality means any information / data necessary for the interpretation of research or the data having potential to be used for any further exploration, directly or indirectly.
- 2.6 Material means any material provided by either party to the counterpart for the specified collaborative project, which includes the physical material, ideas, concepts or any information, where rights of ownership can be generated.

**3) Terms of Agreement**

- 3.1 Both parties agree on all articles and sub-articles and bound to the legal obligations of each Party, national policies/rules/regulations, from time to time in force, by their own part and no such liability will fall to the counter part from any legal obligation of one party/organization /country to the other party.
- 3.2 It is here agreed with mutual consent and approval from organizational management at each part of the parties, concerned, to establish collaboration for the project " ----- ",

hereinafter referred as collaborative research project. **Rawalpindi Women University, Pakistan** (hereinafter referred to as 'RWU'), of the one part, and the ----- **XYZ**----- (hereinafter referred to as -----'XYZ' ), of the other part as collaborative organizations, whereas the researchers or groups working under this agreement hereinafter referred to singularly as 'the Party' and together as the 'Parties', CONSIDERINGt hat the collaborative organizations and parties are currently carrying out research activities in a number of areas, and that mutual benefits may be derived from joint participation in collaborative research activities.

- 3.3 This agreement is drawn up in duplicate in English language and signed by the concerned researchers, witnessed by Head of Departments, with approval of competent authorities at each part of RWU and -----**XYZ** --.
- 3.4 It is the sole responsibility of each party to get all necessary requirements and official procedures must be fulfilled through proper channel and approval from concerned heads, committees or others (if required) must be solicited from the concerned at part of each party, before signing this document. No liability of such approval will fall on the other party and each party is responsible for such approvals on its own part.
- 3.5 Both parties agree to communicate directly, specifically on the aforementioned collaborative research project or any further potential idea. It is further agreed that any further idea / project proposal generated through this collaboration or independently with no concerns with this project collaboration, a separate collaboration agreement must be signed.
- 3.6 On request for any reason, both parties are bound to provide any information or data regarding this collaborative project to the office of the Vice Chancellor, Rawalpindi Women University or Director, Office of Research, Innovation & Commercialization (ORIC) at Rawalpindi Women University (if approval from the vice chancellor to ask the information(s) is provided).
- 3.7 Nothing in this agreement should be interpreted to create a formal business organization or joint venture between the organization(s) and/or parties, or to designate one party as the other's agent. This agreement is only in place for the specific project or work that is mentioned in this document.

#### **4. Confidentiality**

- 4.1 Both parties agree that any information generated through the collaborative project, must be kept as strictly classified and only distributed to others (not present as party in this agreement, or mentioned so) until the mutual consent is generated to open the data for general public or any other group. It doesn't include what is already in public domain as published material.

## **5. Intellectual property**

- 5.1 The role of each party regarding any intellectual property generated through the material used from this collaborative project will be acknowledged properly as investigator / co- investigator of the intellectual property.
- 5.2 The benefactor party of the material exchange retain the right to use the material(s) for its own intellectual property development (either independently or in collaboration of any other party(ies)), unless any material or information provided by the other party (of this agreement) is not used (directly) to develop intellectual property. The material or information for this reason is only considered the one which is classified (between both parties of this agreement) and is not in public domain, yet.

## **3.8 Material Transfer**

- 5.3 All the biological material transfer will be made through properly sealed delivery with the safety guaranty, in case of any accidental breakup of consignment.
- 5.4 By the effect of this agreement, both parties are bound to deal (i.e. use, handle, transfer, dispose etc.) with any material or its transfer with taking all necessary precautions and measures as per rules and regulations of organization(s) and country legislation at their part. Each party in this agreement is liable for the use and transfer of any material under this collaborative work. Furthermore, no action will be entertained on the negligence of one party to the other counterpart.

## **6. Further use of material**

- 6.1 The material exchange under this agreement will be subjected to be used only for the entitled activity (ies) (by the recipient party) under this agreement. Further use of material (by any definition, including but not limited to, licensing, consulting, interaction with sponsor(s)/future sponsor(s), industry, experimental, education purposes) is prohibited, unless the parties agree mutually (in written) and acknowledged properly on counterpart level.
- 6.2 The benefactor party of the material exchange retain the right to use the material(s) or develop collaboration research agreement with any other party (ies), until the material exchanged through other party(ies) is not used (directly) to support the initiation of further research or use. The material or information for this reason is only considered the one which is classified (between both parties of this agreement) and is not in public domain, yet.

## **7. Finance**

- 7.1 The parties acknowledge that in the absence of any mutual consent (in writing through official



letter or official email) to the contrary, each party will be responsible for its cost and expenses in establishing and conducting the research work and related activities, including without limitation the cost and expenses incurred for the transport / delivery of the material.

## **8. Entry into force, termination and dispute settlement**

- 8.1 This agreement shall enter into force on the date of signing this document by both (all) parties and will be valid until the completion of the project.
- 8.2 The parties can modify this agreement with one another's approval. The modifications will take effect when both parties receive written notice to one another that the internal processes required to change this agreement have been finished and that both parties agree to enforce the new terms and conditions.
- 8.3 Either Party may terminate this Agreement at any time by giving the other Party six months' written notice. Both parties shall share the outcomes produced up until the agreement's termination date in accordance with the information specified in this Agreement. Whereas, only agreement of joint collaboration will be considered as terminated, while both (all) parties will be bound to the terms and conditions of this agreement regarding any information generated through the work done and will acknowledge the counterpart to any publication/intellectual property as per this agreement and the termination will not be considered on the work done during the time period of this agreement, until mutually agreed to do so.
- 8.4 The parties shall mutually agree to resolve any concerns or disagreements pertaining to the interpretation or implementation of this agreement, and nothing shall be published (by any means) until such a consent has been obtained.

## **9. General communication**

- 9.1 Any general/ routine communication will be directly made to the signatory of this agreement (as party), whereas any enquiry through concerned office(s) of the parties, as mentioned in this agreement must be entertained properly.

## **10. Notices**

- 10.1 All notices pertaining to this agreement must be in writing, in the English language, delivered in person or by fax, or sent by registered or certified post via air mail, courier, or official email (which must be acknowledged by the other Party) to the relevant office (as stated below), with a copy of the notice being sent to the signatory:

- (a) **If to RWU:** Office of Research, Innovation & Commercialization Rawalpindi Women

University, 6<sup>th</sup> Road, Satellite Town, Rawalpindi, Punjab, Pakistan

Attention: Director  
Fax. No.: 0092-51- 9291648  
Email: [oric@rwu.edu.pk](mailto:oric@rwu.edu.pk)

(b) If to \_\_\_\_\_: ----- Name and Address of Party-----

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Attention: Fax. No.: Email: -----

Signatures:

This agreement is effective by the signature of parties or their representatives as under, with witness (of concerned office / representative on each part). All the pages of this agreement are marked with the initials (by hand) of each party and its witness.

(a) If to RWU: ----- Name and Address of Party-----

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Attention:

Email:

Signature: \_\_\_\_\_

Witness: Manager, Industrial Linkages & Technology Transfer  
ORIC, Rawalpindi Women University (RWU), Pakistan

Attention: Manager

Email:

Signature: \_\_\_\_\_

(b) If to \_\_\_\_\_: ----- Name and Address of Party-----

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Attention:

Fax. No.:

Email:

Signature:

\_\_\_\_\_

Witness:

----- Name and Address of witness-----

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Attention:

Email:

### Annual Calendar for Entrepreneurial Capacity Building (ECB)

The planning of numerous events, workshops, training sessions, and seminars with the goal of promoting entrepreneurship and assisting entrepreneurs at various stages of their journeys is part of the annual calendar for Entrepreneurial Capacity Building (ECB) activities. The ORIC devised a comprehensive ECB activity for 2024-2025 are as follows;

S. No.	Month	Activity Name	Title	Description
1.	June 2024	Inauguration	Launch Event: Introduction to Entrepreneurial Capacity Building Program	Official launch of the incubation program. Introduction to mentors, resources, and support available. Networking opportunities for entrepreneurs. Overview of the ECB program objectives, structure, and expected outcomes.
2.		Workshop	Basics of Entrepreneurship and Idea Generation	Introduction to foundational concepts of entrepreneurship, ideation techniques, and brainstorming sessions.
3.		Seminar	Intellectual Property Rights (IPR) and Technology Transfer Awareness	Discussion on the importance of intellectual property protection and strategies for technology transfer.
4.	July 2024	Workshop	Business Model Canvas and Value Proposition Design	Hands-on session on developing business models using the Business Model Canvas framework.
5.		Acceleration Program Kickoff (Fund Grant)	Selection of Startup Teams/Individuals	Announcement of selected participants for the acceleration program.

6.		Mentorship Workshop	Setting SMART Goals for Startups	Guidance on setting specific, measurable, achievable, relevant, and time-bound goals for startups.
7.	August 2024	Symposium	Trends in Industry 4.0 and Its Implications for Startups	Panel discussions and expert talks on the fourth industrial revolution and its impact on startup ecosystems
8.		Workshop	Crafting an Effective Business Pitch	Training on structuring and delivering compelling business pitches to attract investors and partners.
9.		Incubation Program Commencement	Ideation and Validation Phase	Launch of the incubation phase focusing on idea validation and market research.
10.	September 2024	Workshop	Lean Startups Methodology and Minimum Viable Product (MVP) Development	Introduction to lean startups principles and techniques for building minimum viable products.
11.		Seminar	Sustainable Development Goals (SDGs) and Entrepreneurship	Exploration of how startups can contribute to achieving the United Nations SDGs.
12.		Mentorship Workshop	Marketing and Branding Strategies for Startups	Guidance on developing effective marketing and branding strategies tailored to startup needs
13.	October 2024	Workshop	Financial Planning and Budgeting for Startups	Training on financial management, budgeting, and financial planning for startups.
14.		Guest Lecture	Successful Entrepreneurial Journeys and Lessons Learned	Inspirational talks by successful entrepreneurs sharing their experiences and insights.

15.	November 2024	Acceleration Program	Product Development and Prototyping	Hands-on sessions on product development, prototyping, and iteration.
16.		Seminar	Cross-disciplinary Collaboration in Entrepreneurship	Discussions on the importance of interdisciplinary collaboration for startup success
17.	December 2024	Workshop	Sales Strategies and Customer Acquisition Techniques	Training on sales techniques, customer acquisition, and relationship management
18.		Panel Discussion:	Women in Entrepreneurship - Challenges and Opportunities	Panel discussion highlighting the experiences and challenges faced by women entrepreneurs.
19.	January 2025	Symposium:	Emerging Technologies and Their Role in Startup Ecosystems	Exploration of emerging technologies and their potential applications in startup ventures.
20.		Mentorship Workshop	Legal and Regulatory Compliance for Startups	Guidance on navigating legal and regulatory requirements relevant to startups.
21.	February 2025	Incubation Program	Market Research and Validation	Focus on conducting market research, validating ideas, and identifying target markets.
22.		Workshop	Funding Options for Startups - Grants, Investments, and Loans	Overview of different funding sources and strategies for fundraising.
23.	March 2025	Seminar	Innovation and Entrepreneurship in the Digital Age	Discussions on innovation trends, digital transformation, and opportunities for startups.
24.		Pitching Competition	Selection of Top Startup Pitches for Investment	Competition to showcase the best startup pitches with opportunities for investment.
25.	April 2025	Acceleration	Scaling Strategies and	Training on scaling strategies,

		Program	Business Expansion	expansion models, and growth hacking techniques.
26.		Workshop	Building a Strong Team and Effective Leadership Skills	Focus on team building, leadership development, and organizational culture.
27.	May 2025	Symposium	Global Trends in Entrepreneurship and Future Opportunities	Exploration of global entrepreneurship trends, emerging markets, and future opportunities.
28.		Mentorship Workshop	Networking and Building Industry Connections	Guidance on networking strategies, building industry connections, and leveraging partnerships.
29.		Incubation Program	Business Model Refinement and Pivot	Focus on refining business models, pivoting strategies, and adapting to market feedback.
30.	June 2025	Workshop	Digital Marketing Strategies for Startups	Training on digital marketing techniques, social media strategies, and online branding.
31.		Seminar	Social Entrepreneurship and Impact Investing	Discussions on social entrepreneurship, impact investing, and creating sustainable ventures.
32.		Investor Meet up	Pitching Sessions for Startup Funding	Networking event connecting startups with potential investors for funding opportunities.