

Plan9 — Pakistan's Largest Government-Backed Tech Incubator

City Innovation Library · Good practice · Pakistan

Quality score: 57/100

Evidence strength: Descriptive / self-reported

Summary

Punjab's state-run Plan9 incubator says it has graduated 1,100+ startups and created 24,000+ jobs since 2012 across seven cities — but independent reporting finds 60-80% startup failure rates and a collapse in national investment since 2021.

Key dimensions

Dimension	Score
Evidence of impact / measured results	2/3
Transferability / demonstrated replication	2/3
Scalability	2/3
Sustainability / continuity	1/3
Innovation	2/3
Inclusiveness / equity	1/3
Multi-stakeholder collaboration	2/3

Evaluated by C-NAPSE

Data sources

[C-NAPSE web research](#) — accessed 2026-08-13

[Punjab Information Technology Board \(PITB\) — Plan9](#) — accessed 2026-08-13

[Plan9 official site](#) — accessed 2026-08-13

[Dawn: Pakistan's stuttering start-ups](#) — accessed 2026-08-13

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