

PRE-QUALIFICATION

FOR

REVAMPING IT INDUSTRY LANDSCAPE

SELECTION OF PRE-QUALIFIED TRAINING PROVIDERS FOR IT INDUSTRY DEVELOPMENT INITIATIVES

TENDER# A (01)/PSEB/2026-06



PAKISTAN SOFTWARE EXPORT BOARD
MINISTRY OF INFORMATION TECHNOLOGY
GOVERNMENT OF PAKISTAN

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1. Pakistan Software Export Board (G) Ltd - An Introduction

The Pakistan Software Export Board (PSEB), operating under the Ministry of IT & Telecom, is the Government of Pakistan's premier agency responsible for promoting the growth, development, and sustainability of the country's Information Technology (IT) and IT-enabled Services (ITeS) sectors. Serving as a one-stop facilitation body, PSEB plays a critical role in enhancing IT and ITeS exports and driving the overall expansion of the industry.

One of PSEB's key strategic objectives is to ensure the availability of a skilled and future-ready workforce, trained in cutting-edge and emerging technologies, to meet the evolving needs of the IT sector. To bridge the gap between industry requirements and available talent, PSEB under the guidance of the Ministry of IT & Telecom and in close consultation with industry stakeholders is launching a comprehensive series of human resource development initiatives under the project titled "**Revamping IT Industry Landscape.**"

This initiative aims to equip ICT graduates, IT professionals from the private sector, and public sector employees with in-demand technical skills by offering different training programs delivered by IT training firms and/or universities. The overarching goal is to enhance both the quantity and quality of the national talent pool, thereby improving employability and supporting the sustainable growth of Pakistan's IT and ITeS sectors.

By strengthening the technological competencies of the workforce, this initiative will significantly contribute to maintaining and improving Pakistan's competitiveness in the global IT and ITeS markets.

Major Functions of PSEB

Since 1995, PSEB has been facilitating the overall development of the IT industry in general, and the export of software as well as IT enabled services in particular. Major functions are as follows;

1. Formulate and implement policy frameworks and incentive packages for the IT industry.
2. Act as an interface between the Government and the IT industry.
3. Interact with the relevant regulatory bodies to develop the enabling infrastructure.
4. Conceptualize and execute projects for the development of the industry.
5. Enhance the quality of IT education.
6. Resolve problems/concerns of the IT industry with relevant government quarters.
7. Address queries by overseas companies or direct them to the appropriate channels.
8. Maintain the competitiveness of the local IT industry in the international market by creating a viable domestic environment.
9. Bring IT companies under one platform.
10. Market Pakistan as a viable IT Destination
11. Monitor developments within the global IT sector and formulate / implement policies to adjust for the changed environment.
12. Accelerate the growth of the domestic IT Sector.

2. Purpose of this Document

The Pakistan Software Export Board (PSEB) has been entrusted with the implementation of the PSDP-funded project titled “Revamping IT Industry Landscape.” Through this Request for Proposal (RFP), **PSEB aims to establish a pre-qualified pool of training providers**, including IT training institutes and universities to deliver various training programs under the project. The selected providers may be engaged for different training components, including Leadership & Business/Project Management, Industry-Academia Bridge programs, Master Trainers, Bootcamps/Short Courses, and BPO/LPO/KPO capacity building initiatives. This approach ensures streamlined engagement with qualified providers throughout the project’s duration.

The purpose of this document is to specify the approach that PSEB will use to evaluate and select the IT training firms and/or universities for this program. This document also describes the requirements that the company has to fulfill in order to be selected.

3. Objectives of the Project

Introduction to the Project:

This project aims to deliver a range of training components, including Leadership and Business/Project Management, Industry-Academia Bridge Programs, Master Trainers, Bootcamps/Short Courses, and BPO/LPO/KPO capacity-building initiatives, targeting fresh university IT graduates as well as IT professionals from the private industry and public sector. The program will offer a 100% fee subsidy to fresh university IT graduates, while IT professionals from the industry and public sector will be provided with an 80% fee subsidy.

3.1 General Instructions & Requirements

- The selected institute/firm shall be required to conduct trainings in major cities, including Lahore, Karachi, Islamabad, Peshawar, and Quetta, or in any other cities as may be revised, added, or altered, in whole or in part, by PSEB in accordance with project requirements.
- Eligibility is limited to established training service providers operating in Pakistan that must be an authorized training partner of a globally recognized certification/accreditation body and/or HEC-recognized universities in Pakistan, located in Tier-1 or Tier-2 cities with proven IT training and certification experience.
- Bidding training firm/university must be an authorized training partner of a minimum of two (02) globally recognized certification/accreditation body (e.g., Microsoft, Oracle, Cisco), Merely being an approved/testing/exam center shall not be considered as training partner status.
- The bidder must primarily focus on delivering professional IT trainings and certifications, with proven experience, technical capacity, and infrastructure to deliver the proposed programs within PSEB’s timelines and requirements.
- In case of consortium/JV, must not comprise more than 5 partners in total.
- IT firms within the consortium must be registered members of PSEB; this condition does not apply to training institutes or universities.
- The bidder must demonstrate a track record of delivering training programs designed to enable participants to successfully obtain recognized IT certifications (e.g., Microsoft, Cisco, AWS, CompTIA) to at least 1,000 candidates within the past three years.
- Non-compliance with any mandatory requirement will result in the bidder being disqualified, and their evaluation will not be conducted.

- Each bidding firm must provide an undertaking that it has not been blacklisted by any other firm/company/organization or Government department(s) in the past.
- Each bidding firm, including its owners, partners, and directors, shall declare that they have not been blacklisted, penalized, or subject to adverse commercial litigation/arbitration findings with PSEB or any government entity. In the event that any bidding firm, or its owners, partners, or directors, are found to have been blacklisted, penalized, or subject to adverse commercial litigation/arbitration findings at any stage of the procurement process, the firm shall be declared disqualified. Any concealment or false declaration shall result in disqualification in line with PPRA rules.
- PSEB may reject all bids or proposals at any time prior to the acceptance of a bid or proposal. PSEB shall upon request communicate to any supplier or contractor who submitted a bid or proposal, the grounds for its rejection of all bids or proposals but is not required to justify those grounds.
- Proposals shall be in compliance with the requirements laid down in the RFP. All documents must be provided in sequence, with each document properly titled and page-numbered. The proposals shall include the following:
 - a) Information about the organization (Profile)
 - b) Eligibility Requirements and declarations
 - c) Financial & Human Resource Capacity
 - d) Applicant declaration
 - e) List of attached documents
 - f) Trainers resume
 - g) Training methodology with duration.
 - h) International firms must also provide details of their local arrangements/partnerships that will be utilized for completing the assignment. International training providers must partner with a local service provider to ensure technology transfer and local capacity building, with a formal agreement.
 - i) Contact List
- In case of Joint ventures (JVs), the JV agreement must specify the lead bidder, responsibilities and contributions of each partner to the project, underlining the synergy and added value resulting from the partnership.
- Proposals should be submitted electronically ONLY through EPADS. For registration and training on EPADS or in case of any technical difficulty in using EPADS, prospective bidders may contact PPRA Team, Director MIS Room No.109, 1st Floor, FBC building Sector G-5/2, Islamabad. Contact Number 051-111-137-237.
- The bidder shall provide services to PSEB only upon issuance of a Work Order pursuant to an RFQ process conducted among all Pre-Qualified Companies, including but not limited to.
- A Request for Quotation (RFQ) shall be issued to all pre-qualified bidders on a requirement/assignment basis. The training provider that fully complies with all requirements specified in the RFQ and offers the lowest evaluated cost for the required trainings and/or certifications shall be awarded the work order for that particular assignment. The evaluation criteria for RFQs will be defined within each individual RFQ.

4. Pre-Qualification Requirements

Evaluation Criteria: Procurement committee appointed by PSEB will evaluate the proposals on the basis of their compliance with RFP and by applying the evaluation criteria and the point system. Provide all mandatory supportive evidence as specified below. A proposal shall be rejected at this stage, if it fails to achieve the minimum score indicated in table below or if they fail to fulfill any of the mandatory criteria:

Mandatory Criteria: The following mandatory documents must be provided in sequence, with each document properly titled and page-numbered.

Failure to Meet Mandatory Criteria:

Any bidder who fails to fulfill any one or more of the Mandatory Criteria shall be declared disqualified and shall not be considered eligible for further evaluation.

S. No.	Sub Section	Documents/Evidence Required	Yes/No	Page No
1	Credibility Confirmation that the company/institute is neither blacklisted nor involved in litigation with any Government Department, Agency, or Organization (local or international).	Undertaking on stamp paper of Rs. 200/- declaring that the firm(s)/ company(s) is not blacklisted by any firm and/or government department.		
2	Eligibility & Structure Local training providers, IT companies, universities, and training institutions may apply individually or as part of a consortium or Joint Venture (JV). International training providers must partner with a local service provider as part of a consortium or Joint Venture (JV) to ensure technology transfer and local capacity building, with a formal agreement.	In case of Consortium/JV , Signed and stamped agreement clearly defining consortium breakdown, roles, responsibilities, contributions, and the designated lead entity.		
	Bidding firm/ Universities/ consortium must be an authorized training partner of a minimum of two (02) globally recognized principal (e.g., Microsoft, Oracle, Cisco, AWS).	Authorized Partner Certificate Proof that bidder is an authorized training partner of a minimum of two (02) globally recognized principals (Microsoft, Oracle, Cisco, AWS, etc.), verifiable through the respective principals' official		

		websites. Merely being an approved/testing/exam center shall not be considered as training partner status.		
3	Compliance bidder/ bidding firm/JV/Consortium partners must have been in business for at least 5 years. Participating firms (local or international) must be registered with the relevant government body in their jurisdiction.	<p>For IT Companies:</p> <ol style="list-style-type: none"> If SECP Registered: Provide Incorporation Certificate, Memorandum & Articles of Association If Partnership Firm: Provide Form C (City Registrar). If not registered, provide FBR registration certificate If Sole Proprietorship: Provide FBR registration certificate If AOP: Provide FBR registration certificate For any other category(s): Provide relevant registration certificate Provide Directors' / Proprietors' valid NTN and GST/STN certificate. <p>For IT Training Firms:</p> <ol style="list-style-type: none"> Mandatory SECP Registered: Provide Incorporation Certificate, Provide valid NTN and GST/STN certificate <p>For Universities: Proof of Charter</p>		
4	For International Firms Only	Formal Partnership / JV Agreement – Signed agreement between the international training provider and the local service provider.		
5	Partnership Requirements (International Firms Only) – International training providers must partner with a local service provider to ensure technology transfer and local capacity building, with a formal	<p>Local Partner Registration Proof – Incorporation/registration certificate of the local service provider (SECP or equivalent, as per Item 3).</p> <p>Technology Transfer &</p>		

	agreement.	<p>Capacity-Building</p> <p>Commitment – Undertaking or explicit clause in the agreement covering technology transfer and local capacity-building activities.</p>		
6	<p>For International Firms Only</p> <p>Annual Turn-over Minimum average annual turnover of USD 1 million over the last 3 years; at least 5 years’ proven experience in delivering advanced IT trainings/certifications, short courses programs.</p>	<p>Audited Financial Statements</p> <p>– Last 3 years, clearly showing annual turnover ≥ USD 1 million.</p> <p>Work Orders / Agreements / Contracts – Documentary evidence demonstrating 5+ years’ experience in advanced IT training (short courses).</p>		
7	<p>IT Trainings & Certifications –</p> <p>The bidder must demonstrate a track record of delivering IT trainings and certifications to at least 1,000 IT candidates within the past three years.</p>	<p>Work orders, agreements, or contracts as proof of training delivery must be attached.</p> <p>Work orders, agreements, completion certificates, showing at least 1,000+ IT candidates trained in the last three years with verifiable proofs like work orders, contracts, certifications issued as a partner of an international principal etc.</p> <p>(Standalone lists, self-declared statements, screenshots, or tabular data submitted by themselves without supporting evidence may result in the bidder being declared non-responsive.)</p>		

8	<p>Hybrid Training Capability</p> <p>The bidder must demonstrate capacity for both in-person and online delivery.</p> <p>a. Infrastructure for on-site and online delivery, with details of recent hybrid trainings.</p> <p>b. At least 70% of classes must be conducted in person, while up to 30% may be delivered remotely for participants</p>	<p>a. Proof of hybrid training infrastructure (photos, equipment, connectivity setup).</p> <p>b. Screenshots/demonstration of LMS features (whiteboard, chat, quizzes, assessments).</p> <p>c. Records/reports of recent hybrid training cohorts delivered (participant logs, schedules, completion reports).</p>		
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PSEB reserves the right to disqualify companies who fail to submit the above-mentioned mandatory documents:

5. Bidding Process

Evaluation Criteria

The criteria for the evaluation of company's proposal is as follows. Qualifying marks=70%

6. Proposal Points Allocation/Selection Criteria

The following documents must be provided in sequence, with each document properly titled and page-numbered Selection Criteria:

Sr.	Requirements	Documents/Evidence Required	Marks Each	Total Achievable	Page No.
1	<p>Exam Proctoring Capability</p> <p>a. Local and remote exam proctoring infrastructure.</p> <p>b. Designated proctoring locations with appropriate facilities.</p> <p>c. Qualified and trained proctoring staff.</p> <p>d. Secure online proctoring tools (ID verification, screen monitoring,</p>	<ul style="list-style-type: none"> • Details of local/remote proctoring infrastructure and locations. • Profiles/credentials of proctoring staff. • Documentation/demo of online proctoring tools and security features. • Records of past proctored exams (if available). 	5 Marks each	20	

	browser lockdown, recording, AI/observer monitoring).				
2	<p>Infrastructure Facilities</p> <p>a. Availability of classrooms, computer labs,(own or through partner institutions).Facilities must be adequately equipped to support certification-based training programs.</p>	<ul style="list-style-type: none"> • Ownership/partnership agreements for training facilities. • Photographs and layout details of classrooms, labs, workshops, and library. • List of equipment (computers, software, lab tools) available at each facility. • Compliance statement ensuring readiness for training delivery. 	5 Marks each	20	
3	<p>Learning Programs & Tools</p> <p>Learning Management System (LMS)</p> <ul style="list-style-type: none"> • Capability to support multiple instructor-led programs, virtual learning sessions and access to online learning materials. <p>Core Features (minimum required)</p> <ul style="list-style-type: none"> • User & Course Management: Enrollments, scheduling, progress tracking, and course catalog management. • Assessment & Quizzes: Automated quizzes, assignments, grading, and feedback. • Communication Tools: Whiteboards, student chats, discussion forums, breakout rooms, and live Q&A. • Reporting & Analytics: Learner progress reports, performance dashboards, trainees' attendance, and certification tracking. 	<p>Documents/Evidence Required</p> <ul style="list-style-type: none"> • Access/demo of the LMS platform with described features i.e. Documentation / screenshots of core modules (user/course management, assessments, reporting, etc.). • Record of recent programs delivered through the LMS (showing usage of labs, whiteboards, chats, quizzes). 	25 Marks each 25 Marks each	50	
4	<p>Feedback Mechanism</p> <p>a. System in place to collect trainee feedback (surveys, forms, digital tools).</p> <p>b. Process to analyze</p>	<ul style="list-style-type: none"> • Copy/screenshots feedback forms, survey tools, or feedback modules of online LMS • Past trainee feedback reports 	6 Marks each 7 Marks each	20	

	feedback and implement improvements in training delivery.	and summary of improvements made. • Description of internal process for reviewing and acting on feedback.	7 Marks each		
5	Strategic Framework Clear baseline indicators and mechanisms to track and ensure: a. Effective marketing & outreach for trainee enrolment. b. Enrolment targets achieved. c. High training completion rates. d. Certification success (international or equivalent).	<ul style="list-style-type: none"> Strategic framework/plan document outlining baseline indicators. Past examples of marketing/enrolment campaigns and outcomes. Completion and certification success data from prior programs. Monitoring & evaluation mechanism (dashboards, reports, etc.). 	5 Marks each	20	
6	Employability Plan Mechanism to ensure at least 60% of candidates are employed within 6 months of training.	<ul style="list-style-type: none"> Detailed Employability Plan document, including placement partnerships (MoUs / agreements with IT industry, government entities). Framework for job placement support (career services, job fairs, industry linkages). Design/prototype of the proposed PSEB placement portal. Past evidence of successful trainee placement rates and salary benchmarks (if available). 	5 Marks each	20	
7	Financial Capacity	<ul style="list-style-type: none"> Audited financial statements for the last 2 years. and/or; Bank Statements 	<ul style="list-style-type: none"> 20 Marks: \geq Rs. 500M 15 Marks: \geq Rs. 200M 10 Marks: \geq Rs. 100M 	20	
8	Human Resource Capacity a. Trainers and support staff	Required Documents • Trainer profiles (CVs,	Number of trainers = 0.5 marks each (up to	40	

	<p>must have relevant certifications and industry experience.</p> <p>b. Adequate trainer-to-trainee ratio must be maintained with mandatory roles in each classroom.</p>	<p>certifications, work experience).</p> <ul style="list-style-type: none"> Letters of commitment / availability from proposed trainers and staff. 	40 marks max)		
9	<p>Company's Capability - Presentation</p> <p>a. Proven institutional experience in delivering IT training and certification programs.</p> <p>b. Strong track record of trained professionals in IT trainings and program delivery methodology.</p>	<p>Documents Required:</p> <ul style="list-style-type: none"> Company profile with proof of registration/incorporation. List and evidence of past training programs with trainee counts. (Standalone lists, self-declared statements, screenshots, or tabular data submitted by themselves without supporting evidence may result in the bidder being declared non-responsive.) 	<ul style="list-style-type: none"> Experience in Years: <ul style="list-style-type: none"> Minimum 5 years = 3 marks More than 5 years (b/w 5 to 10) = 5 marks More than 10 years = 10 Marks Number of Professionals Trained (IT Trainings): <ul style="list-style-type: none"> 2,000 = 20 marks 3,000 = 30 marks 4,000 = 40 marks 5,000 = 50 Marks 	60	
10	<p>International Training Firm(s) Participation</p>	<p>Valid incorporation/registration certificate in home country + JV/consortium agreement with a local partner (SECP-registered or equivalent).</p>	<ul style="list-style-type: none"> Proof of JV Agreement 	5	
11	<p>Presentation</p>	<p>Slides/plan outlining delivery methodology and monitoring framework.</p>	<p>Presentation on Methodology (execution, monitoring, placement)</p>	25	

			nt strategy)		
Total: (70% minimum to qualify)				300	

The minimum percentage for qualification shall be 70%.

Those submitting proposals do so entirely at their expense. There is no expressed or implied obligation by the PSEB to reimburse any individual or firm for any costs incurred in preparing or submitting proposals, providing additional information when requested by the PSEB, or participating in any selection demonstrations or interviews.

7. Detailed Submittal Requirements

Undertaking: This must be provided on a Rs. 200 stamp paper as an affidavit.

I/We declare that the information provided in the request for proposal (RFP) is accurate and can be proved whenever required. I/We further declare that if in case the information provided by me/us in this request for proposal (RFP) proved to be incorrect at any point, PSEB reserves the right to take any action deemed feasible by the PSEB authorities against me/us. I/We further declare that our company (***** Company Name here *****) is not blacklisted by any division, department or organization of Government of Pakistan.

Signature & Seal

To facilitate the analysis of responses to this Pre-Qualification, vendors must prepare their proposals following the instructions outlined in this part. Proposals should be prepared as simply as possible and provide a straightforward, concise description of the vendor’s capabilities to satisfy the requirements. Emphasis should be concentrated on accuracy, completeness, and clarity of content. All parts, pages, figures, and tables should be numbered and labelled appropriately.

Vendor responses shall be in the prescribed format.

For any queries, please contact at kashraf@pseb.org.pk.

- i) General Terms and Conditions For any link, PSEB will send quotation requests either through letter or through electronic means.
- ii) PSEB will sign a formal Open Framework Agreement with the selected pre-qualified companies regarding the provisioning of the agreed services. This agreement will comprise of all details necessary to execute the services successfully and upto the satisfaction of the procuring agency.
- iii) PSEB reserves the right to accept or reject all or any application as per PPRA rule #33.
- iv) **Pre-Bid Meeting: There will be a pre-bid meeting on 25th March, 2026_(Meeting link <https://zoom.us/j/99954910178?pwd=HH4UZmh5oz9kat3eMt9KCdu2QJDU6N.1> for any queries you can email to kashraf@pseb.org.pk**

8. Submission of Bids

The proposal shall be in the English language. ; the evaluation process includes presentations of bidders and visits to bidders’ offices as well. Based on evaluation criteria, the bidders will be pre-qualified.

- a) Bidding documents/proposals, containing detail terms and conditions, etc. are available electronically and can be downloaded from EPADS-PPRA website www.eprocure.gov.pk free of cost.
- b) Bids should be submitted electronically ONLY through EPADS. Manual submission of bids is NOT allowed.
- c) For registration and training on EPADS or in case of any technical difficulty in using EPADS, prospective bidders may contact PPRA Team, Director MIS Room No.109, 1st Floor, FBC building Sector G-5/2, Islamabad. Contact Number 051-111-137-237.

The proposals, prepared in accordance with the instructions in the proposals documents of Eligibility documents as specified in **proposals** documents in favor of the undersigned must be submitted through EPADS latest by **07th April 2026 on or before 03:00PM**. proposals will be opened on the same date **at 03:30 PM at the below mentioned address. PSEB will not entertain the proposals received through email.**

Note: - Any proposal received after the closing date and time for submission will not be entertained and returned unopened.

PSEB reserves the right to cancel this Pre-qualification process at any stage without assigning any reason whatsoever.

9. Opening of Bids

Proposal(s) will be opened on the stipulated date and time as mentioned in the tender notice, in the presence of vendors/bidders or their authorized representatives—the latter desire to attend the bid opening session.

10. Contact Information

Manager Procurement
Pakistan Software Export Board
Ministry of Information Technology and Telecommunication.
Government of Pakistan
Pakistan Software Export Board (G) Limited
Plot 61, 6th Floor, New State Life Tower, Adjacent Saudi Pak Tower,
Blue Area, Islamabad
Telephone: + 92-51-9215098
e-mail rarif@pseb.org.pk
URL: <http://www.techdestination.com>

Annex-I: Profile

Sr. No	Contents	Description
1	Legal Name of Lead Bidder / Consortium	
2	Registered Address	
3	Year of Establishment	
4	Type of Organization (IT Firm / Training Firm / University)	
5	PSEB Registration No. (for IT Firms)	
6	NTN / GST Number	
7	Authorized Training Partner Status (Principal Bodies)	
8	Contact Person Name	
9	Designation	
10	Email	
11	Phone Number	
12	In case of consortium, Consortium Structure (Attach JV Agreement)	

Annex- II, REFERENCE FORM

TRAINING /CERTIFICATIONS REFERENCE FORM FOR COMPANY

Please provide references for trainings/certifications closely reflect similar projects to the scope of work which have already been completed within the past two (2) years only. Please use the following format in submitting references. Please attached evidence/support documents in favor of record provided below:

S r · #	Year	Name of Client	Details of Trainings/Certifications Delivered (*)	Technology Platform used for onsite or online trainings	Number of Trainees Trained /Certified	Project Cost (Rs. Million)	Project starting Date	Project completion Date	POC Details (Designation, Cell, Email)
1									
2									
3									
4									
5									

(Please add records as many as are required)

(*) Please clearly mention whether assignment carries only trainings or training and certifications both, also attach work orders/contracts

Annex- III, REFERENCE FORM

Please use the following format in submitting references. Please attached evidence/support documents in favor of record provided below:

Sr.#	Name of Trainer	Education	Experience	Certifications	Name of Training Delivered	No. of students trained	Name of Clients	Contact Details
1								
2								
3								
4								
5								

(Please add records as many as are required)

Annex- IV DECLARATION FORM

DECLARATIONS

I/We hereby declare that all information provided in the proposal is true and correct. We further confirm that:

- We have not been blacklisted by any Government / semi-government organization.
- We comply with all mandatory requirements of the RFP.
- All documents submitted are genuine and verifiable.

Authorized Signatory: _____

Name: _____

Designation: _____

Stamp & Signature: _____

Annex- IV DECLARATION FORM

CHECKLIST

- Undertaking on Rs.200 stamp paper (Not Blacklisted) Page # _____

- Consortium / JV Agreement Page # _____

- Authorized Training Partner Certificates Page # _____

- SECP / Registration Certificates of All Partners Page # _____

- NTN / GST Certificates Page # _____

- PSEB Registration (IT Firms Only) Page # _____

- Audited Financial Statements (Last 2–3 Years) Page # _____

- Export Evidence (IT Firms Only) Page # _____

- Proof of Training 2000+ Candidates in Last 2 Years Page # _____

- Hybrid Training Infrastructure Evidence Page # _____

- Trainer CVs & Certifications Page # _____

- Work Plan & Course Content Page # _____

- Training Work Plan Page # _____

- Contact List Page # _____