



**National Accountability Bureau (NAB)  
Government of Pakistan**

# ***Annual Training & Research Plan 2022***

Fighting Corruption by Imparting Knowledge to the Frontline Force



Pattern in Chief:

**Justice Javed Iqbal,**  
Chairman NAB

**Training & Research Division, NAB HQ  
3<sup>rd</sup> Floor, FCB Building, G-5/2, Islamabad - Pakistan**

For Feedback & suggestions;  
Email: [trainingdiv-hq@nab.gov.pk](mailto:trainingdiv-hq@nab.gov.pk)



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**Justice Javed Iqbal,**  
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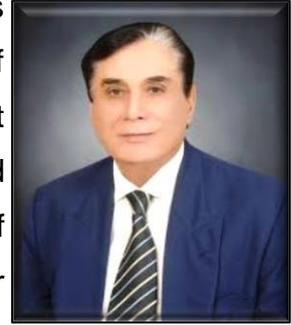
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## Message from Chairman NAB

The Corruption is a social political and economic evil which erodes the roots of modern nation states. It has resulted into the failure of economic system of powerful states in the modern era like Soviet Union in recent past. Therefore it must be prevented and eliminated for the survival, growth and prosperity of society. Staying ahead of the threat requires reliance on technological resources to their greatest potential. There is a emergent need to develop our professional expertise in advanced investigation techniques to proactively combat the ever-advance white-collar crimes. At this point, the role of information technology is of immense benefit for sharing knowledge and learning. I appreciate the continuing commitment of T&R Division to arrange online learning solutions to adapt the new challenges posed by COVID – 19 and its recent destruction.



I view the Training & Research Plan-2022 as a concerted effort to strengthen the institutional capabilities of NAB professional's par excellent with international commitments. NAB will continue to seek innovative ways to address current challenges through rigorous capacity building initiatives for its workforce.

Chairman NAB  
**Justice Javed Iqbal**  
NAB HQs, G-5/1, Islamabad

01<sup>st</sup> March, 2022

## Message from Deputy Chairman NAB

The Training and Research Plan 2022 is a commendable effort by T&R Division and a comprehensive assertion of capacity building initiatives for NAB personnel from a new self-paced remote learning perspective. Professionally designed courses in Banking, Procurement Land



Management along with specialized trainings on Money Laundering and Financial Crime Investigation reflect an accurate understanding of learning needs of NAB officers and requirements for FATF compliance.

The conferences of the mid and senior level management which are the vital source of sharing the collective wisdom and experiences are appreciable. It is also worth mentioning that T&R Division also undertakes the research activities in the domain of operational requirements, issues and challenges as and when required by NAB.

**(Zahir Shah )**  
Deputy Chairman NAB  
Islamabad

22 February, 2022

## FOREWORD

Training and Research Division HQ NAB, Islamabad is committed to systematically build and upgrade the required competencies of its manpower, particularly the Investigators and prosecutors to substantially contribute to the global fight against corruption.



The T&R Division after carrying out an in-depth analysis on observations from Apex Courts, instructions from the Worthy Chairman NAB, FATF compliance requirements, International commitments and other pragmatic requirement of NAB investigators, has gone through whole hug for comprehensive understanding of learning needs of NAB professionals and compiled curricula of courses. Therefore following areas have been covered while preparing the T&R Plan 2022:

- i. Preparation of Training Plan 2022 based on the Training Need Analysis of the officers of NAB
- ii. Preparation of comprehensive Training Plan to cater for the requirements for the investigation and prosecution of the white color crimes
- iii. Introduction of online teaching /learning modules for the officers of NAB

We are here offering the Training & Research Plan, 2022 to meet the NAB's institutional capacity to prepare the investigator and prosecutor for a fight against white collar corruption. This is possible only by raising the professional standards, competitive with international best practices, to enable our IOs and Prosecutors to render the professional services in investigation and trial of white collar crime, through a standardized and comprehensive Planning like T&R Plan 2022.

With regards and best wishes!

**(Mirza Muhammad Irfan Baig)**

Director General (T&R Division)  
NAB HQ, Islamabad

18 Februray, 2022.

## ABBREVIATIONS AND ACRONYMS

<b>AMLO</b>	Anti-Money Laundering Ordinance
<b>ACE</b>	Anti-Corruption Establishment
<b>AML</b>	Anti-Money Laundering Law
<b>APG</b>	Asia Pacific Group on Money Laundering & Terrorist Financing
<b>AML Act</b>	Anti-Money Laundering Act, 2010
<b>ANF</b>	Anti-Narcotics Force
<b>BCCI</b>	Bank of Credits and Commerce International
<b>BCO</b>	Banking Companies Ordinance, 1962
<b>CIT</b>	Combined Investigation Team
<b>CDD</b>	Customer Due Diligence
<b>CFT</b>	Counter-Financing of Terrorism
<b>CNSA</b>	Control of Narcotics Substances Act, 1997
<b>CTR</b>	Cash Transaction Report
<b>DISCOs</b>	Distribution Companies
<b>DNFBPs</b>	Designated Non-Financial Businesses Companies
<b>DLP</b>	Distance Learning Program
<b>EDD</b>	Enhanced Due Diligence
<b>FMU</b>	Financial Monitoring Unit
<b>FATF</b>	Financial Action Task Force
<b>FBR</b>	Federal Board of Revenue
<b>FIU</b>	Financial Intelligence Unit
<b>FIA</b>	Federal Investigation Agency
<b>FSL</b>	Forensic Science Laboratory
<b>GENCO</b>	Generation Company
<b>GC</b>	General Committee on AML/CFT
<b>ICITAP</b>	International Criminal Investigative Assistance Program
<b>ICAP</b>	Institute of Chartered Accountants of Pakistan
<b>ICMAP</b>	Institute of Cost & Management Accountants of Pakistan
<b>KYC</b>	Know Your Customer
<b>KPI</b>	Key Performance Indicators
<b>LEAs</b>	Law Enforcement Agencies
<b>ML</b>	Money Laundering
<b>MLA</b>	Mutual Legal Assistance
<b>MOF</b>	Ministry of Finance
<b>MOFA</b>	Ministry of Foreign Affairs
<b>MOL</b>	Ministry of Law and Justice

<b>MOU</b>	Memorandum of Understanding
<b>MVTS</b>	Money Value Transfer Services
<b>NIFT</b>	National Institutional Facilitation Technologies
<b>NACTA</b>	National Counter Terrorism Authority
<b>NAO</b>	National Accountability Ordinance, 1999
<b>NAP</b>	National Action Plan
<b>NBFIs</b>	Non-Bank Financial Institutes
<b>NCCPL</b>	National Clearing Company of Pakistan Limited
<b>NEC</b>	National Executive Committee of Pakistan
<b>NGOs</b>	Non-Government Organization
<b>NRA</b>	National Bank Assessment
<b>NPOs</b>	Non Profit Organization
<b>NEPRA</b>	National Electric Power Regulatory Authority
<b>NAO</b>	National Accountability Ordinance
<b>NCA</b>	National Crime Agency
<b>OECD</b>	Organization for Economic Co-operation and Development
<b>PEACE</b>	Preparation and Planning, Engage and Explain, Account, Closure, and Evaluation
<b>PEMRA</b>	Pakistan Electronic Media Regulatory Authority
<b>PACA</b>	Pakistan Anti-Corruption Academy
<b>PME</b>	Pakistan Mercantile Exchange
<b>PPC</b>	Pakistan Penal Code, 1860
<b>PSX</b>	Pakistan Stock Exchange
<b>PFSA</b>	Punjab Forensic Science Agency
<b>PPRA</b>	Public Procurement Regulator Authority
<b>RERA</b>	Real Estate Regulatory Authority
<b>SBP</b>	State Bank of Pakistan
<b>SBP Act</b>	State Bank of Pakistan Act, 1956
<b>SECP</b>	Securities and Exchange Commission of Pakistan
<b>STRs</b>	Suspicious Transaction Reports
<b>SECP Act</b>	Securities and Exchange Commission of Pakistan Act, 1997
<b>SRO</b>	Statutory Regulatory Order
<b>TDAP</b>	Trade Development Authority of Pakistan
<b>Tut</b>	Tutorial
<b>TF</b>	Terrorist Financing
<b>ToT</b>	Training of Trainer
<b>UNODC</b>	United Nation Office on Drugs and Crimes
<b>UNSCR</b>	United Nations Security Council Resolution

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# ANNUAL TRAINING & RESEARCH PLAN - 2022

## “AT A GLANCE”

SR. NO	TRAINING/COURSE /SEMINAR	PARTICIPANTS	VENUE	SCHEDULED DATES
1.	<b><u>Investigation Officers Basic Induction Course (IBIC) – IX</u></b>			
	IBIC-IX	Newly Inducted Investigation Officers subject to Finalization of Selection	Islamabad	Yet to be Decided
2.	<b><u>Training of Trainers (ToT)</u></b>			
	Training of Trainers (ToT)	Addl Directors/ Sr. Dy Directors – Regional NABs Training In-charges	All Regional NABs	During 1 <sup>st</sup> Quarter of Year 2022
3.	<b><u>Refresher Courses</u></b>			
	i. Refresher Course 1	IOs / COs / Prosecutors (BPS 16-19)	All Regional NABs	07-03-2022 to 11-03-2022
	ii. Refresher Course 2	IOs / COs / Prosecutors (BPS 16-19)	All Regional NABs	09-05-2022 to 13-05-2022
	iii. Refresher Course 3	IOs / COs / Prosecutors (BPS 16-19)	All Regional NABs	06-06-2022 to 10-06-2022
	iv. Refresher Course 4	IOs / COs / Prosecutors (BPS 16-19)	All Regional NABs	04-07-2022 to 08-07-2022
4.	<b><u>Inter-Regional Trainings</u></b>			
	i. Inter-Regional Training	IOs / COs / Prosecutors (BPS 16-19)	Regional NAB Lahore in collaboration with PFSA	23-05-2022 to 27-05-2022
	ii. Inter-Regional Training	IOs / COs / Prosecutors (BPS 16-19)	Regional NAB Rawalpindi in collaboration with FIA / FMU	18-07-2022 to 22-07-2022
	iii. Inter-Regional Training	IOs / COs / Prosecutors (BPS 16-19)	Regional NAB KP in collaboration with Judicial Academy KP	01-08-2022 to 05-08-2022
	iv. Inter-Regional Training	IOs / COs / Prosecutors (BPS 16-19)	Regional NAB Karachi in collaboration with NBP Staff College	05-09-2022 to 09-09-2022
5.	<b><u>Capacity Building Courses (CBC)</u></b>			
	i. Capacity Building Course 1	IOs / COs (BPS 16 -19)	All Regional NABs	14-03-2022 to 18-03-2022
	ii. Capacity Building Course 2	IOs / COs (BPS 16 -19)	All Regional NABs	20-06-2022 to 24-06-2022
	iii. Capacity Building Course	IOs / COs (BPS 16 -19)	All Regional NABs	15-08-2022 to 19-08-2022

SR. NO	TRAINING/COURSE /SEMINAR	PARTICIPANTS	VENUE	SCHEDULED DATES
	iv. Capacity Building Course	IOs / COs (BPS 16 -19)	All Regional NABs	12-09-2022 to 16-09-2022
	v. Capacity Building Course 5	IOs / COs (BPS 16 -19)	All Regional NABs	17-10-2022 to 21-10-2022
	vi. Capacity Building Course 6	IOs / COs (BPS 16 -19)	All Regional NABs	07-11-2022 to 11-11-2022
6.	<b><u>Strengthen Institutional Frameworks and Increasing LEAs Capabilities and Capacity for Investigation in Money Laundering Cases (FATF Requirements)</u></b>			
	i. Training 1	Directors/ Additional Directors / COs / IOs / and Prosecutors (BPS-17 to 20)	To be arranged by <b>All Regional NABs</b> in coordination with sponsoring agencies/ organizations and Source Persons (Online / In Person Training)	21-02-2022 to 25-02-2022 (Any two days)
	ii. Training 2			18-04-2022 To 22-04-2022 (Any two days)
	iii. Training 3			13-06-2022 to 17-06-2022 (Any two days)
	iv. Training 4			29-08-2022 to 31-08-2022 (Any two days)
	v. Training 5			24-10-2022 to 28-10-2022 (Any two days)
	vi. Training 6			12-12-2022 to 16-12-2022 (Any two days)
7.	<b><u>Directors' Conference / Training</u></b>			
	i. Director's Conference / Training 1	Directors of NAB (BPS 20)	To be arranged by Regional NAB KP	16-05-2022 to 20-05-2022 (Any two days)
	ii. Director's Conference / Training 2	Directors of NAB (BPS 20)	To be arranged by Regional NAB Balochistan	03-10-2022 to 07-10-2022 (Any two days)
8.	<b><u>Director Generals' Seminar</u></b>			
	DG's Seminar	All DGs of NAB	NAB HQ	21-11-2022 to 25-11-2022 (Any two days)

SR. NO	TRAINING/COURSE /SEMINAR	PARTICIPANTS	VENUE	SCHEDULED DATES
9.	<b>Inland Courses: Sponsored by Foreign Organizations</b>			
	Inland Courses; Sponsored by Foreign Organizations	Officers of NAB offered by Sponsoring Agency	as the	To be decided and arranged by the Sponsoring Agencies/ Organizations
10.	<b><u>Trainings offered by Academies of other LEAs / Govt. Deptts.etc..</u></b>			
	Trainings offered by Academies of other LEAs / Govt. Deptts.etc.	Officers of NAB as offered by the Sponsoring Agency	To be decided and arranged by the Sponsoring Agencies/ Organizations	Dates subjected to Invitations
11.	<b><u>Staff Development Courses for officials</u></b>			
	i. Staff Development Course 1	Qasids / Naib Qasids and Equivalent	All Regional NABs	25-07-2022 to 29-07-2022
	ii. Staff Development Course 2	Drivers / DRs and equivalent	All Regional NABs	22-08-2022 to 26-08-2022
	iii. Staff Development Course 3	Superintends, Assistants, UDCs, LDCs & equivalent etc.	All Regional NABs	19-9-2022 to 23-09-2022
	iv. Staff Development Course 4	Private Secretaries, Assistant Private Secretaries, PAs & Steno-typists etc	All Regional NABs	05-12-2022 To 09-12-2022
12.	<b><u>Research and Development Activities for Year - 2022</u></b>			
	i. <b>Forensic Hand Book for IOs</b>			

## Brief on Annual Training & Research Plan – 2022

1. The Chairman NAB has been pleased to approve the following Training & Research Plan for the calendar year 2022 for implementation through Training Cells in Regional NABs under the supervision of Training & Research (T&R) Division, NAB HQ, Islamabad. The prominent features and aims of instant Training Plan 2022 are as under:

2. Aims of Training Plan 2022 are:

- i. Compliance of Guidelines on Financial Investigation and Money Laundering for Law Enforcement Agencies in respect of IO-7 (APG 2.2) i.e Strengthen Institutional Framework and Increasing LEAs capabilities/capacity to investigate/enhance knowledge of the various forms of corruption & corrupt practices as defined in NAO (NAA, 2021 Amended) & AMLA 2010, circulated by National FATF Secretariat, Pakistan duly approved by National Executive Committee (NEC).
- ii. Advancement in the Investigative skills of IOs through Capacity Building Courses in the area of Banking, Criminal Investigations, Land Management, Interpersonal skills etc.
- iii. Inculcate techniques of investigation into crimes including identification of evidence, lawful process to procure that evidence, exhibition of evidence and test of admissibility before trial court.
- iv. Comprehend the procedures to trace, recover, control and dispose where required to do so the crime proceeds.
- v. Improve Knowledge in the field of financial and other intelligence for procuring of admissible evidence especially in local and foreign jurisdiction.

3. The plan consists of the following programs:

- a. Basic Induction Course for Investigation Officers (IBIC) - IX
- b. Training of Trainers (ToT)
- c. Refresher Courses for IOs/ COs / Prosecutors (BPS 16-19)
- d. Specialized Inter-Regional Trainings.
- e. Capacity Building Courses (CBC) for IOs / COs (BS 16 -19).
- f. Creation of Pool for Banking Experts, Land Revenues Experts and Procurement Experts.

- g. IO-7 (APG 2.2) Strengthen Institutional Frameworks and increasing LEAs Capabilities and Capacity for Investigation in Money Laundering Case
- h. Directors' Conference / Training
- i. Director Generals' Seminar
- j. Inland Courses; Sponsored by Foreign Organizations.
- k. Trainings offered by Academies of other LEAs / Govt. Deptts.etc.
- l. Staff Development Courses for officials.
- m. Research & Development Activities-2022

**a. Basic Induction Course for Investigation Officers (IBIC) – IX**

3(a). IBIC-IX is also under planning for newly inducted Assistant Directors (BS-17) expectedly executable from the month of May 2022, subject to finalized recommendation by FPSC for new officers and approval of Worth Chairman NAB.

**b. Training of Trainers (ToT):**

4. Given its inherent long-term sustainability, T&R Division designs and delivers country-specific Training of Trainers (ToT). The objective of this course is to train the nominated Officers as future Master Trainers for training and capacity building of NAB officers in their respective Regions.

5. In previous years, this training had been held at NAB HQ Islamabad in which overview of Annual Training Plans was given and other necessary topics of ToT as per **Annex – A** had been discussed.

6. In the current year of 2022 it has been decided that the Regional NABs should be given discretion to conduct TOT as per T&R Plan 2022 at their own or utilize the senior and learned officers of their Regions few of whom might have previously received the ToT Session.

7. The OICs of Training Cells of Regional NABs shall be presented a short brief of the instant Plan. The Regional NABs are requested to forward nominations of their In-charge Training Cells along with one potential Master Trainer (BS 18-19) and one Law Officer for this program. Additional Directors or senior Deputy Directors may be nominated as In-charge Training Cells of the Regions.

8. The Master Trainers / Officers In-charge will conduct Refresher Courses and other Capacity Building Courses through the Training Cells at their respective Regions of NAB and report to the T&R Division in implementation of the instant Training Plan 2022. The Curriculum of course ToT is attached at "**Annex – A**".

**c. Refresher Courses for IOs/ COs / Prosecutors (BPS 16 to 19):**

9. All Investigation officers / Case Officers and Prosecution cadre (BPS 16-19) at all Regional NABs and NAB HQ will be imparted 05 days Refresher Course phase- wise during the year 2022, on full time basis (0900 hrs to 1700 hrs). Outline of syllabus designed in consultation with Regional NABs and Division of NAB HQ, is attached as [Annex-"B"](#). These Refresher Courses will be conducted simultaneously by all Regional NABs as per following schedule:

Sr. No.	Courses	Scheduled Dates
1.	1 <sup>st</sup> Refresher	07 <sup>th</sup> March to 11 <sup>th</sup> March, 2022
2.	2 <sup>nd</sup> Refresher	09 <sup>th</sup> May to 13 <sup>th</sup> May, 2022
3.	3 <sup>rd</sup> Refresher	06 <sup>th</sup> June to 10 <sup>th</sup> June, 2022
4.	4 <sup>th</sup> Refresher	06 <sup>th</sup> July to 08 <sup>th</sup> July, 2022

**d. Specialized Inter-Regional Trainings:**

10. In view of successful conduct of three Inter Regional Trainings during the year 2019 with keen interest shown by the Regional NABs, now, for the year 2022, four Inter-Regional Trainings are planned. These trainings will be conducted by Regional NAB Lahore, Rawalpindi, KP and Karachi with participation from all Regions / NAB HQ as under:

Sr.	Region	Name of Course / Topic	Collaborating Agency	Dates	No of Participants
1.	NAB Lahore	<ul style="list-style-type: none"> <li>• Forensic / Digital Evidence</li> <li>• Questioned &amp; Fraudulent Documents Investigation and Assets Tracing</li> <li>➤ Considerations, evidentiary value and legal implications of drafting of statements and drafting of Investigation Report, scrutiny of Investigation report and References drafting to make out case in terms of provisions of NAO, 1999 (NAA, 2021 Amended) and AMLA,2010.</li> </ul>	<ul style="list-style-type: none"> <li>➤ Punjab Forensics Science Academy (PFSA), Lahore</li> <li>➤ FIA / NAB / Police / Judicial Academy</li> </ul>	23rd to 27th May, 2022	25

		<ul style="list-style-type: none"> <li>➤ Financial Monitoring Unit (FMU) goAML Software.</li> </ul>			
2.	NAB Rawalpindi	<ul style="list-style-type: none"> <li>➤ Anti Money Laundering Act 2010 and Terrorist Financing in International perspective with applicability with NAO, 1999 (NAA, 2021 Amended).</li> <li>➤ International Obligations of NAB /GOP Significance and implications of FATF &amp; APG (Asia Pacific Group) Regimes and latest techniques of White Collar Crime Investigations and Forums of information sharing.</li> <li>➤ Financial Crimes Investigation with specific reference to STRs and crimes committed by corporate regime.</li> <li>➤ Revenue Payments manuals/practices</li> <li>➤ Search of Benamidar Assets</li> </ul>	FIA, FMU Islamabad etc.	18 <sup>th</sup> to 22 <sup>nd</sup> July, 2022	25
3.	NAB KP	<ul style="list-style-type: none"> <li>➤ Investigation and Prosecution of Corruption Offences – <ul style="list-style-type: none"> <li>i. Evidence Collection</li> <li>ii. Raid, Arrest, Search and Seizure</li> </ul> </li> <li>➤ Effective Investigation Report Writing</li> <li>➤ Court Proceedings/ Appearance Protocols/ Examination in-chief &amp; Cross Examination.</li> <li>➤ Case Monitoring Techniques after framing of charge</li> </ul>	Judicial Academy KP	1 <sup>st</sup> to 5 <sup>th</sup> August, 2022	25

		<ul style="list-style-type: none"> <li>➤ Anti Money Laundering Act 2010 and Terrorist Financing in International perspective with applicability with NAO, 1999 (NAA, 2021 Amended).</li> </ul>			
4.	NAB Karachi	<ul style="list-style-type: none"> <li>➤ International Obligations of NAB /GOP Significance and implications of FATF &amp; APG (Asia Pacific Group) Regimes and latest techniques of White Collar Crime Investigations and Forums of information sharing.</li> <li>➤ Financial Crimes Investigation with specific reference to STRs, AML and crimes committed by corporate regime/Stock Exchange Frauds etc.</li> </ul>	<ul style="list-style-type: none"> <li>➤ NBP Staff College, Karachi</li> <li>➤ FIA, FMU</li> </ul>	5 <sup>th</sup> to 9 <sup>th</sup> September, 2022	25

10(a). Tentative Contents of these four Inter Regional Training courses are attached at **Annex -"C" to "F"**. Regional NABs are requested to finalize the administrative arrangements for above trainings well before the prescribed schedule and to forward detailed plans in consultation with the concerned collaborative agencies.

11. Further, all Regional NABs / Division of NAB HQ shall ensure to forward nomination of their officers (BS 16-19) to T&R Division as per following quota, at least one month before the scheduled dates of the courses:

Sr. No	Region	No. of Participants for Inter Regional Training
1.	NAB HQ	04
2.	NAB Lahore	03
3.	NAB Karachi	03
4.	NAB Rawalpindi	03
5.	NAB KP	03
6.	NAB Balochistan	03
7.	NAB Multan	03
8.	NAB Sukkur	03
<b>Total</b>		<b>25</b>

\*An officer from T&R Division may also attend the Training as Evaluator/Observer.

**e. Capacity Building Courses (CBC) for IOs & COs (BPS 16 to 19):**

12. 6x CBCs briefly detailed as under, have been planned which consist various topics covering Technical and Soft Skills. As far as it is possible, these courses will be conducted by the Regional NABs outside the NAB Premises for their officers in BS 16 to 19. Every Officer must attend at least one CBC during the calendar year 2022. However; there is no restriction on attending more than 1 CBC by an officer. Regional NABs may arrange Resource Persons for the relevant topics from concerned departments e. Outlines of the syllabus are attached as **Annex -"G" to "Y"**.

No	Name of Course	Scheduled Dates/Weeks
1.	<p><b><u>CAPACITY BUILDING COURSE – 1 (Annex G to L)</u></b></p> <p>a. Stress Management(Annex-G)</p> <p>b. Improving Personal Effectiveness(Annex-H)</p> <p>c. Emotional Intelligence Skills for Professional Growth(Annex-I)</p> <p>d. Effective Investigation Report Writing and Court Proceedings/Appearance Protocol (Annex-J)</p> <p>e. Evidence Collection (recording, relevancy, admissibility and appreciation) (Annex-K)</p> <p>f. Forensic Examination(Annex-L)</p>	14 <sup>th</sup> to 18 <sup>th</sup> March, 2022

	<p>g. National Accountability Ordinance (NAO) 2<sup>nd</sup> &amp; 3<sup>rd</sup> Amendment 2019</p> <p>h. Mutual Legal Assistance (MLA) &amp; Processing Extradition Applications</p>	
2.	<p><b><u>CAPACITY BUILDING COURSE – 2 (Annex M, N, O, G, J, K)</u></b></p> <p>a. Investigation and Prosecution of Corruption Offences (Annex-M)</p> <p>b. Raid, Arrest, Search and Seizure (Annex (N)).</p> <p>c. Effective Investigation Report Writing (Annex-J)</p> <p>d. Evidence Collection (recording, relevancy, admissibility and appreciation) (Annex-K)</p> <p>e. Stress Management(Annex-G)</p> <p>f. Mutual Legal Assistance (MLA) &amp; Processing Extradition Applications</p> <p>g. Interview and Interrogation Techniques(Annex (O))</p>	20 <sup>th</sup> to 24 <sup>th</sup> June, 2022
3.	<p><b><u>CAPACITY BUILDING COURSE – 3 (Annex H – N, P - Q)</u></b></p> <p>a. NABs Monitoring &amp; Evaluation System(Annex-P)</p> <p>b. Cyber Security and Internal Control for prevention of Corruption – Integrity Management(Annex-Q)</p> <p>c. Forensic Examination(Annex-L)</p> <p>d. Emotional Intelligence Skills for Professional Growth (Annex-I)</p> <p>e. Improving Personal Effectiveness (Annex-H)</p> <p>f. Quality of Report Writing / Effective Investigation Report Writing (Annex-J)</p> <p>g. Investigation and Prosecution of Corruption Offences (Annex-M)</p> <p>h. Evidence Collection (recording, relevancy, admissibility and appreciation) (Annex-K)</p> <p>i. Raid, Arrest, Search and Seizure (Annex-N)</p>	15 <sup>th</sup> to 19 <sup>th</sup> August, 2022
4.	<p><b><u>CAPACITY BUILDING COURSE – 4 (Annex P, H, J, K, R - T)</u></b></p> <p>a. PPRA Rules, General Financial Rules and Mechanism of Public Procurements &amp; Contract Management Interview and Interrogation Techniques (Annex - R)</p> <p>b. Private Business, Companies Regulations, Taxation and Entrepreneurship (Annex - S)</p> <p>c. Code of Conduct and Professional Ethics (Annex - T)</p>	12 <sup>th</sup> to 16 <sup>th</sup> September, 2022

	<ul style="list-style-type: none"> <li>d. Improving Personal Effectiveness (Annex-H)</li> <li>e. Effective Investigation Report Writing(Annex-J)</li> <li>f. Evidence Collection(recording, relevancy, admissibility and appreciation) (Annex-K)</li> <li>g. Mutual Legal Assistance (MLA) &amp; Processing Extradition Applications</li> </ul>	
5.	<p><b><u>CAPACITY BUILDING COURSE – 5 (Annex H, K, U - W)</u></b></p> <ul style="list-style-type: none"> <li>a. Land Acquisition, Estate Management &amp; Building Control Regulations (Annex-U)</li> <li>b. Land Enforcement and Integrity Management (Annex-V)</li> <li>c. Effective Investigation Report Writing (Annex-H)</li> <li>d. Critical Thinking(Annex-W)</li> <li>e. Evidence Collection (recording, relevancy, admissibility and appreciation) (Annex-K)</li> <li>f. Mutual Legal Assistance (MLA) &amp; Processing Extradition Applications</li> </ul>	17 <sup>th</sup> to 21 <sup>st</sup> October, 2022
6.	<p><b><u>CAPACITY BUILDING COURSE – 6 (Annex U - V)</u></b></p> <ul style="list-style-type: none"> <li>a. Effective Public Speaking and Presentation Skills (Annex-X)</li> <li>b. Improving Personal Effectiveness(Annex-H)</li> <li>c. Conflict Management(Annex-Y)</li> <li>d. Stress Management(Annex-G)</li> <li>e. Effective Investigation Report Writing(Annex-H)</li> <li>f. Evidence Collection (recording, relevancy, admissibility and appreciation) (Annex-K)</li> <li>g. Mutual Legal Assistance (MLA) &amp; Processing Extradition Applications</li> </ul>	07 <sup>th</sup> to 11 <sup>th</sup> November, 2022

\*Secretariat Training Institute (STI) shall also be requested for specialized Capacity Building Courses for NAB Officials during the year 2022.

13. Capacity building Courses for NAB IOs in specialized areas to create a pool of Banking Experts, Land Revenue Experts and Procurement Experts in compliance with directions of Worthy Chairman NAB shall be conducted during the year in collaboration with relevant Departments etc.

f. **IO-7 (APG 2.2) Strengthen Institutional Frameworks and Increasing LEAs Capabilities and Capacity to Investigation in Money Laundering Case**

14. NAB deals primarily with the offences under NAO 1999 (NAA, 2021 Amended) and where, the element of Money Laundering is found, the

Investigation Team also conducts probe in this regard. The offences under NAO 1999 (NAA, 2021 Amended) and AMLA 2010 requires skills, experienced capabilities of officers to conduct Financial Investigation.

15. In this regard, National FATF Secretariat, Pakistan vide OM dated 20.10.2020 has circulated “Guidelines on Financial Investigation on Money Laundering for Law Enforcement Agencies”.

16. These guidelines have already been forwarded to all Heads of Regional NAB’s and Divisions/Wings of NAB HQ to be widely circulated among the NAB’s IOs and Prosecutors in order to enhance their proficiency while dealing with the ML cases.

17. This program of training Plan 2022 has been exclusively crafted jointly by T&R Division and Operations Division NAB HQ, in compliance of the requirements of FATF Block and detailed syllabus has been attached at Annex ‘**ZD**’.

18. The above mentioned guidelines are to complement existing LEAs agencies policies and procedures for ML investigations and their predicate crimes. Therefore, the same may be treated as base line for the instant training program and taken as Supplementary Reading Material for all trainings pertaining to AMLA 2010 as FATF Secretariat requirements’ compliance. The trainings under this program may be online or physical, however, due to Covid-19 situation; the online training programs may be developed and imparted to trainee officers on nomination bases during the year 2022. These programs shall be conducted by all Regional NABs in consultation with NAB’s AML/CFT Cell and learned **Resource Persons** as per following details:

- i. Mr. Zahir Shah, Dy., Chairman NAB
- ii. Engineer Mr. Massood Alam, DG Ops Division
- iii. DG’s of Regional NAB’s
- iv. Mirza M Irfan Baig, DG T&R Division
- v. Mr. Jahanzeb Khan Bharwna, APGA-II
- vi. PGA/ APGA/ SLC / Senior Prosecutors
- vii. Mr. Zafar Iqbal Khan, DM-I, Ops Division
- viii. Other Senior Directors / Addl Directors / Banking / Financial Experts in NAB.
- ix. Sitting / Ex Judges of Accountability Court.

- x. Mr. Ghulam Farooq, Expert, NAB (R)
- xi. Ms. Samina Chagani, Deputy Director, FMU, Karachi
- xii. Representative / resource person from FIA
- xiii. Experts from UNODC or other International Organizations / Agencies

19. Keeping in view the importance of FATF requirements towards compliance, the worthy Chairman NAB has already duly approved this part of instant training program for inclusion as part of Annual T&R Plan, 2021, the same is now included in Annual T&R Plan, 2022 with little amendments.

20. In compliance to the directions from NEC, FATF Secretariat Pakistan and FATF authorities most of the NAB officers must be trained into the AML & CFT investigations hence, Regional NABs should conduct at least 4 specialized Trainings provided in the schedules.

**g. Directors' Conference / Training:**

21. The T&R Division has planned Two days each of two Conferences / Trainings, for Directors in order to enhance their managerial, and leadership and case management skills for effective and efficient functioning of the Investigation Wings of NAB. These Conferences are proposed to be arranged and conducted by Regional Bureau KP and Balochistan. These Regional NABs are requested to finalize the administrative arrangements for above Conferences / Trainings well before the prescribed schedule and to forward detailed plans to T&R Division at least one week before the commencement of the events.

Sr.	Name of Course	Proposed Schedule	Venue
1.	<b>Director's Conference/Training - I</b> <b>a. Case Management</b> <b>b. Management of Information</b> <b>c. Internal Information</b> <b>d. Mutual Legal Assistance (MLA) &amp; Processing Extradition Applications</b> <b>e. Applications Monitoring System</b> <b>f. Management and Leadership</b>	16 <sup>th</sup> to 20 <sup>th</sup> May, 2022  (Any 2x days)	<b>NAB (KP)</b>

2.	<b>Director's Conference/Training – II</b>  <b>a. Reference Filing and Trial Monitoring</b>  <b>b. Presentation on case study of the Regions</b>  <b>c. Mutual Legal Assistance (MLA) &amp; Processing Extradition Applications</b>	03 <sup>rd</sup> to 07 <sup>th</sup> October, 2022  (Any 2x days)	<b>NAB (Balochistan)</b>
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**h. Director Generals' Seminar:**

22. The Training & Research Division also planned to organize a two days NAB DGs' Seminar for sharing experiences of Regional Bureaus with each other for identifying the best practices in the field of White Collar Crime / Anti Corruption Cases. The tentative schedule of the seminar is as follows:

Title	Proposed Schedule	Venue
<b>a. Establishing &amp; Determining Key Performance Indicators</b>  <b>b. Every Regional Head shall present / share his best as well as weakest case of Anti-Corruption / White Collar Crimes conducted in the year 2017 to 2021 (Anyone).</b>	21 <sup>st</sup> to 25 <sup>th</sup> November, 2022 (Any 2x days)	NAB HQ

**i. Inland Trainings. Sponsored by Foreign Organizations / Agencies:**

23. Foreign agencies like UNODC, Australian Federal Police (AFP), National Crime Agency (NCA) / British High Commission and International Criminal Investigative Training Assistance Program (ICITAP), USA etc., conduct various inland training courses for capacity building of Law Enforcement Agencies in Pakistan.

24. The T&R Division NAB HQ always keep liaison with such organizations / agencies specially NCA, UK to avail such training opportunities for NAB Investigators / Prosecutors. Throughout the year 2022, whenever, any such Training / Course is scheduled by these organizations / agencies, the officers from

all Regions/ NAB HQ will be nominated for these courses in consultation with concerned DGs.

**j. Trainings offered by Academies of other LEAs / Government Departments etc:**

25. T&R Division collaborates with academies of other Law Enforcement Agencies like National Police Academy, FIA Academy, ANF Academy, MS Wing Establishment Division, PPRA, Institute of Tender Management, Manpower Institute, Islamabad, State Bank of Pakistan and others to explore relevant training opportunities for NAB officers. Whenever, such opportunities are made available, the same shall be shared with Regional NABs / NAB HQ for nomination of their officers.

26. There are different government training institutes; based at Islamabad offering trainings on Secretarial, Managerial and Administrative aspects, mostly on part time basis.

27. Similarly, courses for IT Experts will also be availed from Ministry of IT and other IT Institutes in the public sector. Regional NABs must seek such like training facilities in different Training Institutes /Academies located within their Jurisdiction for their officers / staff under intimation to T&R Division.

**K. Staff Development Courses:**

28. Following Courses have been designed for officials / staff of NAB, to be conducted by Regional NABs during the calendar year 2022. For specialized trainings e.g., short hand skills etc., the local Institutes of Govt may also be consulted on need base. Course contents are placed at Annex - Z, ZA, ZB & ZC:

Sr #	Name of the Course	Participants Level	Dates
1.	Office Ethics, Manners & Hospitality	Qasids / Naib Qasids and Equivalent	25 <sup>th</sup> to 29 <sup>th</sup> July, 2022
2.	Duties & Responsibilities of Drivers / DRs.	Drivers / DRs and equivalent	23 <sup>rd</sup> to 26 <sup>th</sup> August, 2022
3.	Office Procedures, Daftary Urdu, Communication skills, Office Ethics& Etiquettes	Superintends, Assistants, UDCs, LDCs & equivalent etc.	19 <sup>th</sup> to 23 <sup>rd</sup> August, 2022
4.	Training on improving skills of typing / shorthand along with Duties & Responsibilities of Private Secretaries / Asstt Private Secretaries	Private Secretaries, Assistant Private Secretaries, PAs & Steno- typists etc.	5 <sup>th</sup> to 9 <sup>th</sup> December, 2022

**29. General Instructions and Exceptions:**

- a. All Regions are requested to forward details regarding Exclusive OICs Training Cells as well as expected-in-house resource persons for imparting Trainings / Lectures to the participants in each Region, right after receiving the instant T&R Plan, 2022. External subject expert may be engaged as resource person other than NAB officers. Priority may be accorded to the resource person from the City of the venue of training.
- b. In case, adjustment of scheduled dates is required by any Regional NAB, prior intimation shall be made to T&R Division.
- c. In case any training week falls in public holidays, the same may be adjusted accordingly under intimation to T&R Division.
- d. All Regional NABs are encouraged to make sure the participation from counterpart organizations by 30% in all Capacity Building Courses arranged by them.
- e. The course contents given in training plan are tentative and serve as a broader view and may not be considered conclusive. Hence, adjustments, additions and improvements etc., may be made accordingly, under intimation to T&R Division.
- f. At the end of training, Post Course Reports comprising of list of participants, trainers, general overview, feedback / suggestions, photographs and soft / hard copies of the lectures must be forwarded to T&R Division within five working days as per format attached at **Annex- "PCR1 & PCR2"**.
- g. Monthly Progress Report of Training activities alongwith photographs etc., to be surely submitted in hard and soft forms to T&R Division before 30<sup>th</sup> of each month for perusal of the DG T&R / Chairman. 4x quarterly reports shall be provided by each region latest by 5<sup>th</sup> of April, July, October 2022 and 05<sup>th</sup> January 2023 Alongwith an annual progress report on the basis of quarterly reports. Following formats should be followed for reporting purposes: **Annex - "ZZ". "CBC1". "SDC1" and "IRT1"**.
- h. NAB (R) will also conduct trainings for officers / Prosecutors of NAB HQ in addition to their own officers. All Division of NAB HQ to convey nomination of their officers to NAB (R) under intimation to T&R Division at least two weeks prior to the scheduled date of the course.
- i. Special Refresher Courses for Case Officers may also be organized during the calendar year 2022 by the Regional NABs.
- j. Specialized Capacity Building Courses sponsored and organized by

various foreign Agencies will also be communicated to the Regional NABs as and when such Courses are offered.

- k. T&R Division will monitor conduct of trainings in Regional NABs through Video Link and/or visits by T&R Division Officers.
- l. Suggestions and improvements are always welcomed and shall be accounted for further improvement in future Training Plans.

30. All Regional NABs and Division of NAB HQ are requested to impart special importance to training and to extend full cooperation in implementation of the Annual Training and Research Plan-2022.

**(Majid Ali Malik)**

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## **DETAILS / CONTENTS FOR THE PROPOSED COURSES**

### **Training of Trainers (ToT)**

#### **General:**

- |                           |   |  |
|---------------------------|---|--|
| a. Working days available | = | 05 Days  |
| b. Dates                  | = | During 1 <sup>st</sup> Quarter of the year<br>2022 |
| c. Purpose                | = | Development of Master Trainers                     |

### **Syllabi for Training of Trainers (ToT) Programme 2022**

(1) **Introduction:**

It is important that the Trainers needs two separate sets of skills and knowledge. First, they need to understand the topic they have to teach, called (subject matter expertise). Second, they need to know how to transfer that information (subject matter) to the trainees, called (instructional expertise). In ToT courses, development of second competency is to be upgraded among the Trainers.

ToT is a form of training that prepares a Trainee for his/her future role as a future Trainer. It also aims to assist in building a pool of Trainers who are expected to serve a dual purpose, namely individual competency; and institutional and organizational development.

(2) **Objectives of the ToT:**

The broader objective of this training is to develop a cadre of professional trainers who can develop, organize and facilitate the need based training courses and can evaluate organizational specific training events.

At the end of this training course, the participants will be able to:

- 1) Devise a Training Program, Action Plan and its Conduct.
- 2) Understand Role and Functions of the Trainer.
- 3) Know Adult Learning Principles.
- 4) Know Elements and Principles of Effective Communication.
- 5) Understand the Art of Questioning and Answering during Training.
- 6) Develop the Skill to prepare and use the Training Aids.
- 7) Exercise of devising a Sample Lesson/Session Plan and its Presentation.
- 8) Know the Procedure of Evaluation of ToT Course.

(3) **Course Contents:**

- (1) A Brief on the Annual Training Plan and ToT Program;
  - 1.1. Courses included in the Annual Training Plan, 2022.
  - 1.2. Role and Responsibility of the Incharge / Regional Training Cells
  - 1.3. The Concept and Purposes of the ToT Program
  - 1.4. Importance of ToT Program
- (2) Devising a Training Plan;
  - 2.1. Training Needs Assessment
  - 2.2. Writing Learning Objectives
  - 2.3. Structuring the Course Contents
  - 2.4. Developing an Action Plan
    - 2.4.1 Calendar of Activity
    - 2.4.2 Budget Requirements
    - 2.4.3 Periodical Review
    - 2.4.4 Expected Benefits
  - 2.5. Checklist for Organizing a Successful Training Program
  - 2.6. Necessary Steps for Conducting Training
    - 2.6.1 Preparedness of the Trainer
    - 2.6.2 Preparedness of the Trainees
    - 2.6.3 Finalization of Training Program
    - 2.6.4 Follow-up Action
- 3) The Trainer and His/her Role;
  - 3.1. Role of a Good Trainer
  - 3.2. Skills Requirements for a Good Trainer
  - 3.3. Trainers Need to be Considered
  - 3.4. The Role of a Trainer includes what?
  - 3.5. Trainer's Functions
- 4) Adult Learning Principles;
  - 4.1. Basic difference between Training, Learning and Education
  - 4.2. Andragogy Vs Padagogy
  - 4.3. Adult Learning Principles
  - 4.4. What to Do for Adult Learning
- 5) Communications Skills;
  - 5.1. The Concept and Importance of Communication
  - 5.2. Steps or Elements of Communication Process
  - 5.3. Communication Barriers

- 5.4. Ways to Overcome the Barriers of Communication
  - 5.5. How to Plan and Construct a Message
  - 5.6. The 10 (Ten) Cs of Effective Communication
  - 5.7. Principles of Effective Communication
- 6) Training Methods and Techniques;
- 6.1. Lecture Method
  - 6.2. Lecture cum Discussion Method
  - 6.3. Role Play
  - 6.4. Case Studies
  - 6.5. Field Trips
  - 6.6. Micro – Teaching
  - 6.7. On the Job Training
- 7) The Art of Questioning and Answering;
- 7.1. Importance of Questioning
  - 7.2. Types of Questions
  - 7.3. Purposes of Questions
  - 7.4. Preparation of Questions
  - 7.5. Asking the Questions
  - 7.6. Dos and Don'ts of Questioning
  - 7.7. Techniques of Answering the Questions
- 8) Training Aids - How to Prepare and Use them;
- 8.1. Why to use Training Aids?
  - 8.2. Classification of Training Aids.
    - 8.2.1. Projective Aids
    - 8.2.2. Non-Projective Aids
  - 8.3. Selection of Appropriate Training Aids
  - 8.4. Principles to follow in Adopting a Visual Approach
  - 8.5. How to use Chalkboard / White Board Properly?
  - 8.6. How to use Charts and Diagrams?
  - 8.7. Handouts – Why, How and When to use?
  - 8.8. Colour Slides
  - 8.9. Overhead Projector (OHP)
  - 8.10. The Computer as a Training Aid
  - 8.11. Training Videos

9) Exercise of Designing a Sample Lesson/Session Plan and its Presentation by the Course participants;

9.1. Selection of a Topic

9.2. Designing a Lesson Plan

9.3. Presenting a Lesson Plan

10) Evaluation of the ToT Course and Closing of the Course;

10.1 Feed back on the ToT Course by the Participants

10.2 Winding-up the Course and Certificates

**IOs / COs / Prosecutors' Refresher Course****General Instructions:**

- a. Duration = 05 Days  
 b. Working days available = 05 Days on full time basis

**Block Syllabus:**

<b>Sr.#</b>	<b>Subject</b>
1.	NAB's Ops Methodology & Code of Conduct
2.	Government Working
3.	Laws Applicable in Investigation and Prosecution of NAB's Cases
4.	Investigation Tools and Techniques
5.	Report Writing
6.	Case Diary
7.	Case Study –Observation on Diary of Registrar (DOR)–High Court order dated 13- 12-2019 titled “Agha Musihuddin Khan Durrani VS Chairman NAB”
8.	Regulatory Authorities Framework / Role
9.	International Obligations of NAB / GOP & Int'l Legal Frame work • Mutual Legal Assistance (MLA) & Processing of Extradition Applications
10.	Media Management
11.	NAB Monitoring and Evaluation System (MES)
12.	Processing of Cases for NAB FSL
13.	Drafting, filing and advocacy of application for freezing of properties, appointment of receivers and arguments on objection u/s 13 of NAO, 1999 (NAA, 2021 Amended)
14.	Types of documents and their admissibility
15.	Misc (Test, Course Opening / closing)

**Detailed Syllabus:**

- a. **An Overview of NAB's Ops Methodology and Code of Conduct & Ethics:**
- i. NAB Operational Methodology National Accountability Ordinance (NAO) 2<sup>nd</sup> Amendment 2019 and 3<sup>rd</sup> Amendment 2021
  - ii. NAB Code of Conduct & Ethics
- b. **Government Working and Rules of Business:**
- i. State, Organization and Machinery of GOP
  - ii. Transaction of Official Business
  - iii. Govt. Finances and Financial control.
- c. **Laws Applicable in Investigation and Prosecution of NAB's Cases:**
- i. **National Accountability Ordinance, 1999 (2<sup>nd</sup> Amended)**
  - ii. **Delegation of Operational Powers**
  - iii. **Anti Money Laundering Act, 2010**
  - iv. **Cr.PC 1898:Statutory framework , legal requirements**
    - (a) Procedure of search and Seizure (section 103).
    - (b) Sections relating to investigation (154 to 173)
    - (c) Procedure relating to seizure of documents etc.
    - (d) Relevancy and admissibility of document / non-admissible evidence
    - (e) Admissibility of evidence/ Primary & Secondary Evidence
    - (f) Legal formalities and admissibility of public documents and private documents
  - v. **procedure, process and drafting of Request for International Cooperation (informal & formal) and MLA for the purposes of NAO 1999 (NAA, 2021 Amended), AMLA 2010, MLA (Criminal Matters) Act, 2022, Cr.PC 1898, QSO 1984 respectively and their application in NAB's cases for cognizance, asset recovery, confiscation and sharing thereof.**
    - (a) **Qanoon-e-Shahadat Order1984; with specific reference to NAO, 1999 and its applications:**

vi. Trainings to be arranged on Law of Evidence (Qanoon-e-Shahadat) with specific reference to NAO, 1999 and its applications.

(a) Opinion of Experts, (Art.59-61, 65)

(b) Oral Evidence (Art.70&71)

(c) Oral / Documentary Evidence (Art. 72 -101.)

**d. Investigation Process and Procedure: Investigation Tools and Techniques:**

**i. Recording of Statements**

a) The need of statement u/s 161 CrPc and considerations.

b) Objective of a statement u/s 161 CrPc

c) Basic ingredients of a statement

d) Legal perspective- Evidentiary value - requirements and formalities in terms of Sec 161 Cr Pc and 19 (c) of NAO, 1999, AMLA, 2010, QSO 1984.

e) How to establish allegations and finalize additional allegations

f) The need for a questionnaire and techniques to develop a questionnaire

g) Statement of approver / confessional statement u/s 164

h) Analysis of Real time / practical problems.

i) Analysis / conclusion of statement

ii. Concept of CIT and its Functions – Pre Trial & Post Trial Duties and Role of Prosecutor.

iii. Complaint Verification Techniques

iv. Use of Forensic Lab and Use of Digital Evidence

v. Value of Financial Intelligence with specific reference to STRs & Crime Committed by Corporate Regime.

vi. Information Sharing collection of information

vii. Interview Techniques / Interrogation of under custody accused and

viii. Preparation of inquiry / investigation synopsis and plans common oversights & way forward.

ix. Preparation of cases for EBM

x. Courts Procedures

xi. Handling Raid & trap/ Arrest Procedure

**xii. Procedure of Arrest:**

- Relevant provisions of law under Cr.PC, NAO, 1999 and AMLA, 2010.
  - Preparation of Grounds of Arrest and its formats.
  - Preparation of application for Remands, its grounds and its formats.
  - Interrogation and use of disclosures of accused in terms of art. 40 of QSO, 1984.
  - Preparation of Recovery Memo at the identification of accused, its format and relevant statutory requirements in NAB's cases.
  - Preparation of Personal Search Memo, its format and relevant statutory requirements in NAB's cases.
  - Examination and securing of Evidence and follow up actions.
  - Relevant guiding principles laid by superior judiciary / Case Laws.
  - Common oversights and way forward.
- xiii. Effectively attending the courts
- xiv. Case management (CV, Inquiry, Investigation & Reference stages)
- xv. Case Monitoring Techniques Framing of Charge, Recording Statement of PWs /Complainants / Accused persons and final arguments.
- xvi. Establishment of liability of accused in case of large number of affectees
- xvii. Identification and gathering evidence during financial Investigation / trial:
- Powers of IOs under Cr.PC, NAO 1999 (NAA, 2021 Amended) and AMLA 2010
  - Major Considerations under QSO, 1984.
  - Possible sources of Evidences.
  - Examination of Evidence and follow up actions.
  - Relevant guiding principles laid by superior judiciary / Case Laws.
  - Common oversights and way forward.
- xviii. Presentation of secondary evidence in lieu of bulky or non available primary evidence under the provision of QSO
- xix. How to record recovery / seizure / search memos specially at the identification of accused and ordinate options to fulfill the legal obligations in case of non availability / cooperation of witnesses along planning for House Search:
- Relevant provisions of law under Cr.PC, AMLA, 2010.

- Preparation of application for warrant of arrest, its statutory requirements and formats in NAB's cases.
  - Preparation of Recovery Memo, its format and relevant statutory requirements in NAB's cases.
  - Examination and securing of Evidence and follow up actions.
  - Relevant guiding principles laid by superior judiciary / Case Laws.
  - Common oversights and way forward.
- xx. Identification, tracing, valuation of assets during Investigation / trial:**
- Relevant provisions of law.
  - Major Considerations under QSO, 1984.
  - Possible sources of Evidences (formal, informal and open).
  - Examination of Evidence and follow up actions.
  - Relevant guiding principles laid by superior judiciary / Case Laws.
  - Common oversights and way forward.
- xxi. Drafting application for issuance of search warrant and its execution.
- xxii. How to reduce the number of unnecessary witnesses
- xxiii. Preparation of evidence charts viz-a-viz each allegation and each accused.
- xxiv. Comprehensive training on preparation of application for freezing , drafting of reply of objections against freezing , preparation of Cash Flow / Money Trail Chart incorporation of Report of Financial / Banking /Forensic Expert and on its basis drafting of Liability Chart and its filing of applications for Court.
- xxv. Cash flow/Money Trial Chart/Liability Chart on basis of Expert's Reports.
- xxvi. Drafting Physical Remand Application
- xxvii. Preparation of Para-wise comments and reports on miscellaneous applications / writs / appeals e.g. against freezing of assets etc.
- xxviii. Skills for successful Cross Examination.
- xxix. Common Reasons of failure of NAB's cases on each category of offence under NAO, 1999 and AMLA, 2010.
- xxx. Techniques of getting information / record from those, who are not willing / ready to share

- xxxi. Techniques / skills to differentiate corruption / crime from violation of rules / mismanagement with special relevant to PPRA / SPPRA /KPPRA etc.
- xxxii. Time management techniques
- xxxiii. Financial Information
  - Financial Flows
  - Financial Documentation
  - Overview & Difference – AML / CFT Typologies
  - Handling, Recording, Storing Financial information
  - Open Source

**e. Report Writing**

- i. Legal Provisions
- ii. Drafting / scrutiny of Investigation report and References drafting to make out case in terms of provisions of NAO, 1999 and AMLA, 2010.
- iii. How to prepare inquiry / investigation report and what are the elements which are essential in terms of Section 173 Cr PC and incorporation of Report of Financial /Banking or Forensic Expert etc (QSO 1984)
- iv. Drafting of Cash Flow / Money Trail Chart,
- v. Report of Financial / Banking / Forensic Expert to make out case in terms of provisions of NAO, 1999 and AMLA, 2010, QSO, 1984, directions of superior judiciary, common oversights and way forward.
- vi. Preparation of application for freezing , drafting of reply of objections against freezing
- vii. Model Investigation Reports owing to various offences
- viii. Documents to be submitted in the court with IR / Reference
- ix. Evidentiary value of IR
- x. Information Sharing in light of FATF guidelines/observation and implementation.
- xi. Practical Exercise of Writing CV / Inquiry / Inv Reports
- xii. Importance of Check Lists for Inquiry / Investigation as per SOPs

**f. Proving cases against Natural and legal persons during criminal trial under NAO, 1999 & AMLA, 2010.**

- i. Necessary Elements of offences under NAO, 1999, AMLA, 2010.
- ii. Possible Evidences to prove the case.
- iii. Major provisions under Cr.PC 1898.
- iv. Major provisions under QSO, 1984.
- v. Relevant guiding principles laid by superior judiciary / Case Laws.
- vi. Common oversights and way forward.

**g. Scrutiny of Investigation Report & Reference drafting to make out case in terms of provisions of NAO, 1999 and AMLA, 2010**

**h. Case Diary:**

- i. Legal Provisions
- ii. Importance of Case Diaries
- iii. Practical Exercise of Writing Case Diaries

**i. Case Studies:**

- i. Case Studies, IW-I
- ii. Case Studies, IW-II
- iii. Case Studies, IW-III

**j. Regulatory Authorities Framework / Role:**

- i. Role of important Regulatory Authorities like SECP, SBP, PPRA, TDAP, PEMRA, NEPRA, Auditor General of Pakistan etc.

**k. International Obligations of NAB / GOP under United Nation Convention of Anticorruption (UNCAC):**

- i. Role of NAB in United Nations Convention against Corruption (UNCAC) and importance of UNCAC in Mutual Legal Assistance
- ii. Understanding Money Laundering AMLA 2010 and Terrorist Financing in international perspective and Pakistan's Obligations as State.
- iii. Mutual Legal Assistance (MLA) & Processing of Extradition Applications
- iv. Issuance of Red Notices
- v. Extradition / Deportation – Necessary Guidelines (issued vide No.25/1-2021-NABHQ/ICW/MLA & Extradition/913, Dated 23rd Dec, 2021 issued by ICW, NAB HQ, Islamabad).
- vi. Summoning Expatriate Pakistan National as Witness by IOs/Court

**l. Media Management**

**m. Processing of Cases for NAB FSL**

**n. Monitoring & Evaluation System (MES)**

- i. Complaint Module
- ii. Inquiry & Investigation Module
- iii. Prosecution Module
- iv. EBM/RBM
- v. Executive Dashboard

- o. **Drafting, filing and advocacy of application for freezing of properties, appointment of receivers and arguments on objection u/s 13 of NAO, 1999**
- p. **Types of documents and their admissibility**
- q. **Misc (Test, Course Opening / closing)**

**Specialized Inter Regional Trainings****Inter Regional Training No. 1**

- 1 Organizers: Regional **NAB Lahore** in collaboration with Punjab Forensic Science Agency, Lahore and Participation from FIA/NAB/Police/Judicial Academy
- 2 Suggested Topic :
  - a. Handling and Use of Forensic/Digital Evidence in Investigation of WCC / Questioned & Fraudulent Documents during Investigation and Assets Tracing
  - b. Considerations, evidentiary value and legal implications of drafting of statements and drafting of Investigation Report, scrutiny of Investigation report and References drafting to make out case in terms of provisions of NAO, 1999 and AMLA,2010.
  - c. Financial Monitoring Unit (FMU) goAML Software.
- 3 Suggested Dates: 23<sup>rd</sup> to 27<sup>th</sup> May,2022
- 4 Duration: 01X Week (full time)
- 5 Nominations: 25 Officers (IOs/COs) from all Regions / HQ
- 6 Venue: To be decided by NAB Lahore
- 7 Course Contents Following are the tentative contents however detailed contents to be finalized by NAB Lahore in consultation with Punjab Forensic Science Agency and other participants if any.

S. No	Detailed Contents of the Course
1.	<p><b>Handling and use of Forensic /Digital Evidence and its Analysis</b></p> <ul style="list-style-type: none"> <li>• Introduction to Digital Evidences</li> <li>• Crime Scene preservation techniques</li> <li>• Seizing Smart phones and other mobile devices</li> <li>• How to Preserve Digital Evidence at Crime Scene</li> </ul> <p>• <b>6 Steps to Handle the Digital Evidence</b>  <b>Step 1 – Document the device and all collection procedures and information</b></p>

	<ul style="list-style-type: none"> <li>• Photograph OR Video OR Sketch</li> <li>• Notes</li> <li>• Chain of custody</li> </ul> <p><b>Step 2 – Determine if the device is on or off</b></p> <ul style="list-style-type: none"> <li>• Look for lights</li> <li>• Listen for sounds</li> <li>• Feel for vibrations or heat</li> </ul> <p><b>Step 3 – If the device is off, do not turn it on</b></p> <ul style="list-style-type: none"> <li>• Collect and packaged (see Step 5)</li> <li>• Ask for password/pass pattern</li> <li>• Transport</li> </ul> <p><b>Step 4 – If the device is on, proceed with Caution</b></p> <p><b>Step 5 – Collection and Package</b></p> <p><b>Step 6 – Transportation of Evidence</b></p>
2.	<p><b>Frequently Seized Devices – Laptop and Desktop Computer Systems STEPS:</b></p> <p><b>Step 1 – Document the Device and all Collection Procedures and Information</b></p> <ul style="list-style-type: none"> <li>• Photograph OR Video OR Sketch</li> <li>• Notes</li> <li>• Chain of custody</li> </ul> <p><b>Step 2 – Determine if the Device is On or Off</b></p> <ul style="list-style-type: none"> <li>• Look for lights</li> <li>• Listen for sounds</li> <li>• Feel for vibrations or heat</li> </ul> <p><b>Step 3– If the System is Off, do not turn it On</b></p> <ul style="list-style-type: none"> <li>• Disassemble</li> <li>• Transport</li> </ul> <p><b>Step 4 – If the System is On, proceed with Caution</b></p> <p><b>Step 5 – Disassemble and package the system consider for warnings</b></p> <p><b>Step 6 – Transportation of evidence - How to transport Digital Devices for Forensic Analysis</b></p>

<b>Questioned Documents</b>	
<b>3.</b>	<ul style="list-style-type: none"> <li>• <b>Introduction to Questioned Documents</b></li> <li>• Definition of Tampering and Forgery</li> <li>• Inherent Characteristics Theory</li> <li>• Handling of Questioned and Fraudulent Documents</li> <li>• Font, Thumb Impression Theory</li> <li>• Ink Analysis</li> <li>• Age of Documents &amp; Inks</li>   <li>• <b>Care and Preservation of Documentary Evidences</b> <ul style="list-style-type: none"> <li>• Keep Documents in Envelopes or Protective Folders</li> <li>• Do Not Mark</li> <li>• Do not write upon Documents</li> <li>• Do Not Use Pens, Pencils, or Erasers as Pointers.</li> <li>• Do Not Mutilate by Creasing, Repeated Refolding, Cutting, or Tearing</li> <li>• Do Not Carry in Pocket for a Prolonged Period of Time or Handle Excessively</li> <li>• Keep Dry and Away from Excessive Heat and Strong Light</li> <li>• Take Documents to Laboratory or Expert at the Earliest Convenience</li> <li>• Principles of Forensic Document Examination</li> </ul> </li> </ul>
<b>4.</b>	<p>Considerations, evidentiary value and legal implications of drafting of statements and drafting of Investigation Report, scrutiny of Investigation report and References drafting to make out case in terms of provisions of NAO, 1999 and AMLA,2010.</p>
<b>5.</b>	<p>Financial Monitoring Unit (FMU) go AML Software</p>
<b>6.</b>	<p><b>Miscellaneous</b>  <b>(Group Discussions / Opening &amp; Closing Ceremony / Photo Session / Evaluation etc)</b></p>

**Specialized Inter-Regional Training – II**

1. To be Organized by: Regional **NAB (Rawalpindi)**
2. Suggested Topics:
  - a. Anti Money Laundering Act 2010 and Terrorist Financing in International perspective with applicability of NAO, 1999.
  - b. International Obligations of NAB /GOP Significance and implications of FATF & APG (Asia Pacific Group) Regimes and latest techniques of White Collar Crime Investigations and Forums of information sharing.
  - c. Financial Crimes Investigation with specific reference to STRs and crimes committed by corporate regime.
  - d. Revenue Payments Manuals / Practices
  - e. Search of Benamidar Assets\
3. Collaborating Agency: FIA, Customs (FBR) & FMU etc.
4. Suggested Dates: 18<sup>th</sup> to 22<sup>nd</sup> July, 2022
5. Duration: 01 x Week (full time)
6. Nominations: 25 Officers (IOs/COs) from all Regions / HQ
7. Suggested Venue: a. Islamabad Hotel, Sector G-6, Islamabad Or
  - b. NAB HQ, Islamabad Or
  - c. As decided by NAB Rawalpindi
8. **Contents of the Course:**

Sr. No	Detailed Contents of the Course
a.	Anti Money Laundering Act 2010 and Terrorist Financing in International perspective with applicability of NAO, 1999: <ol style="list-style-type: none"><li>i. <b><u>Definitions:</u></b><ul style="list-style-type: none"><li>• Money Laundering</li><li>• Terrorism financing</li><li>• Relationship with other crimes and world economy</li></ul></li></ol>

**ii. Money Laundering:**

- Methodology
  - Placement
  - Layering
  - Integration
- Sources & Techniques:
  - Crime & Civil wrongs
  - Nature of Crimes
  - Nature of Civil Wrongs
  - Formal Institutions
  - Informal Institutions

**iii. Ways, Banks get abused?**

- Review of accounts with case studies
- Review of customers with case studies
- Review of transactions with case studies
- Case studies of BCCI

**iv. Walking Accounts & Numbered Accounts:**

**v. International Initiatives and relevance with key:**

- Special Case Study –Observation on DOR –High Court order dated 13-12-2019 titled “Agha Musihuddin Khan Durrani VS Chairman NAB”
- Concepts and objectives
- Bank of International settlement and Basel committee
- UN convention on Financing of Terrorism-1998
- UN convention on Narcotic Drug – 1999
- OECD conventions on corruption & bribery-1997
- UN convention against Transaction Organized Crime-2000
- Finance Action Task Force Recommendations (1990 & 2001)
- **Implication**
  - National & International Implications
  - Initiatives by national agencies like State Bank, SECP & NAB
  - Identification, Monitoring, Training, Auditing & Anti Money Laundering Units
  - Reporting to AML units & to authorities
  - Global cooperation and KYC
  - Anti Money Laundering Act-2010

	<b>vi. <u>Follow the Money Trail</u></b>
	<p><b>vii. <u>Restraints against disposal of properties, their freezing:</u></b></p> <ul style="list-style-type: none"> <li>• Relevant provisions of law under NAO, 1999 and AMLA, 2010.</li> <li>• Major Considerations under QSO, 1984.</li> <li>• Preparation of application for freezing, its statutory requirements and formats in NAB's cases.</li> <li>• Preparation of Reply of objections against freezing, its statutory requirements and formats in NAB's cases.</li> <li>• Relevant guiding principles laid by superior judiciary / Case Laws.</li> <li>• Common oversights and way forward.</li> </ul> <p><b>viii. <u>Exercising KYC in Pakistan?</u></b></p>
b.	<p><b>International Obligations of NAB /GOP</b> Significance and implications of FATF &amp; APG (Asia Pacific Group) Regimes and latest techniques of White Collar Crime Investigations and Forums of information sharing.</p> <ol style="list-style-type: none"> <li>i. Role of NAB in United Nations Convention against corruption (UNCAC) and Importance of UNCAC in Mutual Legal Assistance</li> <li>ii. Processing of Mutual Legal Assistance Requests.</li> <li>iii. Statutory framework , legal requirements, admissibility of evidence, procedure, process and drafting of Request for International Cooperation (informal &amp; formal) and MLA for the purposes of NAO, 1999, AMLA, 2010, MLA (Criminal Matters) Act, 2022, Cr.PC, 1898, QSO, 1984 respectively and their application in NAB's cases for cognizance, asset recovery, confiscation and sharing thereof.</li> <li>iv. Issuance of Red Notices.</li> <li>v. Extradition / Deportation. Extradition / Deportation – Necessary Guidelines (issued vide No.25/1-2021-NABHQ/ICW/MLA &amp; Extradition/913, Dated 23rd Dec, 2021 issued by ICW, NAB HQ, Islamabad).</li> <li>vi. Collection of Evidence and admissibility of Evidence.</li> </ol>
c.	Financial Crimes Investigation with specific reference to STRs and crimes committed by corporate regime.
d.	Revenue Payments manuals/practices

e.	<p><b><u>Search of Benamidar Assets</u></b></p> <ul style="list-style-type: none"> <li>i. Meaning &amp; Definition Terminology.</li> <li>ii. What is Benami Transaction?</li> <li>iii. Legal Significances.</li> <li>iv. Purpose of Holding the Benami Property.</li> <li>v. Why Benami Law is needed?</li> <li>vi. Why Benami Transaction are undertaken:- <ul style="list-style-type: none"> <li>➤ Level of Prevalence in Pakistan and form of Benami assets.</li> </ul> </li> </ul>
	<ul style="list-style-type: none"> <li>➤ Effective Date? Retrospective &amp; Prospective.</li> <li>➤ Prohibition &amp; Confiscation &amp; Taxability.</li> <li>➤ Process Envisage for Implementation of Law.</li> <li>➤ Expected Action &amp; Results &amp; Limitations?</li> </ul> <ul style="list-style-type: none"> <li>vii. Transaction (Prohibition) Act, 2016 with reference to NAO 1999 (NAA, 2021 Amended).</li> <li>viii. Burden of Proof.</li> <li>ix. Case Study.</li> <li>x. Different Superior Courts decision on Benami Transaction.</li> <li>xi. Solutions &amp; Suggestions.</li> </ul>
f.	<p><b>Miscellaneous (Group Discussions / opening &amp; Closing Ceremony / Photo Session / Evaluation etc)</b></p>

**Specialized Inter-Regional Trainings – III**

1. To be organized by: Regional **NAB KP** in collaboration with  
Judicial Academy KP / FIA
2. Suggested Topics:
  - a. Investigation and Prosecution of Corruption Offences with special emphasize on:
    - i. Evidence Collection
    - ii. Raid, Arrest, Search and Seizure
  - b. Effective Investigation and Report Writing
  - c. Court Proceedings / Appearance Protocols
  - d. Case Monitoring Techniques after framing of charge
3. Suggested Dates: 01<sup>st</sup> to 05<sup>th</sup> August, 2022
4. Duration: One Week (full time)
5. Nominations: **25** Officers (IOs/COs and Prosecutors) from all Regions / HQ
6. Suggested Venue: To be decided by NAB KP
7. **Course Contents:**

S. No	Detailed Contents of the Course
1.	<p><b><u>a. Investigation and Prosecution of Corruption Offences</u></b></p> <ul style="list-style-type: none"> <li>• International Standards, Good Practice and Pakistani Legislation</li> <li>• Corruption offences</li> <li>• International Standards</li> <li>• Liability for Corruption Offences in Pakistan</li> <li>• Criminal liability</li> <li>• Administrative Liability</li> <li>• Sanctions, Confiscation and Immunities</li> <li>• Continued Legal Reform</li> </ul>
2.	<ul style="list-style-type: none"> <li>• <b><u>Principles of prosecution and investigation of corruption cases</u></b> <ul style="list-style-type: none"> <li>• Role of the prosecutor</li> <li>• Mandatory versus discretionary prosecution</li> <li>• Independence</li> <li>• Specialization</li> </ul> </li> </ul>
	<ul style="list-style-type: none"> <li>• Resources</li> </ul>

3.	<ul style="list-style-type: none"> <li>• Practical Guidelines on Investigation and Prosecution of Corruption Crimes</li> <li>• Instituting criminal proceedings</li> <li>• Initiation of process (notice) under NAO, 1999-extrication of witness of record with witness of facts</li> <li>• Sources of information to institute criminal proceedings <ul style="list-style-type: none"> <li>• Grounds for instituting criminal proceedings</li> <li>• Treatment of anonymous reports</li> </ul> </li> <li>• Verification of the crime reports</li> <li>• Decision on instituting criminal proceedings</li> <li>• Instituting criminal proceedings against persons with immunity <ul style="list-style-type: none"> <li>• Criteria to prioritize cases</li> </ul> </li> </ul>
4.	<p><b><u>Qualification of criminal offences</u></b></p> <ul style="list-style-type: none"> <li>• Qualification of the corruption offences</li> <li>• Lawful way to make proper chain of custody for an evidence (public and private documents), protection &amp; collection of evidence including significance and need of proper chain of custody.</li> <li>• Corruption related offences</li> </ul>
5.	<p><b><u>Gathering and use of evidence</u></b></p> <ul style="list-style-type: none"> <li>• Investigation plan and allocation of resources</li> <li>• Identifying potential targets</li> <li>• Developing investigative theory</li> <li>• Choosing investigative methods</li> <li>• Ensuring adequate resources for the case</li> <li>• Proactive investigation strategies</li> <li>• Investigative techniques</li> <li>• Special investigative techniques</li> <li>• Financial investigations</li> <li>• Analysis of a specific payment</li> <li>• Analysis of income and expenditures</li> <li>• Analysis of fraudulent financial transactions</li> <li>• Involvement of specialized experts during investigation</li> <li>• Forensic accounting expertise</li> </ul>

	<ul style="list-style-type: none"> <li>• Protection of witnesses, collaborators of justice and whistleblowers</li> <li>• Freezing, seizure and confiscation</li> <li>• Recovery of amount due (Section 33-E of NAO, 1999) – requirements and procedure for affecting such recovery</li> <li>• Evidence – Recording <ul style="list-style-type: none"> <li>- Relevancy</li> <li>- Admissibility</li> <li>- Appreciation</li> </ul> </li> <li>• Digital and Electronic Evidence</li> <li>• Search and Seizure</li> <li>• Rules and Exceptions</li> </ul>
6.	<p><b><u>International co-operation</u></b></p> <ul style="list-style-type: none"> <li>• MLA and Extradition / Deportation – Necessary Guidelines (issued vide No.25/1-2021-NABHQ/ICW/MLA &amp; Extradition/913, Dated 23rd Dec, 2021 issued by ICW, NAB HQ, Islamabad).</li> <li>➤ Legal basis for mutual legal assistance</li> <li>➤ How to obtain mutual legal assistance</li> <li>➤ Statutory framework , legal requirements, admissibility of evidence, procedure, process and drafting of Request for international Cooperation (informal &amp; formal) and MLA for the purposes of NAO 1999 (NAA, 2021 Amended), AMLA 2010, MLA (Criminal Matters) Act 2022, Cr.PC 1898, QSO 1984 respectively and their application in NAB’s cases for cognizance, asset recovery, confiscation and sharing thereof</li> <li>• Extradition</li> <li>• Asset recovery</li> <li>• Informal co-operation and Joint Investigative Teams</li> </ul>
7.	<p><b><u>Laying charges, presenting and supporting the case in court</u></b></p> <ul style="list-style-type: none"> <li>• Case Monitoring Techniques</li> <li>• Direct versus indirect or circumstantial evidence</li> <li>• Sources of indirect evidence</li> <li>• Recording statement of PWs/Complainants/Accused persons and Final Arguments</li> <li>• How to involve forensic accountants at a trial stage</li> </ul>

<b>b+c. Effective Investigation Report Writing and Court Proceedings / Appearance Protocols,</b>	
<b>8.</b>	<ul style="list-style-type: none"> <li>• Types of investigations</li> <li>• Purpose of the written report</li> <li>• Structure of the report</li> <li>• Characteristics of a good report</li> <li>• Producing and communicating the report</li> </ul>
<b>9.</b>	<p><b><u>Assess Credibility</u></b></p> <ul style="list-style-type: none"> <li>• Factors to consider</li> <li>• Inherent plausibility</li> <li>• Timeline of events</li> <li>• Corroborating evidence</li> <li>• Actual knowledge</li> <li>• Objective factors</li> <li>• <b>Avoid behavioral interpretations</b></li> </ul>
<b>10.</b>	<p>(I) <b><u>Court Proceedings / Appearance Protocols</u></b></p> <ul style="list-style-type: none"> <li>• Conduct before Court during trial specially bail matters</li> <li>• Giving evidence before Court.</li> </ul> <p>(II) <b><u>Examination in Chief &amp; Cross Examination</u></b></p> <ul style="list-style-type: none"> <li>• Pre trial and post trial duties of Prosecutors/Investigators</li> <li>• Judgmental reading and tendering before Court as reference.</li> <li>• Preparing witnesses/Exhibiting evidence in Court.</li> <li>• Preparation of standard qualities for cross examination.</li> </ul>
<b>11.</b>	<b>d. Case Monitoring Techniques after framing of charge</b>
<b>12.</b>	<p><b><u>Miscellaneous</u></b>  <b>(Group Discussions / opening &amp; Closing Ceremony / Photo Session / Evaluation etc)</b></p>

**Specialized Inter-Regional Trainings – IV**

1. To be organized by: Regional **NAB Karachi** in collaboration with NBP Staff College, Karachi, FIA and FMU
2. Suggested Topics:
  - Anti Money Laundering Act 2010 and Terrorist Financing in International perspective with applicability with NAO, 1999 (NAA 2021 Amended)
  - International Obligations of NAB /GOP Significance and implications of FATF & APG (Asia Pacific Group) Regimes and latest techniques of White Collar Crime Investigations and Forums of information sharing
  - Financial Crimes Investigation with specific reference to STRs, AML and crimes committed by corporate regime/Stock Exchange Frauds etc.
3. Suggested Dates: 5<sup>th</sup> to 9<sup>th</sup> September, 2022
4. Duration: One Week (full time)
5. Nominations: 25 Officers (IOs/COs) from all Regions / HQ
6. Suggested Venue: To be decided by NAB Karachi
7. **Course Contents:**

S. No	Detailed Contents of the Course
1.	<p><b><u>Introduction</u></b></p> <ul style="list-style-type: none"><li>a. Banking Frauds</li><li>b. Money Laundering</li><li>c. Concept and Trading of Foreign Exchange</li><li>d. Prudential Regulation Pertaining to Banking Fraud</li><li>e. Suspicious Transactions &amp; Banking Regulatory Bodies / Institutions (Financial Intelligence Unit SBP / Financial Monitoring Unit FMU)</li></ul>

2.	<p><b><u>Account Transaction Analysis</u></b></p> <ul style="list-style-type: none"> <li>a. Software Based Account Transaction Analysis</li> <li>b. Importance of KYC and trail of multiple / correlated accounts</li> <li>c. Sources of documentary and other evidence from banks on trails.</li> <li>d. LEAs and Banking Sector Coordination</li> <li>e. Record Keeping – Types of Documents to be obtained. Internal Control, Audit, Compliance, Inspection &amp; Enforcement</li> </ul>
3.	<p><b><u>Banking Frauds and Link Management</u></b></p> <ul style="list-style-type: none"> <li>a. Misappropriation of Assets, Pocket &amp; Parallel banking</li> <li>b. Falsification of accounts</li> <li>c. Cheating / Account take over / Impersonation</li> <li>d. Forgery (Including Mail spoofing and Web spoofing)</li> <li>e. Counterfeiting / Card skimming / Trapping / PIN Stealing</li> <li>f. Cheques related frauds</li> <li>g. Accounting Frauds</li> <li>h. Fraudulent loans / Willful defaults</li> <li>i. Wire Transfer / Payment Card frauds , Hacking &amp; other Cyber Crimes</li> <li>j. Over-the-counter-transactions, clearing / collections, Funds Transfer, Online Fund Transfer.</li> </ul>
4.	<p><b><u>Anti Money Laundering Act (AMLA) 2010</u></b></p> <ul style="list-style-type: none"> <li>a. Money Laundering Asset Cloaking Typologies, and Politically Exposed Persons</li> <li>b. FATF conditions and its implications on the countries</li> <li>c. SBP Regulation on Anti Money Laundering</li> <li>d. Overview of Foreign Exchange Regime for Exchange Companies</li> <li>e. Overview of Informal Money Transfer Systems (Hawala)</li> <li>f. AML Act, STR Consolidation and Anti Money Laundering Efforts / Role of Regulators</li> <li>g. Cyber Crimes and Money Laundering</li> <li>h. STR / Money Laundering Case Study</li> </ul>

5.	<p><b><u>Investigations in ML / STR Cases</u></b></p> <ul style="list-style-type: none"> <li>a. Investigating and presenting complex financial cases. Tracing and obtaining evidence from overseas jurisdictions.</li> <li>b. LEA interagency cooperation and NAB / FMU cooperation.</li> <li>c. Conducting Money Laundering Investigations - Investigation Techniques – Case Study</li> <li>d. Suspicious Transaction Reporting &amp; STR Investigation Techniques.</li> </ul>
6.	<p><b><u>Stock Exchange</u></b></p> <ul style="list-style-type: none"> <li>a. Introduction</li> <li>b. Organizational Structure</li> <li>c. Stakeholders</li> <li>d. Modes of Becoming a Shareholder</li> <li>e. Role &amp; Functions of Stock Exchange</li> <li>f. Governing Laws/Rules</li> </ul>
7.	<ul style="list-style-type: none"> <li>a. Leveraged strategies</li> <li>b. Case Studies</li> </ul>
8.	<ul style="list-style-type: none"> <li>a. Speculation and Investment - Defined</li> <li>b. Types of speculators in the stock market <ul style="list-style-type: none"> <li>i. Bull and Bearish Trends</li> <li>ii. Stage</li> <li>iii. Lam Duck Central</li> </ul> </li> <li>c. Central Depository Company (CDC)</li> </ul>
9.	<p><b>Miscellaneous (Group Discussions / opening &amp; Closing Ceremony / Photo Session / Evaluation etc)</b></p>

**CAPACITY BUILDING COURSES**

**CAPACITY BUILDING COURSE – 1**

**a. Stress Management**

<b>S. No</b>	<b>Course Contents</b>
1.	<b>Stress in the Workplace</b> <ul style="list-style-type: none"><li>• What is Stress -</li><li>• How Stress Develops</li><li>• Impact on the individual and organization</li><li>• Measuring Absence and Turnover</li></ul>
2.	<b>Organizational Influence on Stress</b> <ul style="list-style-type: none"><li>• Organizational Factors</li></ul>
3.	<b>The General Adaptive Syndrome</b> <ul style="list-style-type: none"><li>• What is the General Adaptive Syndrome</li><li>• Physical Symptoms</li><li>• Behavioral Symptoms</li><li>• Eustress</li><li>• Introducing Wellness</li></ul>
4.	<b>Managing Stress in the Workplace</b> <ul style="list-style-type: none"><li>• Role of Management</li><li>• Role of the Individual</li><li>• Support Programs</li><li>• Personal Coping Strategies</li><li>• Stress due to work load</li><li>• Stress due to procrastination / Deferment</li><li>• Time Management &amp; work Load Management</li></ul>

**b. Improving Personal Effectiveness**

<b>Course Contents</b>	
<b>1.</b>	<p>The Tools Needed for Improving Personal Effectiveness</p> <ul style="list-style-type: none"><li>• Awareness with Clarity by Taking responsibility</li><li>• Desire for Change without hesitating to be different</li><li>• Knowledge with Assertive communication and Relationship building skills</li><li>• Practice, attain Spirituality with Commitments</li><li>• Constant Evolution with Streamlining the outer &amp; inner image</li><li>• Success along Self organization skills</li><li>• Habit Integration</li></ul>
<b>2.</b>	<ul style="list-style-type: none"><li>• Utilizing an assertive style of communicating</li><li>• Respond instead of reacting to conflict</li><li>• Utilize active listening skills</li><li>• Be motivated.</li><li>• Practice ways to maintain a positive attitude</li><li>• Practice self-awareness</li><li>• Take critique well</li><li>• Empathize with others</li><li>• Utilize leadership skills</li><li>• Be approachable and sociable</li></ul>

## c. Emotional Intelligence (EI) and Skills for Professional Growth

Sr. No	Course Contents
1.	<b>What Is Emotional Intelligence Training?</b>
2.	<b>Stages of Learning Emotional Intelligence</b> <ul style="list-style-type: none"> <li>➤ Insight <ul style="list-style-type: none"> <li>▪ Self-awareness</li> <li>▪ Self-regulation</li> <li>▪ Motivation</li> <li>▪ Empathy</li> <li>▪ Social skills</li> </ul> </li> <li>➤ Assessment</li> <li>➤ Training</li> <li>➤ Application</li> </ul>
3.	<b>Can Emotional Intelligence Be Taught and Developed?</b>
4.	<b>How Do We Develop Emotional Intelligence</b>
5.	<b>E.Q. and I.Q.</b>
6.	<b>Ways To Develop Emotional Intelligence</b> <ul style="list-style-type: none"> <li>➤ Identifying The Negative Emotions</li> <li>➤ Self-Evaluation</li> <li>➤ Self-Expression</li> <li>➤ Stress Management</li> <li>➤ Empathy As A Daily Habit</li> </ul>
7.	<b>Workplace Implications of Emotional Intelligence Training</b>
8.	Exercises for Emotional Intelligence Self-Awareness Exercise The Trust Thermometer The Self-Expression Exercise
9.	<b>The Role of Reflection and Practice</b>
10.	<b>Training Strategies to Improve Emotional Intelligence</b>
11.	<b>Mindfulness Practice in EQ Training</b>

**d. Effective Investigation, Report Writing and Court Proceedings / Appearance Protocols.**

<b>Sr. No</b>	<b>Detailed Contents of the Course</b>
1.	<b>Introduction</b> <ul style="list-style-type: none"><li>• Types of investigations</li><li>• Purpose of the written report</li><li>• Structure of the report</li><li>• Characteristics of a good report</li><li>• Producing and communicating the report</li></ul>
2.	<b>Purpose of the Written Report</b> <ul style="list-style-type: none"><li>• To evidence a timely and impartial institutional response</li><li>• To accurately document the investigation conducted</li><li>• To provide decision-maker with facts needed to decide the matter</li><li>• To ensure a successful investigation</li><li>• To best defend the investigation</li></ul>
3.	<b>Organizing and Writing the Report</b> <ul style="list-style-type: none"><li>• What are the essential components?</li><li>• How should the sections be structured?</li><li>• What should be covered in each section?</li></ul>
4.	<b>The Critical Elements</b> <ul style="list-style-type: none"><li>• The factual issue</li><li>• The relevant policy</li><li>• The evidence</li><li>• The analysis</li><li>• Allegations Analysis</li><li>• Review initial allegations/ complaint</li><li>• What are the Legal/policy requirements you will have to address?</li><li>• The conclusion</li></ul>
5.	<b>Basic Report Structure</b> <p>a. The Beginning</p> <ul style="list-style-type: none"><li>• Executive Summary</li></ul>

	<ul style="list-style-type: none"> <li>• Brief complaint description</li> <li>• Policy/rule at issue</li> <li>• Investigative mandate</li> <li>• Ultimate conclusion reached</li> <li>• Complaint Summary</li> <li>• Investigation Summary</li> <li>• Conclusion Summary</li> </ul> <p><b>b. The Middle</b></p> <ul style="list-style-type: none"> <li>• Factual Background</li> <li>• Scope of the Investigation</li> <li>• Evidence Considered</li> <li>• Analysis of the Evidence</li> </ul> <p><b>c. The End</b></p> <ul style="list-style-type: none"> <li>• Findings of Fact</li> <li>• Conclusion(s)</li> <li>• Sign &amp; Date</li> <li>• Exhibits</li> </ul>
6.	<p><b>Scope of the Investigation</b></p> <ul style="list-style-type: none"> <li>• What was the matter at issue?</li> <li>• What was the scope of review?</li> <li>• What interviews were conducted?</li> <li>• What other evidence was considered?</li> <li>• What investigative process matters should be noted?</li> <li>• Analysis of the Evidence</li> </ul>
7.	<p><b>Assess Credibility</b></p> <ul style="list-style-type: none"> <li>• Factors to consider</li> <li>• Inherent plausibility</li> <li>• Timeline of events</li> <li>• Corroborating evidence</li> <li>• Actual knowledge</li> <li>• Objective factors</li> <li>• Avoid behavioral interpretations</li> </ul>

**e. Evidence Collection (Recording, Relevancy, Admissibility and Appreciation)**

Sr. No	Detailed Contents of the Course
1.	<p><b>Gathering and use of evidence</b></p> <ul style="list-style-type: none"> <li>• Investigation plan and allocation of resources</li> <li>• Identifying potential targets</li> <li>• Developing investigative theory</li> <li>• Choosing investigative methods</li> <li>• Ensuring adequate resources for the case</li> <li>• Proactive investigation strategies</li> <li>• Investigative techniques</li> <li>• Special investigative techniques</li> <li>• Financial investigations</li> <li>• Analysis of a specific payment</li> <li>• Analysis of income and expenditures</li> <li>• Analysis of fraudulent financial transactions</li> <li>• Analysis of Bank Statements &amp; related documents</li> <li>• Involvement of specialized experts during investigation</li> <li>• Forensic accounting expertise</li> <li>• Assets tracing and recovery including foreign jurisdiction</li> <li>• Freezing, seizure and confiscation (eg seizing the proceeds of corruption)</li> <li>• Restraint against disposal of properties, their freezing : <ul style="list-style-type: none"> <li>• Relevant provisions of law under NAO, 1999 and AMLA, 2010.</li> </ul> </li> <li>• Major Considerations under QSO, 1984.</li> <li>• Preparation of application for freezing, its statutory requirements and formats in NAB’s cases.</li> <li>• Preparation of Reply of objections against freezing, its statutory requirements and formats in NAB’s cases.</li> <li>• Relevant guiding principles laid by superior judiciary / Case Laws.</li> <li>• Common oversights and way forward.</li> <li>• Evidence – Collection of evidence and burden of proof in cases of white collar crimes – relevant provisions of Qanoon-e-Shahadat 1984 read with Section 14 of NAO, 1999.</li> </ul>

	<ul style="list-style-type: none"> <li>• Lawful way to make proper chain of custody for an evidence (public and private documents), protection &amp; collection of evidence including significance and need of proper chain of custody.</li> <li>• Ensuring a secure remote back-up of evidence samples to minimize evidence tampering “According to an Annual Performance Report of PFSA, 86 Investigating Officers were terminated due to corruption of back-up samples”</li> <li>• Corporate White Collar Crimes including tax evasion, custom offences, financial crimes, inside trading, falsified records etc.</li> <li>• Types of documents and their admissibility :</li> <li>• Opinion of Experts, (especially implications of Art. 59-61, 65 of QSO, 1984)</li> <li>• Oral Evidence (especially implications of Art.70&amp;71 of QSO, 1984)</li> <li>• Documentary Evidence (especially implications of Art. 72 -101 of QSO, 1984)</li> <li>• Public and Private documents and their admissibility under QSO, 1984</li> </ul>
2.	<p><b>Laying charges, presenting and supporting the case in court</b></p> <ul style="list-style-type: none"> <li>• Direct versus indirect or circumstantial evidence</li> <li>• Sources of indirect evidence</li> <li>• How to involve forensic accountants at a trial stage</li> <li>• Ways for calculation of case liability of each suspect and total liability/ loss of the offense.</li> </ul>
	<p><b>Digital and Electronic Evidence</b></p> <ul style="list-style-type: none"> <li>• Digital Photographs</li> <li>• ATM / ATM transaction logs</li> <li>• Word Processing Documents / Instant Message Histories</li> <li>• Files Saved From Accounting Programs / Spreadsheets</li> <li>• Internet Browser Histories / Databases/ Contents Of Computer Memory</li> </ul>

## f. Forensic Examination

S. No	Course Contents
	<p><b>Questioned Documents</b></p> <ul style="list-style-type: none"> <li>➤ Definition of Tampering and Forgery</li> <li>➤ Inherent Characteristics Theory</li> <li>➤ Font, Thumb Impression Theory</li> <li>➤ Ink Analysis</li> <li>➤ Age of Documents &amp; Inks</li> <li>➤ Principles of Forensic Document Examination</li> <li>• Care and Preservation of Documentary Evidences</li> </ul>
	<p><b>Forensic Accounting</b></p> <ul style="list-style-type: none"> <li>• Account Sheets</li> <li>• Company's Balance Sheets</li> <li>• Theory of Books Maintenance</li> <li>• Depreciation Theories</li> <li>• Different Accounts Ratios</li> <li>• Procedure of Registering a Company</li> <li>• Taxation and Returns Mechanism</li> </ul>
	<p><b>Digital Analysis and Handling Forensic/Digital Evidence:</b></p> <ul style="list-style-type: none"> <li>• Considerations, evidentiary value and legal implications of drafting of statements. Handling and use of Foewnaix/Digital Evidences.</li> <li>• How to Preserve Digital Evidence at Crime Scene</li> <li>• How to transport Digital Devices for Forensic Analysis</li> </ul>
	<p><b>Forensic Examination related to Human Body</b></p> <ul style="list-style-type: none"> <li>• Finger Prints</li> </ul>

## g. NAA 2021 (Ammended) [NAB Ord. 1999]

h. **MLA and Extradition / Deportation – Necessary Guidelines** (issued vide No.25/1-2021-NABHQ/ICW/MLA & Extradition/913, Dated 23rd Dec, 2021 issued by ICW, NAB HQ, Islamabad).

S. No	Course Contents
1.	<b>MLA and Extradition / Deportation – Necessary Guidelines</b> (issued vide No.25/1-2021-NABHQ/ICW/MLA & Extradition/913, Dated 23rd Dec, 2021 issued by ICW, NAB HQ, Islamabad).

**CAPACITY BUILDING COURSE - 2****a. Investigation and Prosecution of Corruption Offences**

<b>S. No</b>	<b>Course Contents</b>
1.	<p data-bbox="300 342 1289 376"><b>International Standards, Good Practice and Pakistani Legislation</b></p> <ul data-bbox="347 434 1011 808" style="list-style-type: none"> <li>• Corruption offences</li> <li>• International Standards</li> <li>• Liability for Corruption Offences in Pakistan</li> <li>• Criminal liability</li> <li>• Administrative Liability</li> <li>• Sanctions, Confiscation and Immunities</li> <li>• Continued Legal Reform</li> </ul>
2.	<p data-bbox="300 871 1267 904"><b>Principles of prosecution and investigation of corruption cases</b></p> <ul data-bbox="347 960 1011 1211" style="list-style-type: none"> <li>• Role of the prosecutor</li> <li>• Mandatory versus discretionary prosecution</li> <li>• Independence</li> <li>• Specialization</li> <li>• Resources</li> </ul>
3.	<p data-bbox="300 1274 1337 1352"><b>Practical Guidelines on Investigation and Prosecution of Corruption Crimes</b></p> <ul data-bbox="347 1420 1343 2013" style="list-style-type: none"> <li>• Instituting criminal proceedings</li> <li>• Sources of information to institute criminal proceedings</li> <li>• Grounds for instituting criminal proceedings</li> <li>• Treatment of anonymous reports</li> <li>• Verification of the crime reports</li> <li>• Decision on instituting criminal proceedings</li> <li>• Instituting criminal proceedings against persons with immunity</li> <li>• Criteria to prioritize cases</li> <li>• Techniques for inquiry and investigation for crime, particularly identification of basic ingredients to prove the following offences before the court of law</li> </ul>

	<ul style="list-style-type: none"> <li>○ Acceptance and offer of illegal gratification</li> <li>○ Misuse of Authority</li> <li>○ Misappropriation of Funds</li> <li>○ Criminal breach of trust by Government Servant</li> <li>○ Assets beyond known source of income</li> <li>○ Cheating / misappropriation with Public at Large</li> <li>○ Willful default</li> <li>○ Suspicious transaction and its nexus with predicate offence; etc</li> <li>○ Dishonest acts causing loss to government exchequers</li> <li>○ Tracking of crime proceeds</li> <li>● Preventive Techniques to control crime proceeds in NAO, 1999(section 23 &amp; 12 of NAO, 1999) – requirements and procedure for use of such techniques</li> </ul>
4.	<p><b>Qualification of criminal offences</b></p> <ul style="list-style-type: none"> <li>● Qualification of the corruption offences</li> <li>● Corruption related offences</li> </ul>
5.	<p><b>Gathering and use of evidence</b></p> <ul style="list-style-type: none"> <li>● Investigation plan and allocation of resources</li> <li>● Identifying potential targets</li> <li>● Developing investigative theory</li> <li>● Choosing investigative methods</li> <li>● Ensuring adequate resources for the case</li> <li>● Proactive investigation strategies</li> <li>● Investigative techniques</li> <li>● Basic Ingredients Techniques for inquiry and investigation for crime, particularly identification of basic ingredients to prove the offences before the court of law</li> <li>● Special investigative techniques</li> <li>● Financial investigations</li> <li>● Analysis of a specific payment</li> <li>● Analysis of income and expenditures</li> <li>● Analysis of fraudulent financial transactions</li> <li>● Involvement of specialized experts during investigation</li> <li>● Forensic accounting expertise</li> <li>● Types of documents and their admissibility</li> <li>● Opinion of Experts, (especially implications of Art. 59-61, 65 of</li> </ul>

	<p>QSO, 1984)</p> <ul style="list-style-type: none"> <li>• Oral Evidence (especially implications of Art.70&amp;71 of QSO, 1984)</li> <li>• Documentary Evidence (especially implications of Art. 72 -101 of QSO, 1984)</li> <li>• Public and Private documents and their admissibility under QSO, 1984</li> <li>• Protection of witnesses, collaborators of justice and whistleblowers</li> <li>• Freezing, seizure and confiscation</li> <li>• Restraint against disposal of properties, their freezing :</li> <li>• Relevant provisions of law under NAO, 1999 and AMLA, 2010.</li> <li>• Major Considerations under QSO, 1984.</li> <li>• Preparation of application for freezing, its statutory requirements and formats in NAB's cases.</li> <li>• Preparation of Reply of objections against freezing, its statutory requirements and formats in NAB's cases.</li> <li>• Relevant guiding principles laid by superior judiciary / Case Laws.</li> <li>• Common oversights and way forward.</li> <li>• Ways for calculation of case liability of each suspect and total liability loss of the offense</li> </ul>
6.	<p><b>International co-operation</b></p> <ul style="list-style-type: none"> <li>• MLA and Extradition / Deportation – Necessary Guidelines (issued vide No.25/1-2021-NABHQ/ICW/MLA &amp; Extradition/913, Dated 23rd Dec, 2021 issued by ICW, NAB HQ, Islamabad). Mutual legal assistance</li> <li>• Legal basis for mutual legal assistance</li> <li>• How to obtain mutual legal assistance</li> <li>• Extradition</li> <li>• Asset recovery</li> <li>• Informal co-operation and Joint Investigative Teams</li> </ul>
7.	<p><b>Laying charges, presenting and supporting the case in court</b></p> <ul style="list-style-type: none"> <li>• Direct versus indirect or circumstantial evidence</li> <li>• Sources of indirect evidence</li> <li>• How to involve forensic accountants at a trial stage</li> </ul>

**b. Raid, Arrest, Search and Seizure**

<b>S. No</b>	<b>Course Contents</b>
1.	Responsibilities and Operational Duties of IOs during: <ul style="list-style-type: none"><li>• Raid.</li><li>• Arrest</li><li>• Search</li><li>• Seizure</li></ul>
2.	<b>Engaging in a Search and Seizure</b> <ul style="list-style-type: none"><li>• Preparation of Seizure / Recovery Memo/Personal Search Memo at identification of accused</li><li>• Rules and Exceptions</li></ul>
3.	Powers of IO when he have a search warrant and Arrest Warrant
4.	Search Warrant to conduct a search where: <ul style="list-style-type: none"><li>• Consent</li><li>• Emergency</li><li>• Searches incident to arrest</li><li>• Plain view</li></ul>
5.	Procedure to get custody of accused confined by other court of law and Drafting of appeals and observation of timelines
6.	Miranda Rights, Warnings, waiving of rights

## c. Interview &amp; Interrogation (I&amp;I) Skills / Techniques

S. No	Detailed Contents of the Course
1.	<p><b>Introduction:</b></p> <p><b>Reviewing the Basics and Getting Beyond the Basics</b></p> <ul style="list-style-type: none"> <li>• Why Interview and Interrogation?</li> <li>• What I &amp; I Is ... and What It Is Not</li> <li>• You Are Already Good at I</li> <li>• Do Your Homework</li> <li>• Relating to a Suspect</li> </ul> <p><b>Interview And Interrogation:</b></p> <ul style="list-style-type: none"> <li>• Where to Conduct an Interview</li> <li>• What Is Important to the Suspect?</li> <li>• How Many People Present?</li> <li>• Interruptions</li> <li>• Legal Matters</li> <li>• Lawyers Needed or Not – Let the accused Decide</li> <li>• Get Any Waivers in Writing</li> <li>• Strong, Positive Opening Statement</li> <li>• Anything Except a “No” Is a “YES!”</li> <li>• To Get a Confession, Minimize the Wrongdoing</li> <li>• Rationalization</li> <li>• Tension – If interviewee is right or not- Trapped by his own words</li> <li>• Let Him Talk!- Never Interrupt the accused</li> <li>• Props – Keep a lot of papers and files to fake up</li> <li>• Information Is Like Money in the Bank</li> <li>• Giving Hope, You Cannot Fake It</li> <li>• Taking a Statement</li> <li>• Considerations, Evidentiary value and Legal Implications of drafting of Statements</li> </ul>

**CAPACITY BUILDING - 3****a. NAB's Monitoring & Evaluation System (MES)**

<b>S. No</b>	<b>Detailed Contents of the Course</b>
<b>1.</b>	<b>MES of NAB – Introduction</b>
<b>2.</b>	<b>Importance</b>
<b>3.</b>	<b>Usability</b>

**b. Cyber Security and Internal Control for prevention of Corruption – Integrity Management**

<b>S. No</b>	<b>Detailed Contents of the Course</b>
<b>1.</b>	<b>Cyber Security – Introduction</b>
<b>2.</b>	<b>Elements of Cyber Security</b> Cyber Security – Physical / Encryption
<b>3.</b>	<b>Types of Cyber Threats</b>
<b>4.</b>	<b>Prevention through Cyber Security</b>
<b>5.</b>	<b>Law Relevant to Cyber Security</b>
<b>6.</b>	<b>Intelligence system in Organizations</b>
<b>7.</b>	<b>Stages of Internal Control</b>
<b>8.</b>	<b>Prevention of Corruption through Internal Control</b>

**CAPACITY BUILDING COURSE - 4****a. PPRA Rules, General Financial Rules and Mechanism of Public Procurements & Contracts Management**

<b>S. No</b>	<b>Course Contents</b>
1.	<b>Introduction / An overview of PPRA Rules</b> <ul style="list-style-type: none"> <li>• Public Procurement Regulatory Authority Ordinance, 2002</li> <li>• Public Procurement Rules, 2004</li> <li>• Effective Procurement Management Process</li> <li>• Contract Administration</li> <li>• Revenue Payment Manuals/Practices</li> </ul>
2.	<b>Pre-Qualification Process and Documentations</b> <ul style="list-style-type: none"> <li>• Roles and Responsibilities of Stakeholders</li> <li>• Preparation of Effective Procurement Plans</li> <li>• Pre-qualification</li> <li>• Short Listing</li> <li>• Evaluation of Bids</li> <li>• Bidding Process and Administration</li> <li>• Managing Pre-Bid Meetings</li> <li>• Managing Issuance</li> <li>• Bid Opening</li> <li>• How to Accept Bids</li> </ul>
3.	<b>Legal Policy for Public Procurement</b>
4.	<b>How to Avoid Audit Objections in Public Procurement</b>
5.	<b>Overview of Financial control and Budgeting</b>
6.	<b>Issues of Corruption in Public Procurement Process</b>
7.	<b>Expenditure and Payment of Money ( GFR Chapter-2, Section-II)</b>
8.	<b>Re-appropriation and Supplementary Grants (GFR Chapter-5, Section-IX)</b>
9.	<b>International Best Procurement Models</b>

**b. Private Business, Companies Regulations, Taxation and Entrepreneurship**

<b>S. No</b>	<b>Course Contents</b>
1.	<b>Types of Private Business</b>
2.	<b>Powers and Functions of SECP</b>
3.	<b>Historical Perception</b> <ul style="list-style-type: none"> <li>• Companies Laws and Regulations</li> <li>• The Companies Regulations Act, 1956</li> <li>• The Companies (General) Regulations, 2016</li> <li>• The Companies (Single Member) Regulations, 2016</li> <li>• The Companies Act, 2017</li> <li>• The Companies ( Incorporation) Regulations, 2017</li> </ul>
4.	<b>Regulations and Legislation related to Business</b> <ul style="list-style-type: none"> <li>• Employment Law</li> <li>• Consumer Rights</li> <li>• Competition Law</li> </ul>
6.	<b>Taxation and Entrepreneurship</b> <ul style="list-style-type: none"> <li>• Entrepreneurship and its determinants</li> <li>• Tax System Reforms</li> <li>• Interaction of Taxation and Entrepreneurship</li> <li>• Small and Medium Size Enterprises (SMEs)</li> <li>• Critical issues of SMEs</li> <li>• White collar crime in medical department, engineering projects / firms educational institutions, business organizations etc, Consumer frauds, Public corruption and embezzlement of funds</li> <li>• Fake employments and placement rackets</li> <li>• Ponzi and pyramid schemes (MLM)</li> </ul>
7.	<ul style="list-style-type: none"> <li>• <b>Effects of Corruption on Entrepreneurship and Economic Growth</b></li> <li>• <b>Way Forward</b></li> </ul>

## c. Code of Conduct and Professional Ethics

S. No	Detailed Contents of the Course
1.	<b>Introduction to Professional Ethics</b>
2.	<b>Importance of Professional Ethics</b>
3.	<b>Ethical Principles</b> <ul style="list-style-type: none"> <li>• Honesty</li> <li>• Loyalty</li> <li>• Trust Worthiness</li> <li>• Respect for Others</li> <li>• Adherence to Law</li> <li>• Impartiality in Decision Making</li> <li>• Commitment</li> </ul>
4.	<b>Code of Conduct</b> <ul style="list-style-type: none"> <li>• Accepting Gifts, Benefits and Bribes etc.</li> <li>• Confidentiality of Information</li> <li>• Avoiding Conflict of Interest</li> <li>• Competence</li> <li>• Obligations in using Public Resources</li> <li>• Participation in Political Activities</li> </ul>
5.	<b>NAB's Terms &amp; Conditions of Service (TCS)</b>

**CAPACITY BUILDING COURSE - 5****a. Land Acquisition, Estate Management & Building Control Regulations**

S. No	Detailed Contents of the Course
1.	<p><b>Land Management</b>  <b>Introduction to Land Management System</b></p> <ul style="list-style-type: none"> <li>• Jhar Padawar / Agricultural Income Verification</li> <li>• Intiqal / Mutations</li> <li>• Misl e Haqqeat / Lathaa</li> <li>• Jama Bandi</li> <li>• Lathaa</li> <li>• Tempering in Revenue Record</li> <li>• Constitutional Rights of Land / Property</li> <li>• Sale and Purchase of Land</li> <li>• Inheritance Matters of Land</li> <li>• Property Rights for Women</li> <li>• Land Disputes and Land Grabbing</li> <li>• Land Management under Housing regime</li> <li>• Acquisition of Land by the State</li> </ul>
2.	<p><b>Cooperative Housing Urban Management</b></p> <ul style="list-style-type: none"> <li>• Urban Demographic Issues and Challenges</li> <li>• Urban Planning for land use</li> <li>• Environment and Urbanization</li> <li>• Urban Governance and Legislation</li> <li>• Housing and Basic Services</li> <li>• Urban Water Supply and Solid Waste Management</li> <li>• Urban Transport Effects of Urbanization on Public Health</li> <li>• Urban Security</li> </ul>
3.	<p><b>Building By-Laws</b></p> <ul style="list-style-type: none"> <li>• Federal Government Lands and Buildings (Recovery of Possession) Ordinance, 1965.</li> <li>• Building Code of Pakistan – Fire Safety Provisions -2016</li> <li>• CDA-Islamabad Residential Sectors Zoning (Building Contract) Regulations, 1993</li> <li>• Building and Zoning By-Laws for Metropolitan Corporation Lahore – 2017</li> <li>• Karachi Building and Town Planning Regulations-2002</li> </ul>

**b. Law Enforcement and Integrity Management**

<b>S. No</b>	<b>Detailed Contents of the Course</b>
1.	<ul style="list-style-type: none"><li>• Effective Law Enforcement</li><li>• Relation of integrity with law enforcement</li><li>• Honesty and integrity important in NAB</li><li>• Ethics important in policing</li><li>• Democratic oversight important for effective law enforcement?</li><li>• Measures / methods to enhance Integrity in Law Enforcement?<ul style="list-style-type: none"><li>▪ Legal measures for Building Integrity in NAB</li><li>▪ Administrative measures for Building Integrity in NAB</li><li>▪ Educational methods</li></ul></li></ul>

**CAPACITY BUILDING COURSE - 6****a. Critical Thinking**

<b>S. No</b>	<b>Detailed Contents of the Course</b>
1.	<b>Critical Thinking</b>
2.	<b>Skills required for a Good Officer</b>
3.	<b>Modes of Thinking</b>
4.	Critical thinking through skillful conceptualizing, applying, analyzing, synthesizing and evaluating.
5.	The 25-step path to critical thinking which can serve as a guide and reminder to engage critical thinking at all times.
6.	Questions to ask that elevates the conversation from merely descriptive to one that applies critical thinking through analysis.
7.	The significance of focusing on the issue/problem, facts, and reality when practicing critical thinking.
8.	Consistency, coherency, applicability, adequacy, and communicability as the important rules of critical thinking.
9.	The qualities that sabotage one's capacity for critical thought as arrogance, laziness, lack of respect for reason and evidence, and unwillingness to learn.
10.	Skills and habits as the two major components of critical thinking.
11.	What decision-making is and the characteristics of the decision-making process.
12.	How creative thinking and critical thinking are combined towards effective problem-solving.
13.	The five stages of decision making from intelligence, design, choice, implementation to monitoring.
14.	The cycle of problem-solving that identifies the problem, obtains necessary facts and information, generate alternatives, comes up to a decision and finally evaluating the outcome.
15.	Obstacles that hinder effective decision making as fear, lack of facts, presence of too many alternatives, competition and politics, lack of trust, and lack of support.

<b>16.</b>	The three problem-solving styles as personified with the ambassador, the thinker, and the charger.
<b>17.</b>	How contextual-based training brings together the three domains of learning.
<b>18.</b>	Fine-tuning workforce skills and instincts through contextual-based training that employs realistic training and coaching to improve employees' skill and knowledge retention.
<b>19.</b>	Components of contextual-based training that uses role-playing, scenarios, and simulation where the trainees go through decision making and problem-solving.
<b>20.</b>	How putting in Division duals at the edge of their comfort zones brings out their peak performance.
<b>21.</b>	Critical questions to ask ones' self that encourages critical thinking applicable to the law enforcement profession.
<b>22.</b>	How to be wary of our paradigms which may influence our decision-making.
<b>23.</b>	How illogical factors influence decision-making and how it causes satisfying and stop-gap measures.
<b>24.</b>	Using self-mastery and introspection to prevent our paradigms and other illogical factors from tainting our decision-making process.
<b>25.</b>	Use of virtual reality to teach and evaluate decision making, the link of emotional intelligence to critical thinking, and how to improve critical thinking.

## b. Effective Public Speaking and Presentation Skills

S. No	Detailed Contents of the Course
1.	<p style="text-align: center;"><b>Course Outline</b></p> <p><b>Presentation Techniques</b></p> <ul style="list-style-type: none"> <li>• One Way and Two Way Communication</li> <li>• The Communication Cycle</li> <li>• Barriers to Communication</li> <li>• Objectives of Presentations</li> <li>• Identifying one's audience</li> </ul>
2.	<p><b>Planning and structuring an effective presentation</b></p> <ul style="list-style-type: none"> <li>• Choice of medium for presentation</li> <li>• Methods of introducing subject/Start up</li> <li>• Language</li> <li>• Visual Aids</li> </ul>
3.	<p><b>Developing ideas</b></p> <ul style="list-style-type: none"> <li>• Elements of expository writing for presentations</li> <li>• Sequencing Patterns</li> </ul>
4.	<p><b>Delivery</b></p> <ul style="list-style-type: none"> <li>• Verbal and non verbal (gestures, facial expressions)</li> <li>• Body Language</li> <li>• Tone and Volume</li> <li>• Capturing and maintaining audience interest (humor, references)</li> <li>• Techniques (eye contact, questioning styles etc.)</li> <li>• Effective use of audio visuals</li> </ul>
5.	<p><b>Anxiety, Fear and Nervousness</b></p> <ul style="list-style-type: none"> <li>• Overcoming fear etc</li> <li>• Breathing techniques</li> <li>• Being prepared</li> </ul>
6.	<p><b>Impromptu speaking</b></p> <ul style="list-style-type: none"> <li>• Method</li> <li>• Style</li> </ul>
7.	<p><b>Giving evidence in Court</b></p>
8.	<p><b>Conduct of I/Officer before Court during trials especially in bail Matters</b></p>

## c. Conflict Management

S. No	Detailed Contents of the Course
1.	<b>Introduction to Conflict Management:</b>
2.	<b>Types of Conflict Management Skills</b> <ul style="list-style-type: none"> <li>• Communication</li> <li>• Emotional Intelligence</li> <li>• Empathy</li> <li>• Creative Problem Solving <ul style="list-style-type: none"> <li>▪ Conflict Analysis</li> <li>▪ Brainstorming Solutions</li> <li>▪ Collaborating</li> <li>▪ Verbal Communication</li> <li>▪ Convening Meetings</li> <li>▪ Creativity</li> <li>▪ Decision Making</li> <li>▪ Designating Sanctions</li> <li>▪ Nonverbal Communication</li> <li>▪ Problem Solving</li> <li>▪ Sense of Humor</li> <li>▪ Goal Integration</li> <li>▪ Monitoring Compliance</li> <li>▪ Reconfiguring Relationships</li> <li>▪ Apologizing</li> <li>▪ Avoiding Punishing</li> <li>▪ Being Present</li> <li>▪ Calmness</li> <li>▪ Impartiality</li> <li>▪ Intuitiveness</li> <li>▪ Ability to "Let It Go"</li> <li>▪ Patience</li> <li>▪ Positivity</li> <li>▪ Ability to Prioritize Relationships</li> <li>▪ Respecting Differences</li> <li>▪ Separating Yourself</li> <li>▪ Stress Management</li> <li>▪ Ability to Take Criticism</li> </ul> </li> </ul>

**Staff Development Courses**

**Office Ethics, Manners & Hospitality**

**1. Duration:**

01 Day

**2. Participants Level:**

Qasids / Naib Qasids and Equivalent (BPS 1-4)

**3. Objectives:**

To create awareness among participants about their duties and responsibilities with specific reference to office Ethics, Manners and Hospitality

**4. Outcome:**

Capacity building of participants for standardized performance

**5. Course Contents**

- a. General Ethics & behavior
- b. Punctuality & discipline
- c. Mannerism
- d. Dress code
- e. Serving the officers/guests
- f. Integrity
- g. Movement of papers
- h. Sense of ownership & responsibility
- i. Handling of Fax / Photocopiers / Computer.
- j. Receiving/ attending guests
- k. Attending telephone when required.

**Duties and Responsibilities of Drivers / Dispatch Riders**

1. **Duration:**

01 Day

2. **Participant Level:**

Drivers/DRs and equivalent

3. **Objectives:**

To create awareness among the participants about their duties & responsibilities

4. **Outcome:**

Capacity building of participants for standardized performance

5. **Course Contents**

- a. General Ethics & behavior
- b. Sense of responsibility
- c. Uniform
- d. Discipline, Control & punctuality.
- e. Rules for the use of Staff Cars, 1980
- f. Mannerism
- g. In Division dual/collective behavior
- h. Dress code
- i. Integrity
- j. Security of Classified documents
- k. negotiations/conversations
- l. Attending Protocol duty
- m. Traffic Rules/ Regulations
- n. Managing crisis / trouble shooting.
- o. Maintenance of vehicles.
- p. Maintenance of Log Book / Vehicle Movement Register
- q. Safety of the vehicles.
- r. road worthiness of a vehicle
- s. Vehicle cleanliness
- t. Toolkit Check list.

**Office Procedures, Daftary Urdu, Communication Skills, Office Ethics and Etiquettes**

**1. Duration:**

02 Days

**2. Participants Level:**

Superintendants, Assistants, UDCs, LDCs & equivalent etc.

**3. Objectives:**

To enhance skills of participants in Office Procedures & Practices

**4. Outcome:**

Capacity building of participants for quick disposal of work through standardized performance

**5. Course Contents:**

- a. Basics of Secretariat Instructions (Receipt, distribution and disposal of papers/opening of new files/paging/referencing/ docketing /diarizing).
- b. Basics of Noting & Drafting
- c. Organizing & managing official meetings.
- d. Distribution of work & responsibilities
- e. Handling of classified documents
- f. Recording, Indexing & weeding of files.
- g. Handling of store items, write off losses, waste & fraud.
- h. Introduction to Daftary Urdu and its Importance
- i. Noting and Drafting in Urdu.
- j. Filing System( Diarization/Referencing/ Paging/ docketing/use of labels/ Opening of files / Parts of files)
- k. Forms of communication(in Urdu)
- l. MS Office (Word, Power Point & Excel)

**Duties and Responsibilities of Private Secretaries, Assistant  
Private Secretaries, PAs & Steno-typists**

**1. Duration:**

02 Days

**2. Participant Level**

Private Secretaries, Assistant Private Secretaries, PAs & Steno-typist

**3. Objectives**

To improve and update knowledge of the participants regarding disposal of day to day official business & skills of PSs/APSs

**4. Outcome**

Capacity building of participants for standardized performance

**5. Course Contents**

- a. Duties & Responsibilities of a Private Secretary / Assistant Private Secretary.
- b. Basics of Secretariat Instructions and Procedure for official meeting
- c. Communication skill/Forms of communication.
- d. Handling of classified documents
- e. Organizational Skills in the Workplace Profile of an Ideal PS/APS
- f. Secretary's time waster
- g. Secretary's office work desk tools MS Office (Word/spread sheet on Excel/power Point / Internet)
- h. General Ethics & behavior, Sense of responsibility, Discipline, Control & punctuality.
- i. Rules for the use of Staff Cars, 1980
- j. Basic English Grammar
- k. Mannerism, In Division dual/collective behavior, Dress code, Integrity
- l. Security of Classified documents negotiations/conversations
- m. Attending Protocol duty, Traffic Rules/ Regulations
- n. Managing crisis, Fundamental knowledge for trouble Shooting

**IO-7 (APG 2.2) Strengthen Institutional Frameworks and Increasing LEAs Capabilities and Capacity to Investigation in Money Laundering Case**

**1. Duration:**

5 Working days (Phase-wise) during the period from January 2022 to December 2022 on full time basis (0900 hrs to 1700 hrs).

**2. Target Participants**

All Investigation Officers, Case Officers and Prosecutors Cadre (BPS 17-19) of all Regional NABs and NAB HQ.

**3. Objectives**

The objective of this courses is to train the NAB Officers to conduct the investigation and prosecution in best possible manner. This will also enhance their capacity and update their knowledge of qua recent legislative interventions introduced during last two years in the backdrop of Pakistan's Mutual Evaluation under APG and FATF regimes and it will eventually address the observations of international community about the effectiveness of criminal judicial system of Pakistan.

**4. Outcome**

Capacity building of participants for standardized performance in conducting investigations in potential AML & CFT cases is outcome of theses trainings.

**5. Training Methodology / Mode of Training**

in-Person / On-line Video Lectures / Conferences / Presentations / Zoom Meetings  
Workshops/ Seminars / Symposium /Practical Exercises etc.

**6. Training Scheme**

Topics included in the Training Program shall preferable proceed as per following sequence:

- i. Introduction- Definitions
- ii. Relevant Statutory provisions of law (Cr.PC 1898, QSO, 1984, NAO 1999 (NAA, 2021 Amended) and AMLA 2010).
- iii. Powers of IOs and relevant authorities under Cr.PC, 1898 NAO 1999 (NAA, 2021 Amended), AMLA 2010 and Delegation of Powers.
- iv. Common tools / techniques for Identification, tracing, valuation and gathering evidence in NAB Case.
- v. Standard Procedure / Process in NAB Case.
- vi. Tips to plan and strategize the activity.

- vii. Formats / Proforma under the Law, Rules, SOPs.
- viii. Statutory requirements of law (NAO, 1999, AMLA, 2010 and Cr.PC, 1898 and QSO, 1984) to prove the Case in Court.
- ix. Relevant guiding principles laid by Superior Judiciary (Precedents), if any.
- x. Common Oversights and way forward.
- xi. Practical Work Exercise(s).
- xii. Questions and Answers.

## 7. **Block Syllabus**

1. Legal Framework for AML
2. Money Laundering and Proceeds of Crime Concepts
3. Terrorism Financing Possible Nexus to MI
4. Law Enforcement Responsibilities for AML
5. Key Stages of ML/TF Investigations
6. Stage 1 - Pre Arrest Investigation Techniques (Covert Inquiries)
7. Stage 2 - Post Arrest Investigation Priorities (Overt Inquiries)
8. Stage 3 – Firming up the Case (Setting Priorities)
9. Stage 4 – Preparing ML Cases for Court
10. Appendixes – Other Supporting Material

## 8. **Course Outlines**

Following topics for the training are proposed:

<b>Ser</b>	<b>Topic</b>
1.	Understanding Money Laundering and Terrorist Financing in international perspective and Pakistan's Obligations as State.
2.	<ul style="list-style-type: none"> <li>○ Developing a Strategy for Financial investigation / gains under NAO, 1999 &amp; AMLA, 2010.</li> <li>○ Preparation of Investigation Plan and its execution.</li> <li>○ Common oversights and way forward</li> </ul>

<b>Ser</b>	<b>Topic</b>
3.	<p>Identification, tracing, valuation of assets during Investigation / trial:</p> <ul style="list-style-type: none"> <li>○ Relevant provisions of law.</li> <li>○ Major Considerations under QSO, 1984.</li> <li>○ Possible sources of Evidences (formal, informal and open).</li> <li>○ Examination of Evidence and follow up actions.</li> <li>○ Relevant guiding principles laid by superior judiciary / Case Laws.</li> <li>○ Common oversights and way forward.</li> </ul>
4.	<p>Identification and gathering evidence during financial Investigation / trial:</p> <ul style="list-style-type: none"> <li>○ Powers of IOs under Cr.PC</li> <li>○ Powers of IOs under NAO, 1999.</li> <li>○ Powers of IOs under AMLA, 2010.</li> <li>○ Major Considerations under QSO, 1984.</li> <li>○ Possible sources of Evidences.</li> <li>○ Examination of Evidence and follow up actions.</li> <li>○ Relevant guiding principles laid by superior judiciary / Case Laws.</li> <li>○ Common oversights and way forward.</li> </ul>
5.	<p>Planning for House Search:</p> <ul style="list-style-type: none"> <li>○ Relevant provisions of law under Cr.PC, AMLA, 2010.</li> <li>○ Major Considerations under QSO, 1984.</li> <li>○ Preparation of application for warrant of arrest, its statutory requirements and formats in NAB's cases.</li> <li>○ Preparation of Recovery Memo, its format and relevant statutory requirements in NAB's cases.</li> <li>○ Examination and securing of Evidence and follow up actions.</li> <li>○ Relevant guiding principles laid by superior judiciary / Case Laws.</li> <li>○ Common oversights and way forward.</li> </ul>
6.	<p>Planning for Arrest:</p> <ul style="list-style-type: none"> <li>○ Relevant provisions of law under Cr.PC 1898, NAO, 1999 and AMLA, 2010.</li> <li>○ Preparation of Grounds of Arrest and its formats.</li> <li>○ Preparation of application for Remands, its grounds and its formats.</li> <li>○ Interrogation and use of disclosures of accused in terms of art. 40 of QSO, 1984.</li> <li>○ Preparation of Recovery Memo at the identification of accused, its format and relevant statutory requirements in NAB's cases.</li> <li>○ Preparation of Personal Search Memo, its format and relevant statutory requirements in NAB's cases.</li> <li>○ Examination and securing of Evidence and follow up actions.</li> </ul>

<b>Ser</b>	<b>Topic</b>
	<ul style="list-style-type: none"> <li>○ Relevant guiding principles laid by superior judiciary / Case Laws.</li> <li>○ Common oversights and way forward.</li> </ul>
7.	<p>Drafting of statements in terms of section 161 of Cr.PC 1898 and 19 (c) of NAO, 1999:</p> <ul style="list-style-type: none"> <li>○ Relevant provisions of law under Cr.PC 1898, NAO, 1999 and AMLA, 2010.</li> <li>○ Preparation of statements in terms of section 161 of Cr.PC 1898 and 19 (c) of NAO, 1999 and its formats in NAB's cases.</li> <li>○ Considerations, evidentiary value and legal implications in terms of QSO, 1984.</li> <li>○ Examination Techniques, securing of Evidence and follow up actions.</li> <li>○ Relevant guiding principles laid by superior judiciary / Case Laws.</li> <li>○ Common oversights and way forward.</li> </ul>
8.	<p>Financial Crimes Investigations with specific reference to AMLA, STRs and crimes committed by Corporate regime.</p>
9.	<p>Drafting of Cash Flow / Money Trail Chart, Report of Financial / Banking / Forensic Expert to make out case in terms of provisions of NAO, 1999 and AMLA, 2010, Provisions of QSO, 1984, directions of superior judiciary, common oversights and way forward.</p>
10.	<p>Computation of financial liability for trial and PB:</p> <ul style="list-style-type: none"> <li>○ Relevant provisions of law under Cr.PC, NAO, 1999 and AMLA, 2010.</li> <li>○ Preparation of Liability Chart and its formats in NAB's cases.</li> <li>○ Preparation of Applications for Court and its formats in NAB's cases.</li> <li>○ Considerations, evidentiary value and legal implications in terms of QSO, 1984.</li> <li>○ Relevant guiding principles laid by superior judiciary / Case Laws.</li> <li>○ Common oversights and way forward.</li> </ul>
11.	<p>Drafting of statements and order of the Competent Authority for grant of pardon (sec 26 of NAO, 1999) and withdrawal of Prosecution (31-B of NAO, 1999):</p> <ul style="list-style-type: none"> <li>○ Relevant provisions of law under Cr.PC, NAO, 1999 and AMLA, 2010.</li> <li>○ Preparation of Liability Chart and its formats in NAB's cases.</li> <li>○ Considerations, evidentiary value and legal implications in terms of QSO, 1984.</li> <li>○ Relevant guiding principles laid by superior judiciary / Case Laws.</li> <li>○ Common oversights and way forward.</li> </ul>
12.	<p>How to prepare witnesses for court to prove the case under NAO, 1999 and AMLA, 2010?</p> <ul style="list-style-type: none"> <li>○ Statutory requirements for exhibiting oral and documentary evidence in Court.</li> <li>○ Standard questions for cross examination.</li> <li>○ Relevant guiding principles laid by superior judiciary / Case Laws.</li> </ul>

<b>Ser</b>	<b>Topic</b>
	<ul style="list-style-type: none"> <li>○ Common oversights and way forward.</li> </ul>
13.	<p>Drafting of Investigation Report and References to make out case in terms of provisions of NAO, 1999 and AMLA, 2010, the statutory requirements, directions of superior judiciary, common oversights and way forward.</p>
14.	<p>Drafting of References and scrutiny of Investigation report to make out case in terms of provisions of NAO, 1999 and AMLA, 2010, the statutory requirements, directions of superior judiciary, common oversights and way forward.</p>
15.	<p>Statutory framework , legal requirements, admissibility of evidence, procedure, process and drafting of Request for In international Cooperation (informal &amp; formal) and MLA for the purposes of NAO, 1999, AMLA, 2010, MLA (Criminal Matters) Act, 2020, Cr.PC, 1898, QSO, 1984 respectively and their application in NAB's cases for cognizance, asset recovery, confiscation and sharing thereof</p>
16.	<ul style="list-style-type: none"> <li>○ Handling and use of Forensic/Digital Evidences in Investigation.</li> <li>○ Handling of Questioned &amp; Fraudulent Documents Investigation</li> </ul>
17.	<ul style="list-style-type: none"> <li>○ Prosecution of application u/s 265-K of NAO, 1999 and drafting of application u/s 9 (c) and 31-B of NAO, 1999</li> <li>○ Types of documents and their admissibility</li> <li>○ Relevant guiding principles laid by superior judiciary / Case Laws.</li> <li>○ Common oversights and way forward.</li> </ul>
18.	<ul style="list-style-type: none"> <li>○ Pre trial and post trial duties</li> <li>○ Role of Prosecutors in criminal investigation, (concept of CIT, how to work in courts)</li> </ul>
19.	<ul style="list-style-type: none"> <li>○ Procedure to get custody of accused confined by other court of law</li> <li>○ Drafting of appeals and how to ensure observance of timelines</li> <li>○ Judgment reading and how to tender as reference before court</li> </ul>
20.	<ul style="list-style-type: none"> <li>○ Court Proceedings – Examination in Chief &amp; Cross Examination</li> <li>○ court Appearance Protocols</li> <li>○ Common oversights and way forward.</li> </ul>
21.	<p>How to prove cases against natural and legal persons during criminal trial under NAO 1999 (NAA, 2021 Amended) and AMLA 2010.</p> <ul style="list-style-type: none"> <li>○ Necessary Elements of offences under NAO, 1999 and AMLA 2010.</li> <li>○ Possible Evidences to prove the case.</li> <li>○ Major provisions under Cr.PC 1898.</li> <li>○ Major provisions under QSO, 1984.</li> <li>○ Relevant guiding principles laid by superior judiciary / Case Laws.</li> <li>○ Common oversights and way forward.</li> </ul>

<b>Ser</b>	<b>Topic</b>
22.	Restraint against disposal of properties, their freezing : <ul style="list-style-type: none"> <li>○ Relevant provisions of law under NAO, 1999 and AMLA, 2010.</li> <li>○ Major Considerations under QSO, 1984.</li> <li>○ Preparation of application for freezing, its statutory requirements and formats in NAB's cases.</li> <li>○ Preparation of Reply of objections against freezing, its statutory requirements and formats in NAB's cases.</li> <li>○ Relevant guiding principles laid by superior judiciary / Case Laws.</li> <li>○ Common oversights and way forward.</li> </ul>
23.	<ul style="list-style-type: none"> <li>○ Case Monitoring Techniques</li> <li>○ Framing of charge, recording statement of PWs / Complainants / accused persons and final arguments</li> <li>○ Skills of cross examination with reference to white collar crimes</li> </ul>
24.	<ul style="list-style-type: none"> <li>○ Types of documents and their admissibility</li> <li>○ Opinion of Experts, (especially implications of Art.59-61, 65 of QSO, 1984)</li> <li>○ Oral Evidence (especially implications of Art.70&amp;71 of QSO, 1984)</li> <li>○ Documentary Evidence (especially implications of Art. 72 -101 of QSO, 1984)</li> <li>○ Public documents and their admissibility under QSO, 1984</li> <li>○ Private documents and their admissibility under QSO, 1984</li> </ul>
25.	<ul style="list-style-type: none"> <li>○ MLA and Extradition / Deportation – Necessary Guidelines (issued vide No.25/1-2021-NABHQ/ICW/MLA &amp; Extradition/913, Dated 23rd Dec, 2021 issued by ICW, NAB HQ, Islamabad).</li> </ul>

**FORMAT FOR POST COURSE AND PROGRESS REPORT**

**Post Course Report by In-charge Training**

1. Name of Regional NAB: \_\_\_\_\_

2. Course Title: \_\_\_\_\_

3. Dates Held: \_\_\_\_\_

4. Training Venue: \_\_\_\_\_

5. List of Participants:

S. No.	Name / Designation	Wing / Cell

6. List of Trainers / Resource Persons:

S. No.	Name / Designation / Department	Subjects / Areas Covered

7. General Overview of the Course:

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

8. Objectives

Achieved: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

9. Feed Back / Suggestions : *( A summary of feedback/ suggestions from Incharge Training Cell, Trainers & Trainees to be reflected here).*

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

(Signature)  
Incharge Training Cell

**Encl:**

1. Time Table of the Training
2. Photographs
3. Copies of Lectures / Presentations

**3.2 Feed Back for Refresher Course Attended by NAB Officers**

**Held at** \_\_\_\_\_

**From** \_\_\_\_\_ **to** \_\_\_\_\_

- Name \_\_\_\_\_
- Designation \_\_\_\_\_
- Educational Qualification \_\_\_\_\_
- Place of Posting: \_\_\_\_\_
- Brief Background / introduction of the Course: \_\_\_\_\_

**A. Instructions: Please indicate your level of agreement with the statements listed below in Sr. 1 – 10.**

Sr #	Statements	Agree	Neutral	Disagree
1.	The objectives of the course were clearly defined.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2.	Participation and interaction by officers were encouraged.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3.	The topics covered were relevant to me.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4.	The course content was organized and easy to follow throughout the course duration.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5.	The Course materials were distributed.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
6.	The Course materials were helpful.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
7.	This course experience will be useful in my work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
8.	The Presenters were knowledgeable about the topics of this course.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
9.	The Presenters were well prepared.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
10.	The course objectives were met.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

11. The time allotted for the course was sufficient.
12. The meeting room and facilities were adequate and comfortable.

**B. Please write in few lines the answers to following descriptive questions.**

1. What did you like most about this course?

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2. What aspects of the course could be improved?

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3. How do you hope to change your practice as a result of this course?

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---

4. What additional NAB related courses would you like to have in the future?

---



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5. Activities Performed During Course (if any):

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6. Details of Resource Persons with comments on their performance in their respective fields for future reference (Whether the trainee recommend him/her/them for NAB Courses or not?)

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7. Lessons Learnt during the course:

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8. Please share other comments or expand on previous responses here: (Suggestions / Recommendations - Methodology, structural, enforcement strategy, education / awareness and prevention or any other new idea):

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---

**Date of Submission:** \_\_\_\_\_

**Signature of participant** \_\_\_\_\_

Thank you for your feedback!

**Name & Signatures of Observer Participant**

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## 3.3 Progress Report for IOs / Prosecutors Refresher Courses held in the Month of ----- , 2022

A. IOs Refreshers - 2022										
S. No.	Course Title	Scheduled Dates	Dates held & No of Participants							Total
			NAB Lahore	NAB Karachi	NAB (KPK)	NAB (B)	NAB (HQ –R)	NAB Sukkur	NAB Multan	
1	1 <sup>st</sup> IOs Refreshers	..... 2022								
2	2 <sup>nd</sup> IOs Refreshers	..... 2022								
3	3 <sup>rd</sup> IOs Refreshers	..... 2022								
4	4 <sup>th</sup> IOs Refreshers	..... 2022								
<b>Total</b>										

## B. Progress Report for IOs / Cos and Prosecutors Capacity Building Courses

Sr. No	Course Title	Scheduled Dates	Dates held & No of Participants							Total
			NAB Lahore	NAB Karachi	NAB (KPK)	NAB (B)	NAB (HQ –R)	NAB Sukkur	NAB Multan	
1	a. Stress Management	..... 2022								
	b. Improving Personal Effectiveness	..... 2022								
	c. Emotional Intelligence Skills for Professional Growth	..... 2022								
	d. Effective Investigation Report Writing	..... 2022								
	e. Evidence (recording, relevancy, admissibility and appreciation)	..... 2022								
	f. Forensic Examination	..... 2022								
	g. National Accountability Ordinance (NAO) 2nd & 3rd Amendment 2019/2021 (NAA 2021 Ammendment)	..... 2022								
h. MLA and Extradition / Deportation – Necessary Guidelines (issued vide No.25/1-2021-NABHQ/ICW/MLA & Extradition/913, Dated 23rd Dec, 2021 issued by ICW, NAB HQ, Islamabad).	..... 2022									
a. Investigation and Prosecution of Corruption Offences	..... 2022									
b. Evidence Collection (recording, relevancy, admissibility and appreciation)	..... 2022									

2.	c. Raid, Arrest, Search and Seizure	..... 2022								
	d. Effective Investigation Report Writing	..... 2022								
	e. Stress Management	..... 2022								
	f. MLA and Extradition / Deportation Necessary Guidelines (issued vide No.25/1-2021-NABHQ/ICW/MLA & Extradition / 913, Dated 23rd Dec, 2021 issued by ICW, NAB HQ, Islamabad).	..... 2022								
	g. Interview and Interrogation Techniques	..... 2022								
3.	a. NABs Monitoring & Evaluation System	..... 2022								
	b. Cyber Security and Internal Control for prevention of Corruption – Integrity Management	..... 2022								
	c. Forensic Examination	..... 2022								
	d. Emotional Intelligence Skills for Professional Growth									
	e. Improving Personal Effectiveness	..... 2022								
	f. Quality of Report Writing / Effective Investigation Report Writing	..... 2022								
	g. Investigation and Prosecution of Corruption Offences –	..... 2022								
	h. Evidence Collection	..... 2022								
	i. Raid, Arrest, Search and Seizure	..... 2022								

4.	a. PPRA Rules, General Financial Rules and Mechanism of Public Procurements & Contract Management	..... 2022								
	b. Private Business, Companies Regulations, Taxation and Entrepreneurship	..... 2022								
	c. Code of Conduct and Professional Ethics	..... 2022								
	d. Improving Personal Effectiveness	..... 2022								
	e. Effective Investigation Report Writing	..... 2022								
	f. Evidence (recording, relevancy, admissibility and appreciation)	..... 2022								
	g. MLA and Extradition / Deportation – Necessary Guidelines (issued vide No.25/1-2021-NABHQ/ICW/MLA & Extradition/913, Dated 23rd Dec, 2021 issued by ICW, NAB HQ, Islamabad).	..... 2022								
	a. Land Acquisition, Estate Management & Building Control Regulations	..... 2022								
	b. Integrity Management	..... 2022								
	c. Effective Investigation Report Writing	..... 2022								

5.	d. Critical Thinking	..... 2022								
	e. Evidence Collection (recording, relevancy, admissibility and appreciation)	..... 2022								
	f. MLA and Extradition / Deportation – Necessary Guidelines <i>(issued vide No.25/1-2021-NABHQ/ICW/MLA &amp; Extradition/913, Dated 23rd Dec, 2021 issued by ICW, NAB HQ, Islamabad).</i>	..... 2022								
6.	a. Effective Public Speaking and Presentation Skills	..... 2022								
	b. Improving Personal Effectiveness	..... 2022								
	c. Conflict Management	..... 2022								
	d. Stress Management	..... 2022								
	e. Effective Investigation Report Writing(Annex-H)	..... 2022								
f. Evidence Collection (recording, relevancy, admissibility and appreciation)	..... 2022									
g. Mutual Legal Assistance (MLA) & Processing Extradition Applications	..... 2022									

## C. Staff Development Courses

Sr. No	Course Title	Scheduled Dates	Dates held & No of Participants							Total
			NAB Lahore	NAB Karachi	NAB (KPK)	NAB (B)	NAB (HQ -R)	NAB Sukkur	NAB Multan	
1.	Office Ethics, Manners & Hospitality Duties & Responsibilities of Drivers / DRs.	..... ..... 2022								
2.	Office Procedures, Daftary Urdu, Communication skills, Office Ethics & Etiquettes	..... ..... 2022								
3.	Office Ethics, Manners & Hospitality Duties & Responsibilities of Drivers / DRs.	..... ..... 2022								
4.	Office Procedures, Daftary Urdu, Communication skills, Office Ethics & Etiquettes	..... ..... 2022								
<b>Total</b>										

**D. Specialized Inter Regional Trainings**

Course Title	Date	Organized by / Venue	No of Participants							Total
			NAB (Lhr)	NAB (K)	NAB (KPK)	NAB (B)	NAB (HQ & R)	NAB Sukkur	NAB Multan	
<ul style="list-style-type: none"> <li>➤ Handling and Use of Forensic/Digital Evidence in Investigation of WCC / Questioned &amp; Fraudulent Documents Investigation and Assets Tracing</li> <li>➤ Considerations, evidentiary value and legal implications of drafting of statements and drafting of Investigation Report, scrutiny of Investigation report and References drafting to make out case in terms of provisions of NAO, 1999 and AMLA, 2010.</li> <li>➤ Financial Monitoring Unit (FMU) goAML Software.</li> </ul>		NAB (L)								
<ul style="list-style-type: none"> <li>➤ Anti Money Laundering Act 2010 and Terrorist Financing in International perspective with applicability with NAO, 1999</li> <li>➤ International Obligations of NAB /GOP Significance and implications of FATF &amp; APG (Asia Pacific Group) Regimes and latest techniques of White Collar Crime Investigations and Forums of information sharing.</li> <li>➤ Financial Crimes Investigation with specific reference to STRs and crimes committed by corporate regime.</li> <li>➤ Revenue Payments manuals/practices</li> <li>➤ Search of Benamidar Assets</li> </ul>		NAB (R)								

<ul style="list-style-type: none"> <li>➤ Investigation and Prosecution of Corruption Offences – <ul style="list-style-type: none"> <li>i. Evidence Collection</li> <li>ii. Raid, Arrest, Search and Seizure</li> </ul> </li> <li>➤ Effective Investigation Report Writing</li> <li>➤ Court Proceedings/ Appearance Protocols/ Examination in Chief &amp; Cross Examination.</li> <li>➤ Case Monitoring Techniques after framing of charge</li> </ul>		NAB (KP)								
<ul style="list-style-type: none"> <li>➤ Anti Money Laundering Act 2010 and Terrorist Financing in International perspective with applicability with NAO, 1999.</li> <li>➤ International Obligations of NAB /GOP Significance and implications of FATF &amp; APG (Asia Pacific Group) Regimes and latest techniques of White Collar Crime Investigations and Forums of information sharing.</li> <li>➤ Financial Crimes Investigation with specific reference to STRs, AML and crimes committed by corporate regime/Stock Exchange Frauds etc</li> </ul>		NAB (K)								
	<b>Total</b>									

**E. Additional Trainings by Regional NABs (Other than Training Plan-2022)**

E.	<b>Annex - "ZZ"</b>				
	<b>Course Reports for any Additional Training not covered in Training plan 2022</b>				
<b>Sr. No.</b>	<b>Course Title</b>	<b>Date</b>	<b>Organized by</b>	<b>No of Participants</b>	<b>Remarks (officers / Staff)</b>
1					
2					
3					
4					
5					
6					
<b>Total</b>					

## **M. RESEARCH AND DEVELOPMENT ACTIVITIES – 2022**

29. T & R Division has also planned to carry out the R & D activities as its mandate throughout the year mostly upon direction of Chairman Secretariat, NAB HQ. In continuation of year 2022, T&R Division shall be undertaking following Research activity:

### **Forensic Examination Hand Book for IOs**

30. The Forensic Lab was established on 23<sup>th</sup> September 2015 with the aim to assist the investigators in the proceeding and prosecution of white collar crimes. It has been observed that the investigation officers are not handling / sending the evidences with proper procedure required for maintaining the sanctity of the evidences which jeopardizes its court worthiness. The Division is preparing an instructional manual in the form of a smart handy booklet which will guide and guard the officers to handle the evidences by securing the entire chain. The preparation of Forensic handbook at T&R Division is near to completion and will be submitted to Worthy Chairman NAB for its approval and implementation by all concerned quarters.



# Training Calendar -2022

January						
Sat	Sun	Mon	Tue	Wed	Thu	Fri
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				

February						
Sat	Sun	Mon	Tue	Wed	Thu	Fri
			1	2	3	4
5*	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
		1st Investigation in AML (CBC)				
26	27	28				

March						
Sat	Sun	Mon	Tue	Wed	Thu	Fri
			1	2	3	4
		7	8	9	10	11
		1st IOs Refresher Course				
12	13	14	15	16	17	18
		1st Capacity Building Course				
19	20	21	22	23*	24	25
26	27	28	29	30	31	

April						
Sat	Sun	Mon	Tue	Wed	Thu	Fri
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
		2nd Investigation in AML (CBC)				
23	24	25	26	27	28	29
30						

May						
Sat	Sun	Mon	Tue	Wed	Thu	Fri
	1*	2*	3*	4*	5*	6
7	8	9	10	11	12	13
		2nd IOs Refresher Course				
14	15	16	17	18	19	20
		1st Director Conference				
21	22	23	24	25	26	27
		1st Inter-Regional Training				
28	29	30	31			

June						
Sat	Sun	Mon	Tue	Wed	Thu	Fri
				1	2	3
4	5	6	7	8	9	10
		3rd IOs Refresher Course				
11	12	13	14	15	16	17
		3rd Investigation in AML (CBC)				
18	19	20	21	22	23	24
		2nd Capacity Building Course				
25	26	27	28	29	30	

July						
Sat	Sun	Mon	Tue	Wed	Thu	Fri
						1
2	3	4	5	6	7	8
		4th IOs Refresher Course				
9	10*	11*	12*	13	14	15
16	17	18	19	20	21	22
		2nd Inter-Regional Training				
23	24	25	26	27	28	29
		1st Staff Devekopmnt Course				
30	31					

August						
Sat	Sun	Mon	Tue	Wed	Thu	Fri
		1	2	3	4	5
		3rd Inter-Regional Training				
6	7	8*	9*	10	11	12
13	14*	15	16	17	18	19
		3rd Capacity Building Course				
20	21	22	23	24	25	26
		2nd Staff Devekopmnt Course				
27	28	29	30	31		
		4th Investigation in AML (CBC)				

September						
Sat	Sun	Mon	Tue	Wed	Thu	Fri
					1	2
3	4	5	6	7	8	9
		4th Inter-Regional Training				
10	11	12	13	14	15	16
		4th Capacity Building Course				
17	18	19	20	21	22	23
		3rd Staff Devekopmnt Course				
24	25	26	27	28	29	30

October						
Sat	Sun	Mon	Tue	Wed	Thu	Fri
1	2	3	4	5	6	7
		2nd Director Conference				
8	9*	10*	11	12	13	14
15	16	17	18	19	20	21
		5th Capacity Building Course				
22	23	24	25	26	27	28
		5th Investigation in AML (CBC)				
29	30	31				

November						
Sat	Sun	Mon	Tue	Wed	Thu	Fri
			1	2	3	4
5	6	7	8	9	10	11
		6th Capacity Building Course				
12	13	14	15	16	17	18
19	20	21	22	23	24	25
		Director Generals' Seminar				
26	27	28	29	30		

December						
Sat	Sun	Mon	Tue	Wed	Thu	Fri
					1	2
3	4	5	6	7	8	9
		4th Staff Devekopmnt Course				
10	11	12	13	14	15	16
		6th Investigation in AML (CBC)				
17	18	19	20	21	22	23
24	25*	26	27	28	29	30
31						

**Public Holiday:**

- |        |               |        |                    |
|--------|---------------|--------|--------------------|
| 5-Feb  | Kashmir Day   | 8-Aug  | Ashura             |
| 23-Mar | Pakistan Day  | 9-Aug  | Ashura             |
| 18-Apr | Easter Monday | 14-Aug | Independance Day   |
| 1-May  | Labour Day    | 9-Oct  | Mila un-Nabi       |
| 3-May  | Eid ul-Fitar  | 25-Dec | Christmas Day      |
| 4-May  | Eid ul-Fitar  | 25-Dec | Quaid e Azam Day   |
| 5-May  | Eid ul-Fitar  | 26-Dec | Day after Cristmas |
| 10-Jul | Eid ul-Azha   |        |                    |
| 11-Jul | Eid ul-Azha   |        |                    |



Trainings Activites - 2022	DAY	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	
4 x IO Refresher Courses	1								3rd Inter Regional Training					
	2													
1 x Trainig of Trainers	3													
	4													
4 x Iner-Regional Trainigs	5							4th IOs Refeshar Course	3rd Inter Regional Training	4th Inter Regional Training	2nd Director Conference			
	6													
6 x Capacity Building Courses	7			1st IOs Refeshar Course			3rd IOs Refeshar Course					6th Capacity Building Course	5th Staff Development Course	
	8													
2 x Director's Conference / Training	9					2nd IOs Refeshar Course								
	10													
1 x DG's Seminar	11													
	12													
6 x Staff Development Courses	13						1st Staff Development Course			4th Capacity Building Course				
	14													
Strengthen Institutional Frameworks and Increasing LEAs Capability and Capacity to Investigation in Money Laundering Cases on FATF aspects. (Through Out the Year 2022:)	15			1st Capacity Building Course					3rd Capacity Building Course					
	16													
	17					1st Director Conference								
	18													
	19							2nd Inter Regional Training						
	20													
	21						2nd Capacity Building Course				5th Capacity Building Course			
	22													
In-Land Courses by Foreign Organization: To be Deceided by the sponsored Agencies / Organization	23											Director General's Seminar		
	24						2nd Inter Regional Training							
	25													
	26							2nd Staff Development Course						
	27													
Trainings offered by Academies of LEAs / Govt Deptt. Etc (Date to be adjusted)	28								3rd Staff Development Course					
	29													
	30													
	31													

# National Accountability Bureau (NAB) Government of Pakistan

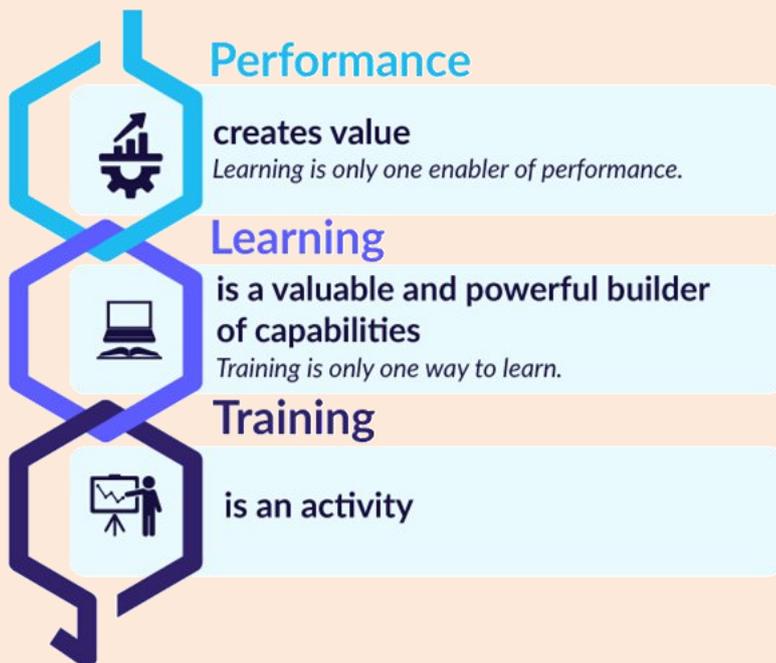
## NAB Strategy

The National Accountability Bureau is institution of eliminate corruption through a comprehensive approach encompassing Awareness, Prevention and enforcement

## T & R Division Vision

Vision of T&R Division is a systematic up gradation of the Investigation Officer's & Prosecutor's potential par excellent with professional standards along staff development through continuous Training & Research.

## Learning vs Training



**Training & Research Division, NAB HQ, G-5/2 Islamabad**

For Feedback and suggestion  
Email: [trainingdiv-hq@nab.gov.pk](mailto:trainingdiv-hq@nab.gov.pk)

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