



Pakistan Anti-Corruption Academy (PACA)



Strengthening Anti-Corruption Initiatives: Enhancing the Expertise and Professional Competence of NAB Officers through Continuous Capacity Building



2026

ANNUAL TRAINING PLAN

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**Pakistan Anti-Corruption Academy (PACA),
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Table of Contents

Sr.	Contents	Page No.
i	Message from Chairman NAB	2
ii	Message From Director General	3
1.	Introduction - Annual Training Plan	4
2.	Distribution of Trainings amongst PACA and RNABs	6
3.	Training of Trainers (ToT) 2026	7
4.	Trainings to be organized by PACA	8
4.1	Module - 1: Specialized Trainings 4.1.1 Specialized Training for NAB Officers on FBR Mechanism, Combating Corruption Through Tax Reforms and Digitization 4.1.2 Specialized course for NAB Officers on understanding of Land Revenue Matters	8-9
4.2	Module - 2: Workshops	10
4.3	Module - 3: Capacity Building Courses (CBC)	13
4.4	Module - 4: Learning series for Personality Development	18
4.5	Module - 5: Refresher Courses	22
4.6	Module - 6: Conferences	27
4.7	Module - 7: Staff Development Courses	32
5.	Trainings to be organized by Regional Bureaus	33
5.1	Module -1: Inter Regional Trainings	34
5.2	Module -2: Staff Development Courses	39
6.	General Guidelines / Instructions	41

Message from Chairman NAB

National Accountability Bureau (NAB) stands resolute in its mission to safeguard public interest by combating corruption and fostering accountability across all tiers of governance. Guided by its three-pronged framework of Awareness, Prevention, and Enforcement, NAB continuously strengthens institutional capacity, enhances operational efficiency, and upholds transparency, merit, and zero tolerance for corruption.



NAB marked a significant milestone with the establishment of Pakistan's first Anti-Corruption Academy (PACA) at its Headquarters in Islamabad. PACA provides induction training for newly appointed officers and career-long professional development for serving personnel, focusing on financial crime investigation, prosecution, forensic analysis, and emerging challenges in complex financial misconduct. The Academy also extends its training and expertise to federal and provincial law enforcement agencies. In addition, PACA operates as a research-driven center, analyzing systemic gaps, generating evidence-based recommendations, and implementing reforms to strengthen anti-corruption mechanisms and promote good governance.

Considering the evolving nature of financial crime, NAB is enhancing its investigative capabilities through advanced technologies, including AI-driven analytics, expanded OSINT operations and blockchain and cryptocurrency forensics to trace and dismantle illicit financial networks. Simultaneously, NAB is reinforcing its enforcement framework under the Anti-Money Laundering Act (AMLA) to effectively address both domestic and cross-border financial crimes.

NAB's Training Plan 2026 introduces specialized programs in AI-assisted investigations, digital and cyber forensics, OSINT methodologies, AMLA compliance, and ethical leadership in public service. These initiatives aim to cultivate a highly skilled, technologically proficient, and principled workforce, capable of addressing emerging financial crimes while upholding the highest standards of integrity and accountability.

With determination and unity of purpose, we continue our journey towards a corruption-free Pakistan a nation where justice, merit, and integrity guide every action and decision, and institutions like PACA empower our workforce to meet future challenges with skill and resolve.

Lt Gen (R)
(Nazir Ahmed)
Chairman NAB

_____February, 2026 Islamabad

Message from Director General

Pakistan Anti-Corruption Academy (PACA), recently established as NAB's Centre of Excellence for training, capacity building and research, embodies our commitment to developing skilled and ethical workforce. It is located in a state-of-the-art facility with modern classrooms, syndicate rooms and a comprehensive hybrid library offering both physical and digital resources. PACA strengthens institutional capacity through structured learning, professional training, and strategic collaborations, aimed at advancing NAB's vision to eliminate corruption and promote transparency through effective investigations and prosecutions while fostering, promoting professional growth, institutional integrity and cross-agency cooperation.



The evolving landscape of corruption- characterized by digital fraud, complex financial crimes, and transnational criminal networks demand that our human resource capabilities remain one step ahead of fraudsters. Strategic Human Resource Development, requiring continuous capacity building, technological up skilling and strong analytical skills to enable proactive, intelligence-driven and effective enforcement, is not an option, but a necessity.

The Annual Training Plan 2026 aligns with emerging global standards in governance and accountability. It places special emphasis on Anti-Corruption and Anti-Money Laundering (AML) training, integration of Artificial Intelligence (AI), digital investigate tools, and the expansion of Open-Source Intelligence (OSINT) and digital forensic capabilities. These initiatives are aimed at enhancing our readiness to detect, investigate, and deter modern corruption networks with precision and foresight.

By strategically investing in human capital, PACA aims to enhance the capacity of all White Collar investigative agencies through strong inter-agency collaboration, bolstering NAB's resilience and effectiveness in tackling complex and emerging financial crimes. Guided by integrity, innovation, and professionalism, we are committed to building a transparent, accountable, and corruption-free Pakistan.

(Ghulam Safdar Shah)
Director General
PACA

_____ February, 2026 Islamabad

ANNUAL TRAINING PLAN – 2026



1. INTRODUCTION

Pakistan Anti-Corruption Academy (PACA) was established and notified in March, 2020 with the approval of Worthy Chairman NAB and further T&R Division was restructured and designated as PACA in August 2025.

The Academy stands at the forefront of NAB's mission, serving as a cornerstone in the development and continuous capacity-building of officers committed to combating corruption in all its forms.

PACA is mandated with one of its core function of training & capacity building of officers of NAB and other LEAs in the field of Investigations, Prosecution and Forensic Examination. In the pursuit of the same, PACA has developed a well-structured Annual Training Plan – 2026 based on the findings of the Training Need Assessment (TNA) combined with systematic analysis and feedback.

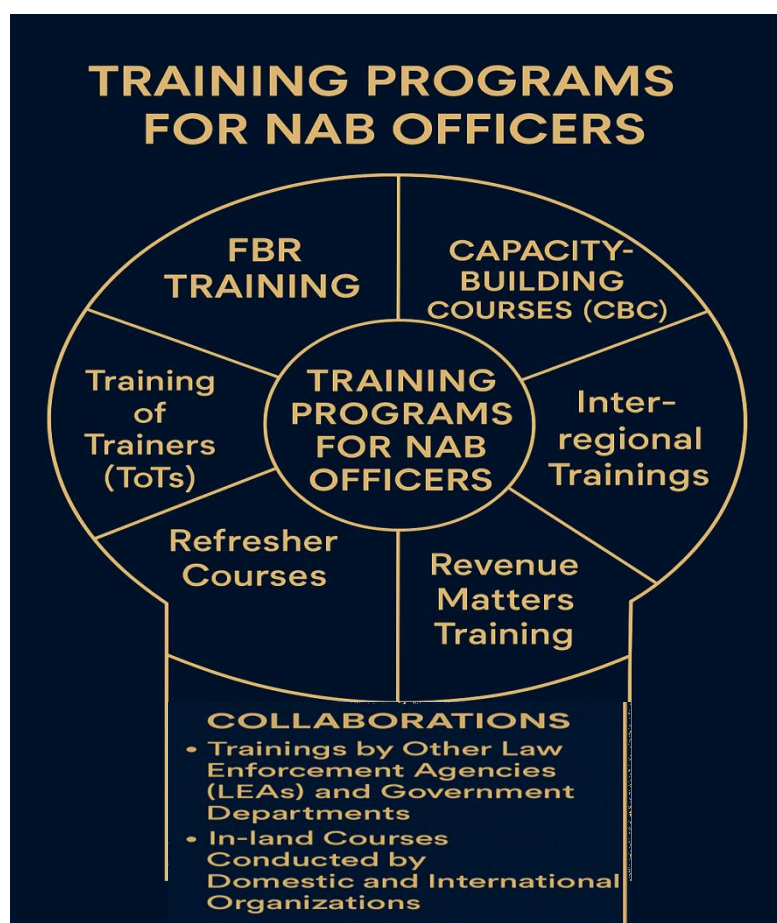


The plan seeks to equip officers of NAB and other Law Enforcement Agencies through a strategic mix of in-house expertise and collaboration with reputable national and international organizations. The courses outlined herein aim to sharpen investigative acumen, strengthen legal, ethical frameworks, deepen analytical and technological competencies essential for modern anti-corruption efforts.

We believe that a learning organization is a strong organization. With this plan, the Academy reaffirms its commitment to build a future-ready cadre of anti-corruption professionals equipped to uphold the values of transparency and justice.

In line with the vision of the Honorable Chairman NAB, and with the aim of systematically strengthening institutional frameworks while enhancing the capabilities of NAB officers and officials, PACA has meticulously designed a series of training programs. These programs, developed indigenously, benchmark the international best practices particularly in the domain of global anti-corruption efforts. Furthermore, they are designed to fulfill the strategic and operational needs of NAB.

The salient features of ATP-2026 are as follows:

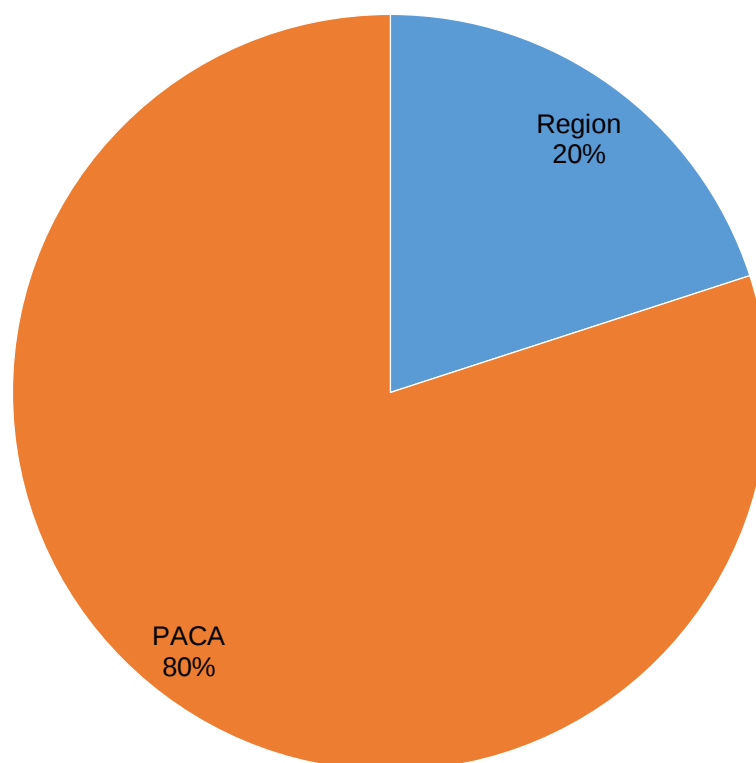


2: **DISTRIBUTION OF TRAININGS AMONGST PACA AND REGIONAL BUREAUS:**



The Annual Training Plan – 2026 has been carefully designed to ensure optimal efficiency and effective use of available resources. While most training sessions will be conducted at the PACA headquarters, some programs have been entrusted to Regional Bureaus.

In this model, Regional Bureaus will serve as key facilitators, organizing training activities with the support of internal NAB resource persons as well as renowned external experts drawn from leading local institutions, professional academies, and academia. This collaborative approach not only broadens the scope of expertise but also ensures that employees benefit from diverse perspectives, practical insights, and best practices tailored to their professional development needs.



3. TRAINING OF TRAINERS (TOTS)

The Training Cells established at Regional Bureaus hold a pivotal role in the seamless implementation of the Annual Training Plan. To ensure a thorough understanding and effective execution of the Training Plan for 2026, a concise training session has been meticulously crafted for the Officers In-Charge of Training Cells across all Regional Bureaus. The detail is given below:

- Target Audience: Officers In-Charge of Training Cell RNABs
- Duration: 1 Day
- Venue: PACA
- Schedule: February, 2026
- Mode: In person

Highlights:

- i. **Comprehensive Review of Training Plan 2025:** Evaluating the 2025 Training Plan (achievements, challenges, gap analysis and areas for improvements).
- ii. **Discussion on Training Plan 2026:** Exploring the details of the trainings, courses, workshops, conferences and related activities outlined in the plan to ensure clear understanding and effective implementation.
- iii. **Proactive / Interactive & Effective Participation:** Strategies to encourage active engagement among participants by providing conducive environment, audio visual aids and light refreshment etc.
- iv. **Discussion on available pool of Resource Persons:** The capacity of regions to engage resource person on given topics, satisfaction of participants on previous resource persons and creation / enhancement of pool of professionals.

4. TRAININGS TO BE ORGANIZED BY PACA

4.1 Module-1: Specialized Trainings

4.1.1 Specialized Training for NAB Officers on FBR Mechanism, Combating Corruption Through Tax Reforms and Digitization:

- Resource Persons: 1. Dr. Muhammad Ashfaq Ahmed, Member, FBR, Islamabad.
2. Mr. Muhammad Tanveer Butt, Ex- Senior Secretary
3. Officers nominated by FBR
- Target Audience: Officers (IO's, CO's, Prosecutors) of NAB
- Duration: 5 Days
- Venue: PACA
- Schedule: November, 2026
- Mode: In person

This training will be organized by PACA and is designed to enhance the understanding of NAB officers regarding the mandate and functions of the Federal Board of Revenue (FBR). The discussion will cover brief view of FBR's core responsibilities including tax policy formulation and tax reforms to eradicate tax related corruption.

A key focus of the training will be on evaluating FBR's effectiveness in combating corruption, role of digitization in ensuring transparency & how effectively the same information can be utilized by NAB. Topics such as the Integrated Revenue Information System (IRIS) e-filing system, risk-based audit mechanisms, Track and Trace system, and online monitoring tools will be highlighted to show how automation reduces human interaction and strengthens accountability. The session will also emphasize the importance of tax reforms in promoting transparency and curbing corruption through simplification of procedures and improved governance.

In the practical segment, officers will gain hands-on exposure to the analysis of wealth statements and tax returns. This exercise will build their capacity to identify unexplained assets, detect tax evasion, and apply financial scrutiny in inquiries/ investigations.

4.1.2 Specialized Course for NAB Officers on understanding of Land Revenue Matters:



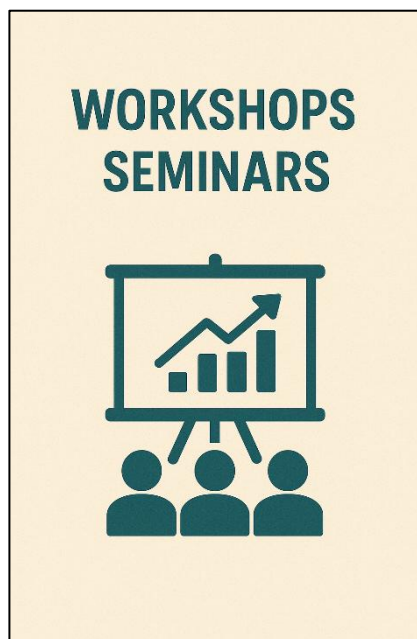
- Resource Persons: 1. Mr. Ahmed Ali Zafar, Advisor to Chairman NAB on Land matters
2. Mr. Fazal Dayan, Instructor / Tehsildar, Revenue Academy
3. Mr. Danish Khan, Tehsildar, Daggar District Buner
4. Mr. Zar Ali, Naib Tehsildar, Board of Revenue
- Target Audience: Officers (IOs, COs, Prosecutors) RNABs and HQ
- Duration: 5 Days
- Venue: PACA
- Schedule: April, 2026
- Mode: In person

As per vision of Worthy Chairman NAB, this initiative aims to cultivate internal expertise, enabling more effective investigations into land revenue matters while maintaining confidentiality. This strategic move seeks to minimize dependence on external attachments or seconding officials from government departments, thus fostering self-reliance by ensuring specialized skill set within the organization for proficient handling of land revenue matters. The Officers will be provided specialized training regarding following topics:

- i). Land Record Manual 1935, Land Revenue Act 2014 & Land Revenue Rules – 1958, 2021 & Terminologies and Revenue Laws envisaged in Provinces.
- ii). Tenancy Act 1887, 1950, Citizenship Act 1951, Land Acquisition Act 1894, an Overview & Mechanism of Khana-e-Kasht, Registration Manual, Sub Treasury Manual, Registration Act 1908 and Stamp Act 1899.
- iii). Procedure of Land Settlement, Preparation of Record of Rights, Masavi, Mechanism, necessity of Consolidation of Holding, Relevant Act & Civil & Criminal Laws and Trial of Revenue cases in Civil as well as Criminal Courts.
- iv). Basics of Arithmetic & Patwar Mensuration & Concept, Procedure of Computerized Land Record and Preparation of Digital Masavi.
- v). Land Revenue Act 1967 Relevant Sections, Classifications of Revenue Courts & Revenue Officers, Classification of State Land Mechanism & Rules for Lease & its Types.
- vi). Responsibilities of Revenue Authorities in Safeguarding State Land, Settlement & Rehabilitation of Displaced Persons and Procedure for Disposal of Evacuee Land.
- vii). Establishment of land directorate at NAB (HQ), its role, aim & performance.

4.2 Module-2: Workshops

Series of workshops will be organized/conducted by the PACA physically at all 7 x regions, specifically designed to foster interactive and practical knowledge-sharing among Investigation Officers (IOs), Case Officers (COs), and Prosecutors. These workshops aim to enhance the professional capacity of officers by providing hands-on learning experiences regarding AI led investigations and best practices in prosecution processes (Mock Trials). Through these interactive sessions, participants will strengthen their analytical, legal, and emerging procedural understanding. The details are as follows:



Sr.	Courses	Tentative Scheduled	Venue
1.	Workshop – I Mock Trial of Leading NAB / Money Laundering Cases	1 st & 2 nd Quarter	All Regional Bureaus/ PACA
2.	Workshop – II AI driven Investigation under NAO, AMLA 2010 and Cyber Security Threats in digital world	3 rd & 4 th Quarter	

Workshop - I:

Mock Trial of Leading NAB / Money Laundering Cases



- Resource Persons :
 1. Mr. Younus Khan, Addl. Director, NAB (HQ)
 2. Mr. Mohsin Ali Khan, Addl. Director, NAB (HQ)
 3. Mr. Nasir Mahmood Mughal, DPGA, NAB (HQ)
- Target Audience : IOs/ COs / Prosecutors
- Duration : 1 Day
- Host : All Regional Bureaus
- Schedule :
 - 1st & 2nd Quarter, 2026
 1. NAB (I/R & HQ) March
 2. NAB (KP) & NAB (Balochistan) April
 3. NAB (Lahore) & NAB (Multan) May
 4. NAB (Karachi) & NAB (Sukkur) June
- Mode : In person

Contents:

- i). Anti-Money Laundering Act-2010 - Stand-alone Money Laundering cases
- ii). NAB's standard operating procedures on AML act.
- iii). Steps of ML investigation
- iv). Trial simulation & Understanding the Mock Trial Concept, Bridging investigation, prosecution, and adjudication processes.
- v). Money Laundering trial Simulation, in scenario pertaining to remand application, bail matter, attachment or de-attachment properties, Evidence Presentation, Witness Examination and Rebuttals, IO statement (chief / cross).
- vi). Review of NAB under trial cases.

Workshop - II:

AI driven Investigation under NAO, AMLA 2010 and cyber security threats in digital world

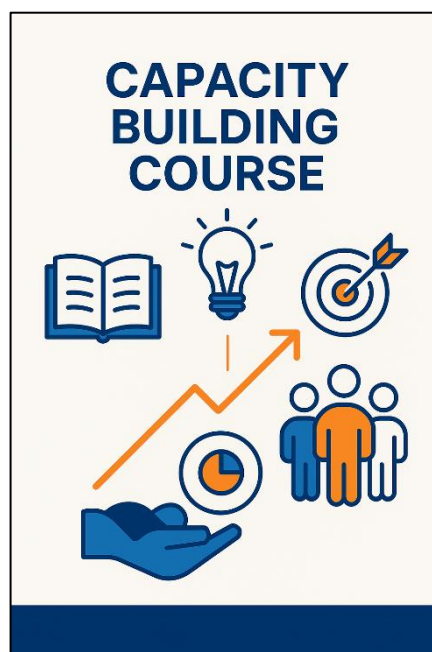
- Resource Persons :
 1. Mr. Mohsin Ali Khan, Addl. Director, NAB HQ
 2. Officers from National Center for Artificial Intelligence (NUST) and NAB I/R
 3. Prof. Ghulam Mujtaba, Chairman IBA Sukkur
- Target Audience : IOs/ COs / Prosecutors
- Duration : 1 Day
- Host : All Regional Bureaus / PACA
- Schedule : 3rd & 4th Quarter, 2026
 1. NAB (I/R/PACA & KP) July
 2. NAB (Lahore & Multan) August
 3. NAB (Karachi & Sukkur) September
 4. NAB (Balochistan) October
- Mode : In person

Contents:

- i). Introduction to use of AI in Financial Investigations
- ii). AI tools, techniques and technologies used in different phases white collar crimes Investigations
- iii). AI at complaint stage, enabling intelligent intakes, categorization analysis of complaint.
- iv). AI at inquiries /Investigation stage, utilizing AI driven analytics to automate evidence mapping, detect anomalies and generate compressive report align with NAB laws and SOPs.
- v). AI at Prosecution stage, focusing on analytics evaluation of legal proceedings, predict and structure preparation for trial and hearing processes in alignment with NAB legal framework.
- vi). Banking record analysis stage: utilizing advance AI algorithms and financial analytic to examine large scale transaction of data, detect anomalies and uncover hidden transaction / financial leakages relevant NAB investigating.
- vii). Legal / regulatory framework, challenges and limitations of AI usage.
- viii). Cyber security Fundamentals
- ix). Network and System Security
- x). Managing Cyber Threats in digital world and Risk Assessment

4.3 Module-3: Capacity Building Courses (CBCs)

PACA, recently established at the NAB Headquarters, has aim to serve as a leading hub for knowledge development and capacity enhancement, with a strong emphasis on effectively combating corruption and money laundering. In 2026, it is set to introduce specialized training programs designed to further strengthen the skills and expertise of NAB's workforce.



These initiatives include series of comprehensive training modules, among which four carefully structured Capacity Building Courses (CBCs), will be offered to NAB officers to make them aware of updated knowledge related to Money Laundering: focusing on crypto currency, OSINT, Data analysis, digital Forensics, etc. to build a highly capable workforce equipped with innovative and effective strategies to sustain the fight against corruption and money laundering. Following is annual schedule of CBCs:

Sr	Course Title	Tentative Schedule	Duration
1	Capacity Building Course -I NAB's Money Laundering Investigation Mechanism, Global Framework	April	2 Days
2	Capacity Building Course -II Utilization of Open-Source Intelligence (OSINT) in Money Laundering / NAO Cases	July	
3	Capacity Building Course -III Use of Digital / Crypto Currency, tools & techniques for Tracking and Tracing in Money Laundering cases	August	
4	Capacity Building Course -IV FATF & UNCAC, Specific Role & Responsibilities of Anti-Corruption Agencies	October	

Capacity Building Course – I: NAB’s Money Laundering investigation mechanism, global framework.

- Resource Persons :
 1. Mr. Ehsan Sadiq, DG AML-CFT Authority
 2. Mr. Muhammad Tahir, Dir ICW, NAB (HQ)
 3. Ms. Noor Us Sehar, DD, FMU
- Target Audience : IOs / COs / Prosecutors/Officers from other LEAs
- Duration : 2 Days
- Schedule : April, 2026
- Mode : In person & Virtual
- Host : PACA

Contents:

Day-1

- i). Overview of the NAB SOPs and Anti-Money Laundering Act, 2010.
- ii). Money Laundering Investigation Process at NAB
- iii). Role of Financial Monitoring Unit (FMU), formal/informal banks and the State Bank of Pakistan (SBP).
- iv). Integration of Illicit Funds into legitimate businesses
- v). Use of Data, Technology & Analytics

Day - 2

- i). Global AML Regulatory Framework
- ii). International Trends in Money Laundering (White-Collar Crime Perspective).
- iii). International Regulatory frameworks and FATF Standards
- iv). Case Studies & Practical Scenarios

Capacity Building Course – II: Utilization of Open-Source Intelligence (OSINT) in Money Laundering / NAO cases



- Resource persons
 - 1. Mr. Tahir, OSINT Expert, National Intelligence Academy
 - 2. Mr. Ahsan, OSINT, National Intelligence Academy
 - 3. Officers/Experts of OSINT section, FSL, PACA
- Target Audience: IOs / COs / Prosecutors/ Officers from other LEAs
- Duration: 2 Days
- Schedule: July, 2026
- Mode: In person & Virtual
- Host: PACA

Contents:

Day -1

- i). Introduction to OSINT (Open Source Intelligence)
- ii). Importance of OSINT in financial crime and Money Laundering investigations
- iii). Key OSINT frameworks (Intelligence Cycle: *Planning* → *Collection* → *Analysis* → *Dissemination*).
- iv). OSINT Sources and Platforms
- v). OSINT Tools and Techniques

Day - 2

- i). OSINT in Financial and Asset Investigations, Techniques for Asset Tracing, Identifying layers of transactions and intermediaries (banks, brokers, trusts)
- ii). Digital Asset Tracing (Cryptocurrency & Online Platforms)
- iii). Future Trends in OSINT and Asset Tracing.

Capacity Building Course – III: Use of Digital / Crypto Currency, tools and techniques for tracking & tracing in Money Laundering cases



- Resource Persons :
 1. Mr. Waqas Zamurd, DD, CTW, FIA
 2. Dr. Syed Taha Ali, Assistant Professor, NUST
 3. Mr. Haseeb Raja, Block chain & Backend Engineer
- Target Audience : IOs / COs / Prosecutors/ Officers from other LEAs
- Duration : 2 Days
- Schedule : August, 2026
- Mode : In person & Virtual
- Host : PACA

Contents:

Day -1

- i). Introduction to Virtual Currencies
- ii). Block-chain Technology Fundamentals
- iii). Global Legal & Regulatory Landscape
- iv). Crypto currency based Financial Crimes and Investigation Tools & Techniques

Day - 2

- i). Virtual Assets Service Providers (VASPs)
- ii). Digital Evidence Collection & Preservation
- iii). Future Trends & Emerging Challenges
- iv). Crypto-Currency laundering trends in Pakistan (e.g. Binance Scams etc)
- v). Case Studies & Precedents

Capacity Building Course–IV: FATF & UNCAC, Specific Role & Responsibilities of Anti-Corruption Agencies



- Resource Persons : 1. Mr. Ehsan Sadiq, DG, AML-CFT Authority
2. Mr. Muhammad Tahir, Director ICW, NAB HQ
- Target Audience : IOs / COs / Prosecutors/ Officers from other LEAs
- Duration : 2 Days
- Schedule : October, 2026
- Mode : In person & Virtual
- Host : PACA

Contents:

Day - 1

- i). Mutual Legal Assistance (MLA) and Extradition under FATF & UNCAC frameworks in Money Laundering / NAO Cases.
- ii). FATF Recommendations and their Relevance to Anti-Corruption Agencies
- iii). UNCAC Monitoring Mechanisms and relevant provisions of the United Nations Convention Against Corruption (UNCAC)

Day - 2

- i). Role of NAB and other National Institutions in FATF & UNCAC frameworks
- ii). Asset Recovery and International Cooperation
- iii). Best Practices in International Cooperation, Use of Treaties, MOUs and informal Cooperation
- iv). Challenges in Implementation

4.4 Module-IV: Learning series on Personality Development for NAB Officers (IOs, COs, Prosecutors & Directors)



In continuation of capacity-building measures, a series of learning programs will be conducted at PACA with view to strengthen institutional efficiency and professional standards. The purpose of these programs is to equip officers with essential skills, improve organizational culture, and enhance overall workplace discipline. Moreover these programs will also cover good governance, strategic leadership.



Further, stress management training shall be imparted to IOs and Case Officers for the purpose of building resilience and managing high-pressure responsibilities. Another session on time management, communication skills and work place ethics will also be arranged.

The following programs have been designed to promote efficiency, discipline and professionalism in line with the mandate and operational requirements of NAB.

Sr	Course Title	Tentative Schedule	Venue (NAB)	Duration
1	Learning Program – I Time Management, Communication Skills and Work Place Ethics	May	PACA	2 Days
2	Learning Program – II Stress Management and Nutrition / Life Style modification for a Healthy Life	June	PACA	
3	Learning Program – III Good Governance and Strategic Leadership	September	PACA	

Learning Program –I: Time Management, Communication Skills and Work Place Ethics

- Resource Persons : 1. Ms. Seerat Fatima, Associate Professor, BZU Multan
2. Mr. Umar Zafar Sheikh, Addl: Secretary, Ministry of Maritime Affairs
3. Ms. Tayyaba Kyani, Director Executive Development Institute, National School of Public Policy.
- Target Audience : IOs and COs
- Duration : 2 Days
- Venue / Host : PACA
- Schedule : May, 2026
- Mode : In person

Contents:

Day - 1

- i). Importance of planning in Investigation
- ii). Prioritization techniques and effective scheduling
- iii). Task management & technology utilization
- iv). De-escalation and ethical communication
- v). Effective communication/collaboration with other agencies

Day - 2

- i). Public speaking
- ii). Importance of safeguarding official information and maintaining strict data security protocols
- iii). Personal Data Breaches and Information Security
- iv). Workplace Ethics and Professional Conduct
- v). Gender sensitization and laws related to harassment at work place

Learning Program - II:

Stress Management and Nutrition / Life Style modification for a Healthy Life



- Resource Persons :
 1. Dr. Mowadat Hussain Rana, Professor of Psychiatry and Behavioral Sciences.
 2. Dr. Zainab Ghayoor, Nutrition Specialist and Head of Clinical Nutrition Department.
- Target Audience : IOS ,COs, Prosecutors
- Duration : 2 Days
- Venue / Host : PACA
- Schedule : June, 2026
- Mode : In person

Contents:

Day - 1

- i). Identifying/Understanding stressors & effects of stress
- ii). Instant and long run stress management techniques
- iii). Understanding stress in Investigation Agency (heavy case loads , deadlines, sensitive information, unpredictable work hours complexity, high pressure decision making, Burnouts etc)
- iv). Organizational role /support in stress management and creating a supportive environment

Day - 2

- i). Physical and mental well-being in order to strengthen professional resilience and performance.
- ii). Dietary improvement for well being of officers
- iii). Work and life Balance

Learning Program - III: Good Governance and Strategic Leadership

- Resource Persons : 1. Mr. Akbar Hussain Durrani, Member FPSC, Islamabad
2. Mr. Muhammad Masood Ahmed, IRS, FBR, Islamabad
3. Mr. Muhammad Ali, Head of NUST Executive Education
4. Dr. Muhammad Jehanzeb Khan, Secretary APEX Committee Special Investment Facilitation Counsel (SIFC)
- Target Audience : Directors/Supervisory Roles
- Duration : 2 Days
- Venue/ Host : PACA
- Schedule : September, 2026
- Mode : In person

Contents:

Day - 1

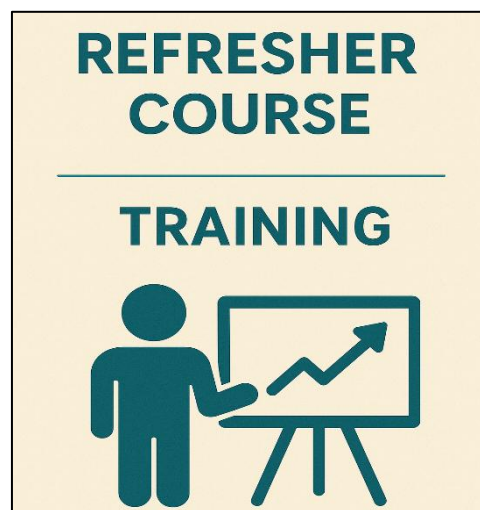
- i). Principles of Good Governance (Transparency, Accountability, Rule of Law)
- ii). Anti-Corruption Measures and Integrity Frameworks in good governance
- iii). Institutional Effectiveness and Capacity Building
- iv). Citizen Participation and Stakeholder Engagement
- v). Monitoring, Evaluation, and Performance Measurement

Day -2

- i). Leadership and Decision-Making
- ii). Relationship between good governance and leadership
- iii). Leadership Styles and Theories
- iv). Emotional Intelligence (EQ) in Leadership
- v). Communication Skills for Effective Leadership
- vi). Conflict Resolution and handling Difficult Conversations

4.5 Module - 5: Refresher Courses

PACA will implement a series of structured refresher courses for Investigation Officers (IOs), Case Officers (COs) and Prosecutors throughout the year. These courses are designed to revive the knowledge of NAB officers and other LEAs to update them with latest developments in the field of standalone ML cases and procedure / challenges for auction of confiscated properties. Following is the annual schedule for refresher courses:



Sr.	Courses	Tentative Scheduled	Venue
1.	Refresher Course - I Working on NEO, Secretarial Manual, NAB Rules, Leave Rules and Departmental Inquiries	May	PACA
2.	Refresher Course - II Public Procurement, E-Pakistan Acquisition & Disposal System (EPADs)/E-Tendering Process, Corruption Related Issues and Green Public Procurement (GPP)	July	
3.	Refresher Course - III Financial Investigation & Analysis of NAO & ML Related Cases. Forensic Audit & Forensic evidence Handling	October	
4.	Refresher Course - IV Auction of Confiscated Properties	December	

Refresher Course - I: Working on NEO, Secretarial Manual, NAB Rules, Leave Rules and Departmental Inquiries



- Resource Persons :
 1. Officers from IT Dte, NAB HQ and NAB I/R
 2. Offices from HRM Division NAB HQ
 3. As nominated by STI, Islamabad
- Target Audience : IOs/ COs / Prosecutors
- Duration : 2 Days
- Venue/ Host : PACA
- Schedule : May, 2026
- Mode : In person & Virtual

Contents:

Day - 1

- i). Introduction to Modern Office Management
- ii). Benefits of digital file management (efficiency, security, accountability)
- iii). Understanding the E-Office (NEO) System, Objectives / scope of NEO and Access control user roles etc.
- iv). Workflow/File Processing process in NEO (creation of NEO document, creation of non NEO addressee, attachment of documents, marking, noting, approval, dispatch, Monitoring file movement , status tracking, creation of e- file , classification, subject titling and Structure)
- v). Issues and problems faced by NEO users and possible solutions
- vi). Security and confidentiality of NEO

Day - 2

- i). The Secretarial Manual: Overview and Importance
- ii). NAB employment Rules 2025
- iii). Departmental Inquiries: Concept and Legal Framework, Difference between preliminary fact-finding and formal inquiries
- iv). Leave rules
- v). Legal basis: Government Servants (Efficiency & Discipline) Rules
- vi). Case Study

Refresher Courses - II:

Public Procurement, E-Pakistan Acquisition & Disposal System (EPADS)/E-Tendering Process, Corruption Related Issues and Green Public Procurement (GPP)



- Resource Persons :
 1. Mr. Afzaal Sheikh, Project Director EPADS, PPRA, Islamabad
 2. Mr. Farrukh Basheer, Director, PPRA
- Target Audience : IOs/ COs / Prosecutors / officers from other LEAs
- Duration : 2 Days
- Venue/ Host : PACA
- Schedule : July, 2026
- Mode : In person & Virtual

Contents:

Day -1

- i). Overview of E-Tendering
- ii). Objective of E-Tendering in eradication of corruption
- iii). Public Procurement and E-Tendering Process
- iv). Components of E-Tendering system
- v). Legal and regulatory framework
- vi). Advantages, Challenges and limitations

Day - 2

- i). Introduction to GPP: environmental/economic/social benefits
- ii). Policy and Legal frame work (SDGs)
- iii). National and Regional GPP Policies

Refresher Courses - III: Investigation related to stand alone ML cases and Forensic Evidence Handling



- Resource Persons : 1. Mr. Hassan Waqas, Dy. Director, National AML/CFT Authority
2. Mr. Mohsin Ali Khan, Addl. Director, NAB
3. Officers from FSL, PACA
- Target Audience : IOs/ COs / Prosecutors / officers from other LEAs
- Duration : 2 Days
- Venue/ Host : PACA
- Schedule : October, 2026
- Mode : In person

Contents:

Day - 1

- i). Overview of Stand-Alone ML Cases
- ii). NABs SOPs
- iii). Identification of Proceeds of Crime
- iv). Financial Intelligence & Data Sources
- v). Tracing and Tracking of Funds
- vi). Asset Tracing, Freezing & Seizure

Day - 2

- i). Digital & Documentary Evidence
- ii). Forensic Evidence Handling
- iii). Case Studies

Refresher Courses - IV: Auction of Confiscated Properties

- Resource Persons : Officers from NAB I/R and NAB Lahore
- Target Audience : IOs/ COs / Prosecutors
- Duration : 2 Days
- Venue/ Host : PACA
- Schedule : December, 2026
- Mode : In person

Contents:

Day -1

- i). Introduction to Auction of Confiscated Properties
- ii). Types of Confiscated Properties
- iii). Relevant laws and SOPs pertaining to auction of confiscated properties
- iv). Pre-Auction Procedures (Valuation, Reserve Price Determination, Publicity and Auction Notice etc.)
- v). Conduct of Auction

Day - 2

- i). Post-Auction Procedures
- ii). Taking Possession, transfer and handover of property
- iii). Deposit and utilization of auction proceeds
- iv). Handling of un-auctioned properties
- v). Challenges, risk mitigation and way forward
- vi). Best practices and case studies

4.6 Module-6: Conferences for officers from NAB and other LEAs



In continuation of capacity-building measures and refresher courses, a series of conferences will be conducted at PACA in collaboration with representative of Chinese Embassy, civil society / media persons, renowned legal experts and other stakeholders.

These conferences aim to equip officers with critical knowledge and skills in key areas of accountability and anti-corruption, including an analysis of the Chinese Anti-Corruption Regime as a success story, the role of media and civil society in eradicating corruption, and the engagement of stakeholders in preventing corruption through NAB's prevention regime under NAO, 1999. Additionally, participants will examine the National Accountability Ordinance, 1999, its amendments, and the associated challenges in enforcement.



Sr	Course Title	Tentative Schedule	Venue (NAB)	Duration
1	Conference – I Chinese Anti-Corruption Regime - A Success Story	May	NAB HQ	1 Days
2	Conference – II Role of Media and Civil Society In Eradication Of Corruption	July		
3	Conference – III Role of Stakeholders in Prevention of Corruption through Prevention Regime of NAB under NAO, 1999.	September		
4	Conferences - IV National Accountability Ordinance, 1999 - Amendments its impact and issues in enforcement	November		

Conference - I:

Chinese Anti-Corruption Regime - A Success Story



- Resource Person : Ambassador of China to Pakistan
- Target Audience : IOs/ COs / Prosecutors / Officers from Other LEAs
- Duration : 1 Day
- Venue/ Host : NAB HQ
- Schedule : May, 2026
- Mode : In person

Contents:

- i). Model of Chinese Anti-Corruption Regime
- ii). Similarities and differences of anti-corruption models of Pakistan and China
- iii). Challenges faced for achieving goal of transparency
- iv). Changing Trends in Chinese Anti – Corruption Regime in the wake of recent amendments in Anti – Corruption Laws.
- v). Recommendation and way forward for Law Enforcement Agencies (LEAs) of Pakistan.

Conference - 2:

Role of Media and Civil Society In Eradication Of Corruption

- Resource Person : 1. Chairman PEMRA
2. Saleem Safi / Ikram Sehgal, Renowned Journalist
3. Dr. Amjad, Chairman Akhuwat Foundation
- Target Audience : IOs/ COs / Prosecutors / Officers from Other LEAs
- Duration : 1 Day
- Venue/ Host : NAB HQ
- Schedule : July, 2026
- Mode : In person

Contents:

- i). Challenges faced by the journalists reporting corruption in developing countries
- ii). How media trial influence anti-corruption drives: pros & cons
- iii). Media Ethics: Ensuring Integrity while reporting on corruption
- iv). Regulatory framework to control fake news while reporting corruption
- v). Role of Civil Society Organizations (CSOs)
- vi). Civil Society and Public Participation
- vii). Collaboration between NAB, Media and civil society
- viii). Impact on public trust and governance
- ix). Challenges and limitations



Conference - 3:

Role of Stakeholders in Prevention of Corruption through Prevention Regime of NAB under NAO, 1999.

- Resource Persons : Officers from A&P Division, NAB HQ/ NAB I/R
- Target Audience : IOs/ COs / Prosecutors / Officers from Other LEAs
- Duration : 1 Day
- Venue/ Host : NAB HQ
- Schedule : September, 2026
- Mode : In person & Virtual

Contents:

- i). Introduction to the Prevention Regime, Objectives of the prevention regime under National Accountability Ordinance (NAO), 1999
- ii). Overview of NAB's Prevention Mechanism
- iii). Historical background and evolution of NAB's prevention regime
- iv). Legal and Institutional Framework
- v). Identification of Stakeholders in Corruption Prevention, Internal and External Stakeholders
- vi). Role of Government Institutions
- vii). Role of Regulatory and Oversight Bodies
- viii). Role of Civil Society and Media
- ix). Role of Private Sector and Business Community
- x). Role of Academia and Educational Institutions
- xi). Awareness and Integrity Promotion, Coordination and Synergy Among Stakeholders

Conference - 4: **National Accountability Ordinance,
1999 - Amendments, impact and
issues in enforcement**

- Resource Persons :
 1. Officers from Prosecution and Operations Division, NAB HQ
 2. Federal Law Minister
 3. Renowned Legal Experts
- Target Audience : IOs/ COs / Prosecutors / Officers from Other LEAs
- Duration : 1 Day
- Venue/ Host : NAB HQ
- Schedule : November, 2026
- Mode : In person & Virtual

Contents:

- i). Introduction, Salient Features of NAO, 1999
- ii). Chronology of Amendments to NAO, 1999
- iii). Relevant judgments by Honorable Supreme Court of Pakistan
- iv). Key Amendments and Legal Changes
- v). Impact of Amendments on NAB Operations
- vi). Impact on Accountability Courts and Prosecution
- vii). Issues and Challenges in Enforcement
- viii). Inter-Agency Coordination Issues regarding transfer and prosecution of cases
- ix). Way Forward

4.7 Module - 7: Staff Development Courses:

In partnership with prestigious Federal Government/Provincial Government Institutes and Academies, the PACA conducts a range of Refresher and Capacity Building courses for officials (BS-1 to 16) at NAB Headquarters, Rawalpindi/ Islamabad and provincial capitals. These courses are delivered in collaboration with renowned institutes such as the Secretariat Training Institute (STI), Pakistan Manpower Institute (PMI), Staff Welfare Organization and Provincial Management Staff Academies. The training programs are specifically designed to enhance skills and knowledge in the following key areas:

Sr.	Course Contents	Participants Level
1.	Training on office procedures, communication skills, Duties & Responsibilities, General Financial Rules, Leave Rules, System of Financial Control & Budgeting	Private Secretaries, Assistant Private Secretaries, PAs & Steno- typists, Accountant / Cashier / Superintends, Assistants, UDCs, LDCs & equivalent etc.
2.	Office Ethics & Etiquettes, Gender sensitization and laws related to harassment at work place	Staff
3.	Duties & Responsibilities of Drivers / DRs.	Drivers / DRs and equivalent
4.	Emergency preparations/Civil Defence Basic first Aid	Qasids / Naib Qasids & Equivalent
5.	NEO	Relevant Staff

Note: NAB HQ and NAB Islamabad/Rawalpindi will avail the above mentioned courses at STI, Islamabad while Regional Bureaus will arrange their courses at premises of respective bureaus in collaboration with Provincial Management Staff Academies.

5. TRAININGS TO BE ORGANIZED BY REGIONAL BUREAUS:



The Annual Training Plan for 2026 outlines that the majority of training courses will be conducted at the Pakistan Academy for Anti-Corruption (PACA) for its optimal utilization, with arrangements for virtual participation of officers from various regions to attend. Furthermore, the Regional Bureaus will play a supportive role by organizing select training sessions in collaboration with the PACA, which will oversee and ensure the efficient implementation of the Annual Training Plan.

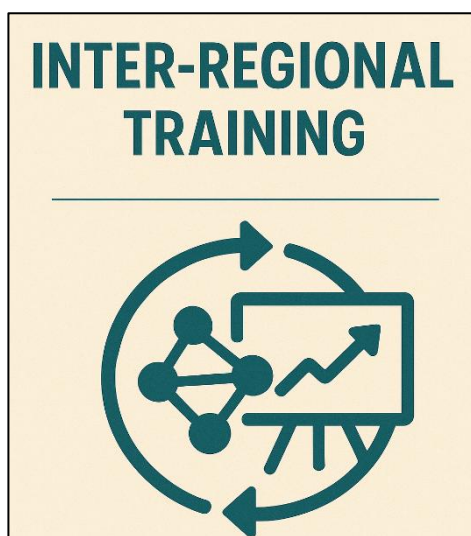
In alignment with the findings of the Training Needs Assessment and the feedback received from the Regional Bureaus, the following training programs have been scheduled to be conducted by all Regional NABs:

Inter Regional Trainings: Inter-Regional Training initiatives are designed to foster collaboration and knowledge exchange among officers from different Regional NABs. These programs aim to harmonize investigative and operational practices across regions while promoting a culture of continuous professional development.

Staff Development Courses: Staff Development Courses are structured to strengthen the professional capacity, efficiency, and competence of NAB personnel. These courses will focus on enhancing job specific, technical, and work place safety skills essential for effective organizational performance.

5.1 Module: 1 Inter-Regional Trainings

Inter-regional training programs form a vital component of NAB's Annual Training Plan, offering an engaging platform for Investigation Officers (IOs), Case Officers (COs), and Law Officers to share insights and expertise. Previously Regional NABs successfully conducted such sessions, highlighting the organization's emphasis on collaboration and professional advancement.



Continuing this progress, four inter-regional training sessions have been thoughtfully planned for the current year. These programs will further demonstrate NAB's unwavering commitment to cultivating continuous learning, cooperation, and skill development. Through these initiatives, NAB reinforces its dedication to enhancing officers' professional capabilities and promoting cohesive interaction among regional bureaus. To ensure meaningful participation, these inter-regional training programs are scheduled in person/virtual:-

Sr	Course Title	Tentative Schedule	Venue (NAB)	Duration
1	Inter Regional Training -I Understanding of Land Revenue System for Investigation of White Collar Crimes / state land and its retrieval	April	NAB (KP)	2 - Days
2	Inter Regional Training -II Data Analytics, AI unlocking Potential and Fin-Tech Revolution	July	NAB (I/R)	
3	Inter Regional Training -III Investigation of Mega Projects Related Cases. Legal Implications Related to Investigation of International Contracts	October	NAB (Lahore)	
4	Inter Regional Training -IV Public Finance and Public Financial Management	December	NAB (Karachi)	

Inter – Regional Training - I: Understanding of Land Revenue System for Investigation of White Collar Crimes



- Resource Persons : Officers from Revenue Academy Khyber Pakhtunkhwa
- Target Audience : IOs / COs / Prosecutors of NAB HQ and all Regional Bureaus
- Duration : 2 Days
- Venue/ Host : NAB (KP)
- Schedule : April, 2026
- Mode : In person & Virtual (2x officers from 6x remaining Regional Bureaus and NAB HQ)

Contents:

Day - 1

- i). Overview of land administration system
- ii). Core land revenues Laws and Anti-Corruption Laws
 - a) Land Record Manual 1935
 - b) Land Revenue Act 2014
 - c) Land Revenue Rules – 1958, 2021 & Terminologies
 - d) Tenancy Act 1887, 1950, Citizenship Act 1951, Land Acquisition Act 1894, an Overview
 - e) Mechanism of Khana-e-Kasht, Registration Manual, Sub Treasury Manual, Registration Act 1908
 - f) Stamp Act 1899.

Day -2

- i). Critical revenue documents, revenue terminologies
- ii). White-Collar crimes related to Land Revenue sector (Forgery / Illegal acquisition / transfer of land and Encroachment of state land etc.)
- iii). Legal loopholes enabling fraudulent land transaction and encroachment
- iv). Digitalization of land record
- v). State land and its retrieval
- vi). Pros/cons and challenges regarding digitalization of land record
- vii). Practical exercise
- viii). Case Studies

Inter Regional Training - II: Data Analytics, AI unlocking Potential and Fin-Tech Revolution



- Resource Persons :
 1. Mr. Irfan Baklay, NIBAF Islamabad
 2. Mr. Hassan Azwar, DD NIBAF, Islamabad
 3. Mr. Imad Qaiser, DD NIBAF, Islamabad
- Target Audience : IOs / COs / Prosecutors of NAB HQ and all Regional Bureaus
- Duration : 2 Days
- Venue/ Host : NAB (I/R)
- Schedule : July, 2026
- Mode : In person & Virtual (2x officers from 6x remaining Regional Bureaus and NAB HQ)

Contents:

Day -1

- i). Data Analysis - turning data into information
- ii). Use of modern investigative tools including linkage matrixes ,accused profile template, standard digital financial investigation and advanced analytical software(such as IBM i2 analyst note book)
- iii). Data Analytics and AI unlocking potential

Day -2

- i). Fin-tech Foundations (definition and evolution)
- ii). Traditional Banking v/s Digital finance
- iii). Core Fin-tech innovations (digital payments/wallets/mobile banking/block chain and crypto currencies)
- iv). Future of Money (cash less economy)

Inter Regional Training – III: Investigation of Mega Projects

Related Cases and Legal

Implications Related to Investigation of

International Contracts

- Resource Persons :
 1. Officers from NAB Lahore
 2. Officers from Lahore Development Authority
- Target Audience : IOs / COs / Prosecutors of NAB HQ and all Regional Bureaus
- Duration : 2 Days
- Venue/ Host : NAB (Lahore)
- Schedule : October, 2026
- Mode : In person & Virtual (2x officers from 6x remaining Regional Bureaus and NAB HQ)

Contents:

Day -1

- i). Understanding Mega Projects & their Vulnerabilities
- ii). Key Risk Areas in Mega Projects (Procurement, Financing, Implementation)
- iii). Legal Implications in International Contracts
- iv). Basics of International Contracts (Jurisdiction, Governing Law, Arbitration)

Day - 2

- i). Procurement Fraud & Over-Invoicing Detection
- ii). Role of Audit Reports & Forensic Accounting in Evidence Collection
- iii). Integration of Laundered Funds into Infrastructure Investments
- iv). Case Studies of Failed vs. Successful Mega Projects Investigations (Ring Road, Lahore Airport, Orange Line projects etc.)

Inter Regional Trainings–IV: Public Finance and Public Financial Management



- Resource Persons : 1. Mr. Tanvir Ahmed Butt, Former Senior Secretary
2. Officers from Auditor General of Pakistan
- Target Audience : IOs / COs / Prosecutors of NAB HQ and all Regional Bureaus
- Duration : 2 Days
- Venue/ Host : NAB (Karachi)
- Schedule : Decmeber,2026
- Mode : In person & Virtual (2x officers from 6x remaining Regional Bureaus and NAB HQ)

Contents:

Day -1

- i). Introduction to public finance and governance
- ii). Role of public finance in governance and accountability
- iii). Principals of public financial management
- iv). Government Budgeting process (Budget cycle: formulation /approval/execution and audit)
- v). Supplementary grant and re-appropriation(Relevant Financial Rules)
- vi). Common Budgetary manipulations and red flags

Day - 2

- i). Public expenditure management (current and development expenditure)
- ii). Development projects and Public Sector Development Programs(PSDP)
- iii). Role of Executive Committee of the National Economic Council (ECNEC) in public sector development programs
- iv). Financial controls and Audit
- v). Role of NAB in Public Finance Accountability

5.2 Module -2: Staff Development Courses

Four Staff Development Courses have been scheduled to be conducted by the Regional NABs, in collaboration with NAB Headquarters, as part of the Annual Training Plan – 2026.

These courses have been structured in alignment with the job descriptions of various cadres of Secretarial Staff, ensuring relevance to their functional responsibilities. The course modules have been developed in accordance with the Secretariat Instructions issued by the Federal Government, with the primary objective of enhancing professional competence, administrative efficiency, and workplace conduct among officials.

The details of the planned courses are outlined below:

Sr	Course Title	Tentative Schedule
1	Staff Development Course - I	March
2	Staff Development Course - II	June
3.	Staff Development Course - III	August
4.	Staff Development Course – IV	November

Sr.	Course Contents	Participants Level
1.	Training on office procedures, communication skills, Duties & Responsibilities, General Financial Rules, Leave Rules, System of Financial Control & Budgeting	Private Secretaries, Assistant Private Secretaries, PAs & Steno- typists, Accountant / Cashier / Superintends, Assistants, UDCs, LDCs & equivalent etc.
2.	Office Ethics & Etiquettes, Gender sensitization and laws related to harassment at work place	Staff
3.	Duties & Responsibilities of Drivers / DRs.	Drivers / DRs and equivalent
4.	Emergency preparations/Civil Defence Basic first Aid	Qasids / Naib Qasids & Equivalent
5.	NEO	Relevant Staff

6. GENERAL GUIDELINES / INSTRUCTIONS

PACA, from time to time, has issued various Trainings Guidelines / Instructions, the same are summarized below to be followed by all concerned for proper implementation of Training Plan – 2026:

- i. An Officer/ Official may be nominated at least once in a training so that all employees get equal opportunities for nomination in various training programmes during the year.
- ii. At least 10x participants must be nominated for each training by Regional Bureau.
- iii. Series of workshops will be organized by PACA at all Regional Bureaus. At least 20 - 25 participants must be nominated for each workshop by the concerned bureau.
- iv. For monitoring and coordination purpose, PACA may nominate one representative to attend the training at the relevant Regional Bureau during inter-regional training programs. Additionally, other Regional Bureaus and NAB Headquarters may nominate one or two participants to attend the training in person at the host Regional Bureau.
- v. For trainings conducted at PACA, 1 x participant from each Regional Bureau may also attend in person, while one or two officers from other LEAs i.e. FIA, FBR, ACE (GB, Punjab, KP, Sindh and Balochistan) GHQ, Ethesaab Bureau AJ&K and SECP etc. may participate either physically or virtually.
- vi. The OIC Training Cell should make efforts to engage at least 1-2 best available Resource Persons from outside NAB i.e. other Law Enforcement Agencies (LEAs) / Psychologists etc;
- vii. Regional NABs must ensure for provision of sophisticated/ advanced IT facilities, uninterrupted internet and conducive environment on training venue.

1. Punctuality and Attendance:

- a. All officers must arrive on time for each training session.
- b. Late arrival or early departure will be considered as absence.

- c. Attendance will be recorded at the commencement of each session. Any participant, arriving more than 30 minutes after the start time will be considered absent.

2. Training Schedule and Training Material

- a. The training schedule will be provided in advance. It is responsibility of the OIC to provide copy of schedule to all nominated officers before the commencement of training.
- b. Nominated officers are expected to plan accordingly and adjust their schedule to ensure full attendance.
- c. The OIC is responsible for distributing the training material to all participants before the training begins, allowing them ample time to review the material for discussion.
- d. The training sessions will proceed as scheduled. In the event of any changes, OICs will be promptly informed via phone call/ Fax, WhatsApp, or Zoom message, (whichever is accessible).

3. Refreshment break/ Prayer break

- a. Scheduled breaks will be according to the plan and trainer can announce break according to the situations as well.
- b. Officers must return to the training session promptly after the break.
- c. Refreshment (Tea break/ lunch) will be served as per HQ Division SOPs.

4. Leave and Absence:

- a. Officers through OIC Training Cells must obtain prior approval for any leave or absence from the training session from the Director General of the respective Region and name of alternate officer may be provided to PACA.
- b. Repeated instances of unapproved absence or late arrival may lead to strict action.
- c. In case the nominated officer is unavailable, the Officer In-charge (OIC) of the Training Cell will promptly communicate PACA and provide a suitable replacement for the officer.

6. Feed back Proformae:

To optimize the use of resources, the following instructions will be implemented moving forward:



a) Soft Copy Training Reports: The Officer-in-Charge (OIC) of the Training Cell will provide a comprehensive training report in soft copy format, which will include:

- Photographs from the training sessions
- Attendance sheet
- Soft copy of Presentations
- Feedback form (to be provided only if specifically requested by any participant)

b) Encouraging Voluntary Feedback: The OIC of the Training Cells will actively encourage trainees to provide voluntary feedback on the training program. This feedback will be a valuable input for continuously improving the training delivery and content.

By implementing these instructions, it is expected that the training feedback process will become more efficient, meaningful, and sustainable, providing valuable insights for enhancing the overall training experience.