

# IBA NEWS

## CAMPUS BULLETIN

FEBRUARY 2026

### IBA Karachi Earns Prestigious UCAP RECOGNITION from the Society of Actuaries



### TOP NEWS

#### Global Recognition for Actuarial Excellence at IBA

IBA Karachi proudly achieves UCAP-AC status from the Society of Actuaries (SOA).

#### MANAGING A GLOBAL WORKFORCE: SESSION BY SABIR SAMI

IBA Hosted Mr. Sabir Sami former Global CEO of KFC, for an engaging session on “Managing a Global Workforce”.

#### Annual Iftar Dinner 2026

IBA hosted its Annual Iftar Dinner, bringing together more than 300 faculty and staff members for an evening defined by warmth, reflection, and a strong sense of community.

#### WELLNESS FAIR 2026

IBA Health & Wellness Center successfully hosted the inaugural IBA Wellness Fair 2026.

## Global Recognition for Actuarial Excellence at IBA

IBA Karachi proudly achieves UCAP-AC status from the Society of Actuaries (SOA), becoming the first university in Pakistan to earn this distinction. This milestone ensures direct alignment with SOA examination requirements, enabling students to gain VEE credits, reduce external coursework, and build a strong pathway toward the ASA designation. IBA's BS Mathematics – Actuarial Science specialization strengthens its commitment to delivering globally competitive education.

**IBA** | **70 YEARS & BEYOND**  
Leadership • Excellence • Impact

**SOCIETY OF ACTUARIES**

**IBA Karachi** Becomes the First University  
in Pakistan to Achieve

# UCAP-AC STATUS

from the **Society of Actuaries (SOA)**

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**Why This Matters**

- ✓ Curriculum aligned with SOA exam requirements
- ✓ Recognition of academic excellence in actuarial education
- ✓ Direct coverage of key actuarial examination syllabi
- ✓ Institutional validation by the Society of Actuaries

**What This Means for You**

- ✓ Structured preparation for the ASA (Associate of the Society of Actuaries) designation
- ✓ Eligibility for SOA VEE (Validation by Educational Experience) credits
- ✓ Fulfillment of VEE requirements through IBA coursework
- ✓ Reduced need for additional external certification coursework
- ✓ Strong competitive advantage in actuarial careers

**Program Distinction**

IBA has been granted University–College Accredited Program in Actuarial Science (UCAP-AC) status by the Society of Actuaries (SOA), confirming that its curriculum meets SOA standards and covers prescribed actuarial examination syllabi.

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**BS Mathematics – Actuarial Science Specialization**  
**Your Pathway to ASA Begins at IBA**

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**IBA Alumni Elections 2026**

Following a well-contested election, the alumni community exercised its voice to choose its representative! Through the votes cast online, Syed Fahad Ali (Class of MBA 2003) has emerged as the winner of the IBA Alumni Elections 2026 and will serve as the alumni representative on the IBA's Board of Governors. We extend our sincere congratulations to Syed Fahad Ali on this achievement and wish him success in this important role. We look forward to his contributions and leadership in representing the alumni body at the Board level.



# ELECTION RESULTS ANNOUNCEMENT

The Alumni have elected

## SYED FAHAD ALI

MBA Class of 2003

as their  
representative  
on the IBA BoG



IBA congratulates Syed Fahad Ali on getting elected.

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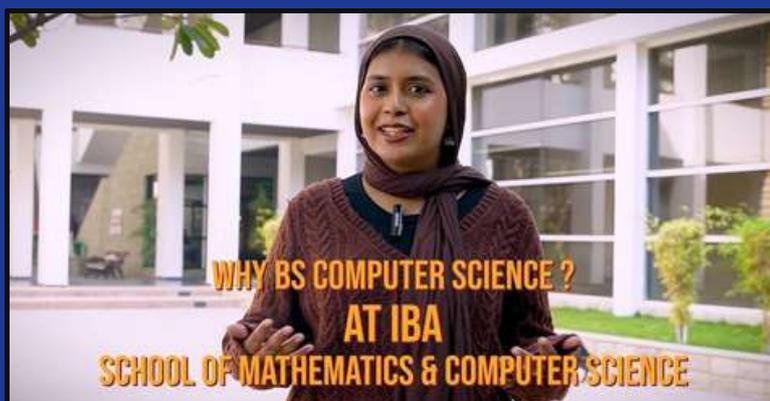
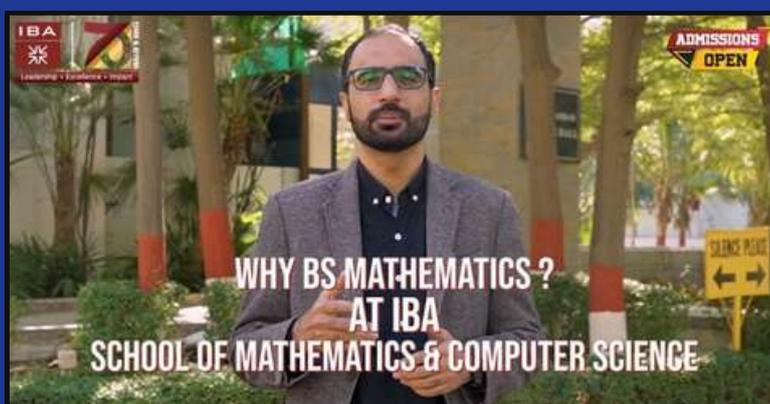
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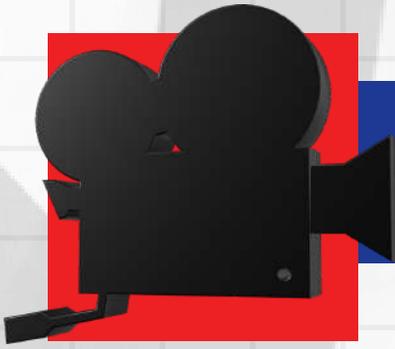
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## IBA Admissions Campaign 2026 — Strategic Rollout by MarComms

**ADMISSIONS  
OPEN**





# IBA IN MEDIA

## IBA's Leadership, including our Executive Director, Dr. S Akbar Zaidi, and Ms. Malahat Awan, Director - ARC, along with an NTHP Scholar, Abdul Qudoos, were featured on Dawn News' Ramzan Transmission

During the segment, Dr. Zaidi, Ms. Malahat, and Abdul Qudoos spoke about IBA's commitment to merit-based education, the importance of financial support, and the transformative role of initiatives such as the National Talent Hunt Program (NTHP) at IBA Karachi.

The conversation reflected IBA's continued efforts to unlock potential, expand access to quality education, and develop future-ready leaders who can create meaningful impact.



[▶ Watch Now](#)

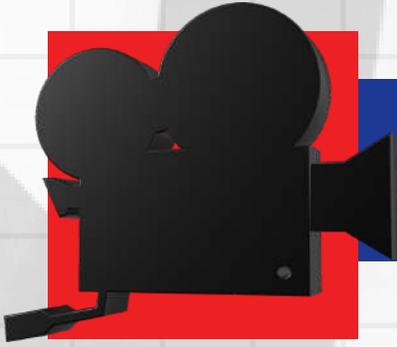
## Ms. Malahat Awan, Director - ARC, and NTHP Alumna, Aleena Abbas, were featured on 'Baran-e-Rehmat', special Ramzan Transmission on AAJ News and AAJ Entertainment

Ms. Malahat Awan, Director, Alumni Affairs, Resource Mobilization and Corporate Relations, and NTHP Alumna, Aleena Abbas, were featured on 'Baran-e-Rehmat', the special Ramzan transmission on AAJ News and AAJ Entertainment.

During the segment, the conversation reflected on how IBA's National Talent Hunt Program (NTHP) transformed Aleena Abbas's academic journey — reaffirming IBA's enduring commitment to Access, Equity, and Opportunity.



[▶ Watch Now](#)



# IBA IN MEDIA

**Dr. Lalarukh Ejaz, Director, IBA-CED, was featured in a dedicated segment on Hum News' morning show, 'Subah Say Agay'.**

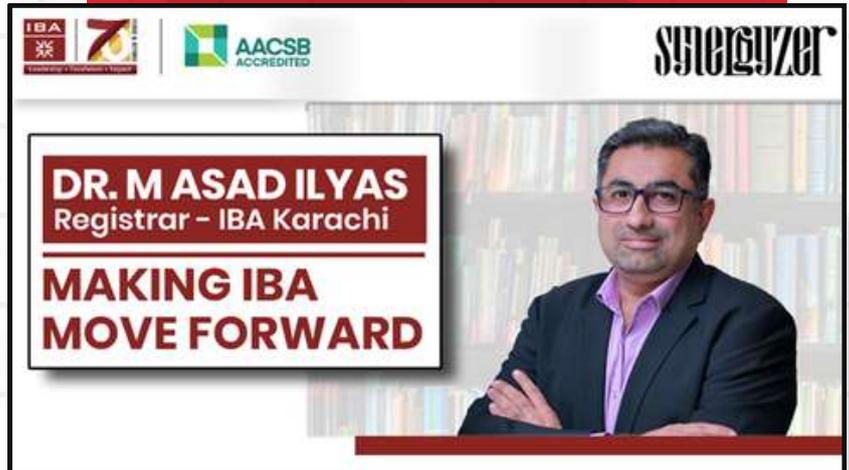
During the segment, Dr. Lalarukh, along with Khizar Pervaiz, CEO, Sindh Enterprise Development Fund (SEDF), discussed how the program is empowering startups at the revenue stage to scale, compete globally, and contribute to the province's economic growth. She highlighted that the program focuses on acceleration beyond incubation, preparing startups to become "sprint runners" in the global market.



[▶ Watch Now](#)

**IBA Registrar, Dr. Mohammad Asad Ilyas, was featured in Synergyzer Magazine in an insightful interview titled "Making IBA Move Forward."**

In the interview, Dr. Asad discussed the importance of adopting new technologies while ensuring progress that respects IBA's legacy and reflected on the journey of institutional transformation at IBA. He also shared his perspective on innovation and disruption, and how IBA continues to evolve to prepare future-ready graduates and strengthen its impact in a rapidly changing world.



[▶ Read Now](#)

# IBA Icons: Leaders, Mentors & Rising Stars

# #IAMIBA

Team MarComms celebrates the spirit of excellence at IBA by highlighting inspiring leaders, dedicated faculty, and exceptional students. Through exclusive communication, we honor their impact, achievements, and lasting contributions to the IBA community and beyond.

**IBA SESS**  
School of Economics and Social Sciences

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**LEADERSHIP PROFILE**

## DR. YAQOOB BANGASH

**Professor & Dean, School of Economics and Social Sciences (SESS)**

Dr. Yaqoob Khan Bangash holds a Doctorate in Modern History from the University of Oxford and a Bachelor of Arts in History with distinction from the University of Notre Dame.

He served as Dean of Humanities and Social Sciences at Information Technology University (ITU), Lahore, where he contributed significantly to academic leadership and institutional development.

An accomplished researcher, Dr. Bangash is affiliated with Harvard University's Lakshmi Mittal and Family South Asia Institute and the Institute for Development and Economic Alternatives (IDEAS). His work focuses on constitutional history, state formation, and Pakistan's political development. He is also the founder of Afkar-e-Taza ThinkFest, Pakistan's premier academic and literary festival.

**OUR LEADERSHIP  
OUR STRENGTH**

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**IBA SESS**  
School of Economics and Social Sciences

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**FACULTY PROFILE**

## DR. LUBNA NAZ

**Professor (SESS) & Director, Center for Business and Economic Research (CBER)**

Dr. Lubna Naz is a PhD economist specializing in development and health economics, climate change, and gender equality. She serves as Director, Center for Business and Economic Research (CBER), and Professor at the School of Economics and Social Sciences IBA-SESS.

With over 20 years of experience, she has led impactful research on health, education, labor markets, and climate resilience, published widely in international journals, contributed to national discourse, and mentored researchers and policymakers through capacity-building and supervision.

**OUR FACULTY  
OUR EXCELLENCE**

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## Creating a Brighter Future for Pakistan and Beyond



IBA's Alumni Affairs and Resource Mobilization Department in collaboration with the KSA, Bahrain and Oman Chapter recently hosted a memorable gathering in Riyadh.

The evening's highlight was a forward-looking conversation on, "Creating a Brighter Future for Pakistan and Beyond," featuring Dr. S Akbar Zaidi, Executive Director, IBA Karachi, Muazzam Ali, Deputy Head of Mission, Pakistan Embassy KSA, and Qasim Nadeem, CFA, Group Head, Treasury & Capital Markets, Bank of Punjab.

Ms. Malahat Awan, Director Alumni Affairs, Resource Mobilization & Corporate Relations, also shared a presentation on the university's global impact. Mr. Fahad Ali, newly elected Alumni Representative on the Board of Governors was also present and reflected on the growing strength of our alumni community.

We are grateful to The Bank of Punjab for their generous sponsorship and continued support in strengthening global alumni connections. Our heartfelt appreciation to Mr. Arsalan Nayyar (President), Mr. Adeel Esbhani (Vice President), Mr. Talha Nazar (Batch of 2007), Mr. Jibran Ahmed (Regional Manager, Jeddah Chapter), and Mr. Aneeq Khan (Regional Manager, Riyadh Chapter) for their outstanding leadership, seamless coordination, and dedication to strengthening the IBA alumni network across the region.



## Managing a Global Workforce: Session by Sabir Sami



IBA had the pleasure of hosting Mr. Sabir Sami (IBA Alumnus, MBA Class of 1988), former Global CEO of KFC, for an engaging session on “Managing a Global Workforce”.

Students gained firsthand insights into the nuances of global leadership, talent management, and leading diverse, international teams. Mr. Sami shared valuable perspectives on navigating complex multinational environments, effective team management across cultures, and driving organizational success on a global scale.

The session was thoughtfully organized by the IBA School of Business Studies (SBS). During the event, Ms. Malahat Awan, Director, Alumni Affairs & Resource Mobilization also presented Mr. Sabir Sami with the latest IBA Alumni Magazine, featuring his article on “Looking Ahead: Life in 2035”.

This session offered participants a rare opportunity to learn from a distinguished leader with extensive global experience, while celebrating his ongoing connection with the IBA community.



## Annual Iftar Dinner 2026



IBA hosted its Annual Iftar Dinner, bringing together more than 300 faculty and staff members for an evening defined by warmth, reflection, and a strong sense of community.

The program began with a soulful recitation from the Holy Quran, followed by thoughtful reflections on the significance and values of Ramadan by Dr. Yasir Mansoor Kundi, Assistant Professor, SBS. Adding a lively element to the evening was "Ramzan Quest," an engaging pop-quiz where participants enthusiastically competed for exclusive Ramzan baskets, fostering moments of friendly competition and shared enjoyment.

The evening concluded with a delightful iftar and dinner, providing colleagues with an opportunity to connect, strengthen bonds, and celebrate the true spirit of Ramadan within the IBA community.

The occasion was graced by several distinguished members of the institution, including Dr. S Akbar Zaidi, Executive Director; Dr. Shakeel Khoja, Dean, School of Mathematics and Computer Science; Dr. Yaqoob Bangash, Dean, School of Economics and Social Sciences; Irfan Qamar, Director, Human Resources; and Moeid Sultan, Director, Finance, along with many other members of the IBA family.

The gathering reflected IBA's enduring commitment to community, camaraderie, and the shared values of Ramadan, reinforcing the spirit of unity that defines the institution.



## A Memorable Afternoon with Minds Behind Our Impact!



IBA-CEE brought together its esteemed Trainers, IBA faculty, industry practitioners, and valued partners, for a special Meet & Greet, partnered with J. Fragrances.

Kamran Bilgrami, Director, IBA-CEE, warmly welcomed the trainers, taking them through IBA-CEE's journey and milestones over the years. The gathering continued over lunch, followed by an engaging and interactive activity session led by Dr. Faisal Jalal that sparked conversations, reflections, and plenty of energy in the room.

The highlight of the afternoon was celebrating IBA-CEE's attainment of full membership with UNICON - The International University Consortium for Executive Education, marked with a cake-cutting ceremony, shared pride, and appreciation for the community that makes it possible.

With giveaways distributed and meaningful connections strengthened, the evening concluded on a note of gratitude and renewed commitment.



## Certificate Distribution Ceremony by the IBA-CEE

The certificate distribution ceremony for the Diploma in HR as a Strategic Business Partner & Project Planning, Execution and Control was held at the IBA City Campus, marking the successful completion of the 4-month program by center for Executive Education, IBA Karachi.

The ceremony was graced by Shakeel Mapara, Mujtuba Sheikh, Ahsan Raza Mankee, Head, Learning & Development, Bank Alfalah, and Tariq Ayaz, Lead, Learning & Development, Premier Sales Pvt. Ltd. Kamran Bilgrami, Director, IBA-CEE, hosted the event and addressed the participants.

The program equipped participants with strategic HR capabilities and practical project management competencies, strengthening their role as business partners within their organizations.

Congratulations to all participants on this milestone achievement.



## Two impactful days of immersive learning unfolded at the Media Management Training

Led by Omar Quraishi (Lead Trainer) and Aamir Ali (Co-Trainer), the program brought together professionals for in-depth discussions on the evolving media landscape, blending strategic perspectives with practical insights. Participants engaged in dynamic sessions designed to strengthen their understanding of media strategy, operations, and industry trends.

The learning experience was further enriched by a live studio exposure, offering attendees a rare, behind-the-scenes view of media operations in action. Adding a global dimension to the discourse, a special guest speaker session by Fatima Attarwala provided valuable international perspectives, fostering broader dialogue on contemporary media challenges and opportunities.



## Wellness Fair 2026

The IBA Health & Wellness Center, under the Office of Student Affairs, successfully hosted the inaugural IBA Wellness Fair 2026. In collaboration with psychology departments of multiple universities and leading mental health organizations, the event celebrated wellbeing, creativity, and community, bringing together students, faculty members, and mental health professionals to foster connection, awareness, and resilience. From clinical discovery to creative revival and meaningful connections, the Wellness Fair 2026 set the pulse of the new term, fostering awareness, wellbeing, and engagement for all attendees.



## University of Essex Delegation Visit

### OISE Welcomed a University of Essex Delegation Led by Ivan Hutchins

The Office of International Student Engagement (OISE) welcomes Mr. Ivan Hutchins, Head of International Business Development, University of Essex, and a delegation of esteemed professors from Economics, Business, and Psychology.

The Essex delegation was welcomed by Ms. Maheen Ghauri, Dean Student Affairs, and senior faculty at IBA including Dr. Qazi Masood, Professor, IBA-SESS, Muhammad Shameel Khan, Assistant Professor, IBA-SESS, Dr. Mujeeb U Rehman Bhayo, Assistant Professor & Head of the Accreditation and Internationalization Office, IBA-SBS, Dr. Wali Ullah, Professor & Chairperson, Economics, IBA-SESS, Dr. Anwar Shah, Faculty Member, Dr. Nida Aslam, Assistant Professor & Chairperson, Marketing, IBA-SBS, and Dr. Amber Gul Rashid, Assistant Professor, IBA-SBS.

Both teams had an engaging discussion around student mobility, academic collaboration, guest lectures, and future faculty and research opportunities between IBA and the University of Essex. The Essex Professors from different departments conducted sessions on multiple topics including Climate Justice, Influence of Ecology on Psychology, and Socially Responsible Marketing in the Age of AI with IBA faculty and students from the respective programs and schools. Students had the chance to connect, ask questions, and learn more about life and study opportunities at the University of Essex.

This is a great step forward in strengthening global academic connections and opening new pathways for our students!



### SENSITIZATION SESSION IN COLLABORATION WITH IDA RIEU

For the first time, the Office of Diversity, Accessibility, and Inclusion (ODAI), in collaboration with the Human Resources Department at IBA, conducted a dedicated sensitization session for faculty members titled “Sensitization & Inclusive Teaching: Equity and Inclusion in Higher Education.” This initiative marked an important step toward strengthening inclusive academic practices across the institution.

To facilitate the session, ODAI invited a team of experienced trainers and students with special needs from IDA Rieu School for the Blind and Deaf. Established in 1922, the institution has played a pioneering role in educating and empowering individuals who are blind or deaf, equipping them with the skills necessary to thrive in educational, professional, and corporate environments. The session was thoughtfully designed to offer practical insights and lived experiences, fostering meaningful dialogue between participants and facilitators. Through interactive discussions and real-world perspectives, faculty members gained a deeper understanding of equitable teaching strategies, accessible classroom practices, and the importance of cultivating supportive academic spaces.

Participants highly appreciated the engaging format and the relevance of the content, noting its value in enhancing their awareness and capacity to respond to diverse student needs. The training significantly contributed to advancing conversations around equity and inclusion within the IBA community.

Building on the success of this inaugural session, ODAI aims to institutionalize such initiatives and continue organizing sensitization and inclusive teaching workshops in the coming years, reaffirming its commitment to fostering a more accessible and inclusive higher education environment.



### Prime Minister’s Laptop Scheme – Distribution at IBA Karachi

IBA’s Office of Student Affairs successfully facilitated the distribution of laptops under the Prime Minister’s Laptop Scheme from February 23–26, 2026.

Organized in coordination with the Higher Education Commission (HEC) Pakistan, the initiative enabled eligible students to collect their laptops after verification at the designated on-campus distribution point.

The activity aimed to equip students with essential digital tools to support their academic progress, research, and learning. IBA–OSA coordinated and managed the distribution process, ensuring smooth and efficient experience for all students.



## Mentoring Sessions in Lahore by IBA-CICT

CICT conducted a series of mentoring sessions in Lahore in collaboration with Beaconhouse College Programme under the theme, "Skills That Matter, Degrees That Deliver." Led by Dr. Shakeel Khoja, Professor & Director, IBA-SMCS, the sessions engaged students across multiple campuses in Defence, Bahria Town, and Gulberg, focusing on inclusion within the IT ecosystem and helping participants better understand emerging technology-driven career pathways through interactive dialogue and real-world insights. Students were encouraged to explore informed decision-making, future-ready skills, and the evolving landscape of technology careers.

The Lahore visit concluded with a significant milestone as a formal Memorandum of Understanding (MoU) was signed between IBA-CICT and Beaconhouse Group at the Gulberg campus. The agreement was signed by Dr. Shakeel Khoja and Faisal Nisar, Assistant Director of Operations, Beaconhouse Group, marking a shared commitment to strengthening academic collaboration and expanding future-focused learning opportunities.

This multi-campus engagement reflects IBA-CICT's continued efforts to connect students with industry-relevant knowledge while fostering long-term partnerships for technology education and career development.



## Commencement of NAVTTC PMYSDP Batch III – 2026



IBA-CICT has officially commenced NAVTTC PMYSDP Batch III – 2026, welcoming a motivated cohort of learners ready to build future-focused skills.

The program began with an orientation session, followed by the commencement of regular classes, where participants were introduced to the learning pathways, training structure, and practical approach that will guide their journey. This batch is being offered across key trades including Cyber Security, Digital Marketing & Search Engine Optimization (SEO), and Artificial Intelligence (Machine Learning; Deep Learning; Communication).

The enthusiastic participation and engagement reflect a strong commitment to skill development and innovation-driven careers. Through industry-relevant training and hands-on learning, IBA-CICT continues to transform opportunities into capabilities, preparing students for evolving professional landscapes.

## Corporate Training Workshop – Reimagining Banking with AI – From Strategy to Real-World Implementation

IBA-CICT conducted a specialized corporate training workshop for Faysal Bank Limited on “Reimagining Banking with AI – From Strategy to Real-World Implementation.”

The session focused on the practical application of Artificial Intelligence within the banking ecosystem, covering key areas such as AI-driven decision-making, risk optimization, fraud detection, customer experience enhancement, and operational efficiency. The workshop commenced with opening remarks by Dr. Shakeel Khoja, Professor & Dean, IBA-SMCS, who highlighted the strategic role of Artificial Intelligence in shaping the future of the financial sector. The session continued with Dr. Faisal Iradat, Assistant Professor, IBA-SMCS, who delivered an in-depth discussion on practical AI implementations tailored specifically for banking operations.

This engagement reflects IBA-CICT’s continued commitment to strengthening academia-industry collaboration and enabling organizations to adopt innovative, sustainable, and technology-driven solutions.



## IBA representation at a workshop organized by Sindh HEC

Dr. Sana Tauseef, Director QEC, IBA Karachi, was invited as a resource person to facilitate a workshop on Curriculum Management for Quality and Accreditation, organized by Sindh Higher Education Commission (HEC). The session was attended by over 50 senior faculty members and department heads representing universities from Karachi, Hyderabad, Larkana, and Sukkur.



## Recruitment Drives

Reckitt, Lucky Core Industries, Fatima Group, Tapal, Habib Bank Limited, and Lucky Motor Corporation conducted on-campus recruitment drives at IBA Karachi in collaboration with the IBA Career Development Center (IBA-CDC), engaging students through seminars, assessments, interviews, and interactive activities. The drives featured flagship programs such as Graduate Trainee and internship opportunities, leadership interactions, mentorship sessions, and insights into organizational culture, industry expectations, and career pathways. These engagements provided students with hands-on exposure to corporate recruitment processes while reinforcing IBA's commitment to strong industry linkages and career readiness.



## U.S Education Fair and Graduate Advisory Hours



IBA-CDC hosted the US Education Fair 2026 in collaboration with the United States Educational Foundation in Pakistan (USEFP), connecting students with representatives from leading U.S. universities to explore academic programs, admissions, and scholarships. IBA-CDC also organized one-on-one Graduate Advisory Hours, providing personalized guidance on U.S. graduate applications and the admissions process to support informed graduate school preparation.

## Special Lecture and Career Navigation Session



IBA-CDC hosted a lecture by Dr. Craig Gurney from the University of Glasgow on "Meaning of Home," offering insights on housing, public policy, and social theory. The Center also conducted "Career Navigation" in partnership with Inspire Women, led by Ms. Faiza Sumbal, providing students guidance on career planning and aligning their paths with personal goals.

## Study Trip



IBA-CDC hosted a visit to Polani Textiles. Students gain firsthand exposure to large-scale textile manufacturing, quality control, compliance, and workplace safety. Engaging with industry professionals, students gained insights into operations, industry trends, and potential career pathways.

## Mindset Matters: Building Motivation, Resilience, and a Positive Outlook



HR Department organized a one-day training session titled, "Mindset Matters: Building Motivation, Resilience, and a Positive Outlook", for staff at the Main Campus. The session was facilitated by Mr. Baseer Sami, who delivered the training with energy, clarity, and practical insights aimed at helping participants enhance their confidence, develop a positive outlook, and strengthen professional interactions. Participants explored qualities essential for success, practiced positive thinking techniques, discussed recommended books for personal growth, learned strategies for disagreeing positively, and were introduced to three physical tips for maintaining positive energy. These exercises encouraged reflection, collaboration, and active participation while reinforcing motivation, resilience, and optimism.

## Galentine's Day celebrations at the library



IBA Library celebrated Galentine's Day with warmth, sweetness, and joy. Students enthusiastically participated by writing heartfelt messages for their friends, celebrating friendship, appreciation, and camaraderie. The activity brought together a wonderful sense of community, as friends shared kind words and positive sentiments with one another. Participants were also treated to chocolates, adding an extra touch of sweetness to the celebration. The event created a lively and cheerful atmosphere in the library and was enjoyed by all who took part.

## Trainings @ IBA – February 2026.

The training calendar for the month of February 2026 was successfully executed for IBA Staff.

Course Name	Participants	Trainers
Mindset Matters: Building Motivation, Resilience, and a Positive Outlook	22	Mr. Baseer Sami
Sensitization & Inclusive Teaching	17	Team Ida Rieu
<b>Grand Total</b>	<b>39</b>	

## Sensitization & Inclusive Teaching

The “Sensitization & Inclusive Teaching” workshop was held at the Main Campus for faculty and management staff. The session was organized in collaboration with the HR Department, OSA, and Ida Rieu Welfare Association.

The workshop was conducted by Rubicca Raza, Member, Board of Directors; Riaz Ahmed, Sign Language Lead; Nazia Kamal, Director Programs, and Sumaira Sultan, Sign Language Lead.

The training focused on inclusive education strategies for learners with disabilities, particularly Blind/Visually Impaired (VI) and Deaf/Hard of Hearing (DHH) students. A brief introduction to Pakistani Sign Language (PSL) was also provided, along with group activities and discussions on best practices for creating a more inclusive classroom environment.



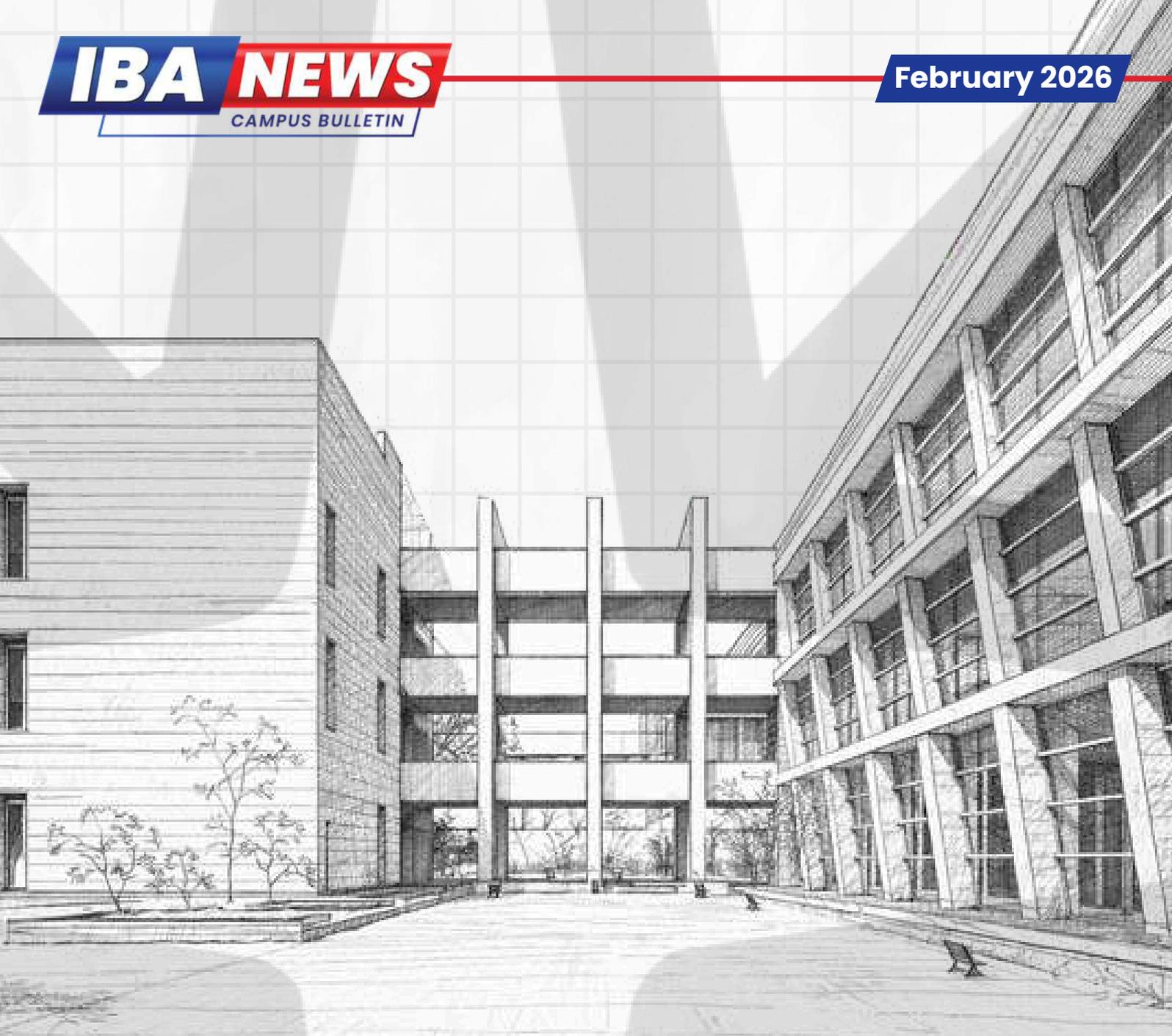
## Staff Orientation - 2026

The HR Department conducted an Orientation Session for newly joined staff members on February 17, 2026, at the IBA Karachi. The session opened with welcome remarks by Irfan Qamar, Director HR, who formally welcomed the new staff members and shared an overview of IBA’s values, academic environment, and institutional support systems. The HR team was also introduced, outlining their role in supporting employees on HR-related matters.

A structured orientation followed, covering key policies, procedures, organizational culture, reporting lines, and the institutional organogram, helping participants gain a clear understanding of their roles and the university’s processes.

The session remained interactive throughout, with staff members sharing feedback and raising queries that were addressed during the discussion. Overall, the orientation facilitated a smooth onboarding experience and supported the effective integration of new staff into the IBA community.





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