



THE COMMONWEALTH ASSOCIATION OF TAX ADMINISTRATORS

Commonwealth Secretariat, Marlborough House, Pall Mall, London, SW1Y 5HX
Tel: (44) 020 7747 6473 • Fax: (44) 020 7747 6225
Email: cata@commonwealth.int • Web: www.cata-tax.org

17 July 2009

CATA CIRCULAR No: 6 of 2009

TO ALL MEMBERS

**Re: COMMONWEALTH MANAGEMENT DEVELOPMENT
PROGRAMME - (CMDP) – 2009**

CATA is pleased to announce that the Commonwealth Management Development Programme for tax administrators for 2009 will be held at the **Mauritius Revenue Authority Headquarters in Port Louis, Mauritius.**

Dates

19 October to 13 November 2009.

Venue

Trainees will be accommodated at **Manisa Hotel, Flic en Flac, Mauritius.**

Resource Persons

Experts from Inland Revenue, New Zealand, the Australian Taxation Office and the Mauritius Revenue Authority will deliver the course materials.

Eligibility

The course is open to senior tax officials from Commonwealth countries. Candidates should have experience in handling management responsibilities. A good working knowledge of English is essential.

Course content

To enhance the leadership capability of participants so they can more effectively manage people, processes and systems within their revenue system.

Course Objectives

1. Enable participants to review and revisit their management and leadership practices
2. Develop participants' confidence to enable them to apply new skills to the workplace
3. Challenge participants' current thinking and practice
4. Create an active learning environment
5. Model team work and team learning processes
6. Broaden participants' knowledge of certain key areas of tax administration
7. Examine trends in Commonwealth tax administrations

8. Share and examine different and best practices in certain areas of tax administration
9. Develop or extend participants' planning and project management skills

Course structure

The course consists of three phases. Participants complete all phases, with Phases I and III delivered at their workplaces.

Email access is preferable for Phases I and III, but alternative arrangements can be made for those who do not have it.

In **Phase I**, participants in conjunction with their managers, identify a project. They then undertake some initial scoping and planning activities. The course facilitators will provide pre-reading and guidelines.

Phase II of the program will take place in the Training Hall at the Mauritius Revenue Authority, Port Louis, Mauritius.

Phase II has two major components. The first week is spent working through key compliance topics. The remaining three weeks is spent on leadership and management topics.

Special arrangements will be made during Phase II for participants who experience difficulty in meeting the requirements of Phase I.

Phase III of the program occurs in the workplace, where participants will implement their projects and then provide project reports, which will include evidence of use in the workplace of skills and knowledge acquired during Phase II.

Course content for Phase II

Week 1	Compliance Model Approach to risk management Risk response selection E-commerce Internet trading Residency Planning and managing an investigation Payroll audits Income tax audits Investigating criminal offences Penalties Disputes process Underground economy/illegal activities Money laundering Evidential requirements The final audit report Transfer pricing Taxation of multi-national companies
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Weeks 2-4	Participants will develop their knowledge and skills in the following areas: Current trends in management and leadership training Understanding learning styles - yours and others Valuing diversity Engaging and managing stakeholders Developing achievable project plans Undertaking negotiations and managing conflict Mentoring, coaching and harnessing talent Designing better work processes Promoting team effectiveness Monitoring performance and providing feedback Managing personal work priorities and professional development Problem-solving and managing uncertainty Providing leadership within your organisation Communicating with influence Presenting to and facilitating groups Leading with integrity Thinking strategically
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Health requirements:

It is a mandatory requirement of the World Health Organisation to have yellow fever vaccination if traveling from or to infected areas and endemic zones.

As in the past years, participants are strongly advised to arrange for personal travel health insurance prior to travel to avoid any potential difficulties during their stay in Mauritius.

Climate:

During the months of October and November the average temperature ranges between a minimum of 15 °C and a maximum of 31 °C, with rainfall averaging 60 mm.

Relative Humidity ranges from a high of 82% to a low of 75%.

CFTC Awards

A limited number of fellowships will be available from the Commonwealth Fund for Technical Co-operation through Commonwealth Secretariat's Governance and Institution Development Division (GIDD), for candidates from the African, Asian, Caribbean, Mediterranean and South Pacific regions. These awards will cover the Course Fee including:

- * Training fees
- * Accommodation for the duration of the Course
- * Cost of meals for the duration of the Course.

The cost of the participant's air travel (to and from Port Louis) will have to be met by the nominating government.

Form GID/1 (attached) duly completed should be forwarded through the local Point of Contact to reach GIDD no later than 15 August 2009.

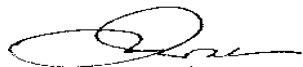
Please note that any application not forwarded through or endorsed by GIDD's designated Point of Contact (POC) in your country will not be considered at all for funding by GIDD. Please also note that once GIDD have approved funding for a particular person, it cannot be transferred to any other person nominated by a country in place of the original nominee after GIDD's approval has been made. An advance photocopy of the application may also be forwarded directly to:

Mr. Kaifala Marah
Adviser (Public Expenditure Management)
Governance & Institutional Development Division
Commonwealth Secretariat
Marlborough House, Pall Mall
London SW1Y 5HX
United Kingdom
Tel: +44 (0)20 7747 6339
Fax: +44 (0)20 7747 6515
Email: k.marah@commonwealth.int

In order to facilitate follow-up action, the nominating authority is strongly advised to send a copy of Form GIDD/1 duly completed to reach the CATA Office by **15 August 2009**. The total cost of CMDP 2009 participation per person will be **£1600**. This includes training fee, accommodation, meals, and transport for official purposes where required. Nominating governments are strongly advised to provide an additional small subsistence allowance (around US\$100 per week) to its nominees to enable them to meet out of pocket expenses during their stay in Mauritius.

Mr. Beenoy Kumar SEERATHUN will be the Course Director for CMDP 2009. For any further details, information or workshop registration procedures, he may be contacted at:

Mr. Beenoy Kumar SEERATHUN
Team Leader,
Mauritius Revenue Authority
Level 7, Ehram Court
Cnr Mgr Gonin & Sir Virgil Naz Street
Port Louis, Mauritius
Tel: 207-6000 Extension 2710
Mobile: (230) 250-7915
Fax: (230) 207-6017
Email: beenoy.seerathun@mra.mu



Zahir Kaleem
Executive Director