



HM Revenue  
& Customs



# Commonwealth Association of Tax Administrators (CATA)

## Senior Leadership Programme 2019



---

# Senior Leadership Programme

The Senior Leadership Programme (SLP) is designed to equip senior tax officials with the leadership skills necessary to meet the challenges facing today and tomorrow's tax administrations.

The programme offers you the opportunity to:

- develop a strategic awareness of major current and emerging issues on the tax landscape and think strategically about them
- develop self-awareness, and the skills required to work more effectively in your workplace
- develop the skills needed to bring about positive change both in yourself and your organisation
- have exposure to senior leaders and technical experts from HMRC, other tax administrations and organisations
- explore the specific challenges faced by leaders within a tax administration in ensuring good and best practice across the organisation
- meet and form working partnerships with your peers from your own and other tax administrations.

## Structure of the Programme

The programme is in two parts:

### Part 1

A two week residential component to be held in Malaysia from **25 March to 5 April 2019**. This will include instruction, presentations, and interactive exercises completed both individually and in teams.

### Part 2

A three week residential component held at HMRC training centres in the United Kingdom (Lincoln and London) from **22 July to 9 August 2019**. This will build on the material in Part 1. It will include presentations and workshops by HMRC senior leaders and technical experts and will provide the opportunity to engage with operational staff in their working environments. It will culminate with a reception and presentation of certificates at Marlborough House, the London headquarters of the CATA Secretariat.

Prior to the start of the programme you will identify priority issues facing your authority. During the programme you will work in teams of fellow delegates, researching and seeking practical solutions to the challenges raised by these issues. Your team will write a report detailing its findings and you will have the opportunity to present these together with your proposals to senior HMRC and CATA Directors in Marlborough House on the final day.

The period between Parts 1 and 2 will give you an opportunity to carry out further tasks and consolidate the learning Part 1.

During the 12 months following the end of Part 2 you will provide periodic updates on the impact that the programme has had on your work.

Both residential components will be classroom-based. Throughout the programme you will be encouraged to reflect on the programme content and to develop a personal action plan to implement positive change in yourself and your tax authority.

The programme is very demanding and requires a high level of commitment from delegates and support from their sponsoring tax authorities. A tradition of excellent feedback and evaluations from previous years' CATA leadership courses show how valuable participants consider the courses to be.

### **What previous applicants have said about the SLP:**

“The CATA programmes are a unique opportunity to get a guided tour of the operation of one of the world’s highly respected taxation authorities.”

“My technical knowledge has increased during the 6 weeks stay in the UK. I will surely be a better tax inspector, leader and a manager as a result of my participation on the programme.”

“The (SLP) Course has been very valuable to me, resonating with the everyday challenges which we as leaders face. I have a better insight now and think I will be a better leader.”

“An excellent programme. The greatest event in my working career.”

## **How to apply**

The closing date for applications is **Thursday 27 December 2018**. Your application must be supported and approved by your tax authority. Places on the programme are limited and factors such as travel time and costs will be taken into consideration during the selection process.

### **Who can apply – essential criteria for applicants**

- Must be senior leaders or have an expectation of becoming senior leaders in a Commonwealth member tax administration. Applicants from non-Commonwealth countries may be considered at the discretion of the CATA executive.
- Must have a good command of the English language.

Application forms are available online at

[www.gov.uk/government/publications/hmrcs-international-tax-training-programmes](http://www.gov.uk/government/publications/hmrcs-international-tax-training-programmes)

Send the completed form by email to [julian.kiely@hmrc.gsi.gov.uk](mailto:julian.kiely@hmrc.gsi.gov.uk) by 27 December 2018

## Fees and funding

Fees and funding

Course fees are as follows;

- CATA member countries – £4,950 per delegate. This includes the costs of meals and accommodation in Malaysia and the UK.
- Non-CATA member countries – £9,950

## Financial Support

Applicants from ODA eligible countries may apply, via HMRC, for financial support to cover the costs of course fees. In such circumstances, a contribution towards the costs of flights to Malaysia and the UK will also be made. Please note – it is not intended that the contribution will cover the full costs of flights incurred by the delegate or their tax authority under all the possible circumstances. Rather, it will be a contribution based on HMRC's estimate of cost based on the cheapest widely available flight, with reasonable flight times. Please note also that the costs of obtaining visas (and other personal costs such as travel and medical costs or insurance) will not be covered by HMRC.

Eligibility for financial support is based on the Overseas Development Assistance listings (see the Appendix). Countries in the following lists may apply:

- Least Developed Countries
- Other Low Income
- Lower Middle Tier

Copies of these lists are included in the appendix.

Applications for financial support are made to the programme organisers using the application form. All applicants must confirm in their application either that they are being funded by their own authority or receiving funding from another identified source, or that they will be applying for funding from HMRC via the programme organisers.

**For more information about the programme, contact the CATA course team by email at [julian.kiely@hmrc.gsi.gov.uk](mailto:julian.kiely@hmrc.gsi.gov.uk)**

# Appendix 1 – ODA Countries list

ODA list	CATA member	Eligible for financial support*
<b>Least Developed Countries</b>		
Afghanistan		
Angola		
Bangladesh	Yes	Yes
Benin		
Bhutan		
Burkina Faso		
Burundi		
Cambodia		
Central African Republic		
Chad		
Comoros		
Democratic Republic of the Congo		
Djibouti		
Equatorial Guinea		
Eritrea		
Ethiopia		
Gambia		
Guinea		
Guinea-Bissau		
Haiti		
Kiribati	Yes	Yes
Lao People's Democratic Republic		
Lesotho	Yes	Yes
Liberia		
Madagascar		
Malawi	Yes	Yes
Mali		
Mauritania		
Mozambique		
Myanmar		

\*(excluding entry visa fee, travel and health insurance and non-training related travel costs)

<b>ODA list</b>	<b>CATA member</b>	<b>Eligible for financial support*</b>
<b>Least Developed Countries</b>		
Nepal		
Niger		
Rwanda	Yes	Yes
Sao Tome and Principe		
Senegal		
Sierra Leone	Yes	Yes
Solomon Islands		
Somalia		
South Sudan		
Sudan		
Tanzania	Yes	Yes
Timor-Leste		
Togo		
Tuvalu	Yes	Yes
Uganda	Yes	Yes
Vanuatu		
Yemen		
Zambia	Yes	Yes
<b>Other low income</b>		
Democratic People's Republic of Korea		
Kenya	Yes	Yes
Tajikistan		
Zimbabwe		

\*(excluding entry visa fee, travel and health insurance and non-training related travel costs)

ODA list	CATA member	Eligible for financial support*
<b>Lower Middle tier</b>		
Armenia		
Bolivia		
Cabo Verde		
Cameroon	Yes	Yes
Congo		
Côte d'Ivoire		
Egypt		
El Salvador		
Guatemala		
Ghana	Yes	Yes
Guyana	Yes	Yes
Honduras		
India	Yes	Yes
Indonesia		
Kosovo		
Kyrgyzstan		
Micronesia		
Moldova		
Mongolia		
Nicaragua		
Nigeria	Yes	Yes
Pakistan	Yes	Yes
Papua New Guinea	Yes	Yes
Paraguay		
Philippines		
Samoa	Yes	Yes
Sri Lanka	Yes	Yes
Swaziland		
Syrian Arab Republic		
Tokelau		
Ukraine		
Uzbekistan		
Viet Nam		
West Bank and Gaza Strip		

\*(excluding entry visa fee, travel and health insurance and non-training related travel costs)

<b>ODA list</b>	<b>CATA member</b>	<b>Eligible for financial support*</b>
<b>Upper Middle income</b>		
Albania		
Algeria		
Antigua and Barbuda		
Argentina		
Azerbaijan		
Belarus		
Belize	Yes	No
Bosnia and Herzegovina		
Botswana	Yes	No
Brazil		
Chile		
China (People's Republic of)		
Colombia		
Cook Islands		
Costa Rica		
Cuba		
Dominica		
Dominican Republic		
Ecuador		
Fiji	Yes	No
Former Yugoslav Republic of Macedonia		
Gabon		
Grenada	Yes	No
Iran		
Iraq		
Jamaica	Yes	No
Jordan		
Kazakhstan		
Lebanon		
Libya		
Malaysia	Yes	No
Maldives		
Marshall Islands		
Mauritius	Yes	No

\*(excluding entry visa fee, travel and health insurance and non-training related travel costs)



ODA list	CATA member	Eligible for financial support*
----------	-------------	---------------------------------

Upper Middle income

Mexico

Montenegro

Montserrat

Namibia

Yes

No

Nauru

Niue

Palau

Panama

Peru

Saint Helena

Saint Lucia

Yes

No

Saint Vincent and the Grenadines

Serbia

Seychelles

Yes

No

South Africa

Yes

No

Suriname

Thailand

Tonga

Yes

No

Tunisia

Turkey

Turkmenistan

Uruguay2

Venezuela

Wallis and Futuna