



BUILDING A GROWTH-FRIENDLY TAX ENVIRONMENT

# The 3rd Belt and Road Initiative Tax Administration Cooperation Forum

—Enhancing Tax Administration Capacity Building in  
the Post-pandemic Era

19-21 September 2022  
Algiers Algeria



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# TRAIN THE TRAINER

Name: Ezera Madzivanyika

Title: Dr

Jurisdiction/Organization: African Tax Administration Forum

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「02」 **Who Trains the Trainer?**

「03」 **What is Covered in TOT?**

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Challenges and Opportunities**

「05」 **What are the Outcomes from  
TOT?**



# OUTLINE



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# PART ONE

Why Train the Trainer?



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## TRAIN THE TRAINER

### Why Train the Trainers?

- ATAF recruits and engages experts from tax administrations to deliver some of its training programmes.
- These experts from tax administration are largely selected basing on their technical capability, so they occasionally require refresher courses to sharpen also improve their confidence on presentation skills and other emerging issues which are pertinent to delivery and handling of trainings.



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## TRAIN THE TRAINER

### Why Train the Trainer?

- Improve their delivery and presentation Skills
- Improve their confidence and prepares them to face different audiences
- Impart soft skills required to manage adult learners
- Prepare a mass of experts to responding to capacity building needs through rapid response, technical assistance, and training.
- Opportunity for peer-to-peer exchanges among trainers
- To acquaint them with modern techniques in line with emerging and global trends





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# TRAIN THE TRAINER

Who Trains the Trainer ?



## Who trains the Trainers?

Local or international experts with the following key competencies:

- At least a university graduate in Education, Adult learning, Knowledge management, Curricula development, Communication, Sociology, Public Administration, Corporate Governance, Social Science, Law or other but related disciplines.
- Proof of delivery of at least five (5) similar assignments with reputable organization.
- Expertise in the field of andragogy (adult learners) and Organization Development





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## Who trains the Trainers?

- Proven experience in developing training manuals.
- Prior work/engagement with tax administration will be an added advantage.
- Cultural sensitivity and experience in moderating workshops of culturally diverse and international groups.



# 3 TRAINING OF TRAINERS

What is covered in TOT?



## What is covered in TOT?

- Development of training manuals and training presentations.
- Preparation of case studies and scenarios.
- Classroom/audience management.
- Self- management/understanding of personal strengths and weaknesses
- Mastery of subject matter.
- Personal grooming and appearance.
- Significance of voice tone and pitch (voice projection).
- Mannerism in front of audience.



## What is covered in TOT

- Stage management.
- Use of Training/ teaching and Audio-Visual aids (PPT slides, projectors, screens, Flip Charts, Blackboard).
- Managing adults learning.
- Barriers of communication/learning destructors.
- The power of persuasion
- The training process
- Eye Contact, Gestures, Body language and movements
- Delivery of training on virtual platforms (Zoom, Teams, WebEx, etc)



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## TRAINING OF TRAINERS

Different Modes of Delivery: An Opportunity or Challenge for Trainers?



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## Different Modes of Delivery and Impact of Covid-19?

- TOT and all other trainings are delivered through the following modes:
  - Physical
  - Virtual
  - Hybrid
- **Lessons from COVID-19**
- Some Tax Administrations were not prepared.
- Had to quickly adapt to the changing environment
- Need for investment in virtual platforms
- Training of Trainers to use virtual systems





## Different Modes of Delivery and Impact of Covid-19?

### Challenges of Virtual Systems

- Less concentration of the participants
- Limited Practical training and personal touch
- Limited peer-to-peer learning
- The participants are not at the same level of exposure.
- The internet connectivity affects the participants online, leading to delays



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## Different Modes of Delivery and Impact of Covid-19?

### Opportunities presented by Hybrid Systems

- More participants attend the Virtual due to reduced or not costs of the accommodation.
- More days are allocated to Virtual training as opposed to the physical training
- Takes care of the poor countries that cannot afford the costs involved such as the flight and accommodation.
- Increases the number of participants as opposed to the physical training



# 5

## TRAINING OF TRAINERS

What are the Outcomes from TOT?



## Outcomes from ToT

- Each year ATAF trains on average 15 Experts from tax administrations
- Annually ATAF engages 20 Experts to deliver its trainings, and 20 to deliver its Technical Assistance.
- One testimony from Experts is improved confidence levels not only to deliver trainings but also to make presentation during Managements meetings and conferences.



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**THANKS**