



**EXECUTIVE MASTER'S IN TAXATION (EMT)  
EMT CURRICULUM WORKSHOP - FINAL  
PRELIMINARY WORKSHOP AGENDA**

**Workshop Objectives:**

- Achievable outcomes of competencies of EMT graduates
- Managing expectations of partner universities and revenue authorities
- Best practice case studies of African Centre for Excellence to mirror in EMT Programme
- EMT curriculum design through reverse engineering approach
- Foundation documents as success factor in international tender process
- Finalisation of EMT handbook content and agreed structure

	<p><b><u>Date: 25 – 27 February 2019</u></b></p> <p><b>Venue: Le Louvre Hotel &amp; Spa Antananarivo, Madagascar</b></p>	
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**Workshop Day I, Monday, 25 February 2019**

<b>09:00 – 09:30</b>	Registration of workshop participants
<b>09:30 – 10:30</b>	<p><b>OPENING CEREMONY</b></p> <ul style="list-style-type: none"> <li>• Welcoming remarks by Madagascar Revenue Authority             <ul style="list-style-type: none"> <li>○ Mr. Youri Garisse Razafindrakoto, Director-General, Madagascar Tax Administration (DGI)</li> <li>○ Dr. Nara Monkam, Director Research, ATAF</li> </ul> </li> </ul> <p><b>Projection of the EMT documentary in French</b></p> <p>Opening Speech, His Excellency, Mr. Richard J. Randriamandrato, Minister of Economy and Finance</p> <p><b>Group picture of participants and high-level delegation</b></p>

<b>10:30 – 11:00</b>	<b>Press conference with local media</b>
<b>10:30 – 11:00</b>	<b>Coffee break</b>
<b>11:00 – 11:45</b>	<p>Presentation of workshop facilitator and EMT team</p> <ul style="list-style-type: none"> <li>• Introduction of workshop participants (icebreaker)</li> </ul> <p><b>Report of outcomes of Pretoria EMT Workshop 2018</b></p> <p>Presentation of outcomes of the previous EMT curriculum workshop by Ms. Jessica Johmann, ATAF, Programme Specialist Research &amp; EMT in Africa</p> <ul style="list-style-type: none"> <li>• University landscape: Constraints and implementability</li> <li>• Tax Administration’s wish list: The four EMT pillars revised</li> </ul> <p><b>Presentation of workshop agenda, objectives, expected outcomes and logistics</b></p> <p>Facilitator, Prof. Dr. Andries Jordaan, UFS</p>
<b>11:45 – 13:00</b>	<p><b>Outcomes of the EMT final evaluation of pilot phase</b></p> <p>Presentation of final evaluation of the EMT pilot phase by Dr. Nara Monkam, ATAF, Director Research</p> <ul style="list-style-type: none"> <li>• Overview, data collection, and analysis</li> <li>• Relevance, Effectiveness, Impact, and Sustainability</li> <li>• Relationship between stakeholders</li> <li>• Discussion</li> </ul>
<b>13:00 – 14:00</b>	<b>Lunch break</b>
<b>14:00 – 16:00</b>	<p><b>UNDERSTANDING THE UNIVERSITY LANDSCAPE</b></p> <p>Presentation by Prof. Dr. Andries Jordaan, University of the Free State, Founding Director of the Disaster Risk Management Training and Education Centre for Africa (DiMTEC), South Africa</p> <ul style="list-style-type: none"> <li>• DiMTEC’s success story in Africa as a best practice case study</li> <li>• Existing partnerships in Africa / Europe</li> <li>• Experiences with joint degrees [immediate and long-term solutions] and international accreditation, challenges (pros and cons)</li> <li>• Discussion on mirroring best practice for EMT in Africa</li> </ul>
<b>16:00 – 16:30</b>	<b>Coffee break</b>
<b>16:30 - 17:00</b>	<p><b>Recap and closing of the first day</b></p> <p>Facilitator, Prof. Dr. Andries Jordaan, UFS</p>
<b>17:30 – 19:00</b>	<p><b>COCKTAIL RECEPTION</b></p> <p>Venue: Le Louvre Hotel &amp; Spa, Lobby, “Art Gallery”</p>

## Workshop Day II, Tuesday, 26 February 2019

<b>09:00 – 11:00</b>	<b>Curriculum Development Concept of Reverse Engineering in the context of the EMT Programme in Africa</b> Interactive session facilitated by Prof. Dr. Craig West, UCT, South Africa
<b>11:00 – 11:30</b>	<b>Coffee break</b>
<b>11:30 – 12:30</b>	<b>Group discussion on Reverse Engineering [World Café methodology]</b>
<b>12:30 – 13:00</b>	<b>Groups reporting back to plenary</b>
<b>13:00 – 14:00</b>	<b>Lunch break</b>
<b>14:00 – 15:30</b>	<b>Group discussion on EMT handbook skeleton</b>
<b>15:30 – 16:00</b>	<b>Groups reporting back to plenary</b>
<b>16:00 – 16:15</b>	<b>Coffee break</b>
<b>16:15 – 17:00</b>	<b>Wrap-up and Closing remarks by Facilitator and Dr. Nara Monkam</b>

## Wednesday, 27 February 2019

### Study tour and EMT networking

<b>09:00 – 12:00</b>	<b>Visit of local Malagasy market followed by an authentic Malagasy meal</b>
<b>13:00 – 18:00</b>	<b>Visit of nature reserve home to the Lemur species</b>

*Departure of delegates 27<sup>th</sup> February and 28<sup>th</sup> February.*

## Confirmed Attendee List

Delegate	Functional title	Organisation
<b><i>Madagascar High-Level Delegation</i></b>		
His Excellency, Mr. Richard J. Randriamandrato	Minister of Economy and Finance	Ministry of Economy and Finance, Madagascar
Mr. Falihery RAJAobelina	Secretary General	Ministry of Economy and Finance, Madagascar
Mr. Youri Garisse Razafindrakoto	Director-General	Madagascar Tax Administration (DGI)
Mr. Romaric Ramakararo	ATAF's Country Correspondent	Madagascar Tax Administration (DGI)
Mr. Germain		Madagascar Tax Administration (DGI)
Mr. Jean Michel Razafitseheno	Director of Training	Madagascar Tax Administration (DGI)
M. Jean-Claude Ranaivoson	Director of Human Resources	Madagascar Tax Administration (DGI)
Mr. Fitahina Zo	EMT Alumnus (Francophone)	Madagascar Tax Administration (DGI)
<b><i>African Tax Administrations</i></b>		
Mrs. Ladmire Agbodoyetin Sant'Anna	Head of Training	Benin Tax Administration (DGI)
Mr. Nare Dieudonne Lale	Head of Taxation Department	National School of Financial Governance (ENAREF), Burkina Faso
Ms. Victoria Maphanyane	Manager, Training and Staff Development	Botswana Revenue Authority (BURS)
Mr. Levi Mukhweso	Principal KESRA Nairobi Campus	Kenya School of Revenue Administration (KESRA)
Mr. Ntsatsi Putsoa	Manager Training & Development, Human Resources	Lesotho Revenue Authority (LRA)
Ms. Angeline Kwanjana	Head of ITA	Malawi Revenue Authority (MRA)
Mr. Frank Kalizinje	EMT Alumnus (Anglophone)	Malawi Revenue Authority (MRA)
Mr. Vijay Ramnundun	Director Human Resources & Training	Mauritius Revenue Authority
Dr. Umaru Idris Ahmed	Deputy Director and ATAF's Country Correspondent	Nigeria Revenue Authority (FIRS)
Mr. Evarist Ntaganda	Deputy Commissioner/Principal RRA Training Institute	Rwanda Revenue Authority (RRA)
Ms. Zethu Nxumalo	Director of Operations	ESwatini Revenue Authority (SRA)

Ms. Patience Nxumalo	Manager Training	Eswatini Revenue Authority (SRA)
Ms. Winnie Mdluli	EMT Alumnus (Anglophone)	Eswatini Revenue Authority (SRA)
Mr. Giscard Dalil	EMT Alumnus (Francophone)	Cameroun Tax Administration (DGI)
<b>Universities</b>		
Prof. Craig West	Associate Professor, Head of Taxation, Department of Finance and Tax, Tax Unit for Fiscal Research, Faculty of Commerce	University of Cape Town (UCT), South Africa
Prof. Andries Jordaan Workshop Facilitator	Executive Director, Résilience Globale Pty Ltd; Founding Director, UFS-DiMTEC, Research Fellow, UFS	University of the Free State (UFS), South Africa
<b><i>African Tax Administration Forum (ATAF), EMT Project Team</i></b>		
Dr. Nara Monkam	Director Research	ATAF
Ms. Jessica Johmann	Programme Specialist Research & EMT in Africa	ATAF