

IMF AFRITAC South – Compliance Risk Management - September 23-27 , 2024

Time	Session	Group/Topic	Comments for Participants
Day 1: Monday 23 September 2024			
9:00	Opening Meeting	Introductions IMF resident representative in South Africa Course overview Group picture	Provide an outline of the week Outline Expectations re timeliness, use of phones, etc. Participants to share expectations for the workshop Alert participants to prepared to present on Friday what they will be implementing when they return home.
10:30	Morning Tea		
10:45	TADAT POA2	Compliance Risk Management – Resident Tax Administration Advisor	Discussion on good practice based on TADAT
11:45	Summary of country information provided	Present a high level overview of the current state of the countries and discussions on common issues to frame the workshop	Summary of current state as provided by participants regarding their countries CRM. Identifying common challenges and providing an overview of points of difference. Participants should be prepared to discuss country specifics
12:30	Lunch		
1:30 Afternoon	Compliance Risk Management overview	What is Compliance Risk Management The 8 phases – Good practice Phase 1 – Determine Operating Context Phase 2 – Identify Risks Phase 3 – Assess and prioritize risks	Provide an overview of CRM and what good practice looks like. Participants will consider where they currently sit in terms of CRM and TADAT operations and how the challenges identified in the morning summary are playing out in practice
3:00	Afternoon Tea		
3:15		The 8 phases – Good practice Phase 4 – Analyze compliance behavior Phase 5 – Determine Treatment Strategies Phase 6 – Plan and Implement strategies Phase 7 – Monitor Performance Phase 8 – Evaluate Compliance Outcomes	Continue to discuss how the phases are being dealt with and opportunities for improvements Participants will gain and understanding of some of the practical features of CRM and gain insights into where opportunities may exist
5:00	Pre-dinner gathering and discussions		
	Dinner		

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Time	Session	Group/Topic	Comments for Participants
Day 2: Tuesday 24 September 2024			
9:00 Morning	Refresh on CRM from Day 1 and deliver outstanding material	The 8 phases of CRM, POA2 and the day ahead	Review of Day 1 and discussion on any points from the day's discussions
9:30	Practical application of CRM and tools to support the preparation of Compliance Improvement Plans	10 step CIP development 1 Risk Identification 2 Risk Register 3 Compliance Risk Template	Go through in detail the steps of the development of a CIP Discuss good practice and emerging trends Participants to share what's working and what's not Identify what are the opportunities
10:30	Morning Tea		
10:45	CRM practical development of CIP in a revenue authority	4. Analysis and quantification 5. Group/prioritize risks 6. Consolidate at Segment level	Continue through in detail the steps of development of a CIP Participants will gain an understanding of the challenges and opportunities associated with systematic processes.
12:30	Lunch		
1:30	CRM practical development of CIP in a revenue authority	7. Compliance Risk Management/leadership 8. Compliance Program development 9. Implementation of CIP Plans 10. Monitor and evaluate	Implementation and measurement of CIP outcomes – discussion on where are some of the common issues that come from the implementation.
3:00	Afternoon Tea		
3:15		Self-assess with the countries as to how they currently sit in relation to the risk implementation	Based on the day's session participants reexamine what is currently in place and identify any gaps that need to be addressed. This will be the starting point for CIP
	Wrap up and Review		

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Time	Session	Group/Topic	Comments for Participants
Day 3: Wednesday 25 September 2024			
9:00	Refresh on CRM from Day 1 and 2	Look at key points based on the previous two days. Continue to deliver outstanding material	Participants to provide feedback on any emerging opportunities.
9:30	Workshop exercise: Risk identification and CIP preparation in groups	Development of end-to-end risk treatment strategies using the CIP template as a basis for understanding both the template and the identification of risks.	Participant groups to prepare CIPS for select risks. Assessment and risk rating of the identified risks Development of risk treatments including quick wins
10:30	Morning Tea		
10:45	Continue – Risk identification and CIP preparation in groups	Deal with issues and risk treatments, look for common elements and identify gaps based on country experiences Treatment and measurement	Participant teams to discuss the issues and risks and how they would deal with them – identify areas that would need to improve to enable this type of process to take place
12:30	Lunch		
1:30	Continue Workshop: Risk identification and CIP preparation in groups	Deal with issues and risk treatments, look for common elements Treatment and measurement	Participant teams to highlight the practical issues based on their current operations and link these to good practice we have discussed. Are there any local issues that need to be addressed
3:00	Afternoon Tea		
3:15	Groups report back on CIP for selected risk and process	Collective discussions on the learnings	Participant teams to present back on their CIP and how they found the process what will you be able to take away from this process – what will need to change General discussion on the points identified throughout the day

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Time	Session	Group/Topic	Comments for Participants
Day 4: Thursday 26 September 2024			
9:00	Refresh on previous days experiences	Look at key points based on the previous days. Continue to deliver outstanding material	Participants to provide feedback on any emerging opportunities.
9:30	Groups report back on CIP for selected risk and process	Collective discussions on the learnings	Get teams to present back on their CIP and how they found the process
10:30	Morning Tea		
10:45	Examination of the recent good practice guidance	Discussions on the application of good practice	Challenges and opportunities to implement – draw on country experiences
12:30	Lunch		
1:30	Prepare country action plan to improve CRM and compliance outcomes	Identification of key risks, completion of draft CIPs, including outcomes and measurements.	Determine the capacity development needs to deliver on the strategies
3:00	Afternoon Tea		
3:15	Continue to work through the CRM	Draft assessment of the workflow activities and capacity development needed to deliver CRM	
Day 5: Friday 27 September 2024			
9:00	Refresh on previous days	Look at key points based on the previous days. Continue to deliver outstanding material	Participants to provide feedback on any emerging opportunities.
9:30	Brief Presentations	Each country on Operationalization and key risks to focus on	Each Participant Country will present a short overview of what they will be taking away from the workshop.
10:30	Morning Tea		
10:45	Brief Presentations	Each country on Operationalization and key risks to focus on	Each Participant Country will present a short overview of what they will be taking away from the workshop.
12:00	Wrap up of the workshop	Key learnings from the workshop and opportunities – Resident Tax Administration Advisor	Participant feedback on the workshop
1:00	Lunch		
	End of formal sessions	General free time to collaborate	