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& Customs

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IRENE ADJEDU BIO

ABOUT ME

I am currently a senior tax audit team lead of the Accra East Area audit of the Ghana Revenue Authority. I have been on this role for the past nine years. I have acted as supervisor for some years whenever my supervisor is absent. As a tax auditor for the past twenty years, I have mentored and trained several auditors who are currently occupying strategic positions in our organization. I have also met people from all walks of life at various positions and professions including farmers, market women, ministers and handled various areas of our economy such as in petroleum, mining, construction among others. I am a person who likes playing with figures and I love reading. When I take a book, I don't sleep till I complete it. I also like music though I do not have a good singing voice and never been in a choir.



MY DISC STYLE

As a C DiSC person, I tend to be quite cautious and pay attention to details. I am an introvert and also an indoor person.

MY LEADERSHIP AIMS

To be more approachable and to be able to interact freely and have patience with those who lack my analytical trait.

ROLES

SPRINCIPAL REVENUE OFFICER

AUDIT TEAM LEAD

QUALIFICATIONS

FELLOW OF THE ASSOCIATION OF
CHARTERED CERTIFIED ACCOUNTANTS
(FCCA)

MEMBER: INSTITUTE OF CHARTERED
ACCOUNTANTS GHANA

MASTERS IN BUSINESS ADMINISTRATION

DIPLOMA IN TAX ADMINISTRATION

BSC. PHYSICS AND MATHEMATICS



NOTES



JENEBA BANGURA BIO

ABOUT ME

I am the Deputy Commissioner-General (DCG) of the National Revenue Authority (NRA) of Sierra Leone, West Africa. Section 20 of the NRA Act of 2002 provides that the DCG is the principal assistant to the Commissioner-General (CG) of the Authority and in his absence shall act. In my capacity as DCG, I oversee all reform projects including the implementation of the Electronic Cash Register (ECR); Integrated Tax Administration System (ITAS) and immigration from ASYCUDA ++ to ASYCUDA World. I sit on the Economic Management Team, the key national decision-making body on all economic matters. I represent Sierra Leone in international tax administration entities such as the Addis Tax initiatives where I serve as Co-Chair of the Steering Committee, and I was recognized as the 50Th Most Influential Women in Sierra Leone 2022



PROFESSIONAL ACCOMPLISHMENTS

We inherited multiple and competing reform projects funded both by international donor-partners and the government of Sierra Leone. As head of all reforms, my tasks were to ensure that the institution achieved project implementation on time and budget. Unfortunately, the COVID 19 pandemic reached our shores in March 2020 which sent the project plans into a state of uncertainty and exposed our digitalization program to imminent risk. With my commitment and perseverance coupled with my trust in our teams, the Authority commenced reforms implementation in the 3rd quarter of 202.



JENEBA BANGURA BIO

MY DISC STYLE

My style, iD is revealing, and it serves as a compass. It provides the opportunity for me to know myself better so I can relate to and interact with others best.

MY LEADERSHIP AIMS

Achieving impactful leadership is a process and it takes consistence to keep in that direction. I will continue to aspire to be a leader that inspires and influences and makes the best decisions for all.



ROLES

THE NEW YORK STATE COMPTROLLER'S
OFFICE

METROPOLITAN TRANSPORTATION
AUTHORITY

DEPUTY COMMISSIONER-GENERAL
(DCG) OF THE NATIONAL REVENUE
AUTHORITY (NRA) OF SIERRA LEONE

QUALIFICATIONS

BS IN ACCOUNTING FROM HUNTER COLLEGE

MPA FROM MPA FROM THE BARUCH
COLLEGE THE BARUCH COLLEGE BOTH THE
CITY UNIVERSITY OF NEW YORK

CERTIFIED PUBLIC ACCOUNTANT



NOTES



HISHAM RUSLIN BIO

ABOUT ME

As a leader, I must ensure that my team succeeds. I need to be approachable, professional and trusted. CATA SLP Leadership program can develop and improve my skills, mastering the art of negotiation, influence and conflict management. I began to challenge myself to find new ways of influencing the team I lead and effectively connect to people, developing the ability to give advice and seek the team's feedback.



Earned my Master's in Management from Malaysia and a Degree in Accounting & Finance from the University of Plymouth, United Kingdom. Previously as Director in several IRBM branches, I led passionately, guiding my team to strengthen and elevate their vision to new heights. I continuously seek new challenges and methods to strengthen my leadership. I intend to expand business networking with other program participants and apply what I've learned to improve collaboration or cooperation within and outside the organization.

MY BIGGEST LEADERSHIP CHALLENGE (SO FAR)

Being a Director of the Tax Operations Department IRBM, the nature of work has been transformed by digital technology. The most significant challenges are dealing with a digital trend mainly driven by changes made by global tax authorities requiring digital reporting and the need for increased efficiency in the tax function. There is an increasing demand for the tax authority and tax function to have the ability to gather, process and reconcile the massive amount of information quickly. Behind all these challenges, I believe digital technology provides a valuable opportunity for business functions and leads to fast decision-making.

MY DISC STYLE

Il have a Si style of leadership, a combination of the Steadiness and Influence personality. I am a people-oriented leader that focuses on building relationships and making my team and employees feel valued, included and motivated at work.

MY LEADERSHIP AIMS

Show up with humanity and compassion to build trust. Unity and flexibility while motivating and engaging humans. Have a wide vision of what is happening now and years ahead.



NOTES



SHAFUDIN BIN YACOB BIO

ABOUT ME

I'm Shafudin Bin Yacob borne in Muar Johor, Malaysia. I used to be a tax agent. I joined Inland Revenue Board of Malaysia (IRBM) since October, 2003. I have been experienced in tax collection unit, customer relation unit and audit unit. Currently, I'm the head of State Operation Director (SOD) of Johor (Audit Section).



I finished my bachelor degree in accounting from University Kebangsaan Malaysia in 2000. I've also completed my Master of Business Administration (Taxation) from the same university later in 2013. I'm able to work with high pressure and tight due date which I learned went working with private sector. However, I love working with tax authorities as it was part of my personal contribution back to the government for funding my studies. My biggest challenge in my career so far is how to influence people to always do their best in their routine day job. I always believe that we should do our best in what ever we are doing no matter if it is for working or personal interest. I always uphold my integrity to the highest point as for me true leader has high value of integrity in whatever they are doing. During leisure time I love travel and trying new food. I also play tennis, football, futsal and running as my recreational sport.

MY DISC STYLE

I have a S style of leadership which focusing on providing support and also tend to be good listener. As a result, people always see me as patient, accommodating and easy to approach. I love to maintain harmonious environment. For me, friendly environment attracts more people to be inclusive in the team.

MY LEADERSHIP AIMS

Able to influence others to be supporting and be in a team to achieve organizational goals.



NOTES



ELIZABETH CHIOCHA CHINTENGO BIO

ABOUT ME

I work with Malawi Revenue Authority as a Manager – Government Compliance Unit (GCU). I am an Economist by profession. I have been with Malawi Revenue Authority since October, 2006. Over the past 16 years, I have worked under Audit and Taxpayer Service functions, as an officer and Team leader for both functions and got promoted to position of Manager, in February, 2021. My personal achievements are the two Masters Degrees, and my professional achievement is being entrusted by Malawi Revenue Authority to manage the Government Compliance Unit which is one of the major contributors to the Authority's revenue collection. I am a holder of two Master's Degrees, Economics and Business Administration.



MY BIGGEST LEADERSHIP CHALLENGE (SO FAR)

My biggest leadership challenges are self-doubt and conflict resolution.

LIFE CHANGING EXPERIENCE

Being raised by a single unemployed mother after the death of my father, formed the person I am today. This experience made me believe that prayer, determination and hard work pays. My mother worked hard to provide for myself and my six siblings despite the fact that she never went further with her education but the things she has achieved to date inspires me.

BELIEFS, VALUES & PASSIONS

Determination, hard work, honesty and integrity are the beliefs and values which influence my work ethics. I am passionate about spending time with my two daughters and friends. I also like travelling.

MY DISC STYLE

My DISC profile is Conscientiousness which is characterized by being reliable and the ability to exercise discipline in order to achieve goals.

KIND OF LEADER

I am a servant leader, I believe that when people are personally and professionally fulfilled, they become more effective and productive and I strive to grow my team through collaboration and engagement.



NOTES



MUTINTA CHARITY CHUMBA BIO

ABOUT ME

Mutinta Chumba. I am a Zambian. I work for the Zambia Revenue Authority. Manager (Senior Tax Inspector) – International Tax Policy and Legislation. I studied Economics – So technically I am an Economist!! My first job was working in a banking then after a year I joined the Zambia Revenue Authority. So apart from taxes, I do know one or 2 things about banking.



MY BIGGEST LEADERSHIP CHALLENGE (SO FAR)

How to maintain a good relationship with my Juniors but still not compromise my leadership role (letting them to become too familiar).

Not winning any lottery or competition for free things has taught me that I need to work hard for the things I want in life. No free ride.

My Christian belief makes me work harder and with dedication because I believe that I work to serve the Lord and not Man.



MUTINTA CHARITY CHUMBA BIO

MY DISC STYLE

My disc style is D.
I am definitely a driven and result oriented individual.

MY LEADERSHIP AIMS

My goal is to one day lead an organisation. Heading the Zambia Revenue Authority wouldn't be a bad idea at all. But not just to lead the organisation but to inspire other young people to work hard and put in their best. To be able to build others.



ROLES

REVENUE AUTHORITY

QUALIFICATIONS

BACHELOR OF ARTS DEGREE IN ECONOMIS

MASTER OF ARTS IN ECONOMICS

ADVANCED DIPLOMA IN INTERNATIONAL
TAXATION (ADIT) WITH THE CHARTERED
INSTITUTE OF TAXATION, IN LONDON



NOTES



ABHAY DAMLE BIO

ABOUT ME

Presently working as Principal Commissioner of Income Tax with the Income Tax Department which is responsible for collecting Direct Taxes in India. Role involves supervising a set of around 120 senior, middle level and entry level officers.

I joined the Income Tax Department in 1990, after clearing the prestigious Indian Civil Services Examination. Have exposure to the functioning of the Income Tax Department as well as outside having worked on deputation to other departments in Government of India.



MY BIGGEST LEADERSHIP CHALLENGE (SO FAR)

To curb the menace of ever increasing air pollution, the automobiles had to undergo up-gradation to higher emission standard. India was following BS-IV emission standard which was way behind the European standard. I could convince the automobile companies to skip an intermediate level BS-V and directly leap frog from BS-IV emission standard to BS-VI emission standard. This involved coordinated efforts for low sulphur fuel supply as well improved emission treatment technologies to be brought in a limited time span. With the continuous efforts and regulatory changes, India could achieve the BS-VI (equivalent to Euro VI) emission standard four years ahead of earlier schedule from April, 2019.

Looking back, it was a highly satisfying experience for a Tax administrator who worked on deputation as Joint Secretary in the Government of India.

PROFESSIONAL ACCOMPLISHMENTS

Unique blend of educational qualifications (Engineering as well as Law) along with the experience and knowledge of administration, finance as also Policy formulation and Law making in automobile and transport sector. Worked for over four years as Joint Secretary in the Ministry of Road transport and Highways and carried out reforms in the Road Transport sector in India with legislative amendments as well as policy initiatives for safer, economical and efficient road transport. Drafted a path breaking legislation for improving safety and efficiency in the road transport sector. Associated with the Policy formulation for shared mobility sector and also the Policy formulation for driving India to Zero Emission mobility. Course Director for 57th Batch of Indian Revenue Service from December 2003 to April 2005 at prestigious National Academy of Direct Taxes, Nagpur. Contributions and work have figured in the Income Tax Department's Best Practices manual 'Let Us Share'. Continuously rated as Outstanding Performer during work experience with Income Tax Department and as also in the capacity of Director of Central Institute of Road Transport, Pune and as Joint Secretary in the Ministry of Road transport and Highways.



ABHAY DAMLE BIO

MY DISC STYLE

My DISC style is Di. I think this style has helped me to push my team to start work in advance, deal with heavy work pressures efficiently. I am proactive at work and try to anticipate crisis situations in advance and also plan accordingly.



MY LEADERSHIP AIMS

As I am poised to move towards higher echelons of Tax Administration, I would like to contribute towards creating an efficient, transparent and progressive tax department, which would be a facilitator to the honest tax payers but would deal with punitive measures to the dishonest ones. My Leadership aim is to keep my employees motivated as also help them embrace the changes taking place in the department over the period.

ROLES

PRINCIPAL COMMISSIONER OF INCOME TAX WITH THE INCOME TAX DEPARTMENT

INCOME TAX DEPARTMENT

DEPUTATION IN GOVERNMENT OF INDIA

QUALIFICATIONS

DEGREE IN MECHANICAL ENGINEERING

MASTER OF TECHNOLOGY FROM IIT DELHI
BACHELOR OF LAW

CERTIFICATE PROGRAMMES IN MANAGEMENT FROM
INDIAN INSTITUTE OF MANAGEMENT, BANGALORE

SYRACUSE UNIVERSITY

CAMBRIDGE UNIVERSITY



NOTES



NANTHAKUMAR GOPAL BIO

ABOUT ME

I currently lead a team to train the officials of Income-tax department and thereby improve quality of human resources of the organisation. My team identifies the training needs and to design need-based courses according to changes in tax environments with the objective of “Teach to Learn and Learn to Teach”.

My experience in Investigation of Tax evasion and Assessment of Corporates widened my vision and made me objective. I believe in analytical and systematic approaches to achieve optimal results. I am always open to explore new ideas and adopt best practices in all spheres of work. I look forward to introspect and improve leadership skills in the interest of self and the organisation.

Interested in sports and games



MY DISC STYLE

Being CS style (Conscientious-Steadiness), I am analytical and methodical to deliver consistent results besides support to team members.

MY LEADERSHIP AIMS

To bring “CHANGE”, even it is small but positive and sustainable.

QUALIFICATIONS

B.SC. (AGRICULTURE)

M.SC. (AGRICULTURE)

PH.D. (GENETICS)



NOTES



SANDRA KAITARE BIO

ABOUT ME

My name is Sandra Kaitare. I am a Ugandan. I am the Assistant Commissioner in charge of the Petroleum and Mining Division under the Domestic Taxes Department at Uganda Revenue Authority (URA).

I am an accountant. I have worked at URA for 15 years starting under the Small Taxpayers' Office then graduating to the Medium Taxpayers' Office and later joining the Large Taxpayers' Office specifically under the Natural Resources Management Unit.



PROFESSIONAL ACCOMPLISHMENTS

I am proud to say that I was part of the team that set up the Medium Taxpayers' Office and was one of the pioneer staff of the office. The experience and knowledge acquired in setting up the Medium Taxpayers' Office enabled me to seamlessly set up the Petroleum and Mining Division in 2019. I am the pioneer Assistant Commissioner Petroleum and Mining Division. I have been at the fore front of developing tax policy and administration of Uganda's nascent oil and gas industry. I was instrumental as the subject matter expert during the out of arbitration settlement, in the matter of Capital Gains Tax payable on the farm down by Tullow Uganda Operations Pty Limited, between the Government of Uganda and the Tullow Uganda Operations Pty Limited. I was also part of the Government of Uganda fiscal negotiating team of the Intergovernmental Agreement, the Host Government Agreement and the enabling legislation for the development of the East African Crude Oil Pipeline project.



SANDRA KAITARE BIO

MY DISC STYLE

I have a D (Dominance) style of leadership which is defined by being direct, firm, strong willed, forceful and result oriented. I struggle with small talk and am very impatient with people that I believe to be incompetent. I strongly believe that tasks must be done right on the first attempt. However, I also believe that I am empathetic and care about the feelings of those around me.

MY LEADERSHIP AIMS

My current leadership aim is to facilitate my team to ensure that each member of the team attains their highest professional potential. My other aim is to train and mentor potential successors that will be up to the task and ready to hit the ground running.



ROLES

BASSISTANT COMMISSIONER
PETROLEUM AND MINING DIVISION-
UGANDA REVENUE AUTHORITY

QUALIFICATIONS

FELLOW OF THE ASSOCIATION OF
CHARTERED CERTIFIED ACCOUNTANTS

LLM PETROLEUM TAXATION AND FINANCE

BACHELORS' DEGREE IN COMMERCE
(MAJORING IN ACCOUNTING)



NOTES



JEAN-LOUIS KALININGONDO BIO

ABOUT ME

My name is Jean-Louis Kaliningondo. I am a native of Rwanda, the country of a thousand hills in the heart of Africa. I work for the Rwanda Revenue Authority (RRA) where I currently serve as Deputy Commissioner General. I joined RRA in June 2016 and started as Information Technology Advisor for the Commissioner General until my appointment as Deputy Commissioner General in 2020. Prior to joining RRA, I was the Managing Director of an IT company based in Mauritius with branches in several African countries including Rwanda. In that capacity, I helped deliver IT solutions to various Kigali-based banks and government institutions. Previously, I worked as IT Advisor in the Ministry of Justice where I was involved in high-level strategic planning and the deployment of multi-institutional IT systems for the Justice Sector. As a certified Project Manager, I led the development and implementation of the first Integrated Electronic Case Management System (IECMS) for the Rwanda Justice System. Before working for the Justice Sector, I co-founded and managed a software development company that produced IT solutions for public institutions and local administration entities. For 7 years, prior to this, I worked for the German Technical Cooperation agency and rose through the ranks to become a Program Leader managing three projects.



MY BIGGEST LEADERSHIP CHALLENGE (SO FAR)

Working to convince five different public institutions (involved in the delivery of justice, law, and order services) to embrace the adoption of an integrated solution instead of keeping the traditional silo-thinking approach was probably the biggest challenge of my professional career. It took five years to achieve but it is, to this day, one of the professional successes that I am most proud of.

The tragedy that befell my country in 1994 deeply shifted my priorities and mindset from a purely personal needs perspective to a generational transformation approach. I was gripped and am still inhabited by the urgency of making a tangible contribution to the rebuilding of Rwanda for the future generations. Having returned from school in 1995, just one year after the Genocide against the Tutsis, I witnessed first-hand the devastation that was wreaked upon my nation. In my young mind, I resolved to give the best of myself in the rebuilding effort. 28 years later, I look at the miracle that is Rwanda today and am filled with gratitude for the privilege of witnessing that transformation in my lifetime. I have a deep sense of the long road still lying ahead to make Rwanda a prosperous country, but I am also hopeful that it is achievable. I believe that hard work and integrity ultimately yield positive results.



JEAN-LOUIS KALININGONDO BIO

MY DISC STYLE

My DiSC leadership style is C (Conscientiousness). My background as Software Programmer in the initial stages of my professional life may have contributed to feed in my need for structured, logical, solo approach in solving problems. I have long embraced that part of me but have also learnt, through time, that while I may run faster alone, I need to progress with my team if I intend to go further.



MY LEADERSHIP AIMS

My DiSC leadership style is C (Conscientiousness). My background as Software Programmer in the initial stages of my professional life may have contributed to feed in my need for structured, logical, solo approach in solving problems. I have long embraced that part of me but have also learnt, through time, that while I may run faster alone, I need to progress with my team if I intend to go further.

QUALIFICATIONS

BACHELOR'S DEGREE IN APPLIED SCIENCES (INDUSTRIAL ENGINEERING) FROM THE UNIVERSITY OF MONCTON (CANADA)

BACHELOR'S DEGREE IN APPLIED SCIENCES (INFORMATION TECHNOLOGY) FROM THE ROYAL MELBOURNE INSTITUTE OF TECHNOLOGY (AUSTRALIA)

MASTER OF SCIENCE DEGREE IN WEB SCIENCES AND BIG DATA FROM THE UNIVERSITY OF LIVERPOOL (UNITED KINGDOM)

PROJECT MANAGEMENT PROFESSIONAL (PMP)

ITIL EXPERT CERTIFICATIONS



NOTES



RANJEET KAUR BIO

ABOUT ME

My name is Ranjeet Kaur, and I hold a master's degree in business administration majoring in taxation. I am currently the Director of the CEO's Office, Inland Revenue Board of Malaysia. As the entrusted person to oversee aspects of communications, board governance, security compliance and administration of my organisation and the CEO's Office, I am expected to sharpen my leadership skills so that I am able to shoulder these vast and diverse portfolios.



Having served the Inland Revenue Board of Malaysia for 22 years has definitely presented me the opportunity to learn and re-learn the roles and functions of a tax administration. However, being one of the youngest department heads at the headquarters level presents a set of challenges in itself. Nevertheless, I leverage on the fact that I am surrounded by highly experienced leaders, each with differing leadership skill sets, which I believe will help shape my leadership journey.

MY LEADERSHIP AIMS

Although no stranger to donning the leadership hat, for me there is still much to explore to effectively carry out this responsibility. I personally believe leadership is action, where we must set the stage for others to follow. Therefore, I am not too shocked to discover that my DISC profile is Di where I strive to achieve goals in areas less explored by others and am always ready for action. I know there are some areas I have to revisit, especially the effect of my strong character on others.



NOTES



JANET KHOLOWA BIO

ABOUT ME

Currently am leading a team that manages Government compliance in Taxes. Overtime I have lead team in stations including Head office overseeing in all operational issues. Working with different teams has given me a great opportunity to continue develop my leadership skills. Coming from a teaching background, I have used the teaching experience to lead teams in the Tax Administration.



MY DISC STYLE

My disc profile is S style and my dot is positioned towards the age of the circle indicating a strong inclination to S style. Being accommodative and having a need for harmony, conflict management is therefore a challenge. The need for me to work on new areas in order to improve my style is an opportunity that the programme will offer me.

MY LEADERSHIP AIMS

My aim is to become a better leader while I understand the choices I make in decision making.

ROLES

A MEMBER OF TECHNICAL TEAM FOR
MRA 4 CHANGE

A MEMBER OF MSONKHO ONLINE
TECHNICAL TEAM

QUALIFICATIONS

MASTERS IN REVENUE LAW AND
ADMINISTRATION, UNIVERSITY OF DAR ES
SALAAM

BACHELOR OF EDUCATION, UNIVERSITY OF
MALAWI (CHANCELLOR COLLEGE



NOTES



LUCY ONG'ERA-KISIA BIO

ABOUT ME

My name is Lucy Ong'era-Kisia and I am proudly Kenyan!

I am currently the Chief Manager of Compliance, Financial Services at the Large Taxpayers office (LTO) of the Domestic Taxes Department (DTD), Kenya Revenue Authority (KRA). I am responsible for administering the relevant Tax statutes for assessments, collection, and accounting for revenue of the Financial Services Cluster which entails two Sectors that is, Banks and Insurance. Taxation of Financial Services is very new to me and I am taking the challenge head on. Before joining the KRA, I worked as an Accounts Assistant at Thomas Barnardo House, Nairobi for two years. So clearly, I have spent almost all the entirety of my working life at the Kenya Revenue Authority that is, twenty-eight (28) years! I deliberately joined the Public Service after personal experience of poor service from Government offices on several occasions and to break the Kenyan stereotype that all Public Servants are lazy and do not earn their pay! So my intention then and still remains, to make a positive impact in service delivery in Revenue Administration and Public Service.



MY BIGGEST LEADERSHIP CHALLENGE (SO FAR)

I faced my greatest Leadership challenge as Manager, West of Nairobi Station from August 2014 to April 2018. This was the largest Station in the Department comprising of six diverse operational divisions that is, Recruitment, Taxpayer Services, Compliance, Audit, Debt and Technical units. The establishment comprised of one hundred and fifty (150) staff of various ages and technical capacities and I was able to hold the team together to achieve and surpass our set targets in the period. I had to up my game and learn how to manage the multi-generational team.

MY DISC STYLE

My Leadership style is iS (influence Steadiness)! I connect well with others, believe in building team cohesion and have a strong desire to see the entire team succeed. I practice open door policy and accept change positively.

MY LEADERSHIP AIMS

To practise Servant Leadership and inspire my team to offer the best service to our clients. To be a effective leader in an extremely stressful environment.



LUCY ONG'ERA-KISIA BIO

MY DISC STYLE

My Leadership style is iS (influence Steadiness)! I connect well with others, believe in building team cohesion and have a strong desire to see the entire team succeed. I practice open door policy and accept change positively.

MY LEADERSHIP AIMS

To practise Servant Leadership and inspire my team to offer the best service to our clients. To be a effective leader in an extremely stressful environment.



QUALIFICATIONS

BACHELOR OF ECONOMICS DEGREE FROM THE MAHARAJA SAYAJIRAO UNIVERSITY (MSU) OF VADODARA

KRA LEADER AS A COACH AT STRATHMORE BUSINESS SCHOOL 9TH – 11TH MAY 2022

ETHICS & LEADERSHIP COURSE AT NATIONAL DEFENCE COLLEGE – OCTOBER 2020

LEADING AT THE SPEED OF TRUST

STRATEGIC LEADERSHIP DEVELOPMENT COURSE AT THE KENYA SCHOOL OF GOVERNMENT - 26TH JANUARY – 6TH MARCH 2015



NOTES



SIBENDU MOHARANA BIO

ABOUT ME

My current role within the tax administration is primarily focussed on enforcement i.e., investigation of major tax evasion cases, gathering intelligence, monitoring tax investigations and also providing fair and efficient tax administration in my jurisdiction. I am responsible for guiding officers to ensure that their morale remains high and they deliver their best.

32 years of experience in the field of Direct Tax Laws, Tax Administration, Adjudication, Enforcement, Litigation Management, International Taxation and Transfer Pricing, Financial investigation and Forensic auditing. Worked in various capacities such as tax investigator, assessor, fraud examiner and also as supervisory officer. At present, I am posted in the enforcement set-up of the Income-tax Department, where my specific area of interest is unraveling the constantly evolving intricate mechanisms, generated by tax evaders to launder black money.

My professional experience has given me the opportunity to delve into the genesis and working of financial crimes and also identify covert and overt linkages between tax policies and financial scams.





SIBENDU MOHARANA BIO

MY DISC STYLE

I have a CS (consistency) style of leadership, which is defined by being reliability and predictability. And I emphasise on quality, accuracy (considering sensitive nature of job) and informed choice. Further, I prioritise challenges and emphasise on productive method of completion. I believe in team work and success of the team.



MY LEADERSHIP AIMS

To be an inclusive leader who collaborates, supports and empowers others to achieve goals, to face challenges and to explore the opportunities. I have worked very closely with and learnt from several senior leaders and stake holders during my career. An attitude of dedication, commitment towards my job and determination toward my profession and moral principles influenced my work ethic.

QUALIFICATIONS

PH.D. (CHEMISTRY)

POST GRADUATE PROGRAM ON PUBLIC POLICY AND MANAGEMENT FROM INDIAN INSTITUTE OF MANAGEMENT

BANGALORE AND INTERNATIONAL FINANCE FROM BOSTON UNIVERSITY



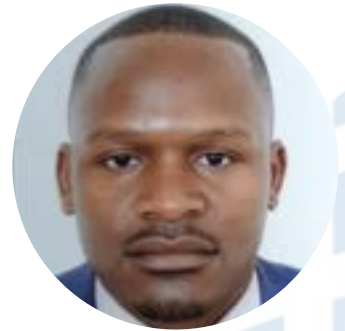
NOTES



SAMUEL MUKUKA MULENGA BIO

ABOUT ME

I am a Zambian national working and living in Zambia. I am currently serving as Assistant Director at the Zambia Revenue Authority in charge of the Data Quality Office. I am responsible for the design and implementation of institutional data quality initiatives that support compliance risk management, debt reporting and enforcement as well as support the Bulk intelligence Data Analytics activities.



I am excited to be part of the Senior Leadership program as it presents an excellent opportunity for me to learn how to manage and keep a large team motivated and productive without losing the individual identity of my team members while leveraging each other's qualities towards realising the corporate objectives.

PROFESSIONAL ACCOMPLISHMENTS

I have previously worked as a Public Sector Economist and researcher both in Academia and Government with a specialisation in revenue forecasting, research design, statistical data analysis and econometric modelling. I have further contributed to the tax policy review process in Zambia. Some of my notable accomplishments include; the Data Matching Missions Projects with the International Monetary Fund for Zambia and Zimbabwe which involved identifying compliance gaps through the use of taxpayer declarations across Customs and Domestic Taxes and suggesting initiatives to cure systemic risks and quick revenue generation. I have further conducted tax gap studies, and research on double taxation agreements, as well as informal sector compliance improvement. I have also been part of the key resource team undertaking the VAT reform program in Zambia and I am a contributor to the African Tax Administration Forum flagship publication the African Tax Outlook.

MY BIGGEST LEADERSHIP CHALLENGE (SO FAR)

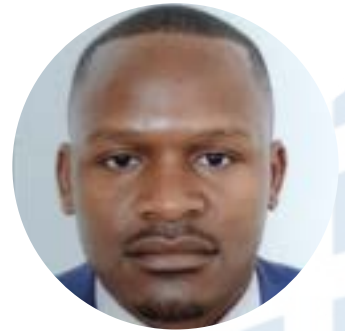
The biggest challenge I have had in my career so far has been moving from managing myself and a relatively small team of about 3 officers to being in charge of a large diverse team (about 80 staff). In 2020, I was given the responsibility to manage and transition staff from a project into an established unit with streamlined activities and goals. Thus, managing change, anxiety, selling a vision and ensuring buy in among staff to ensure continued productivity has been an interesting challenge. Additionally, I have observed often how ideologies shift with a change in top leadership. I therefore would like to learn how I can impact and impart lasting change and legacy among our staff so that they can carry the objectives and vision of the organisation and build strong and lasting institutions.



SAMUEL MUKUKA MULENGA BIO

MY DISC STYLE

I value excellence, integrity, honest constructive communication and value addition in all settings. I am direct and results oriented. Unsurprisingly, my Disc profile is a CD – Conscientious Dominance style of leadership which is characterised by challenge, accuracy and results. This means that I tend to be sceptical and ask a lot of questions before I can onboard. I am however determined to have accurate, logical and efficient results/solutions.



MY LEADERSHIP AIMS

My leadership aim is to see myself help those around me to have meaningful achievements across all aspects of being, becoming the best versions of themselves.

QUALIFICATIONS

BACHELOR AND A MASTER OF ARTS DEGREE IN ECONOMICS FROM THE UNIVERSITY OF ZAMBIA

PHD CANDIDATE UNDER THE AFRICAN ECONOMIC RESEARCH CONSORTIUM'S COLLABORATIVE PHD PROGRAM (CPP)



NOTES

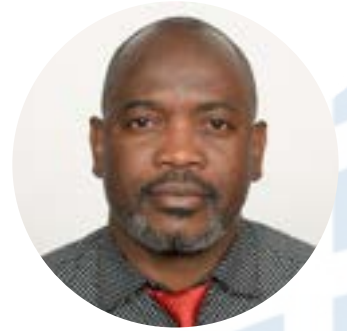


MICHAEL MWALE BIO

ABOUT ME

My name is Michael Chadooka Mwale and am a Malawian from Malawi. I am working with Malawi Revenue Authority (MRA) as a station manager for Mzuzu Domestic tax which is the city in the northern part of Malawi.

I joined MRA in the year 2000 as an officer doing basic duties such as receiving, processing and recording of VAT returns. Then later after going through several tax trainings my duties were upgraded to include audit and assessment of income tax returns. By then I was also doing part time accounting course. I was a team leader in the audit section specialising in Service Sector which include telecom companies, hotels and transportation.



PROFESSIONAL ACCOMPLISHMENTS

As an auditor, I have done audits in manufacturing industries, wholesaling and retail sector and service sector. I feel I have contributed a lot especially in VAT in terms of compliance in accuracy return filing and refund claims. I also helped the authority to train newly recruited officers on basic tax audit techniques while waiting for formal tax training and this worked well in the sector I was allocated.

Some professional accomplishment achieved as a team while I was in the service sector was contributions made to VAT as a tax type. Our Sector achieved the highest amount of tax quantified and collected for three consecutive years a thing which am proud of because it shows that our audits had a huge impact in as far as quality audit was concerned.

On qualification, I have a bachelors degree in accounting and am pursuing ACCA which I have remained with one subject to complete. I have attended several trainings both within and outside Malawi which have helped me in terms of technical knowledge and understanding of tax issues.

My leadership aims are to find the ways of how I can be an impactful leader to all my followers? To find the traits of a good leader or a good manager. How I can communicate effectively with my fellow team members.



MICHAEL MWALE BIO

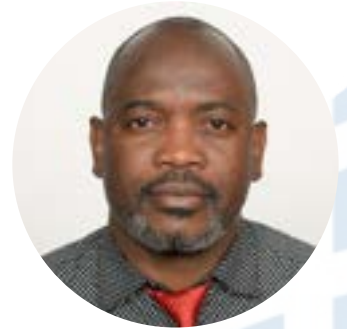
MY BIGGEST LEADERSHIP CHALLENGE (SO FAR)

My biggest challenges in my leadership career are as so many. Some of them are;

To achieve the target of collecting the amount of taxes given by the management is really very difficult task. As a manager you are considered as a failure if the station is failing to collect the amount given.

How can I motivate my followers to work hard to achieve the targets given?

How can I communicate effectively to the team members?



MY LEADERSHIP AIMS

My leadership aim is to see myself help those around me to have meaningful achievements across all aspects of being, becoming the best versions of themselves.

QUALIFICATIONS

BACHELOR AND A MASTER OF ARTS DEGREE IN ECONOMICS FROM THE UNIVERSITY OF ZAMBIA

PHD CANDIDATE UNDER THE AFRICAN ECONOMIC RESEARCH CONSORTIUM'S COLLABORATIVE PHD PROGRAM (CPP)



NOTES



NANCY NGETICH BIO

ABOUT ME

I am an accomplished legal, customs & tax administrator with vast experience specifically in customs technical expertise, management and tax related transactions including consulting with a good understanding of customs legislations and business processes and procedures.

In my current role, I oversee and coordinate Departmental Legal and policy formulation and its application in addition to representing the Department at national, regional and international customs fora.

I am a trained lawyer, an advocate of the High Court of Kenya, a Certified Secretary and a Certified tax and Customs administrator. My professional service have been both in the Authority where I have risen through the ranks and in the private sector as a tax consultant. I honed my leadership skills when I was appointed as the officer in charge of the Legal Section within the Department and as an expert on customs matters at the Ministry of Finance for a period of 4 years. I believe in honesty, trustworthiness, reliability alongside competence while building and sustaining talent within the human resource.

I am an agile and a transformative leader geared at supporting and managing performance. I believe in critical issue analysis, result oriented approach and concerted team player.



MY DISC STYLE

My DISC profile is Di style essentially taking action, getting results, generating enthusiasm and ensuring accuracy.

It is an indicator of my optimal leadership style, which I am still on course. Certain aspects of the profile is downplayed by the existence of the other styles inherent in everyone.

MY LEADERSHIP AIMS

My leadership aim is to understand various leadership styles and find myself able to adopt to any on a need basis to achieve desired results while supporting the team.



NANCY NGETICH BIO

EXPERIENCES

Two experiences have led to a shift of mind set and made me who I am today. The first one was while participating as a customs expert seconded to the Ministry of Finance. In this role we were tasked to review fiscal proposals for consideration in the national legal framework. It is when performing the assignment that I reckoned that my input made a difference in the national legislation and I was therefore no longer an ordinary officer. I changed my focus to bigger things as I realised I had outgrown my former self. My second experience is when I got an opportunity to work with one of the big five audit firms as a senior manager, in charge of Indirect Tax. Again, I noted my role meant everything to the firm as I signed off reports and assignments for all the clients in my business line. I once again confirmed my growth. I considered bigger things as I had the potential and had gained necessary experience.





NOTES



GLADMAN NJANJI

ABOUT ME

I am Gladman Njanji and I am from Zimbabwe. I joined the Zimbabwe Revenue Authority on 1 August 2021 as the Corporate Affairs Executive. The corporate affairs portfolio is responsible for corporate communications, international relations, stakeholder management and corporate social responsibility programs. I am a corporate communications specialist with over 20 years of developing and implementing high impact strategic communication interventions in various sectors including public service, energy regulation, civil society and international non-governmental organisations. I conceptualised and implemented life changing corporate communication, stakeholder engagement, digital and social media strategies and campaigns as well as brand activation of various products and services. My areas of interest include behavioural change communication, customer service, clients' education, stakeholder management, brand activation, public relations and advocacy.



PROFESSIONAL ACCOMPLISHMENTS

My biggest leadership challenge has been to lead a group with socially and culturally opposite values and viewpoints. The process made me to appreciate the importance of focusing on the question WHY more often in order to remain focused.

MY DISC STYLE

My DiSC style is a Di and this pretty much sums me up for I am a goal getter, results oriented and enjoys innovative ideas. Many a times I set ambitious goals and push myself towards their achievement. Overall, I like to spread some positive energy to others for change to be realised.

MY LEADERSHIP AIMS

My biggest leadership challenge has been to lead a group with socially and culturally opposite values and viewpoints. The process made me to appreciate the importance of focusing on the question WHY more often in order to remain focused.

QUALIFICATIONS

MASTER OF SCIENCE IN JOURNALISM AND MEDIA STUDIES AND A MASTER OF SCIENCE IN INTERNATIONAL RELATIONS



NOTES



JULIUS NKWASIRE BIO

ABOUT ME

My name is Nkwasure Julius Mponooka. I am currently the assistant commissioner in charge of customs enforcement in Uganda Revenue Authority (URA)

I joined in 1999 as an assistant revenue officer, the lowest level for a graduate entrant then. Over the last 23 years, I have grown through the ranks, to my current rank, leading diverse teams across the country to achieve great results

MY DISC STYLE

I have a D (Dominance-Influence) style of leadership. Am an active and result-oriented person, fast paced and consistently yearning for progress and achievements.

MY LEADERSHIP AIMS

To be a better leader every day, positively influencing those around me to create a better world.





JULIUS NKWASIRE BIO

MY BIGGEST LEADERSHIP CHALLENGE (SO FAR)

Managing a team of more than 200 staff, with a sole aim of ensuring tax compliance across the country with a high percentage of informal businesses and low compliance levels.

PROFESSIONAL ACCOMPLISHMENTS

I have been a customs enforcer for most of my stay in Uganda Revenue Authority. I served as a member East African Community technical committee, Set up the intelligence division as pioneer assistant commissioner, current member of URA staff recruitment committee and current board chairman of URA SACCO, the second biggest in Uganda.



QUALIFICATIONS

2006-2008

Master of Business Administration (MBA) Eastern and southern African Management based in Arusha, Tanzania

2003

Certificate of proficiency in information systems management Aptech worldwide- Uganda

1993-1996

Bachelor of science (Bsc, Zoology and Biochemistry) Makerere University- Uganda



NOTES



ABOUT ME

My interest in effective leadership is inspired by the complexities and challenges that arise in leading a large team. As an Administrator of a large Tax Office managing a deeply diverse team of more than 50 people, I've learned how to build strong relationships with colleagues and staff, communicate goals clearly and dive into front line engagement with taxpayers as often as needed. Since I started my career in 1994 as a second level Inspector of Tax, I've steadily gained more experience and responsibility within the Tax Office and I'm now an Assistant Director exceeding my targets consistently in the offices I have headed. I received several letters of commendation from the Service for my performances and was Awarded for Excellent Interpersonal Working Relationship by staff members. I also developed an effective template for tax review and collection, which earned me an award for extraordinary performance. The opportunity to further hone my effectiveness in these skills is why I'm excited for the CATA SLP programme where I look forward to learning from seasoned veterans who have a deep understanding of what it means to inspire and engage a large team.



MY BIGGEST LEADERSHIP CHALLENGE (SO FAR)

Throughout my 10 years in my previous office in a city called Koforidua, we achieved all our revenue targets and mostly receive the praise of my superiors. However, I was transferred to my current office in ACCRA, the regional capital of Ghana in 2019. Immediately I resumed work in my new office, I realized that, my new office was deviating from their revenue target of over 50%. The office in June, 2019 was ranked as the worst revenue performing office in the revenue performance league. Performance improvement committee was formed, including myself to improve the poor performance of the office. As the leader of the team, we quickly moved into action and ended the year as the second-best performing office among our peers. Indeed, it was a year that, my professional capabilities were over stretched. Looking back, I feel proud that, our collective effort turned around the fortunes of a revenue underperforming office.



CLARA OBASI BIO

MY DISC STYLE

I have an iS (Influence-Steadiness) style of leadership as I'm a strong believer in open communication. I maintain an open door policy with my team, with the aim of accommodating diversity of views and opinions for the ultimate goal of achieving results.

MY LEADERSHIP AIMS

My leadership aim is to ensure all team members are carried along
To discover more leadership styles for a large and diverse work environment



ROLES

BACHELOR OF LAW, LLB

MASTER OF LAW, LLM

QUALIFICATIONS

FELLOW CHARTERED INSTITUTE OF
TAXATIONS NIGERIA

ASSOCIATE MEMBER, NIGERIA INSTITUTE OF
MANAGEMENT

ASSOCIATE MEMBER, DEBT RECOVERY
PRACTITIONERS OF NIGERIA (AIDRPM)

ASSOCIATE MEMBER, CHARTERED
MANAGEMENT OF ACCOUNTANCY (AICMA)



NOTES



MICHAEL OLARINDE BIO

ABOUT ME

My name is Michael Olufemi OLARINDE, I am from Nigeria and I am a Nigerian. I work with the Federal Inland Revenue Service (FIRS) and I am presently a Senior Manager and Technical Assistant to the Executive Chairman of the FIRS. I am also the Head of the Technical Support Staff in the Office of the Executive Chairman, FIRS. I started my career as an Assistant Accountant of an international telecommunication vendor named Huawei Technologies Limited; I worked there for five (5) years. In 2010, I moved to the Federal Inland Revenue Service as an Assistant Manager, I worked as the Head of the Taxpayer Database Management Unit at the Sokoto Integrated Tax Office until May 2012 when I was transferred to the Tax Policy and Legislation department to build a career in tax policy development and advisory services. My work in the Tax Policy department exposed me to opportunities to work with leaders, as policy formulation and development is naturally a task for senior executive. My work in the Tax Policy department includes policy formulation, legislative drafting, tax advisory and rulings. In summary I have spent the last 17 years undertaking a mixture of administration, Tax and Fiscal Policy, Research and Tax advisory service roles at the FIRS and in Huawei. Through these years, I have been dedicated and committed to my duties and have won awards for excellent service.



MY BIGGEST LEADERSHIP CHALLENGE (SO FAR)

The biggest challenge in my career is that most times I get so involved in duties and this make my team mates relax hoping I was going to cover up for them in delivering the teams task. This is due to the fact that I am mostly critical with delivering excellent results and hardly trust the efforts of others. However, I learnt that there is need for diversity in the delivery of assignments, considering the inputs of members of the teams encourage them to put in more effort to deliver quality service.



MICHAEL OLARINDE BIO

MY DISC STYLE

As a trained and experienced financial manager, my DISC profile is a C for Critical followed by a S for Steady, this is because I take my time to ensure accuracy in my work, I have a fear for failure, but I am very passionate and considerate with others when performing functions.

MY LEADERSHIP AIMS

To attain an unlimited height in the pursuit of my career with a view to contributing positively to my immediate environment.



QUALIFICATIONS

DIPLOMA IN BUSINESS ADMINISTRATION

BACHELORS IN BANKING AND FINANCE

MASTERS IN BUSINESS ADMINISTRATION WITH A BIAS IN FINANCIAL MANAGEMENT

PROFESSIONAL CERTIFICATIONS IN ACCOUNTING, TAXATION, ECONOMICS, AND PERSONNEL MANAGEMENT

MOST OUTSTANDING STAFF AWARD, OFFICE OF THE EXECUTIVE CHAIRMAN, FIRS - APRIL, 2020 – JULY 2021

EXCELLENT NEW EMPLOYEE AWARD – HUAWEI TECHNOLOGIES CO. (NIG.) LTD. - 2007

NATIONAL YOUTH SERVICE CORP, STATE AWARD FOR EXCELLENT COMMUNITY DEVELOPMENT SERVICE - NASARAWA STATE GOVT. – 2004



NOTES



MICHAEL OTU-DANQUAH BIO

ABOUT ME

I am a Certified Information Systems Auditor (CISA) from Ghana working with the Ghana Revenue Authority and overseeing the Electronic Commerce Desk, a section dedicated to the taxation of the digital economy. I have a background in Information Systems Management, Business Administration and Education.

As part of my career development, I also play the role of a change agent for digital transformation at the Ghana Revenue Authority. In addition, I have been involved in championing risk management issues at the operational unit level as well as implementing a new Performance Management System at the Large Taxpayer Office (LTO).

My key leadership interest lies in transformative leadership and exploring leadership development areas such as global processes, implementing innovative learning and behaviour change and leadership in a remote work scenario.

In my free time I like surfing the internet, watching documentaries, going for walks, and spending time with my family.



MY BIGGEST LEADERSHIP CHALLENGE (SO FAR)

The biggest leadership challenge I have encountered in my career so far is dealing with employees' unwillingness to adapt to a new performance management system and automated processes.

MY DISC STYLE

I have a CS (contentiousness-steadiness) leadership style. This explains my even-tempered and supportive nature, which always makes me willing to share my experience and expertise with my work colleagues when needed. I do not find it difficult to be patient with people and in demanding situations. A value I will always uphold in many situations is delivering reliable results.

MY LEADERSHIP AIMS

I am determined to consolidate my existing leadership knowledge and experience to develop and practice leadership skills to be more decisive, adaptable to change and growth, and able to work effectively with people of other leadership styles.



MICHAEL OTU-DANQUAH BIO

MY DISC STYLE

I have a CS (contentiousness-steadiness) leadership style. This explains my even-tempered and supportive nature, which always makes me willing to share my experience and expertise with my work colleagues when needed. I do not find it difficult to be patient with people and in demanding situations. A value I will always uphold in many situations is delivering reliable results.

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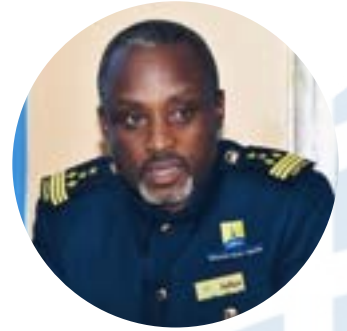


JULIUS AHIMBISIBWE RUBAGUMYA BIO

ABOUT ME

I am Julius Ahimbisibwe Rubagumya, a Ugandan working with the Uganda Revenue Authority as the Assistant Commissioner Customs External Operations in the Customs Department.

My Professional journey started with Uganda Revenue Authority in 1997 where I joined at the entry rank of Officer and have over the years risen to the rank of Assistant Commissioner. This has been an exciting journey with lots of learning and growing along the leadership journey.



MY DISC STYLE

I have a D (Dominance-Influence) style of leadership which is defined by being action oriented and ties in well with my high propensity to initiate and expansionist mindset.

MY LEADERSHIP AIMS

To learn more about how to positively influence others and create an environment that allows them to reach their full potential.

To also learn more on how to apply my disc model and become a better leader.

ROLES

SUPERVISOR OF AUDIT TEAMS

LEADER OF AUDIT TEAMS

FACILITATOR OF WEEKLY TECHNICAL MEETINGS OF THE AREA OFFICE AUDITORS

MEMBER OF THE COMMITTEE IN CHARGE OF AUDIT PRACTICE.

QUALIFICATIONS

BACHELOR OF ARTS IN ECONOMICS

POST GRADUATE DIPLOMA IN PUBLIC ADMINISTRATION AND MANAGEMENT

EXECUTIVE CERTIFICATE IN LEADERSHIP AND MANAGEMENT

CERTIFICATE IN TRANSFORMATIONAL LEADERSHIP



NOTES



MOHAMMED SAANI BIO

ABOUT ME

Life is better, when your society and people around you in particular, improve your life. Life is however, best and fulfilling, when the people around you feel better through what you give to the society. As public servant, I continuously make a conscious effort to leverage the good qualities of my colleagues and people around me, to achieve the common good of all. To live a life that is of purpose to myself and my society, I constantly develop and improve skills that I will need to influence the people around me to achieve things that will help us to achieve our life purpose-survival and impact in our society.



The CATA senior leadership programme will afford me a great opportunity to interact and share best professional experiences and practices with professionals and senior leaders in tax administration of the commonwealth countries. Undoubtedly, these experiences and practices that I will share and also acquire, will significantly improve the role of leadership on revenue mobilization in my country.

MY BIGGEST LEADERSHIP CHALLENGE (SO FAR)

Throughout my 10 years in my previous office in a city called Koforidua, we achieved all our revenue targets and mostly receive the praise of my superiors. However, I was transferred to my current office in ACCRA, the regional capital of Ghana in 2019. Immediately I resumed work in my new office, I realized that, my new office was deviating from their revenue target of over 50%. The office in June, 2019 was ranked as the worst revenue performing office in the revenue performance league. Performance improvement committee was formed, including myself to improve the poor performance of the office. As the leader of the team, we quickly moved into action and ended the year as the second-best performing office among our peers. Indeed, it was a year that, my professional capabilities were over stretched. Looking back, I feel proud that, our collective effort turned around the fortunes of a revenue underperforming office.



MOHAMMED SAANI BIO

MY DISC STYLE

I am the least surprise that, as a principal revenue officer in Ghana Revenue Authority, my DISC STYLE is DI(Dominance, influence).With very high revenue targets to always meet in a developing country such as Ghana, achieving my targets are tasks that carry out with all my dedication. Although I set very ambitious target, success is my ultimate goal either individually or collectively. I maintain a very high energy level, even in the face of very challenging tasks. The passion with which I drive my vision, mostly motivate others to buy into it. My confidence often inspires my colleagues and people around me to jump on board with my dreams, because I believe in collective effort to achieve a common good.



MY LEADERSHIP AIMS

My current aim is to accept responsibility for my actions as a leader and also to understand how every single decision that I take impact the people around me. What are the little things that I can do to influence the people around me to take a positive action?

ROLES

SUPERVISOR OF AUDIT TEAMS

LEADER OF AUDIT TEAMS

FACILITATOR OF WEEKLY TECHNICAL
MEETINGS OF THE AREA OFFICE
AUDITORS

MEMBER OF THE COMMITTEE IN
CHARGE OF AUDIT PRACTICE.

QUALIFICATIONS

MEMBER OF THE ASSOCIATION OF
CHARTERED CERTIFIED ACCOUNTANTS(ACCA)

MEMBER OF INSTITUTE OF CHARTERRED
ACCOUNTANTS, GHANA (ICAG)

DEGREE IN ECONOMICS

ADVANCE CERTIFICATE IN ACCOUNTING



NOTES



SHEILA SANGA BIO

ABOUT ME

I am a Legal professional of 16 years professional standing who has largely served in various capacities within the public sector of Kenya. I currently serve as Chief Manager in Charge of Prosecution and Enforcement within the Investigations & Enforcement Department of the Kenya Revenue Authority where I have enjoyed a diversified career in Tax administration and rising through the ranks to my current position. Prior to joining the Authority, I served as a Legal Officer for a period of five years in a Public Finance institution. My career journey has been characterized by various milestones with notable achievements namely providing strategic leadership towards successful prosecution of Tax fraud cases thereby promoting voluntary Tax compliance and promoting deterrence. I have also been instrumental in spearheading the formulation of policies and legislative reviews to promote effective prosecution and tax fraud enforcement strategy among others. CATA leadership training offers me a great opportunity to interact and learn from other leaders about their diverse experiences and challenges in a fast-paced and dynamic work environment. I am certain these experiences will give me insights and shape my strategies on how to integrate a people centered approach to leadership. I love to travel and discover new places and spend time with family and friends.



MY BIGGEST LEADERSHIP CHALLENGE (SO FAR)

Looking back, as a very hands-on person, I get overwhelmed by the constant demand to get things done and in the right manner. To be able to delegate and offer mentorship and coaching through it is a journey I am learning and almost getting there.

MY DISC STYLE

I have a D (Dominance) style of leadership which resonates with my attributes of being direct, firm, strong willed and result oriented focus.

MY LEADERSHIP AIMS

My leadership aim is to seek continuous improvement towards becoming an effective and people centered leader.



NOTES



RAJGOPAL SHARMA BIO

ABOUT ME

I am Rajgopal Sharma, belong to India and work for the tax administration in Senior Management role of Director responsible for managing processes of gathering financial intelligence. I studied to be a Mechanical Engineer and then was selected for the Civil Services and joined the tax administration in 1994. Since then, apart from tax administration jobs, I have worked on secondment with the Ministry of Commerce dealing with trade promotion and trade negotiations. I also worked at the Indian Mission to the European Union in Brussels. During this phase of my career, I developed skills in international trade laws, barriers to trade and negotiations for free trade agreements. I have also worked on secondment as Staff Officer to Minister for Shipping and MSME. This phase of my career taught me policy making and higher-level monitoring for achieving the goals of the Government.



MY BIGGEST LEADERSHIP CHALLENGE (SO FAR)

My biggest challenge in leadership so far has been to ensure unity of purpose and objective in a large team. Frequently, focus gets disturbed, for various reasons, some of which are in our control and some otherwise. My parents' commitment to hard work and quest for knowledge left a deep impact on me and has shaped the way I work.

MY DISC STYLE

I am a leader with the belief that in public service, time is of essence in decision-making and implementation, more so in a developing country like India. My DiSC style is D, driven probably by a desire to improve the lives of the people in their lifetimes.

MY LEADERSHIP AIMS

My aim as a leader is to bring about change that impacts the life of the people, directly or indirectly. Towards this end, understanding what motivates team members to excel is crucial for a leader.



NOTES



TONDERAYI SHONHIWA BIO

ABOUT ME

I started my career in the Financial Services Sector as a Money Market Dealer at a leading Discount Houses in Zimbabwe. I got an offer to work in Treasury Department of Total Zimbabwe a subsidiary of Total Energies (International) through an intensive Management Training Program. At the end of the management training program, I was seconded to head the procurement department. After five (5) years, I got a challenge to lead technical procurement for the leading Telecommunications company in Zimbabwe (Econet Wireless) which I accepted. After 3 years I got an offer from the 2nd largest Telecommunications company NetOne Cellular to structure and lead the Supply Chain Department for the telecommunications entity, a challenge I gladly accepted. I later got an offer from the top savings bank in Zimbabwe (People's Own Savings Bank) to form a Procurement Management Unit, a mission that was successfully accomplished before I moved back to NetOne Cellular. In 2021 I was offered and I accepted a challenge to be the first Director of Procurement at the Zimbabwe Revenue Authority where I am currently working.



MY BIGGEST LEADERSHIP CHALLENGE (SO FAR)

One of my biggest leadership challenges this far was when I was tasked to lead a Procurement Optimization Project at Total. The challenge came at a time I was coming from the Treasury Department, it also coincided with prevailing tough economic conditions that made it difficult to trade in local currency and use of the foreign currency was prohibited. The task seemed so insurmountable and impossible particularly for someone who had no procurement background. However, through teamwork, dedication, stakeholder engagements we were able to achieve and surpass the set objectives within a limited timeframe. This became the beginning of a new journey in my career. Losing my parents at a young age changed my mind set into believing that in spite of the challenges we face in life one has to work hard to achieve results and not be apologetic about their situation. My situation gave me a sense of responsibility at a young age, creating a strong bond with my siblings and taught me to care more about for my siblings and the under-privileged. I learnt to achieve more through teams.



TONDERAYI SHONHIWA BIO

MY DISC STYLE

Through my experience I learnt to achieve more through working with others regardless of our differences. I am inspired by diversity, different skills sets, different ideas that can be united into one objective. This speaks to my DiSC profile Si style in that I like working in teams and exercise a lot of empathy with other team players. I am very patient with people and believe that everyone has a value to add in any project and it is our duty to unlock such value from different team players.



MY LEADERSHIP AIMS

I am servant leader who believes in leading through serving others. I put a lot of attention to team players and their requirements. I believe in training people to become who they can potentially be. I do enjoy peace in teams and do not like conflict. My experience has been working on different projects with different teams as such I believe in teamwork to achieving better results. The teams might have diverse skills but harmony, congruence and clear objectives will help achieve the results.

QUALIFICATIONS

·MASTER OF SCIENCE DEGREE IN STRATEGIC MANAGEMENT

·BACHELOR OF COMMERCE (HONOURS) IN FINANCE DEGREE

BACHELOR OF COMMERCE IN LAW DEGREE

BACHELOR OF COMMERCE (SPECIAL HONOURS) IN SUPPLY CHAIN MANAGEMENT AND PROCUREMENT DEGREE

FULL MEMBER OF THE CHARTERED INSTITUTE OF PROCUREMENT AND SUPPLY (MCIPS)

ASSOCIATE MEMBER OF THE INSTITUTE OF BANKERS IN ZIMBABWE



NOTES



DEBORAH YAUTAMA TARFA BIO

ABOUT ME

Lawyer of 20 years (2003) post call experience, first 8 years spent in private legal practice (actively involved in Civil and Commercial Litigation; Election/electoral matters, Intellectual property, Arbitration, Mediation, Company Secretarial Services, Immigration regulatory compliance & legal secretarial services for Multinational Clients); Followed by 12 years of Tax Administration with the Federal Inland Revenue Service (FIRS). Born 11th of May 1976, Married and from Garkida, Gombi Local Government, Adamawa State Nigeria.



I was drawn to taxation while at the University and took Tax Law as one of my elective course. This informed my graduate (LLB) & Post graduate (LLM) thesis on taxation and finally a specialized masters – LLM Petroleum Taxation & Finance University of Dundee UK. Being at the Federal Inland Revenue Service is a fulfilment of where I have set out to be- a tax environment and a Tax Administrator. I have had a good career progression over the years and currently an Assistant Director.

MY BIGGEST LEADERSHIP CHALLENGE (SO FAR)

Affiliate Member Compliance Institute of Southern Africa (CISA), Nigerian Bar Association, African Bar Association Member International Dispute Resolution Institute, Associate Member Chartered Institute of Taxation Nigeria, ACI Arb. UK, PSLC Course 42 member.



DEBORAH YAUTAMA TARFA BIO

MY DISC STYLE

My Disc Style is D, I am result driven even where there seems to be no way I have the strongest conviction that there's always a way so, I push until I get there. Am willing to take up any challenge even when the subject is new, where additional knowledge is required to function, I get my more experienced tax colleagues to put me through and where necessary, I self-funded to gain the knowledge in order to deliver on my tasks.



MY LEADERSHIP AIMS

My Leadership aim is to impart knowledge, awake a sense of responsibility, effectiveness & efficiency. Encourage people I come across to be impactful in whatever role and wherever they find themselves.

QUALIFICATIONS

NATIONAL INSTITUTE FOR POLICY & STRATEGIC STUDIES KURU-2022 - PSLC COURSE 42 (OUTSTANDING)

UNIVERSITY OF CAPE TOWN- 2019 - COMPLIANCE MANAGEMENT (EXCELLENT)

UNIVERSITY OF DUNDEE UK – 2016 - LLM PETROLEUM TAXATION AND FINANCE (MERIT)

UNIVERSITY OF JOS, PLATEAU STATE-2008 - LLM LAW (MERIT)
NIGERIAN LAW SCHOOL- 2003 - B.L

ADAMAWA STATE POLYTECHNIC -2001 - ADV. CERT COMPUTER SCIENCE (DISTINCTION)

UNIVERSITY OF MAIDUGURI – 2000 - LLB LAW (SECOND CLASS)

FEDERAL GOVERNMENT COLLEGE WUKARI - 1994 S.S.C.E



NOTES



UWAMARIYA ROSINE BIO

ABOUT ME

Rosine is currently a commissioner of Internal audit and Integrity, her role is to ensure total functionality of Rwanda Revenue authority internal controls and systems efficiency to deliver revenue collection targets. She is equally responsible for instilling high level of integrity among staff members and instituting a zero-tolerance policy for corruption and other tax administration malpractices. In her previous job as a commissioner for customs services, her role was to set strategies to meet revenue targets and facilitate legitimate trade. She has a vast experience in customs and trade facilitation. She adopted inclusive leadership and problem solving solution approach to deal with pressure and complex nature of customs. Rosine worked for UNCTAD and she was responsible for providing technical support to Eastern and Western African countries for trade reforms (Rwanda, Kenya, Tanzania, Gabon, Cameroun, Congo Brazzaville), she assisted Developing and Least developed countries in establishing Trade Facilitation Road Map and also participated in developing international standards to support countries in trade reforms. In other roles, Rosine is the current Chairperson for East African Revenue Authorities technical committee on integrity, which requires providing leadership on integrity policies and implementation at a regional level



MY DISC STYLE

I am an iStyle which is characterized by optimism and enthusiasm, I find it easy to get people excited about my goals and ideas.

MY LEADERSHIP AIMS

To be a transformational leader focusing on future, change and people

QUALIFICATIONS

MASTER DEGREE IN INTERNATIONAL CUSTOMS LAW FROM CANBERRA UNIVERSITY, AUSTRALIA

BACHELOR DEGREE IN BUSINESS ADMINISTRATION, MAJORING IN FINANCE FROM KIST, RWANDA

WCO ACCREDIT EXPERT UNDER THE MERCATOR PROGRAM



NOTES



ABOUT ME

I truly believe that there is no greater work we can do for ourselves or those around us, than to build and develop our personalities to transform us into the best possible people and leaders we can be.

I founded my training company with that sole goal in mind, and it is a true privilege to be able to carry out that work each and every day. I bring experiences from a finance and governance background which I believe is a fantastic position from which to explore leadership. I continue to develop my skills away from the training room through contributing to a variety of boards and committees which gives me practical insight into the challenges facing senior leaders today.

The CATA SLP is such an incredible programme and I am excited for the unparalleled opportunity it offers in facilitating important conversations and the sharing of knowledge, skills, and experience between senior leaders within tax.



MY BIGGEST LEADERSHIP CHALLENGE (SO FAR!)

In 2011 the international airline I worked for was purchased by British Airways, and my team was tasked with closing the operations of our three separate airlines, meaning we were simultaneously closing one, selling another, and integrating a third into British Airways.

Our team reduced from a global team of 4,000 to a small Finance team of just 4 of us.

Managing the complex operations required for an airline still flying, while maintaining the morale of a team which was getting smaller by the day required me to rapidly develop my leadership capabilities in all areas.

Looking back it was incredible experience, but at the time it felt like an insurmountable mountain!



LAURA KAYE TOMLINSON FCCA, FCMI, FINSTLM

FACILITATOR

MY DISC STYLE

Unsurprisingly for a former Audit Director, my DISC style is 'C'. Conscientiousness is a trait that is highly valuable in finance related roles and I think it's something that has served me well. I'm aware I have high expectations from myself and my team and am honest about that; excellence is one of our company values. I recognise that I need to balance this out with skills from the opposite side of the spectrum and hope my humour and compassion counteracts my perfectionism!



MY LEADERSHIP AIMS

My current aim is to continue every day to understand the choices I make and the results of those choices. Could I have made better decisions?

ROLES

CHAIR OF THE JOINT AUDIT AND RISK COMMITTEE - CHARTERED INSTITUTE OF TAX/ASSOCIATION OF TAX TECHNICIANS

AUDIT, RISK, AND PROBITY COMMITTEE MEMBER - SWIM ENGLAND

SUBJECT MATTER EXPERT - ASSOCIATION OF ACCOUNTING TECHNICIANS

AUTHOR (ORGANISATIONAL DEVELOPMENT) - LEXISNEXIS/TOLLEY

NONEXECUTIVE DIRECTOR - BRITISH ORIENTEERING

QUALIFICATIONS

FELLOW OF THE ASSOCIATION OF CHARTERED CERTIFIED ACCOUNTANTS (FCCA)

FELLOW OF THE CHARTERED MANAGEMENT INSTITUTE (FCMI)

FELLOW OF THE INSTITUTE OF LEADERSHIP AND MANAGEMENT (FINSTLM)

PRINCE2 PRACTITIONER

AWARD IN EDUCATION AND TRAINING

CERTIFICATE IN ASSESSING

CERTIFIED BEHAVIOURAL ANALYST



NAOMI MIDGELOW

CONTENT AND MEDIA PRODUCER

ABOUT ME

My interest in leadership is rooted in how some personalities seem to be able to instinctively lead people and inspire them to achieve great things. I'm fascinated by the process by which leaders are made and how through helping people understand their strengths and weaknesses they can become better leaders.

This means I have a natural interest in personality and behavioural analysis, and am currently focused on how using the DISC model can help people understand their true self and their motivations and triggers in order to become a better leader.

I have a keen interest in bringing leadership training to life through media production, working on animation, video, and gamification to create engaging content.

I am glad I've been chosen for this opportunity to help support on the programme because I want to capture the thoughts of experienced leaders and understand how their leadership styles differ from one another and how their own individual styles and ways of leading bring them success.



MY DISC PROFILE

I have an S (Stable) style of leadership, which is defined by being highly supportive and I believe this is from the fact I have a high awareness of others around me. I think this is linked to my genuine curiosity surrounding what motivates people and why they behave how they behave.

MY LEADERSHIP AIMS

To understand what makes a leader bad, good, and their best possible self.

QUALIFICATIONS

1ST BA FILM MAKING
LEEDS BECKETT UNIVERSITY

CURRENTLY STUDYING TOWARDS
EVERYTHING DISC CERTIFICATION



JASMINE TAYLOR

CATA SENIOR LEADERSHIP PROGRAMME DIRECTOR

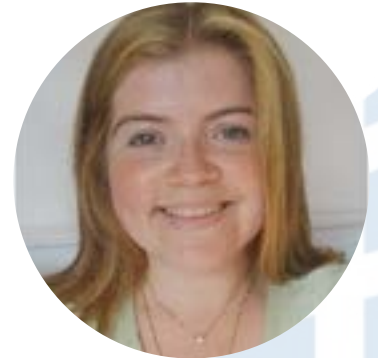
ABOUT ME

I coordinate the design and delivery of the CATA Senior Leadership Programme. My favourite part of working on this programme is listening to delegates' diverse leadership stories and feeling inspired about the future of leadership in tax administrations.

I have a background in programme management, having worked in local government and various departments in the UK Civil Service. I have had several programme management roles in HMRC's International Relations and Capacity Building team.

My interest in the attributes of leadership was particularly sparked through my role responding to national emergencies, where I was able to witness leaders both thriving and making mistakes under the pressure of uncertainty, complexity, and ambiguity.

Outside of work, I like to spend time walking or swimming in nature. I have many interests, but particularly enjoy reading, drawing, yoga and watching football.



MY DISC PROFILE

I have an Si (Steadiness-influence) style of leadership, which is characterised by being a team player, empathy and an ability to connect with others.

MY LEADERSHIP AIMS

To discover more approaches to leading through uncertainty.



ELAINE CRISP

CATA SENIOR LEADERSHIP PROGRAMME MANAGER

ABOUT ME

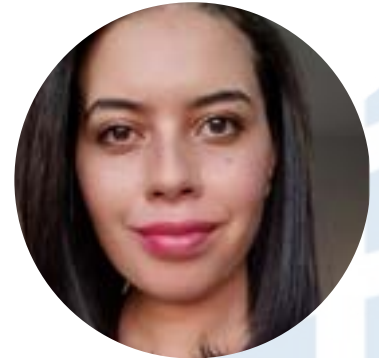
I jointly coordinate the design and delivery of the CATA Senior Leadership Programme with the Programme Director.

I am so excited to have the opportunity to work on such a unique programme, engaging with all the talented delegates and supporting them on their leadership journey.

I have worked in the private sector, charities and the public sector and my varied background includes project and programme management, communications, executive support and delivering high profile events. Prior to my current role, I was in another government department working in internal communications and leading on the delivery of visits and events for ministers.

I have a long standing interest in leadership having worked very closely with and learnt from many senior leaders during my career. I have a particular interest in the psychology of leaders as well as the power of diverse and inclusive leadership styles.

My interests and hobbies include playing tennis, dancing, spending time with my young nieces, reading and learning about other cultures through travelling, music and food.



MY DISC PROFILE

I have a CS(Conscientious-Steadiness) style of leadership which is characterised by my objectivity and attention to detail and my ability to focus on achieving consistent results.

MY LEADERSHIP AIMS

To be an inclusive leader who supports and empowers others to achieve their goals and realise their potential.



AKIRA P.WILLIAMS

PROGRAMME SUPPORT OFFICER

ABOUT ME

I manage the administration for the International Relations and Capacity Building team in HMRC. As part of this I support the CATA Senior Leadership Programme.

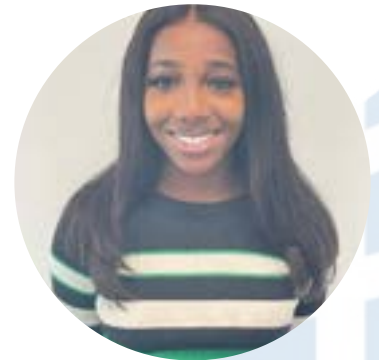
Working alongside the CATA team has been an inspiring opportunity for me to learn and broaden my knowledge, skills and understanding of leadership in tax administrations.

I have a background in design project management, which I used to develop the CATA SLP SharePoint site, focusing on the user experience.

My interest in leadership stems from my role as the Regional Chair of London's Children in Care Council; breaking down areas of good practise and what it looks like.

I have spent many years volunteering my time to help improve the practise of local authorities and consequently my passion has opened doors and lead me to my current role.

During my leisure time, I like to spend my time working out, going to brunches, spending time with family and watching documentaries.



MY DISC PROFILE

I have an iD (Influence-Dominance) style of leadership which entails the characteristics of someone that is outgoing and enthusiastic but also assertive and results orientated.

MY LEADERSHIP AIMS

To practise good leadership qualities and overcome anxiety.