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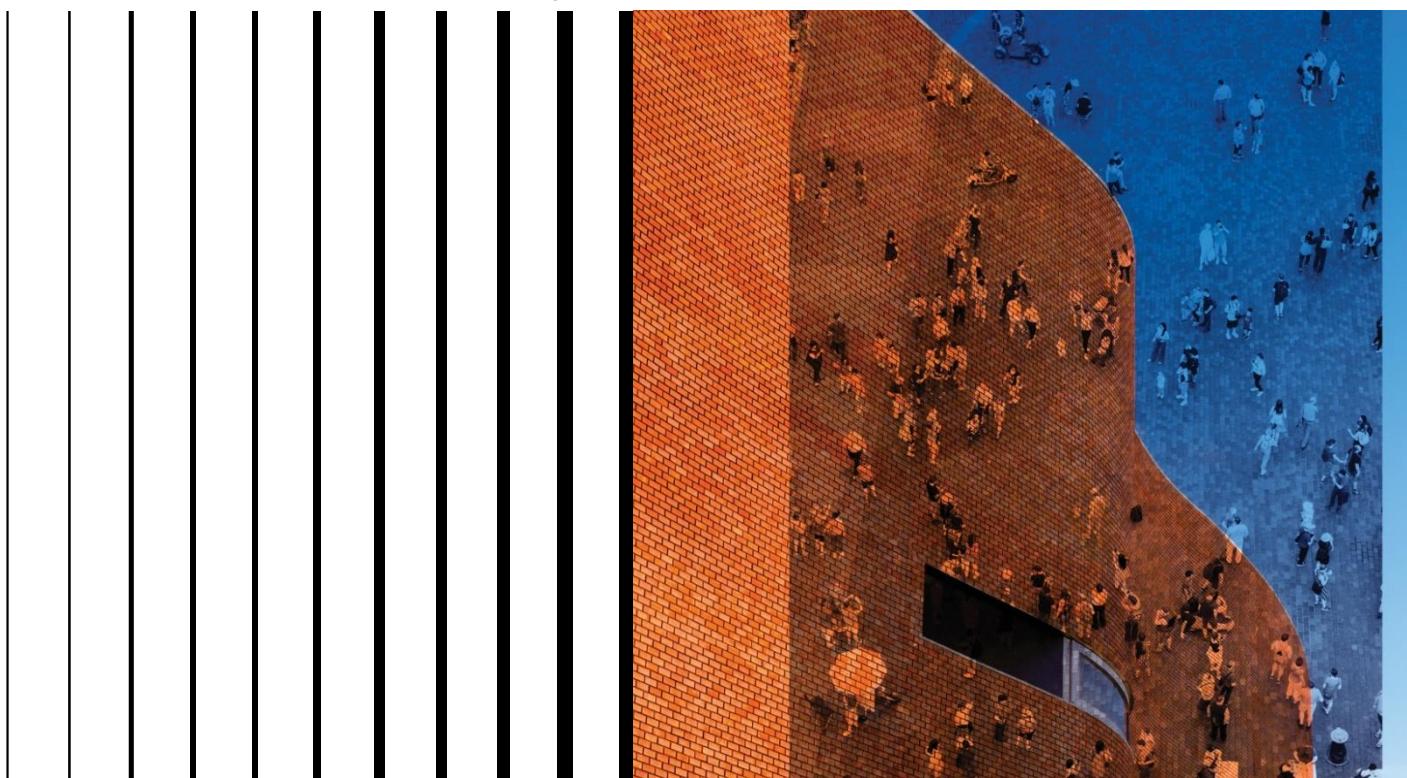# DELIVERABLE D2 | ASSESSMENT REPORT (APPENDIX - COURSE OUTLINES)

August 2, 2022

Consultancy Services to Develop, Implement and Execute a Human Resource Strengthening Plan

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NOTE

This document belongs to the Government of Belize. All information contained in this document, including its appendices, is considered confidential.

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Appendix A | Audit Inspectors – Draft Course Outlines

Note: The 105 Course Outlines provided in this Appendix are drafts. Specifically, they are provided as illustrative examples of the types of courses that can be designed by the BTSD.

Course #	Audit 101
Program Title	Audit Foundation Training – Phase I
Course Title	Belize TAPA and Regulations
Course Objectives	At the end of the course, participants will be able to: 〉 Describe the importance of the tax law in the economic development of Belize. 〉 Explain the provisions of the Law on Tax Administration and Procedures, particularly as they apply to the audit process. 〉 Apply the provisions of the Law on Tax Administration and Procedures in the audit context.
Assessment Strategy	Pre and Post-tests
Course Delivery	To be Determined
Course Language	English
Pre-requisites	None

Course #	Audit 102
Program Title	Audit Foundation Training – Phase I
Course Title	Filing Requirements
Course Hours/Days	3 hours/0.5 day
Target Audience	This course is intended for Audit Inspectors.
Course Description	In this course, participants will become familiar with the filing requirements of taxpayers and learn how to explain those requirements to taxpayers.
Course Objectives	At the end of the course, participants will be able to: 〉 Explain the various tax filing requirements of taxpayers conducting economic activities in Belize, including all the informational report requirements. 〉 Describe how to advise taxpayers on what their filing obligations are and how to meet them. 〉 Conduct full compliance checks of a taxpayer to ensure that he/she/it is meeting all filing and payment obligations.
Assessment Strategy	Pre and Post-tests
Course Delivery	To be Determined

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Course #	Audit 103
Course Language	English
Pre-requisites	None
Program Title	Audit Foundation Training – Phase I
Course Title	Audit Preparation
Course Hours/Days	12 hours/2 days
Target Audience	This course is intended for Audit Inspectors.
Course Description	In this course, participants will gain an understanding of the process of planning and preparing for an audit, how to use the audit model in identifying issues to be considered in the audit, and how to prepare a request for information to be provided by the taxpayer during the course of the audit.
Course Objectives	At the end of the course, participants will be able to: 〉 Plan and prepare for an audit based on the type of tax to be audited. 〉 Explain the concept of the audit risk model and how to use it to identify the issues to be addressed during the audit. 〉 Issue requests for information that are specific and describe the documentation and information that is needed.
Assessment Strategy	Pre and Post-tests
Course Delivery	To be Determined
Course Language	English
Pre-requisites	None

Course #	Audit 104
Program Title	Audit Foundation Training – Phase I
Course Title	Report Writing
Course Hours/Days	6 hours/1 day
Target Audience	This course is intended for Audit Inspectors.
Course Description	In this course, participants will learn the requirements for a preliminary and final audit report. The course will be delivered in the form of a writing workshop which will include both lecture and practice exercises.
Course Objectives	At the end of the course, participants will be able to: 〉 Describe the required components and content of an audit report and information request document. 〉 Write an audit report that is understandable and clearly explains to a taxpayer the basis for the adjustments and changes made to his/her tax declaration.
Assessment Strategy	Pre and Post-tests
Course Delivery	To be Determined
Course Language	English
Pre-requisites	None

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Course #	Audit 105
Program Title	Audit Foundation Training – Phase I
Course Title	Conducting and Closing the Audit
Course Hours/Days	12 hours/2 days
Target Audience	This course is intended for Audit Inspectors.
Course Description	In this course, participants will learn the basic principles of conducting an audit; how to initiate an audit; understand how to review taxpayer books and records to identify areas of concern; practice verbal communication skills to enhance their ability to interact with the taxpayer and third-party record holders; and learn how to explain their proposed adjustments to the taxpayer in order to gain the taxpayer's agreement to the proposal(s). Practical exercises will be part of this course in order to strengthen understanding of how to apply the information provided through lecture and classroom participation.
Course Objectives	At the end of the course, participants will be able to: 〉 Correctly initiate an audit. 〉 Conduct an audit through review of books and records. 〉 Comprehend and practice communication skills to enhance communication with the taxpayer. 〉 Close an audit and communicate the proposed adjustments, if any, to the taxpayer.
Assessment Strategy	Pre and Post-tests
Course Delivery	To be Determined
Course Language	English
Pre-requisites	None

Course #	Audit 106
Program Title	Audit Foundation Training – Phase I
Course Title	Basic Accounting Principles
Course Hours/Days	18 hours/3 days
Target Audience	This course is intended for Audit Inspectors.
Course Description	In this course, participants will review in detail the Belize Accounting Standards and how they are to be applied for tax purposes.
Course Objectives	At the end of the course, participants will be able to: 〉 Explain Belize financial reporting requirements and the Belize Accounting Standards. 〉 Comprehend the methods of accounting that may be used in taxpayer's books and records. 〉 Describe the adjustments to the accounting records which are necessary to arrive at the taxable income of a taxpayer.

Assessment Strategy	Pre and Post-tests
Course Delivery	To be Determined
Course Language	English
Pre-requisites	None

Course #	Audit 107
Program Title	Audit Foundation Training – Phase I
Course Title	Taxpayer Rights
Course Hours/Days	3 hours/0.5 day
Target Audience	This course is intended for Audit Inspectors.
Course Description	In this course, participants will learn the rights a taxpayer has with regard to the audit process and their dealings with the BTSD.
Course Objectives	At the end of the course, participants will be able to: 〉 Describe the rights a taxpayer has and communicate those rights to the taxpayer throughout the course of an audit. 〉 Explain appeal rights to a taxpayer during the closing conference with the taxpayer.
Assessment Strategy	Pre and Post-tests
Course Delivery	To be Determined
Course Language	English
Pre-requisites	None

Course #	Audit 108
Program Title	Audit Foundation Training – Phase I
Course Title	Personal Income Tax Law
Course Hours/Days	12 hours/2 days
Target Audience	This course is intended for Audit Inspectors.
Course Description	In this course, participants will learn the fundamentals of the Personal Income Tax Law, including, but not limited to, determination of income, allowable expenses, withholding requirements, depreciation, losses and carry-forwards, permanent establishment concepts, and tax computation. Participants will learn how to correctly complete personal income tax declarations under a variety of situations.
Course Objectives	At the end of the course, participants will be able to: 〉 Comprehend and apply the Personal Income Tax Law in order to audit taxpayers and explain the correct application of the law. 〉 Complete a personal income tax declaration correctly.

Assessment Strategy	Pre and Post-tests
Course Delivery	To be Determined
Course Language	English
Pre-requisites	None

Course #	Audit 109
Program Title	Audit Foundation Training – Phase I
Course Title	Communication Techniques
Course Hours/Days	6 hours/1 day
Target Audience	This course is intended for Audit Inspectors.
Course Description	In this course, participants will receive practical training in communicating with taxpayers, including communicating in stressful situations. Participants will receive training in negotiation skills which use interest-based interview and communication techniques and strategies for dealing with conflict. Course includes practical exercises in conflict resolution and interest-based interview techniques.
Course Objectives	At the end of the course, participants will be able to: 〉 Apply communication techniques in dealing with conflict situations and in negotiating with taxpayers.
Assessment Strategy	Pre and Post-tests
Course Delivery	To be Determined
Course Language	English
Pre-requisites	None

Course #	Audit 110
Program Title	Audit Foundation Training – Phase I
Course Title	Using RMS
Course Hours/Days	6 hours/1 day
Target Audience	This course is intended for Audit Inspectors.
Course Description	In this course, participants will gain practical knowledge of the RMS system and use it in their daily activities. Practical exercises will include researching RMS, using RMS for controlling assigned cases, using forms available in RMS, recording daily time usage, closing audit cases via RMS, and other related information.
Course Objectives	At the end of the course, participants will be able to: 〉 Use all the capabilities of RMS to facilitate work as audit inspectors.
Assessment Strategy	Pre and Post-tests
Course Delivery	To be Determined
Course Language	English
Pre-requisites	None

Course #	Audit 201
Program Title	Audit Foundation Training – Phase II
Course Title	Review Procedures
Course Hours/Days	3 hours/0.5 day
Target Audience	This course is intended for Audit Inspectors.
Course Description	In this course, participants will review audit procedures and use of the RMS Audit module for opening and closing audits, as well as documenting cases actions and time on case. Participants will also be briefed on Audit Quality Standards and how to meet them.
Course Objectives	At the end of the course, participants will be able to: 〉 Explain audit procedures and use the RMS Audit module for maintenance of audit cases and timekeeping. 〉 Discuss the Audit Quality Standards, how to meet them, and how the Audit Quality Measurement System reviews and rates closed cases.
Assessment Strategy	Pre and Post-tests
Course Delivery	To be Determined
Course Language	English
Pre-requisites	None

Course #	Audit 202
Program Title	Audit Foundation Training – Phase II
Course Title	Review Report Writing
Course Hours/Days	3 hours/0.5 days
Target Audience	This course is intended for Audit Inspectors.
Course Description	In this course, participants review audit report writing including proper formats of the reports and information to be included in the report. Participants will also learn how to write requests for information from taxpayers and third parties that will meet the requirements of the law.
Course Objectives	At the end of the course, participants will be able to: 〉 Explain the requirements of audit reports and make improvements in the quality of written reports. 〉 Prepare written requests for information that are clear and understandable.
Assessment Strategy	Pre and Post-tests
Course Delivery	To be Determined
Course Language	English
Pre-requisites	None

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Course #	Audit 203
Program Title	Audit Foundation Training – Phase II
Course Title	Review Audit Planning and Use of the Audit Model
Course Hours/Days	9 hours/1.5 days
Target Audience	This course is intended for Audit Inspectors.
Course Description	In this course, participants will receive training in the use of the audit model to identify potential audit issues and assist in identifying information to be requested early in the audit. Participants will receive 'hands-on training is the audit model to gain a full understanding of its operation and the information available through the model. Participants will review audit planning techniques and incorporate knowledge of the audit model in their audit planning activity to ensure a more focused audit and improved information requests.
Course Objectives	At the end of the course, participants will be able to: 〉 Use the Audit Model to identify the risks and use that information in planning an audit.
Assessment Strategy	Pre and Post-tests
Course Delivery	To be Determined
Course Language	English
Pre-requisites	None

Course #	Audit 204
Program Title	Audit Foundation Training – Phase II
Course Title	Corporate Income Tax Law
Course Hours/Days	24 hours/4 days
Target Audience	This course is intended for Audit Inspectors.
Course Description	In this course, participants will acquire knowledge of all aspects of the Law on Corporate Income Tax and how to apply it in an audit of a taxpayer's corporate income tax declaration. Participants will understand the adjustments necessary to their financial accounts in order to compute taxable income.
Course Objectives	At the end of the course, participants will be able to: 〉 Explain the provisions of the Law on Corporate Income Tax. 〉 Apply the provisions of the Law on Corporate Income Tax correctly in an audit situation. 〉 Identify the adjustments to financial accounts correctly in order to arrive at taxable income.
Assessment Strategy	Pre and Post-tests
Course Delivery	To be Determined
Course Language	English
Pre-requisites	None

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Course #	Audit 205
Program Title	Audit Foundation Training – Phase II
Course Title	Partnerships and Consortiums
Course Hours/Days	3 hours/0.5 day
Target Audience	This course is intended for Audit Inspectors.
Course Description	In this course, participants will learn the requirements of partnerships and consortiums for submission of tax declarations and review the applicable provisions in the Law on Personal Income Tax. Participants will learn to compute the amount of income to be distributed to individual partners or consortium members.
Course Objectives	At the end of the course, participants will be able to: 〉 Apply the Law on Personal Income Tax correctly in partnership and consortium situations.
Assessment Strategy	Pre and Post-tests
Course Delivery	To be Determined
Course Language	English
Pre-requisites	None

Course #	Audit 206
Program Title	Audit Foundation Training – Phase II
Course Title	Indirect Methods
Course Hours/Days	18 hours/3 days
Target Audience	This course is intended for Audit Inspectors.
Course Description	In this course, participants will learn how to use indirect methods to compute adjustments to taxpayer declarations or to prepare a declaration that a taxpayer has neglected or refused to submit. Participants will understand different indirect methods and the circumstances in which they should be used.
Course Objectives	At the end of the course, participants will be able to: 〉 Explain the different indirect methods and how to apply them. 〉 Prepare a substitute declaration using indirect methods.
Assessment Strategy	Pre and Post-tests
Course Delivery	To be Determined
Course Language	English
Pre-requisites	None

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Course #	Audit 301
Program Title	Audit Foundation Training – Phase III
Course Title	GST Law
Course Hours/Days	120 hours/20 days
Target Audience	This course is intended for Audit Inspectors.
Course Description	In this course, participants will gain a complete understanding of the GST Directives. Participants will learn the Belize Law on GST.
Course Objectives	At the end of the course, participants will be able to: 〉 Discuss the GST Directives and the manner in which they are intended to be applied. 〉 Explain the Belize Law on GST and how to apply it in practical situations, such as an audit or providing assistance to a taxpayer.
Assessment Strategy	Practical exercise, Pre and Post-tests
Course Delivery	To be Determined
Course Language	English
Pre-requisites	None

Course #	Audit 302
Program Title	Audit Foundation Training – Phase III
Course Title	Advanced Audit Techniques
Course Hours/Days	9 hours/1.5 days
Target Audience	This course is intended for Audit Inspectors.
Course Description	In this course, participants will increase their knowledge of audit techniques through review of previous material and exchange of experience with other class members. Participants will also review indirect methods and the situations in which each should be applied. Circumstances in which 'Open Market' valuation is appropriate and how to compute an open market value will also be taught.
Course Objectives	At the end of the course, participants will be able to: 〉 Apply audit techniques. 〉 Explain indirect methods and identify which method best fits in various situations. 〉 Describe the use of Open Market value and its application in specific situations.
Assessment Strategy	Practical exercise, Pre and Post-tests.
Course Delivery	To be Determined
Course Language	English
Pre-requisites	None

Course #	Audit 303
Program Title	Audit Foundation Training – Phase III
Course Title	Review of Rights
Course Hours/Days	2 hours/.3 day
Target Audience	This course is intended for Audit Inspectors.
Course Description	In this course, participants will review the Taxpayer Charter and rights of taxpayers during an audit and in other circumstances in which audit inspectors are involved.
Course Objectives	At the end of the course, participants will be able to: 〉 Explain the Taxpayer Charter and the rights of taxpayers during the course of an audit and at other times in which audit inspectors deal with taxpayers and their representatives.
Assessment Strategy	Practical exercise, Pre and Post-tests.
Course Delivery	To be Determined
Course Language	English
Pre-requisites	None

Course #	Audit 304
Program Title	Audit Foundation Training – Phase III
Course Title	Audit Planning Review
Course Hours/Days	2 hours/.3 day
Target Audience	This course is intended for Audit Inspectors.
Course Description	In this course, participants will review the use of the Audit Model for audit planning. Inspectors will review audit planning requirements and will improve their knowledge of the Audit Quality Review standards for audit planning.
Course Objectives	At the end of the course, participants will be able to: 〉 Apply audit planning through the use of the Audit Model and other audit planning tools and techniques. 〉 Discuss Audit Quality Review Standards for audit planning.
Assessment Strategy	Practical exercise, Pre and Post-tests.
Course Delivery	To be Determined
Course Language	English
Pre-requisites	None

Course #	Audit 305
Program Title	Audit Foundation Training – Phase III
Course Title	Report Writing Review
Course Hours/Days	2 hours/.3 day
Target Audience	This course is intended for Audit Inspectors.

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Course Description	In this course, participants will be given practical experience in preparation of audit reports and gain increased knowledge of the requirements for the audit report, including the Audit Standards for report writing.
Course Objectives	At the end of the course, participants will be able to: 〉 Prepare quality audit reports that are clear and understandable for the recipient.
Assessment Strategy	Practical exercise, Pre and Post-tests.
Course Delivery	To be Determined
Course Language	English
Pre-requisites	None

Course #	Audit 306
Program Title	Audit Foundation Training – Phase III
Course Title	Practical Exercise
Course Hours/Days	15 hours/2.5 days
Target Audience	This course is intended for Audit Inspectors.
Course Description	In this course, participants will be given an audit scenario, including data from the Audit Model and historical taxpayer data. Participants will be required to prepare written requests for information, review accounts and records obtained through the request(s) and prepare a written report of audit.
Course Objectives	At the end of the course, participants will be able to: 〉 Plan an audit. 〉 Prepare information requests. 〉 Analyze data and arrive at determination of additional tax. 〉 Prepare a clear and understandable written report of audit.
Assessment Strategy	Practical exercise, Pre and Post-tests.
Course Delivery	To be Determined
Course Language	English
Pre-requisites	None

Course #	Audit 401
Program Title	Audit Foundation Training – Advanced
Course Title	Advanced GST
Course Hours/Days	21 hours/3.5 days
Target Audience	This course is intended for Audit Inspectors.
Course Description	In this course, participants increase knowledge of the Law on GST, with particular emphasis on Place of Supply; Exempt Transactions; International Organizations; and international transactions.
Course Objectives	At the end of the course, participants will be able to:

	⟩ Apply GST Law correctly in an audit setting with emphasis on particular issues related to Place of Supply, Exempt Transactions, International Organizations, and International Transactions.
Assessment Strategy	Pre and Post-tests
Course Delivery	To be Determined
Course Language	English
Pre-requisites	None

Course #	Audit 402
Program Title	Audit Foundation Training – Advanced
Course Title	Advanced Issues - Jeopardy Assessments
Course Hours/Days	3 hours/0.5 day
Target Audience	This course is intended for Audit Inspectors.
Course Description	In this course, participants will learn jeopardy procedures and the legal basis for making jeopardy determinations.
Course Objectives	At the end of the course, participants will be able to:
	⟩ Recognize jeopardy situations and take appropriate action to make an assessment under the jeopardy assessment provisions in the law and administrative instructions.
Assessment Strategy	Pre and Post-tests
Course Delivery	To be Determined
Course Language	English
Pre-requisites	None

Course #	Audit 403
Program Title	Audit Foundation Training – Advanced
Course Title	Advanced Issues - Fraud Referrals
Course Hours/Days	6 hours/1 day
Target Audience	This course is intended for Audit Inspectors.
Course Description	In this course, participants will learn how to identify fraud during the course of an audit and actions to take when fraud is believed to exist.
Course Objectives	At the end of the course, participants will be able to:
	⟩ Identify potential fraud during the course of an audit.
	⟩ Write a referral report that is clear and understandable to the recipients.
	⟩ Explain what actions are to be taken when fraud is suspected.
Assessment Strategy	End of course test and on-the-job assessment
Course Delivery	To be Determined
Course Language	English
Pre-requisites	None

Course #	Audit 404
Program Title	Audit Foundation Training – Advanced
Course Title	Advanced Issues - Construction Contract Accounting and Related Tax Issues
Course Hours/Days	18 hours/3 days
Target Audience	This course is intended for Audit Inspectors.
Course Description	In this course, participants will learn the methods of accounting for long-term construction contracts and how to apply the tax laws in those cases.
Course Objectives	At the end of the course, participants will be able to: 〉 Apply the long-term construction methods correctly in an audit of either income or GST declarations.
Assessment Strategy	Pre and Post-tests
Course Delivery	To be Determined
Course Language	English
Pre-requisites	None

Course #	Audit 405
Program Title	Audit Foundation Training – Advanced
Course Title	Advanced Issues - Permanent Establishment and Attribution of Profits
Course Hours/Days	9 hours/1.5 days
Target Audience	This course is intended for Audit Inspectors.
Course Description	In this course, participants will gain an understanding of the principles of Permanent Establishments and attribution of profits to Permanent Establishments. Material will include the OECD provisions related to permanent establishments and profit attribution and the Belize law provisions in both the personal and corporate income tax laws.
Course Objectives	At the end of the course, participants will be able to: 〉 Apply the principles of permanent establishment and profit attribution in audits of personal and corporate income tax declarations correctly.
Assessment Strategy	Pre and Post-tests
Course Delivery	To be Determined
Course Language	English
Pre-requisites	None

Course #	Audit 406
Program Title	Audit Foundation Training – Advanced
Course Title	Advanced Issues - Transfer Pricing
Course Hours/Days	12 hours/2 days
Target Audience	This course is intended for Audit Inspectors.

Course Description	In this course, participants will learn the basics of transfer pricing and be able to explain the different methods - Comparable Uncontrolled Price (CUP); Cost-Plus Method; Re-Sale Price Method; Transaction Net Margin; and Profit-Split Method. Participants will learn when it is appropriate to use any of the methods and the order in which they must be considered in an audit situation.
Course Objectives	At the end of the course, participants will be able to: 〉 Explain the different transfer pricing methods and the circumstances in which each may be applied. 〉 Demonstrate the adjustments that must be made to account for differences in circumstances of the comparables. 〉 Apply the transfer pricing methods in an audit situation.
Assessment Strategy	Pre and Post-tests
Course Delivery	To be Determined
Course Language	English
Pre-requisites	None

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Appendix B | Tax Collectors – Draft Course Outlines

Course #	Collect 101
Program Title	Collection Foundation Training – Phase I
Course Title	Law on Tax Administration and Procedures
Course Hours/Days	24 hours/4 days
Target Audience	This course is intended for Tax Collectors.
Course Description	In this course, participants will acquire knowledge of the current law as it relates to tax administration and the procedures authorized for the tax administration or required by taxpayers, providing a knowledge foundation for subsequent procedural-specific courses.
Course Objectives	At the end of the course, participants will be able to: 〉 Describe the importance of the tax law in the economic development of Belize. 〉 Explain the provisions of the Law on Tax Administration and Procedures, with emphasis on their application to the collection process.
Assessment Strategy	Pre and Post-tests
Course Delivery	To be Determined
Course Language	English
Pre-requisites	None

Course #	Collect 102
Program Title	Collection Foundation Training – Phase I
Course Title	Collection Procedures and RMS
Course Hours/Days	12 hours/2 days
Target Audience	This course is intended for Tax Collectors.
Course Description	In this course, participants will gain knowledge regarding general collection procedures and case processing. In addition, participants will gain knowledge of the functions of RMS as they relate to collection and general research. Reports available in SharePoint that apply to collection personnel will also be explored.
Course Objectives	At the end of the course, participants will be able to: 〉 Describe general collection case procedures – visits to taxpayers, reporting requirements, case processing guidelines, etc. 〉 Use RMS – learn how to research RMS, document case activities in RMS, open collection cases in RMS, input time on collection activity in RMS, close collection cases in RMS. 〉 Explain the types of collection reports available in RMS and their purpose. 〉 Practice using collection reports available in RMS.

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Assessment Strategy	Pre and Post-tests
Course Delivery	To be Determined
Course Language	English
Pre-requisites	None

Course #	Collect 103
Program Title	Collection Foundation Training – Phase I
Course Title	Communication Techniques
Course Hours/Days	21 hours/3.5 days
Target Audience	This course is intended for Tax Collectors.
Course Description	In this course, participants will learn how to effectively communicate with taxpayers to ensure their full understanding of their obligations or consequences of not meeting those obligations. Participants will learn how to use negotiating techniques (such as interest-based conflict management techniques, including identification of best alternatives to negotiated agreements) to arrive at satisfactory arrangements for resolving collection cases. Participants will learn to recognize circumstances which may create conflict and how to deal with those circumstances to minimize adverse impacts of that conflict.
Course Objectives	At the end of the course, participants will be able to: 〉 Practice interest-based conflict management skills. 〉 Identity personal style of managing conflict and the positives and negatives of that style. 〉 Recognize the impact of taxpayer's perceptions on personal reactions.
Assessment Strategy	End of course test and on-the-job assessment
Course Delivery	To be Determined
Course Language	English
Pre-requisites	None

Course #	Collect 104
Program Title	Collection Foundation Training – Phase I
Course Title	Declaration Submission Requirements and Declaration Preparation
Course Hours/Days	9 hours/1.5 days
Target Audience	This course is intended for Tax Collectors.
Course Description	In this course, participants will understand the declaration submission requirements of taxpayers so they can accurately identify declarations that have not been submitted and advise taxpayers of their declaration submission requirements. Further participants will learn how to prepare the various declarations required by taxpayers so that they can provide assistance to delinquent taxpayers as necessary.

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Course Objectives	At the end of the course, participants will be able to:
	〉 List the various tax declaration submission requirements of taxpayers conducting economic activity in Belize, including all the informational report requirements.
	〉 Explain to taxpayers what their declaration submission obligations are and how to meet them.
	〉 Describe and demonstrate requirements for conducting full compliance checks of taxpayers to ensure that they are meeting all their submission and payment obligations.
	〉 Prepare accurately all tax declarations that may be required of a taxpayer.
Assessment Strategy	Pre and Post-tests
Course Delivery	To be Determined
Course Language	English
Pre-requisites	None

Course #	Collect 105
Program Title	Collection Foundation Training – Phase I
Course Title	Taxpayer Registration and De-registration
Course Hours/Days	3 hours/.5 day
Target Audience	This course is intended for Tax Collectors.
Course Description	In this course, participants will acquire knowledge of the taxpayer registration requirements and the requirements for changing status from one business form to another. Participants will also learn the requirements for registering for GST. Further, participants will learn the requirements and processes for withdrawal of taxpayer registration and GST certificates.
Course Objectives	At the end of the course, participants will be able to:
	〉 Describe and explain requirements for taxpayer registration and obtaining a fiscal number.
	〉 Describe the processes and requirements related to changing the form of business from one business form to another.
	〉 Explain the requirements for registering for GST.
	〉 Discuss the requirements and processes for withdrawing fiscal numbers and GST certificates.
Assessment Strategy	Pre and Post-tests
Course Delivery	To be Determined
Course Language	English
Pre-requisites	None

Course #	Collect 106
Program Title	Collection Foundation Training – Phase I
Course Title	Installment Agreements
Course Hours/Days	3 hours/.5 days
Target Audience	This course is intended for Tax Collectors.
Course Description	In this course, participants will learn the requirements for an installment agreement and how to explain those requirements to a taxpayer. Participants will learn how to obtain financial information and how to analyze that information in arriving at an appropriate resolution of a tax debt. Participants will learn how to confirm information provided by taxpayers as part of the installment agreement process. Participants will learn analysis of financial statements, financial ratios, and other financial data.
Course Objectives	At the end of the course, participants will be able to: 〉 Demonstrate how to enter into an installment agreement for satisfaction of a tax debt. 〉 Explain how to obtain information necessary to confirm the financial statement information obtained. 〉 Analyze financial data.
Assessment Strategy	Pre and Post-tests
Course Delivery	To be Determined
Course Language	English
Pre-requisites	None

Course #	Collect 107
Program Title	Collection Foundation Training – Phase I
Course Title	Taxpayer Rights
Course Hours/Days	3 hours/0.5 day
Target Audience	This course is intended for Tax Collectors.
Course Description	In this course, participants will learn the rights of the taxpayer in general and specifically with respect to collection activity
Course Objectives	At the end of the course, participants will be able to: 〉 Discuss taxpayer rights with taxpayers and learn how to respect those rights in their daily activities.
Assessment Strategy	Pre and Post-tests
Course Delivery	To be Determined
Course Language	English
Pre-requisites	None

Course #	Collect 108
Program Title	Collection Foundation Training – Phase I
Course Title	Assessments, Penalties, and Liens
Course Hours/Days	6 hours/1 day
Target Audience	This course is intended for Tax Collectors.
Course Description	In this course, participants will acquire knowledge regarding the process for assessing a tax, including jeopardy assessment and collection procedures. Participants will learn the principles of penalty administration, the penalties imposed and the legal basis for those penalties. Participants will learn the connection between an assessment and the resulting tax lien, the requirements for recording a tax lien, and the consequences of recording a tax lien.
Course Objectives	At the end of the course, participants will be able to: 〉 Explain the assessment process. 〉 Define the requirements for jeopardy assessment and the collection actions required as a result of a jeopardy assessment. 〉 Describe the basis for penalties and be able to compute penalties, and discuss the causes of penalties with taxpayers. 〉 Explain how a tax lien arises, the requirements for recording liens and why lien recordation is important. 〉 Discuss financing agreements, possessory liens, and similar competitors with a tax lien, what they mean to the tax debt collection process, and how to overcome the various arrangements that taxpayers make.
Assessment Strategy	Pre and Post-tests
Course Delivery	To be Determined
Course Language	English
Pre-requisites	None

Course #	Collect 109
Program Title	Collection Foundation Training – Phase I
Course Title	Levies and Seizures and Sales
Course Hours/Days	6 hours/1 day
Target Audience	This course is intended for Tax Collectors.
Course Description	In this course, participants learn how to apply the principles of the Law on Tax Administration and Procedures with specific emphasis on levies and seizures and sales. Participants will learn the requirements and procedures for serving Notices of Levy and the parties on whom such notices can be served. Participants will also learn the requirements and procedures for seizing and selling property of taxpayers.

Course Objectives	At the end of the course, participants will be able to: 〉 Explain the legal basis for BTSD enforcement authorities. 〉 Describe the requirements and procedures for the seizure of taxpayer property held by a third person through service of Notices of levy and the further final demand in cases of failure to honor the Notice of levy. 〉 Discuss the requirements and procedures for seizing property from a taxpayer. 〉 Explain the requirements and procedures for selling seize property.
Assessment Strategy	Pre and Post-tests
Course Delivery	To be Determined
Course Language	English
Pre-requisites	None

Course #	Collect 110
Program Title	Collection Foundation Training – Phase I
Course Title	Statute Expiration and Passive Accounts
Course Hours/Days	3 hours/0.5 day
Target Audience	This course is intended for Tax Collectors.
Course Description	In this course, participants will understand the legal basis for statute expiration and how to compute the collection statute. The course will explain the procedures to be followed to prevent a collection statute from expiring and the procedures to follow when one does expire. Participants will learn the policies and procedures related to passive accounts (taxpayers who are out of business or unable to locate).
Course Objectives	At the end of the course, participants will be able to: 〉 Correctly compute the statutory period for collection of taxes. 〉 Describe the procedures to take when a collection statute expires and the actions that can be taken to prevent expiration. 〉 Identify taxpayers who are out of business or unable to locate (passive accounts) and take necessary actions to transfer those taxpayers to the passive file.
Assessment Strategy	Pre and Post-tests
Course Delivery	To be Determined
Course Language	English
Pre-requisites	None

Course #	Collect 201
Program Title	Collection Foundation Training – Phase II
Course Title	Law on Business Organizations
Course Hours/Days	6 hours/1 day
Target Audience	This course is intended for Tax Collectors.

Course Description	In this course, participants will learn the various forms of businesses authorized in Belize and the implications the various business forms have on collection activity. Course will include description of sole proprietorships, joint stock companies, limited liability companies, general partnerships, limited partnerships, and other unincorporated forms of business such as consortiums, etc.
Course Objectives	At the end of the course, participants will be able to: 〉 List the business forms authorized in Belize and their characteristics and formation requirements. 〉 Define the impact on possible collection actions related to each form of business.
Assessment Strategy	Pre and Post-tests
Course Delivery	To be Determined
Course Language	English
Pre-requisites	None

Course #	Collect 202
Program Title	Collection Foundation Training – Phase II
Course Title	Corporate Income Tax Law
Course Hours/Days	6 hours/1 day
Target Audience	This course is intended for Tax Collectors.
Course Description	In this course, participants will learn the basic provisions of the Law on Corporate Income Tax so they can apply those provisions to return delinquency situations and in their compliance activity.
Course Objectives	At the end of the course, participants will be able to: 〉 Demonstrate knowledge of the basic provisions of the Law on Corporate Income Tax and its application in practice.
Assessment Strategy	Pre and Post-tests
Course Delivery	To be Determined
Course Language	English
Pre-requisites	None

Course #	Collect 203
Program Title	Collection Foundation Training – Phase II
Course Title	Law on Personal Income Tax
Course Hours/Days	6 hours/1 day
Target Audience	This course is intended for Tax Collectors.
Course Description	In this course, participants will learn the basic provisions of the Law on Personal Income Tax so they can apply those provisions to return delinquency situations and in their compliance activity.

Course Objectives	At the end of the course, participants will be able to:
	〉 Describe the basic provisions of the Law on Personal Income Tax and its application in practice.
Assessment Strategy	Pre and Post-tests
Course Delivery	To be Determined
Course Language	English
Pre-requisites	None

Course #	Collect 204
Program Title	Collection Foundation Training – Phase II
Course Title	Law on Goods and Services Tax
Course Hours/Days	6 hours/1 day
Target Audience	This course is intended for Tax Collectors.
Course Description	In this course, participants will learn the basic provisions of the Law on Goods and Services Tax so they can apply those provisions to return delinquency situations and in their compliance activity.
Course Objectives	At the end of the course, participants will be able to:
	〉 Describe the basic provisions of the Law on Goods and Services Tax and its application in practice.
Assessment Strategy	Pre and Post-tests
Course Delivery	To be Determined
Course Language	English
Pre-requisites	None

Course #	Collect 205
Program Title	Collection Foundation Training – Phase II
Course Title	Review Declaration Submission Requirements and Declaration Delinquencies
Course Hours/Days	3 hours/0.5 day
Target Audience	This course is intended for Tax Collectors.
Course Description	In this course, participants will review the declaration submission requirements and declaration delinquency procedures, including the identification of fraud and referrals to audit and the tax investigation unit.
Course Objectives	At the end of the course, participants will be able to:
	〉 Discuss declaration submission requirements.
	〉 Explain declaration delinquency procedures.
	〉 Describe how to identify fraud with respect to the late or non-submission of declarations.
	〉 List the procedures for making referrals to audit and tax investigation unit.

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Assessment Strategy	Pre and Post-tests
Course Delivery	To be Determined
Course Language	English
Pre-requisites	None

Course #	Collect 206
Program Title	Collection Foundation Training – Phase II
Course Title	Review Penalties
Course Hours/Days	1 hour
Target Audience	This course is intended for Tax Collectors.
Course Description	In this course, participants will review the application of penalties and penalty computations. Participants will also learn procedures for requesting abatement of penalties in cases of reasonable cause determinations.
Course Objectives	At the end of the course, participants will be able to: 〉 Explain application of penalties and penalty computation. 〉 Describe the basis for determining reasonable cause and the procedures for requesting abatement of penalties in appropriate situations.
Assessment Strategy	Pre and Post-tests
Course Delivery	To be Determined
Course Language	English
Pre-requisites	None

Course #	Collect 207
Program Title	Collection Foundation Training – Phase II
Course Title	Locating Taxpayers, Passive Accounts and Collection Statutes
Course Hours/Days	5 hours/.8 day
Target Audience	This course is intended for Tax Collectors.
Course Description	In this course, participants will review methods of locating taxpayers or their assets, as well as the requirements and procedures for transferring a case to the passive file. Because of its importance, participants will review the collection statute and the method of determining when a statute expires.
Course Objectives	At the end of the course, participants will be able to: 〉 List requirements related to locating taxpayers and their assets. 〉 Describe requirements and procedures for transferring taxpayer accounts to the passive file. 〉 Explain the identification of tax debts that are about to expire due to the 6-year collection period. 〉 Define procedures to follow in transferring pending statute cases to the passive file.

	〉 Discuss reporting requirements when a collection statute has expired while still in the active inventory.
Assessment Strategy	Pre and Post-tests
Course Delivery	To be Determined
Course Language	English
Pre-requisites	None

Course #	Collect 208
Program Title	Collection Foundation Training – Phase II
Course Title	Review Levy and Seizure Procedures
Course Hours/Days	3 hours/0.5 day
Target Audience	This course is intended for Tax Collectors.
Course Description	In this course, participants will review the requirements and procedures for issuing Notices of Levy and making final demand in cases in which the Notice of Levy recipient does not comply with requirements. Participants will also review procedures for seizing and selling property from a taxpayer.
Course Objectives	At the end of the course, participants will be able to: 〉 Explain the policies, procedures, and requirements related to the service of a Notice of Levy. 〉 Describe the policies, procedures, and requirements related to the seizure and sale of property belonging to the taxpayer.
Assessment Strategy	Pre and Post-tests
Course Delivery	To be Determined
Course Language	English
Pre-requisites	None

Course #	Collect 209
Program Title	Collection Foundation Training – Phase II
Course Title	Review Lien Procedures
Course Hours/Days	3 hours/0.5 day
Target Audience	This course is intended for Tax Collectors.
Course Description	In this course, participants will review the requirements for recording tax liens and the impact the recordation has on the BTSD as a secured creditor. Participants will learn how to determine the priority of the tax lien in comparison to other encumbrances on property.
Course Objectives	At the end of the course, participants will be able to: 〉 Apply the lien recordation requirements and procedures.

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Assessment Strategy	End of course test and on-the-job assessment
Course Delivery	To be Determined
Course Language	English
Pre-requisites	None

Course #	Collect 210
Program Title	Collection Foundation Training – Phase II
Course Title	Advanced Financial Analysis and Installment Agreements
Course Hours/Days	3 hours/0.5 day
Target Audience	This course is intended for Tax Collectors.
Course Description	In this course, participants review the policies and procedures related to installment agreements, as well as increasing their knowledge of financial analysis and their ability to use that knowledge in their daily work.
Course Objectives	At the end of the course, participants will be able to: 〉 Explain installment agreement policies and procedures. 〉 Practice financial analysis.
Assessment Strategy	Pre and Post-tests
Course Delivery	To be Determined
Course Language	English
Pre-requisites	None

Course #	Collect 211
Program Title	Collection Foundation Training – Phase II
Course Title	Advanced Collection Issues - Nominees
Course Hours/Days	3 hours/0.5 days
Target Audience	This course is intended for Tax Collectors.
Course Description	In this course, participants will learn the legal basis for making a nominee assessment and recording a nominee lien. Participants will learn the procedural requirements for nominee assessments and nominee liens and how to make a nominee determination.
Course Objectives	At the end of the course, participants will be able to: 〉 Explain the basis for making a nominee assessment and establishing a nominee lien. 〉 Describe the policies and procedures relative to nominee assessments. 〉 Discuss how to make a nominee determination and prepare a nominee recommendation.
Assessment Strategy	Pre and Post-tests
Course Delivery	To be Determined
Course Language	English
Pre-requisites	None

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Course #	Collect 212
Program Title	Collection Foundation Training – Phase II
Course Title	Advanced Collection Issues – Beneficial Owners
Course Hours/Days	3 hours/0.5 day
Target Audience	This course is intended for Tax Collectors.
Course Description	In this course, participants will learn the legal basis for making a beneficial owner assessment and recording a beneficial owner lien. Participants will learn the procedural requirements for beneficial owner assessments and beneficial owner liens and how to make a beneficial owner determination.
Course Objectives	At the end of the course, participants will be able to: Describe the basis for making a beneficial owner assessment and establishing a beneficial owner lien. Define the policies and procedures relative to beneficial owner assessments. Discuss how to make a beneficial owner determination and prepare a beneficial owner recommendation.
Assessment Strategy	End of course test and on-the-job assessment
Course Delivery	To be Determined
Course Language	English
Pre-requisites	None

Course #	Collect 213
Program Title	Collection Foundation Training – Phase II
Course Title	Advanced Collection Issues – Asset Transfers
Course Hours/Days	6 hours/1 day
Target Audience	This course is intended for Tax Collectors.
Course Description	In this course, participants will learn the difference in asset transfers that require a separate assessment and those transfers in which the tax lien follows the asset. Participants will learn the factors that are required in order to make an assessment based on an asset transfer. Participants will learn how to analyze such situations and determine the amount of assessment that should be made in specific cases. Participants will learn how to prepare the written report necessary in order to make an assessment against a recipient of transferred assets.
Course Objectives	At the end of the course, participants will be able to: ⟩ Explain the legal basis for making an assessment against a recipient of transferred assets. ⟩ Explain and apply the procedures for making an assessment against the recipient of transferred assets. ⟩ Discuss the difference between a transfer of assets requiring an assessment and a transfer of assets in which a recorded lien follows the assets.

Assessment Strategy	Pre and Post-tests
Course Delivery	To be Determined
Course Language	English
Pre-requisites	None

Course #	Collect 214
Program Title	Collection Foundation Training – Phase II
Course Title	Advanced Collection Issues – Responsible Person Assessments
Course Hours/Days	6 hours/1 day
Target Audience	This course is intended for Tax Collectors.
Course Description	In this course, participants will learn how to make an assessment against responsible persons who have failed to collect, withhold, or pay over a tax which requires a taxpayer to withhold or collect. Participants will learn the factors that must be considered in arriving at a determination of the person, or persons, responsible for the withheld or collected tax debt. Participants will learn the legal basis for making such assessments.
Course Objectives	At the end of the course, participants will be able to: 〉 Explain how to determine responsible persons when a legal or other non-individual entity fails to pay a tax debt involving withheld or collected taxes. 〉 List the steps required to make an assessment against a responsible person or persons. 〉 Discuss the legal basis for the assessment and the person's appeal rights. 〉 Describe the collection processes involved in collecting a responsible person assessment. 〉 Demonstrate ability to write a recommendation for assessing a responsible person.
Assessment Strategy	Pre and Post-tests
Course Delivery	To be Determined
Course Language	English
Pre-requisites	None

Course #	Collect 301
Program Title	Collection Advanced Training
Course Title	Review Lien Filing and Lien Priorities
Course Hours/Days	3 hours/0.5 day
Target Audience	This course is intended for Tax Collectors.
Course Description	In this course, participants will explore issues related to lien recordation and lien priorities. Course will include a brief review of lien recordation and priorities, but will focus more on issues raised by participants based on their experiences to date.

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Course Objectives	At the end of the course, participants will be able to:
	〉 Explain lien recordation requirements.
	〉 Describe lien priorities.
	〉 Discuss ideas, issues, and concerns that will enhance understanding of the practical application of lien filing and lien priority principles and practices.
Assessment Strategy	End of course test and on-the-job assessment
Course Delivery	To be Determined
Course Language	English
Pre-requisites	None

Course #	Collect 302
Program Title	Collection Foundation Training – Advanced
Course Title	Transferee Assessments
Course Hours/Days	3 hours/0.5 day
Target Audience	This course is intended for Tax Collectors.
Course Description	In this course, participants will explore issues related to assessments against recipients of transferred assets. Course will include a brief review of assessment policies and procedures, but will focus more on issues raised by participants based on their experiences to date.
Course Objectives	At the end of the course, participants will be able to:
	〉 Explain the process for making an assessment against recipients of transferred assets.
	〉 Discuss ideas, issues, and concerns that will enhance understanding of the practical application of the transferee principles and practices.
Assessment Strategy	Pre and Post-tests
Course Delivery	To be Determined
Course Language	English
Pre-requisites	None

Course #	Collect 303
Program Title	Collection Foundation Training – Advanced
Course Title	Responsible Person Determination
Course Hours/Days	3 hours/0.5 day
Target Audience	This course is intended for Tax Collectors.
Course Description	In this course, participants will explore issues related to assessments against responsible persons. Course will include a brief review of assessment policies and procedures, but will focus more on issues raised by participants based on their experiences to date.

Course Objectives	At the end of the course, participants will be able to:
	⟩ Explain the process for making an assessment against responsible persons.
	⟩ Discuss of ideas, issues, and concerns that will enhance understanding of the practical application of the responsible person determination principles and practices.
Assessment Strategy	Pre and Post-tests
Course Delivery	To be Determined
Course Language	English
Pre-requisites	None

Course #	Collect 304
Program Title	Collection Foundation Training – Advanced
Course Title	Nominees
Course Hours/Days	3 hours/0.5 day
Target Audience	This course is intended for Tax Collectors.
Course Description	In this course, participants will explore issues related to assessments against nominees and recordation of nominee liens. Course will include a brief review of assessment policies and procedures, but will focus more on issues raised by participants based on their experiences to date.
Course Objectives	At the end of the course, participants will be able to:
	⟩ Explain the process for making an assessment against a nominee of the taxpayer and the recordation of a nominee lien.
	⟩ Discuss ideas, issues, and concerns that will enhance understanding of the practical application of the nominee's principles and practices.
Assessment Strategy	Pre and Post-tests
Course Delivery	To be Determined
Course Language	English
Pre-requisites	None

Course #	Collect 305
Program Title	Collection Foundation Training – Advanced
Course Title	Beneficial Owners
Course Hours/Days	3 hours/0.5 day
Target Audience	This course is intended for Tax Collectors.
Course Description	In this course, participants will explore issues related to assessments against beneficial owners and recordation of beneficial owner liens. Course will include a brief review of assessment policies and procedures, but will focus more on issues raised by participants based on their experiences to date.

Course Objectives	At the end of the course, participants will be able to:
	〉 Describe the process for making an assessment against beneficial owners and recording beneficial owner liens.
	〉 Discuss ideas, issues, and concerns and practical application of the principles and practices of beneficial owners.
Assessment Strategy	Pre and Post-tests
Course Delivery	To be Determined
Course Language	English
Pre-requisites	None

Course #	Collect 306
Program Title	Collection Foundation Training – Advanced
Course Title	Jeopardy Cases
Course Hours/Days	3 hours/0.5 day
Target Audience	This course is intended for Tax Collectors.
Course Description	In this course, participants will review the policies and procedures related to jeopardy assessments, including the collection policies and procedures related to such assessments.
Course Objectives	At the end of the course, participants will be able to:
	〉 Describe the jeopardy process, including identification of jeopardy situations.
	〉 Explain the collection procedures related to jeopardy assessments.
Assessment Strategy	Pre and Post-tests
Course Delivery	To be Determined
Course Language	English
Pre-requisites	None

Course #	Collect 307
Program Title	Collection Foundation Training – Advanced
Course Title	Identifying Fraud and Fraud Referrals
Course Hours/Days	2 hours
Target Audience	This course is intended for Tax Collectors.
Course Description	In this course, participants will review the factors considered in determining that fraud may exist in an unpaid tax debt or a declaration that has not been submitted and understand their legal obligation to make a referral to the tax investigation unit. Participants will practice preparation of fraud referrals to the tax investigation unit.
Course Objectives	At the end of the course, participants will be able to:
	〉 Determine if there is a basis for believing fraud may exist.
	〉 Describe the requirements and procedures for fraud referrals.

Assessment Strategy	Pre and Post-tests
Course Delivery	To be Determined
Course Language	English
Pre-requisites	None

Course #	Collect 308
Program Title	Collection Foundation Training – Advanced
Course Title	Advanced Communication Techniques
Course Hours/Days	6 hours/1 day
Target Audience	This course is intended for Tax Collectors.
Course Description	In this course, participants will build on the communication techniques learned in their basic training program. Course will include role plays to reinforce the techniques learned.
Course Objectives	At the end of the course, participants will be able to: 〉 Demonstrate the ability to use interest-based conflict management techniques in contacts with taxpayers.
Assessment Strategy	Pre and Post-tests
Course Delivery	To be Determined
Course Language	English
Pre-requisites	None

Appendix C | Taxpayer Services – Draft Course Outlines

Course #	Taxpayer 101
Program Title	Taxpayer Education Foundation Training – Phase I
Course Title	Taxpayer Education Procedures and Reports
Course Hours/Days	6 hours/1 day
Target Audience	This course is intended for Taxpayer Services Inspector.
Course Description	In this course, participants will gain knowledge of procedures to be followed in their daily work in the Taxpayer Education function, including the reports that are required. Included in this course is an understanding of the various kinds of certifications issued by the BTSD taxpayer education function, as well as e-declaration support.
Course Objectives	At the end of the course, participants will be able to: 〉 Explain what reports are required and the procedures to be followed in dealing with taxpayer inquiries. 〉 Describe the e-declaration process and be able to support taxpayers in downloading their declarations.
Assessment Strategy	Pre and Post-tests
Course Delivery	To be Determined
Course Language	English
Pre-requisites	None

Course #	Taxpayer 102
Program Title	Taxpayer Education Foundation Training – Phase I
Course Title	Law on Tax Administration and Procedures
Course Hours/Days	12 hours/2 days
Target Audience	This course is intended for Taxpayer Services Inspector.
Course Description	In this course, participants will acquire a basic knowledge of Law 03/ L-222 as it relates to tax administration and the procedures authorized for the tax administration or required by taxpayers.
Course Objectives	At the end of the course, participants will be able to: 〉 Discuss the provisions of the Law on Tax Administration and Procedures, with emphasis on their general application to a variety of taxpayer situations.
Assessment Strategy	Pre and Post-tests
Course Delivery	To be Determined
Course Language	English
Pre-requisites	None

Course #	Taxpayer 103
Program Title	Taxpayer Education Foundation Training – Phase I
Course Title	RMS Research and Operation
Course Hours/Days	6 hours/1 day
Target Audience	This course is intended for Taxpayer Services Inspector.
Course Description	In this course, participants will learn the basics of RMS operations and receive hands-on training in researching RMS.
Course Objectives	At the end of the course, participants will be able to: 〉 Describe how to use RMS in providing assistance to taxpayers and tracking their time on their daily work.
Assessment Strategy	End of course test and on-the-job assessment
Course Delivery	To be Determined
Course Language	English
Pre-requisites	None

Course #	Taxpayer 104
Program Title	Taxpayer Education Foundation Training – Phase I
Course Title	Taxpayer Registration
Course Hours/Days	6 hours/1 day
Target Audience	This course is intended for Taxpayer Services Inspector.
Course Description	In this course, participants will learn how to use the Tax Rolls module of RMS in registering taxpayers and issuing fiscal numbers. Participants will learn the principles of the Law on Business Organizations in order to understand the various business forms authorized in Belize. Participants will learn how to change taxpayer's form of business and establish/revise tax declaration requirements.
Course Objectives	At the end of the course, participants will be able to: 〉 Use the Tax Rolls module of RMS to register taxpayers, issue fiscal numbers, and establish filing requirements. 〉 Explain the different forms of business authorized in Belize by the Law on Business Organizations.
Assessment Strategy	End of course test and on-the-job assessment
Course Delivery	To be Determined
Course Language	English
Pre-requisites	None

Course #	Taxpayer 105
Program Title	Taxpayer Education Foundation Training – Phase I
Course Title	Personal Income Tax Law
Course Hours/Days	12 hours/2 days
Target Audience	This course is intended for Taxpayer Services Inspector.
Course Description	In this course, participants will learn the fundamentals of the Personal Income Tax Law, including, but not limited to, determination of income, allowable expenses, withholding requirements, depreciation, losses and carry-forwards, permanent establishment concepts, and tax computation. Participants will learn how to correctly complete personal income tax declarations under a variety of situations. Participants will learn how to complete a partnership declaration and a personal income tax declaration of a partner receiving a distribution from a partnership. Withholding requirements will be covered in greater detail in a subsequent course.
Course Objectives	At the end of the course, participants will be able to: 〉 Apply the Personal Income Tax Law in order to accurately assist taxpayers and explain the correct application of the law. 〉 Complete a personal income tax declaration correctly. 〉 Conduct taxpayer seminars.
Assessment Strategy	Pre and Post-tests
Course Delivery	To be Determined
Course Language	English
Pre-requisites	None

Course #	Taxpayer 106
Program Title	Taxpayer Education Foundation Training – Phase I
Course Title	Corporate Income Tax Law
Course Hours/Days	12 hours/2 days
Target Audience	This course is intended for Tax Collectors.
Course Description	In this course, participants will acquire knowledge of all aspects of the Law on Corporate Income Tax and how to apply that knowledge in assisting taxpayers meet their obligations for corporate income tax reporting and payment. Participants will understand the adjustments necessary to financial accounts in order to compute taxable income. Participants will know how to complete corporate income tax declarations under a variety of situations.
Course Objectives	At the end of the course, participants will be able to: 〉 Apply the Corporate Income Tax Law in order to accurately assist taxpayers and explain the correct application of the law. 〉 Complete a corporate income tax declaration correctly. 〉 Conduct taxpayer seminars.

Assessment Strategy	Pre and Post-tests
Course Delivery	To be Determined
Course Language	English
Pre-requisites	None

Course #	Taxpayer 107
Program Title	Taxpayer Education Foundation Training – Phase I
Course Title	Withholding Requirements
Course Hours/Days	6 hours/1 day
Target Audience	This course is intended for Taxpayer Services Inspector.
Course Description	In this course, participants will gain an understanding of the provisions in the Corporate and Personal Income Tax laws related to the various types of withholding obligations and associated reporting requirements.
Course Objectives	At the end of the course, participants will be able to: 〉 Apply the withholding requirements in both the corporate and personal income tax laws in order to accurately assist taxpayers and explain the correct application of the law. 〉 Complete all withholding declarations and associated annual reports correctly. 〉 Conduct taxpayer seminars.
Assessment Strategy	Pre and Post-tests
Course Delivery	To be Determined
Course Language	English
Pre-requisites	None

Course #	Taxpayer 108
Program Title	Taxpayer Education Foundation Training – Phase I
Course Title	GST Laws
Course Hours/Days	18 hours/3 days
Target Audience	This course is intended for Taxpayer Services Inspector.
Course Description	In this course, participants will gain an understanding of the basics of the Law on GST, including registration requirements and issuance of GST Certificates. Participants will understand the procedures for claiming a refund of GST credits and the requirements applicable to international donor organizations. Participants will learn how to correctly complete a GST declaration.
Course Objectives	At the end of the course, participants will be able to: 〉 Assist taxpayers with GST questions and issues. 〉 Complete a GST declaration correctly. 〉 Advise taxpayers correctly on GST refund requirements. 〉 Register taxpayers correctly for GST and issue GST registration certificates.

Assessment Strategy	Pre and Post-tests
Course Delivery	To be Determined
Course Language	English
Pre-requisites	None

Course #	Taxpayer 109
Program Title	Taxpayer Education Foundation Training – Phase I
Course Title	New Taxpayer Visits and Procedures
Course Hours/Days	3 hours/0.5 day
Target Audience	This course is intended for Taxpayer Services Inspector.
Course Description	In this course, participants will learn the requirements for making new taxpayer visits prior to registering a taxpayer and issuing a fiscal number. Participants will understand how to complete the new taxpayer visit form and how to solicit the required information from the applicant. Participants will learn the procedures to be taken if the taxpayer cannot be located at the address provided in the fiscal number application.
Course Objectives	At the end of the course, participants will be able to: 〉 Complete the new taxpayer visit form correctly. 〉 Accurately solicit necessary information from a new taxpayer. 〉 Explain the proper procedures to be followed in the event that a taxpayer is not located at the address provided in the application.
Assessment Strategy	Pre and Post-tests
Course Delivery	To be Determined
Course Language	English
Pre-requisites	None

Course #	Taxpayer 110
Program Title	Taxpayer Education Foundation Training – Phase I
Course Title	Communication Techniques
Course Hours/Days	21 hours/3.5 days
Target Audience	This course is intended for Taxpayer Services Inspector.
Course Description	In this course, participants will learn effective communication skills, including listening skills and interest-based negotiating skills. Participants will gain experience in public speaking and presentations, with a required presentation of 10 minutes on a tax-related topic.
Course Objectives	At the end of the course, participants will be able to: 〉 Explain the basic principles of interest-based negotiation techniques. 〉 Use effective listening techniques. 〉 Make an effective public presentation.

Assessment Strategy	Pre and Post-tests
Course Delivery	To be Determined
Course Language	English
Pre-requisites	None

Course #	Taxpayer 111
Program Title	Taxpayer Education Foundation Training – Phase I
Course Title	Penalties and Assessments
Course Hours/Days	6 hours/1 day
Target Audience	This course is intended for Taxpayer Services Inspector.
Course Description	In this course, participants will acquire knowledge regarding the process for assessing a tax. Participants will learn the principles of penalty administration, the penalties imposed and the legal basis for those penalties. Participants will gain knowledge of the basis for penalty abatements and the legal impact on penalties and interest when a taxpayer enters into an installment agreement to pay a tax debt.
Course Objectives	At the end of the course, participants will be able to: 〉 Explain the assessment process. 〉 List the basis for penalties and be able to compute penalties, and discuss the causes of penalties with taxpayers. 〉 Describe how to request abatement of a penalty and the circumstances in which a penalty abatement request is appropriate. 〉 Advise taxpayers on installment agreements and the impact of an installment agreement on penalties and interest.
Assessment Strategy	Pre and Post-tests
Course Delivery	To be Determined
Course Language	English
Pre-requisites	None

Course #	Taxpayer 112
Program Title	Taxpayer Education Foundation Training – Phase I
Course Title	Declaration Requirements and Declaration Preparation
Course Hours/Days	6 hours/1 day
Target Audience	This course is intended for Taxpayer Services Inspector.
Course Description	In this course, participants will understand the declaration submission requirements of taxpayers so they can accurately identify declarations that have not been submitted and advise taxpayers of their declaration submission requirements. Participants will gain further practice in preparing the various declarations required by taxpayers so that they can provide assistance to delinquent taxpayers as necessary.

Course Objectives	At the end of the course, participants will be able to:
	⟩ Describe the various tax declaration submission requirements of taxpayers conducting economic activity in Belize, including all the informational report requirements.
	⟩ Advise taxpayers on what their declaration submission obligations are and how to meet them.
	⟩ Educate new taxpayers to ensure that they will be able to meet all their submission and payment obligations.
	⟩ Prepare all tax declarations accurately that may be required of a taxpayer.
Assessment Strategy	Pre and Post-tests
Course Delivery	To be Determined
Course Language	English
Pre-requisites	None

Course #	Taxpayer 201
Program Title	Taxpayer Education Foundation Training – Phase II
Course Title	Review Law on Tax Administration
Course Hours/Days	6 hours/1 day
Target Audience	This course is intended for Taxpayer Services Inspector.
Course Description	In this course, participants will review the Law on Tax Administration and Procedures, focusing on those issues or areas in which more knowledge is needed based on current on-the-job experience. Taxpayer registration, new taxpayer visits, responding to questions on tax debt procedures and responding to declaration delinquency will be among the areas covered.
Course Objectives	At the end of the course, participants will be able to:
	⟩ Explain the Law on Tax Administration and Procedures.
	⟩ Demonstrate taxpayer registration and de-registration, taxpayer de-activation, basic tax debt procedures, and declaration delinquency procedures.
Assessment Strategy	Pre and Post-tests
Course Delivery	To be Determined
Course Language	English
Pre-requisites	None

Course #	Taxpayer 202
Program Title	Taxpayer Education Foundation Training – Phase II
Course Title	Review Personal and Corporate Income Tax Laws
Course Hours/Days	12 hours/2 days
Target Audience	This course is intended for Taxpayer Services Inspector.

Course Description	In this course, participants will review the basic provisions of the Law on Corporate Income Tax and the Law on Personal Income Tax so they can provide accurate assistance to taxpayers. Participants will be given an opportunity to explore those areas of the laws that have caused them the most difficulty in assisting taxpayers.
Course Objectives	At the end of the course, participants will be able to: 〉 Explain the Laws on Corporate Income and Personal Income Tax. 〉 Correctly complete Corporate and Personal Income Tax Declarations.
Assessment Strategy	Pre and Post-tests
Course Delivery	To be Determined
Course Language	English
Pre-requisites	None

Course #	Taxpayer 203
Program Title	Taxpayer Education Foundation Training – Phase II
Course Title	Review GST Law
Course Hours/Days	6 hours/1 day
Target Audience	This course is intended for Taxpayer Services Inspector.
Course Description	In this course, participants will review the basic provisions of the Law on GST so they can apply those provisions in providing assistance to taxpayers. Particular emphasis will be placed GST registration and issuance of GST Certificates, as well as GST refund claim processing. In addition, participants will be given basic information on GST and international donor organizations.
Course Objectives	At the end of the course, participants will be able to: 〉 Explain GST principles, GST registration, and GST Certificate issuance. 〉 Describe the application of GST Law with respect to international donor organizations and similar circumstances.
Assessment Strategy	Pre and Post-tests
Course Delivery	To be Determined
Course Language	English
Pre-requisites	None

Course #	Taxpayer 204
Program Title	Taxpayer Education Foundation Training – Phase II
Course Title	Use of RMS and Procedural Review
Course Hours/Days	6 hours/1 day
Target Audience	This course is intended for Taxpayer Services Inspector.
Course Description	In this course, participants will review the research capabilities of RMS and enhance their understanding of the RMS system. In addition, participants will review Taxpayer Education procedures including assistance with e-declarations and e-filing issues.

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Course Objectives	At the end of the course, participants will be able to:
	〉 Describe RMS and its research capabilities.
	〉 Explain the Taxpayer Education policies and procedures, including support for e-declarations and e-filing.
Assessment Strategy	Pre and Post-tests
Course Delivery	To be Determined
Course Language	English
Pre-requisites	None

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Appendix D | Essential, Soft Skills & IT – Draft Outlines

Course #	Essential 101
Program Title	BSTD Staff Essentials
Course Title	BTSD Staff Orientation
Course Hours/Days	12 hours/2 days
Target Audience	This course is designed for all new staff to orient them to the Government of Belize and the BTSD.
Course Description	This course introduces new employees to their responsibilities, co-workers and workplace while also making them aware of BTSD expectations and policies.
Course Objectives	At the end of the course, participants will be able to: 〉 Explain BTSD history, mission, organization structure and key staff. 〉 Describes BTSD's organizational culture along with key policies and procedures. 〉 List the key steps to execute assigned job.
Assessment Strategy	Pre and Post-tests
Course Delivery	To be Determined
Course Language	English
Pre-requisites	None

Course #	Essential 102
Program Title	BSTD Staff Essentials
Course Title	BTSD Ethics and Integrity
Course Hours/Days	6 hours/1 day
Target Audience	This course is designed for all staff responsible for ensuring ethics and integrity across the BTSD.
Course Description	This course provides the concepts, objectives and resources needed to demonstrate understanding of the role of ethics in government and ethical practice.
Course Objectives	At the end of the course, participants will be able to: 〉 Explain the concepts of ethics, integrity and personal responsibility. 〉 List Government of Belize guiding documents and recognize appropriate conduct of a government employee. 〉 Describe the importance and purpose of mainlining objectivity and independence. 〉 Explain the appropriate course of action to prevent the real or perceived improper use of position and resources.

Assessment Strategy	Pre and Post-tests
Course Delivery	To be Determined
Course Language	English
Pre-requisites	None

Course #	Essential 103
Program Title	BTSD Staff Essentials
Course Title	Time and Work Management
Course Hours/Days	12 hours/3 days
Target Audience	This course is intended for all BTSD employees.
Course Description	In this course, participants will learn the universal principles to organize their time more effectively and thereby reduce stress.
Course Objectives	At the end of the course, participants will be able to: 〉 Define time management. 〉 Describe typical time wasters. 〉 Describe the time management system.
Assessment Strategy	Pre and Post-tests
Course Delivery	To be Determined
Course Language	English
Pre-requisites	None

Course #	Essential 104
Program Title	BSTD Staff Essentials
Course Title	Essentials of BTSD Customer Service
Course Hours/Days	6 hours/1 day
Target Audience	This course is designed for all staff responsible for providing customer services across the BTSD.
Course Description	This course is for all BTSD staff interested in maximizing the essentials of customer service in the organization.
Course Objectives	At the end of the course, participants will be able to: 〉 Understand what customer service skills are essential to any job 〉 Anticipate and meet customer expectations 〉 Apply appropriate strategies for dealing with customers in a variety of situations.
Assessment Strategy	Pre and Post-tests
Course Delivery	To be Determined
Course Language	English
Pre-requisites	None

Course #	Communication 101
Program Title	Communication Skills Training
Course Title	Effective Communication Skills
Course Hours/Days	12 hours/2 days
Target Audience	This course is intended for all BTSD employees.
Course Description	In this course, participants will learn methods for communicating, best listening techniques, speaking and persuasion skills. Exercises during the course will require participants to apply newly acquired skills.
Course Objectives	At the end of the course, participants will be able to: 〉 Describe the communication process. 〉 Explain the importance of listening to customers (internal and external). 〉 Evaluate your speaking voice. 〉 Explain the persuasion model.
Assessment Strategy	Pre and Post-tests
Course Delivery	To be Determined
Course Language	English
Pre-requisites	None

Course #	Communication 102
Program Title	Communication Skills Training
Course Title	Effective Presentation Skills
Course Hours/Days	18 hours/3 days
Target Audience	This course is intended for BTSD employees engaged in preparing and delivering presentations.
Course Description	In this course, participants will learn how to make effective presentation that may include information, ideas, products, services, and projects.
Course Objectives	At the end of the course, participants will be able to: 〉 Apply the steps in preparing a presentation. 〉 Use presentation visual aids to emphasize ideas. 〉 Learn and apply platform skills. 〉 List presentation Do's and Don'ts.
Assessment Strategy	Pre and Post-tests
Course Delivery	To be Determined
Course Language	English
Pre-requisites	None

Course #	Communication 103
Program Title	Communication Skills Training
Course Title	Technical Writing
Course Hours/Days	12 hours/2 days
Target Audience	This course is intended for staff engaged in business correspondence and report writing.
Course Description	In this course, participants will learn the skills to prepare and write letters, memos and reports that comply with professional business standards.
Course Objectives	At the end of the course, participants will be able to: 〉 List types of written communication. 〉 Conduct all business correspondence according to professional writing standards. 〉 Prepare a professional report.
Assessment Strategy	Pre and Post-tests
Course Delivery	To be Determined
Course Language	English
Pre-requisites	None

Course #	IT 101
Program Title	Information Technology
Course Title	Microsoft Windows®
Course Hours/Days	12 hours/2 days
Target Audience	This course is intended for all BTSD staff.
Course Description	This course will provide participants with the basic knowledge and skills needed to work with personal computers using the Microsoft Windows® operating system.
Course Objectives	At the end of the course, participants will be able to: 〉 Describe the basics of computers and computer operating systems. 〉 Complete simple administration tasks to utilize the Microsoft Windows® operating system. 〉 Demonstrate the basic procedures for files and folder manipulation in Microsoft Windows®. 〉 Work with digital pictures, drawings and videos.
Assessment Strategy	Pre and Post-tests
Course Delivery	To be Determined
Course Language	English
Pre-requisites	None

Course #	IT 102
Program Title	Information Technology
Course Title	Internet Basics
Course Hours/Days	12 hours/2 days
Target Audience	This course is intended for all BTSD staff.
Course Description	This course will provide the participants with the knowledge and skills needed to work with the internet, including browsing the web and communicating via e-mail.
Course Objectives	At the end of the course, participants will be able to: 〉 Describe the concept of the internet. 〉 Explain the different types of internet connections and how to use them. 〉 Describe the different types of internet browsers and their common features. 〉 Explain the basics of internet searching (browsing) and how to filter the results. 〉 Save and print a web page. 〉 Create a webmail email account.
Assessment Strategy	Pre and Post-tests
Course Delivery	To be Determined
Course Language	English
Pre-requisites	None

Course #	IT 103
Program Title	Information Technology
Course Title	Microsoft Outlook®
Course Hours/Days	12 hours/2 days
Target Audience	This course is intended for all BTSD computer users, who desire to gain the skills necessary to create e-mail accounts and create, customize, send and receive e-mail messages.
Course Description	Participants will learn the fundamentals of using Microsoft Outlook® to send and receive e-mail messages, and manage their calendar, meetings and contacts.
Course Objectives	At the end of the course, participants will be able to: 〉 Describe Microsoft Outlook® and its capabilities as an email application. 〉 Compose and send emails in Microsoft Outlook®. 〉 Create appointments, meetings or events in Microsoft Outlook®. 〉 Create tasks and/or assign tasks in the Microsoft Outlook calendar. 〉 Create and modify contracts and distribution lists in Microsoft Outlook®.
Assessment Strategy	Pre and Post-tests
Course Delivery	To be Determined
Course Language	English
Pre-requisites	Microsoft Windows® and Microsoft Word®

Course #	IT 104
Program Title	Information Technology
Course Title	Microsoft Word – Level I
Course Hours/Days	12 hours/2 days
Target Audience	Microsoft Windows®
Course Description	This course will provide the participants with the basic knowledge and skills needed to create, edit, and enhance standard business documents using Microsoft Word.
Course Objectives	At the end of the course, participants will be able to: 〉 Create simple documents in Microsoft Word. 〉 Navigate and edit Microsoft Word documents. 〉 Format text in Microsoft Word documents. 〉 Create and tailor graphic elements within Microsoft Word. 〉 Create tables in Microsoft Word. 〉 Control page appearance in Microsoft Word.
Assessment Strategy	Pre and Post-tests
Course Delivery	To be Determined
Course Language	English
Pre-requisites	Microsoft Windows®

Course #	IT 105
Program Title	Information Technology
Course Title	Microsoft Word – Level II
Course Hours/Days	12 hours/2 days
Target Audience	This course is intended for participants who need to learn how to use Microsoft Word to create or modify complex business documents.
Course Description	This course is designed to enable participants to enhance Microsoft Word documents by adding components such as customized lists, tables, charts and graphics.
Course Objectives	At the end of the course, participants will be able to: 〉 Personalize the Microsoft Word document environment. 〉 Format illustrations within Microsoft Word. 〉 Perform mail merges utilizing the Mail Merge Wizard in Microsoft Word. 〉 Develop auto tables and indexes in Microsoft Word. 〉 Manage tracked changes within Microsoft Word. 〉 Manage comments within Microsoft Word.
Assessment Strategy	Pre and Post-tests
Course Delivery	To be Determined
Course Language	English
Pre-requisites	Microsoft Windows® and Microsoft Word®

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Course #	IT 106
Program Title	Information Technology
Course Title	Microsoft Excel® - Level I
Course Hours/Days	12 hours/2 days
Target Audience	This course is intended for people working in the banking sector.
Course Description	This course will provide the participants with the basic knowledge and skills needed to work with spreadsheets using Microsoft Excel®.
Course Objectives	At the end of the course, participants will be able to: 〉 Create basic Microsoft Excel® worksheets and workbooks. 〉 Edit basic Microsoft Excel® worksheets and workbooks. 〉 Format the appearance of Microsoft Excel® worksheets. 〉 Create and perform worksheet calculations. 〉 Format and print Microsoft Excel® workbook contents.
Assessment Strategy	Pre and Post-tests
Course Delivery	To be Determined
Course Language	English
Pre-requisites	Microsoft Windows®

Course #	IT 107
Program Title	Information Technology
Course Title	Microsoft Excel® - Level II
Course Hours/Days	12 hours/2 days
Target Audience	This course is intended for participants who need to learn how to use Microsoft Excel® to create or modify complex spreadsheets.
Course Description	This course will provide the participants with the basic knowledge and skills needed to create professional spreadsheets using Microsoft Excel®.
Course Objectives	At the end of the course, participants will be able to: 〉 Create and apply Microsoft Excel® spreadsheet templates. 〉 Create and format graphic objects in Microsoft Excel® spreadsheets. 〉 Create and calculate advanced formulas in Microsoft Excel® spreadsheets. 〉 Sort and filter data in Microsoft Excel® spreadsheets.
Assessment Strategy	Pre and Post-tests
Course Delivery	To be Determined
Course Language	English
Pre-requisites	Microsoft Excel® - Level I

Course #	IT 108
Program Title	Information Technology
Course Title	Microsoft Excel® - Level III
Course Hours/Days	12 hours/2 days
Target Audience	This course is intended for participants who need to learn how to use Microsoft Excel® to create or modify complex spreadsheets.
Course Description	This course will provide the participants with advanced knowledge and skills needed to create highly professional spreadsheets using Microsoft Excel®.
Course Objectives	At the end of the course, participants will be able to: 〉 Apply advanced analysis techniques to data sets in Microsoft Excel®. 〉 Import and export data into and out of Microsoft Excel®. 〉 Develop and work with multiple workbooks in Microsoft Excel®. 〉 Collaborate on and merge multiple worksheets in Microsoft Excel®. 〉 Create and edit macros in Microsoft Excel®.
Assessment Strategy	Pre and Post-tests
Course Delivery	To be Determined
Course Language	English
Pre-requisites	Microsoft Excel® - Level I and Microsoft Excel® - Level II or equivalent experience

Course #	IT 109
Program Title	Information Technology
Course Title	Microsoft PowerPoint®
Course Hours/Days	12 hours/2 days
Target Audience	This course is intended for BTSD staff who prepare Microsoft PowerPoint® presentations.
Course Description	Participants will acquire the basic knowledge and skills needed to create presentations using Microsoft PowerPoint®.
Course Objectives	At the end of the course, participants will be able to: 〉 Customize the Microsoft PowerPoint® interface environment. 〉 Customize a design template in Microsoft PowerPoint®. 〉 Add visual content features to a Microsoft PowerPoint® presentation. 〉 Add special effects to a Microsoft PowerPoint® presentation. 〉 Customize slide show presentations.
Assessment Strategy	Pre and Post-tests
Course Delivery	To be Determined
Course Language	English
Pre-requisites	Microsoft Windows®

Course #	IT 110
Program Title	Information Technology
Course Title	Introduction to RMS
Course Hours/Days	3 hours/.5 day
Target Audience	This course is intended for BTSD staff who need to use the RMS.
Course Description	Participants will acquire the basic knowledge and skills needed to use the BTSD's RMS.
Course Objectives	At the end of the course, participants will be able to: 〉 Understand all the different RMS Modules and how they are used to complete work at the BTSD. 〉 Understand how to navigate within the RMS.
Assessment Strategy	Pre and Post-tests
Course Delivery	To be Determined
Course Language	English
Pre-requisites	None

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Appendix E | Draft Outlines – Management Skills

Course #	MGT 101
Program Title	Management Skills Training
Course Title	Human Resources for Non-Human Resources Managers
Course Hours/Days	12 hours/2 days
Target Audience	This course is intended for non-human resources mid-level managers.
Course Description	In this course, participants will learn the basics of human resources management, which will enable them to set strategies to achieve organizational goals, assign roles and responsibilities that match workforce capabilities, make the best use of talent, and retain employees through training and development.
Course Objectives	At the end of the course, participants will be able to: 〉 Align departmental performance with organization vision and mission. 〉 Assign roles and responsibilities based on actual job descriptions and personal capabilities. 〉 Retain employees through training and development.
Assessment Strategy	Pre and Post-tests
Course Delivery	To be Determined
Course Language	English
Pre-requisites	None

Course #	MGT 102
Program Title	Management Skills Training
Course Title	Implementing Strategies through Project Management
Course Hours/Days	24 hours/4 days
Target Audience	This course is intended for staff engaged in project management.
Course Description	In this course, participants will learn the basics of project management. Topics covered include project management tools and techniques, preparing the project brief, creating the project team, developing and implementing a project plan, identifying, monitoring, and managing risk, and managing the project team.
Course Objectives	At the end of the course, participants will be able to: 〉 Define project management and how it differs from other types of management. 〉 Define the project, its goals, purpose and requirements. 〉 Select the most appropriate project team. 〉 Identify, quantify, monitor, and manage project risks. 〉 Monitor, review and report project progress.

	⟩ Describe techniques for managing high performance project teams.
Assessment Strategy	Pre and Post-tests
Course Delivery	To be Determined
Course Language	English
Pre-requisites	None

Course #	MGT 103
Program Title	Management Skills Training
Course Title	Managerial and Leadership Skills
Course Hours/Days	24 hours/4 days
Target Audience	This course is intended for mid or senior level managers.
Course Description	In this course, managers will develop managerial and leadership skills that will allow them to achieve results through and with others. The course will cover such topics as communication, leadership styles, motivating and coaching staff, delegating responsibilities, performance evaluation, and setting and managing priorities.
Course Objectives	At the end of the course, participants will be able to: ⟩ Describe the major issues facing management. ⟩ Identify the factors and behaviors that hinder effective communication. ⟩ Analyze a situation and determine which leadership style to use. ⟩ Identify the motivational factors that increase productivity in the workplace. ⟩ Demonstrate how to coach a staff member. ⟩ Analyze a situation to determine whether to delegate responsibility. ⟩ Analyze a situation where change and the accompanying transition process must take place. ⟩ Explain the six-step performance interview model. ⟩ Describe techniques to avoid self-generated and environmental time-wasters.
Assessment Strategy	Pre and Post-tests
Course Delivery	To be Determined
Course Language	English
Pre-requisites	None

Course #	MGT 104
Program Title	Management Skills Training
Course Title	Managing Performance and Appraisals
Course Hours/Days	12 hours/2 days
Target Audience	This course is intended for mid or senior level managers.
Course Description	In this course, participants will learn the key elements in the performance appraisal process. In addition, participants will learn how to use the performance appraisal for providing feedback and goal setting.

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Course Objectives	At the end of the course, participants will be able to:
	〉 Link the performance criteria for individuals to company performance criteria.
	〉 Describe the performance management process.
	〉 List and discuss the pros and cons of different appraisal methods.
	〉 Explain SMART goals.
	〉 Explain the role of competencies in the appraisal process.
	〉 Practice conducting an effective performance appraisal discussion.
Assessment Strategy	Pre and Post-tests
Course Delivery	To be Determined
Course Language	English
Pre-requisites	None

Course #	MGT 105
Program Title	Management Skills Training
Course Title	Problem Solving and Decision Making
Course Hours/Days	24 hours/4 days
Target Audience	This course is intended for those interested in new approaches to solving problems and making decisions using non-traditional ways of thinking.
Course Description	In this course, participants will learn skills to define problems, gather information, and think creatively in order to develop alternative ways of solving a particular problem. They will also learn how to make and implement the best decision.
Course Objectives	At the end of the course, participants will be able to:
	〉 Discuss the barriers and motives to creative problem solving.
	〉 Create alternative solutions.
	〉 Think outside the box – in non-traditional ways (be creative).
Assessment Strategy	Pre and Post-tests
Course Delivery	To be Determined
Course Language	English
Pre-requisites	None

Course #	MGT 106
Program Title	Management Skills Training
Course Title	Project Management
Course Hours/Days	6 hours/1 day
Target Audience	This course is intended for all BTSD staff.
Course Description	This course introduces most of the fundamental concepts of project management through hands-on activity. The one-day format lays a foundation for further study and at the same time gives participants most of the tools and techniques needed to work effectively on a project team and create project tools.

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Course Objectives	At the end of the course, participants will be able to: 〉 Create a working definition of the term "project management". 〉 Set clear and realistic objectives for a project and explain the stages of the project life cycle. 〉 Plan, organize and document a project in a logical manner. 〉 Divide a project into logical phases and specify the primary activities that occur in each phase. 〉 Determine the project critical path and develop a strategy for keeping the project on track. 〉 Predict risks to project success and make appropriate contingency plans.
Assessment Strategy	Pre and Post-tests
Course Delivery	To be Determined
Course Language	English
Pre-requisites	None

Course #	MGT 107
Program Title	Management Skills Training
Course Title	Supervisory Skills
Course Hours/Days	24 hours/4 days
Target Audience	This course is intended for new, prospective and mid-level supervisors.
Course Description	This program is designed to provide supervisors with the skills required to be effective. The course will cover such topics as leadership versus management, communication skills, performance management, teamwork, motivating people, and creative problem solving and decision-making, and performance management.
Course Objectives	At the end of the course, participants will be able to: 〉 Describe the characteristics of a supervisor. 〉 List the factors and behaviors that hinder effective communication. 〉 Describe the six-step performance interview model. 〉 Build effective, creative teams. 〉 Develop an action plan to maintain employee motivation, address dissatisfaction and bring out the best in your direct reports. 〉 Delegate authorities.
Assessment Strategy	Pre and Post-tests
Course Delivery	To be Determined
Course Language	English
Pre-requisites	None
Pre-requisites	None

Course #	MGT 108
Program Title	Management Skills Training
Course Title	Working in Teams
Course Hours/Days	8 hours/1.5 days
Target Audience	This course is intended for junior and intermediate-level employees.
Course Description	In this course, participants will learn the concept of teamwork and the essential characteristics of effective teams.
Course Objectives	At the end of the course, participants will be able to: 〉 Describe the team-building process. 〉 Eliminating the obstacles to formation of a team.
Assessment Strategy	Pre and Post-tests
Course Delivery	To be Determined
Course Language	English
Pre-requisites	None

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Appendix F | Draft Outlines – Training of Trainers Program

Course #	TOT 101
Program Title	Training of Trainers Program
Course Title	Instructional Systems Design
Course Hours/Days	3 hours/.5 day
Target Audience	This course is designed for new and current curriculum designers and instructors to assist them in creating and delivering effective, dynamic and performance-based training materials using Instructional Systems Design Methodology.
Course Description	This course provides participants with an overview of Instructional Systems Design and the international best practices for designing, developing, implementing and evaluating training using the ADDIE Model.
Course Objectives	At the end of the course, participants will be able to: ⟩ Explain the five phases of the ADDIE Instructional Systems Design Model and their output. ⟩ Describe the seven principles of adult learning and incorporate them into course design, testing and delivery.
Assessment Strategy	Exercises and partial training material development using the knowledge and skills presented in the course.
Course Delivery	To be Determined
Course Language	English
Pre-requisites	None

Course #	TOT 102
Program Title	Training of Trainers Program
Course Title	Curriculum Design and Development
Course Hours/Days	12 hours/2 days
Target Audience	New or current instructors interested in learning about Instructional Systems Design and application of the ADDIE Model.
Course Description	This course is designed for new and current curriculum designers to assist them in creating effective, dynamic and performance-based training materials using Instructional Systems Design Methodology.
Course Objectives	At the end of the course, participants will be able to: ⟩ Explain the course design and development process. ⟩ Conduct training needs assessment. ⟩ Design activities for training that will create learning that meets learning objectives. ⟩ Write learning objectives that are measurable.

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	› Explain the importance of varied learning methods and create training activities using those varied learning methods.
	› Write course content that supports learning objectives.
	› Write effective overviews and summaries of content.
	› Write effective Instructor Notes.
	› Create transparencies and visuals that support learning objectives.
Assessment Strategy	Exercises and partial training material development using the knowledge and skills presented in the course.
Course Delivery	To be Determined
Course Language	English
Pre-requisites	None

Course #	TOT 103
Program Title	Training of Trainers Program
Course Title	Test Writing
Course Hours/Days	6 hours/1 day
Target Audience	The workshop will be beneficial for instructors responsible for designing, preparing and evaluating examinations.
Course Description	This course is designed to support the instructors of in designing, preparing and evaluating valid tests.
Course Objectives	At the end of the course, participants will be able to:
	› Design a Test Blueprint specifying test content.
	› Write and review test questions using the Question Writing, Review and Editing process.
	› Using a Modified Angoff Method, determine how many participants will answer a question correctly and set the Examination Pass/Fail Score.
Assessment Strategy	Exercises and test building.
Course Delivery	To be Determined
Course Language	English
Pre-requisites	None

Course #	TOT 104
Program Title	Training of Trainers Program
Course Title	Presentation and Facilitation Skills
Course Hours/Days	12 hours/2 days
Target Audience	New or current instructors interested in learning about Instructional Systems Design and application of the ADDIE Model.

Course Description	This course is designed to help trainers effectively deliver dynamic presentations and ensure that the courses, workshops, seminars or lectures are well presented and well received by the participants.
Course Objectives	At the end of the course, participants will be able to: 〉 Describe and recognize three learning styles. 〉 Incorporate knowledge of learning styles into training delivery. 〉 Describe the principles of adult learning. 〉 Recognize the importance of understanding adult learning principles. 〉 Incorporate knowledge of adult learning principles to maximize training delivery effectiveness. 〉 Make effective training presentations. 〉 Effectively facilitate training classes. 〉 Facilitate group interactions and communications in training classes. 〉 Adapt training to the needs of the audience. 〉 Evaluate training effectiveness.
Assessment Strategy	Exercises and practice presentations.
Course Delivery	To be Determined
Course Language	English
Pre-requisites	None

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