



The 5th BRITACOF
Deepening Tax Administration Cooperation for
High-Quality Belt and Road Development
Hong Kong, China 24-26 / 9 / 2024



هيئة الزكاة والضريبة والجمارك
Zakat, Tax and Customs Authority



Enhancing Capacity Building in Tax Administration

BRITA·Riyadh, ZATCA Academy

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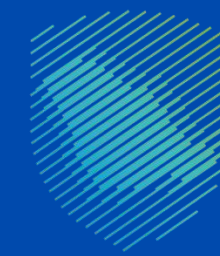




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ZATCA Strategy

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ZATCA Academy

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ZATCA Strategy

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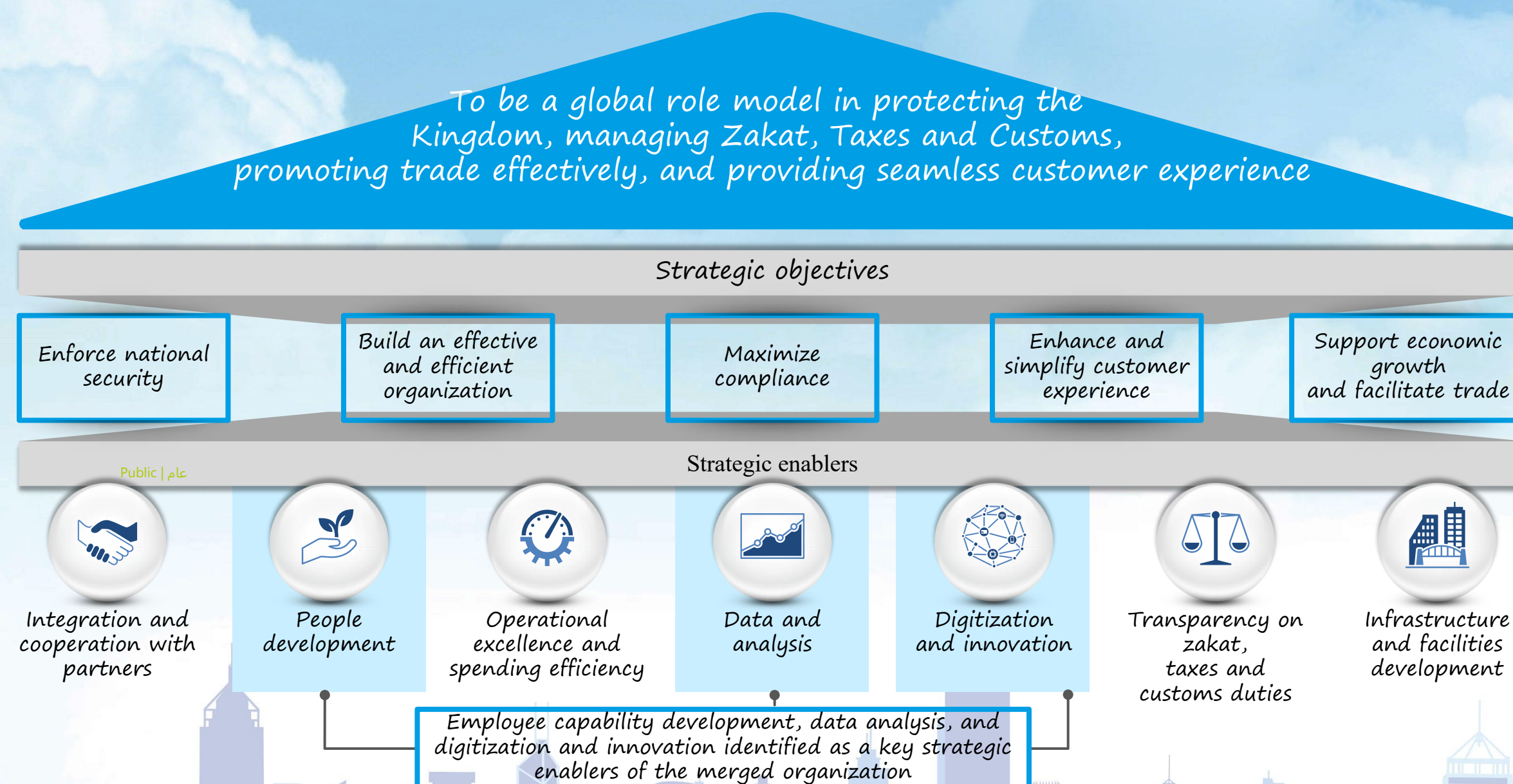
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ZATCA: Responsible for Customs, Tax & Zakat collection in Saudi Arabia; ZATCA Academy is its L&D Center

ZATCA Strategy House highlights capability development as key enabler for organization





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ZATCA Academy

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أكاديمية الزكاة والضريبة والجمارك
Zakat, Tax and Customs Academy





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Organizational Structure



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★ ZATCA Academy includes Brita Riyadh, which serves as the regional Arabic-language training center in Saudi Arabia





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To deliver on ambitious L&D goal, a comprehensive strategy was launched

Academy's Vision

Building an exchange hub of knowledge and skills that fuels our ambitious vision of pioneering the management and regulation of Zakat, Tax and Customs, serving its ecosystem and being a benchmark in the region

Key pillars

Competency framework



Define competency framework & assess gaps

Program architecture



Develop program architecture and learning paths for career tracks

Curriculum design



Design internal & external program curriculums

Program delivery



Deliver with best-in-class global learning partners

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Key pillars

Operating model & governance

Training calendar

Branding & communication

Learning management system

Program evaluation





Competency framework



Gaps identified assessing the required competency level for each position compared to current attainment

Technical competencies

ZATCA's Competency Framework	
Unique Tech	
Competency	Competency
Definition	Definition
Elements	Elements
Strategy and Business Planning	Strategy and Business Planning
Internal and External Affairs	Strategy and Business Planning
Setting Strategic Objectives, Short and Long Term	Internal and External Affairs
Setting Strategic Objectives, Short and Long Term	Setting Strategic Objectives, Short and Long Term
Business Planning & Budget Allocation	Business Planning & Budget Allocation

ZATCA's Competency Framework	
Unique Technical Competencies	
Competency	Strategy & Business Planning
Definition	The ability to leverage on internal and external expertise to develop strategic vision and to manage, implement, evaluate, and communicate the strategy.
Elements	<p>Level 1: Onboarding</p> <ul style="list-style-type: none"> Communicates basic knowledge of strategy development, including its goal and aims, and the strategy process across the organization. <p>Level 2: Proficient</p> <ul style="list-style-type: none"> Communicates strategic knowledge of strategy development, including its goal and aims, and the strategy process across the organization. <p>Level 3: Advanced</p> <ul style="list-style-type: none"> Manages advanced knowledge of strategy development, including its goal and aims, and the strategy process across the organization.
Internal and External Affairs	<p>Level 1: Onboarding</p> <ul style="list-style-type: none"> Communicates basic knowledge of strategy development, including its goal and aims, and the strategy process across the organization. <p>Level 2: Proficient</p> <ul style="list-style-type: none"> Communicates strategic knowledge of strategy development, including its goal and aims, and the strategy process across the organization. <p>Level 3: Advanced</p> <ul style="list-style-type: none"> Manages advanced knowledge of strategy development, including its goal and aims, and the strategy process across the organization.
Setting Strategic Objectives, Short and Long Term	<p>Level 1: Onboarding</p> <ul style="list-style-type: none"> Communicates basic knowledge of strategy development, including its goal and aims, and the strategy process across the organization. <p>Level 2: Proficient</p> <ul style="list-style-type: none"> Communicates strategic knowledge of strategy development, including its goal and aims, and the strategy process across the organization. <p>Level 3: Advanced</p> <ul style="list-style-type: none"> Manages advanced knowledge of strategy development, including its goal and aims, and the strategy process across the organization.
Business Planning & Budget Allocation	<p>Level 1: Onboarding</p> <ul style="list-style-type: none"> Communicates basic knowledge of strategy development, including its goal and aims, and the strategy process across the organization. <p>Level 2: Proficient</p> <ul style="list-style-type: none"> Communicates strategic knowledge of strategy development, including its goal and aims, and the strategy process across the organization. <p>Level 3: Advanced</p> <ul style="list-style-type: none"> Manages advanced knowledge of strategy development, including its goal and aims, and the strategy process across the organization.

Behavioral competencies

[illegible]

Competency Mapping

[illegible]

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Program
architecture



Programs developed were tied up to learning paths with relevant learning interventions for each job position

Three key objectives

Learning path

Learning interventions available for employee growing from their current job position to future job position



1

Provide clarity to employees on training support available for their role



2

Serve as a guide for individualized development planning



3

Support in succession planning for critical roles

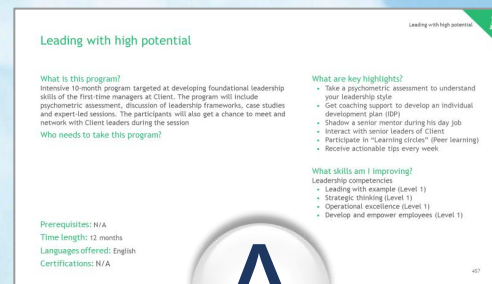




Curriculum Design



Specific training programs are defined and detailed in terms of 4 key components



A

Program overview

Identify training program details, including attendees, program length, and covered competencies

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Based on program architecture

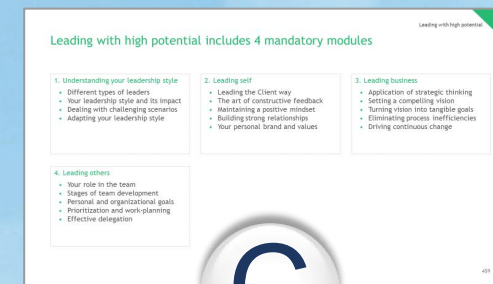


B

Program journey1

Generate pathway of each program, including types of learning interventions

Based on learning preferences & best practices

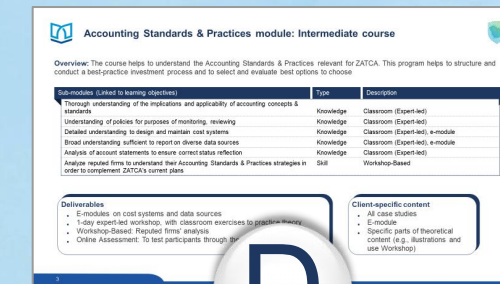


C

Module curriculum

Outline modules (and sub-modules) to be covered for each training program

Based on functional mandate & job description



D

Instruction design

Create learning objectives and guidelines of each learning intervention

Based on job description & expert input from instruction designers





Program
Delivery



Courses best suited for in-house delivery are defined based on specificity and volume of training



Key attributes of each training...

Training specificity

- Training is unique to ZATCA (e.g. ZATCA policies, ZATCA business operations)
- Training includes confidential and sensitive information

Volume of training

- Demand for training is high and provided across large ZATCA employee base
- Training demand is considered high when course is targeted at more than one target group



... help guide prioritization of courses for in-house delivery

Training specificity
(Is in house training best solution?)

High	Priority 2	Priority 1
	Course to be designed & delivered within ZATCA as a second priority	Course to be designed & delivered within ZATCA as a top priority
Low	Priority 3	Priority 2
	Course to be outsourced to external providers and considered for in-house delivery in the long-term	Course to be designed & delivered within ZATCA as a second priority
Low		High

Volume of training
(Is training demand high and frequent?)





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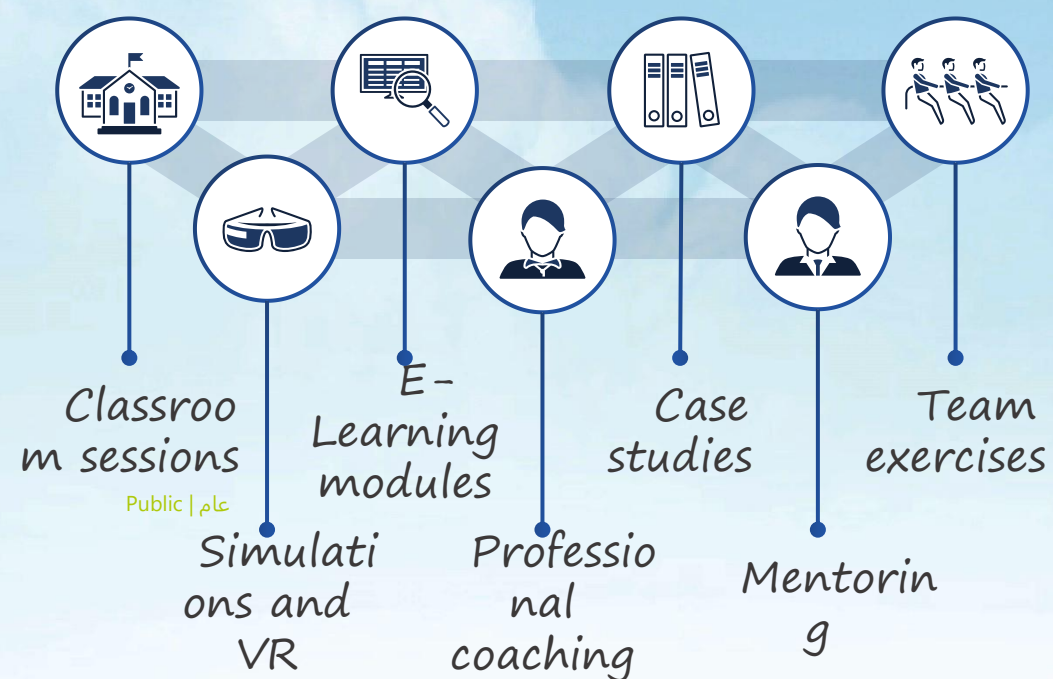
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Programs designed for in-house delivery leverage diverse delivery methods and build broader L&D framework

Program designs incorporate diverse delivery methods and tools



"In house training" fit as part of broader L&D offering for employees





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Thank you

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