



# 2021 CORPORATE PLAN



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# 1.0 MESSAGE FROM THE EXECUTIVE CHAIRMAN



The aim of the 2021 Corporate Plan is to highlight the focus of the Service for the current fiscal year. This plan is very important as it projects the trajectory for the 2021 to 2024 Medium Term Plan.

The plan focuses on four fundamental goals, which include: Improved Compliance, Increased Taxpayers Satisfaction, being Data-centric and Rebuilding FIRS. To achieve these four broad goals, the Service will pursue some objectives, from which strategies, initiatives and performance measurement indicators will be developed. On being data centric; the Service is already working on the implementation of a Digital Transformation Plan.

I must commend the staff and stakeholders of the FIRS, who remained relentless in spite of one of the worst economic downturns that emanated from the global pandemic (COVID-19) and oil price shock in the first quarter of 2020. Although the global economy witnessed a huge setback which negatively impacted the Nigerian economy and its businesses likewise; yet, as a team we met 98% of our target. Indeed, this achievement is worthy of commendation. Let us all remember that the reward for hard work is more work! The economy is expected to gradually recover back to growth in 2021 as demands surge at home and abroad.

It is no longer news that the Federal Government is making efforts to source revenue from other sectors outside the crude oil sector. In respect to this, our organization, the FIRS, has been the cynosure of all eyes, more so now, in these trying times of a global pandemic. States and Local Governments are also looking to the Service to fund their expenditure. As a result, we need to do more. We have

put in place measures to ease the process of tax payments as well as the ease of doing business. It is on this basis that we applaud the President on the passage of the Finance Act 2020. Our initiatives in audit and our various e-Channels make tax paying a seamless process. In line with our goal of increased taxpayers' satisfaction, we shall continue to improve on our processes as we go on.

Furthermore, we need to continue to improve on our VAT Collections. Collections have increased, but more can be done to ensure all those who collect VAT remit it to government as and when due.

It is worthy of note to mention that whatever we have achieved so far has been done with the support of the Presidency, the Federal Ministry of Finance, the National Assembly, the collaboration of our key stakeholders in various sister agencies, multilateral and bilateral institutions, most especially, with the astute professionalism of staff. In addition, we recently introduced the Tax Week, which will be an annual event, to further strengthen our relationship with our various stakeholders.

In view of the foregoing, let us remain steadfast in the task at hand and do all in our power to ensure that Government has adequate revenue to fund its developmental projects.

**Muhammad Nami**  
Executive Chairman

## 2.0 WHO WE ARE: FIRS MANDATE, VISION, MISSION AND CORE VALUES

### OUR MANDATE

Under the Federal Inland Revenue Service Establishment Act (FIRSEA) 2007, the Service is charged with the powers of assessment, collection of and accounting for revenues accruable to the Government of the Federation and for related matters.

### OUR VISION

To deliver quality service to taxpayers in partnership with other stakeholders and make taxation the pivot of national development.

### OUR MISSION

To operate a transparent and efficient tax system that optimizes tax revenue collection and voluntary compliance.

## OUR CORE VALUES

### Professionalism

- Competence and know-how
- Accountability
- Fairness
- Continuous learning
- Respect to Taxpayers, constituted authority and colleagues

### Integrity

- Candour
- Courage
- Transparency
- Self-discipline

### Efficiency

- Speed
- Accuracy

### Ownership and Collective Responsibility

- Team spirit
- Partnering
- Information sharing

## 3.0 REVIEW OF 2020 REVENUE PERFORMANCE

### 3.1 INTRODUCTION

The 2020 Review highlights the performance of the Service against the set targets for the period. The Service recorded a variance when compared to the 2020 target as well as the preceding year, but recorded a significant improvement in collection of some tax types (especially VAT & Stamp Duty). These shortfalls are credited to volatile exchange rates and global health crisis (COVID-19) which affected oil market and the economy at large. However, the cumulative performance against target was very impressive.

The Service achieved total revenue collection of ₦4.591trillion against a target of ₦5.077trillion which translates to 97.51% achievement for the year. The performance was ₦0.126trillion or 6.28% lower than the 2019 collection of ₦5.262trillion.

Petroleum Profits Tax (PPT) collection for the year was N1.515trillion which was 533.53% achievement of its annual target of N0.284trillion and accounted for 30.61% contribution to the total collection. On the other hand, non-oil taxes collection for the year was ₦3.435trillion which was 71.67% achievement of its annual target of ₦4.793trillion and accounted for 69.39% contribution to the total collection.

An analysis of major non-oil taxes collection by tax types revealed that Stamp Duty recorded collection of ₦0.120trillion which was 698.89% achievement of its annual target of ₦0.017trillion and this placed it as the highest performing tax type for the year. Value Added Tax (VAT) Pool recorded a collection of ₦1.531trillion which was 69.90% achievement against its target of ₦2.191trillion for the year.

Similarly, Consolidated Pool recorded a collection of ₦93.371billion which was 111.38% achievement of its annual target of ₦83.831billion and became the second highest performing tax type. Education tax recorded a collection of



₦259.563billion which was 93.70% achievement of its target of ₦277.025billion for the year and this placed education tax as one of the leading performing tax types for the year.

A summary of the collection performance for the period is presented in Tables and Figures below:



**TABLE 3.1 TAX REVENUE COLLECTION PERFORMANCE, JANUARY-DECEMBER, 2020**

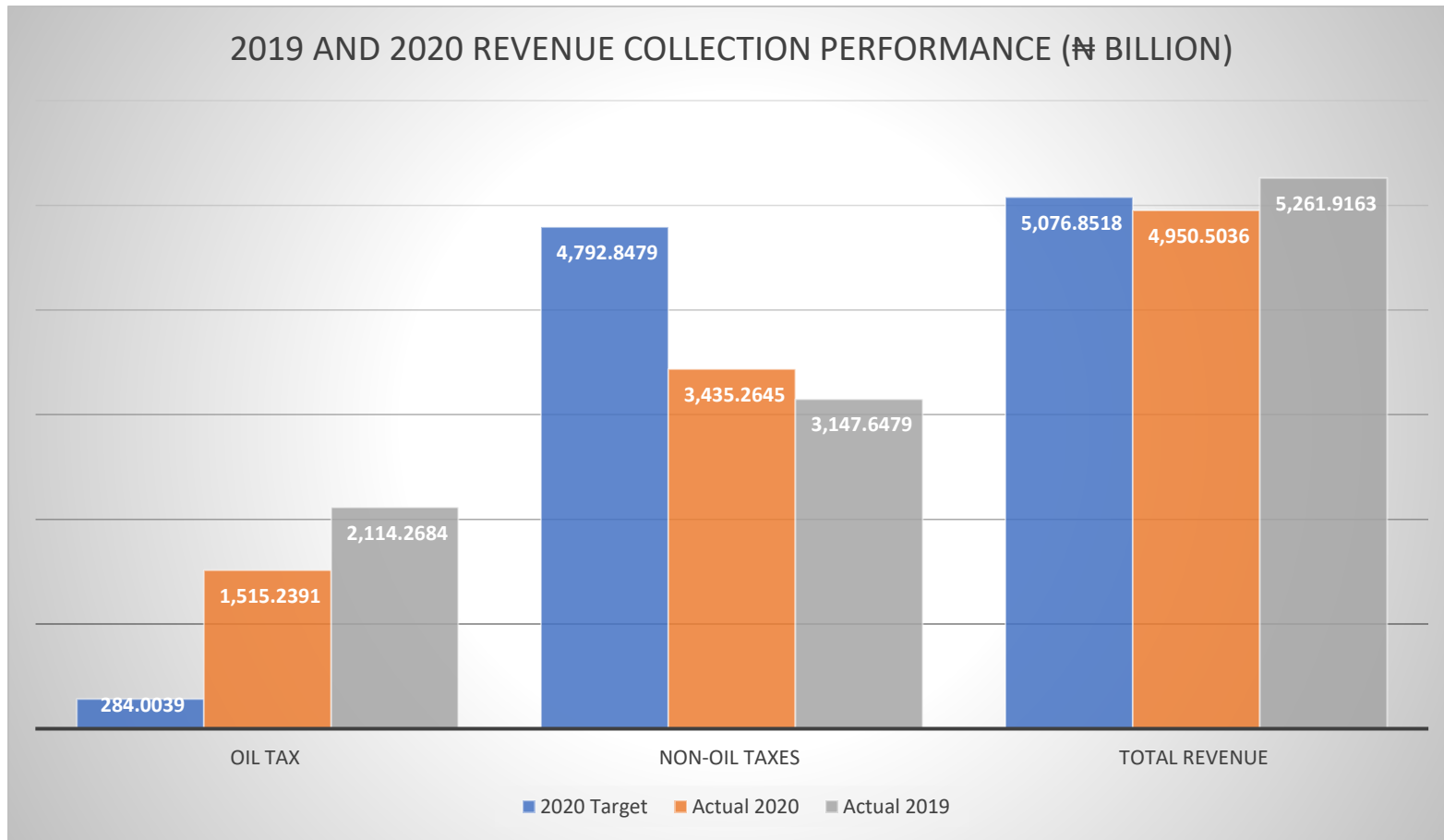
	Tax Type	Annual Target	January	February	March	April	May	June	July	August	September	October	November	December	Collection (Jan-Dec)	Achievement (Jan-Dec)
		(=N='b)	(=N='b)	(=N='b)	(=N='b)	(=N='b)	(=N='b)	(=N='b)	(=N='b)	(=N='b)	(=N='b)	(=N='b)	(=N='b)	(=N='b)	(=N='b)	%
		A	B	C	D	E	F	G	H	I	J	K	L	M	N	O=N/A*100
	<b>FEDERATION ACCT:</b>															
a	<b>Oil Tax</b>															
	<b>Petroleum Profit Tax</b>	284.0039	171.1632	156.6545	194.5021	163.6865	182.7799	93.8350	192.7011	52.4938	107.9176	43.7337	93.1263	62.6454	1,515.2391	533.53
	<b>Sub-total</b>	<b>284.0039</b>	<b>171.1632</b>	<b>156.6545</b>	<b>194.5021</b>	<b>163.6865</b>	<b>182.7799</b>	<b>93.8350</b>	<b>192.7011</b>	<b>52.4938</b>	<b>107.9176</b>	<b>43.7337</b>	<b>93.1263</b>	<b>62.6454</b>	<b>1,515.2391</b>	533.53
b	<b>Non-Oil Taxes</b>															
	<b>Company Income Tax</b>	1,767.8865	80.5059	55.5187	142.6144	52.8840	81.3063	190.1316	129.0399	179.5971	82.0377	94.5323	89.4728	97.7291	1,275.3698	72.14
	<b>Gas Income</b>	426.6143	4.0391	7.2225	5.7672	2.9950	4.4288	70.2883	4.4321	17.5157	3.3865	5.6502	4.1419	4.1957	134.0630	31.42
	<b>Capital Gains Tax</b>	13.5387	0.1659	0.1764	0.3010	0.0073	0.0266	0.5835	0.4153	1.2909	0.0775	0.0651	0.1329	0.2762	3.5186	25.99
	<b>Stamp Duty</b>	17.1925	1.4599	1.7175	1.5734	59.8850	0.8641	1.8339	2.0973	3.0339	2.1261	39.7728	2.1344	3.6587	120.1570	698.89
	<b>Sub-total</b>	<b>2,225.2320</b>	<b>86.1708</b>	<b>64.6351</b>	<b>150.2560</b>	<b>115.7713</b>	<b>86.6258</b>	<b>262.8373</b>	<b>135.9846</b>	<b>201.4376</b>	<b>87.6278</b>	<b>140.0204</b>	<b>95.8820</b>	<b>105.8597</b>	<b>1,533.1084</b>	68.90
	<b>Total Federation Account (a+b)</b>	<b>2,509.2359</b>	<b>257.3340</b>	<b>221.2896</b>	<b>344.7581</b>	<b>279.4578</b>	<b>269.4057</b>	<b>356.6723</b>	<b>328.6857</b>	<b>253.9314</b>	<b>195.5454</b>	<b>183.7541</b>	<b>189.0083</b>	<b>168.5051</b>	<b>3,048.3475</b>	121.49
	<b>OTHER NON-OIL TAXES</b>															
c	<b>VAT POOL</b>															
	<b>Non-Import VAT</b>	1,642.9617	83.0899	77.2774	91.6214	70.0739	77.5354	97.9638	103.2205	117.9212	108.8652	99.2551	119.4957	137.1266	1,183.4461	72.03
	<b>NCS-Import VAT</b>	547.6539	21.6685	22.2747	28.6472	24.4221	26.3376	30.8626	29.3990	32.3089	32.9933	27.2082	37.3714	34.2313	347.7248	63.49
	<b>Sub-total</b>	<b>2,190.6156</b>	<b>104.7584</b>	<b>99.5521</b>	<b>120.2686</b>	<b>94.4960</b>	<b>103.8730</b>	<b>128.8264</b>	<b>132.6195</b>	<b>150.2301</b>	<b>141.8585</b>	<b>126.4633</b>	<b>156.8671</b>	<b>171.3579</b>	<b>1,531.1709</b>	69.90
d	<b>EDUCATION TAX</b>	277.0248	5.1219	2.8168	3.4008	2.6685	2.3003	27.5151	60.5920	77.7718	56.7368	12.0621	3.4422	5.1351	259.5634	93.70
e	<b>CONSOLIDATED ACCT:</b>	83.8314	3.9014	5.2779	5.8812	2.6289	4.3422	4.6259	5.6606	5.9846	4.8346	10.0163	6.7001	33.5169	93.3706	111.38
f	<b>NITDEF</b>	16.1441	0.0422	0.0236	0.6254	2.1572	0.4423	8.9508	2.8269	2.5565	0.1595	0.0675	0.1176	0.0818	18.0513	111.81
g	<b>Total Non-oil (b+c+d+e+f)</b>	<b>4,792.8479</b>	<b>199.9947</b>	<b>172.3055</b>	<b>280.4320</b>	<b>217.7218</b>	<b>197.5836</b>	<b>432.7555</b>	<b>337.6836</b>	<b>437.9806</b>	<b>291.2172</b>	<b>288.6296</b>	<b>263.0090</b>	<b>315.9514</b>	<b>3,435.2645</b>	71.67
h	<b>Grand Total (a+g)</b>	<b>5,076.8518</b>	<b>371.1579</b>	<b>328.9600</b>	<b>474.9341</b>	<b>381.4083</b>	<b>380.3635</b>	<b>526.5905</b>	<b>530.3847</b>	<b>490.4744</b>	<b>399.1348</b>	<b>332.3633</b>	<b>356.1353</b>	<b>378.5968</b>	<b>4,950.5036</b>	97.51



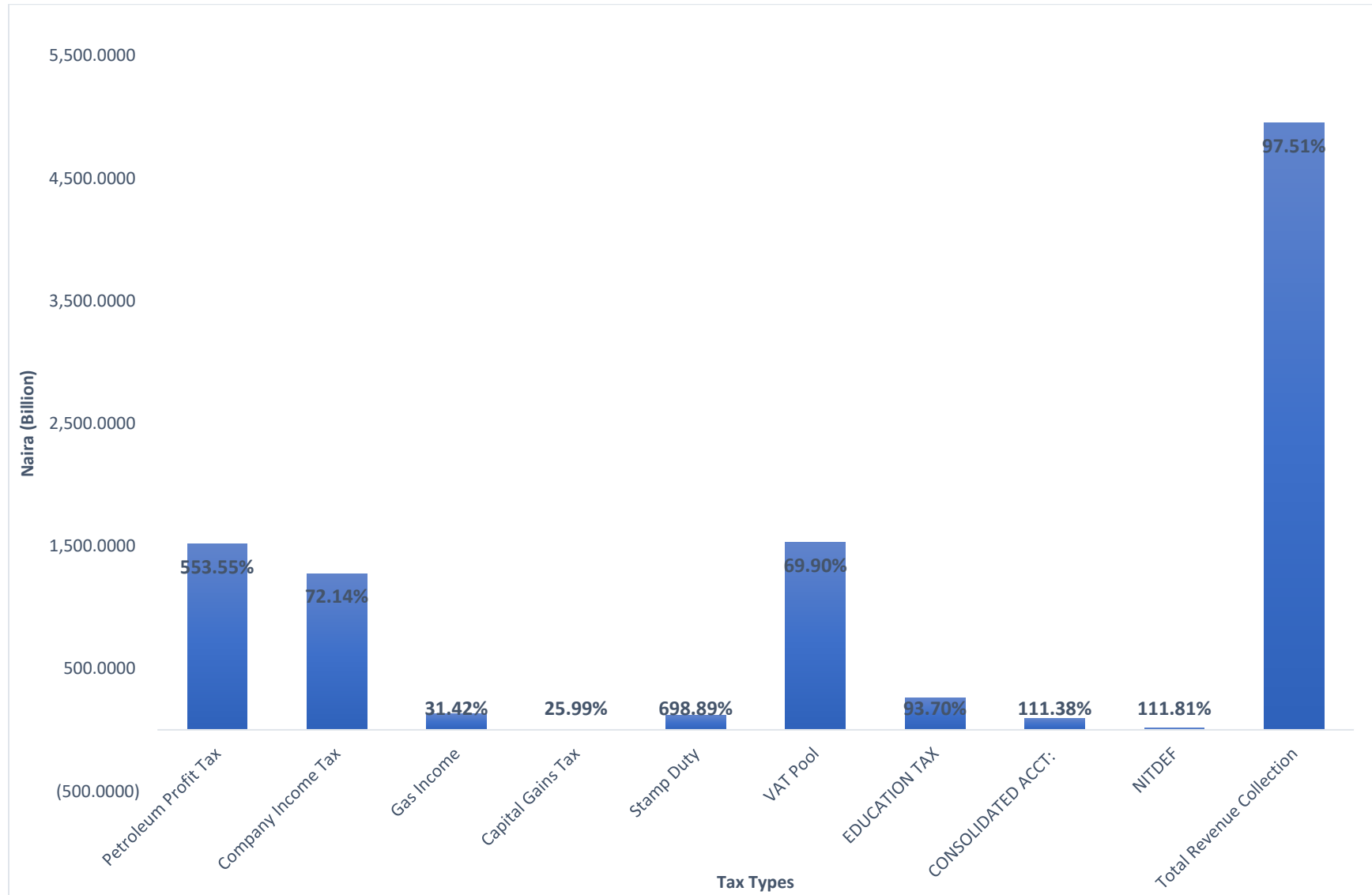
**TABLE 3.2 TAX REVENUE COLLECTION PERFORMANCE, JANUARY-DECEMBER, 2019**

	Tax Type	Annual Target	January	February	March	April	May	June	July	August	September	October	November	December	Collection (Jan-Dec)	Achivement † (Jan-Dec)
		(=N='b)	(=N='b)	(=N='b)	(=N='b)	(=N='b)	(=N='b)	(=N='b)	(=N='b)	(=N='b)	(=N='b)	(=N='b)	(=N='b)	(=N='b)	(=N='b)	%
		A	B	C	D	E	F	G	H	I	J	K	L	M	N	O=N/A*100
	<b>FEDERATION ACCT:</b>															
a	<b>Oil Tax</b>															
	Petroleum Profit Tax	4,301.1836	156.8787	182.9869	153.3543	197.6660	99.1019	206.2256	187.2624	211.9344	193.3507	191.7401	151.5783	182.1891	2,114.2684	49.16
	Sub-total	<b>4,301.1836</b>	<b>156.8787</b>	<b>182.9869</b>	<b>153.3543</b>	<b>197.6660</b>	<b>99.1019</b>	<b>206.2256</b>	<b>187.2624</b>	<b>211.9344</b>	<b>193.3507</b>	<b>191.7401</b>	<b>151.5783</b>	<b>182.1891</b>	<b>2,114.2684</b>	49.16
b	<b>Non-Oil Taxes</b>															
	Company Income Tax	1,708.5085	93.3076	69.8650	66.6554	80.6638	178.0770	248.2109	192.4950	199.1127	121.7738	132.3886	86.1765	135.9722	1,604.6985	93.92
	Gas Income	685.6381	-	1.0667	1.9106	-	1.6298	2.3498	1.8250	3.3069	2.3724	2.6214	3.8329	1.0147	21.9302	3.20
	Capital Gains Tax	6.2798	0.0405	0.0152	0.0407	0.1744	0.2504	0.5504	0.7749	0.1565	0.3672	0.5606	0.3449	2.7013	5.9770	95.18
	Stamp Duty	17.6413	1.2447	1.3438	0.7982	1.0937	1.6679	0.9571	1.3917	1.1449	1.1603	1.7905	2.9230	2.6762	18.1920	103.12
	Sub-total	<b>2,418.0677</b>	<b>94.5928</b>	<b>72.2907</b>	<b>69.4049</b>	<b>81.9319</b>	<b>181.6251</b>	<b>252.0682</b>	<b>196.4866</b>	<b>203.7210</b>	<b>125.6737</b>	<b>137.3611</b>	<b>93.2773</b>	<b>142.3644</b>	<b>1,650.7977</b>	68.27
	Total Federation Account (a+b)	<b>6,719.2513</b>	<b>251.4715</b>	<b>255.2776</b>	<b>222.7592</b>	<b>279.5979</b>	<b>280.7270</b>	<b>458.2938</b>	<b>383.7490</b>	<b>415.6554</b>	<b>319.0244</b>	<b>329.1012</b>	<b>244.8556</b>	<b>324.5535</b>	<b>3,765.0661</b>	<b>56.03</b>
	<b>OTHER NON-OIL TAXES</b>															
c	<b>VAT POOL</b>															
	Non-Import VAT	1,277.9200	83.2058	80.1359	72.6888	74.3281	84.9791	87.1594	73.8136	67.5478	72.3814	81.9789	71.4430	95.8021	945.4639	73.98
	NCS-Import VAT	425.9733	21.2629	16.2533	19.4927	22.1575	21.8474	21.4715	20.3459	20.5346	20.4928	22.9311	18.7236	19.0039	244.5172	57.40
	Sub-total	<b>1,703.8933</b>	<b>104.4687</b>	<b>96.3892</b>	<b>92.1815</b>	<b>96.4856</b>	<b>106.8265</b>	<b>108.6309</b>	<b>94.1595</b>	<b>88.0824</b>	<b>92.8742</b>	<b>104.9100</b>	<b>90.1666</b>	<b>114.8060</b>	<b>1,189.9811</b>	69.84
d	<b>EDUCATION TAX</b>	<b>275.3982</b>	<b>2.3833</b>	<b>1.8196</b>	<b>3.0267</b>	<b>4.3146</b>	<b>4.6606</b>	<b>29.4367</b>	<b>58.5617</b>	<b>25.3099</b>	<b>69.9772</b>	<b>14.6956</b>	<b>4.0712</b>	<b>2.8006</b>	<b>221.0577</b>	<b>80.27</b>
e	<b>CONSOLIDATED ACCT:</b>	<b>83.8314</b>	<b>6.0683</b>	<b>6.1389</b>	<b>4.7942</b>	<b>5.4750</b>	<b>8.9094</b>	<b>4.1018</b>	<b>5.2222</b>	<b>6.4102</b>	<b>3.8815</b>	<b>6.4901</b>	<b>6.1095</b>	<b>7.0291</b>	<b>70.6302</b>	84.25
f	<b>NITDEF</b>	<b>20.0118</b>	0.0221	0.0328	0.0562	2.1107	2.0845	8.9536	1.2437	0.2349	0.1825	0.0944	0.0557	0.1101	15.1812	<b>75.86</b>
g	Total Non-oil (b+c+d+e+f)	<b>4,501.2024</b>	<b>207.5352</b>	<b>176.6712</b>	<b>169.4635</b>	<b>190.3178</b>	<b>304.1061</b>	<b>403.1912</b>	<b>355.6737</b>	<b>323.7584</b>	<b>292.5891</b>	<b>263.5512</b>	<b>193.6803</b>	<b>267.1102</b>	<b>3,147.6479</b>	69.93
h	<b>Grand Total (a+g)</b>	<b>8,802.3860</b>	<b>364.4139</b>	<b>359.6581</b>	<b>322.8178</b>	<b>387.9838</b>	<b>403.2080</b>	<b>609.4168</b>	<b>542.9361</b>	<b>535.6928</b>	<b>485.9398</b>	<b>455.2913</b>	<b>345.2586</b>	<b>449.2993</b>	<b>5,261.9163</b>	<b>59.78</b>

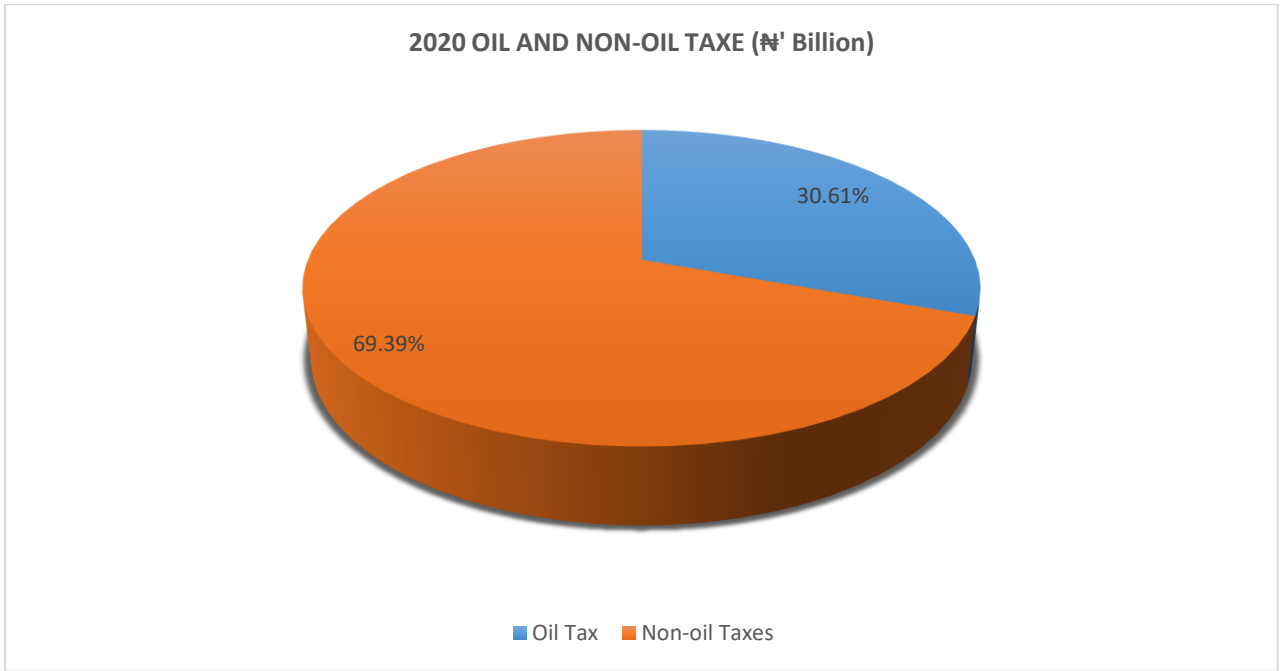
**FIGURE 3.1: GRAPHICAL COMPARISON OF REVENUE COLLECTION PERFORMANCE FOR 2019 AND 2020**



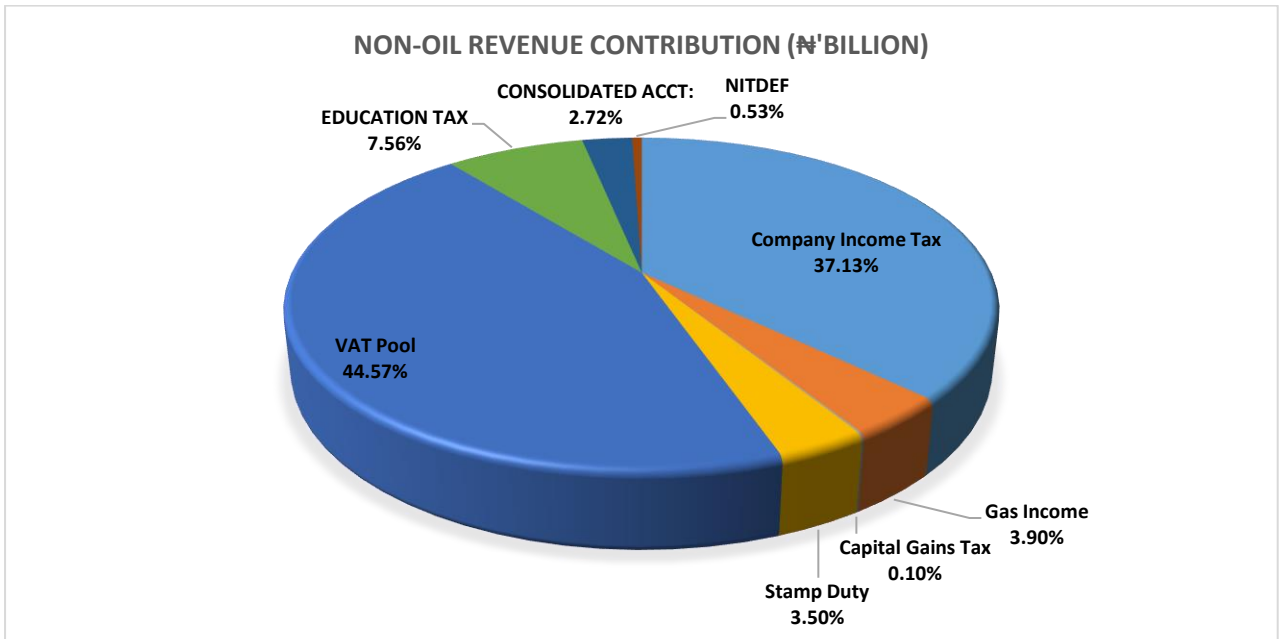
**FIGURE 3.2: REVENUE PERFORMANCE ACHIEVEMENT BY TAX TYPES**



**FIGURE 3.3: CONTRIBUTION OF OIL AND NON-OIL TAXES**



**FIGURE 3.4: NON-OIL REVENUE CONTRIBUTION BY TAX TYPE**



## 4.0 FIRS OPERATING ENVIRONMENT AND OUTLOOK FOR 2021

For most countries and regions around the world, economic situations for the short, medium and long term remain highly fluid. Global economic growth projections have been beclouded by high degree of uncertainty. Below are some industry trends that might impact on tax revenue collection in Nigeria.

- COVID-19: The coronavirus (Covid-19) has created the biggest global crisis in generations, sending shock waves through health systems, economies, and societies around the world. Faced with an unprecedented situation, governments are focused on bringing the disease under control and reviving their economies. The energy sector is also severely affected by this crisis, which has slowed transport, trade and economic activity across the globe. Specifically, it has been a devastating period for Nigeria as there has been a major revenue loss due to the shutdown of economic activities and low oil prices.
- Expansion of digital economy: There is an increasing transition by many countries to a digital economy where many businesses and organizations conduct business without physical presence. This has further magnified the challenge of collecting the appropriate amount of consumption tax from online businesses. FIRS need to adapt to these changes and put regulations in place to ensure maximum revenue collection from resident and non-resident vendors.
- New Taxation Policies: The introduction of new tax policy measures have far reaching implication for FIRS.
  - i. Finance Act, 2020: It is expected that the nation will glean on the effects of the Finance Act, 2020 for the period 2021-2024, taking advantage of various amendments to the country's tax code.
  - ii. CAMA: Streamlining the business registration process. Implication of Ease of doing Business to Tax Revenue Collection. It is expected that ease of doing business will attract investment into the economy and boost tax revenue collection.

- Introduction of Stimulus Packages by FG: Various fiscal and monetary policy measures to stimulate aggregate demand and reposition the economy to the path of growth have been introduced. These policies will promote local production, services, bring about innovations and use of local materials; ensure liquidity, prevent business collapse and stave off worst impact of recession. It also aims to support Medium, Small and Micro Enterprise (MSME) by providing low interest loans and promoting their ease of doing business; job preservation and creation by investment in labour intensive infrastructure programmes.
- Crude Oil Production and Price: The historic drop in crude oil price and output has put pressure on fiscal space of resource dependent countries. While prices have recovered somewhat from the low of nearly \$20 per barrel in 2020, they continue to hover around \$40 to \$60 per barrel in 2021, reflecting a recovery in global economic activity. This is likely to impact on PPT collection in 2021. It will also boost fiscal space of government by providing the needed revenue for development.
- Increasing demand for clean and renewable energy: The renewed global demand for clean and renewable energy is likely to impact on resource dependent countries such as Nigeria by lowering the demand for crude oil in the medium to long run.
- African Continental Free Trade Area (AFCFTA). This agreement aims to attract foreign direct investment, generate employment, enhance trade and industrialization, promote exports, enhance foreign exchange earnings, encourage transfer of technical know-how to Nigerians and contribute to the economic growth and development of Nigeria in the medium to long run. However, in the short run, it is likely to impact negatively on import VAT. This will be compensated by the inflow of investment into the economy.

## 5.0 SWOT ANALYSIS

Following the general review of the environment undertaken, the opportunities offered and threats posed by the environment to the operations of FIRS in the Plan period 2021 will now be deciphered. This will be reviewed along with the internal strengths and weaknesses identifiable in order to properly situate FIRS for greater performance in the Plan period.

### 5.1 STRENGTHS AND WEAKNESSES

Strengths and weaknesses are factors internal to the organization and are within the control of the organization. While strengths are those inherent factors within the organization that will allow future strategies to be successfully implemented, weaknesses are those internal processes, resources, cultural or political factors that will likely be barriers or obstacles to achieving set objectives such as delivering optimal value to taxpayers. The following strengths and weaknesses have been identified for FIRS:

#### 5.1.1 STRENGTHS

1. Staff strength
2. Dynamic & committed Management
3. New Organizational Structure
4. Modern ICT structure
5. Conducive work environment & modern work tools
6. Organizational autonomy
7. Wide spread coverage
8. Resumption of the structure performance monitoring system

### **5.1.2 WEAKNESSES**

1. Non-adherence to standards, operational procedures and processes
2. Internal bureaucracy that leads to delayed approval requests
3. Lack of staff motivation
4. Poor data management
5. Communication gap between management and staff
6. Network issues
7. Inadequate targeted training and capacity building for staff.
8. Inadequate use of criminal proceedings against tax defaulters
9. Non-synergy among operating units
10. Unethical practices performed by some staff

### **5.2 OPPORTUNITIES AND THREATS**

Opportunities and threats exist in the external environment which the organization has little or no control over. These external factors often impact the organization directly should they crystalize. The opportunities and threats to FIRS' operations include but are not limited to the following:

#### **5.2.1 OPPORTUNITIES**

1. Membership and collaboration in international organizations
2. Sustained government support
3. New taxable segments & digital businesses
4. Fairly stable political climate
5. Diversification of the economy away from oil
6. Ease of doing business (e.g. Executive Order 001)



## 5.2.2 THREATS

1. The economic impact of the COVID 19 Pandemic
2. Increased cost of doing business
3. Transfer pricing arrangement
4. Unascertainable Tax expenditure (untracked granting of tax waivers and pioneer status)
5. Decline in oil production, supply and pricing
6. Unstable exchange rate
7. Taxpayer apathy towards payment of taxes

## 6.0 2021 CORPORATE GOALS AND OBJECTIVES

FIRS intends to focus on the four strategic goals which align with the four perspectives of the balance scorecard.

### 6.1 ACHIEVE GOVERNMENT REVENUE TARGET

We will deploy all our existing resources and acquire more, as required to meet the revenue expectations of government. We will deepen collaboration with relevant stakeholders in the Nigerian tax system and the international community to enable us to achieve this most important objective.

#### 6.1.1 Objective 1: Achieve 100% Government Revenue Target

► Strategies:

- i. Develop and Implement a Compliance Improvement Strategy for all tax types and for all taxpayer segments (Large taxpayers, Medium taxpayers and Micro & Small taxpayers).
- ii. Develop and implement an e-commerce strategy for the digital economy.
- iii. Step up prosecution of recalcitrant tax defaulters.
- iv. Develop a programme for the effective recovery of tax arrears and enhance enforcement activities to boost compliance and arrears reduction.

#### 6.1.2 Objective 2: Reduce Cost of Tax Administration

► Strategies:

- i. Simplify tax procedures and processes.
- ii. Implement the compliance roadmap

### **6.1.3 Objective 3: Improve Voluntary Compliance**

#### ► Strategies:

- i. Provide a clear, complete, accurate and timely guidance to taxpayers to help them understand and meet their tax obligations under the tax laws
- ii. Customize information to meet the specific needs of taxpayer segments.
- iii. Simplify administrative procedures and requirements for taxpayers

## **6.2 BUILD A DATA CENTRIC ORGANIZATION**

Building a data-centric institution is one of our key aspirations for the mid-term.

We shall have a system in which our technology, processes, practices, and people are all geared towards a clear goal of generating relevant data/information that will improve efficiency in tax administration.

### **6.2.1 Objective 4: Improve Operating Efficiency**

#### ► Strategies:

- i. Develop and implement policies, procedures, standards, and methodologies for data centricity.
- ii. Develop and implement a robust ICT Framework which includes governance, infrastructure.
- iii. Implement the digital transformation plan.
- iv. Optimize enterprise system and application architecture.
- v. Implement Analytics system.
- vi. Attain and maintain ISO 27001 certification.
- vii. Fully deploy all modules of the Tax Pro Administration System.

## **6.2.2 Objective 5: Improve Data Management and Intelligence**

### **► Strategies:**

- i. Develop and implement a clear strategy to harmonize data and decommission legacy systems.
- ii. Enhance the FIRS website with online services capabilities.
- iii. Enhance the Data Management process by making data easily accessible and trustworthy.

## **6.2.3 Objective 6: Establish Electronic Data Interchange**

### **► Strategies:**

- i. Develop expert systems to assist in the interpretation of tax laws and in auditing tax returns.
- ii. Establish an automated crosschecking process to verify information in tax declarations with third parties (data centric environment).
- iii. Institutionalize and automate the exchange of data between FIRS and key strategic partners.

## **6.2.4 Objective 7: Institutionalize Risk Management**

### **► Strategies:**

- i. Strengthen Enterprise Risk Management in the Service.
- ii. Implement the Compliance Risk Management Strategy.
- iii. Design and implement internal control measures to detect and mitigate institutional risk.

## **6.3 BUILD A CUSTOMER (TAXPAYER) CENTRIC INSTITUTION**

We will focus on efficient service delivery to our taxpayers. We will always put the taxpayer first and at the core of our business to provide a positive customer experience and build long lasting and rewarding relationships.

### **6.3.1 Objective 8: Increase Taxpayer Satisfaction**

► Strategies:

- i. Provide easy and convenient taxpayer experience
- ii. Develop and Implement a taxpayer engagement and awareness strategy.
- iii. Introduce a Taxpayer Appreciation Day to celebrate consistently compliant taxpayers.
- iv. Institutionalize Stakeholder Engagement to facilitate structured and consistent engagements that offer solutions to key tax issues

### **6.3.2 Objective 9: Reduce cost of compliance**

► Strategies:

- i. Improve service delivery.
- ii. Implement a robust customer relations management system.
- iii. Implement multi-platform request management system.

## **6.4 STRENGTHEN FIRS INSTITUTIONAL FRAMEWORK**

We will build and strengthen the capacity of departments, functions, and staff to contribute maximally to the attainment of the overall goals of the Service. We will implement a governance framework that will encourage and enhance corporate performance.

#### **6.4.1 Objective 10: Improve Institutional Governance**

► Strategies:

- i. Maintain a proper and effective alignment between organizational structure, people and business/internal processes.
- ii. Introduce a knowledge management framework, to build a knowledge driven culture.

#### **6.4.2 Objective 11: Improve Institutional Performance:**

► Strategies:

- i. Implement a comprehensive framework for performance management to cover all functional areas of FIRS.
- ii. Streamline redeployment and placement strategy to ensure that the right number of staff is placed in the right places.
- iii. Reposition FIRS training school to ensure development of required skills to improve performance and retain quality personnel.
- iv. Conduct focused staff training to improve capacity.
- v. Continuous improvement of staff welfare to improve motivation.

#### **6.4.3 Objective 12: Institute Culture Realignment**

► Strategies:

- i. Instill the FIRS core values in all staff.
- ii. Develop a data driven organizational culture.
- iii. Reinvigorate FIRS Standard Operating Procedures (SOP)
- iv. Regularly measure taxpayer's perception of corruption and implementation of anti-corruption plans.

## 6.4.4 Objective 13: Provide a Conducive and Secure Working Environment

### ► Strategies:

- i. Ensure all offices are provided with needed facilities and equipment that will aid effective operations.
- ii. Carry out periodic safety and security assessment of offices and facilities to identify gaps and provide timely remediation.
- iii. Ensure the provision of working tools, operational vehicles for smooth operations.
- iv. Provide staff with the necessary tools, technology and skills towards high performance.

## 7.0 PLAN MONITORING AND EVALUATION

Plan monitoring and evaluation is an integral component of strategic and operational planning and is essential for accountability and transparency. It is an ongoing process of ascertaining how well, or how poorly, an organization is achieving its goals and objectives. Performance indicators, or measures, are developed as standards of assessing the extent to which these objectives are achieved.

In FIRS, performance is measured at three levels; corporate, departmental and individual levels and there are clear linkages between them. For example, performance indicators for Individuals are tied to performance targets at the departmental level, and departmental outputs support the overall strategic direction for the organization.

The Corporate performance indicators measures the organization's overall performance in delivering on the mission and strategic goals. The departmental performance indicators measure the effective execution of particular strategies/initiatives of the organization while the Individual indicators are based on identified standards.

- At the corporate strategic level, the Service is evaluated based on a series of key performance indicators, such as aggregate revenue collected, taxpayer compliance, financial performance, taxpayer satisfaction, training and development.
- Performance indicators at the strategic level are cascaded to the departments and are measured against pre-determined objectives and indicators.
- Performance indicators at the departmental levels are cascaded to individuals within the department. Personal performance is measured against pre-determined standards and indicators.



A fundamental component of any Performance Management Framework is the ability to measure performance at organizational and individual level. This is achieved when a comprehensive set of operational performance measures are developed, these measures provide focus on activities within each key functional area of the Service.

Performance measures adopted by FIRS are tailored towards specific functions of each operational unit. Some of the measures are as outlined below:

### 7.1 FIELD TAX OFFICES

To be measured using the following criteria

No	Index	Remark
1	Compliance	Actual Filers and payments against the expected.
2	Revenue Collection on all taxes	Total tax collected against target.
3	Adoption of TaxPro Max and other approved e-platforms	Utilization of e-platforms provided by TaxPro Max, e-Stamp Duty and e-filing TPS

### 7.2 TAX AUDIT OFFICES

To be measured using the following criteria

No	Index	Remark
1	Conduct of Field Audit	Number of tax audit cases closed.
2	Conclusion of audit cases commenced.	Turnaround time for all audit cases.
3	Collection of assessment raised.	Total value of additional assessment collected.

### 7.3 TAX INVESTIGATION DIVISIONS

To be measured using the following criteria

No	Index	Remark
1	Tax Investigation target	Total value of debt collected against target.
2	Conclusion of tax investigation cases.	Turnaround time for all tax investigation cases.
3	Conduct of tax Investigation	Number of cases conducted.

### 7.4 DEBT MANAGEMENT OFFICES

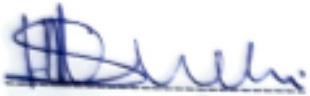
To be measured using the following criteria

No	Index	Remark
1	Tax Debts Recovered.	Total value of tax debt recovered against target.
2	Compliance to Arrears Management Process	Frequency of follow up and total value of debt collected from top 20 tax debtors.
3	Enforcement of Recalcitrant Debtors	Number of enforcement actions carried out.

The Planning, Research and Statistics Department is responsible for monitoring the implementation of the corporate plan as well as reviewing the corporate performance of the Service. Every quarter, Headquarters departments/functions and field offices are evaluated by the Planning, Research and Statistics department, based on agreed Key Performance Indicators. High performers are rewarded while substandard performance is sanctioned. This encourages all staff to strive to meet their performance thresholds.

# APPROVAL PAGE

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