

The Internally Generated Revenue (IGR)
DASHBOARD for peer learning -
NIGERIA GOVERNOR'S FORUM



**An IGR Tracking and Capacity Building Tool of the
Nigeria Governor's Forum**

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Background:



- NGF IGR Peer Learning Event – Nov 2015
 - States completed questionnaire to:
 - Benchmark their current position
 - Identify what had worked well that they could share
 - At the event used colours to state their current and future states
 - Identified and discussed issues of common interest and found out from each other how these issues were being approached
 - Created action plans for their States
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Example of State Action Plan

Action Plan Proposed by the State's Delegates

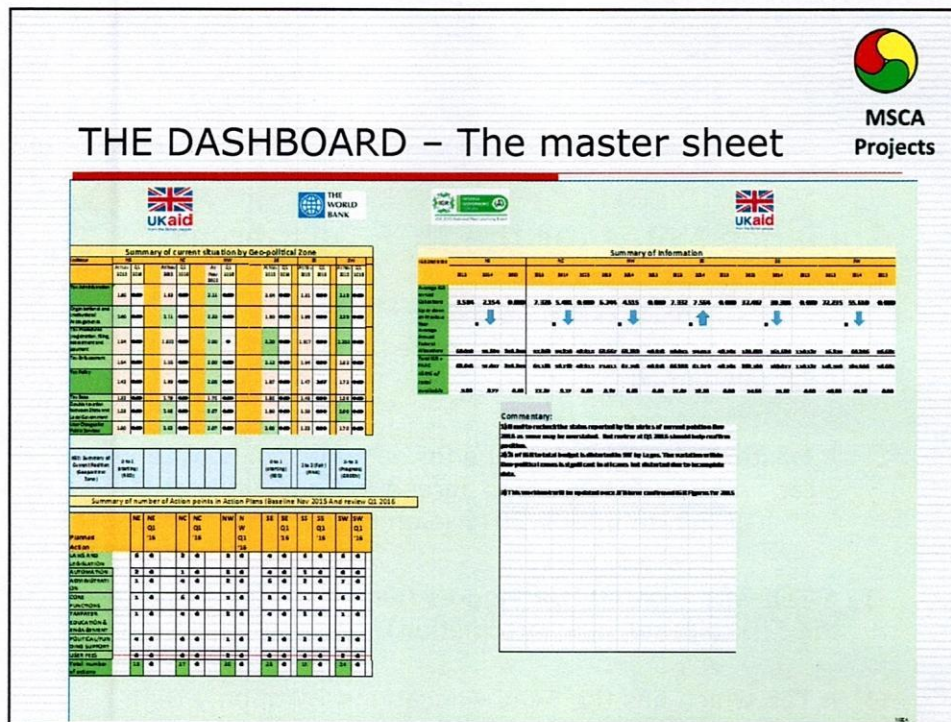
Identified Goals	Required Reforms	Timeline	Responsibility
The need for automation of all tax offices, processes and tax related MDAs	Put in place relevant legislations	Immediately	Ministry of Finance, Revenue and Government Office
Automation of all tax offices and tax related MDAs and processes	Engagement of ICT experts and IT infrastructure in all tax offices	Immediately	Ministry of Finance, Revenue and Government Office
Tax payers education and awareness campaign as well as engagement of the critical informal sector	Civic engagement with relevant stakeholders	Immediately	Ministry of Finance, Revenue and Government Office
Appropriate laws to be put in place for immediate implementation of property tax, consumption tax, education tax and health tax	Bill to be sent to the House of Assembly	Immediately	Ministry of Finance, Revenue and Government Office



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"Data by itself is useless. Data is only useful if you apply it." -Todd Park.

Todd Park is a technology advisor based in Silicon Valley for the Obama Administration. He was formerly the second Chief Technology Officer of the United States, replacing the United States' first CTO Aneesh Chopra



Guidance Notes for the NGF Dashboard Background:

- ❑ The Nigeria Governors Forum (NGF) Dashboard gives a snapshot of the IGR Position of the 36 States of the Federation with summaries on a geopolitical basis.
- ❑ The Dashboard will grow in value as more data is added on at least a quarterly basis.
- ❑ The key owner will be the NGF though it will require frequent dialogue with the Joint Tax Board (JTB) among others
- ❑ On its own, it provides no answers and it is to be used to stimulate effective discussion and track at a high level the progress being made at both geopolitical and state level.

Guidance Notes for the NGF Dashboard

The way it works B:



- ❑ At the Top Right of the Master Tab is a Table that is a summary of the average IGR Collected in each geopolitical zone, the average FAAC Allocations and the percentage that IGR makes of the total funds available in each geopolitical zone.
 - ❑ The same data for each state is within the Geopolitical tabs that feed into the Master Tab.
 - ❑ In the bottom left corner of the Master sheet is a Tabular summary of the Planned Action Points and the number of states within each geopolitical zone that has indicated it wants to embark on relevant Actions.
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Guidance Notes for the NGF Dashboard

The way it works C:



- ❑ At quarterly intervals these Action Plans will be reviewed and the numbers increased or changed as the facts lead us.
 - ❑ It gives an indication of what areas are important to each geopolitical zone.
 - ❑ To see the state level priorities a review of the Action Plan Tab will reveal all.
 - ❑ Finally the data from the IGR and FAAC Allocation tabs feed first into the states in each geopolitical zone and ultimately feed through to the Master Tab.
 - ❑ Finally the Master Sheet has commentary that will change as it is used.
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THE NGF and the JTB

- The NGF has representation at the Joint Tax Board and it needs to use that representation to help the JTB focus on IGR improvement using data to show the progress being made.
- The JTB meets almost every month and has the key players in State IGR present. It does discuss common issues across states.
- With this tool it can structure those discussions and give feedback to the Governors' in a factual way.
- The NGF needs to know what to discuss and how to get the best peer learning at meetings



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A new approach?

Appreciative Inquiry

A way of driving change positively.

Appreciative inquiry (AI) is an approach to organizational management that emphasizes working from strengths to find new directions for growth rather than focusing on weaknesses or issues to be solved.

<http://www.investopedia.com/articles/investing/111214/using-appreciative-inquiry-solve-management-problems.asp#ixzz3zOyKrARD>



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The Principles of Appreciative Inquiry

Appreciative inquiry began with five basic principles meant to guide an organization through the process. The original five principles are:

- ❑ **The constructionist principle:** reality within an organization is subjective and it is formed through language and interactions of the people within.
- ❑ **The principle of simultaneity:** As questions are asked and interest grows, change has already begun.
- ❑ **The poetic principle:** the character of an organization is created and influence by the stories people tell each other about it.
- ❑ **The anticipatory principle:** Organizations and people work towards their images of the future. By extension, a positive future image for an organization will have a positive influence in the present.
- ❑ **The positive principle:** true change requires working from positives to tap the collective creativity of the group.



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The Process of Appreciative Inquiry-A

To carry out AI, a group of stakeholders will get together and choose an "affirmative topic." The topic is something the organization is doing well and that is critical to the future success. For example, a grocery store might focus on the range of local products on the shelf or the quality of customer service. The affirmative topic will ideally be put into more exciting words. For example, "local food in every aisle" or "every customer leaves with a smile."

For IGR in NIGERIA?

?.....Voluntary compliance becomes the norm.....?



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The Appreciative Interview

1. What would you describe as being a high-point experience in your organization, a time when you were most alive and engaged?
2. Without being modest, what is it that you most value about yourself, your work, and your organization?
3. What are the core factors that give life to your organization, without which the organization would cease to exist?
4. Assume you go into a deep sleep tonight, one that lasts ten years. But while you are asleep, powerful and positive changes take place, real miracles happen, and your organization becomes what you want it to be. Now you awaken and go into the organization. It is 2018, and you are very proud of what you see. As you take in this vision and look at the whole, what do you see happening that is new, changed, better, or effective and successful?



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The Appreciative Interview

Exercise

1. Interview your partner using the suggested interview approach.
2. Introduce to the group the highlights from the interview with your partner
3. As a group:
 - i. Find common themes & strong resonances (High points)
 - ii. Continuity (things we want to keep)
 - iii. Images of the future we want
4. Record highpoints on a flip chart

Causes of tax Evasion 1

Nzotta(1995), a number of factors are responsible for tax evasion in Nigeria are:



1. The high level of corruption by government officials at all level and lack of fiscal transparency. This affects the willingness of tax payers to pay tax in the sense that they believe chunk of this will go to top government official private pockets.
2. Corrupt practices of some tax officials encourage tax evasion who sometimes colludes with tax defaulter.
3. Complexity of tax laws and bye-laws in Nigeria contribute to tax evasion. There have been instances of multiple tax by two-tier at the same time. This gives room for tax evasion.
4. Absence of strong deterrent punishments and willingness to prosecute tax offenders whether mighty or poor contribute to rampant tax evasion.

Causes of tax Evasion 2

Nzotta(1995), a number of factors are responsible for tax evasion in Nigeria are:



5. Nature of administration by many Inland Revenue services offices hamper the task of assessment, investigation and administration of taxes. There has been poor data base and inadequate information system for effective tax planning.
6. Detrioting standard of living with reduction in level of income contributes largely to tax evasion.
7. Lack of adequate information and improper education of the citizens on their obligations to the state about taxes affect the willingness to pay taxes.
8. Low level of patriotism among the citizen affects the attitude to taxes and willingness to pay taxes

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Thank You



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Questions?
