# MINUTES OF THE 22nd JTB TAXPAYER IDENTIFICATION NUMBER (TIN) IMPLEMENTATION/STEERING COMMITTEE MEETING HELD ON 14TH DECEMBER, 2011 AT HAWTHORN SUITES, NO. 1 UKE STREET, AREA II, GARKI, ABUJA.

## ATTENDANCE

| S/N | NAME | OFFICE | E-MAIL ADDRESS |
|---|---|---|---|
| | **STEERING COMMITTEE MEMBERS** | | |
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| 2 | Ejemeyovwi Igho Andy K | FIRS | andyejemeyovwi@yahoo.com |
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| 9 | Ahane I. Anthony | BPP | ahanegroup@yahoo.com |
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| 13 | Oduba Oduba | JTB | odubao@yahoo.co.uk |
| | **JTB SECRETARIAT** | | |
| 14 | M. L. Abubakar | SJTB | Abu24_lawal@yahoo.com |
| | **JTB UTIN VENDORS** | | |
| 15 | Niyi Yusuf | ACCENTURE | niyi.yusuf@accenture.com |
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| 17 | Ogedi Onyeama | ACCENTURE | Ogedi.onyeama@accenture.com |
| 18 | Oghogho Olakunri | ACCENTURE | Oghogho.olakunri@accenture.com |
| 19 | Bosun Ayemi | TELNET | bayeni@iteco.com |
| 20 | Arit Mayen Effiong | TELNET | mayenwbs@yahoo.com |
| | **PROJECT TEAM** | | |
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| | **ABSENT WITH APOLOGY** | | |
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| **ABSENT** | | | |
| 32 | Joel-Onowakpo Thomas | BIR – DELTA | joelonowakpo@yahoo.com |
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| 36 | Prof. F. A. Adenikinju | OCEA (P) | |
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| S/N | SUBJECT | DISCUSSION/DECISIONS | ACTION BY |
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| 1. | Opening | The meeting was called to order by the Chairman JTB at exactly 1.35pm and thereafter an opening prayer was said by the Chairman of Gombe SBIR. | |
| 2 | Introduction of new member | A new member Mr. Uden Usen of Accenture was introduced to the meeting. | |
| 3 | Reading, Amendments and Adoption of the Minutes of 24th August, 2011 meeting. | The following amendments were made on the minutes of the previous meeting:<br><br>i)    Page 1, S/N 5; recast the email address of Salihu B. Alkali to read sbalkali@yahoo.co.uk;<br><br>ii)    Page 1, S/N 7; correct the names of FIRS representative to read "Audu Ogantona Amos";<br><br>iii)    Page 1, S/N 2; correct the names of the Alternate Chairman to read "Ejemeyovwi Igho Andy K".<br><br>In the absence of any other amendments Dr. Amos Audu moved for the adoption of the minutes and he was seconded by Mr. Niyi Yusuf of Accenture. | |
| 4 | Matters Arising from previous minutes | **a) Recruitment of Contact Management and System Administration Officers**<br>The meeting was informed that the Officers had been recruited accordingly.<br><br>**b) Update on the re-constitution of the JTB Land/Building sub-committee**<br>It was informed that the new Chairman of Kano SBIR had replaced the former Chairman as a member and the Chairman of the JTB Land/Building sub-committee.<br><br>**c) Redefinition of Appraisal methodology**<br>The Program Manager informed the meeting that the Key Performance Indicators (KPI) for the Project Team support had been distributed to the PSC members and that approval would be sought on the subject matter later in the meeting that day.<br><br>**d) Review of Program Work Plan and establishment of a new baseline**<br>The revised Work Plan was distributed and approval was sought for same, that day.<br><br>**e) Securing of entry visa for resident PM for Telnet**<br>The meeting was told that the visa had been secured and the Telnet PM (Mr. Javier) already resumed in the JTB office.<br><br>**f) Commencement of Pilot Roll-Out WAN deployment**<br>The Program Manager informed the meeting that the WAN was already activated and that testing was on going.<br><br>**g) Review of newly approved internal review process**<br>The meeting was told that the review had been concluded.<br><br>**h) Securing of a location to store procured equipment**<br>It was informed that two (2) porta cabins had been secured, one to be used for storage while the other would be used as CMC office. | |

| | | i) **Agreement on new date for SIGTAS solution visitation and readiness assessment visit** | |
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This had been closed.

    j) **Effecting the agreement/amendments made on 24th August meeting on the Governance Charter**

The meeting was informed that the amendments/agreements made on the Governance Charter had been effected and printed copies of the charter had been distributed to members who were present in the meeting.

    k) **Memos to PSC Members requesting for approval to pay Telnet for Milestone 2 deliverables less the Organizational structure deliverable.**

The memo was sent to members as agreed and the majority of responses approved payment to Telnet Consortium less the value for the Organizational Structure sub-milestone.

    l) **Organisation of Executive Program/Project Management and mentorship training for members of the TIN PSC**

The meeting was informed that the training was organized as agreed.

    m) **Feedback to the State Governors on the Change Management Visitation.**

The meeting agreed that there was need for the State Governors to be briefed on the Change Management visitation carried on in their States before briefing the NGF. To this end, it was concluded that the PMO should liaise with the Change Management to prepare a Change Readiness Assessment report and give the Pilot States Governors some feedback. The NGF could be got to facilitate the meeting with the Governors. It was also agreed that the report to the Governors should center on the following:

    i)    Difficulties encountered with the payment of counterpart funding;

    ii)    Status of the TIN Program to date, the planned Go-Live date;

    iii)    Availability of skilled man power in the SBIRs and the level of participation put up by nominees in trainings to date.

It was also agreed that Change Management should work with the NGF to provide periodic updates and communicate agreed report to the State Governors.

    n) **Briefing of stakeholders by the representatives in the TIN Steering Committee.**

The Chairman wanted to know the extent the institutions represented in the Steering committee of TIN were carried along (especially the CEOs) through regular briefings by the representatives. She reminded the meeting that it was earlier agreed that the representatives should be sending updates/briefs directly to the Chief Executive Officers of their

*Column annotations (right column):*
- **PMO/Change Management** (aligned with item m paragraph)
- **Change Management** (aligned with the "It was also agreed that Change Management..." paragraph)

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| | | Organisations because the institutions remained what were intended to be carried along. To this end the following agreements were reached: | |
| | | i) The PMO should prepare a template for the representatives of member Organisations in the Steering Committee to report the outcomes of meetings and status reports to their organisations; | PMO |
| | | ii) The PMO should also present monthly status reports directly to the CEO of each member organization moving forward; | PMO |
| | | iii) The PMO should also set up a meeting to brief the coordinating Minister of the Economy on TIN; | |
| | | iv) Change Management should follow up circulation of TIN newsletter to ensure that they are distributed effectively; | Change Management |
| | | v) Change Management to upload all TIN newsletters to the JTB website. | |
| 5 | Program Status Report | **a) Release note from Telnet Consortium**<br>The TIN Program Manager informed the meeting that JTB had succeeded in getting a release note from Telnet Consortium meaning that Telnet was able to test the AFIS to ensure that nobody could be captured twice without the system detecting. He also told the meeting that the implementation was divided into phases and the final phase would run into April 2012.<br>**b) Contact Management Center (CMC)**<br>The TIN Program Manager told the meeting that it was decided in the August 2011 meeting to focus on getting the pilot go-live first before CMC deployment and testing.<br>**c) Data Center**<br>On the Data Center the PM informed the meeting the following:<br>i) The Data Center build was behind schedule in view of the following reasons:<br>• Some key devices like the 50KVA Stabilizer and Generator Set had not been delivered and 5th January, 2012 was being proposed by Telnet as expected delivery date.<br>• Access control was yet to be done. However, it was equally informed that required hardware had been delivered, installed and configured; servers for all the locations are ready for operation.<br>**d) Disaster Recovery (DR) Build.**<br>The meeting was informed that the JTB had visited the FIRS Agidingbi DR and Broad street proposed DR sites. We had also engaged the ICT Department of the FIRS to see the possibilities of securing space for the DR equipments and conclude on power requirements.<br>The Chairman of Gombe demanded to know whether it was possible to go-live without the Data Center being 100% | PMO |

completed because in his view everything ought to be dependent on the Data Center.

The Director Modernization FIRS was not comfortable with the DR build not completed before pilot go-live and she reasoned that the procedure would not be good enough as some systems may go bad on the very day of commissioning. She added that she did not foresee the readiness to go-live before February, 2012.

In reaction to the above observations, the PM told the meeting that the Data Center was more than 90% completed save for the points mentioned earlier but added that Telnet was powering the UPS directly because of the absence of the 50KVA Stabilizer which was not professionally right. He also told the meeting that JTB never planned for "no DR no go-live" from the onset.

Dr. Amos Audu of FIRS was of the opinion that Telnet should give JTB an insurance cover because the unprofessional approach could put the Project at risk.

It was also explained by Mr. Oduba that the UPS in use had some elements of stabilizer in-built.

The Chairman Gombe SBIR said there was need for the PSC to visit the Data Center and the DRC to see things as they were.

At this point Mr. Udoh Usen of Accenture told the meeting that the apprehension by members was not unfounded. He however told the meeting that when the current position of the Data Center/DR site was juxtaposed with the program plan, JTB would be safe considering the fact that what was involved is a systems deployment. He advised that JTB should start to build redundancies for the DR service and not hold on the Pilot go-live as that could go on forever.

The meeting was comfortable with the idea of building redundancy and at the same time ensuring that the DR site will come up as planned as that would be to the benefit of all.     **PM**

It was also agreed that backup/recovery mechanism for the TIN Data Center should be defined before pilot go-live.

### e) FACE Technology Biometric Training

The meeting was informed that out of the thirty-seven (37) officers invited from the SBIRs for the above training only twenty-nine (29) attended and as a stop gap, it is the intention that more people from the TIN Project Team would be trained so that they may eventually train the other state representatives that were absent.

The Chairman noted that such were areas where the Governors of the states should be briefed; that JTB was offering trainings as part of the capacity building programme to support the TIN system operation and the representatives from their states were not participating.

### f) PMP Certification Examination

The Program Manager told the meeting that Accenture had paid for the PMP certification examination and he advised the

candidates involved to get prepared to take the examination.

### g) TIN T-Shirts

The meeting was informed that some TIN T-shirts were ready to be shared in preparation for the second phase of the media campaign.

### h) Gombe State TIN Counterpart Funding

The meeting was greeted with a good news that Gombe State counterpart funding for the TIN Program had been approved to be paid in four (4) installments beginning from first quarter of 2012.

### i) Enterprise Data Cleaning/Conversion

The Chairman I & S sub-committee told the meeting that it may not be possible to convert Enterprise data the way they are in the States and therefore registration for Enterprises at the States would have to be a new registration.

The Chairman JTB demanded to know what was meant by the new registration and the implications.

It was explained that for companies (Private Limited Liability and Public Limited Liability) it would be easy to migrate as the CAC already had a database for them and for Enterprises, most States and the FIRS were registering Enterprises. However, for individuals she was told that it may not be possible to migrate any registered individual because no tax authority was capturing biometrics on them.

It was further explained that for Business names, the CAC started centralizing business names registration in 2004 but prior to then, States had registered them as business names in the various states and thus such names had occurred in two or more locations resulting to duplications. Therefore given the above scenarios, the plan is for JTB to do a new/fresh registration.

A lot of opinions and options were given on how to avoid fresh registration but after critical analysis it was agreed that to avoid chaos, it was better to do a fresh registration so that every individual in the system is unique from day one instead of putting in and cleaning later.

As for Enterprises a cross reference could be made either to Excel or the paper used for registration before going to CAC, so that Supervisors could be used to have a second opinion.

The Program Manager, TIN told the meeting that about 90% of the companies sent to JTB from FIRS passed the CRC Sogema migration test and the remaining 10% was being reviewed.

The meeting welcomed the news and based on that the Chairman JTB mentioned that such changes that bring some excitements should be celebrated while charging the PT members to look for other creative ways of celebrating achievements before the pilot go-live and bring the achievements to public Knowledge.

She gave example of such promo messages like; "First 100

persons to collect TIN, gets ..." She also noted the need to distinguish what could be exciting to the different categories of taxpayers in the FIRS as well as the States. It was also agreed that the T-shirts should be shared in phases after the pilot go-live.

### j) Update on the unique TIN Program for December 2011

The Program Manager gave an update on the unique TIN Program in the following areas:

- Infrastructure and Systems
- Capacity Building
- Change Management
- Counterpart payment
- Issues and Challenges
- High level Timelines
- Serious issues likely to impact on the timelines
- Recommendations and conclusion

He also spoke on the following serious issues that were likely to impact on delivering on the timeline:

i)    Ability of SIGTAS to accept offline data upload was not in the system but it was hoped to be built by the 9th of January.

ii)   Telnet Consortium was yet to give an update on the General Multi Purpose Card (GMPC).

iii)  Telnet had also informed the PT that for JTB to have hologram on the cards JTB has to pay 54 cents per card and that is an additional ₦ 350 million, which is not contained in the budget.

iv)   Telnet also gave an option to deliver the cards to JTB without Hologram or watermarks.

The mention of the additional ₦ 350 million generated a lot of concerns by members present at the meeting.

The Chairman Gombe SBIR questioned the rationale for incurring additional expenses to the tune of ₦ 350 million which he described as serious money more so when the amount was not contained in the budget.

The representative of the FRSC told the meeting that JTB had earlier agreed with Telnet that the Hologram would not lead to any additional cost.

Mr. Usen of Accenture told the meeting that he was of the opinion that ₦ 350 million for visual validation was not money well spent. He advised that all information should be put on the chip and then the Hologram should be done away with.

He further added that given the time table, the January 2012 date would not be feasible because the art of correcting an error may trigger off issues, so a proper test was very necessary.

Mr. Usen advised on the need not to rush to enable JTB build a system that would work and also to give time for proper communication so that people would actually be ready to go-

live. He finally suggested an addition of one extra month to enable JTB get it right.

Mr. Bosun Ayeni of Telnet Consortium told the meeting that there was need to increase the security on the card for instance, the Hologram was to make faking difficult and that it was standard practice for such additional secure feature to incur additional costs.

He told the meeting that he was for the best option nonetheless and urged the JTB to choose any option so that the challenges around the option could be addressed together.

The Chairman JTB demanded to know whether chips could be duplicated or faked. She was told that people could try to do it and one may not know until verified.

She further raised additional questions on the subject namely:

- What could the faked card be used for?
- Can the relevant user not have a check or reader?
- Who should bear the cost and risk?
- Will JTB supply readers?
- Where are physical cards needed?

The members present at the meeting analyzed and tried to provide answers to the above questions.

On faking of chips and its implications, it was likened to faking of ATM card and it was explained that the only point where a faked ATM card could be used was on the ATM machine which would reject it as a fake.

It was obvious therefore that the risk was not high and definitely spending the ₦350 million was not worth it.

It was also explained that the States would have readers in the SBIR offices. It was added that a web portal should be built as a component of the TIN solution where TIN cards could be verified.

Finally it was decided that chips should be used while we jettison the idea of Hologram and/or watermarks and then avoid the ₦350 million additional expenses.

The Chairman JTB agreed with those who spoke before her that it was better to lose time and get it right, she also emphasized the need for the Business Analysts (BAs) in the States. The Program Manager was told to ensure that at least two (2) BAs for each state were identified and trained full-time as their role and responsibilities in the exercise were quite obvious.

**PM**

| 6 | Presentation of Memos for approval | a) <u>Request for approval of deliverables and payment to Accenture for the third and fourth Milestones as contained in the Contract Agreement.</u> | |

The document submitted by Accenture in fulfillment of the milestone 3&4 deliverables which was presented by the TIN PM included:

A. <u>Milestone 3 Deliverables</u>
     i)    TIN Program Status Report for May, June and July, 2011;

      ii)     Ongoing TIN related ICT Projects in the 36 SBIRs & FIRS;

      iii)    JTB/TIN PMP Training report including payments advice (receipts) for the first and second batches of the applicants.

      iv)    Deployment strategy

### B. Milestone 4 Deliverables

      i)     TIN Program Status reports for August, September and October 2011.

Arising from the above, Accenture submitted two (2) invoices requesting for the payment of the sum of ₦ 79, 372, 094. 58 for the 3rd & 4th Milestones.

At the end of the presentation the Chairman demanded to know why six (6) months report were being sent together in December.

The Chairman Gombe SBIR was of the opinion that each of the deliverables should be presented to members showing how Accenture delivered on them.

The Director ITAS, FIRS told the meeting that it was earlier agreed that a certification team should review and certify the deliverables before the presentation to the PSC. That method he recommended would take the heat away from the PSC.

The Chairman queried why the request was not presented to any sub-committee and she also advised the PM on the need to protect himself as the job we are doing is a public service job and not a private business.

She finally submitted that the request for payment was done in the most mechanical manner and thus failed to convince her to pay over ₦ 79 million to Accenture as demanded unless additional explanation/justification could be made.

At this point, the Program Manager for Accenture took over and with the aid of the PMO bi-weekly meetings presentations and reports explained month by month, what Accenture had achieved over the period. At the end of her presentation the following reactions were made:

      i)     The Chairman Gombe SBIR referred to item (ii) of milestone 3; "ongoing TIN related ICT projects in 36 SBIRs and FIRS" and told the meeting that there was need for Accenture to be on the ground to ascertain what really existed in the SBIRs instead of sending questionnaires which may elicit the wrong information.

      ii)    The Director ITAS, FIRS stressed the need for structure to be employed to ratify the deliverables before presentation to the Steering Committee.

It was also agreed that moving forward Accenture should adhere to the following:

      i)     Note the need for the summary of work done when requesting for payment;

      ii)    There should be a transfer of knowledge to the staff of the JTB who will take over on what Accenture had done

Accenture

(or is doing).

Also on the deployment strategy it was agreed that the roles of CRC Sogema/Telnet to other offices after the Pilot should be specified.

The need to meet more than once in two (2) weeks (as the needs arise) as we go close to pilot was also noted.

Based on the presentation of the report and the work done by Accenture, the Director Modernization, FIRS moved for the approval of the request for payment and she was seconded by Mr. Malik Tukur also of FIRS. The payment of ₦ 79, 372, 094 for Milestones 3&4 to Accenture was approved by the meeting.

b) **Request for approval for deliverables and payment to Telnet for the third (3<sup>rd</sup>) milestone as contained in the Contract Agreement**.

The items and documents submitted to the PMO by Telnet Consortium in fulfillment of their Milestone 3 Deliverables were:

i)    Commencement of trainings (SIGTAS training schedule, delegates and reports);

ii)   Commencement of Change Management Process with FIRS, JTB and SBIRs;

iii)  Delivery of Servers and Software at FIRS, JTB and all locations;

iv)   Delivery of Biometric equipment for all locations;

v)    Delivery of current generic off the shelf version of SIGTAS UTIN registration application for all locations.

Telnet requested for the payment of $7, 908, 223. 05 and ₦14, 207, 550.00 for Milestone 3.

At the end of the presentation, the Chairman Gombe SBIR told the meeting that as the Chairman of Gombe SBIR he had not seen or taken delivery of any Biometric equipment to that State against the claim by item (iv) above of the presentation by Telnet.

It was explained that the Contract Agreement says that; "all deliveries will be at the JTB", so that when the States are ready they take possession, therefore the payment demanded was for delivery to JTB and not to all locations as contained in the memo.

Flowing from the above the meeting further agreed on the following:

i)    Change the memo to reflect the status quo;

ii)   The need for the I&S sub-committee to meet, scrutinize and sign off on the deliverables;

iii)  Telnet to enclose the photocopies of all the delivery notes to the PSC while the I&S sub-committee goes through the original;

iv)   Telnet to attach all relevant documents needed for the request for payment.

**The meeting also decided that Telnet Consortium delivering on the Organizational Structure would be part of the requirement for the payment of their Milestone 4.**

Subject to fulfilling the above conditions and agreements, Dr. Amos Audu moved for approval to pay Telnet Consortium $7, 908, 223. 05 and ₦14, 207, 550.00 and he was seconded by the Alternate

Telnet

Chairman.

c) **Request for the approval of the TIN Go-live Strategy**

The request was presented as follows:

i) **Phase I (Pilot Roll-out)**

The first release of the solution would be deployed to the pilot locations as follows:

- FIRS
- JTB
- Abia State
- Bauchi State
- Delta State
- Jigawa State
- Kwara State
- Oyo State

ii) **Phase II (Full Roll-Out)**

The release II of the solution would be deployed to all the remaining states as follows:

a) **States that have paid**

- Benue
- Kebbi
- Kogi
- Ondo
- Osun
- Yobe

b) **2 States**

The next deployment phase will take on at least 8 (eight) states and primary criteria for selection shall be first to pay counterpart funding.

c) **All other remaining States of the Federation**

At the end of the presentation the following agreements were made:

i) States that have paid should get priority;

ii) There should be a maximum of 10 States to avoid over-stretching;

iii) The three (3) main phases should be

(A) Pilot

(B) 2nd batch- SBIRs that have paid

(C) 3rd batch- SBIRs that are in progress to pay and show interest in TIN implementation.

The request for approval for the TIN go-live strategy was approved by the meeting.

d) **Request for approval of the TIN Project Team members Key Performance Indicators (KPIs)**

This was refered to the SFGPC for consideration and approval.

e) **Request for ratification of signed off Technical Documents.**

The presentation was done by the TIN Program Manager instead of the I&S sub-committee Chairman. Furthermore some members of the I&S sub-committee present at the meeting were

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| | | not aware of the document and it was therefore stepped down.<br><br>**f) Presentation by Lowe Lintas**<br>The presentation by Lowe Lintas was also stepped down because they needed to do more work.<br><br>**g) Issues around the use of "UTIN"**<br>A concern was raised about the provision of the Personal Income Tax Act (PITA) and the FIRS (Establishment) Act relating to the use of the word "Unique" as the prefix to the Taxpayer Identification Number (TIN) which is not expressly provided by any of the above Acts. There was apprehension that people could capitalize on that to take the JTB to court and thus derail the progress of the UTIN program.<br><br>The issue was objectively and elaborately discussed. There were suggestions to use "u" instead of "U", so that we have uTIN instead of UTIN but it was reasoned that it would be safer to keep to the provisions of the law and use only TIN or perhaps "harmonized TIN".<br><br>Moving forward the selling point for the JTB should be on getting a TIN, and all Program Communications which should henceforth be more research based, should begin to reflect that.<br><br>Additionally, the State Governors, Commissioners for Finance, the Presidency, the Change Management Team, Coordinating Minister for the Economy, should be included in the TIN Program Stakeholders list.<br><br>A Communication Plan should be defined and tailored to suite each stakeholder group based on agreed communication strategy.<br><br>Communication Channels e.g. "Tax matters" should be explored to sell the TIN Program to the general public and the Revenue Authority staff in the states should be engaged as part of the JTB's communication/Change Management Team.<br><br>It was also agreed that the UTIN logo should be redesigned, that is removing the "U" and all program materials and documents should be updated accordingly.<br><br>Finally the meeting agreed that a draft schedule of all meetings (sub-committee and PSC) should be prepared and sent out for review. | **Change Management**<br><br><br>**PMO**<br><br><br>**PM** |
| 7. | AOB | The Chairman Gombe SBIR commended the Daily Trust Reporter, Mr. Ahmed Idris who travelled with the team to Canada for the intelligent manner he had been reporting TIN in Daily Trust adding that the young man needed to be encouraged to do more. | |
| 8. | **Closing Remark** | The Chairman noted that the meeting apparently was the last for the year. She admitted that the Project Team had worked hard during the year and deserved to be commended. She thanked the team, the members of the Steering Committee as well as the vendors for all the efforts and progress made.<br><br>She noted that deadlines had been missed but was comfortable that everyone could relate on why it happened and what is being | |

| | | done to address the issues. | |
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| | | She wished everybody a Merry Christmas and a prosperous New year. The Chairman also seized the opportunity of her closing remarks to invite members to join her on 26th December, 2011 for the celebration of the 80th Birthday of her father in Benin, Edo State. | |
| 9. | Adjournment/ Closure | On the absence of other matters, the Chairman of Gombe SBIR moved for the adjournment and he was seconded by the representative of the FRSC. | |
| | | The meeting finally rose with a closing prayer said by the Director, Modernization, FIRS at exactly 6.20pm. | |
| | | **Ifueko Omoigui Okauru**<br>**Chairman**    **Kingsley Nkemakosi**<br>**Secretary** | |