



KW-IRS
KWARA STATE INTERNAL REVENUE SERVICE

ISSN: 2489-0448

KWAREVE*News*

A monthly publication of Kwara State Internal Revenue Service

March 2017

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Editorial

THE JOINT TAX BOARD'S ENDORSEMENT OF KWARA STATE GOVERNMENT REVENUE REFORM MODEL OF CHANGING THE PEOPLE, PROCESS, AND TECHNOLOGY (PPT)

It was the first time in the fifty (50) year history of the State that the Joint Tax Board Meeting will be hosted by Kwara State. The occasion that spanned a period of four days saw the Executive Chairman of the Federal Inland Revenue Service and Chairman of the Joint Tax Board (JTB), Mr Babatunde Fowler leading the Executive Chairmen of all the 36 states

revenue services and other members to Ilorin, Kwara State for a remarkable 137th Meeting of the Board.

As a mark of the significance of the event in the history of the State, particularly as it coincides with the year of the State's golden jubilee, members of the JTB were hosted to a most remarkable event in

the history of hosting of JTB. Kwara has something to show particularly in the area of revenue reform that was started by the administration of Dr Abdulfatah Ahmed in 2015 with the signing of the Kwara State Revenue Administration Law on the 22nd of June 2015, and thus creating a new revenue service for the State with the charge to change the administration of revenue collection in the State.

What started with that law, which the government went all ahead to implement by carefully selecting new set of management and staff (people), that brought about new and better ways of revenue collection (process) and introducing automation to all processes of revenue collection (technology) became the PPT Model of revenue transformation that the Joint Tax Board endorsed as a model for other states to copy for improved revenue of their states.

For six months in 2015 after the introduction of the revenue law, the government provided all that was required for the successful take-off of the new revenue service in January 2016. From a modest N600 million average monthly internally generated revenue (2015 figures), the new Service tripled the revenue of the State by moving it to an average monthly revenue of N1.45 billion in 2016, and has started running on a N2 billion average for 2017 for the first quarter.

It is therefore not surprising to us at the Revenue House that this endorsement is coming from no less a person than the man who changed the face of revenue collection, first in Lagos State and is doing so already at the national level with the Federal Inland Revenue Service.

For us at Kwara State Internal Revenue Service, this endorsement has thrown a challenge, to not only keep up the good work as pronounced by the endorsement, but continue to innovate the processes of revenue collection through our **taxpreneurship** concept that stipulates; **continuous stakeholders' engagement, focused community impact programmes, gradual and strategic automation, and uninterrupted funding of the Infrastructure Fund, Kwara (IFK)** in pursuit of our vision of *“mobilizing revenue for the strategic development of Kwara State”*.

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Muritala Awodun, PhD
Executive Chairman
Kwara State Internal Revenue Service



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How has been your experience in Kwara State so far?

Excellent! We have had great hospitality and discussion. But the most striking part has been the hospitality and the giant strides taken. The template of the Lagos Internal Revenue Service (LIRS) plus technology made it perfect.

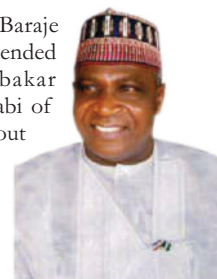


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TAX PERSONALITY

ALHAJI ABUBAKAR KAWU **BARAJE** (CON)

Alhaji Abubakar Kawu Baraje (CON) was born to the extended family of Sheikh Abubakar Gaata Ibn Mohammed Babi of Baboko quarters, Ilorin about 65 years ago. Like every normal child of Ilorin Emirate, Alh. Baraje enrolled at Quranic School at the tender age. 6years.



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Before, I commence an expose, that is an outline of small business paradigm (or model) and for a better understanding of the SMES model, and the dilemma of small business enterprises within an economy, a small business is a dilemma to all, especially the government; to get a glimpse of this dilemma, visit Ipata Market...

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37 Opportunities Abound and Could be Explored in KW-IRS - Dr Awodun

Our vision and mission are sacrosanct at KW-IRS as long as we don't lose focus and keep our essence intact. Core values are to be espoused with virtues to complement individual efforts that elevates the service to exceed where it's envisioned to be.



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Before a country considers how best to administer its tax system it must possess a clear picture of the scope of its tax system. The quantity and quality of resources required by tax administrators are determined by the type of tax system which is introduced. (Micah, Ebere, Umobong 2012)



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GTBank

Guaranty Trust Bank plc
RC 152321

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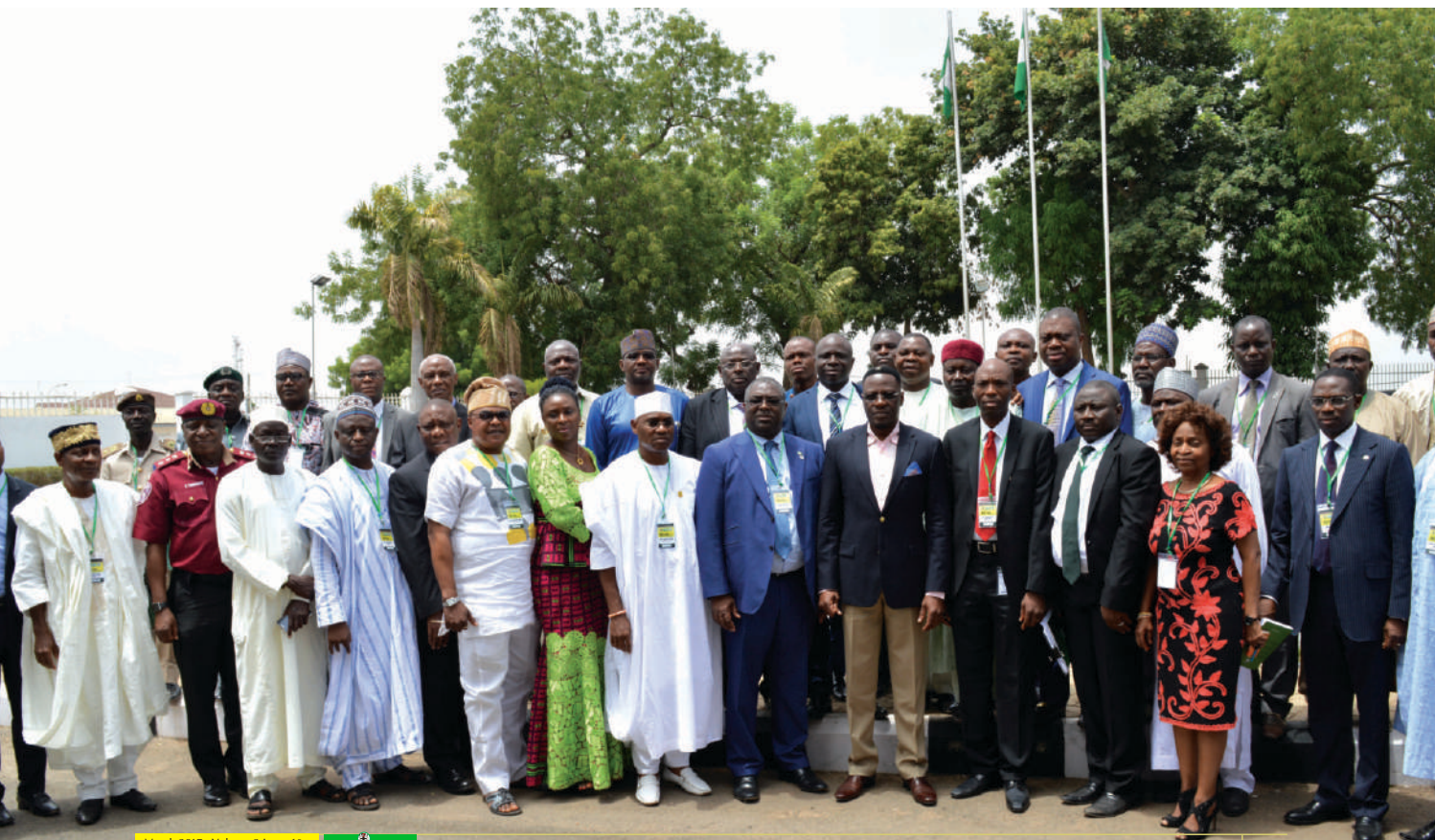
Bolaji Abdullahi

What can be more superlative, incredible and prestigious for the Kwara State Internal Revenue Service (KW-IRS) than to host revenue executives in Nigeria headed by the revenue mogul and Chairman of the Joint Tax Board (JTB), Mr Babatunde Fowler to the 137th JTB Meeting in the Kwara State capital, Ilorin. The crucial event was the first of its kind in the State as none of the prior 136 meetings which had gone to various states, some even more than once, had been held in Kwara State.

It not only brought pride to the State but also an unquantifiable achievement to the State's Internal

Revenue Service in terms of pedigree and integrity. The antecedence of the KW-IRS was too fascinating to be ignored as a revenue generating entity as well as an institution that has established itself to join the train of economic development in the State and country at large. A magnanimous event such as the Joint Tax Board reflected that light on the Kwara State Revenue House.

The event received the Chairman and Secretary of the JTB; members including Executive Chairmen of Internal Revenue Services of States in the Country; Corp Marshall, Federal Road Safety Corps; President, Chattered Institute of Taxation of



ARRIVAL TO ILORIN



Arrival of JTB Chairman, Mr Babatunde Fowler being welcome to KW-IRS Chairman and Directors



KW-IRS Directors with CITN President, Dr Teju Somorin



Mr Babatunde Fowler, JTB Chairman and other dignitaries



Secretary of JTB with JTB Chairman at the Welcome Dinner



A Member of JTB with Mr Babatunde Fowler, JTB Chairman



Secretary of JTB with KW-IRS Executive Chairman



Representative of CSDC with KW-IRS Executive Chairman



Group photographs of Members of Joint Tax Board

WELCOME DINNER



Nigeria; Nigeria Custom Service; Nigeria Immigration Service; and other attendees such as the JTB Secretariat Staff, FIRS Directors and other concerned representatives.

In line with the template of the grandeur JTB event, slated programmes and activities for the various days.

The arrival day, Sunday 12th March was a night of fun as the guests were treated to a special welcome dinner hosted by KW-IRS. The night witnessed performances from the famous comedian, Seyi Law, who was the anchor for the event and featured the musical band of Wale Zion. The continental themed night was not over until the attendees showed off their dance moves.

Monday 13th March started with a tour of the Revenue House, the Head Office as well as the Phase II which is currently under construction. At the Revenue House, the JTB members watched a documentary of the KW-IRS 2016 Story which enlightened them about the People, Process, technology (PPT) Model which inspired the JTB Chairman, Babatunde Fowler's declaration later that day that the PPT model was ideal and to be adopted.

As is typically for the event, the members then made courtesy visits which in Kwara included royal visits to the palace of the Emir of Ilorin, Alhaji Ibrahim Zulu Gambari where they were received by all the first class Obas and another one to the Government House, for the Executive Governor of Kwara State, Dr Abdulfatah Ahmed.

The day continued with the Opening Ceremony to which the Executive Governor graced with his presence at the Banquet Hall, Ilorin. Papers were presented by Prof. Abiola Sanni on "the Revised National Tax Policy as a Catalyst for Diversifying Sources of Revenue" and the representative of the Canadian Software Development Company (CSDC). The final stage of the first University Tax Club Debate Competition also took place where University of Ilorin was 2nd Runner-Up, University of Lagos was 1st Runner-Up, and the University of Ife came out winner. Various prizes were given to the schools as well as the presenters who represented each school. The programme also was the inauguration of Tax Clubs in all tertiary institutions in Kwara State, with each was represented by two (2) students and the coordinating lecturers.

The JTB members then went if for their closed door meeting and returned for another Special Dinner hosted by the Executive Governor of Kwara State who



JTB Chairman



Member, JTB



Member, JTB



Member, JTB



Member, JTB



Member, JTB



Member, JTB



Member, JTB



Member, JTB



Member, JTB

was ably represented by the Deputy Governor, Elder Peter Kisira in the company of the Secretary to the State Government, Alhaji Sola Isiaka Gold. The traditional themed night was another good food, good music and great company night.

The JTB members were early birds on Day 2, Tuesday 14th March as they had to conclude their closed door meeting. This day, courtesy visits to facilities which bear witness to tax payers' money at work were visited such as the International Aviation College Ilorin, and the International Vocation, Technical and Entrepreneurship Centre (IVTEC), Ajase Ipo.

The IVTEC was an initiative and the ideology of the Executive Governor of Kwara State, Dr Abdulfatah Ahmed which is aimed at alleviating the rate of unemployment in the State as well as creating a life time opportunity for the youth in the future. The one in a million initiative of the Executive Governor was

lauded by the JTB Chair, Babtunde Fowler who is also the FIRC Chairman at the IVTEC pledged FIRS support on astounding projects like the Vocation centre as well as commended the efforts put in place by the Governor to make sure that such an enormous dream come to reality. Appreciating the gesture of the FIRS boss was the Executive Chairman, KWIRS, Dr Muritala Awodun who saluted the support given by the JTB Chairman to the State assured that the next visit of the Members of the JTB promised even more amazing achievements.

Another royal courtesy visit was made to the palace of the Olofa of Offa, Oba Abdulrafiu Gbadosi Esuwoye II who in the company of all the First Class Obas in Kwara South hosted the members to lunch. Thanking the Oba for being a warm host, Dr Awodun expressed satisfaction from the efforts of the traditional rulers in the



Aisha Gobir and Femi Adebayo



Members of JTB



Member, JTB



Member, JTB



Hon. Moshood Bakare at the JTB Welcome Dinner



Member, JTB



Member, JTB



Group photograph with the Executive Chairman, KWIRS

VISIT TO KW-IRS



JTB Chairman arrives at KW-IRS Revenue House being welcome by the Executive Chairman, KW-IRS



JTB Chairman and members at KW-IRS Revenue House



Members of Joint Tax Board at the Revenue House



Members of Joint Tax Board at the Revenue House



Members of Joint Tax Board at the Revenue House

JTB Chairman inspects on going projects

State in making the Tax policy initiated realisable. That support he said contributed to positively turning the fortune of the State revenue base into a remarkable figure. The lunch was also entertaining with performers including the Kwara State Council of Arts & Culture.

The outcome of the 137th JTB Meeting hosted by Kwara State was a huge success which has brought Kwara to the limelight and increased the expectations for Kwara as the whole country tries to wriggle out of the economic recession through proper administration of taxes and revenue generation was released in a communiqué with excerpts as follows:

- The Joint Tax Board will continue to exhibit professionalism and efficiency in tax administration towards all taxpayers.
- The Joint Tax Board will continue to vigorously pursue effective collaboration and synergy amongst stakeholders as a means of providing better services for taxpayers and increased Internally Generated Revenue (IGR).
- State Government to grant administrative and financial autonomy to all tax authorities to enable them perform optimally.
- States to always remit taxes due to the federal government as and when due.
- Nigeria Governors' Forum (NGF) requested to partner with JTB for more effective tax administration and revenue generation, and was consequently accepted and accorded observer status of the Joint Tax Board.
- Traditional institutions and all stakeholders at the State and Local Government levels to increase support to tax administrators by way of advocacy and advancing taxation as a civic responsibility.
- The Joint Tax Board agreed to integrate various taxpayer databases existing at the Federal and State tax authorities into one platform to enable accessibility amongst the members for more efficient service delivery to taxpayers.

VISIT TO THE EMIR



JTB members arrival at the Emir's Palace



HRH, Alhaji Ibrahim Zulu Gambari, The Emir of Ilorin



The Emir of Ilorin welcomes the Chairman, JTB



Cross section of Royal Fathers at the Emir's Palace



Royal Fathers at the Emir's Palace



Members of JTB at the Emir's Palace



Members of JTB at the Emir's Palace on a courtesy visit



Some Directors of KW-IRS and Members of JTB at the Palace



Members of JTB at the Emir's Palace on a courtesy visit



Chairman, JTB at the Emir's Palace



Members of JTB in a group photographs with the Emir of Ilorin

VISIT TO THE GOVERNOR



JTB Members at the Government House, Ilorin on a courtesy visit to the Governor



Chairman, JTB, making a comment



CITN President, making a comment



KW-IRS Chairman at the Government House



Head of Service and SSG of Kwara State



Kwara State Cabinet members



JTB Members



JTB Secretary and KW-IRS Chairman



JTB Members



Presentation of Award by JTB Chairman to the Executive Governor



Group Photograph with the Executive Governor



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Governor Abdulfatah Ahmed flags off, JTB Meeting



JTB Chairman making his opening remarks



Executive Chairman, KW-IRS giving his opening remarks



Dr Hakeem Ajonbadi making a comment



Group photograph with the Governor



JTB Members at the opening ceremony



Cross section of JTB Members



Cross section of JTB Members





Prof. Abiola Sanni receiving award from JTB Chairman



Group photograph with the Chairman, JTB



Prof. Abiola Sanni receiving award



Prof. Abiola Sanni receiving award from JTB Chairman

137TH JTB MEETING



JTB Members at the 137th Meeting



JTB Members at the 137th Meeting



JTB Members at the 137th Meeting





Deputy Governor, Kwara State giving his speech



Speaker, Kwara State House of Assembly giving his speech



Executive Chairman, KW-IRS giving his speech



Honourable Speaker with JTB Chairman and Members



Dignitaries at the JTB Meeting Closing Dinner



KW-IRS Chairman at the Dinner



Dignitaries at the JTB Meeting Closing Dinner



Dignitaries at the JTB Meeting Closing Dinner



Music performance at the Dinner

VISIT TO AVIATION COLLEGE



Courtesy call at the Aviation International College



Courtesy call at the Aviation International College



Inspection process by the JTB Members

JTB Members in a group photograph at the Aviation College

VISIT TO INTERNATIONAL VOCATIONAL CENTRE



JTB Members at the Vocational centre

JTB Members at the Vocational centre



Newly Built International Vocational College

VISIT TO OLOFA OF OFFA



HRM, Olofa of Offa



JTB Chairman presents an award to Olofa of Offa



Olofa of Offa presenting a souvenir to JTB Chairman



JTB Chairman making a comment at the Palace of Olofa of Offa



Members of JTB at the Palace



KW-IRS Directors at the Palace



Royal Fathers at the Palace of Olofa of Offa



Group photograph with the Olofa of Offa



JTB members at the Palace

Exclusive Interview

OF THE CHAIRMAN, JOINT TAX BOARD (JTB),

BABATUNDE FOWLER

How has been your experience in Kwara State so far?

Excellent! We have had great hospitality and discussion. But the most striking part has been the hospitality and the giant strides taken. The template of the Lagos Internal Revenue Service (LIRS) plus technology made it perfect.

You gave a speech that adopting the KW-IRS blueprint by other State Internal revenue Services is essential, what exactly did you mean?

When trying to reform the sector, there are certain issues that KW-IRS gave considerations to in the People, Process, Technology (PPT) model such as the staff selection and stakeholder engagement. It is a record model. Also worthy of adopting is the autonomy that the State Government has given to the Internal Revenue Service and the road map. Only about 5 or so states operate as such and all of them have done well. You can see Kwara state with about an average of 300% increase in internal revenue generation.

What would you say is the relevance of taxation in this recessive economy?

Recession or not, taxation plays a very important role. It is the only way out of a recession. Revenue from tax can serve as a buffer when there's a recession. With revenue, contractors can be engaged, many people get a source of income thereby increasing purchasing power and the whole economy will be affected.

What is the role of State Governments?

When it comes to setting up Internal Revenue Services... Initially, when trying to do reform, it typically takes government 2 to 3 years. But the Kwara State Government in setting this place up and even the Service after it was set up took giant strides.

Generally, the major role of a State Government is to ensure they provide for those in need and to build a functional house where everyone is comfortable living. The Kwara State Government has done a good of building this house

What is your advice to KW-IRS?

My advice to KW-IRS is to sustain the performance and move forward. The past is the past and it is history. Do not rely on the success of the past.

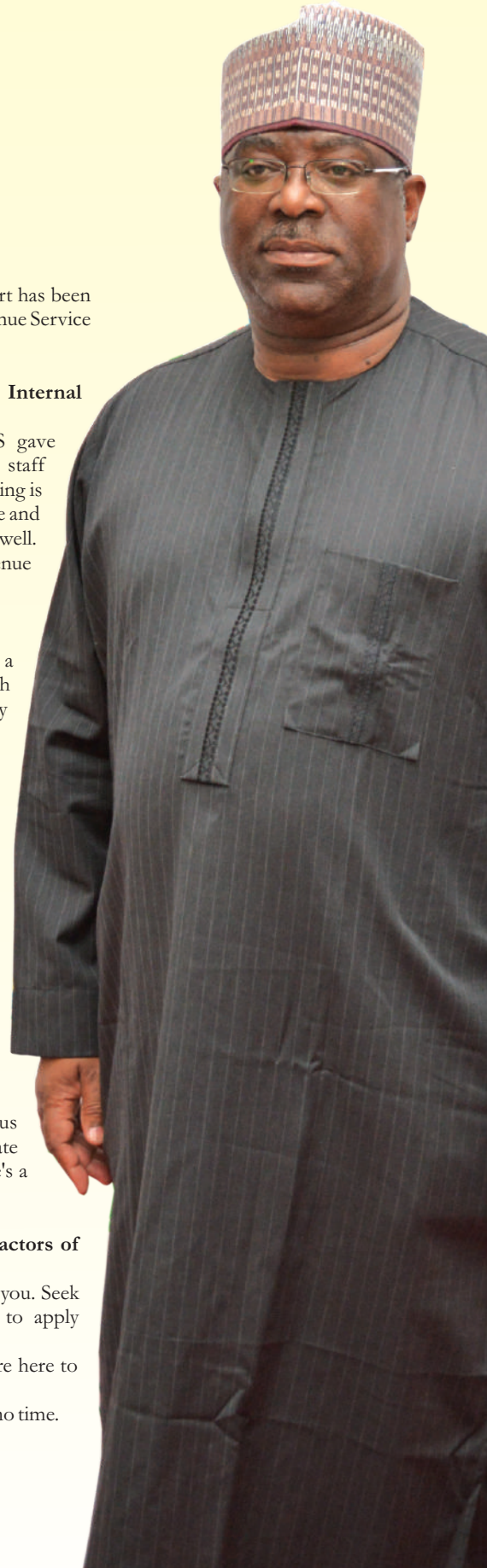
Do not underestimate taxpayers. Continue to seek the support of various stakeholders including the State Government, Chief of Staff, Secretary to the State Government, Speaker of the House of Assembly, and the likes even when there's a change in Government, which there will be. So continue to key in that support.

You are at the peak of your career, what would you say are the critical factors of success in this field?

1. Seek support from anywhere necessary. No one is in competition with you. Seek for advise and analyse the inform you receive so you can select to apply appropriately.
2. Respect the taxpayer, be customer friendly, let them understand you are here to perform a role.
Take it to the younger generation, they'll come and join the workforce in no time.
3. Put everything in the hands of God.

Thank you very much, sir.

You're welcome.



BOOSTING REVENUE GENERATION

BY GOVERNMENTS IN NIGERIA: *The Tax Consultants Option Revisited*

OYELEKE Adenike MBA¹, GBENLE Isaac PhD²

In recent years the appointment and use of external tax consultants for the functions of assessing, collecting and accounting for taxes by some state governments in Nigeria generated a lot of controversy among various interest groups and individuals. The argument has centered, in the main, on the legality of their appointment, their modes of operation and the quantum of internal revenue generated by them among others.

The increasing cost of running a government coupled with dwindling revenue has left various state governments in Nigeria with formulating strategies to improve the revenue base. The need for state and local governments to generate adequate revenue from internal source has therefore become a matter of extreme urgency and importance.

To meet the inescapable need for increased revenue, the use of external tax consultants was introduced by the Federal and State Governments in Nigeria to boost revenue generation under a programme known as Accelerated Revenue Generation (ARG) Programme. The Federal government appointed Consultants/Monitoring agents on Value Added (VAT) and Withholding Tax (WHT) in the Oil Industry. Some State governments also appointed consultants to boost revenue generation in their states. This development attracted diverse comments among various interest groups and individuals. These various comments have been most often biased depending on which interest they represent. For instance, while the revenue officials see the tax consultants as usurping their powers, to the taxpayers the modes of operation of the consultants was a nightmare. Similarly, while company executives and even some chartered accountants particularly of the big firms abhor this practice, smaller firms of chartered accountants and Tax practitioners, on the one hand, applaud it. Taking a critical look at the controversy generated by this development, one would like to ask the following questions:

- a) Is the appointment of tax consultants legal?
- b) Is there anything wrong with the mode of



operation of the tax consultants and their method to reduce tax evasion and other sharp practices by the tax payers?

- c) Did the appointment of tax consultants improve the revenue base of the government?
- d) Did the appointment of tax consultant in any way acted as a disincentive to investment?

“The increasing cost of running a government coupled with dwindling revenue has left various state governments in Nigeria with formulating strategies to improve the revenue base.”

As its purpose, this write-up critically examine these various issues raised and goes on to suggest in the light of the various shades of opinion and the verifiable facts and figures that the use of external tax consultants be reintroduced and embraced by state governments and indeed by other tiers of government in Nigeria.

Arguments against the Use of Tax Consultants

The appointment and use of tax consultants by governments in revenue generation has attracted a lot of comments from several quarters. While some government welcomes this development, it appears the organized private sector had continued to maintain a stiff opposition to their employment. Even some members of the accountancy profession especially those of the very big firms oppose the use of tax consultants.

Example to support the opponents to engaging Tax Consultants to collect revenue can be sighted using Niger State.

In 2016, the Niger State Assembly passed a resolution calling for a total overhaul of the state Board of Internal Revenue, for its poor Internally Generated Revenue (IGR) of N2.427 billion from January to June of the same year as against the budgeted revenue of N4.5 billion; this is inspite of engaging the services of Tax Consultants.

According to the State House of Assembly Economic and Finance Committee Chairman, Alhaji Abdullahi Mamagi, “there was no significant improvement compared to what obtained in the past; because out of the expected revenue of N4.5 billion for the period under review; only N2.4 billion was collected”. He noted that the engagement of consultants to improve the state revenue had proved unrewarding, as the situation assumed a worsening dimension.

Opponents of the use of tax consultants for revenue generation argue that:

- i. there is no provision in the tax laws to support their appointment;
- ii. the consultants do not observe the rule of law- they constitute themselves into a task force and harass taxpayers with armed soldiers and police;
- iii. some of the consultants negotiate tax liabilities so assessed;
- iv. they employ unorthodox method of assessment; and
- v. they act as a disincentive to foreign investment.

As regards the legal argument we know that nearly all tax systems, perhaps with the exception of the socialist systems, provide for the use of tax consultants. This is because there are always circumstances which the use of regular tax officials may be inefficient, ineffective or too sluggish for the anticipated results. Tax consultants can be appointed as agents to give technical advice that would

boost revenue generation.

However, in the past, owing to pressures from seemingly credible quarters, the military administration under General Abdulsalami Abubakar promulgated a Decree outlawing the use of external consultants or at least curtailed the areas where they can be used by government with respect to tax matters. The decree essentially prohibits governments from using external tax consultants in the areas of assessment and collection of revenue. It also tends to prohibit them from tax monitoring exercises although restricting them to such secondary assignments as training, computerization and research.

The realities on ground today however suggest that this law cannot work. Most state governments in the country today are in dire financial straits than ever before. Some are in arrears of worker's salaries for about three or four months. Governments need adequate financial resources to operate especially in a democratic setting as we have now. The tax consultants are better placed to satisfy this need. Some state governments have retained external tax consultants to date and they are reaping bountiful rewards.

On the issue of some tax consultants negotiating tax liability assessed by them one can rightly argue here that negotiation of tax liability by taxpayers is not an admission of guilt. After all, tax consultancy is not the only area where chartered accountants have been found to act unprofessionally.

The tax consultants have also been accused of using unorthodox method of assessment. On this score, it should be pointed out that there is nothing unorthodox about the method of assessment employed by the consultants. The Revenue consultants are qualified accountants and experienced practitioners in the field of taxation.

On the argument that the appointment of tax consultants act as a disincentive to foreign investment, it is believed that there is every need to attract foreign investors to Nigeria. At the same time, there is an equally compelling need to ensure foreigners comply with the tax laws. Encouraging foreigners does not mean they should be above the laws of Nigeria.

No matter the allegations against them (real or imagined) the truth of the matter as shown by the records/results, remains that tax consultants have exposed the large-Scale non-compliance with the Nigerian tax laws.

i. More Evidence why External Tax Consultants should be retained

There is no amount of criticism that can vitiate the fact that the use of external tax consultants have impacted positively on the internally generated revenue of State Governments in Nigeria. The following are some of the benefits or accomplishments of the practice:

ii. Increase in internally Generated Revenue in the States

There had been huge increase in the internal revenue for the participating States. The engagement of Tax Consultant by Lagos State Internal Revenue Service (LIRS) has seen IGR increased almost exponentially over the years.

Rivers State Government also employed the services of tax consultants. No doubt, the tax consultants brought innovation into tax consulting service in Nigeria and had a result-oriented approach to revenue generation in the States. So many funds were generated for the participating states.

iii. Update of Master Register

The creation of sustainable tax data base with compilation of a standard master register of taxpayers; this is the practice which had hitherto been forgotten by the revenue authorities.

iv. Staff Orientation

The consultants also brought about a positive change in the orientation of the staff of state and federal boards as well as an improvement in their training and development.

v. Voluntary Compliance

The introduction of a new voluntary tax payment culture resulting from better tax education and awareness.

vi. Professionalism in Taxation

Taxation became recognized as a body of knowledge distinct from accountancy, which every individual and corporate body must seriously appreciate. As a profession, experts in law, economics, finance and not just accountants can be engaged as tax consultants. It is worthy of note that in Nigeria today experts in these other fields may also be admitted into membership of the Chartered Institute of Taxation of Nigeria (CITN).

vii. Accounting for Tax

Accounting for tax collected became more prompt and more accurate since this forms the basis of the consultant's fees.

viii. Debt Recovery

Quite a number of businesses that owed large sums of withheld taxes had to pay up and the prevalence of such practices came to the force.

These are just but some of the reasons why tax consultants should be retained by government.

Their role has impacted positively on government revenue base. Happy the present Federal Government and some State Governments have employed a lot of tax experts into their relevant arms to compliment revenue authorities in the arduous task of increasing and sustaining tax incomes.

Conclusion

The use of tax consultants by government cannot be said to be an entirely new development. This has been going on all the time. For instance the Federal Inland Revenue Service has been engaging the services of consultants in such specific areas as training, monitoring, evaluation, public enlightenment, systems development etc.

The argument had been in their use by state government, for the functions of accessing, collecting and accounting for taxes. Prior to the appointment of the consultants in the various states both the tax officials and the taxpayers had a field day in the interpretation and application of the existing laws. The reactions of both against the consultants are in order since the activities of the consultants have exposed their sharp practices and inefficiency; although, the Consultants could not have achieved perfection if the practice should be allowed to evolve. For one, they have made tax officials and taxpayers to be alive to their responsibilities.

Above all, all their activities have resulted in government revenue increasing by leaps and bounds. The present democratic experiment in Nigeria today cannot survive without adequate funds. The Consultants should be given the leeway to work side by side with the revenue officials. This would surely go a long way to boost internal revenue generation by state governments in Nigeria.

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TAXPRENEURSHIP:

DOING MORE WITH LESS THROUGH PROCESS AUTOMATION

We are in a world that is increasingly characterized as volatile, uncertain, complex and ambiguous (VUCA) in which very few things are assured. One of such few things that is certain is the fact that people will continue to demand for improvement in product and service delivery. Also certain is the fact that the availability of resources needed to satisfy that demand will continue to remain constrained. The ability to reconcile these apparent conflicting positions is therefore emerging as one of the biggest challenge of this age of knowledge and technology (Ragjou & Prabhu, 2016).

Doing more with less can therefore no longer be considered as a short-term response to difficult economic conditions but an essential long-term strategy for any organization's survival. Organizations that recognize this new reality are bound to prosper while those that fail to do so will continue to live in denial and perish. Suffice to say that, it is one thing to recognize this new reality as an organization while it is another to prepare effectively for it and begin to do something about it.

For us at Kwara State Internal Revenue Service, we have realized that the way to go for sustainability of the Service is to take the long-term approach and start putting in place processes that will support and sustain the frugal innovation concept of 'doing more with less', and we came to realize that we must embrace automation in all our directorates at different degrees, integrating the automation process with the realities of our society and environment. Our taxpreneurship concept is therefore expected to shift its focus on how this frugal innovation of 'doing more with less' can be imbibed by all with the use of automation of processes of revenue collection in the State.

To make this happen we have resolved to set the automation targets for all directorates with the operations and process directorate taking the overall responsibility for the accomplishment of this drive between 2017 and 2018, a period of 24 months. The 'doing more for less' taxpreneurship drive will require that we;

- **Engage and iterate;** which starts with the stakeholders and consumers of our service whose behaviour and expectations we will observe to design the appropriate automation process that will endure,
- **Flex our assets;** which requires that we remain flexible to meet the requirements of the consumers even to the extent of making tailor made processes for service delivery,



Our taxpreneurship concept is therefore expected to shift its focus on how this frugal innovation of 'doing more with less' can be imbibed by all with the use of automation of processes of revenue collection in the State.



- **Create sustainable solutions;** that will be waste free and will be re-applicable to similar and related customers and stand the test of time in a cradle to cradle format,
- **Shape our customers' behaviour;** by ensuring that we affect the way our customers think, feel and behave to properly position and communicate the aspirational value of our frugal solutions,
- **Co-create value with prosumers;** as we will accommodate the tech-savvy generation making them evolve from their passive position to an active involvement in the design and creation of solutions that will meet their needs and expectations,
- **Make innovative friends;** by collaborating with external partners in the frugal innovation drive more than depending on our own internal abilities and capacities alone, and
- **Foster a frugal innovation culture** within the Service to ensure that all staff and management not only understand this as the way to go, but get bought into the vision and begin to run with it for the sustainable development of the revenue service.

Doing more with less is therefore a challenge to all management and staff to bring about a new and better Kwara State Internal Revenue Service that will outlive all of us.

Muritala Awodun, PhD
Executive Chairman
KW-IRS

ALHAJI ABUBAKAR KAWU BARAJE (CON)

Alhaji Abubakar Kawu Baraje (CON) was born to the extended family of Sheikh Abubakar Gaata Ibn Mohammed Babi of Baboko quarters, Ilorin about 65 years ago. Like every normal child of Ilorin Emirate, Alh. Baraje enrolled at Quranic School at the tender age.6years.

He attended Baboko Native Authority Primary school between 1960 - 1963. He also attended ITC Demonstration Primary School between 1964-1966.he bagged Teachers Grade II Certificate between the year 1967-1971 from the Ilorin Teachers College. Between 1975- 1978 he was in Kwara State College of Education for his National Certificate in Education and 1980-1982 at Ahmadu Bello University where he bagged Bachelor of Education Language Art.

Alh.A.K Baraje(CON) started his working carrier as a class teacher at ilorin native Authority primary school okesuna,Taraku oil mill,Taraku_Oturkpo and Dekina Teachers' college all in Benue state for his National Youth service in1978/79

Other places he had worked include: Ilorin Teachers College (1985-1986) as Teacher of English Language. Lafiagi Teachers College, College Admission Officer/Teacher of English Language(1979-1988).Igosun Teachers College, Teacher of English between 1980-1984.Alh.A.K. Baraje(CON) as promoted to the position of Vice Principal Administration, Alore Secondary School, Ilorin in 1986.Between 1987-1992 he was in charge of Secondary School Students Exchange Programme between 16,Northern States including Cross River and Akwa Ibom States. In 1994 he was moved to the then Primary Education Board as Director of Finance. By June 2003, he was appointed Permanent Secretary, Government House. He was a member of 2005 National Political Reforms Conference. Member of 2007 PDP Presidential National Political Campaign Council Office. National Secretary Peoples Democratic Party (PDP) and acting National Chairman (PDP) July 2011- February 2012. Chairman Governing Board Nigeria Air Space Management Agency (NAMA) 2009-2012. While between May 2014 - November he was the Chairman Governing Board, Nigeria Railway Corporation (NRC). National Chairman New PDP November, 2014-February, 2015. ALHAJI A. K. Baraje (CON) also served as Chairman, Electoral Committee National Convention of All Progressives Congress (APC) and Deputy Chairman, National Convention of Presidential

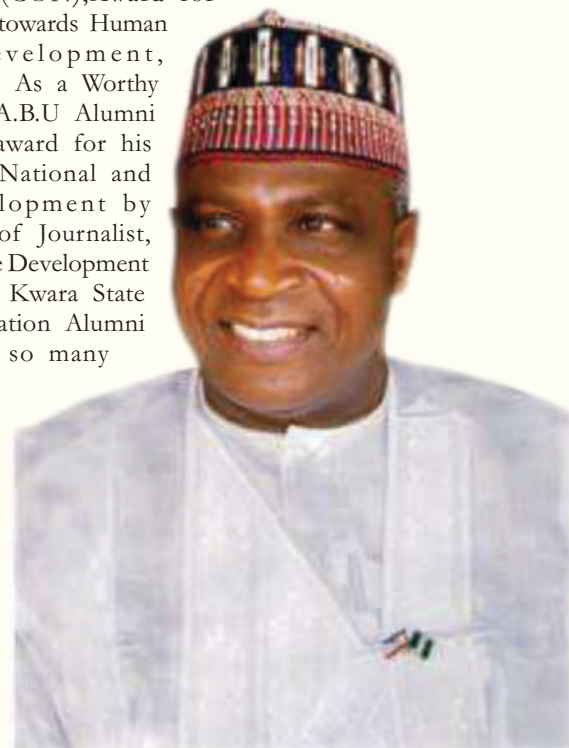
Primary of All Progressives Congress (APC). By January - March, 2015 he served as a member 2015 Presidential Campaign Council. While in May, 2015 he was appointed Vice Chairman, Presidential Inauguration Committee on Transport.

He has contributed greatly to the development of the community in so many sectors he secure jobs for people in the following sectors:Nigeria Television Authority (NTA),Standard Organization of Nigeria (SON), Nigeria Airspace Management Agency (NAMA), Civil defence, Auditor General's office, Nigeria Customs, University of Ilorin, Nigeria Railway Corporation (NRC). He also provide boreholes in the following locations Ile Olodan,Baraje center for Arabic &Islamic studies Ita Sapala,Chief Imam's house,L.G.E.A school Eruda,Ga jangbadi, Ga Turawa Via Alapa, and Osin Aremu.

He also provided transformers and solar lights to Baboko Community, scholarship to students, youth training, empowerment, and construction of mosques and donation to religious organization. Hajji, Umrah and Jerusalem sponsorship.

He received various awards from different organization/institution which includes; Commander of Order of Niger(CON),Award for Strategic Support towards Human Resources Development, Personality Award As a Worthy Ambassador by A.B.U Alumni Association, an award for his contribution to National and Political Development by Nigerian Union of Journalist, Contribution to the Development of Education by Kwara State College of Education Alumni Association and so many others.

Finally, his hobbies include; Reading , Travelling and Philanthropy. Alhaji A.K.Baraje (CON) is married and blessed with children and grandchildren.



NUTRITIONAL BENEFITS OF Carrot



ABDULWAHAB FAREEDAH

Carrots are one of the most widely used and enjoyed vegetables in the world, fairly because they grow relatively easily. Carrots are scientifically classified as *Daucus carota*, and it is categorized as a root vegetable. Some Carrot are big, some are small, and they come in a variety of colors including; orange, purple, white, yellow and red. Carrots are the second most popular type of vegetable after potatoes. The name “carrot” comes from the Greek word “karoton”.

You were probably told to eat your carrots by your parents and you probably tell your kids the same thing, and when asked why, you explain, because they're good for you. The health benefits of carrots include reduced cholesterol, prevention from heart attacks, improving vision, and reducing the signs of premature aging. Furthermore, carrots have the ability to increase the health of your skin, boost the immune system, improve digestion, increase cardiovascular health, detoxify the body, and boost oral health in a variety of ways. They also provide a well-rounded influx of vitamins and minerals.

Most of the benefits of carrots can be attributed to their beta-carotene and fiber content. This root vegetable is also a good source of antioxidant agents. Furthermore, carrots are rich in vitamin A, Vitamin C, Vitamin K, vitamin B8, pantothenic acid, folate, potassium, iron, copper, and manganese.

If you don't enjoy the taste of Carrots, you can also make Carrot Juice, as it offers the same health benefits as eating a raw Carrot. All you will need is 2 Cups Water, 2 Cups Chopped Carrots, 1 Tablespoon Lemon Juice preferably and 1 Table Spoon Fresh and peeled Ginger. Combine all the ingredients together to get your carrot Juice. Choose your carrots well. The deeper the orange colour, the more carotenoids (source of Vitamin A) it has, which makes it a healthier option for you.

Carrot juice improves and increases your immunity more than any other vegetable. Having two glasses of carrot juice daily is known to increase your immunity by 70 percent. Carrot juice will lower cholesterol and blood pressure when taken every day. Contrary to what people say good nutrition isn't all about getting thin enough. But don't worry, you can eat carrots every day without overdosing on vitamin A, like you might if you took high quantities of a supplement

The following nutritional benefits of Carrots will help you become someone who can say I eat a great diet.

- 1. Carrots Helps to achieve Glowing Skin:** The consumption of carrots keeps your skin healthy and vibrant as they are loaded with Vitamin C and antioxidants. Carrots can also be used to prepare and cheap and suitable face facade. All you need to do is shred and mix grated carrot with some honey and

apply it as a face mask leave it on for 5 minutes and wash afterwards with lukewarm water to get glowing skin.

- 2. Carrots Slows down aging:** The high level of beta-carotene in carrots acts as an antioxidant to cell damage done to the body through regular metabolism. It help slows down the aging of cells. It also contain Vitamin C that aids the collagen production in the body. Collagen is a type of protein that is vital for the maintenance of the skin elasticity. It helps prevent wrinkles and locks the process of aging. Vitamin A, being an antioxidant, also attacks the free radicals to prevent the signs of aging like wrinkles, pigmentation and an uneven skin tone.
- 3. Carrots is Suitable for Dry Skin:** The deficiency of potassium in the body can lead to a dry skin. Carrots are rich in potassium. Hence, drinking carrot juice daily can prevent this problem and also keep your skin hydrated.
- 4. Carrots helps Treatment of Skin Ailments:** Carrots are effective in the prevention and cure of various skin ailments. The antioxidants in Carrots can treat skin conditions like pimples and acne, rashes, dermatitis and other skin problems caused due to Vitamin A deficiency. However, keep in mind not to consume carrots in excess as they can cause your skin to temporarily turn yellowish-orange in color.
- 5. Carrots aid Quick Healing:** Carrots possess great healing qualities. Either Raw or grated carrots can be applied to wounds, cuts, and inflammation for quick healing. Carrot's anti-inflammatory properties help to revive and tone the skin.

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Cattle Tax In Kwara State

Bello Mohammed Shaaba

The Kwara State Government re-introduced the Cattle Tax, coined “Jangali”, in Hausa. It is an abandoned revenue head in Kwara State; enshrined in the CAP C4 Cattle Tax law 1985 as amended in 1999 and 2006. It was re-inaugurated by His Royal Highness, Alhaji (Dr.) Ibrahim Sulu Gambari, the Emir of Ilorin, (CFR), on Wednesday, 20th July 2016 at the Stella Obasanjo Hall, Ilorin. Representatives of interest groups and all regional first class kings were in attendance or ably represented. This ceremonial re-introduction was necessitated by the traditional nature of the targeted audience categorically, but not exclusive of interests groups such as the itinerant cattle rearers whom the kings govern. The project justification is simply to give cattle owners particularly the Fulani's and Bororos a sense of duty, and responsibility of stakeholder whilst providing real solutions to the volatility of the sector.

Preparation

The following are key success factors to consider:

Communication channels: how do you communicate to nomadic Fulani cattle rearers that mostly don't use mobile phones or read news articles both online or newspapers? Can they be reached directly, via TV or Radio or leaflets and in what language? Do all nomadic cattle rearers listen to local radio or TV station? i.e. stations from Benin republic, Cameroun etc.

Convincing Fulani's' that cattle tax is real and eminent on them as a civic duty especially when they don't believe in the federation's government system?

Enumeration, cattle tagging, payment tools and platform: Cattle tax play an important role in monitoring the movement and payment compliance of cattle owners.

Through the process of enumeration, a database of all cattle owners categorized into region, local government and districts is crucial for monitoring, subsequent collections and enforcement exercises.

Questions on collection challenges that will certainly arise include:

In an attempt to reduce leakages, will POS work in remote areas without network coverage?

- How do you block loopholes of hoodlums and impersonators?
- Can third parties be used and what control and process can be put in place to entrust such a sensitive task to third parties?
- How much is a fair rate to collect?
- How do you count cattle and where are these cattle? Are the enumerated numbers a true reflection of actual numbers?

1. The management team: Project director, project manager, field revenue officers and consultants or community liaison officer, facilitators and stakeholders;

2. The collection process: do you:

- Create control posts, visit communities or wonder into the wilderness to find the cattle rearers?
- Create a central collection point& who collects?
- Where do you set up the collection point?
- What is the collection date or schedule set?
- Would cattle owners attend collection schedules?

The Actual Work

The real work of cattle tax collections are project change management & and adaptation to its dynamicity, collection monitoring and continued sensitization.

1. **Change management:** There's been many version of the key success factor named above. What works in Kwara North doesn't work in Kwara Central and/or Kwara South; What worked in Kwara North in June might not work in November in the same Kwara North; What worked in a Local Government Area in Kwara South might not work in another Local Government in the same Kwara South; what worked in a district within one local government might not work in another district in the same local government. So the dynamicity of local and internal politics, culture, migration patterns, and seasonality and tax knowledge gaps is a certainty; therefore change is the lowest common denominator.

2. **Collection Monitoring:** the use of POS to reduce leakages and prevention of touts and impersonation might be limited to the area of collection with low telecommunication penetration; however monitoring tools, dynamic processes with various peculiarities for different regions must be adopted, suffice it to say a deep research is necessary for monitoring success.

3. **Continued Sensitization:** due to existential communication gaps and a need for traditional values recognition, KW-IRS project management team, which may include the Executive Chairman and Project Director of the Service, must be visible to interest groups for reassurance purposes, and also a need to orientate the interest groups on the objectives and elementary purpose of tax in general.

4. How do you enforce? Enforcement is a function of database, the quality of data collected is therefore important to achieve this. Various enforcement approaches like that of motor vehicle license KWATMA (Kwara), which involves impounding of motor vehicles or locking of shops may not work on cattles because cattles are live stocks that feed. The enabling law empowers KW-IRS with various punitive approaches; therefore it may be driven through subtle policies and traditional approach

During And After Collection

Cattle Tax has not been collected anywhere in Nigeria since its abolishment by Yakubu Gowon in 1974. It is expected that there would be resistance groups and a need to continue sensitization to the grass root. Two crucial questions will always arise:

1. What happens if we don't pay? CAP C4 cattle tax law allows for certain punitive measures including imprisonment of defaulters. Advocating voluntary compliance is always the best approach however once the basis of a tax has been set it should be applied without bias or pity, therefore continued sensitization presented as herders civic duty should be sought.

2. What do we get for paying cattle tax? Commensurate community impact projects must be established within the communities the taxes are being collected. This is the essence of enumeration and keeping a database.

Bearing in mind that cattle tax collection is a value chain process, from ranching to rearing to the abattoir; seasonality and local context must be identified in order to provide befitting community impact projects to cattle rearing communities.

Conclusion

The successes of cattle tax management team in Kwara State in year one has spurred other interested states, since the recently concluded JTB conference, to take up interest to understudy the processes in Kwara State, it is on this strength that the project management team of *Jangali* Kwara State urges pertinent parts of Nigeria especially the Northern Nigeria to follow suit and commence cattle tax in earnest as a means to various rife socioeconomic problems.

The dawn of cattle tax is eminent as long as there is a continued business justification, which may not necessarily mean revenue generation for the government but giving the cattle owners a sense of duty, responsibility and belonging, for these are the fabrics of voluntary compliance which in essence provides the much needed solutions to the volatility of the sector as an extension to other value additions. Also it aids the facilitation of the spreads of the goodwill of the state of governance in the country and accessibility to a sounding board for all stakeholders on age-old plights.



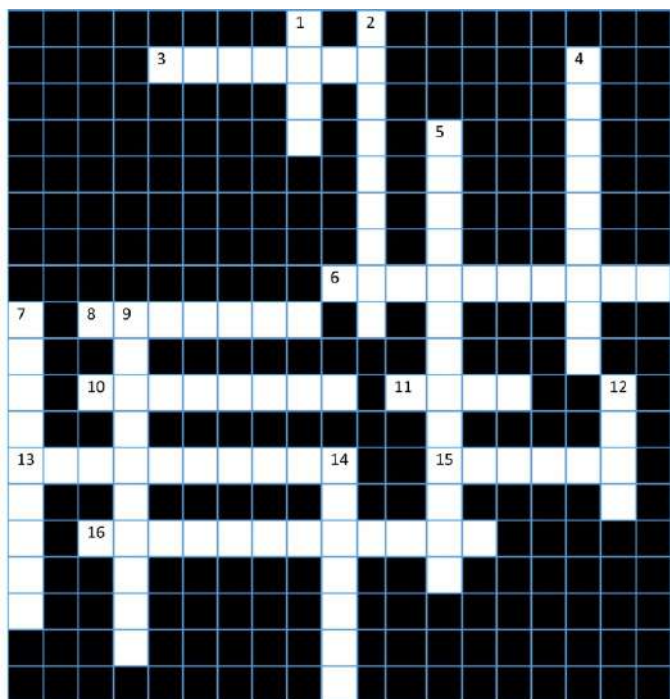
Bello Mohammed KWIRS Staff with Emir of Yashikira



Bello Mohammed KWIRS Staff with Emir of Shonga

CROSSWORD PUZZLE

By: Fidelis Fadugbagbe



Across

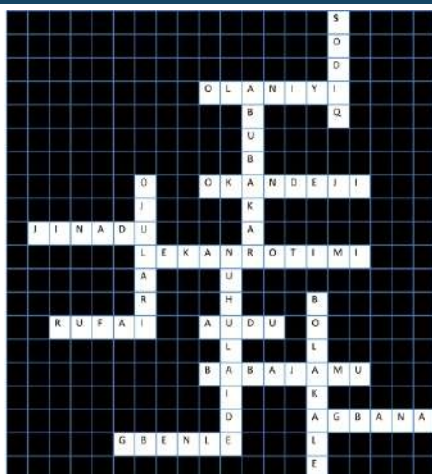
- 3. Income or asset balance used to calculate a tax liability (3)(4)
- 6. Inability to pay debt when due (10)
- 8. Income that a business has from its normal business activities (7)
- 10. A person employment or main occupation.(8)
- 11. Company income tax act (4)
- 13. Expense that can be removed from ones adjusted gross income to reduce his tax liability (10)
- 15. Mechanism for ensuring that people and companies pay their taxes (3)(3) 16. Is a method of reallocating the cost of a tangible asset over its useful life (12)

Down

- 1. Pay as you earn (4)
- 2. A relative of the tax payer for whom he or she provided support during a calendar year (9)
- 4. A person who is not a citizen of the country in which he or he lives (9) 5. The act or an instance of setting apart for a special purpose (13)
- 7. Legally reducing ones tax liability (9)
- 9. A salary,fee or profit from employment or office (10)
- 12. Personal income tax act (4)
- 14. The illegal nonpayment or under payment of tax (7)

Send your solutions, your name and phone number via email to press@kw-irs.com with the subject: Puzzle Solution to Volume 3 Issue 16

Solution to Kwareve News Issue 15 Crossword Puzzle



ABASS MUHYDEEN

Abass Muhydeen a staff of the Directorate of HNIs and Corporate has been nominated as deserving the hall of fame spotlight for the month of March, 2017. Abass, a revenue collector in the Directorate displays a high level of commitment and politeness in the discharge of his duties.

He is diligent, a fast learner, humble, zealous, enthusiastic, intelligent, bold, and above all courteous. Abass is hardworking despite the immense pressure for urgency under the Directorate which he works.

The entire Kwareve Team congratulates you.

Taxpedia

Abdulwahab Fareedah

A progressive tax is a tax which the rate increases as the taxable amount increases. The term 'progressive' refers to the way the tax rate progresses from low to high, with the result that a taxpayer's average tax rate is less than the person's marginal tax rate.

Progressive tax are imposed in an attempt to reduce the tax incidence of people with a lower ability the tax incidence of people with a lower ability to pay, as such taxes shift the incidence increasingly to those with a higher ability to pay. The opposite of a progressive tax is a regressive tax.

A progressive income tax system is economical, productive, and flexible. Almost every country uses progressive tax system to collect tax from her citizens.

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FACTORS MILITATING AGAINST THE GROWTH AND DEVELOPMENT OF SMALL BUSINESS ENTERPRISES (SMES) IN NIGERIA WITH A SPECIAL FOCUS ON KWARA STATE

- Olufemi Bello ESQ.

Before, I commence an expose, that is an outline of small business paradigm (or model) and for a better understanding of the SMES model, and the dilemma of small business enterprises within an economy, a small business is a dilemma to all, especially the government; to get a glimpse of this dilemma, visit Ipata Market, Post Office Cross Road Junction, or Oja Obabetween 12 noon to 6pm, the dilemma is vividly experienced, the government is perplexed! "Should we clear the road side walks, to allow for free movement of people, or should we leave these road side hawkers alone and allow them to earn a living, and perhaps, find a way to tax them for using the sidewalks"

It is necessary to define the following key elements that enable a nation's economy to function. Some of these key elements are: Entrepreneur; Entrepreneurship. The small business Industry and Economy.

Definition of terms:

Entrepreneur:

In his book, "Developing Entrepreneurship" J. Venkateswara Rao defines Entrepreneur simply as "One who initiates and establishes an economic activity or enterprise". While the same Author describes Entrepreneurship as "The general trend of setting up new enterprises in a society".

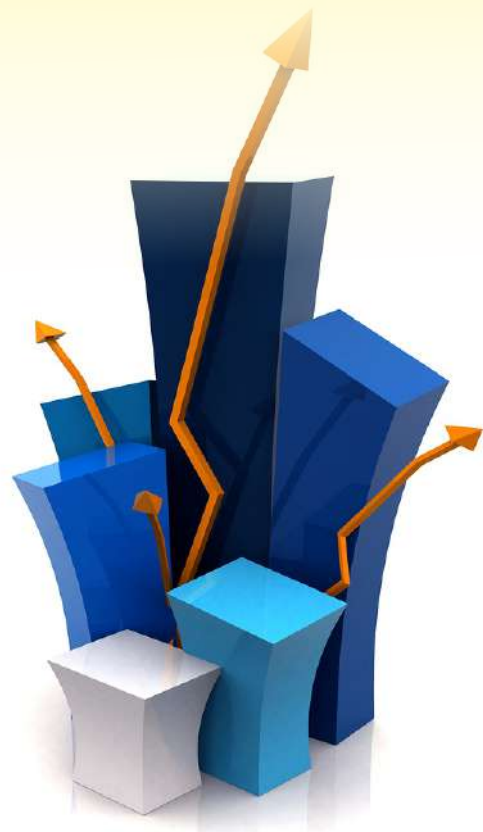
Small Business:

Small business enterprise in management literature is also referred to as the sole proprietor or owner manager. It should be noted also as part of the dilemma of small business, the definition of what is a small business is theoretically subjective, that is, it depends on what factors are being considered i.e. should we use capital valuation or size/number of employees in that enterprise?

In passing, the Federal and Kwara State Government have established various Agencies for Kwara State. Kwara state small industries Development Agency (Defunct), and currently some of Federal Agencies Catering for the development of SMES includes SMEDAN, BOI etc.

These Agencies have their own definitions of a small business.

However, for this articles, in his book (1992 Ed): Basic small Business Management, Clifford in Baumbach defines a small business as one that is actively managed by its owner, highly personalized, largely local in its area of operations and relatively of small size within the industry that it belongs; it largely dependent on internal source of capital to finance its growth.



Despite its dilemma or paradox, the small business enterprise plays a vital role in the economy of any nation, that is, apart from being the most dominant form of business entity across the world, that is, it is an average of 75%, in the USA, some management authors put the figure at more than 90%, small business enterprise is also a source of entrepreneurial ideas, as well as being a dominant source of gainful employment.

Industry:

Industry as a word covers a multitude of meaning, in its general meaning or application, it is usually referred to as a manufacturing activity, indicating that industry is an entity making or producing goods.

However, for a broader perspective, the World Book Encyclopedia 2001 Edition page 256, defines Industry as "A group of business that produce a similar product or provide a similar service, thus companies in the automobile industry manufactures cars and trucks, firms in the banking industry make or give loans, handle investments and provide other financial service. There are also many industries in an economy like advertising, construction, farming, meat packing, mining, radio/television broadcasting. Many industries change raw materials into useful product; thus, the steel industry turns iron-ore into steel, other industries such as rail roads and trucking move goods from place to place, while other industries provide such services like electric power generation, health care and telephone communication etc.

Economy:

Economy can best be described by its characteristics. The World Book Encyclopedia 2001 Edition, page 60 defined economy as "Every day, millions of men and women in a country work on farms, factories and offices. These men and women produce trillions of Naira of goods and services each year. The government does not tell the people what to produce and where to work; it does not decide where most of the factories should be built, nor does the government dictate what price will be charged for most goods and services, yet the work is done, the prices are set and most people get the products they want leading to the question "how does a Nation's economy work with a little planning"? Thus, the desire of most people to improve their own welfare, makes it work, that is, people, are free to improve their economy standing. They may try to find a job, where they please and generally may spend their income as they wish; of course, government taxes a part of it, but for the most part, individuals and private business run the nation's economy that is people, act as consumers, workers and managers etc. Individuals and private business along with other institutions (government MDAs etc) make their own economic decisions. These decisions shape and are shaped by such economic force as supply and demand, profit, markets, prices, competition and the distribution of income.

The Socio-Economic Environment of Kwara State is

therefore typified by the following details and these are the areas of economic activity that a small business person must contend with and achieve their objectives of business endeavours.

The Socio-Economic Environment of Kwara State:

Kwara State is described as a miniature Nigeria, in terms of the tribal heterogeneity and cultural diversity of its people. Kwara State is one of the thirty-six states of Nigeria. The state shares common boundaries with Sokoto, Kogi, Niger, Benue, Ondo, Ekiti and Oyo State. Kwara State with its state capital at Ilorin has a population of about 2.5million people. Due to rural-urban drift, Ilorin the state capital is home for about 50% of the state's population. The major tribes in Kwara State are Yoruba, Nupe, Balatuno, Hausa, Fulani and Bisagwe. Kwara State still serves as a pivot point for her sister states, which are Kogi and parts of Benue and Niger.

The state enjoys both wet and dry seasons, and has the rain forest in its southern borders, which merges with the wooded savannah grassland of its northern boundaries. The state can produce virtually any crop that can grow in any other parts of the country, and it is blessed with resources like marble, iron-ore, limestone, feldspar, clay etc.

Kwara State also can be described as the heart of tourism in Nigeria, with such tourist attractions, as the Owu falls, the Esie Stone Images, the historical relics like the remnant of the wreckage of Mungo park, ship at Jebba etc. There are also festivals that could attract local and foreign tourist. These include the Pategi regatta, Moremi, Awon (mass wedding) at Shao etc. The State is known for her hospitality and relative safety of lives and property.

Agricultural and Commercial Activities

The main stay of the state's economy is agriculture. The State has indicated on many occasions that it can feed the nation if its agricultural potentials are fully developed. The State has a large reservoir of arable land which can grow many types of crop: grains, tubers and cash crops. To achieve her aim of greater agricultural production, the state government has committed funds towards the purchase of agricultural equipments and tractors. A wide range of agricultural establishments are in the state apart from the state's Ministry of Agriculture and Natural Resources, these includes: Kwara State Agricultural project (KWADO); Lower-Niger River Basin and Rural Development Authority, the Agricultural and Rural Management Training Institute (ARMTI) FGN/EEC Middle Belt programme etc. With increased production of several crops and grains, there is guaranteed market for processing industries to thrive in the state. Commercial and trading activity also thrives within the state due to its location in Nigeria. Also, the Kwara State Government has introduced several agricultural initiatives, back to land initiative, as well as the bold introduction of commercial-scale farming via the invitation of European farmers to go

into farming in Kwara State. The farmers are now popularly referred to as New Nigeria Farmers.

Social Amenities and Infrastructure:

Road Network: The State serves as a gateway to other parts of the country and has several trunk “A” roads in addition to other road networks constructed across the state by the State government for efficient movement within the state. The nations’ rail network connects the state to other parts of the country. There is also an International Airport in Ilorin as well as a dry cargo shed to facilitate general import and export business.

Water, Power and Fuel: Water for domestic, commercial and industrial use is available in adequate supply, since the completion of Asa Dam, another Dam called, Agba Dam is still functional. The State has during its inception arranged with the Federal Government to have the Asa Dam expanded in a bid to enable it increase the capacity of the Dam to provide 24hours water supply and electricity; the present state government has arranged with PHCN to generate electricity directfrom kanji. Electricity supply compares favourably as obtained elsewhere in the country; the price and period is uniform throughout the country.

Other Social Infrastructure and Service Facilities

The efficiency of other infrastructures like, telephones, (including widespread availability of mobile phones), postal agencies (NIPOST), hospitals, fire brigade etc. are adequate, compared with what obtains in other parts of the country.

Available Commercial and Industrial Establishment

Yearly crops harvest like grains is good, hence there

abound several medium, small and micro scale processing industries. The state can lay claim and boast of a fair representation of industries; this includes among others Nigerian Bottling Industries, Pepsi Bottling Industry Ltd, Dangote Flour Mills, Ijagbo Breweries, Okin Foam and Biscuits, Global Detergent and Soap Industries, Bacita Sugar Company (Moribund), NYAMCO, Bacita, Jebba Paper Mill, International Tobacco Company, Ilorin, Match Company Ilorin, Shoprite (Commercial Enterprises) and others scattered across the state. The other states like Kogi, part of Niger and Benue State, see Kwara State as a pivot, also have contributed to a fair representative share of industries ownership in the state capital.

Banking and Financial Activities

With the presence of a zonal central bank office located in Ilorin, banks and financial institutions can easily be accessible, as all commercial bank must have operational presence in Kwara State and its vicinity. Also, the Kwara State Government has put in place several states sponsored intervention scheme, in collaboration with UNDP and several banks, including the existence Bank of Industry (BOI) cooperative lending scheme, numerous state ad-hoc lending scheme as well as CACs scheme. To be concluded.

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HEAR ME OUT

A column just for you! Views to air, concerns to voice, questions to ask? Let's hear you out.

Dear Kw-irs support,

A Consultant approached my company and requested to be paid in cash. Is it appropriate to pay him cash?
Anonymous..

Dear anonymous,

No consultant has the right to collect cash from anybody. If such scenario resurfaces, please identify and report such consultant to KW-IRS help desk appropriately.

Thanks

Hello,

I need to know the validity of Tax Clearance Certificate.

Anonymous

Hello anonymous,

Tax Clearance Certificate is only valid for one year. Please note, all Tax Clearance Certificate comes with a purpose. For example, the TCC issued for the payment of Personal Income Tax (PIT) is not useful for Pay As You Earn (PAYE)

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KW-IRS

KWARA STATE INTERNAL REVENUE SERVICE

Hereby advise the general public to pay their taxes, levies and rates to the following **Kwara State IGR Accounts** only at any branch of the respective banks listed below

LIST OF IGR COLLECTION ACCOUNTS		
S/N	BANK NAME	ACCOUNT NUMBER
1	DIAMOND BANK	0072365510
2	ACCESS BANK	0004063946
3	ECOBANK	4822068065
4	FCMB	0897529151
5	FIDELITY BANK	5030063684
6	FIRST BANK	2029378380
7	GTB	0034886758
8	HERITAGE BANK	6003071503
9	SKYE BANK	1790106140
10	STANBIC IBTC BANK	9201637207
11	STERLING BANK	0049380670
12	UBA	1019295290
13	UNION BANK	0018799797
14	UNITY BANK	0025014446
15	WEMA BANK	0122584028
16	ZENITH BANK	1010522867
17	KEYSTONE BANK	6010010789
18	JAIZ BANK	0002241278

	BANK	ACCOUNT NAME	ACCOUNT NO
TSAACCOUNT	GTB	KWARA STATE CENTRAL REVENUE COLLECTION ACCOUNT	0199648356

Signed:

Muritala Awodun, PhD

Executive Chairman

KWARA STATE INTERNAL REVENUE SERVICE

Corporate Head Office: 27 Ahmadu Bello Way, Ilorin Kwara State

Email: info@kw-irs.com

Website: www.kw-irs.com

Telephone: 0700MYKWIRS (07006959477)

Mobilizing Revenue for the Strategic Development of Kwara State

PHOTO NEWS



Matriculation of KWIRS Staff to Kwasu MBA



KWAREVE *News*

Guidelines for Contributions

Subject Matter

Kwareve News is a monthly publication of the Kwara State Internal Revenue Service. Articles on revenue and expenditure may be accepted for publication in Kwareve News. Articles on Tax Law, Policy and Administration are especially welcome.

Format

- All articles sent should include the full name of the writer(s) with the first name first. A one paragraph bio-data including organisational affiliations of the writer(s) must also be included.
- All articles must be sent as an attached Word document file.
- Articles should be written in size 12 of Garamond font on a digital A4 sized paper.
- Text should have at least 1.5 line spacing.
- All pages must be paginated and fully justified.
- Where images are involved, they should be pasted within text where appropriate as well as

attached individually as .jpg or .png files. Images attached must be not less than 300 resolution and 2MB.

- Figures, tables, charts, graphs, photographs, etc must be consecutively labelled.
- Submissions must be limited to **3 pages** (including tables, charts, pictures, etc).

Referencing

- All contents (text, diagrams, tables, images, etc) **must not be plagiarised**.
- All contents must be properly referenced, both in-text and end of text.
- References or bibliography are acceptable.
- The required style is the APA.

Submission

Submissions should be sent to press@kw-irs.com

Opportunities Abound and Could be Explored in KW-IRS

- Dr Awodun

Bolaji Abdullahi

Our vision and mission are sacrosanct at KW-IRS as long as we don't lose focus and keep our essence intact. Core values are to be espoused with virtues to complement individual efforts that elevates the service to exceed where it's envisioned to be. That was a piece enthused by the Executive Chairman, Kwara State Internal Revenue Service, Dr Muritala Awodun, to the entire staff of the organisation at the February 2017 field feedback training session. With the policy template of the service, which housed the routine monthly field feedback training session, the gathering maintained its process of monthly activity evaluation by appraising respective Directorates of their performance for the month.

It is an avenue to interact and reflect on the efforts so far, where to improve upon and get more acquainted with the process and be more committed to our duties. Dr Awodun admonished that, excellence doesn't come easily as sacrifice is key toward developing the service. He expressed that, part of what brought KW-IRS to where it

is today is by taking advantages of inconveniences and converting it into success. If we prepare ourselves for the challenges, we will succeed profusely instead of given excuses for failures and flaws.

The policy and system designed by the service in terms of working template leaves opportunities to the staff of the organization to improve in tapping from the wealth of experience and prospect that proliferates across all Directorates in the service to making its staff self-reliant running affairs even when challenged any other environment we find ourselves in the future.

In 2017, the strategy requires everyone's immeasurable efforts and involvement so as to be able to stimulate our performances accurately and appropriately. However, motivation is a factor that drives positive performances. All Directorate heads declared their performances, challenges, where to improve upon and their various Directorate needs to be more efficient in discharging their respective duties.





Executive Chairman, KW-IRS
Dr Muritala Awodun



Director, Operations & Process
Mrs Adenike Babajamu



Director, Tax Assessment & Audit
Mr Lekan Rotimi



Director, Research Monitoring & Intelligence
Dr. Isaac Gbenle



KW-IRS Staff at the Monthly Field Feedback



KW-IRS Staff at the Monthly Field Feedback



KW-IRS Staff at the Monthly Field Feedback



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KW-IRS Staff at the Monthly Field Feedback



AFTER THE RAINS

A bright clear cloud emerge
As the smiling sun shines glowingly
Overshadowing the cloudy sky
The last droplets of water cascade on the earth

After the rains
A rainbow, so beautiful
Dabbed in red, orange, yellow, green,
Blue, indigo and violet, the colour of amethyst
Clears all negative vibration
And raises the energy level
A proof that life can be beautiful again

After the rains come a
A refreshing and a rebirth
As the torrents wash-down the ancient debris
Along the water-ways
Clearing the pathway for
A brand new beginning

Then the sprouting of a new life
Germinates and grows into a full-fledged plant
With much love, life and laughter
Bringing forth great fruits
That will abound

After the rains
We can live, laugh and love again
Because with every rain comes a refreshing
The beginning of great things
A heritage that lives forever.

After the rains
We will celebrate again.



Kwareve Toon

By Ojerheghan Godfrey



27TH March, 2017

TO ALL SENIOR SECONDARY SCHOOLS
ILORIN
KWARA STATE

Dear Sir/Ma

REGISTRATION OF TAX CLUBS IN SENIOR SECONDARY SCHOOLS

Having successfully concluded the 1st Annual Tax Club Quiz Competition in Kwara State last year. We write to invite you to the registration of Tax Clubs in all Senior Secondary Schools in Kwara State.

The establishment of Tax Clubs is one of the initiatives of the Kwara State Internal Revenue Service (KW-IRS) to give back to the community by sensitising Senior Secondary School students on tax. The purpose of the Tax Club is to create a forum where knowledge about tax can be inculcated in students. It is intended that Tax Clubs from various schools will enter the Tax Quiz and Tax Essay Competitions from which winners will emerge and be rewarded.

KW-IRS has scheduled the inauguration of Tax Clubs in all Senior Secondary Schools starting with Kwara Central, Kwara South and Kwara North which will all chaired by the Honourable Commissioner, Ministry of Education and Human Capital Development.

The Tax Club was inaugurated in all the Senior Secondary Schools in Kwara State last year and 110 Schools participated in the 1st Kwara State Tax Quiz Competition with schools winning up to **N1,000,000.00** and individual students winning scholarship between **N250,000.00** to **N100,000**. This could be you in 2017!

For enrolment registration:

- There will be no registration fees to be paid by the participating Schools
- Interested schools are to complete Enrolment Form accessible on <http://taxclub.irs.kw.gov.ng/membership/expression-of-interest-in-tax-club-form/>
- The Coordinating Teacher will register all the Students in the School
- To enrol, click Tax Club on the Home Page of KW-IRS and click expression of interest in tax Club on the Membership Portal and submit.

Please contact 07063869525 or 08085946284 for further enquiries.
Thank you.

Signed

Habibah Aiyelabegan
Manager,
Admin & Corporate Affairs

KW-IRS and Commercial Banks: Partners in Progress

Doyinsola Akande



Cross section of dignitaries at the meeting

On Friday, 10th March, 2017, the Kwara State Internal Revenue Service (KW-IRS) headed by the Executive Chairman, Dr Muritala Awodun hosted the executives of all the commercial banks in the State. The event witnessed not less than 18 banks in attendance. The purpose of the meeting was to resolve issues on Withholding Tax on bank interest.

In his opening address, Dr Muritala Awodun appreciated the bank executives for attending the event, and appealed to them for more cooperation and understanding with the Revenue House by providing necessary data and information allowed by law to move the State forward. He noted that the achievement of the Service would not have been possible without their strong hold.

Dr Awodun emphasized that the activities of



Dr Muritala Awodun, Executive Chairman, KW-IRS giving his speech

KW-IRS is guided by the law and none of its activities are outside the law. He noted that the law allows the Service to seek information and records adding that despite the economic recession in the country, there are still hidden potentials in the State. Thus, resources can be tapped through peaceful and mutual cooperation of all concerned. He said that working relationship with the banks in Kwara can best be described as “Partners in Progress”.

Consultant to KW-IRS, Mr Afolabi Oseni, Managing Director, SMD Consults said the State Government and the revenue service need to be appreciated for their understanding and leniency as other states in the country do apply stiff penalties when there is breach of law. He apprised that the Service needs information to carry out its function and as such needs maximum support from the banks.

Mr Oseni said more than 50% of banks in the State are yet to comply but however expressed hope that this meeting will improve the working relationship and yield good results for 2017.

The Director, High Net-worth Individuals & Corporate Organisations (HNI), Mr Nuhu Olaide Muhammed in his comment noted that the cooperation of the banks is crucial in the bid to achieve an upward improvement in revenue generation in 2017. He pleaded with the banks to make available all information the Service needs to carry out its lawful function.

It was an interactive session where banks asked questions and answers were provided by the KW-IRS team and the representative of SMD Consults. After a lot of clarity and understanding was shared, all eighteen (18) banks who were present at the bank unanimously promised to improve on their efficiency and partnership with the Service. They also assured the KW-IRS team that they would approach the Service whenever they were in doubt.

Director, Informal Sector, Mr Olusegun Olaniyi in his remark appreciated the banks for their support in 2016 and said the Service and the banks need to be in good terms so as to achieve a better 2017 for all.

Director, Tax Assessment and Audit (TAA), Mr 'Lekan Rotimi in his closing remarks thanked the bank executives for attending the meeting and hoped the Service will begin to see changes that will improve revenue generation of the State. He noted that the success of KW-IRS is a success for all banks as all revenue generated is derived through the banks.



Participants making comments



Participants making comments



Participants making comments



Participant making a comment



Mrs Bola, KWIRS Staff making a remark



Mr 'Lekan Rotimi, Director Tax Assessment and Audit with the Guest Speaker



Guests at the programme



Guests at the programme



KWIRS Directors at the programme



Guests at the programme



Mr Segun Olaniyi



Mr 'Lekan Rotimi



Guest Speaker



Alhaji Nuhu Olaide

It should be noted that Nigerian tax law is purely statutory. The tax system thus features a wide range of statutes by which various governments in the country seek to charge and collect revenue for public expenditure. Nigeria being a Federation, the tax jurisdiction is influenced by the division of legislative powers under the Constitution. A unit of government can only impose tax on matters it can legislate on. In other words, tax jurisdictions are derivatives of legislative powers set in the Constitution. The prescribed list of taxes gives the Federal Government dominance over the most important and most beneficial areas of the economy. For this discussion, certain tax enabling laws will be identified and discussed;

- Constitution of Federal Republic of Nigeria.
- Personal income tax Act cap P8 LFN 2004, (amended in 2011)
- Stamp duties Act Cap S. 8 LFN 2004.
- Capital Gain Tax Act Cap C1 Vol 2 LFN 2004
- Companies Income Tax Act cap C21 Vol 3 LFN 204
- Education Tax Act cap E4 Volume 17 LFN 2004
- Value added Tax Act cap V1 Vol 15 LFN 2004
- Taxes and Levies (approved list for collection) Act (amendment order) 2015
- Federal Inland Revenue Service (Establishment) Act Cap F 36 2007

Personal Income Tax: The Preamble to the Personal Income Tax Act (PITA) Cap P8 LFN 2004 provides that it is an income tax imposed on individuals, communities and families and on executors and trustees and for the assessment, collection and administration of the tax. It is tax paid on profits of an income nature as opposed to profit arising on the disposal of a capital asset. The character of an income tax is that the receipt should be recurrent. The taxable person is liable to pay tax in the State where he is resident if on the “1st day of January in a year of assessment, he has a place of residence in that State as provided in Section 2, 5th Schedule to PITA. The percentage payable as income tax is based on the assessment of the income (the deductions allowed) on taxable persons for each year of assessment. The chargeable income is the total income of the individual for any year of assessment after any income exempted or allowable has been excluded. In each year of assessment, a taxable person shall without notice or demand made on him file a return of income together with a statement in writing containing the amount of income from every source of the year preceding the year of assessment and in respect of the income, relief, allowances and deductions. The returns are to be filed on oath within 90 days from the commencement of every year of assessment and the

individual shall calculate in his returns the tax payable by him. Where an individual does not file returns, the tax authority will assess the individual in accordance to the law. The authority may also use the returns filed to assess the individual or reject the returns made and use its best judgment to determine the amount of the “assessable, total or chargeable income of that person and make an assessment accordingly”. Also, where it is practically impossible for the tax administration to assess a taxpayer by the provision of section 36 (1-5) of PITA, in 2011 the National Assembly made amends to include section 36(6) to enable presumptive taxation by the tax administration. This has further lead to the FIRS regulations on presumptive taxes. The law made further provision in respect of a tax collector, right of a tax collector, powers of a tax collect, especially to distrain and to ensure other enforcement processes. It created the joint tax board, the state joint tax board, the technical committee, and the local Government revenue committee. The law also provided for several tax offences, penalties etc and some income exempt too.

Companies Income Tax: Corporate bodies are charged tax under the Companies Income Tax Act.



The percentage payable as income tax is based on the assessment of the income (the deductions allowed) on taxable persons for each year of assessment. The chargeable income is the total income of the individual for any year of assessment after any income exempted or allowable has been excluded.



Normal tax rates on companies are 30%. However, for companies who have a turnover of less than 500,000 Naira and operating in the agricultural production sector or mining of solid minerals, the tax rate falls to 20%. Also, companies whose turnover is less than 1,000,000 Naira who operate in the manufacturing or product export sectors are protected and benefit from the same 20% tax rate. It should be noted that this advantage is extended during a period of 5 years only. Companies that benefit from pioneer status enjoy fiscal exemption during their first 3 years of operation because of the allowances made by the Industrial Development Act (1990). Note that while Nigerian companies are taxed on their worldwide income, foreign companies are liable only about the portion of their profit which is attributable to business operations carried on in Nigeria. According to the provisions of Companies Incomes Tax Act (CITA), companies liable to tax must register their financial declaration and their accounts within six months of closing the company's year. This deadline is extended to 18 months for companies that are newly incorporated or to 6 months after the end of the company's year. Companies that calculate and settle their tax within the required deadline benefit from a refund of 1% on the amount due as an incentive. Submitting statements after the deadline incurs a delay penalty of 2,500 Naira in the first month and 500 Naira per month thereafter. The 1% incentive is also lost. In other cases, tax is payable within two months of notification of the administration's calculation. It can be paid in 6 monthly instalments. Settlement after the deadline results in the payment of 10% of the sum due and late payment interest at bank rates imposed from the moment it should have been paid. Tax deductions are accorded to societies that have invested in factory construction and for agricultural sector business activities.

Education Tax Act: In addition to the company's income tax, all incorporated companies are required to pay 2% of their assessable profit into an Education Tax Fund. This is charged by the Education Tax Act.

Petroleum Profits Tax: All petroleum resources belong to the Federal Government hence, companies engaged in petroleum operations are charged tax under a special

legislation – the Petroleum Profits Tax Act (PPTA). The effect of the Act is however varied by a Memorandum of Understanding (MOU) between the oil producing companies and the Federal Government of Nigeria. The rate of tax on oil profits for companies undertaking their business as a Joint Venture and with a Risk Service Agreement is 65% of taxable income of their gross exports during their first 5 years of production. Thereafter, the rate rises to 85%. Note however, that any profit charged to petroleum tax is exempted from companies' income tax.

Value Added Tax (VAT): VAT was introduced to Nigerian tax law in 1993 to replace the Sales Tax and came into force on 1st January 1994. Before 1993, Nigeria had a limited form of Sales Tax, but it has since adopted a very widely based value added tax. By virtue of the Value-Added Tax Act of 1993, all purchasers of chargeable goods and services are expected to pay 5% of the purchase price as tax. The Value-Added Tax Act is a federal statute and the tax is administered by the Federal Inland Revenue Service (an arm of the Federal Board of Inland Revenue) on behalf of the Federal, State and Local Governments. The proceeds are shared among the three tiers of government in accordance with a formula determined from time to time by federal legislation. VAT declarations must be made every month. Default by the tax payer leads to the application of a fine of 5,000 Naira per month of delay and default of payment leads to the application of a penalty of 5% plus interest calculated at the rate of interest in force.

Stamp Duties: Stamp Duties are taxes imposed on and raised from stamps charged on instruments, parchments and other legal documents. A document is stamped as evidence of the payment of the duties. It is payment made on several documents specified in the Stamp Duties Act, Cap. S8 LFN, 2004. Some of these instruments are conveyances, leases, mortgage deeds and power of attorney. Where a body corporate is involved, the tax is payable to the Federal Board of Inland Revenue. The Federal Government also collects duties paid by individuals residing in the Federal Capital Territory. On the other hand, State Governments collect stamp duties on instruments executed by individuals. Time limit for payment of Stamp Duties and Penalty is contained in Section 23 of the Stamp Duties Act which states that except where other express provisions are made in the Act, any unstamped or insufficiently stamped instrument may within 40 days from its first execution be stamped. An execution here is for instruments chargeable ad



valorem duty which has a time limit of 30 days. Where however, an instrument is not stamped within the period stated above, the person liable to penalty shall be guilty of an offence and liable on conviction to payment of the unpaid duty and a fine of twenty naira and where the unpaid duty exceeds twenty naira, there is a further penalty or interest on such duty at the rate of 10% per annum from the day on which the document was first executed up to the time when the amount of interest is equal to the unpaid duty.

Capital Gains Tax: Until 1967 when capital gains taxation was introduced, there was no tax on capital or capital gains in Nigeria. The Capital Gains Tax Act which was enacted for that purpose was a virtual copy of its English counterpart. It has been retained ever since with only a few amendments. It charges taxes on capital gain accruing to individuals and corporate bodies whenever they dispose of any assets. The rate of capital gains tax is 10%. The chargeable gain is the “difference between the cost of the asset and the consideration received on its disposal. The tax is on the gain of the disposed property implying then that if no gain is made, the tax cannot be charged. While corporate bodies pay to the Federal Board of Inland Revenue, others pay to the tax authorities in their states of residence.

Taxes and levies (approved list of collection) Act, amendment Order 2015: The Act, inter alia, list the taxes and levies that should be collected by each tiers of Government, that is, the Federal Government, State Government and Local Government. The import of the enactment was to avoid the multiplicity of taxes to be collected by each tiers of Government. In 2015, there was an amendment order by the Minister of Finance increasing the taxes collectible by the Federal Government from 8 to 9, the State Government from 11 to 25 and the Local Government from 20 to 21.

Federal Inland Revenue Service (Establishment) Act: The Act was signed into law on the 16th April, 2007. The Act dissolves the Federal Board of Inland Revenue and establishes the Federal Inland Revenue Service as an autonomous parastatal charged with the functions that were initially performed by the defunct Federal Board of Inland Revenue

Liability for failure to pay tax

Payment of taxes is compulsory. Where taxes are not paid, certain civil and criminal penalties are imposed by the State. Unpaid taxes could be recoverable as debt; the fact that it is recoverable as debt does not change its character as proceeds of tax. Accordingly, an action may be pursued against any person to recover the tax.

Conclusively, tax is a compulsory levy imposed by an organ of Government on the income of an individual,

corporation or trust as well as value of an estate or gift for public purposes. Similarly, rents accruing to individuals and companies on properties are regarded as income and accordingly taxed. In other words, tax is generally a charge on income of an individual or company.

It is summarized that the payment of tax is compulsory and a civil responsibility which gives an individual the opportunity to question the performance of Government. In a situation of deviance to the payment of tax, if established becomes a strict liability against the defaulter.

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13. Value added Tax Act cap V1 Vol 15 LFN 2004
14. Taxes and Levies (approved list for collection) Act (amendment order) 2015
15. Federal Inland Revenue Service (Establishment) Act Cap F 36 2007



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With my petty trade, I am tax compliant. I pay my Tax

Small shop owners, kiosk owners, motorcycle riders, taxi drivers should be tax compliant in supporting the State Government for a better environment.



KW-IRS
KWARA STATE INTERNAL REVENUE SERVICE

PLAY YOUR PART
PAY YOUR
TAX



KRIN:

The Magnetic Tool of Kwara State Revenue

OJERHEGHAN Godfrey I.¹, GBENLE Isaac T.²

ABSTRACT

No meaningful development can take place in a non-detailed community. The last person who joined a family tree must be captured for recognition in terms of the family assets; otherwise, he/she is an outlaw. All detailed documents of persons (ID cards, travelling passports, academic results, NYSC certificates, etc.) or organisation (CAC certificates, vouchers, receipts, etc.) are well-numbered for easy assessment and direct archives. All developed communities or countries are well documented using numbers. Kwara State is not an exception. KRIN is an acronym for Kwara Resident Identification Number. It is an auto-generated number given to individuals or corporate organisations that are resident in the State when they are registered in the Electronic Revenue Management System (eRMS) of the State. The eRMS is database software used to register all taxable individuals and non-individuals in the State.

The population of Kwara State is about 2,371,089 (2012 estimate) and still counting. By estimation, it should be 2.6 million in 2016. This figure would be captured in the eRMS and KRIN will be allotted.

In improving the development of the State with the Internally Generated Revenue (IGR), individuals and non-individuals are required to get their KRIN to in order to transact business in the State. In the process, their details like age, type of business, residence of stay are captured which will be researched on later for meaning developmental strategic planning.

INTRODUCTION

The term "KRIN" is an acronym for Kwara Resident Identification Number. It is an auto-generated number allotted to individuals and non-individuals when they are registered in the Kwara State electronic system for revenue known as eRMS (electronic Revenue Management System). This electronic platform houses all the data of the individuals or non-individuals for the purpose of revenue.

The low Federal allocation has gotten a firm grip on various States' economy. Only states with strong Internally Generated Revenue (IGR) can survive this trend, since capital expenditures and infrastructural developments has to be executed to meet the demands of the people.

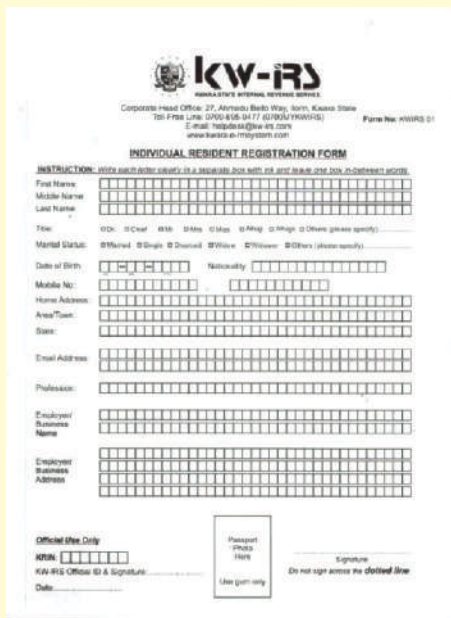
Recently, the Director-General of Kwara Public Private Partnership (KP³), Mr. Ogunshola Kayode stressed that the only way a state can stand is to build a system which run on its own irrespective of change of government in the Government House. He further described "a system as an organised structure which runs on its own to give its rewards to its citizenry unhindered" (Ogunshola, 2016). KRIN is part of the system in the initial phase though.

Execution is the most significant force for delivering the strategic change and development plan, and this will require a formidable strategic change and development team; a capable strategic change and development leader; and the support of all arms of the State Government, and the entire people of Kwara State to actualize the change and development vision to the people of Kwara State (Awodun, 2015).

In Nigeria, Lagos State Resident Registration Agency (LASRRA) is the first to embark on a data bank project like this. The bill for the establishment of LASRRA was signed into law on June 27, 2011 and was officially flagged off on September 19, 2013. It has been the pacesetter for all other States in Nigeria. Kwara State is next to Lagos State in this regard. The eRMS platform was launched on December 8, 2015 in KWIRS with a successful online payment. This is new in the history of revenue collection in Kwara State. The platform can be accessed from Data Admin level to Kwara Executive level.

SIGNATURE OF KRIN FORMS

The KRIN forms are two types: Individual Resident Registration Form (Form No: KWIRS 01) and Corporate/Association Resident Registration Form (Form No: KWIRS 02) as shown in Fig. 1 and Fig. 2 respectively below.



The form is titled "INDIVIDUAL RESIDENT REGISTRATION FORM" and includes the following fields and instructions:

- INSTRUCTION:** Write each letter clearly in a separate box with ink and make one box in different colour.
- Personal Information:** First Name, Middle Name, Last Name, Sex (Male/Female), Date of Birth, Mobile No., Home Address, Area/Town, State, Email Address, Profession.
- Business Information:** Employer Business Name, Employer Business Address.
- Official Use Only:** KRIN (auto-generated), Date, Signature, and a box for "Passport Photo Here".

Fig 1: Individual Resident Registration Form

KW-IRS
KWARA STATE INTERNAL REVENUE SERVICE

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Toll-Free Line: 070-695-9477 (0706MYWIRS)
E-mail: kwars@kwars.gov.ng
www.kwars.gov.ng

Form No: KWIRS 02

CORPORATE/ASSOCIATION RESIDENT REGISTRATION FORM

INSTRUCTION: Write your letter clearly in a separate box with ink and leave one box in-between words.

Company Name: [Grid]

Address: [Grid]

Area/Town: [Grid]

State: [Grid]

Email Address: [Grid]

Company Mobile Phone: [Grid] [Grid]

Business Type: [Grid]

Sector: [Grid]

Date of Incorporation: [Grid]

CAC Number: [Grid]

Contact Name: [Grid]

Contact Mobile Number: [Grid] [Grid]

Official Use Only:
KRIN: [Grid]

KW-IRS Officials ID & Signature: _____
Date: _____

Fig 2: Corporate/Association Resident Registration Form. Courtesy: Directorate of Operation and Process in Kwara State Internal Revenue Service, Ilorin.

Table 1: KRIN Registration Status in 2016

	Jan-Mar	Apr-Jun	Jul-Sept	Oct-Dec	Total
Individual	2,300	4,733	5,411	10,375	22,819
Corporate	85	69	57	140	351
Total	2,385	4,802	5,468	10,515	23,170

Source: Directorate of Operations and Process

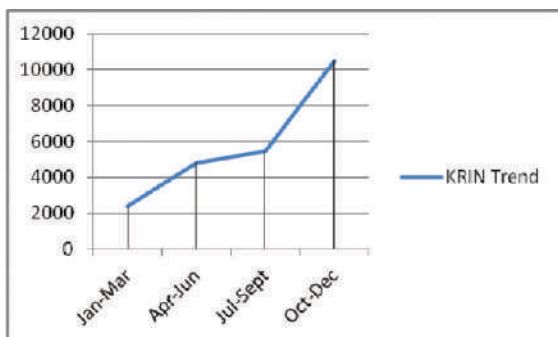


Fig. 3: KRIN Trend in 2016

The KRIN growth or trend can be seen as positive from the first quarter to fourth quarter.

The individual form (KWIRS 01) requires the passport photograph, bio data and employer's details of the individual such as name of employer and address of employer as shown in Fig. 1.

The Corporate/Association form (KWIRS 02) requires the CAC number and date of incorporation and other details of the organisation as seen in Fig. 2. Both forms help to capture the basic details of employers and employees. With the help of addresses, the residences of stay of taxpayers are known and in turn, the taxable population can be determined. The phone numbers of taxpayer is unique since no two taxpayers (either individual or corporate organisation or both) can have a single phone number when registering KRIN.

According to Dr. Isaac Gbenle, the then Director of Operations and Process, designated KWIRS staff in the Directorate of Operations and Process who were trained to handle the electronic Revenue Management System platform by entering the data online to generate the KRIN for the individuals and corporate organisations.

The registration of KRIN has advanced beyond the third party which involves people coming to KWIRS office to register. Furthermore, to help any taxable individual or corporate organisation to register for their KRIN online, there is the self service portal on KWIRS website using the link <https://selfservice.irs.kw.gov.ng/>. The database generated will assist in future researches.

The KRIN will be printed on Kwara Residence Card (KRC), which will serve as an identification card for each taxpayer in the State. The card will also contain the address of taxpayer, date of birth, gender, blood group, date of issuance and date of expiration. A microchip is embedded in the card and a card number is printed boldly on it so as to enable electronic transactions. Below is a sample of KRC.

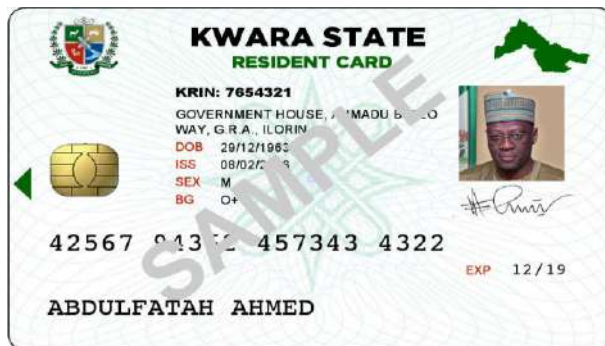


Fig. 4: A sample of Kwara Residence Card Courtesy: Directorate of Operations & Process

The economy of Kwara lies in the hands of both the unemployed and employed. Since revenues are generated from the employed, little concern is placed on the unemployed even though they are still captured for future purpose. The employed pay their PIT, PAYE, WHT and CGT.

BENEFITS OF KRIN

- (i) Allows Government to determine the overall resources required to formulate and implement policies, projects and programs, when the number of people to cater for is known.
- (ii) Allows for proper allocation of resources to the appropriate sectors of the economy that meet the needs of the residents of the State.
- (iii) Assist in market allocation within the State.
- (iv) Identifies the number and placement of hospitals, schools, libraries and books needed in the State.
- (v) Enables the State Government to classify neighbourhoods within the State and determine the population thresholds for certain facilities and utilities provided by the State.
- (vi) Help analyze and identify areas for urban regeneration and actions to be taken.
- (vii) Enhances the ability of the Government to plan for sport and recreational centers across the State and properly place adequate staff numbers in facilities such as coaches and trainers.
- (viii) Ensures adequate provision of public goods for the rural and urban population in terms of logistics, transportation and market institutions.
- (ix) Assist the State to eradicate poverty.
- (x) Facilitates better traffic management, when the numbers of potential commuters are known.
- (xi) Helps determine the most appropriate transportation system suitable for different parts of the State - such as rail, buses, cars, ferries.
- (xii) Ensures the most appropriate location of motor parks, bus-stops, jetties and terminus across the State.
- (xiii) Improves the health facility provision of the state by determining the appropriate number of health facilities required, their localities, appropriate staff levels, equipment and furniture.
- (xiv) Assist in determining the most appropriate and effective refuse collection system for the residents of the state and the amount of waste equipment and refuse collectors required for any specified locality within the State.
- (xv) Population data will assist the State to effectively plan and implement disaster management strategies.
- (xvi) Allows for the determination of type and grading of roads, so that the design of the road transportation system is durable and appropriate to the usage.
- (xvii) Reduces financial fraud.

USAGE OF KRIN

1. It is required by Tax Audit and Assessment Directorate to prepare electronic Tax Clearance Certificate (eTCC) for individuals or non-individuals.
2. It is required for the production of Kwara Resident Card (KRC).
3. It could be used as a means of verification for Kwara Citizenship Certificate.
4. It can be used to detect crimes.
5. The data for unemployed can be retrieved and contacted for mass employment by the Government.

KRIN is a unique identifier for Kwara State. In order to aid the government for proper planning and development in the State, its residents should be encouraged to obtain their KRIN.

A normal society is consists of good people and some deviants, since the KRIN will be used to produce a card known as Kwara Residence Card (KRC), then obtaining KRIN can vindicate a fellow on a day of uncertainty.

For future forensic features, biometrics should be introduced during the registration of KRIN to help produce a more scientific KRC.

All revenue payments to bank should be done with KRIN so that the platform can reflect these payments real-time.

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KW-IRS Community Impact: A way of impacting on People's Life

Abdulwahab Fareedah



Empowerment Training



Donation of educational materials to Students



Environmental clearing & cleaning



Environmental clearing & cleaning



Environmental clearing & cleaning

The Staff of Kwara State Internal Revenue Service (KW-IRS) in their attempt to make a positive difference in the lives of residents in Kwara State carried out Community Impact Programme (CIP) on the 2nd and 3rd of February, 2017 in various locations in the Ilorin metropolis.

The CIP projects were carried out by 6 groups made up of 20 Staff each. Group 1 successfully sensitized Traders in Ago Market and also evacuated the garbage in the Market. The Market Traders in Ago Market lamented on how bad people littered the whole surroundings, and they thanked KW-IRS, they also used the opportunity to inform KW-IRS on their other needs in hope that it will be communicated to the State Government.

Group 2 organised Skill Empowerment and acquisition Programme to train residents living in Okelele Community Ilorin, Kwara State. Young and old Adults in the area were taught how to make Puff Puff, Soybeans Cake and Soap. The residents of Okelele community expressed their appreciation to KW-IRS for the initiative of the Community Impact Programme (CIP) as this will reduce unemployment amongst them, because now on their own they can start their own businesses and sell what they were taught at the two days training and also make the life of the people better.

Group 3 helped in the cleaning of Ago Market, Ita Ama. The group in their high voices singing round the market on the essence of cleanliness advised all the Market Traders on the importance of cleanliness and the benefit of maintaining a clean environment on their health.

Group 4 cleaned Yoruba Road Market, the Market Traders see the effort of the KW-IRS Staff appreciated them for the brilliant idea. Chief Kola Olarenwaju, a resident of the Community lamented on the nonchalant attitude of Market Traders, he stated that they dump their refuse anywhere without proper concern for the Environment and other Community Members. While commending the efforts of the KW-IRS Group for their show of cleanliness, he appealed for a Dump Stand to be placed in the Market. He added that better and good things can be achieved from the Market when maintained in a clean manner.

Group 5 cleaned and cleared the blocked gutters in Kulende Market, Kwara State. The (KWEPA) Staff in charge of the refuse in the Market said the Market Traders are non-compliant as they littered and dumped refuse indiscriminately in the Market especially at Night.

Group 6 cleaned the Abattoir in Ipata Market. The Iyaloja General lamented on people littering the markers with all kinds of Garbage, She appealed to KW-IRS to help them look into the provision of Toilet as that is one major problems facing the Market.

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