Nigerian Content Development & Monitoring Board

....Building local capacities

Technical Recommendation Report For the Comprehensive Transformation of Revenue Assurance

Technowell Global Limited

2025

Executive Summary

NCDMB faces material risks of **revenue leakage**, **manual reporting bottlenecks**, and **limited integration across operators and regulators**. Current coverage is only **61%**, with substantial process, data, and technology gaps that weaken visibility and assurance across revenue streams . A Revenue Assurance (RA) Solution—anchored on streamlined governance, automated computation, real-time data collection, and analytics-driven compliance—can elevate transparency, improve efficiency, and increase assured revenue by **30–50%** once fully deployed

Mandate & Revenue Context

Mandate

NCDMB is responsible for:

- Nigerian Content development

- Administration of the Nigerian Content Development Fund (NCDF)

- Permit issuance

- Monitoring operator compliance

Revenue Stream
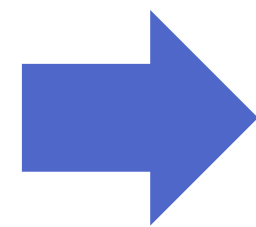
The Board's core revenue channels include:

- NCDF (1% of contract sums),

- Permits (CoP, CoA, Expatriate Quota-related fees),

- Training contributions,

- R&D contributions,
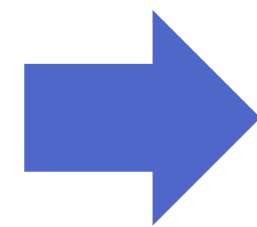
- Penalties and sanctions.
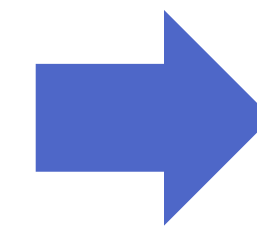
Current Revenue Flow (Baseline)

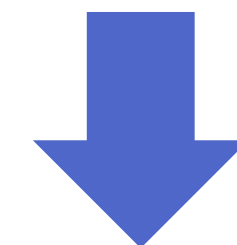Technowell Global Limited

Contract award → Declaration → NCDF computation → Declaration

Payment → Compliance review.

⚠️ **Significant manual data transfer occurs at each stage, creating leakage exposure. Automation mainly happens with record keeping and payment at the bank.**

Gap Assessment

3.1. Technology Gaps

- Siloed systems with no central RA engine

- Low automation

- Weak or absent real-time reporting and reconciliation

- Limited analytics capability

3.2. Process Gaps

- Manual reporting from operators

- Delayed audits

- Non-standardized workflows

- Long backlogs and inconsistent review cycles

3.3 Governance Gaps

- Fragmented responsibilities

- Lack of a unified Revenue Assurance Directorate

- Absent escalation frameworks for non-compliance

GOVERNANCE FRAMEWORK ✗ EFFECTIVE OVERSIGHT

GAP
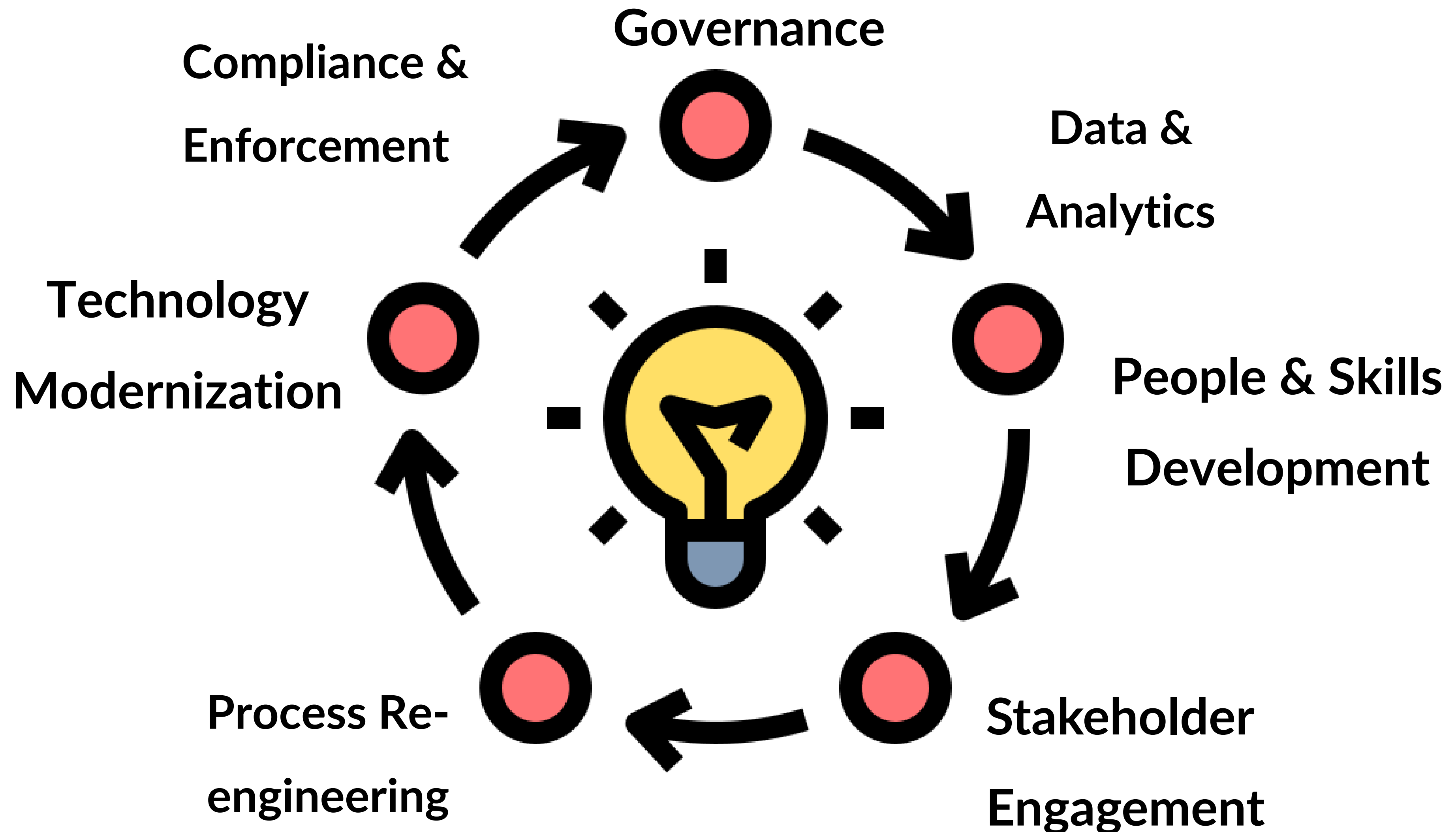
PROGRESS & STABILITY

3.4 Impact

- Under-collection

- Backlogs

- Reduced transparency

- High compliance risk exposure

Strategic Pillars for the RA Implementation

The deck outlines seven strategic pillars forming the backbone of the implementation strategy:
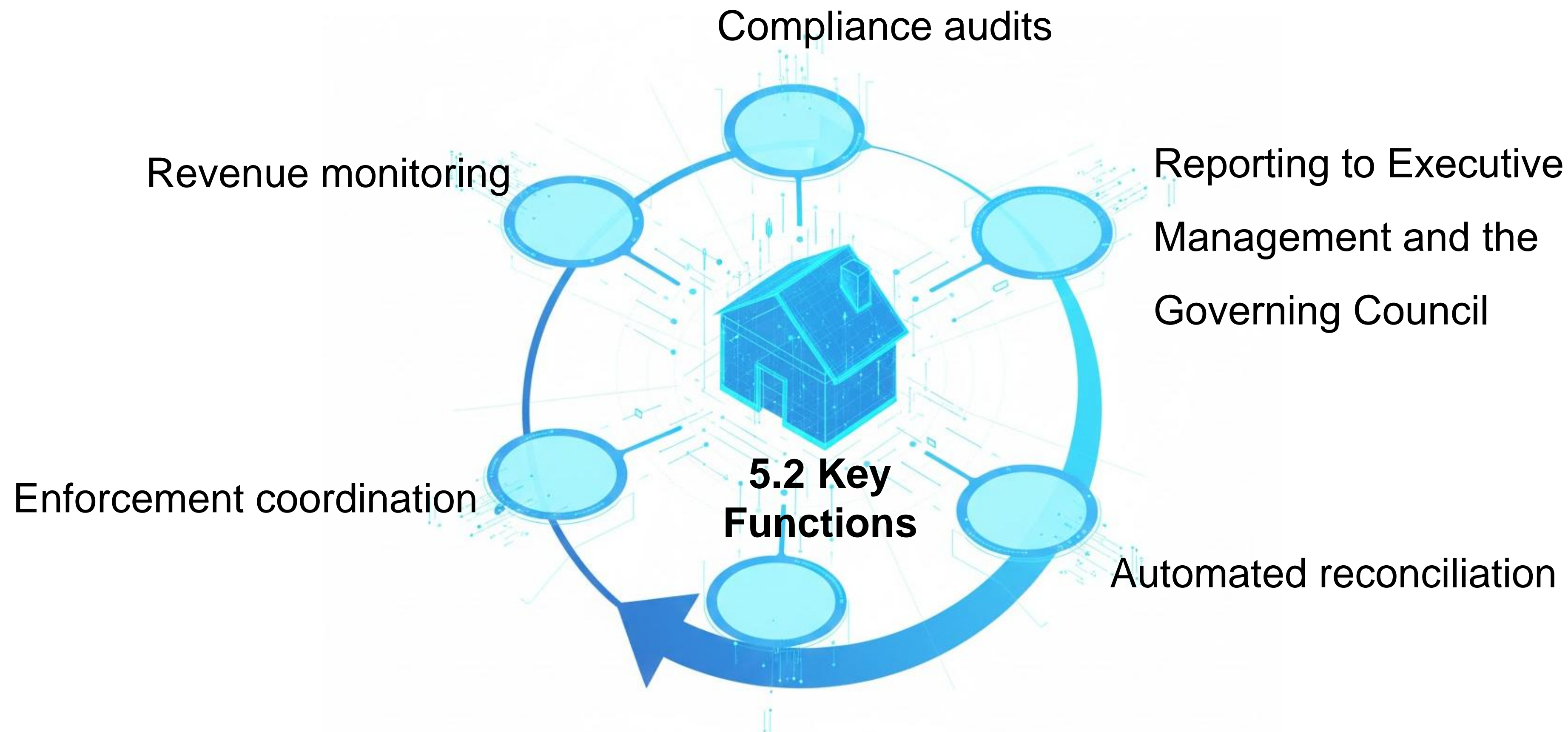

Governance Framework

5.1 Establish Revenue Assurance Directorate

A formal unit within the agency with mandates for policy, oversight, and operational control of revenue assurance cycles.

Compliance audits

Revenue monitoring

Reporting to Executive Management and the Governing Council

Enforcement coordination

5.2 Key Functions

Automated reconciliation

5.3 RA Policy & Escalation Framework: - Defines compliance obligations, breach thresholds, and penalties.

Technology Architecture & System Requirements

6.1 Core System Capabilities

- Real-time operator data collection

- Automated NCDF computation

- Contract mapping and tracking

- Alerts and workflow automation

- Unified RA dashboards for management

6.2 Architecture Components

- Operator reporting interface

- Core RA computation engine

- Data warehouse

- Analytics and visualization layer

6.3 Integration Requirements

The RA platform must integrate with:

- **NUPRC**: contract and production data

- **FIRS**: tax and remittance validation

- **Banks**: payment confirmations

- **NCDMB JQS**: contractor and personnel data
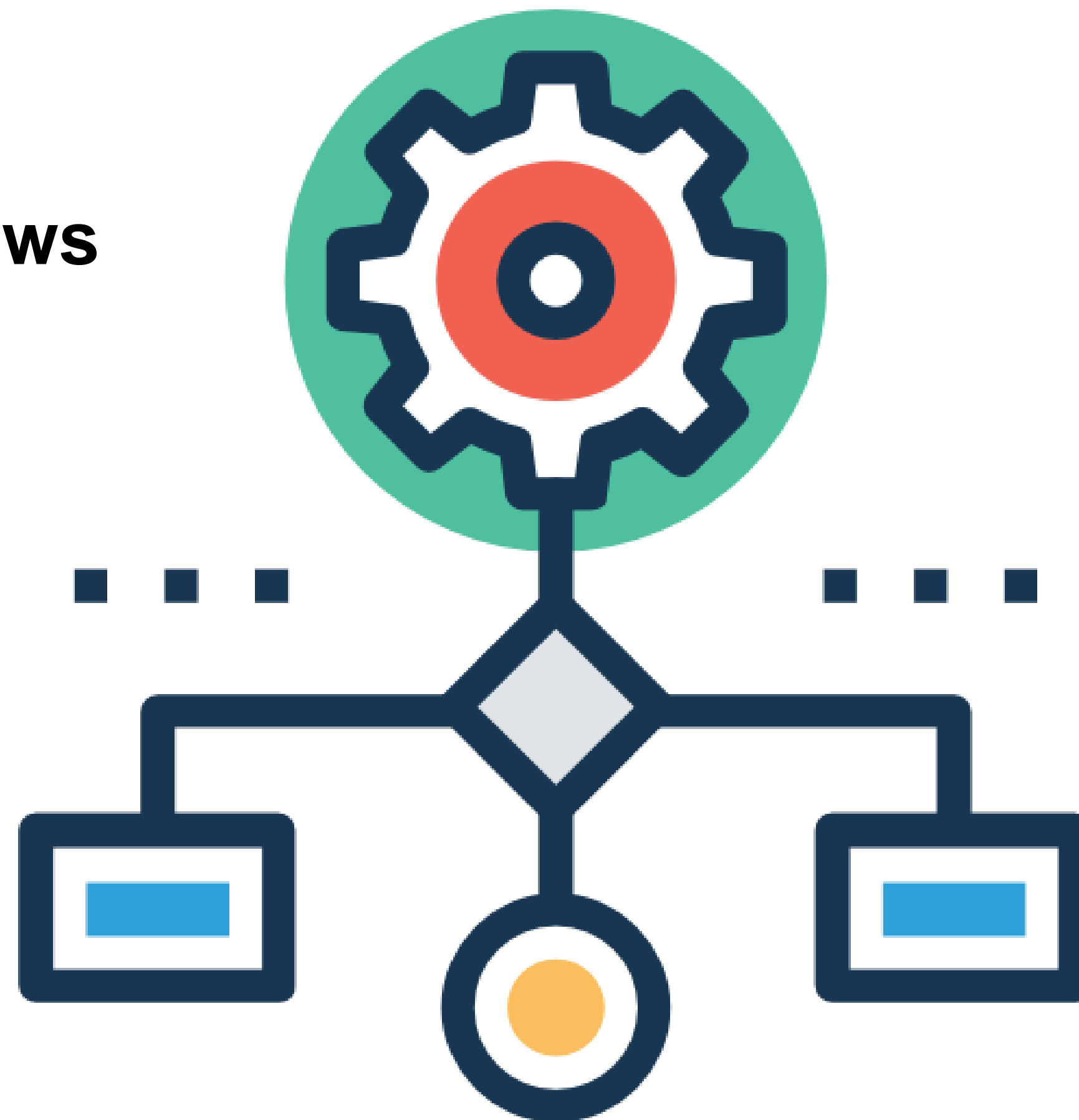
Process Re-engineering Strategy

7.1 Analytics-Enhanced Review

Use data warehouse + predictive analytics to identify non-compliance patterns and prioritize high-risk audits

7.2 Standardized Workflows

Define SOPs for:

- Contract reporting
- NCDF assessment
- Reconciliation
- Audit flows
- Enforcement actions

7.3 Automation of High-Risk Revenue Cycles

Automate:

- Contract declarations
- Fee / levy calculations
- Penalty triggers
- Payment matching

Compliance & Enforcement Model

Three-tier model as proposed in the deck:

Soft Enforcement – reminders, nudges

Firm Enforcement – mandatory reconciliations, flags

Full Enforcement – penalties, suspensions, escalations

Risk-based audits should focus on entities showing:

- Persistent under-reporting

- Delayed remittances

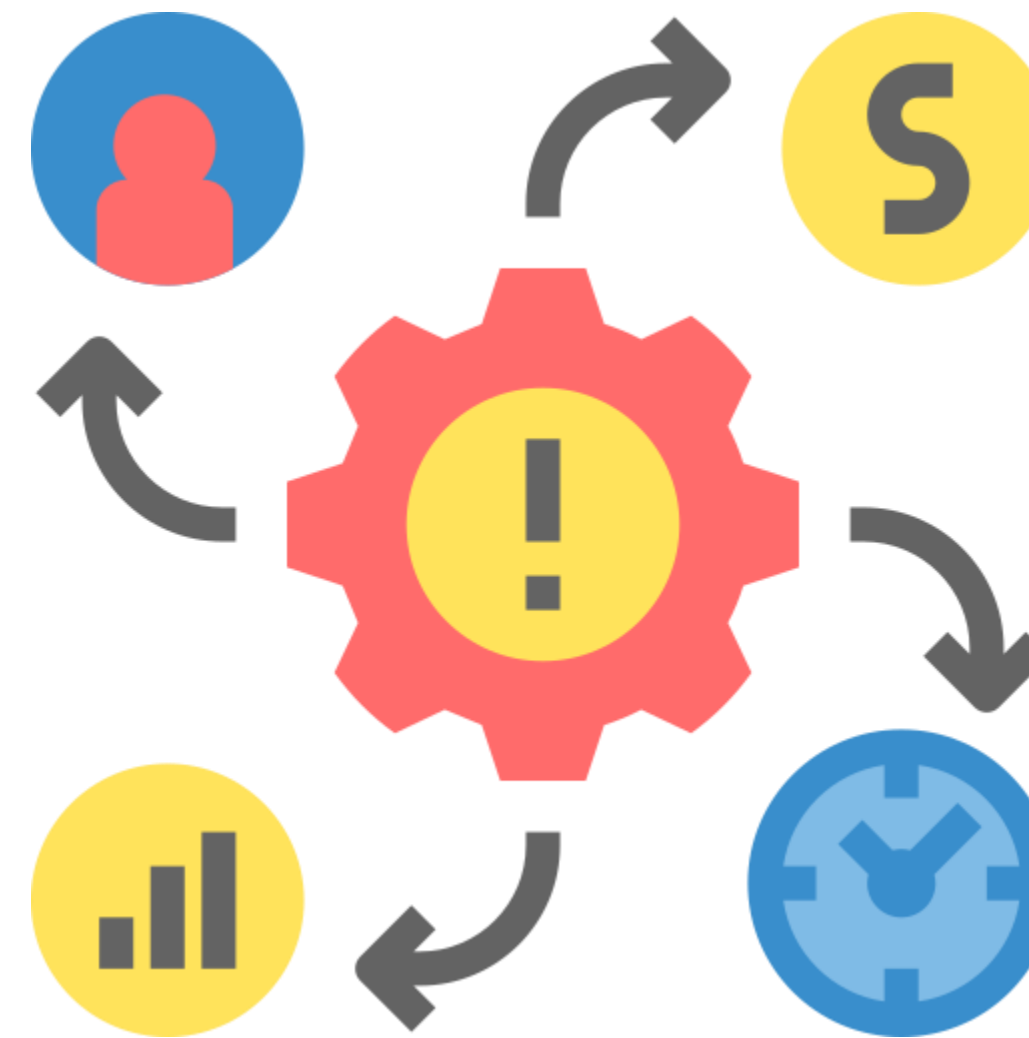- High variance between expected and reported values

Stakeholder Engagement Strategy

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9.1 Engagement Tactics

- Compliance clinics
- Town halls
- Joint dashboards with operators
- Standardized reporting templates

9.2 Expected Impacts

- Increased transparency
- Lower dispute rates
- Faster reporting cycles

Implementation Roadmap

PHASE	TIMELINE	KEY ACTIVITIES
Phase 1 – Foundations	**0–6 months**	- Establish governance structures - Develop RA policies & escalation framework - Conduct data preparation & cleansing - Train RA team (analytics, audit, digital operations) - Define system requirements & complete vendor selection
Phase 2 – RA MVP Deployment	**6–12 months**	- Deploy minimum viable RA platform - Integrate priority systems: **NUPRC**, **Banks** - Launch operator reporting portal - Start automated NCDF/levy computations
Phase 3 – Scale-Up	**12–24 months**	- Implement analytics and advanced automation - Expand integration to **FIRS** and **JQS** - Improve dashboards, workflows, and reconciliation automation
Phase 4 – Full Automation & Optimization	**24–36 months**	- Deploy AI-enhanced audits - Implement predictive compliance scoring - Introduce blockchain verification (optional future state)

Recommendation & Key Performance Indicator

CATEGORY	KPI	DESCRIPTION / TARGET
Financial KPIs	Increase in Assured Revenue	Target: **30–50%** uplift after full implementation
	Timeliness of Remittances	% of payments received within regulatory timelines
	Audit Cycle Time	Faster audit completion cycles driven by automation and analytics
	Reconciliation Turnaround	Reduction in time required to match declarations vs payments
	Reduction in Leakage	Progressive decrease in under-collection and discrepancies
Operational KPIs	Reporting Coverage	Target: **100%** operator compliance with reporting requirements
	System Uptime & Integration Reliability	Target: **High availability** (e.g., 99% uptime); stable API integration performance

Strategic Outcomes

- 100% revenue transparency

- Full compliance visibility

- Automated and defensible assessments

- Audits supported by evidence-based analytics

- A modernized RA capability aligned with international standards

Financial Outcomes

- 30–50% increase in assured revenue

- Significant reduction in leakages and under-remittances

Thank You

Contact:

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