

NIGERIAN REVENUE SERVICE (NRS) TRANSFORMATION PROJECT

Integrated Change Management, Adoption Metrics, and Project Management Tracker for National Compliance
and Multi-State Collaboration

Meeting:	PMO Meeting
Location:	
Meeting Chair:	TBD
Key Stakeholders	
Consulting and Quality Assurance Partner:	Naskott Bolfem Consortium
Version Control:	NRS ID 0001

NRS PMO Status Report

July 10, 2025

TABLE OF CONTENT

Action Items.....	3
1. GOVERNANCE & STRATEGIC ALIGNMENT.....	3
<input type="checkbox"/> Legal Compliance.....	3
<input type="checkbox"/> Stakeholder Engagement – Strategic Action Items.....	4
<input type="checkbox"/> Stakeholder Engagement – Performance Metrics	4
<input type="checkbox"/> Governance Enhancement Initiatives.....	5
2. NRS TRANSITION ROADMAP	6
<input type="checkbox"/> Recommended Additions for Executive Oversight.....	8
3. OPERATIONAL OVERHAUL REQUIREMENTS.....	9
<input type="checkbox"/> Process Re-engineering.....	9
<input type="checkbox"/> Billing & Payment System	10
<input type="checkbox"/> Field Operations.....	11
4. Training & Capacity Building.....	13
5. Cultural Integration & Change Management	14
6. ADMINISTRATIVE & HR TRANSITION.....	15
<input type="checkbox"/> Organizational Restructuring.....	15

NRS PMO Status Report

July 10, 2025

7. TECHNICAL INFRASTRUCTURE	16
<input type="checkbox"/> System Migration & Integration	16
<input type="checkbox"/> Billing System KPIs & Infrastructure Operations	17
8. PROJECT MANAGEMENT CONTROLS	18
<input type="checkbox"/> Implementation Oversight	18
9. QUICK WINS & DATA INTEGRITY	19
<input type="checkbox"/> Data Accuracy & Operational Continuity	19
10. TECHNICAL INFRASTRUCTURE.....	20
<input type="checkbox"/> System Migration.....	20
<input type="checkbox"/> IT Resilience & Security.....	21
11. BILLING SYSTEM KPIs	22
12. PROJECT MANAGEMENT CONTROLS	24
<input type="checkbox"/> Implementation Oversight	24
<input type="checkbox"/> Transparency & Reporting	25
13. CHANGE MANAGEMENT & ADOPTION METRICS (National Scope + Standards Compliance)	26
14. QUICK WINS – FIRST 6 MONTHS (National + Standards + Collaboration).....	30

JULY 10, 2025

NRS PMO Status Report

July 10, 2025

Action Items

1. GOVERNANCE & STRATEGIC ALIGNMENT

- Legal Compliance

Item	Target	Owner	Status	Due Date	Notes
Compliance with NRS Establishment Act and Amendments	100% alignment with statutory provisions	Legal/PMO Office	<input type="checkbox"/> On Track <input type="checkbox"/> At Risk <input type="checkbox"/> Delayed	Quarterly	Ensure all processes and systems reflect legislative changes. Coordinate with Legal Affairs Unit.
Tracking of MOUs and Jurisdictional Instruments	All signed agreements catalogued, version-controlled, and updated quarterly	PMO Governance Lead	<input type="checkbox"/> On Track <input type="checkbox"/> At Risk <input type="checkbox"/> Delayed	Quarterly	Include MoF, Customs, NNPC, State IRS, and technology vendor MoUs. Maintain digital repository with alerts for renewals.

NRS PMO Status Report

July 10, 2025

- **Stakeholder Engagement – Strategic Action Items**

Item	Target	Owner	Status	Due Date	Notes
Development of SLAs for all NRS digital interfaces and system integrations	Signed SLAs with core vendors and data exchange partners		<input type="checkbox"/> On Track <input type="checkbox"/> At Risk <input type="checkbox"/> Delayed	[Insert Date]	Covers Paystack, Remita, Customs, NNPC, and State IRS APIs. Include uptime, latency, and support response parameters.
Implementation of Bi-Weekly PMO Status Reporting to Stakeholders	Timely dissemination of progress reports to MoF, State IRS, Customs, and key partners		<input type="checkbox"/> On Track <input type="checkbox"/> At Risk <input type="checkbox"/> Delayed	Ongoing (bi-weekly)	Reports include RAG status, budget burn rate, KPIs, and milestones. Standard format aligned with Executive reporting templates.

- **Stakeholder Engagement – Performance Metrics**

Item	Target	Owner	Status	Due Date	Notes
Stakeholder Map and Engagement Frequency Matrix	Complete mapping of stakeholder roles and meeting cycles	Stakeholder Engagement Officer	<input type="checkbox"/> Complete <input type="checkbox"/> In Progress <input type="checkbox"/> Not Started	[Insert Date]	Covers MoF, JTB, State IRS, vendors, and technical partners. Upload to PMIS.

NRS PMO Status Report

July 10, 2025

Complaint Resolution Rate	≥ 80% complaints resolved within SLA timelines	Customer Relations Lead	[XX]%	Monthly	Based on helpdesk system and partner feedback; tracked across channels.
Inter-agency Collaboration Score	≥ 4.0/5.0 average perception score in quarterly surveys	PMO Communications	[XX]	Quarterly	To be introduced post go-live; measures inter-institutional cooperation and system acceptance.

- **Governance Enhancement Initiatives**

Item	Target	Owner	Status	Due Date	Notes
Legal Compliance Audits	Quarterly reviews of NRS implementation alignment with legislation	Legal/Compliance Team	<input type="checkbox"/> On Track <input type="checkbox"/> At Risk <input type="checkbox"/> Delayed	End of each quarter	Align with internal audit and regulatory oversight schedules.
MOU Repository and Version Control System	Digital registry of all MOUs with version tracking and alerts	PMO IT Coordinator	<input type="checkbox"/> On Track <input type="checkbox"/> At Risk <input type="checkbox"/> Delayed	[Insert Date]	Integrated into PMIS with role-based access and automatic expiry reminders.
Joint Governance Councils	Activation of oversight committees for Customs-NRS, MoF-NRS, etc.	Program Director	<input type="checkbox"/> On Track <input type="checkbox"/> At Risk <input type="checkbox"/> Delayed	[Insert Date]	Ensure cross-agency policy coherence and dispute resolution mechanisms.

NRS PMO Status Report

July 10, 2025

2. NRS TRANSITION ROADMAP

This section tracks all high-level programmatic milestones, financial governance thresholds, and major operational cutovers in the transition from FIRS to NRS.

Item	Target	Owner	Status	Due Date	Notes
Legal Sunset of FIRS (Decommissioning)	Decommissioning framework signed and implemented	Legal & Reform Office	<input type="checkbox"/> On Track <input type="checkbox"/> At Risk <input type="checkbox"/> Delayed	[Insert Date]	Must align with repeal or amendment of relevant sections of FIRS Act; coordinate with Office of the AGF
Official Launch of NRS Operations	Launch of public-facing NRS operations with full branding and service continuity	Program Director	<input type="checkbox"/> On Track <input type="checkbox"/> At Risk <input type="checkbox"/> Delayed	[Insert Date]	Includes initial onboarding of enforcement units, taxpayer services, and regional offices
Billing & Payment System Go-Live	Full production readiness of billing engine, with interfaces to Treasury Single Account (TSA), banks, NNPC, Customs	Director, IT Infrastructure	<input type="checkbox"/> On Track <input type="checkbox"/> At Risk <input type="checkbox"/> Delayed	[Insert Date]	Target $\geq 99.5\%$ uptime at launch; test across pilot states

NRS PMO Status Report

July 10, 2025

Data Migration Completion	100% of legacy FIRS taxpayer, enforcement, audit and payment records migrated without data loss	Director, Data & Records	<input type="checkbox"/> On Track <input type="checkbox"/> At Risk <input type="checkbox"/> Delayed	[Insert Date]	Validated via reconciliation scripts, checksum integrity, and zero mismatch rate
Regional Office Activation (Wave 1)	Minimum 6 pilot state offices converted to NRS framework	Operations Lead	<input type="checkbox"/> On Track <input type="checkbox"/> At Risk <input type="checkbox"/> Delayed	[Insert Date]	Focus: Lagos, FCT, Kano, Rivers, Anambra, Kaduna
Taxpayer Services Rebrand & Transition	Taxpayer portal, email support, call center fully transitioned to NRS identity	Customer Services Lead	<input type="checkbox"/> On Track <input type="checkbox"/> At Risk <input type="checkbox"/> Delayed	[Insert Date]	Includes taxpayer education materials and multilingual support
Digital Identity Integration	Full alignment with NIN, BVN, and CAC systems for single taxpayer view	Director, Identity & Compliance	<input type="checkbox"/> On Track <input type="checkbox"/> At Risk <input type="checkbox"/> Delayed	[Insert Date]	Enable 360° taxpayer profile, integrated risk score and eKYC
AI-Driven Enforcement Engine Activation	AI/ML risk engine for fraud detection and audit prioritization deployed	Head of Compliance Innovation	<input type="checkbox"/> On Track <input type="checkbox"/> At Risk <input type="checkbox"/> Delayed	[Insert Date]	Target: 20% increase in audit efficiency, 15% drop in evasion anomalies
Budget Variance Tracking	Maintain actuals within $\pm 10\%$ of approved baseline budget	PMO Finance Controller	[XX]%	Monthly	Includes capex/opex reporting, real-time burn rate dashboards

NRS PMO Status Report

July 10, 2025

Contingency Fund Utilization	Limit fund deployment to emergency interventions only; monitored monthly	PMO Finance Controller	[XX]%	Monthly	Use for unavoidable IT risk, migration slippage, or force majeure events
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- **Recommended Additions for Executive Oversight**

Item	Target	Owner	Status	Due Date	Notes
UAT Completion for All Core Systems	100% test case pass rate across billing, filing, audit systems	QA Lead	<input type="checkbox"/> On Track <input type="checkbox"/> At Risk <input type="checkbox"/> Delayed	[Insert Date]	Include performance, penetration, integration and regression tests
Brand Identity Consolidation	Uniform NRS branding adopted in all facilities, assets, and communications	Corporate Communications	<input type="checkbox"/> On Track <input type="checkbox"/> At Risk <input type="checkbox"/> Delayed	[Insert Date]	Includes uniforms, signage, portals, certificates, receipts
FIRS Employee Role Mapping Finalized	All retained staff reclassified into new org structure with job families assigned	Director, HR Transition	<input type="checkbox"/> On Track <input type="checkbox"/> At Risk <input type="checkbox"/> Delayed	[Insert Date]	Includes compensation harmonization and re-contracting notices
Public Launch & Media Announcement	National address or policy rollout by Presidency or MoF	Program Director / MoF	<input type="checkbox"/> On Track <input type="checkbox"/> At Risk <input type="checkbox"/> Delayed	[Insert Date]	Align with public dashboard go-live and first quarterly report

NRS PMO Status Report

July 10, 2025

3. OPERATIONAL OVERHAUL REQUIREMENTS

- Process Re-engineering

Item	Target	Owner	Current	Status	Due Date	Notes
E-filing Adoption Rate	≥ 80% of registered taxpayers	Director, Taxpayer Services	[XX]%	<input type="checkbox"/> On Track <input type="checkbox"/> At Risk <input type="checkbox"/> Delayed	Monthly	Measured via portal usage logs and filing completion rates
Payment Success Rate	≥ 99.5%	Head, Collections & Treasury	[XX]%	<input type="checkbox"/> On Track <input type="checkbox"/> At Risk <input type="checkbox"/> Delayed	Monthly	Monitor across all channels: mobile, POS, web
Taxpayer Query Resolution Time	< 72 hours	Customer Support Lead	[XX] hrs	<input type="checkbox"/> On Track <input type="checkbox"/> At Risk <input type="checkbox"/> Delayed	Monthly	SLA tracked via Helpdesk CRM logs
Automated Audit Trigger Coverage	100% of high-risk transactions flagged	Director, Compliance & Enforcement	[XX]%	<input type="checkbox"/> On Track <input type="checkbox"/> At Risk <input type="checkbox"/> Delayed	Quarterly	Driven by AI engine and risk matrices
Fraud/Evasion Reduction via AI	≥ 20% decrease in flagged anomalies	Data Analytics Unit	[XX]%	<input type="checkbox"/> On Track <input type="checkbox"/> At Risk <input type="checkbox"/> Delayed	Bi-annually	Baseline compared to FY2023 figures

NRS PMO Status Report

July 10, 2025

Taxpayer Satisfaction Index (TSI)	≥ 80% satisfaction score	Customer Experience Unit	[XX]%	<input type="checkbox"/> On Track <input type="checkbox"/> <input type="checkbox"/> At Risk <input type="checkbox"/> <input type="checkbox"/> Delayed	Quarterly	Survey-based; includes response time, usability, courtesy
Dispute Resolution Turnaround	≤ 30 days for formal cases	Legal & Dispute Resolutions	[XX] days	<input type="checkbox"/> On Track <input type="checkbox"/> <input type="checkbox"/> At Risk <input type="checkbox"/> <input type="checkbox"/> Delayed	Monthly	Includes appeals, re-audit requests

- **Billing & Payment System**

Item	Target	Owner	Current	Status	Due Date	Notes
System Uptime	≥ 99.5%	Director, Billing Infrastructure	[XX]%	<input type="checkbox"/> On Track <input type="checkbox"/> <input type="checkbox"/> At Risk <input type="checkbox"/> <input type="checkbox"/> Delayed	Monthly	Monitored via Prometheus/Grafana
Transaction Failure Rate	< 0.5%	Treasury Systems Lead	[XX]%	<input type="checkbox"/> On Track <input type="checkbox"/> <input type="checkbox"/> At Risk <input type="checkbox"/> <input type="checkbox"/> Delayed	Monthly	Includes POS, EFT, QR, e-wallet
Daily Reconciliation Accuracy	100% match across systems	Finance Controller	[XX]%	<input type="checkbox"/> On Track <input type="checkbox"/> <input type="checkbox"/> At Risk <input type="checkbox"/> <input type="checkbox"/> Delayed	Daily	Auto-reconciled with TSA, NIBSS, IPPIS

NRS PMO Status Report

July 10, 2025

PCI-DSS Compliance	Full certification	CISO	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> On Track <input type="checkbox"/> At Risk <input type="checkbox"/> Delayed	Quarterly Audit	Required for handling taxpayer card data
API Integration Success Rate	≥ 95% call success	Integration Lead	[XX]%	<input type="checkbox"/> On Track <input type="checkbox"/> At Risk <input type="checkbox"/> Delayed	Monthly	Banks, Customs, TSA, NNPC, States
Penetration Testing Pass Rate	100% of critical vulnerabilities remediated	Security Operations Centre (SOC)	[XX]%	<input type="checkbox"/> On Track <input type="checkbox"/> At Risk <input type="checkbox"/> Delayed	Quarterly	Include OWASP Top 10 and MITRE ATT&CK vectors
Billing Exception Handling Time	≤ 48 hours	Revenue Assurance	[XX] hrs	<input type="checkbox"/> On Track <input type="checkbox"/> At Risk <input type="checkbox"/> Delayed	Weekly	For rejected, duplicate, or stalled transactions

- **Field Operations**

Item	Target	Owner	Current	Status	Due Date	Notes
Mobile Enforcement Unit Deployments	As per zonal rollout plan	Enforcement Unit Lead	[XX] of [Planned]	<input type="checkbox"/> On Track <input type="checkbox"/> At Risk <input type="checkbox"/> Delayed	Weekly	Includes audit visits, seizure ops, taxpayer profiling

NRS PMO Status Report

July 10, 2025

Geolocated Asset Activity Tracking	100% of field actions geotagged and time-stamped	Field Operations ICT Coordinator	[XX]%	<input type="checkbox"/> On Track <input type="checkbox"/> At Risk <input type="checkbox"/> Delayed	Real-Time	GIS-integrated and synced with Enforcement Cloud
Seizure to Resolution Turnaround	< 21 days	Legal Recovery & Enforcement	[XX] days	<input type="checkbox"/> On Track <input type="checkbox"/> At Risk <input type="checkbox"/> Delayed	Monthly	Time from seizure to judgment or auction
Staff Safety & Compliance Incidents	Zero tolerance for field assaults or rights violations	Safety & Ethics Unit	[XX] incidents	<input type="checkbox"/> On Track <input type="checkbox"/> At Risk <input type="checkbox"/> Delayed	Monthly	Field agent bodycam review + internal complaints
Field Inspection Coverage Rate	≥ 85% of flagged taxpayer sites visited	Regional Enforcement Chiefs	[XX]%	<input type="checkbox"/> On Track <input type="checkbox"/> At Risk <input type="checkbox"/> Delayed	Bi-monthly	Based on automated field scheduling + random sampling
Field App Availability	≥ 99% uptime of mobile inspection apps	Mobile Systems Admin	[XX]%	<input type="checkbox"/> On Track <input type="checkbox"/> At Risk <input type="checkbox"/> Delayed	Weekly	Android-based app with e-ticketing + reporting tools

NRS PMO Status Report

July 10, 2025

4. Training & Capacity Building

Item	Target	Owner	Current	Status	Due Date	Notes
Ethics & Anti-Corruption Training	100% of executive and senior staff certified	Director, Ethics Office	[XX]%	<input type="checkbox"/> On Track <input type="checkbox"/> At Risk <input type="checkbox"/> Delayed	[Insert Date]	Mandatory as part of NRS integrity compliance framework
Digital Curriculum Rollout	System-specific modules deployed across all staff tiers	Director, Learning & Development	In Development	<input type="checkbox"/> On Track <input type="checkbox"/> At Risk <input type="checkbox"/> Delayed	[Insert Date]	Covers billing system, e-audit tools, taxpayer interaction
Policy Certification Program	100% staff certified on NRS operational policy	Director, HR Transition	[XX]%	<input type="checkbox"/> On Track <input type="checkbox"/> At Risk <input type="checkbox"/> Delayed	[Insert Date]	Certification through internal LMS and knowledge exams
Strategic Training Partnerships	≥ 4 active partnerships with local/global institutions	Capacity Building Unit	[XX] Signed	<input type="checkbox"/> On Track <input type="checkbox"/> At Risk <input type="checkbox"/> Delayed	[Insert Date]	With LBS, ACCA, CITN, and tax innovation programs
LMS Monitoring Dashboard	Automated tracking of training KPIs system-wide	PMO M&E Lead	Design Phase	<input type="checkbox"/> On Track <input type="checkbox"/> At Risk <input type="checkbox"/> Delayed	Monthly	Includes completion rates, test scores, attendance logs
Technical Labs Participation	≥ 90% of system users trained in simulation environments	Technical Training Coordinator	[XX]%	<input type="checkbox"/> On Track <input type="checkbox"/> At Risk <input type="checkbox"/> Delayed	[Insert Date]	Includes billing, e-filing, mobile inspection apps
Average Training Test Score	≥ 80% across all departments	Capacity Building Unit	[XX]%	<input type="checkbox"/> On Track <input type="checkbox"/> At Risk <input type="checkbox"/> Delayed	Monthly	Failing scores trigger mandatory re-training modules
Minimum Training Hours Per Officer	≥ 8 hours of functional cross-training	Training Logistics Team	[XX] hrs	<input type="checkbox"/> On Track <input type="checkbox"/> At Risk <input type="checkbox"/> Delayed	Bi-monthly	Encourages multi-role proficiency and agility

NRS PMO Status Report

July 10, 2025

Mentorship and Peer Coaching Program	1:1 pairing for every new officer	Staff Development Unit	Pilot Phase	<input type="checkbox"/> On Track <input type="checkbox"/> At Risk <input type="checkbox"/> Delayed	[Insert Date]	Enhances long-term institutional knowledge retention
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5. Cultural Integration & Change Management

Item	Target	Owner	Current	Status	Due Date	Notes
Culture Pulse Survey Score	≥ 75% alignment rate	HR & Communications	[XX]%	<input type="checkbox"/> On Track <input type="checkbox"/> At Risk <input type="checkbox"/> Delayed	Quarterly	Anonymous and benchmarked by region and unit
“One Identity” Campaign Rollout	100% brand adoption in NRS offices	Communications Lead	[XX]%	<input type="checkbox"/> On Track <input type="checkbox"/> At Risk <input type="checkbox"/> Delayed	[Insert Date]	Unified branding: signage, uniforms, digital assets
Ethics Case Resolution Timeline	100% closure within 30 calendar days	Director, Ethics Office	[XX]%	<input type="checkbox"/> On Track <input type="checkbox"/> At Risk <input type="checkbox"/> Delayed	Monthly	Transparent disciplinary actions; reportable metrics
Transition Champions Recognition	≥ 50 cross-functional staff acknowledged	Change Management Team	Design Complete	<input type="checkbox"/> On Track <input type="checkbox"/> At Risk <input type="checkbox"/> Delayed	[Insert Date]	Includes awards, badges, internal publication highlights
Cultural Integration Index	≥ 80% alignment score by Q3	PMO M&E	Not Measured	<input type="checkbox"/> On Track <input type="checkbox"/> At Risk <input type="checkbox"/> Delayed	[Insert Date]	Measures values assimilation, collaboration, and ethics
Departmental Change Ambassadors	1 trained ambassador per department	Transformation Secretariat	[XX] of [Target]	<input type="checkbox"/> On Track <input type="checkbox"/> At Risk <input type="checkbox"/> Delayed	[Insert Date]	Drive awareness, gather feedback, assist adoption

NRS PMO Status Report

July 10, 2025

Decommissioning of FIRS Brand Elements	100% legacy visual elements retired	Corporate Communications	[XX]%	<input type="checkbox"/> On Track <input type="checkbox"/> At Risk <input type="checkbox"/> Delayed	[Insert Date]	Includes letterheads, seals, portals, forms
Internal Comms Platform Utilization	≥ 90% monthly access and engagement	Communications Lead	[XX]%	<input type="checkbox"/> On Track <input type="checkbox"/> At Risk <input type="checkbox"/> Delayed	[Insert Date]	Centralized SharePoint or MS Viva interface
Executive Town Halls Completion	Monthly town halls with ≥ 75% participation	Office of the DG NRS	[XX] held	<input type="checkbox"/> On Track <input type="checkbox"/> At Risk <input type="checkbox"/> Delayed	Ongoing	Staff-led Q&A, updates, and feedback capture

6. ADMINISTRATIVE & HR TRANSITION

- Organizational Restructuring

Item	Target	Owner	Current	Status	Due Date	Notes
FIRS–NRS Staff Transition Plan	100% of key FIRS staff reassigned or separated		[XX]%	<input type="checkbox"/> On Track <input type="checkbox"/> At Risk <input type="checkbox"/> Delayed		Covers management cadre, field officers, technical roles
Directorate Role Documentation	All directorates with finalized ToRs & SOPs		[XX]%	<input type="checkbox"/> On Track <input type="checkbox"/> At Risk <input type="checkbox"/> Delayed		Encompasses Compliance, Legal, Enforcement, Audit
Regional Office Reform Progress	≥ 80% culture adoption across 6 pilot zones		[XX]%	<input type="checkbox"/> On Track <input type="checkbox"/> At Risk <input type="checkbox"/> Delayed		Benchmarked via staff surveys and operational reporting
Compensation Harmonization	All roles graded and benchmarked	HR Transition Team	[XX]%	<input type="checkbox"/> On Track <input type="checkbox"/> At Risk <input type="checkbox"/> Delayed		Aligned with national wage framework & IPPIS structure

NRS PMO Status Report

July 10, 2025

Transition Risk Register	All transition risks logged and mitigated	PMO Risk Officer	100% coverage	<input checked="" type="checkbox"/> On Track	Ongoing	Include industrial disputes, IT security gaps, attrition
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7. TECHNICAL INFRASTRUCTURE

- System Migration & Integration

Item	Target	Owner	Current	Status	Due Date	Notes
Consolidated PMO Status Reporting	Combine billing, taxpayer self-service & refund modules post-migration		In Progress	<input type="checkbox"/> On Track <input type="checkbox"/> At Risk <input type="checkbox"/> Delayed	[Insert Date]	Supports integrated service monitoring under NRS dashboard
Data Migration Integrity Checks	Zero data loss across migrated FIRS systems	Migration QA Lead	[XX]% Validated	<input type="checkbox"/> On Track <input type="checkbox"/> At Risk <input type="checkbox"/> Delayed	[Insert Date]	Includes checksum verification and cross-system reconciliation
Downtime During System Cutover	Maintain ≤ 48 hours across all taxpayer services	Director, IT Ops	[XX] hrs projected	<input type="checkbox"/> On Track <input type="checkbox"/> At Risk <input type="checkbox"/> Delayed	[Insert Date]	Applies to payment engine, audit trail, and filing modules
Disaster Recovery (DR) Activation Test	100% successful failover to backup site	IT Resilience Officer	Pending	<input type="checkbox"/> On Track <input type="checkbox"/> At Risk <input type="checkbox"/> Delayed	[Insert Date]	Required before Go-Live under IT security protocols

NRS PMO Status Report

July 10, 2025

- Billing System KPIs & Infrastructure Operations**

Item	Target	Owner	Current	Status	Due Date	Notes
Cutover Date Approval	Billing system final Go-Live date authorized by stakeholders		Pending Sign-off	<input type="checkbox"/> On Track <input type="checkbox"/> At Risk <input type="checkbox"/> Delayed	[Insert Date]	Coordinate with vendors, MoF, PMO, and NCC
Post-Go-Live Release Strategy	Roadmap for new modules and system enhancements post-January 2025		Draft Ready	<input type="checkbox"/> On Track <input type="checkbox"/> At Risk <input type="checkbox"/> Delayed	[Insert Date]	Includes AI fraud module, dynamic billing rules
Billing Metrics on Infra Dashboards	Real-time metrics integrated into Prometheus/Grafana		[XX]% Integrated	<input type="checkbox"/> On Track <input type="checkbox"/> At Risk <input type="checkbox"/> Delayed	[Insert Date]	Covers uptime, latency, transaction exceptions, API failures
Load Testing Capacity	≥ 10,000 concurrent users successfully tested	Infrastructure QA Lead	[XX] tested	<input type="checkbox"/> On Track <input type="checkbox"/> At Risk <input type="checkbox"/> Delayed	[Insert Date]	Final benchmark before national rollout
API Transaction Reliability	≥ 95% stable success rate across partner APIs	Integration Team Lead	[XX]%	<input type="checkbox"/> On Track <input type="checkbox"/> At Risk <input type="checkbox"/> Delayed	Monthly	Banks, TSA, Customs, NNPC, FCT/State IRS endpoints

NRS PMO Status Report

July 10, 2025

8. PROJECT MANAGEMENT CONTROLS

- Implementation Oversight

Item	Target	Owner	Current	Status	Due Date	Notes
Partner Engagement Fit-Gap Sessions	Joint implementation plans with Customs, NNPC, and law enforcement units		Sessions Scheduled	<input type="checkbox"/> On Track <input type="checkbox"/> At Risk <input type="checkbox"/> Delayed	[Insert Date]	Pilot cross-agency use cases for enforcement data-sharing
Mass Hire & Redeployment Strategy	Finalized plan for HR onboarding, re-mapping, and deployment		Draft Complete	<input type="checkbox"/> On Track <input type="checkbox"/> At Risk <input type="checkbox"/> Delayed	[Insert Date]	Includes enforcement surge units and core directorates
Backlog Cleanup Workplan	Staffing plan and cleanup scope for legacy FIRS records		Workplan Ready	<input type="checkbox"/> On Track <input type="checkbox"/> At Risk <input type="checkbox"/> Delayed	[Insert Date]	Covers tax records, suspended audits, appeals, payment mismatches
Risk Register Maintenance	Top 5 transition risks reviewed monthly	PMO Risk Officer	In Progress	<input type="checkbox"/> On Track <input type="checkbox"/> At Risk <input type="checkbox"/> Delayed	Monthly	Includes IT outages, legal delays, staff resistance

NRS PMO Status Report

July 10, 2025

9. QUICK WINS & DATA INTEGRITY

- Data Accuracy & Operational Continuity

Item	Target	Owner	Current	Status	Due Date	Notes
Taxpayer Record Reconciliation	100% multi-TIN records validated across databases		[XX]% Complete	<input type="checkbox"/> On Track <input type="checkbox"/> At Risk <input type="checkbox"/> Delayed	[Insert Date]	Especially critical for large-volume taxpayers and compliance flags
Additional Resource Mobilization	Technical reinforcements secured from NCC and IT vendors		Awaiting Approval	<input type="checkbox"/> On Track <input type="checkbox"/> At Risk <input type="checkbox"/> Delayed	[Insert Date]	Required for legacy FIRS Oracle/PeopleSoft systems
Zero Revenue Leakage Tolerance	Ensure no financial loss during transition	Revenue Assurance Lead	Monitoring Active	<input type="checkbox"/> On Track <input type="checkbox"/> At Risk <input type="checkbox"/> Delayed	Daily (Go-Live Month)	Monitored via exception reporting and reconciliation trails
Pilot State Feedback Integration	Capture and act on Lagos/FCT early Go-Live feedback	Implementation PM	Framework Drafted	<input type="checkbox"/> On Track <input type="checkbox"/> At Risk <input type="checkbox"/> Delayed	[Insert Date]	Early lessons to be scaled nationally before Phase 2

NRS PMO Status Report

July 10, 2025

10. TECHNICAL INFRASTRUCTURE

- System Migration

Item	Target	Owner	Current	Status	Due Date	Notes
Data Integrity Validation	Zero data loss across migrated records	Director, Data Migration	Achieved	<input type="checkbox"/> On Track	[Insert Date]	Verified via checksum tests, record counts, and dual-ledger reconciliation
Downtime During Cutover	≤ 48 hours of controlled downtime	Director, IT Operations	[XX] hrs	<input type="checkbox"/> On Track <input type="checkbox"/> At Risk <input type="checkbox"/> Delayed	[Insert Date]	Includes all systems: billing, filing, taxpayer portal, and call centre
Cross-System Mapping Accuracy	≥ 99.9% record match across source/target	Systems Integration Lead	[XX]%	<input type="checkbox"/> On Track <input type="checkbox"/> At Risk <input type="checkbox"/> Delayed	[Insert Date]	Reconciles legacy FIRS schema to NRS data model
Migration UAT Completion	100% test scenarios passed	QA/UAT Coordinator	[XX]%	<input type="checkbox"/> On Track <input type="checkbox"/> At Risk <input type="checkbox"/> Delayed	[Insert Date]	Includes regression, performance, stress, and edge-case scenarios
Data Archiving Compliance	100% of legacy data archived per retention policy	Director, Compliance & Records	[XX]%	<input type="checkbox"/> On Track <input type="checkbox"/> At Risk <input type="checkbox"/> Delayed	[Insert Date]	Enforced in line with FOI, FMoJ, and data privacy protocols

NRS PMO Status Report

July 10, 2025

Audit Trail Continuity	Full audit log continuity from FIRS to NRS systems	ICT Audit & Controls Lead	[XX]%	<input type="checkbox"/> On Track <input type="checkbox"/> At Risk <input type="checkbox"/> Delayed	[Insert Date]	Required for transparency, dispute resolution, and regulatory review
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- **IT Resilience & Security**

Item	Target	Owner	Current	Status	Due Date	Notes
Disaster Recovery (DR) Site Failover Test	100% successful cutover to DR site	Business Continuity Manager	[Yes/No]	<input type="checkbox"/> On Track <input type="checkbox"/> At Risk <input type="checkbox"/> Delayed	[Insert Date]	Test must include load balancing, transaction processing, and identity sync
SOC Alert Response Time	Critical incident response < 15 minutes	Security Operations Centre (SOC) Manager	[XX] mins	<input type="checkbox"/> On Track <input type="checkbox"/> At Risk <input type="checkbox"/> Delayed	Monthly	Applies to alerts related to intrusion detection, ransomware, system anomalies
System Patch Compliance	≥ 98% patch compliance rate on production systems	Infrastructure Security Lead	[XX]%	<input type="checkbox"/> On Track <input type="checkbox"/> At Risk <input type="checkbox"/> Delayed	Monthly	Includes OS, app, DBMS, middleware vulnerabilities
Penetration Testing Remediation	100% closure of critical and high vulnerabilities	Chief Information Security Officer (CISO)	[XX]%	<input type="checkbox"/> On Track <input type="checkbox"/> At Risk <input type="checkbox"/> Delayed	Quarterly	As per OWASP, MITRE, ISO 27001 audit scope

NRS PMO Status Report

July 10, 2025

Encryption Coverage	100% encryption at rest & in transit	Enterprise Architecture Lead	[XX]%	<input type="checkbox"/> On Track <input type="checkbox"/> At Risk <input type="checkbox"/> Delayed	[Insert Date]	Applies to taxpayer records, financial data, API payloads
Security Incident Report Volume	≤ 5 incidents per quarter (normalized)	Cybersecurity Compliance Lead	[XX]	<input type="checkbox"/> On Track <input type="checkbox"/> At Risk <input type="checkbox"/> Delayed	Quarterly	Includes root cause analysis and recurrence prevention plans

11. BILLING SYSTEM KPIs

Item	Target	Owner	Current	Status	Due Date / Frequency	Notes
Load Testing Capacity	≥ 10,000 concurrent users sustained with ≤1% error rate	Infrastructure QA Lead	[XX] Users	<input type="checkbox"/> On Track <input type="checkbox"/> At Risk <input type="checkbox"/> Delayed	[Insert Date]	Tests to include payment load peaks, tax return filings, and refund queries
Customer Satisfaction Score (CSAT)	> 4.0 out of 5.0	Director, Customer Experience	[XX]	<input type="checkbox"/> On Track <input type="checkbox"/> At Risk <input type="checkbox"/> Delayed	Monthly	Derived from post-interaction surveys, chatbot feedback, and call center

NRS PMO Status Report

July 10, 2025

AI Fraud Detection Accuracy	≥ 95% detection accuracy in test datasets	Chief Data Scientist	[XX]%	<input type="checkbox"/> On Track <input type="checkbox"/> At Risk <input type="checkbox"/> Delayed	Monthly	Covers anomaly detection on tax evasion, double claims, refund fraud
Average Transaction Processing Time	≤ 5 seconds per complete transaction	DevOps Performance Lead	[XX] seconds	<input type="checkbox"/> On Track <input type="checkbox"/> At Risk <input type="checkbox"/> Delayed	Weekly	From user initiation to acknowledgment by payment switch
Reconciliation Accuracy Rate	100% daily match between system logs and TSA settlement	Director, Revenue Assurance	[XX]%	<input type="checkbox"/> On Track <input type="checkbox"/> At Risk <input type="checkbox"/> Delayed	Daily	Focus on high-value payments, refund batches, cross-channel flow
User Error Rate (Front-End Inputs)	< 0.5% error rate on mandatory taxpayer submissions	UX Lead / Testing Unit	[XX]%	<input type="checkbox"/> On Track <input type="checkbox"/> At Risk <input type="checkbox"/> Delayed	Weekly	Tracked via audit trail and submission error logs
API Throughput Success Rate	≥ 95% of requests successfully processed across integrated endpoints	API Integration Manager	[XX]%	<input type="checkbox"/> On Track <input type="checkbox"/> At Risk <input type="checkbox"/> Delayed	Weekly	Includes Customs, NNPC, TSA, PayStack, Remita, State IRS APIs

NRS PMO Status Report

July 10, 2025

12. PROJECT MANAGEMENT CONTROLS

- Implementation Oversight

Item	Target	Owner	Current	Status	Due Date / Frequency	Notes
UAT Completion	100% of test scenarios passed by Q3 2025	QA/UAT Coordinator	[Date]	<input type="checkbox"/> On Track <input type="checkbox"/> At Risk <input type="checkbox"/> Delayed	[Insert Date]	Includes unit tests, integration, regression, and end-to-end scenarios
Identification of Top 3 Risks	Documented, prioritized, and mitigated	PMO Risk Officer	[Yes/No]	<input type="checkbox"/> On Track <input type="checkbox"/> At Risk <input type="checkbox"/> Delayed	Monthly	E.g., data corruption, resistance to adoption, system latency
Contingency Plan Activation Matrix	All critical scenarios mapped with triggers	Implementation Lead	Draft Complete	<input type="checkbox"/> On Track <input type="checkbox"/> At Risk <input type="checkbox"/> Delayed	[Insert Date]	Includes DR failover, manual override paths, comms triggers
Stakeholder Sign-Off on Go-Live Plan	Final Go-Live plan approved by MoF, PMO, NRS Exec	Program Director	Pending	<input type="checkbox"/> On Track <input type="checkbox"/> At Risk <input type="checkbox"/> Delayed	[Insert Date]	Covers communication cascade, field support, backup protocols

NRS PMO Status Report

July 10, 2025

- Transparency & Reporting

Item	Target	Owner	Current	Status	Due Date / Frequency	Notes
Budget Burn Rate Dashboard	Bi-weekly dashboard reflecting actuals vs. baseline	PMO Finance Controller	[Draft/Live]	<input type="checkbox"/> On <input type="checkbox"/> Track <input type="checkbox"/> At <input type="checkbox"/> Risk <input type="checkbox"/> Delayed	Bi-weekly	Includes variance analysis, forecast trendlines, contingency use
RAG Status Reporting	Weekly red-amber-green classification across 7 workstreams	PMO Lead	Active	<input type="checkbox"/> On <input type="checkbox"/> Track <input type="checkbox"/> At <input type="checkbox"/> Risk <input type="checkbox"/> Delayed	Weekly	Covers Technical Infra, HR Transition, Data, Finance, Comms
Defect Backlog Report	Weekly defect triage and resolution log for IT systems	QA Manager	[XX] Open Defects	<input type="checkbox"/> On <input type="checkbox"/> Track <input type="checkbox"/> At <input type="checkbox"/> Risk <input type="checkbox"/> Delayed	Weekly	Segmented by severity: Critical, Major, Minor
Independent Audit Reports	Quarterly third-party assurance reports (internal + external)	PMO Governance Officer	[Last Report: Date]	<input type="checkbox"/> On <input type="checkbox"/> Track <input type="checkbox"/> At <input type="checkbox"/> Risk <input type="checkbox"/> Delayed	Quarterly	Includes IT readiness, financial controls, legal compliance

NRS PMO Status Report

July 10, 2025

Stakeholder Communications Pack	Monthly brief to MoF, FEC, DG NRS, and donor partners	Reporting & Communications Lead	[XX] Packs Delivered	<input type="checkbox"/> On Track <input type="checkbox"/> At Risk <input type="checkbox"/> Delayed	Monthly	Includes executive summary, progress charts, risks, decision points
Issues Log Dashboard	Real-time tracker of unresolved escalations and blockers	PMO Issue Manager	Live	<input type="checkbox"/> On Track <input type="checkbox"/> At Risk <input type="checkbox"/> Delayed	Daily	Auto-logged via PMIS with follow-up tracking and delegation tags

13. CHANGE MANAGEMENT & ADOPTION METRICS (National Scope + Standards Compliance)

Item	Target	Owner	Current	Status	Due Date / Frequency	Notes
Helpdesk Ticket Volume (New System)	≤ 500 tickets/month after go-live	Director, User Support Services	[XX]	<input type="checkbox"/> On Track <input type="checkbox"/> At Risk <input type="checkbox"/> Delayed	Weekly	Proxy for adoption issues and user experience
NRS Branding Compliance	100% internal & external touchpoints	Corporate Communications Lead	[XX]%	<input type="checkbox"/> On Track <input type="checkbox"/> At Risk <input type="checkbox"/> Delayed		Includes signage, receipts, portal, forms, uniforms

NRS PMO Status Report

July 10, 2025

				Risk <input type="checkbox"/> Delayed		
Training-Linked Support Requests	≤ 10% of total tickets flagged as training-related	HR & Training Monitoring Lead	[XX]%	<input type="checkbox"/> On Track <input type="checkbox"/> At Risk <input type="checkbox"/> Delayed	Monthly	Categorized in ticketing platform
Policy Adoption Score	≥ 90% users following new SOPs post-rollout	Change Management Office	[XX]%	<input type="checkbox"/> On Track <input type="checkbox"/> At Risk <input type="checkbox"/> Delayed	Monthly	Via compliance audits and survey feedback
Staff Knowledge Retention Rate	≥ 85% retention after 60 days	Capacity Building Unit	[XX]%	<input type="checkbox"/> On Track <input type="checkbox"/> At Risk <input type="checkbox"/> Delayed	Bi-monthly	Post-training assessments
Portal Log-in Frequency	≥ 90% eligible staff login ≥ 1x/week	ICT Operations	[XX]%	<input type="checkbox"/> On Track <input type="checkbox"/> At Risk <input type="checkbox"/> Delayed	Weekly	Baseline indicator of engagement
Citizen Support Satisfaction (Tier 1)	CSAT ≥ 4.2/5.0	Head of Contact Centre	[XX]	<input type="checkbox"/> On Track <input type="checkbox"/> At	Monthly	Post-call/chat surveys

NRS PMO Status Report

July 10, 2025

				Risk <input type="checkbox"/> Delayed		
Multi-State Collaboration Index	≥ 95% alignment & engagement of all 36 states & FCT	Federal-State Coordination Lead	[XX]%	<input type="checkbox"/> On Track <input type="checkbox"/> At Risk <input type="checkbox"/> Delayed	Monthly	Measures joint governance, coordination meetings, and shared milestones
ISO 9001 Quality Management Compliance	100% adherence to ISO 9001 standards across all processes	Quality Assurance Lead	[XX]%	<input type="checkbox"/> On Track <input type="checkbox"/> At Risk <input type="checkbox"/> Delayed	Quarterly	Internal & external audits for quality management system compliance
PCI DSS Compliance Status	Full PCI DSS compliance for all payment processing systems	IT Security & Compliance Lead	[XX]%	<input type="checkbox"/> On Track <input type="checkbox"/> At Risk <input type="checkbox"/> Delayed	Quarterly	Required for secure taxpayer payment processing
Cybersecurity Incident Response Readiness	100% of IT & security teams trained and tested quarterly	CISO / Security Operations	[XX]%	<input type="checkbox"/> On Track <input type="checkbox"/> At Risk <input type="checkbox"/> Delayed	Quarterly	Simulated attack drills, incident response time, and mitigation effectiveness

NRS PMO Status Report

July 10, 2025

Adoption Rate of Key Modules in New System	≥ 75% active usage of core modules weekly	ICT Operations	[XX]%	<input type="checkbox"/> On Track <input type="checkbox"/> At Risk <input type="checkbox"/> Delayed	Weekly	Functional adoption by module
Number of Certified Change Champions	≥ 50 certified change agents in all regions	HR & Training	[XX]	<input type="checkbox"/> On Track <input type="checkbox"/> At Risk <input type="checkbox"/> Delayed	Quarterly	Facilitate peer-to-peer support and localized change adoption
Internal Communications Engagement Rate	≥ 85% open rate on key change communications	Internal Comms Lead	[XX]%	<input type="checkbox"/> On Track <input type="checkbox"/> At Risk <input type="checkbox"/> Delayed	Monthly	Measures reach and engagement
Cross-State Data Governance Compliance	100% compliance with national & state data privacy laws	Legal & Compliance Lead	[XX]%	<input type="checkbox"/> On Track <input type="checkbox"/> At Risk <input type="checkbox"/> Delayed	Quarterly	Ensures lawful data sharing and storage across jurisdictions
Business Process Improvement Completion	≥ 90% completion of redesigned workflows	Process Improvement Team	[XX]%	<input type="checkbox"/> On Track <input type="checkbox"/> At Risk <input type="checkbox"/> Delayed	Bi-monthly	Aligns with NRS efficiency goals

NRS PMO Status Report

July 10, 2025

System Training Completion Rate	≥ 95% completion of mandatory training	HR & Training	[XX]%	<input type="checkbox"/> On Track <input type="checkbox"/> At Risk <input type="checkbox"/> Delayed	Monthly	Ensures readiness for go-live
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14. QUICK WINS – FIRST 6 MONTHS (National + Standards + Collaboration)

Item	Target	Owner	Current	Status	Due Date / Frequency	Notes
Pilot Billing Deployment (Lagos/FCT)	< 2% transaction error rate	Implementation Manager	[XX]% Error Rate	<input type="checkbox"/> On Track <input type="checkbox"/> At Risk <input type="checkbox"/> Delayed		Phase 1 pilot informing national rollout
Staff Spot Bonus Rollout	100% disbursement to eligible staff by Q1	HR & Payroll Compliance	In Planning	<input type="checkbox"/> On Track <input type="checkbox"/> At Risk <input type="checkbox"/> Delayed		Incentivizes cross-functional collaboration
Public Performance Dashboard Launch	Fully live with real-time KPIs by end Q1	PMO Comms & Transparency Officer	Not Live	<input type="checkbox"/> On Track <input type="checkbox"/> At		Displays turnaround, refund, complaints resolution metrics

NRS PMO Status Report

July 10, 2025

				Risk <input type="checkbox"/> Delayed		
Feedback Loop Deployment	100% active reporting mechanisms across pilot zones	User Engagement Team	[XX]% Zones Active	<input type="checkbox"/> On Track <input type="checkbox"/> At Risk <input type="checkbox"/> Delayed		Enables real-time internal & taxpayer feedback
Mobile App Launch for Taxpayers	App live on Google Play & iOS Store	Digital Services Lead	In QA	<input type="checkbox"/> On Track <input type="checkbox"/> At Risk <input type="checkbox"/> Delayed		Core functions: file returns, pay tax, track refunds
Staff Communications Portal	≥ 90% workforce active within 30 days	Internal Comms Lead	[XX]%	<input type="checkbox"/> On Track <input type="checkbox"/> At Risk <input type="checkbox"/> Delayed		Centralizes announcements, FAQs, town halls
Early Success Stories Campaign	≥ 3 transformation testimonials published	Strategic Comms Office	[XX] Stories	<input type="checkbox"/> On Track <input type="checkbox"/> At Risk <input type="checkbox"/> Delayed	Monthly	Includes internal and taxpayer case studies
Data Migration Accuracy	≥ 99% accuracy during rollout	Data Migration Lead	[XX]%	<input type="checkbox"/> On Track <input type="checkbox"/> At	Feb 2025	Critical for system reliability

NRS PMO Status Report

July 10, 2025

				Risk <input type="checkbox"/> Delayed		
System Integration Testing Completion	100% of planned integrations tested and validated	QA & Testing Lead	[XX]%	<input type="checkbox"/> On Track <input type="checkbox"/> At Risk <input type="checkbox"/> Delayed		Interfaces with federal, state, and third-party systems
User Acceptance Testing (UAT) Completion	100% sign-off on core functionalities	Project Manager	[XX]%	<input type="checkbox"/> On Track <input type="checkbox"/> At Risk <input type="checkbox"/> Delayed		Validates system readiness
Initial Taxpayer Awareness Campaign	≥ 70% taxpayer awareness in pilot zones	Public Relations Lead	[XX]%	<input type="checkbox"/> On Track <input type="checkbox"/> At Risk <input type="checkbox"/> Delayed		Critical for smooth transition
Taxpayer Self-Service Uptake	≥ 50% taxpayers using digital self-service	Digital Services Lead	[XX]%	<input type="checkbox"/> On Track <input type="checkbox"/> At Risk <input type="checkbox"/> Delayed		Reduces manual intervention

NRS PMO Status Report

July 10, 2025

Staff Morale & Satisfaction Survey	≥ 80% positive sentiment during transition	HR & Employee Relations	[XX]%	<input type="checkbox"/> On Track <input type="checkbox"/> At Risk <input type="checkbox"/> Delayed	Quarterly	Identifies risk areas and support needs
Change Impact Analysis Completion	Comprehensive impact report delivered	Change Management Office	In Progress	<input type="checkbox"/> On Track <input type="checkbox"/> At Risk <input type="checkbox"/> Delayed		Guides mitigation and risk strategies
National & State Governance Forums	Monthly forums held with ≥ 95% state participation	Federal-State Coordination Lead	[XX]%	<input type="checkbox"/> On Track <input type="checkbox"/> At Risk <input type="checkbox"/> Delayed	Monthly	Ensures alignment, addresses regional issues, escalates risks
Compliance Certification (ISO/PCI DSS)	Obtain/maintain full certifications as per timeline	Compliance Lead	In Pr			