

REVENUE HOUSE



KATSINA STATE
INTERNAL REVENUE SERVICE
MENDATORY ADVANCED
**COMMUNICATION
STRATEGY**



KT-IRS

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Government of Katsina State

**Mandatory Advanced Communication Strategy
for Business Enabling Services**

NAME OF AGENCY

KATSINA STATE INTERNAL REVENUE SERVICE

ADDRESS OF AGENCY

**Katsina State Internal Revenue Service, Revenue House
Katsina, Katsina.**

**In Line with the Executive Order on the Promotion of Transparency and Efficiency in
the Business Environment**

December 2023

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I. Legal Reference

The Katsina State Internal Revenue Service operates under Katsina State Tax Administration (Codification and Consolidation) Law (No.18), 2021 and adheres to the Executive Order, State Action for Business Enabling Reform Order 1. This legal foundation ensures that all actions and reforms carried out by the BES are lawful and aligned with national policies, providing a clear mandate for enhancing the business climate within the state.

II. Vision

To transform Katsina State into a premier destination for business by establishing a transparent, efficient, and supportive environment that fosters economic growth, innovation, and sustainable development.

III. Mission and Mandate

Mandate:

The Katsina State Internal Revenue Service is responsible for generating revenue for the state government by collecting taxes, fees, and other charges.

Mission:

To deliver exceptional business-enabling services that streamline processes, reduce administrative burdens, and promote sustainable economic development in Katsina State.

Mandate

- **Tax Assessment and Collection:** The department assesses individuals' and businesses' tax liability based on income, property ownership, and other relevant factors and collects assessed taxes through various methods, such as direct payments, withholding, and instalment plans.
- **Taxpayer Education and Compliance:** The agency educates taxpayers about their tax obligations and ensures compliance with tax laws. It provides information and assistance to taxpayers, conducts outreach programs, and enforces tax regulations to maintain a fair and equitable tax system.
- **Revenue Forecasting and Planning:** The IRS forecasts the state's revenue from taxes and fees. The government uses this information to develop budgets, allocate resources, and make informed policy decisions.

IV. Communication Strategy for Internal and External Public with Timelines and Milestones

A. Current Situation/Background

The IRS responsible for generating revenue for the state government by collecting taxes, fees, and other charges recognises the critical role of communication in:

- **Achieving Organizational Objectives:** Clear communication is essential for aligning the activities of various departments and stakeholders with the state's economic goals.

- **Engaging Stakeholders:** Effective communication fosters trust and cooperation between the government and business community, leading to more informed decision-making and policy support.
- **Demonstrating Success:** Regular updates on reforms and initiatives help maintain public confidence and support for government actions.
- **Educating the Public:** Providing accurate information about business services and regulations ensures that businesses and citizens understand their rights and responsibilities.
- **Influencing Behavior and Perceptions:** By promoting the benefits of the business reforms, the state can encourage more businesses to formalize their operations and take advantage of government services.

B. Objectives of the Communication Strategy

1. **Increase Awareness:** Elevate awareness of the business-enabling services and reforms among business operators, investors, and the general public.
2. **Enhance Message Consistency:** Ensure all agency communications are consistent and clear and reinforce the state's commitment to improving the business environment.
3. **Strengthen Stakeholder Relationships:** Build and maintain strong relationships with key stakeholders, including business leaders, other relevant MDAs, and media organizations.
4. **Build Positive Reputation:** Position Katsina State as a business-friendly environment that is open, transparent, and supportive of economic development.
5. **Drive Participation:** Encourage greater involvement from the business community in policy development and feedback processes, ensuring that reforms meet businesses' needs.

C. Goals

1. **Reputation Management Goals:**
 - **Improve Perception:** Aim to increase the positive perceptions of Katsina State's business environment among local and international stakeholders by an annual rate.
 - **Promote Transparency:** Continuously highlight the state's efforts to promote transparency in business operations, leading to higher levels of trust.
 - **Showcase Success Stories:** Regularly share success stories of businesses thriving in Katsina State to build confidence among potential investors.
 - **Highlight Reforms:** Actively communicate the positive impacts of business reforms to reinforce the state's commitment to creating a supportive business climate.
 - **Build Brand Identity:** Develop and maintain a strong brand identity for Katsina State as a hub for business and innovation.
2. **Relationship Management Goals:**
 - **Enhance Communication Channels:** Strengthen existing communication channels and establish new ones to ensure continuous stakeholder engagement.
 - **Increase Collaboration:** Foster government and business community collaboration through joint initiatives, forums, and public-private partnerships.

- **Improve Responsiveness:** Ensure timely responses to stakeholder inquiries and feedback, demonstrating the state’s commitment to addressing business concerns.
- **Strengthen Media Relations:** Maintain regular interactions with the media to ensure accurate and favourable coverage of business activities and reforms.
- **Encourage Feedback:** Actively seek feedback from stakeholders to improve communication efforts and business services continuously.

3. Task Management Goals:

- **Increase Staff Participation:** Boost the involvement of all staff in communication initiatives and policy development processes to enhance service delivery.
- **Improve Internal Coordination:** Enhance internal communication and coordination among MDAs to ensure consistent messaging and efficient service delivery.
- **Build Capacity:** Provide training and development opportunities for staff to improve their communication skills and understanding of business processes.
- **Set Clear Milestones:** Establish clear milestones and deadlines for communication activities to ensure timely implementation of the strategy.
- **Monitor Progress:** Regularly monitor and evaluate the effectiveness of communication efforts to identify areas for improvement and celebrate successes.

D. Target Audience and Key Messages

1. External Target Audience:

a. Business Owners and Operators (SMEs and Large Enterprises):

1. Katsina State is committed to simplifying business processes and making starting and growing your business easier.
2. Business services are designed to help business owners operate efficiently and maximize their potential in the local and international markets.
3. Support business journeys with services tailored to meet their needs.
4. Building a thriving business community in Katsina State, prioritizing your business success.
5. Stay informed about the latest reforms and opportunities to help your business succeed in Katsina State.

b. Potential Investors (Local and International):

1. Katsina State offers a stable and supportive environment for investment, with policies designed to protect and grow your assets.
2. Katsina state provides unique opportunities for businesses in key sectors.
3. The IRS is committed to transparency and efficiency, ensuring a seamless and hassle-free process.
4. The state has untapped potential for new and existing businesses to explore.

c. Financial Institutions and Trade Associations:

1. Partner with the IRS to drive economic growth through strategic investments and financial services.
2. Partner with the state government to create a more robust, resilient economy by supporting businesses.
3. Business policies are designed to facilitate access to finance and reduce barriers to business growth.
4. Partner with the state to promote financial inclusion and support for SMEs across Katsina State.
5. Work with the IRS to provide innovative financial solutions that meet the needs of our diverse business community.

d. General Public (via Media Channels):

1. Katsina State is dedicated to creating jobs and opportunities through a vibrant business environment.
2. Stay informed about the latest developments in the business sector and how they impact local communities.
3. Explore how we are making businesses thrive in Katsina State more easily.
4. Citizens' support is crucial in building a solid business community.
5. Katsina state can become a leading destination for business and innovations through strategic partnerships and collaboration with the public.

2. Internal Target Audience:

a. Katsina State Internal Revenue Staff Involved in Business Services:

1. Staff are vital in delivering efficient and effective business services.
2. Staff is responsible for staying updated on policies and procedures to provide the best service to our business community.
3. Employees' efforts are vital to making Katsina State a business-friendly environment.
4. Employees are regularly involved in training and development programs to enhance their skills.
5. By providing targeted services, employees contribute to improving the lives of businesses and citizens who interact with them.

b. Policymakers and Government Officials:

1. Leadership is critical in shaping a business-friendly environment that drives economic growth.
2. The MDAs collaborate with the state leaders to implement policies that support businesses and create jobs for our citizens.
3. The agency provide updates on the business community's needs to ensure that policies are responsive and effective.
4. Leadership decisions directly impact the state’s economic future; hence, the IRS works closely with them to create positive outcomes for the businesses we serve.
5. We continuously build trust with stakeholders by staying committed to transparency and accountability.

c. Local Government Authorities:

1. The LGA plays an essential role in implementing business-friendly policies at the grassroots level.”
2. Continuous partnership with LGAs ensures businesses in their jurisdiction can access the services and support they need.
3. LGAs are responsible for participatory policy-making and state-wide reforms and initiatives that can benefit their communities.
4. Collaboration is critical to creating a consistent and supportive business environment across Katsina State.
5. Provide feedback that informs the decisions to address unique challenges facing businesses in local communities.

E. Communications Mix

1. External Communications:

a. Press:

- Issue regular press releases to announce new business services, policy updates, and success stories.
- Publish opinion editorials from key government officials highlighting the benefits of the state’s business reforms.
- Arrange interviews and features with business leaders who have benefited from the state’s services.
- Develop a media kit with key information and statistics about the business environment in Katsina State.
- Collaborate with business journals and magazines to feature Katsina State as a prime business destination.

b. Online:

- Maintain an updated official website with detailed information about business services, registration processes, and investment opportunities.
- Launch social media campaigns to engage with the business community and share updates on reforms and initiatives.

- Use targeted email newsletters to inform business owners and investors about new developments and opportunities.
- Create informative blogs and articles that provide insights into doing business in Katsina State.
- Utilize online forums and discussion platforms to address common questions and concerns from the business community.

c. Public Relations:

- Organize stakeholder forums and business workshops to discuss ongoing reforms and gather feedback from the business community.
- Host media briefings and press conferences to announce major initiatives and policy changes.
- Engage with local and national business associations to promote collaboration and information sharing.
- Develop partnerships with trade and investment organizations to showcase Katsina State's business opportunities.
- Participate in regional and international business expos and trade fairs to attract investment and promote the state's business environment.

d. Advertising:

- Launch print, radio, and television campaigns highlighting the benefits of doing business in Katsina State.
- Develop promotional materials, such as brochures and flyers, to distribute at business events and expos.
- Use billboards and outdoor advertising to promote key business services and reforms.
- Invest in digital advertising, including targeted ads on social media and business websites, to reach a broader audience.
- Sponsor business-related events and conferences to increase visibility and promote the state's business-friendly policies.

2. Internal Communications:

a. Workshops/Seminars:

- Conduct regular training sessions on business processes, customer service, and communication strategies for the IRS staff.
- Organize workshops to discuss policy changes and their implications for business services.
- Invite external experts to share best practices in business facilitation and public service delivery.
- Provide opportunities for staff to participate in industry conferences and training programs.
- Host seminars on leadership, ethics, and transparency to reinforce the state's commitment to good governance.

b. Internal Memos:

- Send regular internal memos to update staff on policy changes, new initiatives, and upcoming events.
- Use memos to recognise staff achievements and contributions to the state's business reforms.
- Provide clear instructions and guidelines for implementing new business services and processes.
- Share success stories and best practices from other regions to inspire and motivate staff.
- Ensure that all memos are accessible and easily understood, using clear language and visual aids where appropriate.

F. Promotion

1. External:

- **Town Hall Meetings:**
 - Organize town hall meetings across the state to engage with the local business community, discuss ongoing reforms, and gather feedback on how to improve services.
 - Use these meetings as a platform to educate business owners about available services and how they can benefit from them.
 - Invite media coverage of these events to reach a wider audience and promote transparency in the government's actions.
- **Media Campaigns:**
 - Launch a series of media campaigns highlighting the success stories of businesses that have benefited from the ministry's services.
 - Use radio and television slots to explain the benefits of the reforms and encourage more businesses to formalize their operations.
 - Develop engaging social media content, including infographics, videos, and testimonials, to spread awareness about the MDA's business-friendly policies.
- **Trade Associations Engagement:**
 - Partner with local and national trade associations to co-host events and workshops that promote the state's business services.
 - Provide regular updates to these associations on policy changes and new initiatives, ensuring they are well-informed and can relay information to their members.
 - Collaborate on joint publications, newsletters, and reports to showcase the state's progress in creating a supportive business environment.

2. Internal:

- **Internal Notices and Updates:**
 - Distribute regular updates through internal communication channels, such as emails, newsletters, and notice boards, to keep staff informed about progress on business reforms and new initiatives.
 - Use these updates to share key milestones, celebrate achievements, and highlight areas where staff contributions have made a significant impact.

- **Staff Achievements Recognition:**
 - Recognize and celebrate the achievements of staff members who have played a key role in implementing business-friendly policies.
 - Organize award ceremonies or recognition events to motivate staff and reinforce the importance of their work.
 - Share these success stories internally to inspire other staff members and promote a culture of excellence.

G. Timeline and Milestones.

2. Media Engagements:

- **Quarterly:** Ensure regular media appearances by key officials on radio and TV to discuss ongoing policy changes, reforms, opportunities for businesses, and the state's vision for economic development.
- **Bi-annual:** Organize press briefings to update the media on the progress of business-enabling services and address any concerns or misconceptions.

3. Internal Capacity Building:

- **Monthly:** Conduct workshops and training sessions for staff to improve their understanding of business processes, customer service, and effective communication.
- **Quarterly:** Hold internal meetings to review progress on communication goals, share best practices, and identify areas for improvement.
- **Ongoing:** Provide continuous learning opportunities for staff through online courses, seminars, and industry events to enhance their skills and knowledge.

H. Evaluating Success

1. External

- **Stakeholder Feedback:** Conduct surveys and gather feedback from business owners, investors, and financial institutions to assess their satisfaction with the services provided and their perception of the business environment, including the timeline for advance communication.
- **Media Coverage Analysis:** Monitor media coverage, including press articles, broadcasts, and social media mentions, to evaluate the reach and effectiveness of the state's messaging. Positive media sentiment, increased visibility and audience participation would be key indicators of success.
- **Event Participation:** Track attendance and engagement levels at town hall meetings, workshops, and business forums to determine the effectiveness of these events in reaching the target audience and encouraging active participation.

2. Internal:

- **Staff Performance and Engagement:** Evaluate staff performance in delivering business services and their level of engagement with the communication strategy. High staff participation and positive feedback would indicate successful internal communication efforts.

- **Process Efficiency:** Assess the efficiency of business-related processes within the department, including the time taken to complete registrations, licenses, and other services. Improvements in these areas would reflect successful internal alignment and capacity building.
- **Internal Feedback:** Regularly gather feedback from staff through surveys and meetings to identify any challenges or areas for improvement in the communication strategy. This feedback will be crucial for the continuous refinement of the strategy.
- **Training Outcomes:** Measure the impact of training and development programs on staff knowledge and skills related to business services. Successful training should enhance service delivery and better communication with external stakeholders.
- **Milestone Achievement:** Monitor the progress of key milestones outlined in the communication strategy, ensuring that all timelines are met and objectives are achieved as planned.

V. Conclusion

The Mandatory Advanced Communication Strategy for Business Enabling Services by Katsina State Internal Revenue Service is designed to create a more transparent, efficient, supportive environment and advance communication of specific changes in business policies and reforms for businesses within the state.

The strategy focuses on clear messaging, consistent stakeholder engagement, and continuous internal capacity building, aiming to position Katsina State as a leading destination for business and investment in Northern Nigeria.

This strategy will drive clear communication, economic growth, job creation, and sustainable development in the state through a collaborative effort between government officials, ministries, departments, agencies, employees, the business community, and the general public. Regular evaluation and feedback mechanisms will ensure that the strategy remains effective and responsive to the needs of all stakeholders, ultimately contributing to the long-term success of Katsina State's business environment.

For inquiries or complaints, please contact

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22nd October, 2023