

Technology training — course outlines

22 courses, each with a short course, a one-month track and a two-month track.

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About this document

This is an indicative catalogue. Every course runs as a short course and as a one-month or two-month track, and each catalogue carries the week-by-week outline. Syllabi, durations and cohort sizes are finalised with each client.

Indicative extended tracks. The one-month track runs weeks 1 to 4; the two-month track continues through week 8 with deeper labs, certification preparation and a capstone. Weeks, contact hours and cohort sizes are finalised with each client.

Nothing in this document is a confirmed commitment. Syllabi, facilitators, durations, cohort sizes, certification routes and pricing are agreed with the client before delivery.

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15. DevOps foundations — 3 days short course; one- and two-month tracks
16. Robotic process automation for tax administration — 3 days short course; one- and two-month tracks
17. Technology leadership for directors — 2 days short course; one- and two-month tracks
18. CompTIA A+ IT support essentials — 5 days short course; one- and two-month tracks
19. CompTIA Security+ — 5 days short course; one- and two-month tracks
20. CompTIA Network+ — 5 days short course; one- and two-month tracks
21. CompTIA Cloud+ — 5 days short course; one- and two-month tracks
22. CompTIA Data+ — 4 days short course; one- and two-month tracks

Data analytics for revenue assurance with Power BI

Course outline · issued 14 September 2026

Technology areas	Data Analytics, Power BI and Business Intelligence
Level	Intermediate
Short course	5 days
One-month track	4 weeks · 16 training days · 96 contact hours
Two-month track	8 weeks · 32 training days · 192 contact hours
Delivery	In person, Virtual, Hybrid
Class size	10 to 25 participants
Certification	Certificate of completion
Entry requirements	Confident with spreadsheets. No prior Power BI experience assumed.

Who it is for

Revenue, audit and planning officers who report on collections and compliance.

REVENUE USE CASE

Participants build a filing-compliance and arrears dashboard from an anonymised sample dataset.

By the end, participants can

- Connect, clean and model taxpayer and collection data in Power BI
- Build dashboards that track filing compliance, arrears and collection trends
- Publish and govern reports for management and field offices

Short course modules (5 days)

1. Data sources and Power Query
2. Data modelling and DAX basics
3. Visual design for oversight
4. Row-level security and publishing
5. Capstone dashboard on a sample revenue dataset

One-month track — weeks 1 to 4

4 weeks · 16 training days · 96 contact hours

Week 1 — Data foundations for revenue reporting

- Where collection, assessment and taxpayer data actually sits
- Connecting and profiling sources with Power Query
- Cleaning, typing and shaping messy extracts
- Documenting an extract so it can be rebuilt

Practical: Profile and clean an anonymised collections extract end to end.

Week 2 — Modelling taxpayer data

- Star schemas and why flat tables fail
- Relationships, cardinality and filter direction
- DAX measures for collections, arrears and compliance rates
- Time intelligence across filing periods

Practical: Build a working model over taxpayer, assessment and payment tables.

Week 3 — Visual design for oversight

- Choosing the chart that answers the question
- Compliance, arrears and trend pages
- Drill-through from national to office level
- Accessible colour, labelling and tabular figures

Practical: Produce a three-page dashboard for a management audience.

Week 4 — Publishing and governance

- Workspaces, apps and audience management
- Row-level security by region and office
- Refresh schedules and gateway basics
- Certifying and documenting a report

Practical: Publish the dashboard with row-level security applied by region.

Checkpoint: the one-month track is assessed [here](#).

Two-month track — continues through weeks 5 to 8

8 weeks · 32 training days · 192 contact hours

Week 5 — Advanced modelling and performance

- Calculation groups and reusable measure patterns
- Handling amendments, late filings and restatements
- Incremental refresh and large datasets
- Diagnosing and tuning slow reports

Practical: Rebuild the model to handle amended returns without double counting.

Week 6 — Reconciliation and data quality

- Matching declared returns against remittance records
- Exception and variance reporting
- Data lineage and impact analysis
- Handling refresh failures and source drift

Practical: Build an exception report that surfaces unmatched payments for follow-up.

Week 7 — Running the reporting service

- Release process and change control for reports
- Handling report requests from directorates
- Training and supporting report consumers
- The documentation pack a successor needs

Practical: Write the operating handbook for the dashboard you have built.

Week 8 — Capstone and panel review

- Consolidating the dashboard pack
- Writing the accompanying analytical narrative
- Defending method and data quality
- Roadmap for the next reporting cycle

Practical: Present the capstone dashboard pack to a panel and respond to challenge.

Capstone assessment and post-course evaluation.

Capstone

A published revenue-assurance dashboard pack — filing compliance, arrears ageing and collection trend — built on an anonymised dataset and presented to a review panel.

Advanced Excel for tax audit and reconciliation

Course outline · issued 14 September 2026

Technology areas	Advanced Excel
Level	Intermediate
Short course	3 days
One-month track	4 weeks · 16 training days · 96 contact hours
Two-month track	8 weeks · 32 training days · 192 contact hours
Delivery	In person, Virtual, Hybrid
Class size	10 to 25 participants
Certification	Certificate of completion
Entry requirements	Daily spreadsheet use. No Power Query experience assumed.

Who it is for

Tax auditors, reconciliation and finance officers.

REVENUE USE CASE

Reconciling declared returns with remittance records to surface variances.

By the end, participants can

- Import and reshape large ledgers with Power Query
- Reconcile returns against payments with lookup and pivot techniques
- Build audit workpapers with controls and audit trails

Short course modules (3 days)

1. Structured tables and Power Query
2. Lookup, aggregation and error handling
3. Pivot tables for variance analysis
4. Workpaper controls and documentation
5. Reconciliation case exercise

One-month track — weeks 1 to 4

4 weeks · 16 training days · 96 contact hours

Week 1 — Structured data and Power Query

- Tables, named ranges and why layout decides everything
- Importing and appending large ledgers
- Transform steps that survive a refresh
- Splitting, merging and typing columns reliably

Practical: Import three months of ledger extracts into one refreshable table.

Week 2 — Lookup, aggregation and error handling

- XLOOKUP, INDEX/MATCH and their failure modes
- SUMIFS, COUNTIFS and multi-criteria aggregation
- Trapping and reporting errors rather than hiding them
- Dynamic arrays for audit selections

Practical: Match returns to payments and produce a clean exception list.

Week 3 — Pivot analysis and variance

- Pivot tables, grouping and calculated fields
- Variance analysis across periods and offices
- Power Pivot and the data model
- Charting variance for a management pack

Practical: Build a variance pack comparing declared and remitted amounts by office.

Week 4 — Workpaper controls and documentation

- Designing a workpaper that another auditor can follow
- Data validation, protection and version control
- Audit trail, tick marks and cross-referencing
- Reviewing a colleague's workpaper

Practical: Assemble and peer-review a controlled reconciliation workpaper.

Checkpoint: the one-month track is assessed [here](#).

Two-month track — continues through weeks 5 to 8

8 weeks · 32 training days · 192 contact hours

Week 5 — Automation with macros and Office Scripts

- Recording, reading and editing a macro
- When to automate and when not to
- Office Scripts and Power Automate basics
- Safe handling of macro-enabled files

Practical: Automate the monthly refresh and exception export.

Week 6 — Large-scale reconciliation

- Fuzzy matching and near-duplicate detection
- Reconciling across systems with different keys
- Sampling and materiality in a spreadsheet
- Performance with hundreds of thousands of rows

Practical: Reconcile two systems that share no common identifier.

Week 7 — Analytical review and fraud indicators

- Ratio and trend analysis for audit selection
- Benford-style digit analysis and its limits
- Building a risk-ranked audit selection list
- Documenting why a taxpayer was selected

Practical: Produce a risk-ranked selection list from a sample population.

Week 8 — Capstone audit file

- Assembling the full workpaper set
- Writing findings that withstand challenge
- Presenting the reconciliation to a review panel
- Handover and archiving

Practical: Deliver and defend a complete simulated audit file.

Capstone assessment and post-course evaluation.

Capstone

A complete reconciliation workpaper set for a simulated audit, with controls, an audit trail and a findings summary.

SQL for tax data extraction and reporting

Course outline · issued 14 September 2026

Technology areas	SQL and Database Management
Level	Foundation
Short course	4 days
One-month track	4 weeks · 16 training days · 96 contact hours
Two-month track	8 weeks · 32 training days · 192 contact hours
Delivery	In person, Virtual, Hybrid
Class size	10 to 20 participants
Certification	Certificate of completion
Entry requirements	Comfortable with spreadsheets. No programming experience assumed.

Who it is for

Analysts and officers who need data from tax administration systems without waiting on IT.

REVENUE USE CASE

Queries run against a sample taxpayer-assessment-payment schema.

By the end, participants can

- Write SELECT queries with joins, filters and aggregates
- Reconcile data across taxpayer, assessment and payment tables
- Produce repeatable extracts for reporting

Short course modules (4 days)

1. Relational concepts and schemas
2. Filtering, joining and aggregating
3. Sub-queries and window functions
4. Data quality checks
5. Reporting extract project

One-month track — weeks 1 to 4

4 weeks · 16 training days · 96 contact hours

Week 1 — Relational foundations

- How a tax administration database is organised
- Tables, keys, and reading a schema diagram
- SELECT, WHERE and ORDER BY
- Data types, NULLs and the traps they set

Practical: Answer ten questions about a sample schema using single-table queries.

Week 2 — Joining and aggregating

- INNER, LEFT and the join you actually meant
- GROUP BY, HAVING and aggregate functions
- Joining taxpayer, assessment and payment tables
- Counting things correctly when rows duplicate

Practical: Produce collection totals by tax type and office.

Week 3 — Sub-queries and window functions

- Sub-queries, CTEs and readable query structure
- ROW_NUMBER, RANK and deduplication
- Running totals and period-on-period comparison
- Finding the latest record per taxpayer

Practical: Build an arrears ageing query using window functions.

Week 4 — Data quality and repeatable extracts

- Profiling a table before you trust it
- Referential and completeness checks
- Parameterising and saving an extract
- Documenting a query for handover

Practical: Deliver a documented, parameterised reporting extract.

Checkpoint: the one-month track is assessed [here](#).

Two-month track — continues through weeks 5 to 8

8 weeks · 32 training days · 192 contact hours

Week 5 — Views, procedures and scheduling

- Views and when they help or hide problems
- Stored procedures and parameters
- Scheduling an extract safely
- Version-controlling SQL

Practical: Wrap the week 4 extract in a scheduled, versioned procedure.

Week 6 — Performance and large tables

- Reading an execution plan at a basic level
- Indexes: what they fix and what they cost
- Writing queries that scale to millions of rows
- Query etiquette on a production system

Practical: Tune a slow query against a large sample table.

Week 7 — Analytical SQL for compliance

- Cohort and retention style analysis for filers
- Data matching across third-party sources
- Building a compliance risk indicator in SQL
- Explaining a query's logic to a non-technical reader

Practical: Build a risk indicator that flags likely under-declaration.

Week 8 — Capstone extract and review

- Assembling the reporting pack
- Peer review of another participant's SQL
- Documentation and handover
- Presenting results and caveats

Practical: Deliver, defend and hand over a complete reporting extract.

Capstone assessment and post-course evaluation.

Capstone

A documented, repeatable reporting extract built from a sample taxpayer-assessment-payment schema, with data quality checks built in.

Generative AI for public-sector productivity

Course outline · issued 14 September 2026

Technology areas	Artificial Intelligence and Generative AI
Level	Foundation
Short course	2 days
One-month track	4 weeks · 8 training days · 48 contact hours
Two-month track	8 weeks · 16 training days · 96 contact hours
Delivery	In person, Virtual, Hybrid
Class size	10 to 30 participants
Certification	Certificate of completion
Entry requirements	None. Open to officers at every level.

Who it is for

Officers and managers who draft, analyse and correspond at volume.

REVENUE USE CASE

Summarising taxpayer correspondence and drafting standard responses without exposing personal data.

By the end, participants can

- Use generative AI safely for drafting, summarising and analysis
- Apply prompting patterns and verify outputs
- Recognise data-protection and confidentiality limits

Short course modules (2 days)

1. How large language models work
2. Prompting patterns and verification
3. Document and data tasks
4. Confidentiality, bias and policy
5. Team use-case workshop

One-month track — weeks 1 to 4

4 weeks · 8 training days · 48 contact hours

Week 1 — What these tools are and are not

- How large language models actually produce text
- Strengths, limits and confident wrong answers
- The tool landscape and what an agency can approve
- Setting expectations with colleagues

Practical: Run the same task through two tools and compare what came back.

Week 2 — Prompting and verification

- Prompting patterns that work for official writing
- Giving context, format and constraints
- Verifying every claim before it leaves your desk
- Recognising fabricated citations and figures

Practical: Draft a standard response letter, then verify it line by line.

Week 3 — Document and data tasks

- Summarising long correspondence and reports
- Extracting structure from unstructured text
- Drafting, editing and translating
- Where a spreadsheet or a person is still the right tool

Practical: Summarise a bundle of taxpayer correspondence into an action list.

Week 4 — Confidentiality, bias and policy

- What must never be pasted into a public tool
- The Nigeria Data Protection Act 2023 in practice
- Bias, fairness and decisions affecting taxpayers
- Drafting a departmental acceptable-use note

Practical: Write the acceptable-use rules for your own unit.

Checkpoint: the one-month track is assessed [here](#).

Two-month track — continues through weeks 5 to 8

8 weeks · 16 training days · 96 contact hours

Week 5 — Building reliable workflows

- Reusable prompt templates for recurring tasks
- Chaining steps and keeping a human in the loop
- Quality checks and sampling output
- Measuring whether it actually saved time

Practical: Turn a recurring task into a documented, repeatable workflow.

Week 6 — Working with agency data

- Retrieval over approved internal documents
- Why grounding matters and how it fails
- Redaction and anonymisation before use
- Record-keeping and auditability

Practical: Build a grounded question-answering workflow over a policy document set.

Week 7 — Governance and rollout

- Assessing a use case for risk before approval
- Procurement and vendor questions to ask
- Training and supporting colleagues
- Monitoring use and handling misuse

Practical: Run a risk assessment on a proposed departmental use case.

Week 8 — Capstone use-case pack

- Selecting the three use cases worth keeping
- Documenting prompts, checks and limits
- Presenting to management for approval
- Planning the next quarter

Practical: Present the departmental use-case pack for approval.

Capstone assessment and post-course evaluation.

Capstone

A departmental generative-AI use-case pack: three approved use cases, the prompts behind them, the verification steps and the confidentiality rules that apply.

Data science foundations with Python

Course outline · issued 14 September 2026

Technology areas	Data Science, Data Analytics
Level	Intermediate
Short course	5 days
One-month track	4 weeks · 16 training days · 96 contact hours
Two-month track	8 weeks · 32 training days · 192 contact hours
Delivery	In person, Virtual, Hybrid
Class size	8 to 20 participants
Certification	Certificate of completion
Entry requirements	Strong spreadsheet skills. No programming experience assumed.

Who it is for

Analysts with spreadsheet experience moving into statistical analysis.

REVENUE USE CASE

A simple compliance risk score built from filing history features.

By the end, participants can

- Explore and clean datasets with pandas
- Apply descriptive statistics and simple predictive models
- Communicate findings with reproducible notebooks

Short course modules (5 days)

1. Python and notebooks
2. Data wrangling with pandas
3. Statistics for analysts
4. Regression and classification basics
5. Risk-scoring mini project

One-month track — weeks 1 to 4

4 weeks · 16 training days · 96 contact hours

Week 1 — Python and notebooks

- Python syntax for people who know spreadsheets
- Notebooks, environments and reproducibility
- Reading files and handling encodings
- Debugging without panic

Practical: Load a revenue dataset and produce first summary statistics.

Week 2 — Data wrangling with pandas

- Series, DataFrames and indexing
- Missing data, duplicates and type coercion
- Merging, grouping and reshaping
- Dates, periods and fiscal calendars

Practical: Clean and join three years of filing records.

Week 3 — Statistics for analysts

- Distributions, spread and what an average hides
- Correlation, confounding and causation
- Hypothesis tests and confidence intervals
- Visualising distributions with matplotlib

Practical: Test whether a compliance intervention changed filing behaviour.

Week 4 — Regression and classification basics

- Linear regression and interpreting coefficients
- Logistic regression for a yes/no outcome
- Train/test splits and overfitting
- Accuracy, precision, recall and why they differ

Practical: Build a first compliance risk classifier and evaluate it honestly.

Checkpoint: the one-month track is assessed [here](#).

Two-month track — continues through weeks 5 to 8

8 weeks · 32 training days · 192 contact hours

Week 5 — Feature engineering

- Turning filing history into model features
- Categorical encoding and scaling
- Leakage: the mistake that flatters every model
- Feature selection and parsimony

Practical: Engineer a feature set from raw assessment and payment history.

Week 6 — Model improvement and validation

- Tree-based models and ensembles
- Cross-validation and hyperparameter tuning
- Class imbalance in compliance data
- Calibration and threshold selection

Practical: Improve and properly validate the risk model.

Week 7 — Interpretability and ethics

- Explaining a model to a non-technical decision maker
- Feature importance and its pitfalls
- Fairness across taxpayer segments
- Documenting limitations and appropriate use

Practical: Write the model card, including what the model must not be used for.

Week 8 — Capstone and deployment thinking

- Packaging a reproducible notebook
- From notebook to a scheduled scoring job
- Monitoring drift after deployment
- Presenting findings to management

Practical: Present the risk-scoring model and its documentation to a panel.

Capstone assessment and post-course evaluation.

Capstone

A compliance risk-scoring model built from filing history, documented in a reproducible notebook with an honest account of its limitations.

Cybersecurity essentials for revenue officers

Course outline · issued 14 September 2026

Technology areas	Cybersecurity
Level	Foundation
Short course	2 days
One-month track	4 weeks · 8 training days · 48 contact hours
Two-month track	8 weeks · 16 training days · 96 contact hours
Delivery	In person, Virtual, Hybrid
Class size	15 to 40 participants
Certification	Certificate of completion
Entry requirements	None. Intended for all staff who use agency systems.

Who it is for

All staff who handle taxpayer records or use agency systems.

REVENUE USE CASE

Tabletop exercise on a spear-phishing attempt targeting a tax office.

By the end, participants can

- Recognise phishing, social engineering and account takeover attempts
- Handle sensitive records and removable media correctly
- Report and escalate incidents promptly

Short course modules (2 days)

1. Threat landscape for revenue agencies
2. Identity, passwords and MFA
3. Safe handling of taxpayer data
4. Incident recognition and reporting
5. Tabletop exercise

One-month track — weeks 1 to 4

4 weeks · 8 training days · 48 contact hours

Week 1 — The threat landscape for revenue agencies

- Who targets tax administrations and why
- Phishing, business email compromise and fraud
- Real incident patterns in public institutions
- Your own role in the attack surface

Practical: Pull apart a set of real-world phishing samples.

Week 2 — Identity, passwords and access

- Password practice that people actually follow
- Multi-factor authentication and its bypasses
- Shared accounts and why they fail an audit
- Access reviews and leavers

Practical: Audit your own account hygiene and fix what you find.

Week 3 — Handling taxpayer data safely

- Classification: what is sensitive and what is not
- Email, removable media and printing
- Working away from the office
- Disposal and retention

Practical: Walk a real document through its full handling lifecycle.

Week 4 — Recognising and reporting incidents

- What an incident looks like from a desk
- Reporting fast and without blame
- Preserving evidence rather than tidying up
- Tabletop: a spear-phishing attempt on a tax office

Practical: Run the tabletop exercise and write the incident report.

Checkpoint: the one-month track is assessed [here](#).

Two-month track — continues through weeks 5 to 8

8 weeks · 16 training days · 96 contact hours

Week 5 — Device and application security

- Updates, patching and why delay costs
- Endpoint protection and what it misses
- Browser, extension and mobile app risk
- Approved software and shadow IT

Practical: Harden a workstation against a supplied checklist.

Week 6 — Social engineering in depth

- Pretexting, vishing and physical tailgating
- Fraud patterns around payments and refunds
- Verifying an unusual request properly
- Pressure, urgency and authority as attack tools

Practical: Run a simulated social-engineering call and debrief it.

Week 7 — Security in agency processes

- Segregation of duties in revenue processes
- Third parties, vendors and contractor access
- Business continuity and backup awareness
- Where policy and practice diverge in your unit

Practical: Map the security gaps in one real workflow in your office.

Week 8 — Capstone improvement plan

- Prioritising the gaps you found
- Making change stick in a busy office
- Briefing colleagues effectively
- Agreeing the plan with your unit head

Practical: Present the unit security improvement plan.

Capstone assessment and post-course evaluation.

Capstone

A unit-level security improvement plan: the risks that apply to this office, the behaviours to change and the escalation route, agreed with the unit head.

Digital forensics and digital tax audit fundamentals

Course outline · issued 14 September 2026

Technology areas	Digital Forensics, Digital Tax Audit
Level	Intermediate
Short course	5 days
One-month track	4 weeks · 16 training days · 96 contact hours
Two-month track	8 weeks · 32 training days · 192 contact hours
Delivery	In person, Hybrid
Class size	8 to 16 participants
Certification	Certificate of completion
Entry requirements	Audit or investigation experience. Basic computer literacy assumed.

Who it is for

Tax auditors, investigators and enforcement officers.

REVENUE USE CASE

Reconstructing sales from point-of-sale and bank data in a simulated audit.

By the end, participants can

- Preserve and acquire digital evidence with chain of custody
- Analyse accounting and e-commerce data for under-declaration
- Document findings to an evidential standard

Short course modules (5 days)

1. Legal basis and evidence handling
2. Acquisition and imaging
3. Accounting system and e-commerce data analysis
4. Data-matching techniques
5. Case file and report writing

One-month track — weeks 1 to 4

4 weeks · 16 training days · 96 contact hours

Week 1 — Legal basis and evidence handling

- Powers, warrants and lawful access in Nigeria
- Admissibility and the Evidence Act
- Chain of custody from first contact
- Contemporaneous notes and exhibit labelling

Practical: Run a mock seizure and produce a defensible custody record.

Week 2 — Acquisition and imaging

- Write blockers, imaging and hashing
- Live versus dead acquisition decisions
- Mobile devices and cloud accounts
- Verifying an image and recording the verification

Practical: Acquire and verify an image of a supplied test device.

Week 3 — Accounting and e-commerce data analysis

- Extracting data from accounting packages
- Point-of-sale, payment gateway and bank records
- Detecting edits, deletions and parallel books
- Timeline construction

Practical: Reconstruct a month of sales from point-of-sale and bank data.

Week 4 — Data matching and reporting

- Matching declared turnover against third-party data
- Quantifying under-declaration defensibly
- Writing findings a non-technical reader can follow
- Peer review of a case file

Practical: Produce and peer-review a findings report on the week 3 case.

Checkpoint: the one-month track is assessed [here](#).

Two-month track — continues through weeks 5 to 8

8 weeks · 32 training days · 192 contact hours

Week 5 — Advanced artefact analysis

- File systems, deleted data and slack space
- Registry, log and browser artefacts
- Email and messaging reconstruction
- Anti-forensics and what it leaves behind

Practical: Recover and interpret artefacts from a prepared disk image.

Week 6 — Digital tax audit at scale

- Auditing a taxpayer running cloud accounting
- API extracts and standard audit files
- Sampling and analytics over full populations
- Cryptoasset and online marketplace activity

Practical: Audit a simulated cloud-accounting taxpayer end to end.

Week 7 — Case management and the expert report

- Structuring a case from referral to referral out
- The expert's duty and report format
- Withstanding cross-examination on method
- Disclosure and working-paper discipline

Practical: Draft an expert report and face a mock challenge on it.

Week 8 — Capstone case file

- Assembling the complete file
- Quality review against an evidential standard
- Presenting the case to a review panel
- Handover to enforcement or prosecution

Practical: Present and defend the capstone case file.

Capstone assessment and post-course evaluation.

Capstone

A complete simulated case file: acquisition log, analysis working papers, reconstructed sales figures and an expert report fit for tribunal.

Data governance and data protection for revenue agencies

Course outline · issued 14 September 2026

Technology areas	Data Governance, Data Privacy and Protection
Level	Intermediate
Short course	3 days
One-month track	4 weeks · 16 training days · 96 contact hours
Two-month track	8 weeks · 32 training days · 192 contact hours
Delivery	In person, Virtual, Hybrid
Class size	10 to 25 participants
Certification	Certificate of completion
Entry requirements	None. Designed for a mixed group of data, records, legal and ICT staff.

Who it is for

Data owners, records officers, legal and ICT staff.

REVENUE USE CASE

Impact assessment for sharing taxpayer data with a third-party agency.

By the end, participants can

- Assign data ownership, quality and retention responsibilities
- Apply the Nigeria Data Protection Act 2023 to taxpayer data
- Run a data protection impact assessment

Short course modules (3 days)

1. Governance roles and data catalogues
2. Quality, lineage and retention
3. NDPA 2023 obligations
4. Impact assessments and breach response
5. Governance charter workshop

One-month track — weeks 1 to 4

4 weeks · 16 training days · 96 contact hours

Week 1 — Governance roles and the data estate

- Ownership, stewardship and accountability
- Building a first data catalogue
- Classification and sensitivity tiers
- Where governance fails in practice

Practical: Catalogue and classify the data held by one unit.

Week 2 — Quality, lineage and retention

- Defining data quality that people can measure
- Lineage and impact analysis
- Retention schedules and lawful disposal
- Master data and the duplicate taxpayer problem

Practical: Write a retention schedule for one taxpayer record type.

Week 3 — The Nigeria Data Protection Act 2023

- Lawful bases for processing taxpayer data
- Data subject rights and how to answer them
- Controller and processor duties
- Cross-border transfer and residency

Practical: Map one processing activity against the Act's requirements.

Week 4 — Impact assessments and breach response

- When a data protection impact assessment is required
- Running one that actually changes the design
- Breach detection, containment and notification
- Working with the regulator

Practical: Complete an impact assessment for sharing data with another agency.

Checkpoint: the one-month track is assessed [here](#).

Two-month track — continues through weeks 5 to 8

8 weeks · 32 training days · 192 contact hours

Week 5 — Data sharing between institutions

- Memoranda of understanding and sharing agreements
- Minimisation, pseudonymisation and aggregation
- Technical controls on a sharing interface
- Auditing what was shared and why

Practical: Draft a data-sharing agreement with a named counterpart agency.

Week 6 — Security, access and assurance

- Access control models for taxpayer data
- Logging, monitoring and misuse detection
- Third-party and vendor assurance
- Internal audit of data handling

Practical: Design an access model and its audit trail for one system.

Week 7 — Operating the governance function

- Governance forums that people attend
- Policy, standard and procedure — writing each well
- Measuring governance maturity
- Culture, training and making rules usable

Practical: Build the governance operating model and its first-year plan.

Week 8 — Capstone charter

- Consolidating the charter
- Reviewing against the Act and agency policy
- Presenting to senior management for adoption
- Implementation roadmap

Practical: Present the directorate data governance charter for adoption.

Capstone assessment and post-course evaluation.

Capstone

A data governance charter for one directorate, with roles, a data catalogue extract, retention rules and a completed impact assessment.

Project management for public-sector programmes

Course outline · issued 14 September 2026

Technology areas	Project Management
Level	Intermediate
Short course	5 days
One-month track	4 weeks · 16 training days · 96 contact hours
Two-month track	8 weeks · 32 training days · 192 contact hours
Delivery	In person, Virtual, Hybrid
Class size	10 to 25 participants
Certification	Certificate of completion; aligned to PMBOK Guide
Entry requirements	Some experience leading or contributing to a project.

Who it is for

Project leads and officers responsible for technology and reform programmes.

REVENUE USE CASE

Planning the rollout of a new e-filing module across regional offices.

By the end, participants can

- Define scope, schedule and budget with realistic baselines
- Manage risks, stakeholders and procurement dependencies
- Report status in a form executives act on

Short course modules (5 days)

1. Initiation and business case
2. Planning: scope, schedule, cost
3. Risk and stakeholder management
4. Execution, monitoring and change control
5. Closing and lessons learned

One-month track — weeks 1 to 4

4 weeks · 16 training days · 96 contact hours

Week 1 — Initiation and the business case

- Problem definition before solution design
- Options appraisal and benefits
- Costing, funding and the procurement calendar
- Charter, sponsor and mandate

Practical: Write a business case for a real initiative in your directorate.

Week 2 — Scope and schedule

- Requirements and the work breakdown structure
- Estimating in a public-sector context
- Dependencies, critical path and float
- Baselining and what a baseline is for

Practical: Produce a baselined schedule with a defensible critical path.

Week 3 — Cost, procurement and risk

- Budgeting, contingency and cash flow
- Procurement rules and vendor dependencies
- Risk identification, analysis and response
- Issue management and escalation

Practical: Build the budget and risk register for your project.

Week 4 — Stakeholders and governance reporting

- Stakeholder analysis and engagement planning
- Reporting that executives act on
- Steering committees that decide
- Change control and scope creep

Practical: Produce and present a governance reporting pack.

Checkpoint: the one-month track is assessed [here](#).

Two-month track — continues through weeks 5 to 8

8 weeks · 32 training days · 192 contact hours

Week 5 — Execution and control

- Earned value in plain terms
- Managing vendors and contract performance
- Quality management and acceptance criteria
- Recovering a project that has slipped

Practical: Run a control cycle on a simulated slipping project.

Week 6 — Programmes, portfolios and change

- Managing interdependent projects
- Benefits realisation after go-live
- Organisational change and adoption
- Training, communications and transition

Practical: Build the adoption and benefits plan for your project.

Week 7 — Agile in a public-sector setting

- Where iterative delivery fits and where it does not
- Hybrid governance for agile vendors
- Contracting for iterative delivery
- Reporting progress without a fixed scope

Practical: Redesign one workstream for iterative delivery and defend it.

Week 8 — Capstone and closure

- Consolidating the project pack
- Closure, handover and lessons learned
- Presenting to a simulated steering committee
- Personal development and certification routes

Practical: Present the capstone project pack to a steering committee panel.

Capstone assessment and post-course evaluation.

Capstone

A full project pack for a real agency initiative: business case, baselined schedule and budget, risk register, stakeholder plan and a governance reporting pack.

Agile and Scrum foundations

Course outline · issued 14 September 2026

Technology areas	Agile and Scrum
Level	Foundation
Short course	2 days
One-month track	4 weeks · 8 training days · 48 contact hours
Two-month track	8 weeks · 16 training days · 96 contact hours
Delivery	In person, Virtual, Hybrid
Class size	10 to 25 participants
Certification	Certificate of completion; optional Scrum.org exam preparation
Entry requirements	None. Useful for business units working with software vendors.

Who it is for

Product owners, ICT teams and business units working with software vendors.

REVENUE USE CASE

Backlog for improving a taxpayer self-service portal.

By the end, participants can

- Explain Scrum roles, events and artefacts
- Write and prioritise a product backlog
- Run sprint planning, review and retrospective

Short course modules (2 days)

1. Agile values and when to use them
2. Scrum framework
3. Backlog refinement workshop
4. Sprint simulation
5. Scaling and vendor management

One-month track — weeks 1 to 4

4 weeks · 8 training days · 48 contact hours

Week 1 — Agile values and when to use them

- Why iterative delivery exists
- Where agile fits inside public-sector governance
- Common misunderstandings and anti-patterns
- Choosing between iterative and plan-driven delivery

Practical: Assess one current initiative for iterative suitability.

Week 2 — The Scrum framework

- Accountabilities: product owner, scrum master, developers
- Events and what each is actually for
- Artefacts and their commitments
- Definition of done

Practical: Write the working agreements and definition of done for your team.

Week 3 — Backlogs and requirements

- User stories and acceptance criteria
- Slicing work so it fits an iteration
- Ordering by value, risk and dependency
- Refinement as a habit, not an event

Practical: Build and refine a backlog for a taxpayer self-service feature.

Week 4 — Running an iteration

- Planning, daily coordination and review
- Retrospectives that change something
- Forecasting with velocity, honestly
- Making progress visible to stakeholders

Practical: Run a full sprint simulation and retrospective.

Checkpoint: the one-month track is assessed [here](#).

Two-month track — continues through weeks 5 to 8

8 weeks · 16 training days · 96 contact hours

Week 5 — Product ownership in an agency

- Being a decisive product owner inside a hierarchy
- Stakeholder management and competing directorates
- Roadmaps without false precision
- Measuring outcomes, not output

Practical: Build a six-month outcome-based roadmap.

Week 6 — Working with vendors

- Contracting for iterative delivery
- Acceptance, quality and technical debt
- Holding a vendor to account without micromanaging
- Transition and knowledge transfer

Practical: Draft the governance model for an agile vendor engagement.

Week 7 — Scaling and coordination

- Coordinating multiple teams
- Dependency management across directorates
- Portfolio-level visibility
- Avoiding scaling frameworks you do not need

Practical: Design the coordination model for a three-team programme.

Week 8 — Capstone backlog and release plan

- Consolidating backlog and release plan
- Presenting to sponsors
- Preparing for Professional Scrum Master I
- Embedding the practice after the course

Practical: Present the capstone backlog and release plan.

Capstone assessment and post-course evaluation.

Capstone

A refined, prioritised product backlog for a real agency service, with a release plan and the working agreements the team will use.

ITIL 4 Foundation

Course outline · issued 14 September 2026

Technology areas	IT Service Management and ITIL
Level	Foundation
Short course	3 days
One-month track	4 weeks · 16 training days · 96 contact hours
Two-month track	8 weeks · 32 training days · 192 contact hours
Delivery	In person, Virtual, Hybrid
Class size	8 to 20 participants
Certification	ITIL 4 Foundation exam preparation; exam via accredited partner
Entry requirements	Some exposure to ICT service delivery or support.

Who it is for

ICT service desk, operations and support managers.

By the end, participants can

- Describe the ITIL service value system
- Apply key practices: incident, problem, change enablement
- Prepare for the ITIL 4 Foundation examination

Short course modules (3 days)

1. Service management concepts
2. Guiding principles
3. Service value chain
4. Key practices
5. Exam preparation and mock test

One-month track — weeks 1 to 4

4 weeks · 16 training days · 96 contact hours

Week 1 — Service management concepts

- Value, outcomes, costs and risks
- Services, products and offerings
- Service relationships and co-creation of value
- Utility and warranty

Practical: Map the service relationships around one agency ICT service.

Week 2 — Guiding principles and governance

- The seven guiding principles in practice
- Governance, management and the four dimensions
- Applying the principles to a real decision
- Continual improvement as a discipline

Practical: Apply the guiding principles to a live service decision.

Week 3 — The service value chain

- Plan, improve, engage, design and transition
- Obtain/build, deliver and support
- Value streams and how work really flows
- Mapping a value stream end to end

Practical: Map the value stream for an e-filing support request.

Week 4 — Key practices

- Incident and problem management
- Change enablement and release
- Service desk, request and level management
- Configuration and asset management

Practical: Redesign the incident and change process for your service desk.

Checkpoint: the one-month track is assessed [here](#).

Two-month track — continues through weeks 5 to 8

8 weeks · 32 training days · 192 contact hours

Week 5 — Practices in depth

- Availability, capacity and continuity
- Supplier and contract management
- Information security management
- Monitoring, event management and observability

Practical: Build availability and continuity targets for a critical service.

Week 6 — Measurement and improvement

- Metrics that drive the right behaviour
- Service level agreements that mean something
- The continual improvement model applied
- Building an improvement register

Practical: Rewrite a service level agreement and its measures.

Week 7 — Implementing in a public institution

- Sequencing an ITIL adoption realistically
- Tooling choices and their limits
- Culture, resistance and sponsorship
- Working with existing procurement and audit rules

Practical: Produce the ICT service management improvement plan.

Week 8 — Examination preparation

- Syllabus review and question technique
- Terminology drilling
- Full mock examination under timed conditions
- Review, gap closure and booking the exam

Practical: Sit a full mock ITIL 4 Foundation paper and review it.

Capstone assessment and post-course evaluation.

Capstone

A service management improvement plan for the agency ICT function, plus a full mock ITIL 4 Foundation examination sat under exam conditions.

Microsoft 365 for the modern workplace

Course outline · issued 14 September 2026

Technology areas	Microsoft 365
Level	Foundation
Short course	2 days
One-month track	4 weeks · 8 training days · 48 contact hours
Two-month track	8 weeks · 16 training days · 96 contact hours
Delivery	In person, Virtual, Hybrid
Class size	10 to 30 participants
Certification	Certificate of completion
Entry requirements	None. Intended for administrative and professional staff.

Who it is for

Administrative and professional staff.

By the end, participants can

- Collaborate on documents in Teams and SharePoint
- Manage email, calendars and tasks efficiently
- Apply sensitivity labels and retention to records

Short course modules (2 days)

1. Teams and meetings
2. OneDrive and SharePoint document control
3. Outlook and Planner
4. Forms and simple automation
5. Information protection basics

One-month track — weeks 1 to 4

4 weeks · 8 training days · 48 contact hours

Week 1 — Teams and collaboration

- Teams, channels and when to use which
- Meetings, recordings and accessibility
- Chat etiquette in an official setting
- Notifications and reclaiming your attention

Practical: Set up a team workspace for one real unit.

Week 2 — Document control in OneDrive and SharePoint

- Where a document should live and why
- Co-authoring, version history and recovery
- Permissions, sharing links and external access
- Metadata and structured libraries

Practical: Migrate a shared drive folder into a structured library.

Week 3 — Outlook, Planner and personal workflow

- Inbox rules, categories and search that works
- Calendars, delegation and shared mailboxes
- Tasks in Planner and To Do
- Running a unit's work from one board

Practical: Build a unit work board and the routines around it.

Week 4 — Forms, automation and information protection

- Forms for internal data collection
- Simple Power Automate flows
- Sensitivity labels and retention
- Records that must not be deleted

Practical: Automate one recurring approval and label its records.

Checkpoint: the one-month track is assessed [here](#).

Two-month track — continues through weeks 5 to 8

8 weeks · 16 training days · 96 contact hours

Week 5 — Lists and lightweight applications

- SharePoint Lists as a small register
- Views, filters and formatting
- Replacing a spreadsheet that has outgrown itself
- When to escalate to a real system

Practical: Rebuild a tracking spreadsheet as a shared list with views.

Week 6 — Reporting and Power BI basics

- Connecting Power BI to Lists and Excel
- A simple operational dashboard
- Sharing reports inside Teams
- Refresh and data ownership

Practical: Publish an operational dashboard into the team workspace.

Week 7 — Governance and administration

- Naming, lifecycle and sprawl control
- Guest access and data leaving the agency
- Compliance, eDiscovery and audit logs
- Supporting colleagues who are struggling

Practical: Write the workspace governance rules for your directorate.

Week 8 — Capstone workspace

- Consolidating the workspace and its conventions
- Training the rest of the unit
- Presenting to the unit head
- Adoption plan for the next quarter

Practical: Present the capstone workspace and adoption plan.

Capstone assessment and post-course evaluation.

Capstone

A team workspace built to a standard: a structured document library, agreed collaboration conventions, two automated workflows and applied retention labels.

Cloud fundamentals with Azure and AWS

Course outline · issued 14 September 2026

Technology areas	Cloud Computing, Microsoft Azure, Amazon Web Services
Level	Foundation
Short course	3 days
One-month track	4 weeks · 16 training days · 96 contact hours
Two-month track	8 weeks · 32 training days · 192 contact hours
Delivery	In person, Virtual, Hybrid
Class size	8 to 20 participants
Certification	Preparation for AZ-900 or AWS Cloud Practitioner
Entry requirements	General ICT familiarity. No cloud experience assumed.

Who it is for

ICT staff and managers evaluating or operating cloud services.

REVENUE USE CASE

Assessing data residency options for hosting taxpayer records.

By the end, participants can

- Explain cloud service and deployment models
- Compare Azure and AWS core services and pricing
- Assess security, residency and compliance considerations

Short course modules (3 days)

1. Cloud concepts and economics
2. Compute, storage and networking
3. Identity and security
4. Governance and cost management
5. Migration planning exercise

One-month track — weeks 1 to 4

4 weeks · 16 training days · 96 contact hours

Week 1 — Cloud concepts and economics

- Service and deployment models
- Capital versus operating expenditure in a public budget
- Shared responsibility and what it means for you
- Cloud in the Nigerian public-sector context

Practical: Build the business-case skeleton for one candidate workload.

Week 2 — Core services on Azure and AWS

- Compute options and when each fits
- Storage classes and data lifecycle
- Networking, subnets and connectivity
- Comparing equivalent services across the two platforms

Practical: Deploy the same simple workload on both platforms.

Week 3 — Identity and security

- Identity, roles and least privilege
- Encryption at rest and in transit
- Network security controls and isolation
- Logging, monitoring and alerting

Practical: Secure the week 2 deployment against a supplied baseline.

Week 4 — Governance, cost and residency

- Tagging, budgets and cost alerts
- Policy, guardrails and landing zones
- Data residency and sovereignty for taxpayer records
- Compliance evidence for auditors

Practical: Produce the residency and cost analysis for your workload.

Checkpoint: the one-month track is assessed [here](#).

Two-month track — continues through weeks 5 to 8

8 weeks · 32 training days · 192 contact hours

Week 5 — Migration planning

- Assessing and grouping workloads
- Rehost, replatform, refactor: choosing honestly
- Data migration and cutover
- Rollback and contingency

Practical: Write the phased migration plan for your workload.

Week 6 — Resilience and continuity

- Availability zones, regions and failover
- Backup, restore and tested recovery
- Recovery objectives that match the service
- Designing for a constrained network

Practical: Design and test a recovery approach for a critical service.

Week 7 — Operating and procuring cloud

- Day-two operations and on-call
- Automation and infrastructure as code basics
- Procuring cloud in a public institution
- Managing a cloud vendor and exit planning

Practical: Draft the operating model and exit plan for the workload.

Week 8 — Capstone and certification preparation

- Consolidating the migration assessment
- Presenting to an ICT steering group
- AZ-900 and AWS Cloud Practitioner syllabus review
- Mock examination and gap closure

Practical: Present the migration assessment and sit a mock fundamentals paper.

Capstone assessment and post-course evaluation.

Capstone

A migration assessment for one agency workload: service mapping, cost model, residency and security analysis, and a phased migration plan.

Network administration essentials

Course outline · issued 14 September 2026

Technology areas	Network Administration
Level	Foundation
Short course	5 days
One-month track	4 weeks · 16 training days · 96 contact hours
Two-month track	8 weeks · 32 training days · 192 contact hours
Delivery	In person, Hybrid
Class size	8 to 16 participants
Certification	Certificate of completion
Entry requirements	Basic ICT support experience. Hands-on lab access required.

Who it is for

ICT support staff responsible for office networks.

By the end, participants can

- Configure switches, routers and wireless access points
- Segment networks and apply access controls
- Troubleshoot connectivity methodically

Short course modules (5 days)

1. TCP/IP and addressing
2. Switching and VLANs
3. Routing and WAN links
4. Wireless and security
5. Troubleshooting lab

One-month track — weeks 1 to 4

4 weeks · 16 training days · 96 contact hours

Week 1 — TCP/IP and addressing

- The stack, in the order faults actually occur
- IPv4 subnetting and address planning
- DHCP, DNS and name resolution failures
- IPv6 in outline

Practical: Design and document an addressing plan for a regional office.

Week 2 — Switching and VLANs

- Switch operation, MAC tables and loops
- VLANs, trunking and inter-VLAN routing
- Spanning tree in practice
- Port security and access control

Practical: Build and segment a multi-VLAN office network in the lab.

Week 3 — Routing and WAN links

- Static routing and default gateways
- Dynamic routing fundamentals
- WAN technologies and links between offices
- NAT, firewalls and internet edge

Practical: Connect two lab sites and route between them.

Week 4 — Wireless and network security

- Wireless design, channels and coverage
- Enterprise authentication for wireless
- Access control lists and segmentation policy
- Guest and contractor access

Practical: Deploy secured wireless with enterprise authentication.

Checkpoint: the one-month track is assessed [here](#).

Two-month track — continues through weeks 5 to 8

8 weeks · 32 training days · 192 contact hours

Week 5 — Monitoring and troubleshooting

- A method that finds faults fast
- Packet capture and reading a trace
- SNMP, syslog and monitoring dashboards
- Documenting a fault and its fix

Practical: Diagnose a set of injected faults against the clock.

Week 6 — Network services and resilience

- Redundancy, link aggregation and failover
- Quality of service for voice and video
- VPN and remote access for field officers
- Capacity planning

Practical: Add resilience and remote access to the lab build.

Week 7 — Operations and change

- Configuration management and backups
- Change windows and rollback
- Asset and cabling records
- Working with an internet service provider

Practical: Produce the as-built documentation and change procedure.

Week 8 — Capstone build and handover

- Completing the multi-site build
- Peer review and fault injection by another team
- Formal handover documentation
- Presenting the design and defending choices

Practical: Hand over and defend the capstone network build.

Capstone assessment and post-course evaluation.

Capstone

A working multi-site network build in the lab: addressing plan, segmented VLANs, routed WAN links, secured wireless and full as-built documentation.

DevOps foundations

Course outline · issued 14 September 2026

Technology areas	DevOps
Level	Intermediate
Short course	3 days
One-month track	4 weeks · 16 training days · 96 contact hours
Two-month track	8 weeks · 32 training days · 192 contact hours
Delivery	In person, Virtual, Hybrid
Class size	8 to 20 participants
Certification	Certificate of completion
Entry requirements	Some development or systems administration experience.

Who it is for

Developers and ICT operations staff.

By the end, participants can

- Use Git for collaborative development
- Set up a continuous integration pipeline
- Automate environment provisioning

Short course modules (3 days)

1. DevOps culture and flow
2. Git workflows
3. CI/CD pipelines
4. Containers and infrastructure as code
5. Pipeline build lab

One-month track — weeks 1 to 4

4 weeks · 16 training days · 96 contact hours

Week 1 — DevOps culture and flow

- Why handover between build and run fails
- Flow, feedback and continual learning
- Measuring delivery: lead time, failure rate, recovery
- What changes in a public-sector ICT unit

Practical: Map the current path from code change to production and time it.

Week 2 — Git and collaborative development

- Repositories, branches and merges
- Pull requests and code review
- Resolving conflicts without fear
- Branching strategies that suit small teams

Practical: Run a full change through branch, review and merge.

Week 3 — Continuous integration

- Build automation and artefacts
- Automated testing in the pipeline
- Static analysis and dependency scanning
- Keeping the build green

Practical: Build a CI pipeline that blocks a failing change.

Week 4 — Containers and infrastructure as code

- Containers, images and registries
- Composing a local environment
- Declarative infrastructure and state
- Environment parity and configuration

Practical: Containerise a sample service and provision its environment as code.

Checkpoint: the one-month track is assessed [here](#).

Two-month track — continues through weeks 5 to 8

8 weeks · 32 training days · 192 contact hours

Week 5 — Continuous delivery and deployment

- Deployment strategies and safe rollout
- Secrets and configuration management
- Database changes in a pipeline
- Rollback and forward fix

Practical: Automate deployment to a staging environment with rollback.

Week 6 — Observability and operations

- Logs, metrics and traces
- Alerting that does not cry wolf
- On-call, incident response and blameless review
- Runbooks and operational documentation

Practical: Instrument the service and prove an alert fires correctly.

Week 7 — Security in the pipeline

- Shifting security checks left
- Dependency and container vulnerability scanning
- Access control on pipelines and registries
- Audit evidence for a public institution

Practical: Add security gates to the pipeline and document the evidence trail.

Week 8 — Capstone pipeline

- Completing the end-to-end pipeline
- Peer review of another team's pipeline
- Presenting the delivery metrics achieved
- Adoption plan for the agency ICT unit

Practical: Demonstrate the capstone pipeline from commit to monitored deployment.

Capstone assessment and post-course evaluation.

Capstone

A working delivery pipeline for a sample agency service: version control, automated tests, containerised build, automated deployment and monitoring.

Robotic process automation for tax administration

Course outline · issued 14 September 2026

Technology areas	Robotic Process Automation
Level	Intermediate
Short course	3 days
One-month track	4 weeks · 16 training days · 96 contact hours
Two-month track	8 weeks · 32 training days · 192 contact hours
Delivery	In person, Virtual, Hybrid
Class size	8 to 16 participants
Certification	Certificate of completion
Entry requirements	Process knowledge. No programming experience assumed.

Who it is for

Process owners and ICT staff automating repetitive back-office work.

REVENUE USE CASE

Automating the matching of payment confirmations to assessments.

By the end, participants can

- Identify processes suitable for automation
- Build and test a simple software robot
- Govern bots with logging and exception handling

Short course modules (3 days)

1. Process discovery and selection
2. Bot design fundamentals
3. Building a bot
4. Exception handling and logging
5. Automation of a document-matching task

One-month track — weeks 1 to 4

4 weeks · 16 training days · 96 contact hours

Week 1 — Process discovery and selection

- What automates well and what does not
- Mapping a process as it is actually performed
- Measuring volume, handling time and error rate
- Building the automation candidate list

Practical: Map and measure one real back-office process.

Week 2 — Bot design fundamentals

- Selectors, interfaces and brittle automation
- Designing for the exception, not the happy path
- Attended versus unattended automation
- Designing a bot another person can maintain

Practical: Produce a solution design document for your chosen process.

Week 3 — Building a robot

- Recording, refactoring and structuring a workflow
- Variables, data tables and reusable components
- Working with documents, email and spreadsheets
- Testing a bot properly

Practical: Build a working robot for the core path of your process.

Week 4 — Exception handling and logging

- Business versus system exceptions
- Retry, escalate and human handover
- Logging for audit and for debugging
- Handing a failed transaction back safely

Practical: Harden the robot and prove it fails safely.

Checkpoint: the one-month track is assessed [here](#).

Two-month track — continues through weeks 5 to 8

8 weeks · 32 training days · 192 contact hours

Week 5 — Document understanding

- Extracting data from scanned returns and receipts
- Optical character recognition and its error rates
- Validation and human-in-the-loop review
- When accuracy is not good enough to automate

Practical: Automate extraction from a batch of scanned documents.

Week 6 — Orchestration and operations

- Queues, scheduling and unattended running
- Credentials and privileged access for bots
- Monitoring a robot estate
- Capacity and cost per transaction

Practical: Deploy the robot to run unattended on a schedule.

Week 7 — Governance and control

- Change control and versioning for bots
- Segregation of duties where a bot acts
- Audit trail and internal audit expectations
- Building a small automation centre of excellence

Practical: Write the control document and audit trail specification.

Week 8 — Capstone automation

- Completing and stabilising the robot
- Measuring the benefit honestly
- Presenting to the process owner for sign-off
- Pipeline of the next automations

Practical: Present the capstone robot and its measured benefit for sign-off.

Capstone assessment and post-course evaluation.

Capstone

A production-ready software robot for one real back-office process, with exception handling, logging, a control document and a measured time saving.

Technology leadership for directors

Course outline · issued 14 September 2026

Technology areas	Technology Leadership, Enterprise Architecture
Level	Executive
Short course	2 days
One-month track	4 weeks · 4 training days · 12 contact hours
Two-month track	8 weeks · 8 training days · 24 contact hours
Delivery	In person, Hybrid
Class size	8 to 20 participants
Certification	Certificate of completion
Entry requirements	Director or head of department level. No technical background assumed.

Who it is for

Directors and heads of department who sponsor technology programmes.

REVENUE USE CASE

Building the case for a unified taxpayer data platform.

By the end, participants can

- Set a digital strategy tied to revenue and service outcomes
- Ask the right questions of ICT teams and vendors
- Govern data, security and change at board level

Short course modules (2 days)

1. Digital strategy in revenue administration
2. Architecture and platform choices
3. Cyber and data risk for leaders
4. Vendor and programme oversight
5. Leadership action plan

One-month track — weeks 1 to 4

4 weeks · 4 training days · 12 contact hours

Week 1 — Digital strategy in revenue administration

- What digital maturity looks like in a tax authority
- Tying technology to revenue and service outcomes
- Reading the international comparators honestly
- Setting a direction your organisation can absorb

Practical: Position your directorate on a maturity model and justify it.

Week 2 — Architecture and platform choices

- The questions a director should ask about architecture
- Build, buy and the total cost of each
- Interoperability, data sharing and lock-in
- Legacy systems and realistic replacement

Practical: Review one live platform decision and the assumptions beneath it.

Week 3 — Cyber and data risk for leaders

- The risks that actually reach the board
- Your accountability under the Data Protection Act
- Reading a security report critically
- Deciding in an incident

Practical: Run an executive incident decision exercise.

Week 4 — Vendor and programme oversight

- Governing a programme you cannot personally inspect
- Reading a status report for what it omits
- Holding vendors to account
- Stopping a failing programme early

Practical: Interrogate a simulated programme status pack.

Checkpoint: the one-month track is assessed [here](#).

Two-month track — continues through weeks 5 to 8

8 weeks · 8 training days · 24 contact hours

Week 5 — Investment cases and benefits

- Appraising a technology investment
- Benefits that survive contact with reality
- Funding, phasing and the budget cycle
- Making the case to the ministry and the legislature

Practical: Draft the one-page investment case for your initiative.

Week 6 — Data-driven decision making

- Reading analytics and dashboards sceptically
- Asking for the right measure, not the easy one
- Where AI genuinely helps a revenue authority
- Setting policy on automated decisions affecting taxpayers

Practical: Critique a real management information pack from your own directorate.

Week 7 — Leading change and capability

- Building technology capability inside the agency
- Retention, skills and the contractor trap
- Change fatigue and sequencing
- Sponsoring visibly and usefully

Practical: Write the capability plan for your directorate.

Week 8 — Capstone and peer review

- Consolidating the action plan and investment case
- Presenting to a peer panel
- Structured challenge and refinement
- Committing to the first ninety days

Practical: Present the leadership action plan and investment case to peers.

Capstone assessment and post-course evaluation.

Capstone

A personal leadership action plan and a one-page investment case for a technology initiative the participant will sponsor, presented to peers.

CompTIA A+ IT support essentials

Course outline · issued 14 September 2026

Technology areas	Network Administration
Level	Foundation
Short course	5 days
One-month track	4 weeks · 16 training days · 96 contact hours
Two-month track	8 weeks · 32 training days · 192 contact hours
Delivery	In person, Hybrid
Class size	8 to 16 participants
Certification	CompTIA A+ (Core 1 and Core 2) exam preparation
Entry requirements	None. Suitable for new and aspiring ICT support officers.

Who it is for

Help desk and first-line ICT support officers in tax offices and regional centres.

REVENUE USE CASE

Building the in-house support capability that keeps front-desk and field collection devices running.

By the end, participants can

- Diagnose and repair desktop, laptop and peripheral faults
- Install, configure and secure Windows, macOS, Linux and mobile devices
- Run a support desk with ticketing, escalation and asset records

Short course modules (5 days)

1. Hardware and peripherals
2. Operating systems and deployment
3. Networking for support staff
4. Security and safe handling of devices
5. Troubleshooting method and service desk practice

One-month track — weeks 1 to 4

4 weeks · 16 training days · 96 contact hours

Week 1 — Hardware and peripherals

- Components, connectors and safe handling
- Assembling, upgrading and diagnosing a workstation
- Printers, scanners and field collection devices
- Power, cabling and environmental basics

Practical: Strip, rebuild and test a workstation in the lab.

Week 2 — Operating systems and deployment

- Installing and configuring Windows
- macOS, Linux and mobile operating systems
- Imaging, drivers and application deployment
- Command line for support staff

Practical: Image and configure a device to an agency standard build.

Week 3 — Networking for support staff

- Addressing, DHCP and DNS from the desk
- Wired, wireless and small office setup
- Connectivity troubleshooting in order
- Cloud and virtualisation basics

Practical: Diagnose a set of connectivity faults on live equipment.

Week 4 — Security and safe handling

- Malware, phishing and endpoint protection
- Access control, encryption and device disposal
- Handling a device that holds taxpayer data
- Physical security and asset control

Practical: Secure and document a device against the agency baseline.

Checkpoint: the one-month track is assessed [here](#).

Two-month track — continues through weeks 5 to 8

8 weeks · 32 training days · 192 contact hours

Week 5 — Troubleshooting method

- The structured troubleshooting process
- Isolating hardware, software and user causes
- Boot, performance and blue-screen faults
- Knowing when to escalate

Practical: Work a queue of injected faults using the formal method.

Week 6 — Operational procedures and the service desk

- Ticketing, prioritisation and service levels
- Asset registers and licence records
- Documentation, change and backup procedures
- Communicating with a frustrated colleague

Practical: Run a shift on a simulated agency service desk.

Week 7 — Core 1 examination preparation

- Syllabus review: hardware, networking, virtualisation
- Performance-based question technique
- Timed practice and gap analysis
- Terminology drilling

Practical: Sit a full mock Core 1 paper and review every wrong answer.

Week 8 — Core 2 examination and capstone

- Syllabus review: operating systems, security, procedures
- Timed practice and gap closure
- Service-desk simulation assessment
- Booking the examinations and next steps

Practical: Sit a full mock Core 2 paper and complete the service-desk assessment.

Capstone assessment and post-course evaluation.

Capstone

A supervised service-desk simulation plus full mock Core 1 and Core 2 papers sat under examination conditions.

CompTIA Security+

Course outline · issued 14 September 2026

Technology areas	Cybersecurity
Level	Intermediate
Short course	5 days
One-month track	4 weeks · 16 training days · 96 contact hours
Two-month track	8 weeks · 32 training days · 192 contact hours
Delivery	In person, Virtual, Hybrid
Class size	8 to 20 participants
Certification	CompTIA Security+ exam preparation
Entry requirements	Basic networking knowledge, or CompTIA Network+.

Who it is for

ICT security, infrastructure and audit staff who protect taxpayer systems.

REVENUE USE CASE

Hardening the systems that hold taxpayer identity, assessment and payment records.

By the end, participants can

- Assess threats, vulnerabilities and attack surfaces across agency systems
- Apply identity, cryptography and access controls proportionate to the risk
- Run incident response, and support governance, risk and compliance work

Short course modules (5 days)

1. Threats, attacks and vulnerabilities
2. Architecture and design
3. Identity and access management
4. Cryptography and PKI
5. Operations, incident response and exam preparation

One-month track — weeks 1 to 4

4 weeks · 16 training days · 96 contact hours

Week 1 — Threats, attacks and vulnerabilities

- Threat actors and their motivation
- Attack types across the estate
- Vulnerability scanning and interpreting results
- Threat intelligence and its practical use

Practical: Run and interpret a vulnerability scan on a lab environment.

Week 2 — Architecture and design

- Secure network and system architecture
- Segmentation, zero trust and defence in depth
- Cloud and virtualisation security
- Resilience, backup and recovery design

Practical: Redesign a flat lab network into secured zones.

Week 3 — Identity and access management

- Authentication, authorisation and accounting
- Multi-factor authentication and federation
- Privileged access and least privilege
- Account lifecycle and access review

Practical: Implement and test a least-privilege access model.

Week 4 — Cryptography and PKI

- Symmetric, asymmetric and hashing in practice
- Certificates, PKI and trust chains
- Transport and storage encryption
- Key management and what goes wrong

Practical: Issue, deploy and validate certificates in the lab.

Checkpoint: the one-month track is assessed [here](#).

Two-month track — continues through weeks 5 to 8

8 weeks · 32 training days · 192 contact hours

Week 5 — Operations and monitoring

- Logging, SIEM and detection engineering
- Hardening baselines and configuration management
- Endpoint, email and web controls
- Penetration testing and red teaming in outline

Practical: Build a detection rule and prove it fires on a simulated attack.

Week 6 — Incident response and forensics

- The incident response lifecycle
- Evidence handling and preservation
- Containment, eradication and recovery decisions
- Post-incident review and reporting

Practical: Run a full incident response exercise on a compromised host.

Week 7 — Governance, risk and compliance

- Risk assessment and treatment
- Policies, standards and frameworks
- The Nigeria Data Protection Act and taxpayer data
- Audit, evidence and third-party risk

Practical: Produce the security assessment and remediation plan.

Week 8 — Examination preparation and capstone

- Full syllabus review and gap analysis
- Performance-based question technique
- Full mock examination under timed conditions
- Presenting the remediation plan and booking the exam

Practical: Sit a full mock Security+ paper and present the remediation plan.

Capstone assessment and post-course evaluation.

Capstone

A security assessment and remediation plan for one agency system, plus a full mock Security+ paper sat under examination conditions.

CompTIA Network+

Course outline · issued 14 September 2026

Technology areas	Network Administration
Level	Intermediate
Short course	5 days
One-month track	4 weeks · 16 training days · 96 contact hours
Two-month track	8 weeks · 32 training days · 192 contact hours
Delivery	In person, Hybrid
Class size	8 to 16 participants
Certification	CompTIA Network+ exam preparation
Entry requirements	Basic ICT support experience. Hands-on lab access required.

Who it is for

ICT staff who install, operate and troubleshoot agency and regional office networks.

REVENUE USE CASE

Connecting regional tax offices to central assessment systems reliably and securely.

By the end, participants can

- Design and document addressing, routing and switching for a multi-site office network
- Secure and segment a network, including wireless and remote access
- Troubleshoot connectivity and performance with a repeatable method

Short course modules (5 days)

1. Networking concepts and models
2. Infrastructure, cabling and wireless
3. Network operations and monitoring
4. Network security and hardening
5. Troubleshooting lab and exam preparation

One-month track — weeks 1 to 4

4 weeks · 16 training days · 96 contact hours

Week 1 — Networking concepts and models

- OSI and TCP/IP models used as diagnostic tools
- Protocols, ports and services worth memorising
- IPv4 subnetting and IPv6 addressing
- Network topologies and types

Practical: Design and document an addressing scheme for a regional office.

Week 2 — Infrastructure, cabling and wireless

- Cabling, connectors and transceivers
- Switches, routers and appliance placement
- Wireless standards, channels and coverage design
- Racks, power and physical installation

Practical: Survey and design wireless coverage for a floor plan.

Week 3 — Network operations

- Documentation, diagrams and baselines
- Monitoring, SNMP and syslog
- Availability, redundancy and failover
- Backup, continuity and disaster recovery

Practical: Stand up monitoring and produce a network baseline.

Week 4 — Network security

- Common attacks and their network signatures
- Access control, 802.1X and NAC
- Firewalls, VPNs and remote access
- Hardening devices and physical security

Practical: Secure the lab network and verify the controls hold.

Checkpoint: the one-month track is assessed [here](#).

Two-month track — continues through weeks 5 to 8

8 weeks · 32 training days · 192 contact hours

Week 5 — Routing and switching in depth

- VLANs, trunking and spanning tree
- Static and dynamic routing configuration
- NAT, DHCP relay and DNS infrastructure
- Quality of service and traffic shaping

Practical: Build a routed, segmented two-site network in the lab.

Week 6 — Troubleshooting methodology

- The structured troubleshooting process
- Command-line and hardware tools
- Packet capture and reading a trace
- Cable, wireless and performance faults

Practical: Clear a queue of injected faults against the clock.

Week 7 — Cloud, virtualisation and WAN

- Cloud connectivity and hybrid networks
- Virtual switching and network functions
- WAN technologies between offices
- Service provider management

Practical: Extend the lab build to a simulated cloud and WAN link.

Week 8 — Examination preparation and capstone

- Full syllabus review and gap analysis
- Performance-based question technique
- Full mock examination under timed conditions
- Design handover and exam booking

Practical: Hand over the capstone design and sit a full mock Network+ paper.

Capstone assessment and post-course evaluation.

Capstone

A documented multi-site network design and lab build for a regional tax office, plus a full mock Network+ paper under examination conditions.

CompTIA Cloud+

Course outline · issued 14 September 2026

Technology areas	Cloud Computing
Level	Intermediate
Short course	5 days
One-month track	4 weeks · 16 training days · 96 contact hours
Two-month track	8 weeks · 32 training days · 192 contact hours
Delivery	In person, Virtual, Hybrid
Class size	8 to 16 participants
Certification	CompTIA Cloud+ exam preparation
Entry requirements	Two to three years in systems or network administration is assumed.

Who it is for

Infrastructure and operations staff running or migrating workloads to cloud platforms.

REVENUE USE CASE

Planning a resilient, residency-compliant hosting model for a national assessment platform.

By the end, participants can

- Plan and size cloud deployments against workload and residency requirements
- Operate, monitor and automate cloud infrastructure day to day
- Apply cloud security, backup and disaster recovery controls

Short course modules (5 days)

1. Cloud architecture and design
2. Deployment and migration
3. Operations, monitoring and automation
4. Cloud security and compliance
5. Business continuity and exam preparation

One-month track — weeks 1 to 4

4 weeks · 16 training days · 96 contact hours

Week 1 — Cloud architecture and design

- Service and deployment models in practice
- Sizing compute, storage and network to a workload
- High availability and scaling patterns
- Residency and sovereignty for taxpayer records

Practical: Produce a sized architecture for a real agency workload.

Week 2 — Provisioning and configuration

- Building compute, storage and network resources
- Templates and infrastructure as code
- Identity, roles and resource organisation
- Configuration management and golden images

Practical: Provision the week 1 architecture entirely from templates.

Week 3 — Migration and integration

- Assessment, grouping and migration strategies
- Data migration, sync and cutover
- Hybrid connectivity to on-premises systems
- Testing, rollback and contingency

Practical: Migrate a sample workload with a tested rollback path.

Week 4 — Cloud security

- Identity, least privilege and secrets
- Encryption, key management and data protection
- Network isolation and security groups
- Compliance evidence and audit logging

Practical: Harden the deployment against a supplied security baseline.

Checkpoint: the one-month track is assessed [here](#).

Two-month track — continues through weeks 5 to 8

8 weeks · 32 training days · 192 contact hours

Week 5 — Operations and monitoring

- Monitoring, logging and alerting
- Automation, scheduling and self-healing
- Patching and lifecycle management
- Capacity management and right-sizing

Practical: Instrument the workload and automate a routine operational task.

Week 6 — Cost management and optimisation

- Cost models, tagging and showback
- Reserved and spot capacity decisions
- Finding and removing waste
- Budgeting cloud within a public-sector cycle

Practical: Produce a twelve-month cost model and optimisation plan.

Week 7 — Business continuity and troubleshooting

- Backup, restore and tested recovery
- Recovery objectives and failover design
- Systematic cloud troubleshooting
- Performance, connectivity and capacity faults

Practical: Fail the workload over and recover it under observation.

Week 8 — Examination preparation and capstone

- Full syllabus review and gap analysis
- Performance-based question technique
- Full mock examination under timed conditions
- Presenting the deployment and operations plan

Practical: Present the capstone plan and sit a full mock Cloud+ paper.

Capstone assessment and post-course evaluation.

Capstone

A complete cloud deployment and operations plan for one agency workload, built in the lab, plus a full mock Cloud+ paper under examination conditions.

CompTIA Data+

Course outline · issued 14 September 2026

Technology areas	Data Analytics
Level	Foundation
Short course	4 days
One-month track	4 weeks · 16 training days · 96 contact hours
Two-month track	8 weeks · 32 training days · 192 contact hours
Delivery	In person, Virtual, Hybrid
Class size	10 to 20 participants
Certification	CompTIA Data+ exam preparation
Entry requirements	Confident with spreadsheets. No programming experience assumed.

Who it is for

Revenue, planning and audit officers moving from reporting into data analysis.

REVENUE USE CASE

Turning filing and payment extracts into a compliance picture management can act on.

By the end, participants can

- Mine, clean and prepare data from operational systems for analysis
- Apply descriptive and inferential statistics to operational questions
- Visualise findings and apply data governance and quality rules

Short course modules (4 days)

1. Data concepts and environments
2. Data mining and preparation
3. Data analysis and statistics
4. Visualisation and reporting
5. Data governance, quality and exam preparation

One-month track — weeks 1 to 4

4 weeks · 16 training days · 96 contact hours

Week 1 — Data concepts and environments

- Data types, structures and schemas
- Databases, warehouses and file formats
- How data moves through a revenue authority
- Data integration and acquisition methods

Practical: Trace one data element from capture to management report.

Week 2 — Data mining and preparation

- Profiling, cleansing and deduplication
- Handling missing, invalid and outlier values
- Joining, aggregating and reshaping
- Documenting every transformation

Practical: Prepare a messy filing extract for analysis and document it.

Week 3 — Statistical analysis

- Descriptive statistics and distributions
- Hypothesis testing and confidence
- Correlation, regression and causation
- Choosing the analysis the question needs

Practical: Answer a real compliance question with a defensible analysis.

Week 4 — Visualisation and reporting

- Chart selection and honest scales
- Dashboard and report design
- Writing the narrative around the numbers
- Reporting to a non-technical audience

Practical: Build and present a report pack on the week 3 analysis.

Checkpoint: the one-month track is assessed [here](#).

Two-month track — continues through weeks 5 to 8

8 weeks · 32 training days · 192 contact hours

Week 5 — Data governance and quality

- Quality dimensions and measurement
- Master data and the duplicate taxpayer problem
- Classification, retention and access
- The Nigeria Data Protection Act in analytical work

Practical: Define quality measures and governance rules for your dataset.

Week 6 — Analytics in practice

- Cohort, trend and segmentation analysis
- Building operational indicators that hold up
- Automating a recurring analysis
- Peer review of analytical work

Practical: Automate a recurring analysis and have it peer reviewed.

Week 7 — Communicating and acting on findings

- Turning findings into recommendations
- Caveats, limitations and uncertainty
- Handling challenge from stakeholders
- Tracking whether the recommendation worked

Practical: Present findings to a challenge panel and revise them.

Week 8 — Examination preparation and capstone

- Full syllabus review and gap analysis
- Question technique and timed practice
- Full mock examination under timed conditions
- Presenting the capstone analysis pack

Practical: Present the capstone analysis pack and sit a full mock Data+ paper.

Capstone assessment and post-course evaluation.

Capstone

An analysis pack answering a real compliance question end to end — data preparation, statistical analysis, visualisation and governance notes — plus a full mock Data+ paper.