

THE NIGERIAN SCHOOL TAX BLUEPRINT

A practical handbook for Nigerian school owners who want
to understand tax, keep better records and make more
informed financial decisions

By Osas Success

THE NIGERIAN SCHOOL TAX BLUEPRINT

A practical handbook for private school owners, proprietors, administrators and education entrepreneurs in Nigeria.

The purpose of this guide is simple: to replace tax confusion with practical understanding. You will learn how to organize your figures, recognize common mistakes, review tax documents and build better financial habits without needing to become an accountant.

By Osas Success

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DISCLAIMER

This book is an educational and practical guide, not a substitute for professional tax, accounting or legal advice. Nigerian tax laws, rates, thresholds, filing requirements and administrative procedures may change, and obligations can differ according to the school's legal structure, activities, employees and location.

Use the examples and worksheets as learning and management tools. Confirm current requirements with the relevant tax authority or a qualified professional before making an important tax decision.

DEDICATION

To every school owner doing the difficult work of building a school, paying staff, serving parents, managing expenses and trying to keep the business financially healthy.

You do not need to become a tax expert to become more confident with your school's numbers.

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INTRODUCTION

Running a private school is more than teaching children. You are also running a business. Money comes in through school fees and other services, while money goes out through salaries, rent, fuel, repairs, learning materials, utilities and many other needs.

Tax becomes stressful when the owner cannot clearly explain the school's numbers. The problem is often not unwillingness to pay — it is uncertainty about what applies, how figures were arrived at, and what records should support them.

This book is written to make that part easier. It will not turn you into a tax professional. Instead, it will help you understand the basic ideas, organize your records, spot the gaps, and ask better questions.

How to Use This Book

Read one chapter, complete its practice page, and apply the lesson to your own school. A simple system used consistently is worth far more than a complicated one you abandon after two weeks.

CHAPTER 1

WHY SCHOOL OWNERS OVERPAY TAX

"If you can measure it, you can manage it."

— Peter Drucker

Many school owners are hardworking and honest, yet still pay more than they expected when tax season arrives. The reason is rarely deliberate wrongdoing. It is usually a lack of clear financial information.

When you cannot quickly say how much the school earned, what it spent, and what was taken out for personal use, you are working from an incomplete picture. That makes it harder to review an assessment or explain your position.

Another common problem is forgotten expenses. A school may pay for diesel, repairs, staff welfare, printing, internet, cleaning and classroom materials all through the term. If those payments are never written down, the school's records can end up making the business look healthier than it really is.

KEY IDEA

Overpayment rarely comes from dishonesty. It comes from an incomplete picture — money you forgot you spent, or income you forgot you earned.

WHY SCHOOL OWNERS OVERPAY TAX

Fear also plays a role. Some owners receive a tax notice, see a large figure, and immediately think, 'I should just pay this and move on.' That reaction can be costly. A tax bill should be understood before it is accepted.

The answer is not to avoid tax. It is to become informed enough to tell the difference between what is genuinely owed and what still needs to be clarified. Good records are what make that possible.

WHAT TO TAKE FROM THIS CHAPTER

Fear shrinks the moment you can see your numbers. Before your next tax conversation, make sure you can state your income, your expenses and your profit without reaching for a guess.

PRACTICE GUIDE

CHAPTER 1

Why School Owners Overpay Tax

PART A: WORKED EXAMPLE

Imagine your school earned ₦6,000,000 in a term and spent ₦4,400,000 on genuine school operations. Your simple management profit would be ₦1,600,000. The important lesson is not the final figure — it is that you can now explain exactly where that figure came from.

What the example teaches

The number itself is not the lesson. The lesson is that ₦1,600,000 only means something once you can show how you arrived at it. A profit figure without a paper trail is just a guess with a naira sign in front of it.

PRACTICE GUIDE

CHAPTER 1

PART B: NOW DO YOUR OWN

Use your own school information. If you do not know an answer, mark it for follow-up rather than guessing.

1. List three reasons your school may be vulnerable to tax confusion or overpayment.

2. Write the three financial figures you most need to know every month.

3. Choose one record you will begin updating every week.

MY ACTION THIS WEEK

CHAPTER 2

THE DIFFERENT TAX RESPONSIBILITIES A SCHOOL OWNER SHOULD KNOW

“The secret of getting ahead is getting started.”

— Mark Twain

Tax is not one single payment. Depending on your school's structure, employees, activities and transactions, several different responsibilities can apply at once.

A school owner may need to think about obligations connected to business or company income, employee payroll, and other taxes or charges tied to specific transactions. The exact obligation should always be confirmed against current law and the relevant authority.

A good tax question is not simply, ‘How much do I pay?’ A better question is, ‘What tax is this, who is responsible for it, what period does it cover, and how was the amount worked out?’

KEY IDEA

‘How much do I pay?’ is the wrong first question. ‘What tax is this, and who does it apply to?’ is the right one — and it's the one most owners skip.

THE DIFFERENT TAX RESPONSIBILITIES A SCHOOL OWNER SHOULD KNOW

Payroll deserves particular attention. If you employ teachers, cleaners, drivers, administrators or other staff, salary records should be kept carefully and the applicable payroll obligations handled properly.

Do not build your decisions around a rate or threshold you heard from another school owner. Two schools can look alike on the outside while sitting under very different legal structures or circumstances.

WHAT TO TAKE FROM THIS CHAPTER

Make a short list of every tax type you currently believe applies to your school. Then mark which ones you've actually confirmed with a professional or the tax authority, and which ones you've simply assumed.

PRACTICE GUIDE

CHAPTER 2

The Different Tax Responsibilities a School Owner Should Know

PART A: WORKED EXAMPLE

A school owner may carry different tax responsibilities depending on the school's structure, staff and activities. A school with employees, for example, needs to think about payroll obligations in addition to the school's own tax affairs — two separate things that are easy to blur into one.

What the example teaches

A school with staff is really managing two sets of obligations at once: the school's own tax affairs, and what it owes on behalf of the people it employs. Treating these as one blurred category is usually where the confusion starts.

PRACTICE GUIDE

CHAPTER 2

PART B: NOW DO YOUR OWN

Use your own school information. If you do not know an answer, mark it for follow-up rather than guessing.

1. Write the tax responsibilities you currently know about.

2. Which one is still unclear to you?

3. Write two questions you would ask the relevant tax authority or a qualified adviser.

MY ACTION THIS WEEK

CHAPTER 3

KNOW HOW YOUR SCHOOL IS REGISTERED

"Well begun is half done."

— Aristotle

Before you calculate anything, understand what your school legally is. The registration structure can affect how its tax affairs are handled.

Check your CAC documents and other official records. Is the school registered as a business name, a partnership, or a company? Don't rely on memory, and don't rely on what another school owner told you about their own setup.

This distinction matters because the relationship between owner and business can be treated differently depending on the structure. A company, for instance, is a separate legal entity in important respects, while a sole proprietor's business stays closely tied to the owner.

KEY IDEA

You cannot correctly interpret a tax bill for a business you can't correctly describe. Registration type is the starting fact, not a formality to skip.

KNOW HOW YOUR SCHOOL IS REGISTERED

Keep your Tax ID information and tax correspondence together in one place. When documents are scattered across phones, drawers and old emails, even a simple tax question turns into a stressful search.

If you discover that your records are inconsistent, don't panic. Make a list of what needs clarifying and speak with the appropriate professional or authority.

WHAT TO TAKE FROM THIS CHAPTER

Locate your CAC documents and Tax ID today — not the day a tax officer asks for them. If you can't find them in under five minutes, that's the gap to close this week.

PRACTICE GUIDE

CHAPTER 3

Know How Your School Is Registered

PART A: WORKED EXAMPLE

Suppose you are unsure whether your school is registered as a business name or a limited company. Before discussing a tax bill, you check your CAC documents and confirm the structure. That one step can stop you from applying the wrong tax explanation to your school.

What the example teaches

One five-minute check — pulling out the CAC documents — can save weeks of arguing about a tax explanation that was never going to apply to your school's actual structure.

PRACTICE GUIDE

CHAPTER 3

PART B: NOW DO YOUR OWN

Use your own school information. If you do not know an answer, mark it for follow-up rather than guessing.

1. What is your school's exact registration type?

2. Where are your CAC documents kept?

3. Where are your Tax ID and tax correspondence kept?

MY ACTION THIS WEEK

CHAPTER 4

MONEY MISTAKES THAT MAKE TAX PROBLEMS WORSE

“Beware of little expenses; a small leak will sink a great ship.”

— Benjamin Franklin

Tax problems often start with ordinary money habits. A school can collect large amounts over a term while still keeping weak records underneath.

Common mistakes include recording income only when there's time, paying expenses without keeping evidence, mixing school money with family spending, and trying to reconstruct everything months later.

Waiting until the end of the year creates another problem: memory fills in the gaps. You may remember the big generator repair but forget the smaller weekly payments. Those small transactions add up.

KEY IDEA

It's rarely the big generator repair that gets missed. It's the ₦2,000 here and ₦5,000 there — small enough to forget, frequent enough to matter.

MONEY MISTAKES THAT MAKE TAX PROBLEMS WORSE

A bank statement is useful, but it doesn't always explain why money moved, or whether it was a business expense, an owner's withdrawal, or a transfer.

Build a simple routine instead: record transactions close to when they happen, keep the evidence, and review totals at the end of every month.

WHAT TO TAKE FROM THIS CHAPTER

Pick one recurring small expense you know you under-record — fuel, transport, staff snacks, whatever it is — and commit to logging it every single time this month, no exceptions.

PRACTICE GUIDE

CHAPTER 4

Money Mistakes That Make Tax Problems Worse

PART A: WORKED EXAMPLE

A school owner spends ₦80,000 on fuel during a month but records only ₦50,000. The school now appears to have spent ₦30,000 less than it actually did. The lesson is simple: small missing records quietly change the picture of the whole business.

What the example teaches

₦30,000 unrecorded on fuel alone, in a single month, makes the school look ₦30,000 more profitable than it really was. Multiply that pattern across a term and the gap becomes real money.

PRACTICE GUIDE

CHAPTER 4

PART B: NOW DO YOUR OWN

Use your own school information. If you do not know an answer, mark it for follow-up rather than guessing.

1. Identify your biggest record-keeping weakness.

2. Choose one weekly date and time for updating records.

3. List three expenses you often forget to record.

MY ACTION THIS WEEK

CHAPTER 5

THE RECORDS EVERY SCHOOL SHOULD KEEP

“A goal without a plan is just a wish.”

— **Antoine de Saint-Exupéry**

Good records are the foundation of a sensible tax process. You should be able to look at your records and answer basic questions without guessing.

Start with income. Record school fees and any other income — admission, registration, transport, uniforms, books, meals, or other services where applicable. Include the date, a short description, the amount and the payment method.

Next, record expenses. Salaries, rent, fuel, repairs, utilities, teaching materials, security, cleaning, communication and other genuine operating costs should be traceable, and supported with evidence wherever possible.

KEY IDEA

A record is only useful if it can answer a question later. ‘Money came in’ is not a record. ‘₦250,000, 4 March, Mrs Adeyemi, third-term fees, bank transfer’ is.

THE RECORDS EVERY SCHOOL SHOULD KEEP

Payroll records should show staff names, salary information, payment dates and any relevant deductions.

Keep bank statements, receipts, invoices, tax assessments, filing records, payment evidence and important correspondence somewhere safe. A digital backup can save you from a lost notebook or a damaged phone.

WHAT TO TAKE FROM THIS CHAPTER

Choose one place — a notebook, a spreadsheet, an app — where every income and expense entry will live from now on. A basic system you actually use beats a perfect one you abandon after three weeks.

PRACTICE GUIDE

CHAPTER 5

The Records Every School Should Keep

PART A: WORKED EXAMPLE

If a parent pays ₦250,000 in school fees, record the date, the payer or student reference, the purpose, the amount and the payment method. If the school later buys ₦45,000 worth of teaching materials, keep the receipt or other evidence. Both transactions now have a clear trail.

What the example teaches

Both transactions are unremarkable on their own. What makes them useful is that each one now has a date, a purpose and evidence attached — so nobody has to reconstruct the story from memory months later.

PRACTICE GUIDE

CHAPTER 5

PART B: NOW DO YOUR OWN

Use your own school information. If you do not know an answer, mark it for follow-up rather than guessing.

1. Choose where you will keep income records.

2. Choose where you will keep expense records.

3. Choose where you will keep tax documents.

4. Name one record you need to reconstruct from the previous month.

MY ACTION THIS WEEK

CHAPTER 6

STOP MIXING SCHOOL MONEY WITH PERSONAL MONEY

“Do not save what is left after spending; spend what is left after saving.”

— Warren Buffett

When school money and personal money live in the same account, the school's real position becomes hard to see. The owner may know the balance, but still not know the actual business profit.

Imagine parents pay school fees into one account. From that same account, you buy groceries, pay family bills, buy diesel and pay a teacher. At the end of the month, which part of the balance actually belongs to the school?

Where practical, keep a separate account for school operations. This creates a clearer trail and makes monthly review far easier.

KEY IDEA

A shared account doesn't just make bookkeeping harder — it makes it genuinely impossible to know what the school earned, because the family's spending is baked into the balance.

STOP MIXING SCHOOL MONEY WITH PERSONAL MONEY

If you take money from the school for personal use, record it as an owner's withdrawal. If you use personal money to cover a genuine school expense, record that contribution too.

The goal is not to stop the owner from enjoying the business. It is to make every movement of money understandable — to you, and to anyone reviewing your records later.

WHAT TO TAKE FROM THIS CHAPTER

If you take money out of the school account for anything personal this month, write it down as a withdrawal the same day. Do this consistently and separating the accounts eventually becomes far less urgent.

PRACTICE GUIDE

CHAPTER 6

Stop Mixing School Money with Personal Money

PART A: WORKED EXAMPLE

If ₦500,000 enters the school account and ₦100,000 is used for a family expense, that ₦100,000 should not quietly disappear inside 'school expenses.' Record it as an owner's withdrawal instead. This keeps the school's operating figures honest.

What the example teaches

The ₦100,000 family expense doesn't disappear by ignoring it. Recording it as an owner's withdrawal — rather than letting it blend into school expenses — is what keeps the school's real operating picture honest.

PRACTICE GUIDE

CHAPTER 6

PART B: NOW DO YOUR OWN

Use your own school information. If you do not know an answer, mark it for follow-up rather than guessing.

1. Review your last 10 transactions and mark each as school, personal or transfer.

2. Identify one personal payment made from school money.

3. Decide how you will record owner withdrawals from now on.

MY ACTION THIS WEEK

CHAPTER 7

SCHOOL EXPENSES YOU SHOULD RECORD

“What gets measured gets managed.”

— Peter Drucker

A school cannot operate without spending money. The problem is never the spending itself. The problem is spending without a clear record of it.

Common operating costs include staff salaries, rent, diesel and fuel, electricity, water, repairs, teaching materials, printing, internet, security, cleaning, transportation and school activities.

Keep evidence wherever you can. A receipt, invoice, transfer record or other appropriate document helps establish what actually happened.

KEY IDEA

Spending isn't the problem — spending in the dark is. A school with genuinely high costs and good records is in a far stronger position than one that quietly under-reports.

SCHOOL EXPENSES YOU SHOULD RECORD

Be careful with personal spending. Buying household groceries with school money doesn't automatically make the groceries a school expense.

And don't invent expenses simply to lower a tax figure. The safer principle is simple: record real business expenses accurately, and keep the evidence to back them up.

WHAT TO TAKE FROM THIS CHAPTER

Start a receipts folder — physical or digital — for this month only. At month-end, check how many of your real expenses actually made it into the folder, then close the gap next month.

PRACTICE GUIDE

CHAPTER 7

School Expenses You Should Record

PART A: WORKED EXAMPLE

A school spends ₦120,000 on diesel, ₦300,000 on salaries and ₦40,000 on repairs. If these are genuine school costs backed by evidence, they belong in the school's records exactly as they are — nothing needs to be adjusted or hidden.

What the example teaches

Diesel, salaries and repairs are ordinary, unavoidable costs of running a school. Recorded with evidence, they simply tell the true story of what it costs to keep the school open.

PRACTICE GUIDE

CHAPTER 7

PART B: NOW DO YOUR OWN

Use your own school information. If you do not know an answer, mark it for follow-up rather than guessing.

1. List your five largest school expenses.

2. Which one has the weakest supporting evidence?

3. Create a folder for receipts and invoices for the current month.

MY ACTION THIS WEEK

CHAPTER 8

HOW TO ESTIMATE YOUR SCHOOL'S TAX POSITION

"The beginning is the most important part of the work."

— Plato

You should understand your school's financial position before you try to understand a tax assessment. A simple management estimate helps you see whether the figures being discussed are reasonable.

Start with total business income for the period. Then total your genuine business expenses. Subtracting expenses from income gives you an estimated management profit.

For example, if a school records ₦3,200,000 in income and ₦2,350,000 in genuine operating expenses for a term, its simple management profit is ₦850,000.

KEY IDEA

A management estimate isn't your final tax figure — but walking into a tax conversation without one is like negotiating a price without knowing what you paid for the item.

HOW TO ESTIMATE YOUR SCHOOL'S TAX POSITION

That figure is useful, but it isn't automatically your final taxable profit. Tax law can require adjustments or special treatment. Don't simply multiply your management profit by a rate you half-remember.

The real benefit is awareness. Once you know your income, your expenses and your estimated profit, you're in a far stronger position when tax affairs come up for discussion.

WHAT TO TAKE FROM THIS CHAPTER

Before your next tax filing or discussion, calculate your own management profit for the period using your actual income and expense totals — even roughly. Bring that number with you, not just a feeling.

PRACTICE GUIDE

CHAPTER 8

How to Estimate Your School's Tax Position

PART A: WORKED EXAMPLE

Suppose a school takes in ₦3,200,000 across a term and spends ₦2,350,000 on genuine operating costs — salaries, rent, diesel, materials. The estimated management profit is ₦850,000. That figure won't match the legally taxable profit exactly once adjustments are applied, but it gives the owner a real reference point instead of walking in blind.

What the example teaches

An estimate calculated from your own records, even an imperfect one, changes the conversation. It turns 'I'm not sure this is right' into 'here is what my own numbers show, and here is what I'd like explained.'

PRACTICE GUIDE

CHAPTER 8

PART B: NOW DO YOUR OWN

Use your own school information. If you do not know an answer, mark it for follow-up rather than guessing.

1. Write your total income for a recent period.

2. Write your total genuine business expenses.

3. Calculate income minus expenses.

4. Write one question about taxable profit that needs confirmation.

MY ACTION THIS WEEK

CHAPTER 9

HOW TO CHECK A TAX BILL BEFORE YOU PAY

“The greatest mistake you can make is to be continually fearing you will make one.”

— **Elbert Hubbard**

A tax assessment should never be treated as a mysterious number handed down from above. Before paying, take the time to understand what it actually represents.

First, check the taxpayer name. Then identify the tax type and the period it covers.

Compare the figures against your own records. Check whether previous payments were accounted for. Look for interest, penalties or adjustments, and ask what caused them.

KEY IDEA

A tax bill is a claim, not a command. Claims can be checked — and checking one costs you an afternoon, while paying an incorrect one can cost you far more.

HOW TO CHECK A TAX BILL BEFORE YOU PAY

If the amount looks wrong, don't simply ignore it. Ask for clarification and follow the official process for resolving the issue.

Create a tax-bill folder for each year. Keep the assessment, supporting schedules, correspondence, payment evidence and professional advice together in it.

WHAT TO TAKE FROM THIS CHAPTER

Pull out your most recent tax assessment and walk it through against your own records: taxpayer name, tax type, period, and whether prior payments show up. Note anything that doesn't add up.

PRACTICE GUIDE

CHAPTER 9

How to Check a Tax Bill Before You Pay

PART A: WORKED EXAMPLE

Imagine you receive a tax assessment for ₦900,000. Before paying, you check the taxpayer name, tax type, period, figures used, previous payments and any penalties. You discover that ₦200,000 already paid was never reflected. Now you have a clear question to raise, instead of paying blindly.

What the example teaches

Discovering the missing ₦200,000 didn't happen by luck — it happened because the owner compared the assessment against their own records instead of accepting the figure at face value.

PRACTICE GUIDE

CHAPTER 9

PART B: NOW DO YOUR OWN

Use your own school information. If you do not know an answer, mark it for follow-up rather than guessing.

1. Use your latest assessment and write the tax type.

2. Write the period covered.

3. List two figures you want explained.

4. Check whether previous payments appear.

MY ACTION THIS WEEK

CHAPTER 10

WHAT TO DO WHEN A TAX OFFICER VISITS

"Knowledge is power."

— Francis Bacon

A tax query or visit can feel intimidating. The best response is calm preparation, not panic.

Ask what the matter is about, what period is being reviewed, and what records are required. Be polite and cooperative, but never guess a figure just because you feel pressured to answer.

Bring organized registration documents, income records, expense records, payroll records, bank information where relevant, tax assessments, payment evidence and correspondence.

KEY IDEA

Preparation, not perfection, is what gets a school owner through a tax visit calmly. You don't need flawless records — you need organized, honest ones.

WHAT TO DO WHEN A TAX OFFICER VISITS

If you disagree with a figure, ask how it was calculated. If you don't understand it, request clarification or seek professional help. A complex dispute should never be handled casually.

Don't destroy, hide or alter records. Don't create fake expenses. Your strongest position is always an honest, organized record of what actually happened.

WHAT TO TAKE FROM THIS CHAPTER

Build, or check, one folder — physical or digital — that holds your registration documents, recent income and expense records, payroll records and past tax correspondence, so it's ready before anyone asks for it.

PRACTICE GUIDE

CHAPTER 10

What to Do When a Tax Officer Visits

PART A: WORKED EXAMPLE

A tax officer asks for your income and expense records. Instead of searching through random receipts, you bring your organized folders, bank records, payroll information and previous tax documents. You answer only what you actually know, and ask for clarification where necessary.

What the example teaches

The difference between panic and composure during a visit usually comes down to one thing done weeks earlier: whether the records were already organized into folders, or scattered across drawers and phone galleries.

PRACTICE GUIDE

CHAPTER 10

PART B: NOW DO YOUR OWN

Use your own school information. If you do not know an answer, mark it for follow-up rather than guessing.

1. Create a list of records you would need during a tax visit.

2. Identify records you currently do not have.

3. Write the name or contact of the professional you would call for a complex issue.

MY ACTION THIS WEEK

CONCLUSION

Understanding tax is not about memorizing complicated words. It is about knowing what your school earns, knowing what it spends, keeping evidence and asking the right questions.

If you build the habit of recording your numbers every month, tax discussions become far less frightening, because you are no longer starting from guesswork.

The goal is not to pay no tax. The goal is to understand your obligations, pay what is properly due and avoid preventable losses caused by confusion or poor records.

When a matter is complex, get qualified professional advice. Good business owners know when to handle something themselves and when to bring in an expert.

BONUS SCHOOL TAX TOOLKIT

You have not just bought information. You have received a working set of tools designed to help you turn what you learned into a repeatable system inside your school.

The chapters teach the principles. The bonus toolkit helps you put those principles into daily practice. Instead of finishing the book and wondering what to do next, use the pages that follow to organize income, expenses, withdrawals, payroll, tax reviews and your weekly clean-up routine.

WHY THESE BONUSES MATTER

A school owner can understand tax in theory and still struggle if records remain scattered. These tools close that gap. Used consistently, they help you see where money is going, spot missing records earlier, prepare for tax discussions with more confidence, and make decisions based on your school's actual numbers.

YOUR BONUS PACKAGE

BONUS 1: Monthly School Income Tracker

Capture money coming into the school in one place so you can review income instead of relying on memory.

BONUS 2: Monthly School Expense Tracker

Build a clearer picture of operating costs and reduce the chance of forgetting genuine school expenses.

BONUS 3: Owner's Withdrawal Tracker

Separate personal withdrawals from genuine school expenses so your business figures are easier to understand.

BONUS 4: Owner-Paid School Expense Tracker

Keep track of money you personally put into the school so those transactions do not disappear from your records.

BONUS 5: Staff Salary Tracker

Create a simple payroll trail that makes staff payments easier to monitor and review.

BONUS 6: Simple School Profit Worksheet

Turn income and expense records into a quick management picture of how the school is performing.

BONUS 7: Tax Bill Review Checklist

Use a step-by-step check before accepting a tax assessment or payment figure.

BONUS 8: Questions to Ask Before Paying

Know what to ask about the tax type, period, calculation, previous payments and possible penalties.

BONUS 9: School Record Keeping Checklist

See at a glance which important documents should be organized and backed up.

BONUS 10: Seven-Day School Tax Clean-Up Plan

A short reset plan to help you move from scattered records to a more organized system.

THE BUSINESS IMPACT

The biggest benefit is not the worksheet itself. It is what better records let you do. You can spot problems earlier, understand your cash position more clearly, prepare for questions with evidence, and make decisions based on your school's actual numbers instead of assumptions.

Keep these pages where you can reach them and use them repeatedly. The more consistently you use them, the more valuable the toolkit becomes.

BONUS 1: MONTHLY SCHOOL INCOME TRACKER

Use this page throughout the month. Add rows or transfer the information into a spreadsheet when needed.

Date	Source / Description	Amount	Payment Method

BONUS 2: MONTHLY SCHOOL EXPENSE TRACKER

Use this page throughout the month. Add rows or transfer the information into a spreadsheet when needed.

Date	Expense	Amount	Receipt / Evidence

BONUS 3: OWNER'S WITHDRAWAL TRACKER

Use this page throughout the month. Add rows or transfer the information into a spreadsheet when needed.

Date	Purpose	Amount	Recorded

BONUS 4: OWNER-PAID SCHOOL EXPENSE TRACKER

Use this page throughout the month. Add rows or transfer the information into a spreadsheet when needed.

Date	School Expense	Amount	Evidence

BONUS 5: STAFF SALARY TRACKER

Use this page throughout the month. Add rows or transfer the information into a spreadsheet when needed.

Date	Staff Name	Salary	Amount Paid

BONUS 6: SIMPLE SCHOOL PROFIT WORKSHEET

Period: _____

Total school income: ₦ _____

Total genuine school expenses: ₦ _____

Estimated management profit: ₦ _____

This is a management estimate, not automatically the legally taxable profit. Tax rules may require adjustments.

What needs professional or official confirmation?

BONUS 7: TAX BILL REVIEW CHECKLIST

- ☐ Correct taxpayer or school name shown
- ☐ Tax type identified
- ☐ Tax period identified
- ☐ Figures can be traced to records
- ☐ Previous payments checked
- ☐ Interest or penalties identified
- ☐ Supporting documents retained
- ☐ Questions written down before payment
- ☐ Professional advice obtained if necessary

BONUS 8: QUESTIONS TO ASK BEFORE PAYING

- What tax is this?
- Who is the taxpayer?
- What period does it cover?
- How was the amount calculated?
- What figures were used?
- Were previous payments considered?
- Are penalties or interest included?
- What is the official payment method?
- What record will I receive after payment?
- What is the official process if I disagree?

BONUS 9: SCHOOL RECORD KEEPING CHECKLIST

- ☐ CAC or registration documents
- ☐ Tax ID information
- ☐ School income records
- ☐ Expense records
- ☐ Receipts and invoices
- ☐ Bank statements
- ☐ Payroll records
- ☐ Tax assessments and notices
- ☐ Tax filing records
- ☐ Tax payment evidence
- ☐ Important correspondence
- ☐ Digital backups

BONUS 10: SEVEN-DAY SCHOOL TAX CLEAN-UP PLAN

Day 1: Gather registration and tax documents.

Day 2: Gather recent income records.

Day 3: Gather recent expense records and receipts.

Day 4: Review staff salary and payroll records.

Day 5: Separate school and personal transactions.

Day 6: Review your most recent tax assessment or payment record.

Day 7: Create a monthly routine for updating your records.

My weekly record-keeping day: _____

FINAL SCHOOL TAX SELF-CHECK

- ☐ I know how my school is registered.
- ☐ I know where school income records are kept.
- ☐ I know where expense records are kept.
- ☐ I can separate school expenses from personal spending.
- ☐ I can estimate management profit.
- ☐ I know how to review a tax bill before paying.
- ☐ I know where to find current official tax information.
- ☐ I know when to ask a professional for help.

The one thing I will improve this week is:

OFFICIAL NIGERIAN TAX HELP RESOURCES

Tax rules and administrative procedures can change. Always confirm current requirements through official government sources before filing or paying.

Nigeria Revenue Service (NRS)

Official tax authority information: nrs.gov.ng

NRS Taxpayer Self-Service Portal

Taxpayer services and account management: selfservice.nrs.gov.ng

Nigerian Tax ID Portal

Tax ID services: taxid.nrs.gov.ng

NRS Support Portal

Tax guidance and taxpayer support: support.nrs.gov.ng

Always verify that a website is an official government domain before entering sensitive information or making a payment.