

# PUBLIC FINANCIAL MANAGEMENT TOOLS AND PERFORMANCE IN NIGERIA PUBLIC SECTOR

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## ABSTRACT

*The impacts of selected public financial management tools on performance in Nigerian public sector were examined to ascertain their effectiveness as would-be dependable instruments for stemming the tide of financial leakages in Nigerian public sector. A descriptive survey research design was employed using random and judgmental sampling techniques to select the sample from the study population, being government Ministries, Departments and Agencies and other economic watchers. Copies of structured questionnaires were administered on the respondents. The study employed descriptive statistics and correlational analysis to test the hypotheses formulated so as to depict show the relationship between the aforementioned variables under study. Study found a strong relationship between; Treasury Single Account (TSA), the Government Integrated Financial Management Information System (GIFMIS), the Integrated Personnel Payroll System (IPPIS) and financial performance in the Nigerian Public sector. The three tools were found to influence financial performance in Nigeria public sector to certain extent as indicated in the result of analysis. Unlike the first two tools, the IPPIS received resistance from tertiary institution worker (Association Staff Union of Universities (ASUU) and Academic Staff Union of Polytechnics (ASUP)) because of the associated errors; despite the fact that the tool reduced anomalies parading payroll administration in Nigeria. It's recommended that government should further enlighten the public on the benefits of these tools. Besides, staff of the offices of the Accountant General should be trained and retrain for effective use of the tools. Doing these will further enhance robust financial management and block leakages in Nigerian public sector.*

**Keywords:** TSA, GIFMIS, IPPIS, Performance, Public Financial Management.

## INTRODUCTION

The Nigerian public sector is filled with several stories of incorrect practices such as news of several ghost workers on the payroll of Nigerian ministries, including extra-ministerial departments and parastatals. Other wrong practices such as fraud, embezzlements, corruption & mismanagement of funds are found everywhere in the country (Achua, 2009). Several millions of naira is lost in the Nigerian public sector through deliberate acts of financial malpractice and mismanagement. These acts in the country drain the country's meager resources through fraudulent means which have extreme consequences on the development of the nation. Its attendant effects have hampered whatever level of socio-economic growth or political development the country intends to achieve. Through fraudulent

means, billions of naira is lost in the public sector yearly. Several of these figures represent the amount made public. This is to say that substantial amount of money is still mismanaged because huge sums are lost in undetected frauds. It's an undisputable fact that fraud is so prevalent in the Nigerian public sector and no segment of the public service is spared from this menace. The cause of public sector financial mismanagement in Nigeria & the irregularity in the performance of the public sector since the oil boom years is as a result of the existence of a structurally weak control mechanism, which has created a variety of loopholes that have facilitated and sustained a range of corrupt practices. This is coupled with the absence of accountability & financial management tools in the conduct of public affairs (Bello, 2001).

An important way of holding government accountable is how much positive performance the public sector is churning out and its overall responsibility. To do this, an effective and efficient public financial management process is important in measuring the performance of the public sector. To ensure good governance, it is therefore necessary to control the public sector by introducing relevant financial management policies through the adoption of relevant tools. The failure to attain financial accountability in this sector is usually linked to prevailing weaknesses in expenditure control, public accounting, auditing, cash management and the management of financial records. To ensure a process of financial accountability, there is the need to possess a system that ensures effective financial management in the public sector. Even though government has over the years, introduced several reforms in the public sector, the performance of the public sector has still been called to question.

Many governments especially those in developing countries are concerns about ensuring efficiency and accountability in the use of public funds and have made several attempts towards this objective. Many of these attempts have resulted in the introduction and development of an abundance of laws in form of financial regulations and controls which has included a range of financial management reforms of which several tools have been adopted. These financial management reforms have been introduced alongside a range of tools with an obvious attempt at achieving efficiency and accountability in the use of public funds & to ensure optimum performance in the public sector. Some of these tools include, budget and budgetary control, internal audit, circulars from the ministry of finance. It is worrisome to discover that these measures have not been able to stem the tide of public financial malpractices but rather continues to be on the increase. Not quite long ago, governments introduced Treasury Single Account (TSA), the Government Integrated Financial Management Information System (GIFMIS), the Integrated Personnel Payroll System (IPPS) and few others to enhance effective public financial management within government sectors. Though it could be argued that many reforms prior to the introduction of financial management achieved little or no success in attaining performance level in the public sector, they were found to be insufficient of ensuring such desired results in the public sector. Several scholars and financial experts affirmed that an effective level of financial management is one of the most efficient ways to ensure accountability in any sector. Extending such claim to the public sector, financial management tool is an avenue to promote good governance (Onukelobi & Okoye, 2019). In the public sector, a failure of old tools like internal audit; budget control, expenditure control and legislative oversight control to instill financial discipline within government sector has been reported. As a result, several financial manipulations have been reported leading to loss of public funds. Shortage of funds has hampered prompt implementation of laudable project that would have impact positively to the lives of citizenry. In order to achieve optimum financial performance & accountability in the public sector, there is a need for a system which ensures effective financial management. (Iheduru & Amaefule, 2014). This study therefore examines the effectiveness of application

of a new financial management tools; namely; TSA, IPPIS, GIFMIS on the public financial management in Nigeria as a precursor to enhancing accountability and effectiveness in the public finance.

## LITERATURE REVIEW

### Conceptual Framework

#### Budgeting & Government's accountability

Budgeting is a desperate attempt that aims to visualise the future and imagine what results could be achieved by following an outlined pattern. A budget is defined as a quantified & planned course of action over a stated time period which involves projecting inputs and its costs, alongside associated outputs and revenues from it. Budgeting is the process of estimating financial and/or non-financial elements into a budget. Budgeting is in many instances a performer of many functions at once. It is used to achieve political, economic, accounting and administrative functions. This is because the budget is a financial management resource that serves as a communication tool (Lewis, 1998). As a political document, it ensures the allocation of scarce resources in a society, among prevailing multiple and competing interests. As an economic document, it serves a purpose of being a primary instrument that helps to evaluate a jurisdiction's economic growth and development. As a tool to perform accounting function, the budget assists in providing a ceiling and checks on government spending and makes it legally binding for the government to spend within the allocated funds. Lastly, the budget as an administrative document specifies the manners & means by which public services should be provided, also establishing a criterion by which these services should be evaluated and monitored. These functions of the budget are necessary to achieve transparency and accountability in the efficient management of public funds. Budgeting is a tool for financial management and several financial management reforms introduced into the public sector has included this tool. As a control practice, budgeting has played a key role in managing institutions by providing a guideline to follow in expenditure alongside an outline of such expenditure. Budgeting as a financial management tool has contributed since its introduction, a great measure of ensuring government accountability (Muhlis, 2001).

The application of the budgeting tool in the public sector has an important objective of achieving fiscal control and responsibility. Budgeting since its introduction in the Nigerian public sector has assisted decision & policy makers to implement good decisions on several governmental plans and policies. The public sector is usually the backbone to any government and economy. The decisions carried out within the sector have a possibility of affecting several spheres in the country and the effectiveness of such decisions is a product of the government's accountability. To ensure this accountability, it is necessary for the government to implement financial management reforms and adopt tools that would give enough support to such objective. Budgeting as a financial management tool has ensured government's accountability by guaranteeing that the government can be held accountable to an outlined plan (Sara et al., 2016). The budget is the outlined plan and any form of deviation to this is usually considered an act of irresponsibility. The budget for instance, helps to approve authorities need for spending and provides a fundamental method by which government's income and expenditure is being controlled. These functions of this tool is a safeguard to reckless spending as only justifiable expenditure are included in the budget and spending is meant for the outlined expenditure (Achua, 2009).

The Nigerian public sector is controlled by an elected government and such control

usually lasts till the next election. One important thing to mention is that re-election is not guaranteed. Hence financial management processes might change from one elected government to another. It is therefore important to have a control measure subsequent tenures can utilise. The budgeting tool is a perfect means to achieve such. When such control in the public sector changes, the budget is a good tool for the elected government to implement a set of plans as it encompasses laid down objectives, plans & decision-making. The budget is a perfect representation of a long term financial plan and a means to measure government's accountability. Results of the elected government are compared to the items underlined in the budget and deviations are used to measure actual performance. The accountability of the government can therefore be by using such tool to checkmate performance and review actual results. The populace and other concerned organisations can use the budget to hold the government accountable. Any item in the budget which cannot be justified or accurately quantified should be called into question thereby holding the government accountable in their spending of public funds (Lewis, 1998).

### **TSA & the Transparency in the Public Sector**

The Treasury Single Account (TSA) was introduced in 2012 by the federal government of Nigeria (Stephen, 2016). The tool, being a financial policy that is in use in several countries across the world is used as a means to consolidate all monetary inflows from all governmental agencies into a single account. The CBN which is tasked with a function of maintaining efficient financial management and control of the government resources mostly rely on the government banking arrangements. Like other developing countries, Nigeria had prior to the introduction of TSA, made use of fragmented systems while handling the receipts and payments of the government. This led to an urgent need for establishing a unified structure or a single account as recommended by the International Monetary Fund (IMF). Such structure is expected to extend credit, reduce borrowing costs and improve the fiscal policy of the government among other benefits. Introducing the TSA policy was therefore vital in addressing the issues faced in the Nigerian public sector such as the proliferation of bank accounts controlled by governmental Ministries, Departments and Agencies (MDAs). The tool was implemented with an objective to promote financial accountability among governmental organs. In 2016, commercial banks in the country remitted over 2 trillion Naira worth of idle and active governments deposits following the full implementation of the TSA policy. This is to reflect how much accountability the tool brought to the public sector and how it was possible to have funds generated by several governmental ministries in the country's public sector in a single account. With the TSA as a tool for financial management control, it has achieved an aim of promoting transparency in the generation & measurement of funds generated in the public sector. Unlike previous years where ministries could hold several accounts for different purposes and could hardly account for such, the TSA, since its introduction, has simplified government accounting and made it possible to have a form of transparency in the public sector (Clementina, 2016).

According to a report by the office of the accountant general of the federation in 2016, since its introduction, the tool has helped the federal government of Nigeria to take full control of over \$15billion (3 trillion Naira) in cash assets as at the end of the first quarter of 2016. Adopting the TSA in the country has helped in a reduction of government borrowing consequently affecting the country's cost of debt servicing. Results such as these have been made possible because there is now transparency in the handling & record of government receipts by the public sector. This has therefore opened the country to a new level of available cash assets and resources (Igbokwe-Ibeto et al, 2011). The country's liquidity position is then strengthened. Perhaps the most striking issue before the adoption of the TSA

was the fact that most commercial banks in Nigeria held back the remittance of receipts collected by them intentionally, and then use such revenue to trade, at the expense of the government. Certain ministries and departments in the country traded with the revenue of the government because of their selfish gains, consequently resulting into a poor execution of budget and non-timely payment to beneficiaries such as their pensioners. With the introduction of the TSA, government funds are easily placed into a single account and disbursement carried out in fairness. The financial management tool has ensured that all ministries, departments & agencies in the public sector can be held accountable for their financial records and all receipts and payments properly traced. This function is due to the transparency the control tool has created. Without the public sector being transparent, fraud can be easily committed and the government made available with less cash. With the TSA, the sector can be held accountable for each inflow & outflow and there exist no other account to which payment are made except the central one (Otemu et al., 2018).

The TSA provides a control mechanism whereby it is possible to keep track of the government income and expenditures. The implementation of the TSA in the country has to a great extent, put a stop to several leakages hindering proper recording of government cash-flow. Prior to the TSA introduction, there were cases where several MDAs managed their finances like companies in the private sector and consequently remit to the treasury of the government below what was actually collected (Eme et al., 2015). In a system of government where the tool is properly adopted, it would be impossible to run the public sector like the private sector because all MDAs would be required to spend in line with the approved budget and disbursement made from a single account. By maintaining a single account, the government has ensured a proper monitoring of fund flow by the Ministry of Finance because no government agency would be licensed to operate a bank account outside the surveillance of the Finance ministry. This has made it possible for the financial management tool to have such an impact on the transparency of the public sector. It has improved the sector's accountability in several ways which supports the sector's need for transparency in managing public funds. As a direct result of the TSA, it has removed the organizational/MDA secrecy around the management of public finances. For instance, the discretionary aspect of most politicians & accounting officers collaborating to use government finances to do business such as negotiating interest rates with commercial banks for personal gains has been eliminated. It has also eliminated the earlier practice of agencies having a plethora of accounts. The TSA since its introduction has been a catalyst for transparency in the management of public funds thereby helping the government have more resources at their disposal (Igbokwe-Ibeto et al, 2011).

### **Internal Audit & Government's Accountability**

Internal audit is an independent evaluation process/department established in an organisation used to evaluate & examine its actions and if it is in line to the desired organisational objectives/ services. Internal auditing has an objective to assist an organisation in discharging its responsibilities effectively. To achieve this purpose, the process of internal auditing provides an organisation with appraisals, analyses, recommendations, information and counsels concerning a review of activities. The specific objectives of public financial management tools are to contribute in achieving fiscal discipline, help in an effective & efficient provision of public services, and attain an overall efficient allocation of resources to reflect priority needs (Onatuyeh & Aniefor, 2013). A possibility of these objectives happening is strengthened by maintaining a system of proper internal audit in the public sector. This system of internal audit helps to act as a first checkmate to the running of the public sector and provides a framework to follow going forward. Internal audit, an efficient control system, plays an important role in improving the accountability and transparency in

the governance process. With a system of internal audit in place, government can be easily held accountable and their actions checked intermittently. An internal audit helps to enhance control by discovering deviances from an acceptable standard which would help to highlight occurrences of illegality, irregularity, inefficiency and ineffectiveness in order to take immediate corrective action, hold defaulting MDAs accountable, and take steps to avoid further losses (Belay, 2013).

Since internal audit is an independent & objective assurance also involving a consulting activity designed to add value and enhance the operations of an organization, the impact it would have on the performance of the country's public sector is to influence the accountability of the government. Its introduction in some agencies in the country's public sector has helped such organizations to accomplish a specified set of objectives by introducing a systematic, disciplined approach in evaluating the effectiveness of risk management, control and governance process. Its impact on the governance process has as an extension, affected the level of accountability the government holds. As a result of this process and because there is a system to check the actions of government intermittently, the government are easily held accountable. As a result of the evaluation and reporting of the internal control systems and a recommendation for improvement, a system of internal audit maintains a consistent impact on government's accountability as it helps to constantly enhance financial accountability. It does this by providing the country a much needed information regarding the effectiveness and efficiency in utilizing public resources. Government internal auditors strengthen financial accountability through such system of evaluation & improvement in internal control, risk management and governance processes. The goal of internal audit function is usually to add value and improve the operation & control structure of organizations. With an efficient & effective audit of accounts, proper reporting of activities is possible thus making sure that funds have been expended in accordance with the terms by which they were appropriated and that accounts are prepared properly. Therefore, internal auditors are contributors to the accountability any government can aim to achieve as they are influential in public sector governance by enabling a set of independent & objective assessment (Onatuyeh & Aniefor, 2013).

### **GIFMIS Application and Its Influence on the Public Sector**

A need to ensure proper management of funds led to the introduction of the GIFMIS. The GIFMIS is an information system which enables a tracking & proper tracing of financial events and a complete summary of financial information. In a basic form, the GIFMIS is more than a mere accounting system as it is configured to operate in line with the needs and specifications of the environment where it is installed. The system ensures that public financial management are computerised. The system ensures that processes beginning from budget preparation & execution to its accounting & reporting are properly recorded and accounts kept for ease in tracing. The GIFMIS with the help of the financial management integrated systems in several government departments, agencies and ministries has been a biggest contributor to the performance of the public sector (Olurankinse & Oloruntoba, 2018). The GIFMIS ensures all records used in the affairs of the public sector are properly kept and available for reference. The system has to do with automating the management of public finances as it involves the computerisation of the entire records of the public sector and providing a framework to be followed in keeping government records. The existence of such a system means that online registers are kept for financial activities rather than manually. The public sector's financial management has therefore been improved with the introduction of the tool. Its introduction has helped to create a standard data classification for recording financial events. Furthermore, its introduction has contributed to a system of internal controls over data entry, efficient transaction processing & reporting. GIFMIS has been useful to the public sector by creating a means to store, organize and make financial information accessible. The system not only stores information on government's financial records for the current and past years but also stores the approved budgets for these years, the details on funds inflows and outflows as well as a

complete inventories of financial assets. Since its introduction, the system has been a contributor to curbing instances of mismanagement, fraud, corruption and a lack of transparency in the public sector (Sheriff & Saleh, 2014).

In recent years, public sectors in various countries are transiting from a manual system of recording government activities to a more computerised system. Nigeria is not left out of this trend as the country with the introduction of the GIFMIS is adopting an automated system of public financial management (Sheriff & Saleh, 2014). With the introduction of the system came an integrated financial information system which greatly helps in the computerization of key areas in public finance such as budget execution & accounting operations across government ministries, departments, agencies, parastatals and other establishments. Government Integrated Financial Management Information System (GIFMIS) has since its introduction been a big influence in the public sector as it has contributed to a prompt and efficient access to reliable financial data in the public sector. It has also strengthened the public sector's financial control by improving the provision of government services and improving the budget process to a higher level of transparency and accountability. By controlling the sector's system of financial reporting, payroll management, budget, expenditure control, auditing and financial management, the GIFMIS is able to synchronise the sector's financial records, thereby contributing to its efficient financial management (Ogbonna & Ojeaburu, 2015).

### **IPPIS and Payroll Administration in Nigerian Public Sector**

One of the projects initiated by the Federal Government (FG) in the public service is the Integrated Payroll and Personnel Information System (IPPIS) via the use of Information and Communications Technology (ICT). The IPPIS was introduced to adequately prove the effectiveness and efficiency of payroll administration in the government's Ministries, Departments and Agencies (MDAs). Prior to its implementation by the FG, it was outlined that the IPPIS would accurately and reliably provide the overall personnel information as required by the Office of the Accountant General of the Federation (OAGF). Nigerians were further informed that the electronic platform, if fully implemented, would drastically and holistically reduced or completely eliminate all forms of corrupt and sharp practices as well as facilitate modern scientific and apt budgeting cum forecasting. It's noteworthy that the IPPIS could boast of a separate department under the OAGF (Nwaozor, 2020).

The department or unit is solely responsible for payment of salaries and wages directly to FG employees' bank accounts. It has equally been reported that apt deductions are instantly made, followed immediately by remittances to a team of third party beneficiaries such as the Federal Inland Revenue Service (FIRS), State Boards of Internal Revenue (BIR), National Health Insurance Scheme (NHIS), National Housing Fund (NHF), Pension Fund Administrator (PFA), Cooperative Societies, Trade Unions' Dues, Association Dues, Bank Loans (if any) and what have you. Recently, the IPPIS department boasted that since inception of the tech-driven mechanism in April 2007, the unit had saved billions of naira for the FG via elimination of thousands of ghost workers and allied matters. It's worthy of note that the streamlined key functions or core mandate of the IPPIS department are, but not limited to: management of FG employees' records, payment of salaries and wages to the employees, deductions of taxes and other third party payments, remittance of payroll deductions to the benefitting bodies, and enrolment of employees into the IPPIS database.

The overall mission of the IPPIS is to pay the FG employees on-time and accurately within statutory and contractual obligations. Whilst its vision is to have a centralized payroll system that meets the needs of the said employees as well as help the government to plan and manage payroll budget by ensuring proper control of personnel cost. It could be recalled that recently, sequel to the FG's frantic move to ensure that all employees are duly enrolled into the IPPIS, the workers of the federal tertiary institutions of learning across the federation – particularly those of the universities –

frantically rejected the plan, stating it was against the international extant law that permits the university autonomy.

## **Theoretical Framework**

### **Public finance management theory**

The public finance management theory makes an assumption based on a management of financial resources. The theory assumes that every aspect of financial resources which includes its mobilization and expenditure are to be properly managed by a government, providing benefits for the citizens in the process. The theory specifies provisions for resource mobilization, budgetary procedures, efficient management of resources, prioritization of programs and applying control to guide against threats. For instance, the treasury Single Account (TSA) is a product of this theory which is created primarily to avoid instances of misappropriation of public funds in the public sector (Sunday et al, 2017).

### **Stakeholder theory**

The citizens of any country are adjudged the biggest stakeholders in any government. It can be argued that they are the people with quite the biggest interest in the affairs of any ruling government and are therefore justified to hold the government accountable for their actions. The stakeholder theory explains this and states that an organisation must strive to accommodate the interests of their stakeholders and deliver maximum returns to them. It is therefore in line with this theory that the government is required to employ financial management tools in ensuring that they are held accountable and the interests of the country's citizens is protected. The adaptation of the TSA by the federal government was a direct result of pressure many stakeholders/citizens put on the government against the prevailing form of corruption. Also, the government is usually left with no choice than to respect the demands of those who voted them into office and therefore respond to any of their concerns & expectations. The stakeholder theory provides sufficient insight into the factors that motivate government to respect the interests of the populace and their demands to hold every governmental MDA accountable (Otemu et al., 2018).

### **Fiscal decentralization theory**

The fiscal decentralisation theory specifies that the responsibilities of revenue and expenditure should be transferred from a central government (Davoodi & Zou, 1998). This would mean that the right to impose & collect tax and make expenditures as appropriate is carried out by the federal government and transferred to the state and local government. To promote a positive performance in the public sector, it is important that the central government holds a principal place in generating revenues and spending. Such responsibility requires the federal government to decentralise financial powers and exercise a measure of power over states. To properly manage financial resources, this theory proves useful. It is becoming a popular strategy within the public sector to improve their efficiency, effectiveness, and accountability. The theory ensures responsibilities for expenditure and revenues are shifted to the lower levels of government therefore equipping them with more power to exercise sufficient authority and control in the use and management of their financial resources. This therefore ensures a proper introduction of financial management tools across all levels of government ultimately contributing to transparency of government allocation and local autonomy in decision making (Mousse & Ivohasina, 2015).



## Empirical review

Iheduru & Amaefule (2014) investigated the use of the electronic accounting system in curbing corruption that was prevalent in governmental MDAs in Nigeria. The study mentioned how the GIFMIS is an efficient tool in achieving a financial system where records are adequately kept, making an act of corruption therefore difficult. The study emphasized on how electronic accounting system prevents an irregular financial records system which can breed corruption. Overall, the study revealed that the activation of a well-designed electronic accounting information system such as GIFMIS in the structure of the public sector in Nigeria would amount to a genuine tool sufficient enough to checkmate corruption in the system and therefore serve as a catalyst in creating economic growth & development in the economy. The study then made a specific recommendation among other things that the federal government should embrace. It recommended that the government bring to existence a well-designed accounting information system to cover several areas in the public sector like budgeting system, payrolls and pension.

Onukelobi & Okoye (2019) examined in their study the financial management reforms in the Nigerian public sector and what effect such has had in limiting the spread of corruption in the sector. These financial management reforms include the implementation of International Public Sector Accounting Standards (IPSAS) and the introduction of Treasury Single Account (TSA) & Government Integrated Financial Management Information System (GIFMIS). The study revealed that several of these reforms had an instant contribution in closing leakages & revealing loopholes through which funds might be misappropriated. In their recommendation, the paper advises the government to fully implement several of these reforms to its fullest in order to enhance the government's potential to fully reduce corruption.

Osakede et al., (2015) explored in their study, how non-performance in the Nigerian public sector is an impediment to sustainable development & good governance. The study revealed that a lack of appropriate reforms in the Nigerian public sector has contributed to irregularity in the performance of several workers in the sector consequently affecting the overall contribution of the public sector to the Nigerian economy. As a result of these irregular performances, acts such as fraud & corruption can easily take place which has a way of affecting a country's sustainable development and good governance. The study therefore encouraged the government to put in place necessary reforms which are backed by legislation.

Enofe, Afiangbe, (2017) in their study, noted that with the introduction of financial management tools such as the TSA and GIFMIS, an appreciable reduction in corruption has been noticed. In addition, such tools have had an instant impact in the performance of the public sector by reducing financial irregularities and leakages. The study noted that with the introduction of several of these reforms, has come an associated improvement in transparency and accountability in the management of public funds.

From extant literature, most especially in Nigeria, various studies have been conducted on this subject as indicated above in attempt to depict the effects of various government control measures towards ensuring veritable public financial management, but good number of studies treated these tools in isolation. Besides, many of them failed to neither reflect nor relate their studies with current realities obtainable within the public sector cycle in Nigeria. In other words, there have not been veritable consensus among these studies. Led by these lacunas, this study combines these three new measures to ascertain their overall influence on the performance of public financial management in Nigeria.

## METHODOLOGY

Descriptive survey research design was employed using random and judgmental sampling techniques to select the sample from the study population, Ministries Departments and Agencies

and Other economic watchers. However, this study targeted government sector that are feasible and accessible to the researchers; the responses were elicited from the Federal Ministry of Finance; the Offices of Auditor General of the Federation, Accountant General for the Federation three Federal Universities and individual economic analysts. In the of determination of sample size, the researcher sent the questionnaire via heart survey questionnaire to five contacts each of the above and they in turn forwarded it to their staff for completion to obtain the data used for the study. The research ensured that the questionnaires were sent to the right personnel in the right positions best capable of giving valid opinion or views.

However, only one hundred and fifty (187) questionnaires were returned distributed as follows;

Apportioning Sample size as follows;		
Federal Ministry of finance	=	61
Office of Auditor General for the Federation	=	19
Office of the Accountant General of the Federation	=	26
Federal Universities	=	52
Ministry of Budget and Planning	=	10
Economic Analysts Other Services	=	<u>19</u>
		<u>187</u>

Copies of structured questionnaires designed on four point Likert attitudinal scales were administered on the respondents of one hundred and eighty seven (187) selected respondents to obtain study data. Face and Content validity was ensured before sending it out to the first line respondents. This was done by the colleagues for review. The study however employed descriptive statistics and correlational analysis to test the hypotheses formulated so as to identify the effect of the dependent variables on the independent variable and to show the relationship between the aforementioned variables under study.

## ANALYSIS AND RESULT

### Research Objective One

Treasury Single Accounts (TSA) and Accountability within Nigeria Financial Management.

The result in table 1 below showed the impact of Treasury Single Accounts (TSA) on Accountability within Nigeria Financial Management. The study revealed that TSA significantly ensures accountability in government receipts (Mean=2.850, F-stat=36.251, sig. 0.00<0.05). The table also shows that government revenues are significantly did not secure with TSA. This is evidenced from the mean value, F-statistics and the significance (2.497; 8.578; 0.004). Findings similarly disclosed the introduction of TSA insignificantly reduces Corruption in government collections (Mean=2.578, F-stat=0.778, sig. 0.379>0.05) and improved accountability in government financial management at an insignificant level (Mean=2.647, F-stat=2.866, sig. 0.092>0.05). Also, table 1 reveals that TSA significantly reduces cost of collections (Mean=2.888, F-stat=23.272, sig. 0.00<0.05), TSA significantly did not drastically result to reduction in stealing and misappropriation of government revenue (Mean=2.380, F-stat=11.961, sig. 0.001<0.05), TSA significantly enhances easy reconciliation of Accounts (Mean=3.000, F-stat=62.708, sig. 0.000<0.05), TSA significantly enhances efficiency in collection (Mean=2.845, F-stat=10.846, sig. 0.001<0.05). Lastly, the table below showed that accountability is significantly best observed with TSA (Mean=2.556, F-stat=13.647, sig. 0.000<0.05) and TSA has significantly reduced multiplicity of government bank accounts. In view of the above, it can be concluded that Treasury Single Accounts (TSA) has significant impact on accountability within Nigeria Financial

Management.

Table 1 SUMMARY OF ANALYSIS OF VARIANCE (ANOVA) SHOWING THE IMPACT OF TREASURY SINGLE ACCOUNTS (TSA) ON ACCOUNTABILITY WITHIN NIGERIA FINANCIAL MANAGEMENT					
		Mean	F	Sig.	Remarks
TSA ensure accountability in government receipts	Equal variances assumed	2.850	36.251	.000	Significant
	Equal variances not assumed				
With TSA government revenues are more secured	Equal variances assumed	2.497	8.577	.004	Significant
	Equal variances not assumed				
Introduction of TSA reduces Corruption in government collections	Equal variances assumed	2.578	.778	.379	Insignificant
	Equal variances not assumed				
TSA improved accountability in government financial management	Equal variances assumed	2.647	2.866	.092	Insignificant
	Equal variances not assumed				
TSA reduces cost of collections	Equal variances assumed	2.888	23.272	.000	Significant
	Equal variances not assumed				
With TSA government stealing and misappropriation of government revenue drastically reduced	Equal variances assumed	2.380	11.961	.001	Significant
	Equal variances not assumed				
TSA enhances easy reconciliation of Accounts	Equal variances assumed	3.000	62.708	.000	Significant
	Equal variances not assumed				
It enhances efficiency in collection	Equal variances assumed	2.845	10.846	.001	Significant
	Equal variances not assumed				
Accountability best observed with TSA	Equal variances assumed	2.556	13.647	.000	Significant
	Equal variances not assumed				
TSA reduced multiplicity of government bank accounts	Equal variances assumed	3.037	23.473	.000	Significant
	Equal variances not assumed				

Source: Researcher's Computation, 2020.  
 Agree (Mean>2.5), Disagree (Mean<2.5)

### Research Objective Two

IPPIS and Effectiveness of Payroll administration in Nigeria. The result in table 2 showed the impact of IPPIS on Effectiveness of Payroll administration in Nigeria. Table 2 disclosed that IPPIS significantly did not provide better payroll management (Mean=2.465, F-stat=6.294, sig. 0.00<0.05), adoption of IPPIS significantly though exposed ghost workers than any other verification methods (Mean=2.829, F-stat=24.462, sig. 0.000<0.05) IPPIS has significantly saved government much money (Mean=2.738, F-stat=21.541, sig. 0.000<0.05), and with IPPIS Transparency and accountability are significantly observed in Payroll management (Mean=2.834, F-stat=30.593, sig. 0.00<0.05). Still in the same vein, the table below disclosed that IPPIS significantly did not enhance personnel/ manpower planning (Mean=2.636, F-stat=0.086, sig. 0.769>0.05), with IPPIS, more job will be created insignificantly in the public sector (Mean=2.513, F-stat=1.585, sig. 0.210>0.05), IPPIS insignificantly can provide final solution to payroll problem within Nigeria public sector

(Mean=2.519, F-stat=0.790, sig. 0.375>0.05). Similarly, the table below showed IPPIS significantly make personnel management easy in the public sector (Mean=2.834, F-stat=17.949, sig. 0.000<0.05), IPPIS will significantly stand test of time (Mean=2.546, F-stat=6.727, sig. 0.010<0.05) and with IPPIS payroll fraud still insignificantly persist within Nigeria public sector. Based on the above, it can be concluded that IPPIS has significant impact on effectiveness of Payroll administration in Nigeria. The above revelation above is the reflection of payroll frauds reported at various government MDAs. The introduction of IPPIS really exposed legion of decadence parading old payroll system. Although tertiary institutions in the country were apprehensive of the introduction of IPPIS; nevertheless, the payment system has drastically reduced payroll fraud.

Items		Mean	F	Sig.	Remarks
IPPIS provides better payroll management	Equal variances assumed	2.465	6.294	.013	Significant
	Equal variances not assumed				
Adoption of IPPIS exposed ghost workers than any other verification methods	Equal variances assumed	2.829	24.462	.000	Significant
	Equal variances not assumed				
IPPIS has saved government much money	Equal variances assumed	2.738	21.541	.000	Significant
	Equal variances not assumed				
With IPPIS Transparency and accountability are observed in Payroll management	Equal variances assumed	2.834	30.593	.000	Significant
	Equal variances not assumed				
IPPIS enhance personnel/manpower planning	Equal variances assumed	2.636	.086	.769	Insignificant
	Equal variances not assumed				t
With IPPIS create more job will be created in the public sector	Equal variances assumed	2.513	1.585	.210	Insignificant
	Equal variances not assumed				t
IPPIS can provided final solution to payroll problem within Nigeria public sector	Equal variances assumed	2.519	.790	.375	Insignificant
	Equal variances not assumed				t
IPPIS make personnel management easy in the public sector	Equal variances assumed	2.834	17.949	.000	Significant
	Equal variances not assumed				
IPPIS will stand test of time	Equal variances assumed	2.546	6.727	.010	Significant
	Equal variances not assumed				
With IPPIS no payroll fraud within Nigeria public sector	Equal variances assumed	2.455	.067	.796	Insignificant
					t

again	Equal variances not assumed				
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Source: Researcher's Computation, 2020.  
 Agree (Mean>2.5), Disagree (Mean<2.5)

### Research Objective Three

GIFMIS and Accountability Nigeria Financial Management. The result in table 3 showed the impact of GIFMIS on accountability Nigeria Financial Management. Table 3 disclosed that GIFMIS significantly enhances transparency in public payment (Mean=2.749, F-stat=27.457, sig. 0.000<0.05), with GIFMIS, error and omission in payment insignificantly drastically reduced (Mean=2.519, F-stat=2.536, sig. 0.113>0.05) GIFMIS significantly offers the best platform for payment in Nigeria (Mean=2.701, F-stat=16.647, sig. 0.000<0.05), GIFMIS will significantly reduce fraud and corruption in payment (Mean=2.867, F-stat=21.334, sig. 0.000<0.05), GIFMIS significantly integrates all government payments for control purpose (Mean=3.021, F-stat=35.210, sig. 0.000<0.05), with GIFMIS government funds have been saved (Mean=2.781, F-stat=5.821, sig. 0.017<0.05), with GIFMIS, transaction trail always significantly available to track all payments (Mean=2.808, F-stat=19.629, sig. 0.00<0.05). Similarly, the table below showed GIFMIS significantly saves time and facilitate quick payments (Mean=2.642, F-stat=5.912, sig. 0.016<0.05), GIFMIS significantly eliminates fraudulent tendencies (Mean=2.614, F-stat=6.963, sig. 0.009<0.05) and GIFMIS significantly enhances better planning and control of government spending (Mean=2.872, F-stat=14.695, sig. 0.000<0.05). Based on the above, it can be concluded that GIFMIS has impact on accountability Nigeria Financial Management in Table 3.

		Mean	F	Sig.	Remarks
GIFMIS enhances transparency in public payment	Equal variances assumed	2.749	27.457	.000	Significant
	Equal variances not assumed				
With GIFMIS error and omission in payment drastically reduced	Equal variances assumed	2.519	2.536	.113	Insignificant
	Equal variances not assumed				
GIFMIS offers the best platform for payment in Nigeria	Equal variances assumed	2.701	16.647	.000	Significant
	Equal variances not assumed				
It will reduce fraud and corruption in payment	Equal variances assumed	2.866	21.334	.000	Significant
	Equal variances not assumed				
GIFMIS integrates all government payments for control purpose	Equal variances assumed	3.021	35.210	.000	Significant
	Equal variances not assumed				
With GIFMIS government funds have been saved	Equal variances assumed	2.781	5.821	.017	Significant
	Equal variances not assumed				

With GIFMIS, transaction trail always available to track all payments	Equal variances assumed	2.808	19.629	.000	Significant
	Equal variances not assumed				
GIFMIS saves time and facilitate quick payments	Equal variances assumed	2.642	5.912	.016	Significant
	Equal variances not assumed				
It eliminates fraudulent tendencies	Equal variances assumed	2.642	6.963	.009	Significant
	Equal variances not assumed				
It enhances better planning and control of government spending	Equal variances assumed	2.872	14.695	.000	Significant
	Equal variances not assumed				

**Source:** Researcher's Computation, 2020.  
Agree (Mean>2.5), Disagree (Mean<2.5)

## CONCLUSION AND RECOMMENDATION

The result of the analysis as attested to by the responses of the respondents who were source of data used in the study equivocally revealed that public financial management tools under study; Treasury Single Account, IPPIS and GIFMIS have significant impacts on the public financial management of Nigerian public sector though do not remove fraud in entirety. This was evident in reduction of public wage bill recorded after IPPIS. Before now, most of the MDAs inflate payroll figures at the detriment of government dwindling revenue. For the GIFMIS, it is now easy for government to monitor government disbursement effectively thereby reducing leakages as revealed by the respondents. The TSA facilitates remittance of government money into a single account thereby eliminating duplication of accounts as well as reducing rigorous reconciliation of account. This study therefore concluded that the financial management tools are effective to minimize leakages in government finances. However, the areas of weaknesses of these tools should be promptly addressed most especially incessant errors in IPPIS that often resulted in over/under payment within the payroll system. Government should quickly address these; ensure proper security of the ICT architecture against any form of attack. In all, government should from time to time review its internal control system to ensure effectiveness and robustness of these tools

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