HASSAN, Achimugu & FATAI, Alexander Oluwatosin, 2024,7 (2):1-12

Combating Financial Hemorrhage in the Public Sector: Does the Treasury Single Account Policy Hold Substance in Kogi State, Nigeria?

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Abstract

Kogi State is one among Nigeria's 36 federating states. Situated in the North-Central region, the state is endowed with (arguably though) the greatest mass of natural resources in the nation's vast Northern region, making it a substantial contributor to Nigeria's GDP. These endowments notwithstanding the state battles with some of the most paradoxical conditions that characteristics the Nigeria state; poverty, low quality of life and its attendant consequences, all due to the lack of an accountability mechanism that checks recklessness and mitigates financial hemorrhage. The Kogi state government in 2015 began implementation of Treasury Single Account to midwife a paradigm shift that would ensure financial accountability while increasing the latitude for quality service delivery. This paper assesses the impact of the Treasury Single Account (TSA) policy on financial accountability in Kogi State. Two objectives and hypotheses guided the study. A descriptive survey research design was adopted. The population comprised 287 staff of Kogi Internal Revenue Service (KGIRS) Lokoja. The sample size of 87. Data was collected using a questionnaire. Descriptive statistics and Pearson's Product Moment Correlation (PPMC) was employed, for analysis and data presentation. The findings indicate that the implementation of the TSA policy in Kogi State significantly enhanced transparency and accountability in public fund management. The study recommends the prioritization of enforcement and adherence to the TSA policy to sustain gains achieved in transparency, accountability, and efficiency of fund management among others.

Keywords: Treasury single account policy, financial accountability, public service, efficiency of cash and liquidity management

Introduction

The decentralized system with numerous accounts originated from historical practices, lack of a centralized control mechanism, made it difficult to consolidate and analyze financial data, which leading to lack of transparency. Also, weak internal controls and oversight mechanisms, lack of a central monitoring system for potential manipulation and diversion of funds throughout the fragmented network of accounts and inefficient revenue collection and potential theft of public funds contributed to a lack of available resources, forcing the government to borrow to meet its obligations (Adesola, 2021). The decentralized system lacked a centralized platform for managing cash inflows

HASSAN, Achimugu & FATAI, Alexander Oluwatosin, 2024,7 (2):1-12

and outflows, creating inefficiencies and potentially hindering timely resource allocation. This issue led to the implementation of Treasury Single Account (TSA) policy in Nigeria.

The Treasury Single Account (TSA) policy, implemented in Nigeria in 2015, aims to consolidate all revenue and expenditure transactions of the federal government into a single account or a set of linked accounts held at the Central Bank of Nigeria (CBN). Bello (2021) this policy seeks to enhance transparency, accountability, and efficiency in public financial management. According to Okwoli (2022) the TSA is primarily designed to bring all Government funds in bank accounts within the effective control and operational purview of the Treasury, in order to: Enthrone centralized, transparent and accountable revenue management; Facilitate effective cash management; Ensure cash availability; Promote efficient management of domestic borrowing at minimal cost; Allow optimal investment of idle cash; Block loopholes in revenue management; Establish an efficient disbursement and collection mechanism for Government funds; Improve liquidity reserve; and Eliminate operational inefficiency and costs associated with maintaining multiple accounts across multiple financial institutions.

Furthermore, the Treasury Single Account (TSA) is a financial management system adopted by many governments worldwide (Ogah, 2021). The TSA model has gained significant traction globally, with numerous countries implementing variations of the system to address fiscal challenges and improve governance. The adoption of the TSA model has witnessed remarkable growth across continents, reflecting its perceived benefits and effectiveness in strengthening financial management frameworks. According to the World Bank, as of 2020, over 150 countries had implemented some form of the TSA or were in the process of doing so, demonstrating its widespread acceptance and relevance on a global scale. This trend underscores the increasing recognition among governments of the importance of modernizing financial management practices to achieve sustainable development goals and enhance fiscal discipline (Achua, 2019). The TSA system is designed to achieve several key objectives, including enhanced transparency and accountability, improved cash management, mitigation of fiscal risks, reduce leakages ad increase revenue collection, minimize borrowing cost and promote efficient payment mechanisms.

India launched the Integrated Financial Management Information System (IFMIS) in 2003, which included the implementation of a TSA-like system called the Government Account Receipts and Payments (GARP) system. The GARP system centralized government transactions, leading to improved financial management and accountability. Followed by Ghana who introduced the Ghana Integrated Financial Management Information System (GIFMIS) in 2008, which includes a TSA-like mechanism to centralize government funds. GIFMIS aims to improve budget execution, enhance financial reporting, and strengthen fiscal discipline in Ghana's public sector. Also, Tanzania introduced the Government e-Payment Gateway (GePG) in 2012 to centralize government revenue collection and payments. GePG functions similarly to a TSA, consolidating all government funds into a single account maintained by the central bank. This system has contributed to increased revenue collection efficiency, reduced leakages, and improved accountability in Tanzania's public finance management (Anyanwu, 2019).

Then, Nigerian government implemented the TSA in 2015, consolidating over 20,000 bank accounts across ministries, departments, and agencies into a single account held at the Central Bank of Nigeria. This initiative led to the recovery of significant sums of "idle" funds, improved cash management, and enhanced transparency in government transactions and Indonesia launched the Integrated Financial Management Information System (IFMIS) in 2015 to modernize its financial management

practices. IFMIS includes a TSA component that consolidates government funds and transactions, facilitating better cash management, reducing fiscal risks, and enhancing accountability in public expenditure. In 2016, Kenya embarked on the implementation of the Integrated Financial Management Information System (IFMIS) to consolidate government financial transactions. As part of this initiative, Kenya established a TSA-like structure to centralize government funds, improve cash management, and enhance transparency in public expenditure. The Philippines implemented the Treasury Single Account System (TSAS) in 2017 to consolidate government funds and streamline cash management processes. TSAS centralizes all national government revenues, collections, and disbursements into a single account held at the Bangko Sentral ng Pilipinas (BSP), the country's central bank. The system aims to improve fiscal discipline, enhance transparency, and reduce the cost of government borrowing (Boncondin, 2023).

According to the former state governor Yahaya Bello "*We set up a committee to look into the state's bloated workforce and uncovered that over N1.3 billion was being paid monthly to ghost workers. We want to stop the menace of armed robbery and kidnapping in the state, he warned that no corrupt official would be harboured and those who want to manipulate the system of TSA and test our might will face law*". The former governor mentions that a committee was established to investigate the state's workforce, which revealed the presence of ghost workers (Emmanuel, 2019). Ghost workers are individuals who are listed on the payroll but do not actually work for the government or do not exist at all. This discovery suggests a significant problem of payroll fraud and mismanagement, resulting in the loss of substantial financial resources. Highlighting the staggering amount of over N1.3 billion (Nigerian Naira) being paid out monthly to ghost workers. This figure underscores the extent of financial leakage and wastage resulting from the presence of fictitious or non-existent employees on the payroll and he emphasized on the implementation of the Treasury Single Account (TSA) as part of the government's efforts to enhance financial accountability and transparency. The TSA consolidates government funds into a single account, thereby reducing opportunities for fraud, embezzlement, and misappropriation of public funds (Frank, 2019).

In that case financial accountability in public services refers to the responsibility of government officials to manage public funds transparently, responsibly, and in accordance with the law. This entails ensuring that public funds are used effectively, efficiently, and for the intended purposes. Financial accountability in the public services of Kogi State, Nigeria, is a crucial aspect of governance that ensures transparency, efficiency, and responsible management of public funds (Yusuf, 2023). As in many regions around the world, Kogi State faces challenges in maintaining high standards of financial accountability while striving to meet the diverse needs of its citizens. Understanding the current state of financial accountability in Kogi State requires an examination of various factors, including budgetary processes, revenue management, expenditure control, and mechanisms for oversight and accountability (Opaniyi, 2018). These challenges often stem from systemic inefficiencies, limited capacity, and governance gaps within the state's financial management framework. According to Onuorah & Appah (2021) financial accountability is an ongoing challenge in the public services of Kogi State, requiring concerted efforts from government authorities, civil society organizations, and citizens to address systemic weaknesses and promote good governance practices.

TSA may have been intended as a transformative tool for enhancing financial governance and accountability in Kogi State, its implementation has raised significant concerns about efficiency, transparency, and autonomy. A critical evaluation of its impact is necessary to address these issues and ensure that it truly serves the best interests of the state and its citizens. It is based on this the

HASSAN, Achimugu & FATAI, Alexander Oluwatosin, 2024,7 (2):1-12

study intent to investigate Treasury Single Account (TSA) policy and financial accountability in the public services in Nigeria, specifically Kogi State.

Objectives of the Study
The main objective of this study is to determine the impact of Treasury Single Account (TSA) policy and financial accountability in the public services of Kogi State, Nigeria. Specifically, the study seeks to:

i.   Assess the measures put in place to ensure the transparency and accountability of funds managed under the Treasury Single Account in Kogi State

ii. Examine how the implementation of the Treasury Single Account policy has impacted the efficiency of cash management and liquidity management in Kogi State's public finance system

Statement of the Hypotheses
The following research hypotheses guide the study;

HO_1: Treasury Single Account in Kogi State has no significant impact on the transparency and accountability of fund management

HO_2: Treasury Single Account in Kogi State has no significant impact on the efficiency of cash management and liquidity management

Principal-Agent Theory

The Principal-Agent Theory have significant relevance in various contexts. The theory is crucial in promoting good governance and accountability in various sectors, including public administration, corporate governance, and nonprofit organizations. The Principal-Agent Theory helps identify the challenges and solutions in aligning the interests of principals (e.g., citizens, shareholders, donors) with the actions of agents (e.g., public officials, corporate executives, nonprofit managers).

METHODOLOGY

The study on the impact of treasury single account policy and financial accountability in the public services of Kogi State Nigeria adopted descriptive survey research design. Descriptive survey research design is an approach that combines qualitative and quantitative research methods within a single study. The population of the study comprises of all the Kogi Government Internal Revenue Service (KGIRS) Lokoja staff in internal audit department, accounting department and finance department which is estimated to be 650 senior and junior staff and Ministries of Finance of Kogi State which is estimated to be 650 for KGIRS and 113 for Ministries of Finance senior and junior staff (Field Survey Research 2023). The total population of the study comprises of 763. Taro Yamani (1967)'s was used to determine the sample size of 87 while the sampling method or technique used is random sampling method. The samples selected for this research work are drivers with sample size (87). For the purpose of the study questionnaire was used as the instrument of data collection. The questionnaire contained a list of questions concerning treasury single account policy and financial accountability in the public services. Online survey and tracking software was used for data collection. Descriptive statistics is a numerical measures used to describe and summarize the characteristics of a dataset. Pearson's Product Moment Correlation (PPMC) was employed to analyze the relationship between the independence variables and dependent variables. It is commonly used when comparing the means of a continuous variable between two independent groups or when comparing the means of the same group under two different conditions.

HASSAN, Achimugu & FATAI, Alexander Oluwatosin, 2024,7 (2):1-12

DATA PRESENTATION AND ANALYSIS

Out of the 87 questionnaires distributed, 80 were successfully submitted and formed the basis for data analysis.

Table 1: Questionnaire Administered and Returned

Questionnaires administered	Total number returned	Percentage (%)
87	80	92%

Source: Field Survey, 2024.

Table 1 indicates that out of the 87 questionnaires distributed to respondents, 80 were returned, representing a return rate of 92%.

Research Question One: What measures are in place to ensure the transparency and accountability of funds managed under the Treasury Single Account in Kogi State?

Table 2 displays the mean and standard deviation of responses regarding the measures implemented to ensure transparency and accountability of funds managed under the Treasury Single Account.

S/N	ITEMS	N	X	ST.D	Skew	Kurt	Decision
1	The Treasury Single Account (TSA) policy in Kogi State is effectively not communicated to stakeholders.	80	2.69	1.13	-.212	-1.358	Agreed
2	There are clear guidelines and procedures for accessing information on TSA fund management in Kogi State.	80	2.85	1.07	-.523	-.956	Agreed
3	Regular audits and financial reviews are conducted to ensure compliance with TSA regulations in Kogi State.	80	2.76	1.13	-.383	-1.239	Agreed
4	There is transparency in the allocation and utilization of funds under the TSA in Kogi State.	80	2.43	1.12	.137	-1.345	Disagreed
5	Mechanisms are in place to address and investigate any reported cases of mismanagement or corruption related to TSA funds in Kogi State	80	2.94	1.12	-.600	-1.047	Agreed
6	The public does not have access to information on TSA fund allocations and expenditures in Kogi State	80	2.79	1.21	-.373	-.1.450	Agreed
7	Stakeholder feedback and input are considered in the decision-making processes related to TSA fund management in Kogi State.	80	3.11	.94	-.697	-.580	Agreed
	Average Mean		2.75	1.10	-.379	-1.282	Agreed

Source: Field Survey, 2024

Table 2 above presents the mean and standard deviation of responses regarding measures in place to ensure transparency and accountability of funds managed under the Treasury Single Account (TSA) in Kogi State. The mean score for the communication of the TSA policy is 2.69, with a standard deviation of 1.13. The skewness and kurtosis indicate a slightly negatively skewed distribution, suggesting that stakeholders generally agree that the TSA policy is effectively communicated.

Item 2 shows the mean score for the existence of clear guidelines and procedures is 2.85, with a standard deviation of 1.07. The skewness and kurtosis suggest a slightly negatively skewed distribution, indicating agreement that there are clear guidelines for accessing information on TSA fund management.

Item 3 show the mean score for the conduct of regular audits and financial reviews is 2.76, with a standard deviation of 1.13. The skewness and kurtosis indicate a slightly negatively skewed

HASSAN, Achimugu & FATAI, Alexander Oluwatosin, 2024,7 (2):1-12

distribution, suggesting agreement that regular audits are conducted to ensure compliance with TSA regulations.

Item 4 indicates the mean score for transparency in fund allocation and utilization is 2.43, with a standard deviation of 1.12. The skewness and kurtosis suggest a slightly positively skewed distribution, indicating disagreement regarding transparency in fund allocation and utilization under the TSA.

Item 5 presents the mean score for the existence of mechanisms to address mismanagement or corruption is 2.94, with a standard deviation of 1.12. The skewness and kurtosis indicate a slightly negatively skewed distribution, suggesting agreement that mechanisms are in place to address reported cases of mismanagement or corruption related to TSA funds.

Item 6 also presents the mean score for public access to information on TSA fund allocations and expenditures is 2.79, with a standard deviation of 1.21. The skewness and kurtosis suggest a slightly negatively skewed distribution, indicating agreement that the public does not have access to information on TSA fund allocations and expenditures.

Item7 shows the mean score for considering stakeholder feedback in decision-making processes is 3.11, with a standard deviation of 0.94. The skewness and kurtosis indicate a slightly negatively skewed distribution, suggesting agreement that stakeholder input is considered in decision-making related to TSA fund management.

The results imply that stakeholders generally perceive that measures are in place to ensure transparency and accountability of funds managed under the TSA in Kogi State. However, there are concerns about transparency in fund allocation and utilization, indicating areas for improvement in the management of TSA funds.
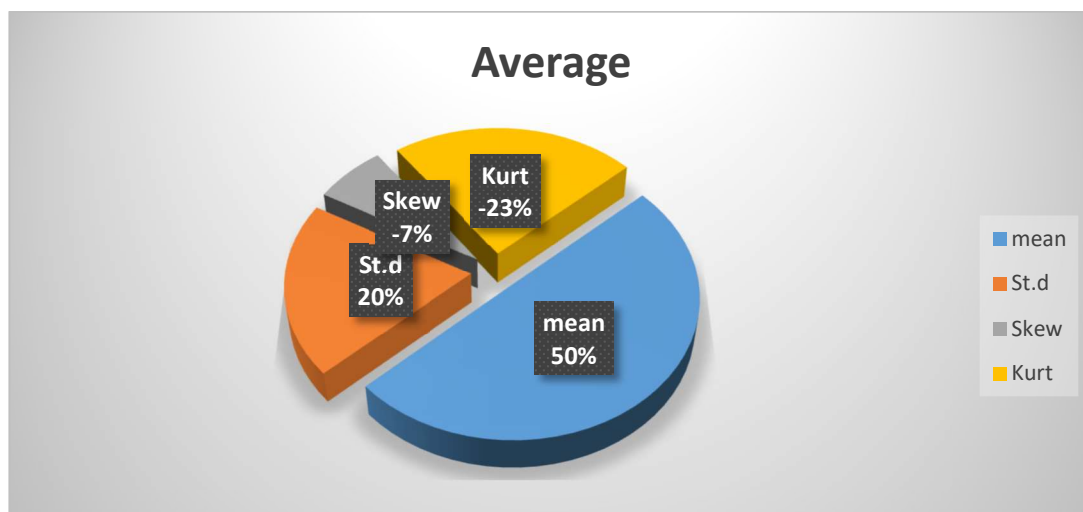

Fig 1: Average Score

In Figure 1 above the average score for the responses regarding measures implemented to ensure transparency and accountability of funds managed under the Treasury Single Account

HASSAN, Achimugu & FATAI, Alexander Oluwatosin, 2024,7 (2):1-12

(TSA) in Kogi State indicates the means of 2.75, with a standard deviation of 1.10 which is above the critical mean of 2.5 is therefore accepted which implies that there is an average level of agreement among respondents regarding the effectiveness of measures implemented for transparency and accountability. The skewness value of -0.379 suggests a slight negative skewness, indicating that the distribution of responses may be slightly skewed to the left. Similarly, the kurtosis value of -1.282 suggests that the distribution may be slightly platykurtic, meaning it has thinner tails and a flatter peak compared to a normal distribution.

These findings imply that, on average, respondents agree that measures implemented to ensure transparency and accountability of funds managed under the TSA in Kogi State are effective. However, there may be some variability in opinions among respondents, and the distribution of responses may deviate slightly from a normal distribution.

Research Question Two: How has the implementation of the Treasury Single Account policy impacted the efficiency of cash management and liquidity management in Kogi State's public finance system?

Table 3 illustrates the mean and standard deviation of responses regarding the impact of implementing the Treasury Single Account policy on the efficiency of cash management and liquidity management within Kogi State's public finance system.

S/N	ITEMS	N	X	ST.D	Skew	Kurt	Decision
8	The implementation of the Treasury Single Account (TSA) policy has improved the efficiency of cash management within government agencies in Kogi State.	80	3.03	1.07	-.692	-.840	Agreed
9	The TSA policy has facilitated better coordination and control of cash flows across government departments and agencies in Kogi State.	80	2.79	1.16	-.359	-1.369	Agreed
10	There has been a noticeable reduction in idle funds and cash reserves since the implementation of the TSA policy in Kogi State.	80	2.88	1.19	-.575	-1.229	Agreed
11	The TSA policy has enhanced liquidity management practices within government agencies, leading to better financial planning and resource utilization in Kogi State.	80	3.19	.97	-.902	-.319	Agreed
12	I believe that the implementation of the Treasury Single Account policy has positively impacted the efficiency of cash and liquidity management in Kogi State's public finance system.	80	3.01	.97	-.699	-.489	Agreed
13	I am confident in the transparency and accountability measures in place for managing funds under the TSA in Kogi State.	80	3.26	.88	-1.23	.970	Agreed
14	I believe that the Treasury Single Account policy has positively influenced the decision-making processes and financial autonomy of individual government MDAs in Kogi State.	80	3.18	.88	-.694	-.545	Agreed
	Average Mean		3.03	1.03	-.736	-.689	Agreed

Source: Field Survey, 2024

Table 3 above presents the mean and standard deviation of responses regarding the impact of the implementation of the Treasury Single Account (TSA) policy on the efficiency of cash management and liquidity management in Kogi State's public finance system. The mean score for the improvement in cash management efficiency is 3.03, with a standard deviation of 1.07. The skewness and kurtosis suggest a slightly negatively skewed distribution, indicating agreement that the TSA policy has improved cash management efficiency within government agencies.

HASSAN, Achimugu & FATAI, Alexander Oluwatosin, 2024,7 (2):1-12

Item 9 shows the mean score for better coordination and control of cash flows is 2.79, with a standard deviation of 1.16. The skewness and kurtosis indicate a slightly negatively skewed distribution, suggesting agreement that the TSA policy has facilitated better coordination and control of cash flows across government departments and agencies.

Item 10 presents the mean score for the reduction in idle funds and cash reserves is 2.88, with a standard deviation of 1.19. The skewness and kurtosis suggest a slightly negatively skewed distribution, indicating agreement that there has been a noticeable reduction in idle funds and cash reserves since the implementation of the TSA policy.

Item 11 also presents the mean score for the enhancement of liquidity management practices is 3.19, with a standard deviation of 0.97. The skewness and kurtosis indicate a slightly negatively skewed distribution, suggesting agreement that the TSA policy has enhanced liquidity management practices within government agencies.

Item 12 shows the mean score for the positive impact on cash and liquidity management efficiency is 3.01, with a standard deviation of 0.97. The skewness and kurtosis suggest a slightly negatively skewed distribution, indicating agreement that the implementation of the TSA policy has positively impacted cash and liquidity management efficiency in Kogi State's public finance system.

Item 13 also shows the mean score for confidence in transparency and accountability measures is 3.26, with a standard deviation of 0.88. The skewness and kurtosis indicate a slightly negatively skewed distribution, suggesting agreement that stakeholders are confident in the transparency and accountability measures in place for managing funds under the TSA in Kogi State.

Item 14 indicates the mean score for the positive influence on decision-making and financial autonomy is 3.18, with a standard deviation of 0.88. The skewness and kurtosis suggest a slightly negatively skewed distribution, indicating agreement that the TSA policy has positively influenced the decision-making processes and financial autonomy of individual government MDAs in Kogi State.

The results imply that stakeholders perceive the implementation of the TSA policy to have positively impacted the efficiency of cash management and liquidity management in Kogi State's public finance system. The agreement across various dimensions suggests a general consensus among respondents regarding the benefits of the TSA policy in improving financial management practices within government agencies.
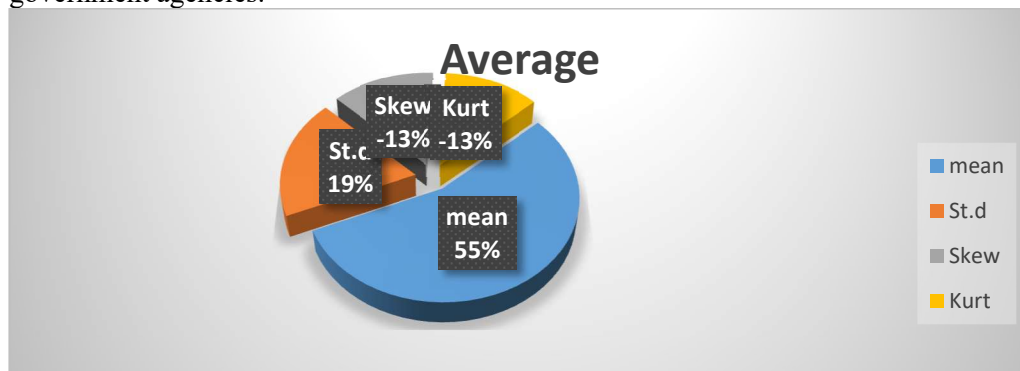

Fig. 2. Average Score

HASSAN, Achimugu & FATAI, Alexander Oluwatosin, 2024,7 (2):1-12

In Figure 2, the average score for the responses regarding the impact of implementing the Treasury Single Account (TSA) policy on the efficiency of cash management and liquidity management within Kogi State's public finance system shows the mean of 3.03, with a standard deviation of 1.03 which is above the critical mean of 2.5 is therefore accepted which implies that the implementation of the TSA policy has led to improvements in the efficiency of managing cash flows and ensuring liquidity within the public finance system of Kogi State. The skewness value of -0.736 suggests a slight negative skewness, indicating that the distribution of responses may be slightly skewed to the left. Similarly, the kurtosis value of -0.689 suggests that the distribution may be slightly platykurtic, meaning it has thinner tails and a flatter peak compared to a normal distribution.

These findings imply that, on average, respondents agree that implementing the TSA policy has positively impacted the efficiency of cash management and liquidity management within Kogi State's public finance system. However, there may be some variability in opinions among respondents, and the distribution of responses may deviate slightly from a normal distribution.

Test of Hypotheses

Table 4: Pearson Product Moment Correlation (PPMC) Result

Correlations				
		Control	Transparency and Accountability of Fund Management	Efficiency of Cash Management and Liquidity Management
Control	Pearson Correlation	1		
	Sig. (2-tailed)			
	N	80		
Transparency and Accountability of Fund Management	Pearson Correlation	.768**	1	
	Sig. (2-tailed)	.000		
	N	80	80	
Efficiency of Cash Management and Liquidity Mgt.	Pearson Correlation	.231*	.597**	1
	Sig. (2-tailed)	.039	.000	
	N	80	80	80

**. Correlation is significant at the 0.01 level (2-tailed).
*. Correlation is significant at the 0.05 level (2-tailed).
Source: Field Survey, 2024

HO$_1$: Treasury Single Account in Kogi State has no significant Impact on the Transparency and Accountability of Fund Management

Table 4 above presents the Pearson correlation coefficient of .768 indicates a strong positive correlation between two variables i.e TSA and Transparency and Accountability of Fund Management. In this context, it suggests a strong relationship between the implementation of the Treasury Single Account (TSA) policy in Kogi State and the transparency and accountability of fund management. The significance level (Sig.) of .000 indicates that the correlation is statistically significant at the 0.05 level, meaning that it is highly unlikely to have occurred by chance. With a large sample size of 80, the correlation coefficient's significance strengthens the evidence for a meaningful relationship between the TSA policy and transparency/accountability of fund management.

This result implies that the implementation of the TSA policy in Kogi State has had a significant impact on enhancing transparency and accountability in fund management. It suggests that as the

HASSAN, Achimugu & FATAI, Alexander Oluwatosin, 2024,7 (2):1-12

TSA policy is adopted and enforced, there is a notable improvement in the transparency of financial transactions and the accountability of public funds within government agencies and departments.

HO$_2$: Treasury Single Account in Kogi State has no Significant Impact on the Efficiency of Cash Management and Liquidity Management

Table 4 above also presents the Pearson correlation coefficient of .231 indicates a positive correlation between two variables i.e. TSA and efficiency of cash management and liquidity management, albeit a weaker one compared to the previous correlation coefficient. In this case, it suggests a moderate positive relationship between the implementation of the Treasury Single Account (TSA) policy in Kogi State and the efficiency of cash management and liquidity management. The significance level (Sig.) of .039 indicates that the correlation is statistically significant at the 0.05 level, suggesting that the relationship observed is unlikely to have occurred by chance. However, it's important to note that the significance level is relatively close to the conventional threshold of 0.05, indicating a somewhat weaker level of confidence compared to the previous correlation.

This result implies that while there is a positive relationship between the implementation of the TSA policy and the efficiency of cash management and liquidity management, it may not be as strong or as directly impactful as the relationship observed with transparency and accountability.

Discussion of Findings

Research hypotheses one above shows that the Pearson correlation coefficient of .768 at 0.05 level of significant. This result implies that the implementation of the TSA policy in Kogi State has had a significant impact on enhancing transparency and accountability in fund management. It suggests that as the TSA policy is adopted and enforced, there is a notable improvement in the transparency of financial transactions and the accountability of public funds within government agencies and departments which is in line with Adeleke and Adeyemi (2017) study examined the impact of the TSA policy on the Nigerian economy. It emphasizes how the centralization of government funds through the TSA enhances transparency and accountability in financial transactions, thereby contributing to improved governance and economic stability. Also, Adekoya and Kolade (2018) research evaluated the impact of the TSA policy on economic growth in Nigeria. It highlights how the implementation of the TSA promotes transparency and accountability in public fund management, fostering investor confidence and stimulating economic development.

Research hypotheses two above shows that the Pearson correlation coefficient of .231 at 0.05 level of significant. This result implies that there is a positive relationship between the implementation of the TSA policy and the efficiency of cash management and liquidity management which is in line with Ojo (2015) who examined the impact of the TSA policy on public sector financial management in Nigeria. It highlights how the centralization of government funds through the TSA enhances cash management efficiency by reducing idle funds and improving liquidity management practices. Similarly, Agbato and Olukotun (2020) research investigated the impact of the TSA policy on liquidity management in deposit money banks (DMBs) in Nigeria. It suggests that the implementation of the TSA enhances liquidity management efficiency by reducing the level of idle funds held by banks and improving the circulation of funds in the financial system.

HASSAN, Achimugu & FATAI, Alexander Oluwatosin, 2024,7 (2):1-12

Conclusion

In conclusion, the findings of this study highlight the significant impact of the Treasury Single Account (TSA) policy implementation in Kogi State. Firstly, it has led to a notable improvement in transparency and accountability in fund management within government agencies and departments. The adoption and enforcement of the TSA policy have enhanced transparency in financial transactions and increased accountability of public funds, thereby addressing long-standing challenges related to financial mismanagement and opacity in fund utilization.

Moreover, the study reveals a positive relationship between the TSA policy implementation and the efficiency of cash management and liquidity management. Centralizing government funds through the TSA has streamlined cash flows, facilitated better coordination, and reduced idle funds, leading to more efficient resource allocation and improved liquidity management practices within the public finance system of Kogi State.

Recommendations

Based on these findings, it is recommended that:

1. The government of Kogi State continues to prioritize the enforcement and adherence to the TSA policy to sustain the gains achieved in transparency, accountability, and efficiency in fund management.
2. Efforts should be made to strengthen monitoring and oversight mechanisms to ensure compliance with TSA regulations and prevent potential lapses in fund management.

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