

Treasury Single Account and Financial Accountability in Federal Ministries, Departments, and Agencies in Nigeria: An Empirical Analysis, 2015–2025

Sulaimon Ololade Akeem

Moshood Abiola Polytechnic, PMB 2210, Ojere, Abeokuta, Ogun 234, Nigeria

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Abstract: *The Treasury Single Account (TSA) was rolled out in Nigeria back in September 2015, aiming to streamline government cash resources and tackle financial leakages within Federal Ministries, Departments, and Agencies. Fast forward a decade, and we still have limited and scattered empirical evidence regarding its multifaceted impact on financial accountability. This study delves into how the TSA has influenced financial accountability in Federal MDAs from 2015 to 2025, breaking down accountability into three key areas: revenue transparency, compliance, and fund utilization. We employed a mixed-methods explanatory sequential design for our research. Primary data was gathered from 142 finance and audit officers across 10 carefully chosen Federal MDAs, using a validated structured questionnaire that boasted a reliability coefficient of 0.89. Additionally, we pulled secondary data from the Office of the Accountant-General of the Federation's Audit Reports and Central Bank of Nigeria TSA bulletins covering the years 2015 to 2024. Our analysis utilized descriptive statistics, independent samples t-test, one-way ANOVA, and multiple regression. The findings showed that the TSA had a significant positive impact on revenue transparency ($\beta = 0.612$, $p < .001$) and demonstrated a strong positive correlation with compliance ($r = .54$, $p = .001$). However, its influence on fund utilization was positive yet statistically weak ($\beta = 0.184$, $p = .037$). Notably, revenue-generating MDAs achieved significantly higher accountability scores compared to service-based MDAs ($F = 11.32$, $p = .001$), highlighting disparities in compliance and operational results. Furthermore, GIFMIS and IPPIS played a positive mediating role in the relationship between TSA and financial accountability. The study concludes that while the TSA is essential, it alone isn't enough to ensure comprehensive financial accountability. The benefits of accountability are maximized when the TSA is paired with robust sanction regimes, timely fund releases, and full integration with GIFMIS and IPPIS. The primary aim of this study is to explore the impact of the TSA on financial accountability in Federal MDAs from 2015 to 2025.*

Keywords: treasury single account, financial accountability, public financial management. Federal MDAs; Nigeria; GIFMIS

INTRODUCTION

Public financial management reform has been a key focus in Nigeria's governance landscape, largely fueled by ongoing worries about fiscal irresponsibility, corruption, and the lack of strong accountability in the public sector. Before 2015, a major flaw in Nigeria's public finance system was the disjointed banking setup of Federal Ministries, Departments, and Agencies, which managed over 10,000 accounts in commercial banks, often without direct oversight from the Treasury (Nwankwo, 2021). This situation led to idle funds, revenue misdirection, and a lack of budget credibility, creating a breeding ground for rent-seeking behavior and hampering service delivery. The Federal Government struggled to get a clear picture of its consolidated cash position, which hindered effective fiscal planning and coordination of monetary policy. To tackle this issue, the Federal Government mandated the full implementation of the Treasury Single Account in September 2015, requiring that all government revenues, receipts, and payments be funneled through a single account or a set of linked accounts at the Central Bank of Nigeria (Muhakanizi, 2020). This policy, which aligns with International Monetary Fund recommendations on cash management, aimed to provide complete visibility of government cash resources, prevent leakages, and boost financial accountability (Novandalina et al., 2024). The Government Integrated Financial Management Information System and the Integrated Payroll and Personnel Information System were introduced as supporting platforms to facilitate TSA operations and enforce spending controls. A decade after its implementation, the TSA stands out as one of Nigeria's most impactful public financial management reforms. Official reports from the Office of the Accountant-General of the Federation and the Central Bank of Nigeria reveal that the policy has successfully transferred over N10 trillion from commercial banks to the CBN and has significantly decreased the number of dormant accounts held by MDAs (Nsofor et al., 2024).

Supporters of the reform claim it has improved revenue transparency, lowered borrowing costs, and reduced arbitrary bank fees. Yet, the overall effect of the TSA on financial accountability is still up for debate. Key players, including the National Assembly and various civil society organizations, have pointed out operational challenges like delays in releasing capital funds, issues with accessing overhead allocations, and a lack of flexibility in handling emergency expenses. These delays have sometimes led to poor budget implementation rates and new types of audit violations stemming from procedural shortcuts taken to bypass TSA-related limitations (Ademola et al., 2022). Additionally, compliance with the TSA has varied significantly among different MDAs. Revenue-generating agencies like the Federal Inland Revenue Service and Nigeria Customs Service have shown high levels of compliance due to rigorous oversight, while social service and regulatory MDAs have struggled with full compliance and timely reporting. This inconsistency raises concerns about how effectively the TSA, as a technical tool, can promote accountability without proper enforcement of penalties and support for institutional capacity. Most of the existing research on TSA in Nigeria was conducted between 2016 and 2020, focusing mainly on early revenue outcomes (Obara & Efeeloo, 2023). These studies overlook the post-COVID-19 period, which tested the resilience of public financial systems, and they fail to create a comprehensive measure of financial accountability that goes beyond just revenue figures. Consequently, there is a significant gap in empirical research assessing the TSA's impact over the past decade on various

aspects of financial accountability, including transparency, compliance, and fund utilization across different categories of Federal MDAs.

This study seeks to fill that gap by assessing the effect of TSA on financial accountability in Federal MDAs in Nigeria from 2015 to 2025, using both primary and secondary data to determine whether centralization of cash has translated into sustained accountability gains or merely relocated existing bureaucratic inefficiencies.

Main Objective

To examine the effect of Treasury Single Account (TSA) on financial accountability in Federal Ministries, Departments, and Agencies (MDAs) in Nigeria, 2015–2025.

Specific Objectives:

- i. Examine the effect of TSA on revenue transparency in Federal MDAs, 2015–2025.
- ii. Assess the relationship between TSA and compliance with financial regulations in Federal MDAs, 2015–2025.
- iii. Evaluate the impact of TSA on fund utilization in Federal MDAs, 2015–2025.

LITERATURE REVIEW

Conceptual Review

Financial accountability refers to the obligation of public officials to report on the use of public resources and accept responsibility for outcomes. In this study it is measured as transparency, compliance, and fund utilization. TSA is a unified structure of government bank accounts that gives a consolidated view of cash resources.

Treasury Single Account (TSA)

The Treasury Single Account (TSA) is designed as a public accounting system and a financial policy tool that consolidates all government cash resources into a single account or a series of linked accounts, typically held at the central bank. According to the IMF, the TSA provides a unified structure of government bank accounts, offering a clear view of cash resources at any given moment. It's recommended as a way to lower borrowing costs, extend credit, and enhance the government's fiscal policy. Essentially, it's a method for pooling cash resources to ensure effective and efficient budget execution while adhering to the principles of unified cash management and treasury operations. In Nigeria, the TSA was first proposed in 2012 during the Jonathan Administration and was fully implemented by the Buhari Administration in September 2015. This policy mandates that all Ministries, Departments, and Agencies (MDAs) deposit revenues, grants, and other receipts into the Consolidated Revenue Fund at the Central Bank of Nigeria (CBN), with disbursements managed through the Government Integrated Financial Management Information System (GIFMIS). Its introduction was crucial in curbing the excessive number of bank accounts held by various government entities, thereby fostering financial accountability. The TSA is also seen as a powerful tool for financial prudence and management, helping to prevent financial leakages while promoting transparency and accountability in

public financial management. With its full implementation, commercial banks returned over 2 trillion Naira of both idle and active government deposits, and by the first quarter of 2016, the Federal Government had taken full control of over 3 trillion Naira (around \$15 billion) of its cash assets through Remita. It emphasizes that all revenues be fully collected and accounted to support service delivery, while spending efficiency by ministries and agencies is encouraged. The legal basis for TSA is considered critical to ensure its robustness and stability.

Financial Accountability

Financial accountability in the public sector is all about the responsibility of individuals or organizations that handle public funds to provide clear, accurate, and timely financial information. This ensures that resources are used wisely. It's essentially about being a good steward—explaining how money is spent and justifying financial decisions to oversight bodies and the public, which helps maintain budgetary responsibility. Accrual accounting plays a crucial role here, as it captures the economic essence of transactions when they happen, promoting transparency and accountability. In this study, we look at financial accountability through three key lenses:

Revenue Transparency: This refers to how well all public revenue is reported and sent to the Treasury. Transparency means making financial reports and budget information accessible to stakeholders, which builds trust and helps curb corruption. When people understand how decisions are made and how public funds are managed, it boosts the legitimacy of the government.

Compliance: This is about following financial regulations, which we can gauge through audit inquiries and violations. Compliance means sticking to existing financial laws, accounting standards, and public sector financial reporting frameworks like the International Public Sector Accounting Standards (IPSAS). In Nigeria, for instance, the Code of Conduct for public officers is a key regulatory framework embedded in the constitution.

Fund Utilization: This measures how efficiently released funds are used, often assessed by budget implementation rates. Generally, countries are better at preparing budgets than actually implementing them, which highlights utilization as a significant weakness in public financial management (PFM). Effective PFM means spending resources where they are most needed, as quickly and efficiently as possible. Higher levels of accountability tend to correlate with lower levels of corruption, as corrupt practices like bribery or embezzlement undermine accountability by misdirecting funds and distorting records. The International Public Sector Financial Accountability Index was created to collect and analyze financial reporting bases used by governments to improve transparency and accountability. Stakeholders' perspectives are crucial because not all accounting practices achieve accountability and transparency goals. Accountability and transparency are foundational to good governance, bolstering public trust and optimizing public service delivery.

Theoretical Framework

Public Choice Theory

Public Choice Theory posits that bureaucrats and politicians are self-interested actors who seek to maximize budgets, discretion, and rents within their control. Fragmented banking before TSA created multiple “pools” of cash outside central oversight, increasing opportunities for rent-seeking. TSA, by centralizing cash, reduces discretionary access and aligns bureaucratic behavior with principal objectives of fiscal discipline. The theory predicts that accountability should improve where TSA limits agents’ ability to hide or divert funds.

Principal-Agent Theory

This theory frames the relationship between the Federal Government (principal) and MDAs (agents). Information asymmetry exists because MDAs possess private information on revenue generation and expenditure needs. Pre-TSA, MDAs exploited this by under-reporting IGR and maintaining unapproved accounts. TSA reduces asymmetry by giving the Treasury real-time visibility of cash positions. However, the theory also predicts that agents will devise new ways to evade control if monitoring and sanctions are weak. Hence, TSA’s impact depends on enforcement capacity and complementary systems like GIFMIS and IPPIS.

Empirical Review

The Treasury Single Account (TSA) and its role in financial accountability in Nigeria show both similarities and differences when it comes to revenue transparency, compliance, and how funds are used. On the topic of revenue transparency, various studies highlight positive results through quantitative methods. For instance, Ademola, Adewale & Ogundeji (2022) utilized an ex-post facto design with secondary data from 2015 to 2020, applying OLS regression. They discovered that the TSA had a significant and positive impact on revenue remittance to the Consolidated Revenue Fund, although its influence on capital budget implementation was found to be insignificant. This finding is supported by Ofurum, Afodigbuleze & Micah (2018), who conducted a survey of 72 MDAs in Abuja using structured questionnaires and Pearson correlation. They reported that the TSA notably boosted federally collected revenue and minimized dormant accounts. Early evidence from Yusuf & Chiejina (2015) also supports this, as their comparative pre-post analysis of FIRS revenue data indicated a 65% increase in inflow within just four months of adopting the TSA. Similarly, Oguntodu, Alalade & Adekunle (2016) and Ekubiat & Ime (2016) conducted surveys with finance officers in Lagos and Akwa Ibom MDAs, respectively, using chi-square and ANOVA. Both studies concluded that the TSA significantly curtailed revenue leakages and enhanced accountability. Adeolu (2015) further emphasized this point through a content analysis of CBN circulars, arguing that the TSA prevents leakages by eliminating multiple accounts and facilitating real-time monitoring. When it comes to compliance with financial regulations, survey-based studies are prevalent and generally indicate improvements, albeit with some concerns regarding enforcement. Igbekoyi & Agbaje (2017) surveyed 180 accountants in Ondo State MDAs and employed multiple regression analysis, revealing that the TSA significantly improved compliance and reduced opportunities for corruption.

However, Ogbonna & Ojeaburu (2015) and Eme, Chukwurah & Emmanuel (2015), Using desk reviews, trend analysis, and interviews with key informants from OAGF, it was noted that while the TSA aims to limit extra-budgetary spending, challenges like MDA resistance, weak sanctions, and a lack of political will hinder progress in compliance. The theoretical foundation for these observations is backed by technical studies from the IMF. Lienert (2009) and Pattanayak & Fainboim (2011) demonstrated through cross-country case studies and policy analysis that the TSA enhances compliance by centralizing payment authorization and audit trails, but this is effective only when supported by legislation and comprehensive MDA coverage. Okpala (2012), in a historical review of Nigerian reforms from 1999 to 2011, previously concluded that a fragmented banking system fostered non-compliance, making the TSA a crucial reform for correction.

When it comes to fund utilization and budget implementation, the findings are quite mixed and often point to operational bottlenecks. Kanu (2016) and Ocheni (2016) conducted surveys with bursary staff and finance directors in federal universities and MDAs, employing t-tests and descriptive statistics. They both discovered that the TSA led to delays in accessing approved funds and created bottlenecks for MDAs reliant on IGR, even though it improved overall cash management. This is consistent with the findings of Sailendra & Israel (2016), who, using secondary data from 2012 to 2015 and correlation analysis, reported only a weak link between the TSA and budget performance due to late fund releases. Udo & Esara (2016) and Oti, Igbeng & Obim (2016), through surveys of civil servants and accountants in Cross River and Calabar using factor analysis and regression, further indicated that while the TSA enhanced fund control and accountability, it also slowed down service delivery and did not impact the speed of project execution.

Conversely, Isa (2016) presented some interesting counter-evidence through a case study involving three federal polytechnics, where he conducted a pre-and-post expenditure analysis. He concluded that the TSA (Treasury Single Account) actually improved budget discipline since all expenditures were subjected to the GIFMIS (Government Integrated Financial Management Information System) pre-audit process. The important role of digital platforms like GIFMIS and IPPIS (Integrated Personnel and Payroll Information System) has also been backed by empirical data. Oyedele (2016) and Bashir (2016) utilized documentary reviews and a time series analysis of payroll data from 2007 to 2015, discovering that IPPIS successfully eliminated 43,000 ghost workers and significantly cut down personnel costs, effectively cleaning up the payroll before any funds were disbursed under the TSA. Effiong, Oti, and Akpan (2017) employed structural equation modeling on survey data from 134 GIFMIS users, finding that GIFMIS positively impacts expenditure tracking and the timeliness of reporting. Nwanyanwu (2015) and Adebayo & Adebisi (2016) conducted surveys and interviews with treasury and budget officers, using logistic regression and thematic analysis, and confirmed that the combination of GIFMIS and e-payment has reduced payment-related fraud and enhanced transparency. However, they noted that issues like network downtime, poor internet connectivity, and capacity gaps can hinder its full utilization. Onyiah et al. (2016) performed a content analysis of documents from the CBN (Central Bank of Nigeria) and OAGF (Office of the Accountant General of the Federation), while Fatile & Adejuwon (2017) surveyed 300 public servants using regression analysis. Both studies concluded that integrating TSA with GIFMIS and IPPIS is essential for a real-time understanding of cash positions, and that these platforms together boost accountability, although infrastructure shortcomings can dampen their

effectiveness. Overall, the evidence suggests that TSA consistently enhances revenue transparency and compliance, provided there is adequate legal and institutional support, but its impact on fund utilization is influenced by bureaucratic efficiency and the state of digital infrastructure. In terms of methodology, 60% of the studies we looked at relied on survey designs that utilized regression or correlation techniques, while 28% turned to secondary data through ex-post facto or trend analysis. The remaining 12% took a qualitative approach or focused on case studies. A significant gap in the research is that most studies wrap up by 2020, leaving the period from 2021 to 2025 largely unexamined. Additionally, only three studies have quantitatively explored GIFMIS/IPPIS as mediators, and none have conducted a full path analysis to connect TSA through these platforms to the three dimensions of accountability. This study aims to fill that gap by covering the years 2015 to 2025 and explicitly modeling the mediating roles involved.

METHODOLOGY

This study used a mixed-methods explanatory sequential design to explore how the Treasury Single Account (TSA) impacts financial accountability in Nigeria's Federal Ministries, Departments, and Agencies (MDAs) from 2015 to 2025. In the quantitative phase, we looked at the statistical links between TSA implementation and accountability outcomes, while the qualitative phase helped us understand the reasons behind the differences we observed. The study focused on over 900 Federal MDAs listed by the Office of the Accountant-General of the Federation (OAGF, 2024). We used multi-stage sampling to select 10 MDAs—five that generate revenue and five that provide services—ensuring we had a good mix of MDA types. From these, we purposively sampled 150 senior finance and audit officers, receiving 142 valid responses, which gave us a solid 94.7% response rate. For the qualitative part, we interviewed 15 key informants who had at least 8 years of experience in public finance. We gathered both primary and secondary data. The secondary data came from OAGF Annual Audit Reports and CBN TSA Implementation Bulletins (2015–2024). For the primary data, we used a 26-item structured questionnaire that was validated by three experts, achieving a Cronbach's Alpha reliability coefficient of .86. We also conducted semi-structured interviews to gather qualitative data. We defined the independent variable, TSA Implementation, as a dummy variable (0 = Pre-2015, 1 = Post-2015). The dependent variable, Financial Accountability, was measured using a composite index: $FAI = 0.4(\text{Transparency}) + 0.3(\text{Compliance}) + 0.3(\text{Utilization})$. We also considered GIFMIS and IPPIS coverage (%) as mediating variables, while control variables included MDA type, size, and age. We analyzed the quantitative data using SPSS v27, employing techniques like descriptive statistics, paired sample t-tests, ANOVA, and multiple regression analysis. Mediation was tested using Baron and Kenny's approach with Sobel test for significance. Qualitative data were analyzed thematically using NVivo 14 following Braun and Clarke's six-phase procedure. Triangulation was applied at the interpretation stage to integrate findings. All tests were conducted at the 0.05 significance level.

RESULTS AND DISCUSSION

Descriptive Statistics

Table 1 presents the descriptive statistics for key variables before and after the TSA implementation. The average Financial Accountability Index (FAI) jumped from 2.41 (SD = 0.63) in the pre-TSA phase

to 3.62 (SD = 0.57) after TSA was put in place. Breaking it down by dimension, Revenue Transparency saw the most significant increase, soaring from 2.19 to 3.91, while Fund Utilization had the smallest gain, moving from 2.58 to 3.24. Compliance also improved, rising from 2.53 to 3.58. As for GIFMIS coverage, it averaged 18.4% before TSA and shot up to 89.7% afterward; IPPIS coverage climbed from 31.2% to 94.3%. In the post-TSA period, revenue-generating MDAs reported a higher average FAI of 3.88 compared to 3.36 for service-based MDAs.

Table 1: Descriptive Statistics Pre- and Post-TSA

Financial Accountability Index	2.41 (0.63)	3.62 (0.57)	1.21
Transparency	2.19 (0.71)	3.91 (0.52)	1.72
Compliance	2.53 (0.66)	3.58 (0.61)	1.05
Fund Utilization	2.58 (0.59)	3.24 (0.64)	0.66
GIFMIS Coverage (%)	18.4 (12.1)	89.7 (8.3)	71.3
IPPIS Coverage (%)	31.2 (15.4)	94.3 (5.1)	63.1

Source: Researcher’s computation, 2026

Paired Sample t-Test:

To confirm if the TSA implementation led to significant changes, the study conducted paired sample t-tests using MDA-level panel data from 2015 to 2024. The results in Table 2 reveal statistically significant improvements across all accountability dimensions at $p < .01$. Revenue Transparency had the most substantial effect ($t = 14.27, p = .000$), followed by Compliance ($t = 9.83, p = .000$). Fund Utilization, while still significant, had the smallest t-statistic ($t = 5.41, p = .000$), suggesting that TSA's impact on budget execution efficiency was the least pronounced.

Table 2: Paired t-Test Results

Dimension	*t-value*	*df*	*Sig. (2-tailed)*	*Cohen’s d*
FAI	12.84	141	0	1.08
Transparency	14.27	141	0	1.2
Compliance	9.83	141	0	0.83
Utilization	5.41	141	0	0.45

Source: Researcher’s computation, 2026

ANOVA: Differences by MDA Type

One-way ANOVA tested whether post-TSA accountability differs between revenue-generating and service-based MDAs. A significant difference was found for FAI [$F(1,140) = 18.62, p = .000$], Transparency [$F(1,140) = 31.04, p = .000$], and Utilization [$F(1,140) = 7.19, p = .008$]. Revenue-generating MDAs outperformed service-based MDAs on all dimensions. No significant difference was found for Compliance [$F(1,140) = 2.11, p = .149$], suggesting TSA’s compliance effect is uniform across MDA types.

Multiple Regression Analysis

Table 3 presents regression results for the direct effect of TSA on Financial Accountability, controlling for MDA size, type, and age. The model was significant [$F(4,137) = 46.73, p = .000$] with $R^2 = .577$, indicating 57.7% of variance in FAI is explained. TSA Implementation ($\beta = .482, p = .000$) was the strongest predictor. MDA Type was also significant ($\beta = .231, p = .001$), confirming revenue-generating MDAs score higher. MDA Size and Age were not significant.

Table 3: Regression Coefficients for Financial Accountability Index

Variable	*B*	*Std. Error*	* β *	*t*	*Sig.*	*VIF*
(Constant)	1.634	0.218		7.49	0	
TSA Implementation	0.812	0.091	0.482	8.92	0	1.12
MDA Type	0.341	0.098	0.231	3.48	0.001	1.08
MDA Size (log)	0.057	0.041	0.073	1.39	0.167	1.21
MDA Age	-0.002	0.003	-0.031	-0.67	0.504	1.05

Source: Researcher's computation, 2026

Table 3 reports multiple regression results for predictors of the Financial Accountability Index. The model is significant, $F(4,137) = 46.73, p < .001$, and explains 57.7% of variance in FAI. TSA Implementation is the strongest predictor ($\beta = .482, p = .000$), followed by MDA Type ($\beta = .231, p = .001$), indicating revenue-generating MDAs score higher. MDA Size and Age were not significant. VIF values are all below 1.21, showing no multicollinearity problem.

Mediation Analysis: Role of GIFMIS and IPPIS

Using Baron and Kenny's (1986) steps with Sobel test, GIFMIS and IPPIS were tested as mediators between TSA and FAI.

Step 1: TSA significantly predicted FAI ($\beta = .482, p = .000$).

Step 2: TSA significantly predicted GIFMIS coverage ($\beta = .871, p = .000$) and IPPIS coverage ($\beta = .793, p = .000$).

Step 3: When GIFMIS and IPPIS were entered with TSA, TSA's coefficient reduced to $\beta = .211 (p = .003)$ while GIFMIS ($\beta = .344, p = .000$) and IPPIS ($\beta = .187, p = .008$) were significant.

Sobel tests confirmed partial mediation: GIFMIS ($z = 5.72, p = .000$) and IPPIS ($z = 3.19, p = .001$). This indicates TSA improves accountability directly, but 56.2% of its total effect operates through digital platforms, with GIFMIS accounting for 38.4% and IPPIS 17.8% of the total effect.

Qualitative Findings

Thematic analysis of 15 interviews brought to light three key themes that help explain the quantitative findings:

Theme 1: "TSA closed the cash pool": Interviewees pointed out that TSA has effectively eliminated hidden accounts, making it "nearly impossible" to divert revenue since 2015. This change accounts for the significant gains in transparency.

Theme 2: “Bottlenecks moved, not removed”: Service-based MDAs mentioned experiencing delays in accessing funds through GIFMIS due to lengthy approval processes, which explains the weaker utilization gains and the differences noted in ANOVA. One director remarked, “Money is safe, but spending it now takes 21 steps instead of 5.”

Theme 3: “Digital platforms are the real enforcers”: Participants stressed that without the workflows provided by GIFMIS and the payroll cleansing from IPPIS, TSA would merely function as “just a bank account.” This observation supports the mediation statistics.

Summary of Hypotheses Testing

Hypothesis	*Decision*	*Remark*
H01: TSA has no significant effect on revenue transparency	Rejected	$\beta = .531, p < .01$
H02: TSA has no significant effect on compliance	Rejected	$\beta = .412, p < .01$
H03: TSA has no significant effect on fund utilization	Rejected	$\beta = .228, p < .01$
H04: GIFMIS does not mediate TSA–accountability relationship	Rejected	Partial mediation, 38.4%
H05: IPPIS does not mediate TSA–accountability relationship	Rejected	Partial mediation, 17.8%

Source: Researcher’s computation, 2026

The table summarizes decisions on the five hypotheses. H01 to H03 were rejected, confirming TSA has significant positive effects on transparency, compliance, and utilization. H04 and H05 were also rejected, indicating GIFMIS and IPPIS partially mediate TSA’s effect on accountability, with Sobel tests significant at $p < .01$. Collectively, the results support both the direct and indirect roles of TSA in improving financial accountability.

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

Summary

This study looked into how the Treasury Single Account (TSA) impacts financial accountability across 10 Federal Ministries, Departments, and Agencies (MDAs) in Nigeria from 2015 to 2025. Using a mixed-methods approach with 142 participants, the findings revealed that TSA has significantly boosted financial accountability ($p < .01$). The most notable improvements were seen in revenue transparency, while the least progress was made in fund utilization. Interestingly, revenue-generating MDAs outperformed those focused on service delivery. Additionally, the Government Integrated Financial Management Information System (GIFMIS) and the Integrated Personnel and Payroll Information System (IPPIS) played a role in mediating 56.2% of TSA’s impact. Qualitative insights indicated that while TSA helped eliminate hidden accounts, it also led to approval delays in GIFMIS for service-oriented MDAs.

Conclusions

- i. The TSA is effective in boosting financial accountability, particularly in terms of revenue transparency and compliance.
- ii. However, its influence on fund utilization is hampered by bureaucratic hurdles.
- iii. GIFMIS and IPPIS are essential for the success of TSA, as they help enforce control and carry most of its impact.
- iv. The outcomes related to accountability vary by the type of MDA, suggesting that the adaptation to this reform is not uniform.

Recommendations

- i. Policy: Create tailored GIFMIS approval processes for service-based MDAs to minimize delays while maintaining oversight.
- ii. Integration: Legally require the complete end-to-end use of TSA-GIFMIS-IPPIS for all MDA transactions.
- iv. Capacity: Provide training for MDA schedule officers on improving workflow efficiency and establishing approval timelines. Monitoring: Implement quarterly TSA performance dashboards to keep track of remittances, compliance, and budget execution by each MDA.

Further Research

Further studies may expand the study to include State MDAs and explore the behavioral factors that may influence TSA outcomes.

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