

**INFLUENCE OF TREASURY SINGLE ACCOUNT (TSA) POLICY ON
THE ADMINISTRATION OF PUBLIC UNIVERSITIES IN NORTH
EASTERN NIGERIA**

CLETUS EDOH

Department of Educational Foundations and General Studies, College of Agricultural and
Science Education, Joseph Sarwuan Tarka University, Makurdi
+2348066412064, +2349019657695,

AGBE, J.I. Ph.D

Department of Educational Foundations and General Studies, College of Agricultural and
Science Education, Joseph Sarwuan Tarka University, Makurdi
+2348022167944, +2347039020254,

OCHAI, G. O. Ph.D

Department of Educational Foundations and General Studies, College of Agricultural and
Science Education, Joseph Sarwuan Tarka University, Makurdi
+2348038685431

IDOKO ALPHONSUS A. Ph.D

Department of Educational Foundations and General Studies, College of Agricultural and
Science Education, Joseph Sarwuan Tarka University, Makurdi
+2348135661056, +2348056826930

<https://doi.org/10.37602/IJREHC.2023.4216>

ABSTRACT

The study investigated the influence of the Treasury Single Account (TSA) policy on the administration of public universities in North Eastern Nigeria. Two specific objectives with corresponding research questions guided the study and two hypotheses were formulated and tested at a 0.05 level of significance. The study adopted a survey research design and was carried out in North Eastern Nigeria. The population of the study comprised 547 Bursary staff of Federal Universities in North Eastern Nigeria. The sample size for the study comprised 231 Bursary staff obtained from the use of the Taro Yamane formula for sample size determination. The instrument for data collection was a structured questionnaire. The reliability of the instrument was estimated using the Cronbach Alpha statistic and an overall reliability coefficient of 0.84 was obtained. The data was analyzed using Means and Standard Deviation to answer the research questions. Chi-Square Statistic to test the null hypotheses at 0.05 level of significance. The findings of the study revealed that creating an automated monitoring system to monitor the investment income of public universities, using a customized fee teller monitoring system, and creating an automated monitoring system to maintain privacy in endowment funds facilitates the administration of public universities. It further revealed that the Treasury Single Account policy allows the government to aggregate all its revenues into one account for easy oversight and reduces costs associated with maintaining multiple accounts in the administration of public universities. Based on these findings, it was recommended that; Federal government should create an automated monitoring system to monitor investment income, using a customized fee teller monitoring system to maintain privacy in public and

endowment funds as this would facilitate the sustainability of public universities. Also, the Federal government should ensure strict compliance in the adoption of the Treasury Single Account policy in all federal government-owned educational institutions across the country, as it would allow her to aggregate all her revenues into one account for easy oversight as this would further reduce the cost associated with maintaining multiple accounts for the effective administration of public universities.

Keywords: Treasury Single Account, Internally Generated Revenue, and Monitoring Expenditures.

1.0 INTRODUCTION

Over the years, the Nigerian economy has deeply relied on huge revenue generated from the sale of crude oil for the running of government activities. Before 2015, several government agencies in Nigeria were delegated to collect money on behalf of the Federal Government and they had the freedom to expend part of it to run their affairs since they only needed to remit a portion of the declared amount collected. Several challenges were posed due to high cost of cash management in the Nigerian economy which seemed to be increasing every year. One of the challenges arising from high-cash usage among others included the operation of multiple accounts by each agency. Presumably, TSA could be gauged as an instrument for financial prudence and management. It could also help to minimize revenue leakages that have been a major challenge to the growth and development of the Nigerian economy (Eme, Chukwurah, & Ihenacho, 2015).

The TSA is a unified structure of government bank accounts enabling consolidation and optimal utilization of government cash resources. Through this bank accounts or set of linked bank accounts, the government transacts all its receipts and payments and gets a consolidated view of its cash position at any given time. Isaac (2015) submits that; TSA has two major attributes. First is that it is a unified arrangement which enhances the unified view of government cash resources, which implies that no other government agency should be allowed to operate bank accounts without the oversight of the treasury. Second, it is a comprehensive arrangement that encompasses all government cash (both budgeting and extra budgetary) activities in the government. Ochai and Adikwu (2018) further revealed that Treasury Single Account influence regular auditing of school account, supervision of school projects, and judicious utilization of available funds and classification of educational expenditures in universities. The authors maintain that, the universities management alone cannot monitor cash flow in the university system and that government should employ the services of external auditors to monitor university internally generated revenue.

Internally Generated Revenue (IGR) is an alternative means of funding university education in Nigeria. Ochai (2012) defines internally generated revenue as money raised within the university system. Ebony and Ibiba (2008) as cited in Ochai and Adikwu (2018) identify internally generated revenue of public universities in Nigeria as school fees, conversion of wasting assets, proceeds from university farm work, proceeds from small scale business and trade exhibition within the university. Treasury Single Account provides the strategy for proper monitoring of universities internally generated revenue and receipts. Jegede (2015) also notes that majority of the Ministries, Department and Agencies (MDA) are not in support of TSA due to fear of not having control over the monies they lodged in their choice banks' accounts

and that some agencies lodge the revenue they generated in fixed deposit accounts where fat interests are accrued. Also, Kanu and Oyims (2015), hold the view that implementation of the TSA was a welcome scheme that could help reduce the mismanagement of public funds by revenue-generating agencies; federal government owned universities, in terms of inflation, excess liquidity, and high interest rates of the government deposits. Ochai and Adikwu (2018) argue that TSA is the mechanism that provides for proper monitoring of government receipts and capital expenditure.

Expenditure can be defined as the control of inflow of revenue and expenses incurred in an organization, the university inclusive (Ogbonnaya, in Ochai & Adikwu, 2018). Chijoke (2016) revealed that financial experts and socio-economic commentators have described as failure the anti-corruption fight. The author reveals that some government agencies failed to comply with the Treasury Single Account policy of the Federal Government of Nigeria. Treasury Single Account (TSA) could be described as part of the Economic Reform Programme of the Federal Republic of Nigeria to facilitate a unified structure of government bank account for all government transactions. The new system of accounting is part of campaign for zero-tolerance for corruption. Adeosun (2016) describes the act of boycotting of treasury single account as diversion of public funds and complete denial of the benefits of their generated revenues and expenditures. This is assumed may prevent revenue leakages in terms of revenue loss and mismanagement by operators of all revenue-generating agencies. With this, it is hoped may come better cash management practices since the Treasury can at all times have an overall view of government's cash position compared with the fragmented positions of different Ministries, Departments and Agencies (MDAs), which needs to be pooled together to get the overall picture of government revenue and expenditure (Solanke, 2018). By prompt payment for expenditures, funds could be better managed in the university system.

Managing funds is one of the major functions of the university administrators. The university administrators control the spending plan. Implementation of the Treasury Single Account Policy according to Chijoke (2016) denotes that Federal Government Agencies including Federal Government owned universities will wait for approval from the Minister of Finance or such other authority in accordance with the budget provisions before money will be spent. The implementation of Treasury Single Account in federal universities is a critical step towards curbing corruption in the university system public financial sector. Inability to control and monitor income and expenditure in federal universities could lead to corrupt practices and misappropriation of funds thus affecting the administration of Federal Universities. The main functions of administration are the formation of plans, policies and procedures, setting up of goals and objectives, enforcing rules and regulation among others.

In contemporary times, corruption and miss-appropriation of funds seem to be on the increase in the universities in Nigeria, North East inclusive. Poor budgeting is alleged to have accounted for the seeming neglect of personnel, students and school infrastructural facilities for over a decade (Oyike, 2017). In view of the above problem, the introduction of the Treasury Single Account (TSA) policy is intended to reduce the level of corruption and sharp practices in Nigerian institutions of learning and thus enhance administration (Oguntodu, Alalade, Adekunle & Adegbe, 2016). The Treasury Single Account Policy is hoped to ensure accountability of financial revenue, accountability of expenditures, enhance transparency and avoid misappropriation of public funds. Hence, the implementation of Treasury Single Account

in federal universities could be a critical step towards enhancing the administration of the public universities.

As laudable as the TSA policy seem to be, the researcher has however observed that available funds in universities seem to be grossly mismanaged to be specific. Fraudulent practices, misappropriation of funds and lack of accountability, untimely payment for expenditures, reckless spending of internally generated revenue, and financial leakages seem to be common in universities in North Eastern Nigeria. The researcher further observes that in spite of the laudable objectives of the TSA policy, universities in Nigeria want to be in the active position in financial management of the university. From this observation, the researcher learnt from Daily Trust Editorial (2015) that the Academic Staff Union of Universities (ASUU) despite the competitive advantages of adopting TSA, had criticized TSA policy pointing out that the Federal Government needed to ponder further on the TSA Policy and its implementation framework if it must be workable. Universities according to ASUU cannot function without the financial autonomy that the TSA takes away.

With the observations and outcry by ASUU, one is tempted to ask whether the adoption of TSA policy could negatively affect the administration of public universities in North Eastern Nigeria. It is against this background that the researcher intends to investigate the influence of Treasury Single Account (TSA) Policy on the administration of public universities in North Eastern Nigeria. The problem of the study may therefore be put in a question form thus: - what is the influence of TSA policy implementation on the administration of public universities in North Eastern Nigeria on specific areas of concern as; monitoring of internally generated revenue and monitoring of expenditures?

2.0 OBJECTIVE OF THE STUDY

The main objective of this study was to investigate the extent of influence of Treasury Single Account (TSA) Policy on the administration of public universities in North Eastern Nigeria. Specifically, the study sought to:

- i. ascertain extent to which monitoring of internally generated revenue influence the administration of public universities in North Eastern Nigeria
- ii. determine extent to which monitoring of expenditures influence the administration of public universities

The following research questions were raised to guide the study:

- i. To what extent does monitoring of Internally Generated Revenue influence the administration of public universities in North Eastern Nigeria?
- ii. To what extent does monitoring of expenditures influence the administration of public universities in North Eastern Nigeria?

The following null hypotheses were formulated and tested at 0.05 level of significance:

- i. Monitoring of Internally Generated Revenue has no significant influence on the administration of public universities in North Eastern Nigeria

- ii. Monitoring of expenditures has no significant influence on the administration of public universities in North Eastern Nigeria

3.0 METHODOLOGY

This study adopted survey research design. The area of study is North Eastern Nigeria. The population of the study is 547 Bursary staff of the six Federal Universities in North Eastern Nigeria. The sample size for the study comprised 231 Bursary staff as respondents. This size was determined using Taro Yamane Sample size formulae. Multistage sampling procedure was used to select the sample at different stages. Firstly, purposive sampling was used to select all Federal Universities from all the six States that constitute North-Eastern Nigeria which are; Adamawa, Bauchi, Borno, Gombe, Taraba, and Yobe States. Secondly, Proportionate Stratified random sampling technique was adopted in selecting the number of Bursary staff from each Federal University. At the last stage, simple random sampling was used to select the 231 Bursary staff from the universities under study. The instrument for data collection was a structured questionnaire developed by the researcher titled "Treasury Single Account policy and Administration of Public Universities Questionnaire (TSAAPUQ)". The questionnaire consists of 10 items in 2 Clusters, with each cluster having 5 items. The response to the questionnaire items is modeled based on the four-point rating scale with response modes of Very High Extent= (4), High Extent= (3), Low Extent= (2) and Very Low Extent= (1), respectively. Data were collated and analyzed for reliability using Cronbach Alpha Statistic. The overall co-efficient of each component of "Treasury Single Account and Administration of Public University Questionnaire (TSAAPUQ)", yielded 0.84. The quantitative data was analyzed using the descriptive statistic of Mean and Standard Deviations to answer the research questions. The boundary limit for decision making was 1.00-1.49=Very Low Extent, 1.50-2.49=Low Extent, 2.50-3.49=High Extent, 3.50-4.00=Very High Extent. The mean scores were ranked in ascending order in all the research question tables. Chi-square test of independence (χ^2) was used to test the seven hypotheses at 0.05 level of significance. The decision was that, if the calculated (χ^2) value is greater than the critical table value, the null hypotheses would be rejected. The choice for the use of Chi-square test of independence (χ^2) is because it establishes the statistical relationship between the observed and expected cases in each category based on a given hypothesis. Chi-square (χ^2) Coefficient of Contingency was further used to measure the strength of relationship or association between the observed and expected cases in each category based on a given hypothesis.

4.0 RESULTS AND DISCUSSION

This section presents results of the data analysis, interpretation and discussion of the findings. The presentation and interpretation follow the sequence of the research questions answered and the corresponding hypotheses tested.

4.1 Results

The data collected were analyzed using Mean and Standard Deviation to answer the research questions

Research Question 1: To what extent does monitoring of Internally Generated Revenue influence the administration of public universities in North Eastern Nigeria?

To answer this research question, responses on the extent to which monitoring of Internally Generated Revenue influences the administration of public universities in North Eastern Nigeria were collected and analyzed as shown in Table 1

Table 1: Mean and Standard Deviation Analysis of respondents on the extent to which monitoring of Internally Generated Revenue influence the administration of public universities in North Eastern Nigeria

S/N	Item Statement	VHE	HE	LE	VLE	Mean	SD	Decision	Rank
1	Creating an automated monitoring system to monitor investment income influences administration of public universities	117	60	33	21	3.19	.99	High Extent	1 st
2	Creating an automated monitoring system to maintain privacy in endowment fund facilitates the administration of public universities	111	59	20	41	3.04	1.13	High Extent	3 rd
3	Automated monitoring system has made uncalled deduction in school charges difficult to perpetuate and this influences the administration of public universities	81	47	71	32	2.77	1.08	High Extent	5 th
4	Using customized fee teller monitoring system influences the administration of public universities	100	67	50	14	3.10	.94	High Extent	2 nd
5	TSA facilitates regular monitoring of IGR cash balances and this influences the administration of public universities	83	78	18	52	2.83	1.15	High Extent	4 th
Cluster Mean and SD						2.99	1.06	High Extent	

Analysis of data as presented in Table 1 shows the extent to which monitoring of Internally Generated Revenue influence the administration of public universities in North Eastern Nigeria with corresponding Standard Deviation values. Data presented in Table 1 revealed that, the respondents rated high extent on all the items (1, 2, 3, 4 and 5) with mean scores ranging from

2.77 – 3.19 which are above the benchmark of 2.50. The table also revealed close Standard Deviation values ranging from .94 – 1.08 which showed that the respondents were homogeneous in their responses. The cluster mean of all the items as revealed was 2.99 and SD= 1.06. With this cluster mean, it can be deduced from this finding that creating an automated monitoring system to monitor investment income of public universities, using customized fee teller monitoring system and creating an automated monitoring system to maintain privacy in endowment fund facilitates the administration of public universities North Eastern Nigeria.

Research Question 2: To what extent does monitoring of expenditures influence the administration of public universities in North Eastern Nigeria?

To answer this research question, responses on the extent to which monitoring of expenditures influences the administration of public universities in North Eastern Nigeria were collected and analyzed as shown in Table 2

Table 2: Mean and Standard Deviation Analysis of respondents on the extent to which monitoring of expenditures influence the administration of public universities in North Eastern Nigeria

S/N	Item Statement	VHE	HE	LE	VLE	Mean	SD	Decision	Rank
6	Treasury Single Account policy allows government to aggregate all its revenues into one account for easy oversight and this influences the administration of public universities.	100	77	30	24	3.10	.99	High Extent	1 st
7	Treasury Single Account policy allows government to aggregate all its revenues into one account for proper cash management and this influences the administration of public universities.	90	70	40	31	2.95	1.05	High Extent	4 th
8	Unified arrangement enhances equal value between assets in the administration of public universities	101	51	50	29	2.97	1.08	High Extent	3 rd

9	TSA reduces costs associated with maintaining multiple accounts on administration of public universities	85	82	45	19	3.01	.95	High Extent	2 nd
10	TSA reduces cost of borrowing on administration of public universities	38	52	73	68	2.26	1.06	Low Extent	5 th
Cluster Mean and SD						2.86	1.03	High Extent	

Analysis of data as presented in Table 2 shows the extent to which monitoring of expenditures influence the administration of public universities in North Eastern Nigeria with corresponding Standard Deviation values. Data presented in Table 2 revealed that, except for item 10 with a mean of 2.26, which implies that Treasury Single Account to a low extent reduces government cost of borrowing, the respondents rated high extent on other items (6, 7, 8 and 9) with mean scores ranging from 2.95 – 3.10 which were above the benchmark of 2.50. The table also revealed close Standard Deviation values ranging from .95 – 1.08 which showed that the respondents were homogeneous in their responses. The cluster mean of all the items as revealed was 2.86 and SD= 1.03. With this cluster mean, it can be deduced from this finding that Treasury Single Account policy allows government to aggregate all its revenues into one account for easy oversight of its treasuries and this reduces costs associated with maintaining multiple accounts on administration of public universities in North Eastern Nigeria.

4.2 Hypotheses Testing

The hypotheses of the study were tested using Chi-Square (χ^2) at 0.05 level of significance.

Hypothesis 1: Monitoring of Internally Generated Revenue has no significant influence on the administration of public universities in North Eastern Nigeria

Table 3: Chi-Square test of significance of the influence of Monitoring of Internally Generated Revenue on the administration of public universities in North Eastern Nigeria

Variables	N	Df	χ^2	Sig	Alpha Level	Remark
Monitoring of Internally Generated Revenue	231	12	384.550	.000	.05	Significant

Administration

Df = Degree of Freedom; χ^2 = Chi-Square Calculated Value; Sig = P-Value

Table 3 shows the Chi-square calculated value (χ^2) of 384.550, degree of freedom df =12 and a sig (P-value=0.00) which is less than the alpha value ($\alpha=.05$). Since $P<.05$, the result is significant, therefore the null hypothesis is rejected. This implied that, monitoring of internally generated revenue has significant influence on the administration of public universities in North Eastern Nigeria. With a Chi-Square (χ^2) Coefficient of Contingency value of 0.79 implied that monitoring internally generated revenue to a high extent positively influences the administration of public universities in the study area.

Hypothesis 2: Monitoring of expenditures has no significant influence on the administration of public universities in North Eastern Nigeria

Table 4: Chi-Square test of significance of the influence of Monitoring of expenditures on the administration of public universities in North Eastern Nigeria

Variables	N	Df	χ^2	Sig	Alpha Level	Remark
Monitoring of Expenditures	231	12	256.857	.000	.05	Significant
Administration						

Df = Degree of Freedom; χ^2 = Chi-Square Calculated Value; Sig = P-Value

Table 9 shows the Chi-square calculated value (χ^2) of 256.857, degree of freedom df =12 and a sig (P-value=0.00) which is less than the alpha value ($\alpha=.05$). Since $P<.05$, the result is significant, therefore the null hypothesis is rejected. This implied that, monitoring of expenditures has significant influence on the administration of public universities in North Eastern Nigeria. With a Chi-Square (χ^2) Coefficient of Contingency value of 0.73 implied that monitoring of expenditures to a high extent positively influences the administration of public universities in the study area.

4.3 Summary of Major Findings

From the data analysis, the following major findings were made:

- i. Creating an automated monitoring system to monitor investment income of public universities, using customized fee teller monitoring system and creating an automated monitoring system to maintain privacy in endowment fund facilitates monitoring of internally generated revenue on the administration of public universities.
- ii. Treasury Single Account policy allows government to aggregate all its revenues into one account for easy oversight and reduces costs associated with maintaining multiple accounts enhances monitoring of expenditures on administration of public universities.

5.0 DISCUSSION OF FINDINGS

The findings arrived at in this study are discussed in line with the research questions and hypotheses that guided the study.

The first finding of the study revealed that monitoring of internally generated revenue to a high extent positively influences the administration of public universities in North Eastern Nigeria. Majorly, it was revealed that, creating an automated monitoring system to monitor investment income of public universities, using customized fee teller monitoring system and creating an automated monitoring system to maintain privacy in endowment fund facilitates the administration of public universities. Similarly, a test of hypothesis revealed a significant positive influence of monitoring of internally generated revenue on the administration of public universities. This finding corroborates that by Ukpong and Uzoigwe (2019) who found that the management of internally generated revenue significantly influence the sustainability of university education and that investment income, school charges and consultancies were significant predictors of sustainability of university education. The finding also corroborates that by Ochai and Adikwu (2018) who found that Treasury Single Account influences payment of school fees, revenue plan for income generation, supervises internally generated income and determines guideline for income generation. Further, the finding corroborates that by Geoffrey (2016) who found that Integrated Financial Management Information Systems has positive effects on financial performance in organizations. Considering that universities are also organizations, the findings as reported by Geoffrey (2016) could imply that by monitoring of internally generated revenue in the universities, funds can be better utilized for administrative purposes. The finding of this study as observed could be why Ukpong and Uzoigwe (2019) avers that each university management should create an automated IGR management system to prevent fraud and maintain privacy and secrecy during revenue remittance using customized fee automatic backup and upgrades for sustainability of university. Ukpong and Uzoigwe (2019) found that the extent to which sustainable university education can be achieved depends greatly on the different management strategies of internally generated revenues and hence, when the Government effectively monitor the internally generated revenue in the university system of education through the TSA, the developmental needs of the universities can be better met thus enhancing university administration. This finding as observed by the present study could be that poor management of internally generated revenue in public universities as a result of poor monitoring is capable of exerting a negative influence on university administration.

The findings of the study also revealed that monitoring of expenditures has significant positive influence on the administration of public universities in North Eastern Nigeria. Majorly, it was revealed from this finding that Treasury Single Account policy allows government to aggregate all its revenues into one account for easy oversight and reduces costs associated with

maintaining multiple accounts on administration of public universities. A test of related hypothesis revealed that monitoring of expenditures has significant influence on the administration of public universities. This finding agrees with that by Ochai and Adikwu (2018) who found that Treasury Single Account influence regular auditing of school account, supervision of school projects, and judicious utilization of available funds and classification of educational expenditures in universities. The finding however disagrees with that by Uzochukwu, Igbodo and Enaini (2017) whose study on Treasury Single Account and university administration found that TSA had significant influence in the prompt payment for expenditures and that the policy has, so far, among other challenges affected financial operations in the Bursary units and resultantly slowed down activities. The finding of the present study as revealed could be that as TSA help to tame the tide of corruption and enhances transparency in monitoring of government expenditures, it invariably enhances the administration of public universities in North Eastern Nigeria.

Based on the findings of the study, the researcher concluded that institutionalization/adoption of the Single Treasury Account (TSA) as a valuable instrument for regulating the treasuries through effective cash procedure and controlling has significant influence on the administration of public universities in North Eastern Nigeria. As the Treasury Single Account facilitates monitoring of internally generated revenue and monitoring of expenditures. It significantly has influenced the administration of public universities.

Based on the findings of the study, the following recommendations are made

- i. Federal government should create an automated monitoring system to monitor investment income, using customized fee teller monitoring system to maintain privacy in public and endowment funds as this would facilitate the sustainability of public universities internally generated revenue through prudent utilization.
- ii. Federal government should ensure strict compliance in the adoption of Treasury Single Account policy in all federal government owned educational institutions across the country, as it would allow her to aggregate all her revenues into one account for easy monitoring of expenditures, as this would further reduce the cost associated with maintaining multiple accounts for effective administration of public universities.

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