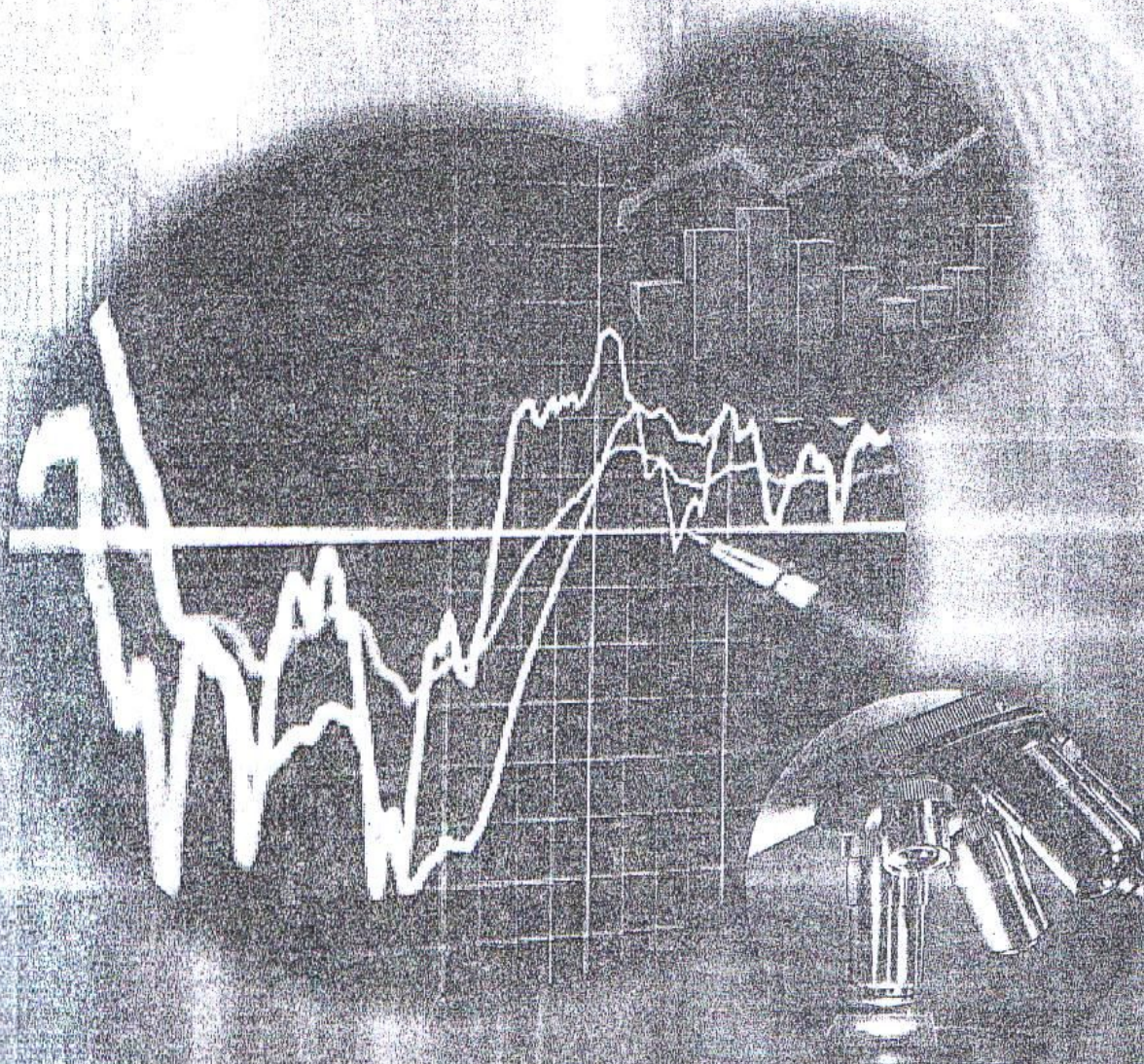


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Transition to Treasury Single Account (TSA) Scheme in Nigeria; Issues, Challenges and Prospects

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ABSTRACT

This study focuses on transition to Treasury Single Account (TSA) in Nigeria, issues, challenges and prospects. Descriptive survey research method was adopted. This method was considered most appropriate as it allows seeking the views of respondents on certain aspect of TSA scheme in Nigeria. Convenience sampling method was used to select ten (10) Professors and twenty (20) Senior lecturers in the faculties of Management and Social Sciences of Enugu State University of Science and Technology, ESUT. The instrument used in collecting data for this study was questionnaire administered to the respondents. The current economic recession in Nigeria has necessitated the introduction of Treasury Single Account (TSA) scheme. TSA scheme was introduced primarily to ensure accountability of government revenue, enhance transparency and put stop to misappropriation of public funds. It was also in compliance with the provisions of 1999 constitution where all the money accruing to the Federal Government of Nigeria is paid into one consolidated account with the Central Bank of Nigeria (CBN). Ten (10) questionnaire items that measured the issues surrounding the introduction of TSA, the inherent challenges and its prospects on commercial banks in Nigeria were presented. The analyses of data were done using statistical weighted means, scores and standard deviation. Findings reveals among others that current economic recession in Nigeria and the high level of corruption had compelled the present government to introduce the long awaited TSA program. The study recommends that the Federal Government should not waiver in their fight against corruption and also remain focused on their diversification agenda.

Keywords: Treasury Single Account (TSA), Recession, consolidated accounts, convenience Sampling, Transition

INTRODUCTION

Nigeria as one of the developing countries is facing one of the greatest challenges of efficient allocation of resources as well as stabilization of the business cycles. An important factor for efficient management and control of government's cash resources is through a unified structure of government banking. Such banking arrangements should by design to minimize the cost of government borrowing and maximize the opportunity cost of cash resources. The arrangement should ensure that cash received is available for government's expenditure programmes and for making payments in a timely manner.

Treasury Single Account is a public accounting system under which all government revenue, receipts and income are collected into one single account, usually maintained by the Country's Central Bank and all payments done through this account. The purpose is to ensure accountability of government revenue, enhance transparency and avoid misapplication of public funds.

Treasury Single Account is a constitutional matter. Section 80(1) of the 1999 constitution has it that all revenues, or other moneys raised or received by the Federation (not being revenues or other moneys payable under this constitution or any Act of the National Assembly into any other public fund of the

federation established for a specific purpose) shall be paid into and form one Consolidated Revenue Fund of the Federation.

Successive governments have continued to operate multiple accounts for the collection and spending of government revenues in flagrant disregard to the provision of constitution which require that all government revenue be remitted into a single account.

One of the cardinal components of the Federal Government's Economic Reform Program (FGERP) that commenced in 2004 is the implementation of a Treasury Single Account (TSA) for the Federal Government an initiative that is more comprehensive.

TSA is a unified structure of government bank accounts that gives a consolidated view of government's cash resources based on the unity of cash and treasury. It is a centralized cash position of the treasury, where the revenues of all Ministries, Departments and Agencies (MDAs) are consolidated and all cash outflows (payment and transfers) are executed in a single account within the custody of the CBN (CBN, 2015).

Having provided for TSA in Nigerian constitution, the Federal Government in 2012 ran a pilot scheme for a single account using 217 ministries, departments and agencies as a test case. The pilot scheme saved Nigeria about N500 billion in frivolous spending. The success of the pilot scheme motivated the government to fully implement TSA, leading to the directives to banks to implement the technology platform that will help accommodate the TSA scheme (ResearchClue.com, 2015).

The requirement is that all ministries, Departments and Agencies are expected to remit their revenue collection to this account through the individual commercial banks who act as collection agents. This means according to CBN (2015) that the money deposit banks will continue to maintain revenue collection accounts for Ministries, Departments and Agencies but all monies collected by these banks will have to be remitted to the Consolidated Revenue Account of the CBN.

This study therefore is aimed at contributing to the existing literature in this new field of study.

Statement of Problem

The Federal Government directives on TSA is coming at a time when Nigerian government is seriously waging war against corruption which have decapitated and stagnated the growth and development of the economy, denying government several trillions of Naira- some of them stashed in foreign accounts by those who had managed the affairs of the country over the years.

The policy directives is also seen as imperative amidst falling oil prices in the market and the need to forestall all loopholes where government revenues slip into private pockets, thereby making it difficult for the various tiers of government which depended on such revenue from federation account to run their affairs (Othman, 2016)

The 1999 constitution, as amended on section 162 and 180 states that all revenues or other money's payable under the constitution or any Act of the National Assembly into any other public fund of the federation established for a specific purpose shall be paid into and form one consolidated Revenue Fund of the Federation (CBN, 2015)

The policy seems to have a widespread impact on the Nigerian commercial banks and a multiple effect on the economy in general. Within the deadline of September 15th, 2014, to MDAs to comply with the directives, more than N2trillion which was domiciled with money Deposit Banks (DMB) had left these banks to the CBN. The impact of this action is that less money was left for the commercial banks to attend to their customers and perform their money creation business. Most banks' ATM could not pay their customers. Those of them paying couldn't pay more than N20, 000 per a customer and that was a wrong signal from Nigerian banks to their customers. Given the massive funds in the domain of the public sector and the fact that government is the biggest business in the economy, banks now have to grapple with their public sector finance departments and the staff of these departments. There is apprehension that many bank staff may be pushed back into the labour market. This fear appears more serious when the TSA policy is also being muted by the states. (Scholar, <http://www.championnews.comng/category/education>, 2016)

The problems surrounding the TSA implementation are job loss; as no fewer than 10,000 accounts being operated by some 900MDAs in the country had been shutdown and job loss cannot be ruled out. Another problem is inflation- no doubt; the TSA policy will fuel inflation. This is because according to Nelson and Orioha (2016), banks are faced with cash squeeze or illiquidity which makes customers to rush for the limited cash in circulation. One will notice that first and second quarter of 2016 witnessed certain increase in the cost of goods and services thereby pushing inflation rate to about 9.3 percent. Next is push in the cost funds. The policy has pushed the cost of funds upwards because the bank will no longer depend on public funds for their business (Nelson and Orioha, 2016)
The problem which this study appraised was the issues, challenges and prospects occasioned by transition to Treasury Single Account in Nigeria.

Objectives of the study

The broad objective of the study was to appraise the issues, challenges and prospects of transition to TSA in Nigeria.

Specifically, the study tends to;

- Evaluate the benefits of Treasury Single Account (TSA) implementation on Nigerian economy.
- Determine the inherent challenges of TSA on the Nigerian banking sector.

Research Questions

1. What are the benefits of TSA on Nigerian economy?
2. What are the inherent challenges of TSA on Nigerian Banking sector?

REVIEW OF RELATED LITERATURE

Treasury Single Account (TSA):

Stalwartreport (2016), describes a Treasury Single Account as a public accounting system under which all government revenue, receipts and income are collected into a single account, usually maintained by the Country's Central Bank and all payments done through this account as well. The purpose is primarily to ensure accountability of government revenue, enhance transparency and avoid misapplication of public funds. The maintenance of a Treasury Single Account will help to ensure proper cash management by eliminating idle funds usually left with different commercial banks and in a way, enhance reconciliation of revenue collection and payment.

Nelson and Orioha (2016), describes TSA as a bank account of a set of linked bank accounts through which the government transacts all its receipts and payments and obtains a consolidated view of its cash position at the end of each day.

Okwe, Nelson, Adeoye and Ogah (2015) states that Treasury Single Account (TSA) is one of the financial policies that was invented by the Federal Government of Nigeria to make strong all inflows such as money and other things from all the ministries, different categories of departments and agencies (MDAs) in the country by way of deposit into commercial banks so that it will be traceable into a single account at the Apex Bank in the country.

Treasury Single Account (TSA) is a financial policy introduced by the federal government of Nigeria in 2012 to consolidate all inflow from the country's Ministries, Departments and Agencies (MDAs) by way of deposit into a single account with CBN. This policy was established in order to reduce the proliferation of bank accounts operated by MDAs and to promote financial accountability among government organs. The compliance of the policy faces challenges from majority of the MDAs (Wikipedia, 2015)

Oyedele (2015) describes TSA as a way of unifying various government bank accounts to give a consolidated view of government cash resources. There are obviously too many ministries, departments and agencies (MDAs) which must be streamlined. In the current year he observes that total cost of debt services is N1 trillion which is about one-third of the federal government revenue before borrowing. He stated that nobody needs a soothsayer to know that this is dysfunctional and unsustainable therefore someone has to take responsibility for fixing it.

Otunla (2015) defines Treasury single Account (TSA) as a unified structure of government bank accounts that gives a consolidated view of government cash. TSA encompasses all receipts and payments of the government handled by MDAs, partially funded by the federal government and all government controlled Trust Funds and social security funds. He observes that TSA is part of the public financial management reforms which falls under pillar 3 of the National Strategy for Public Service Reforms towards vision 20:2020.

Bashir (2016), Udo and Esara, (2016) defines TSA as a unified structure of government bank accounts enabling consolidation and optimal utilization of government cash resources. Through this bank account, 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.

Reasons for Treasury Single Account (TSA)

Ocheni in Nelson and Oriaho, (2016) maintains that prior to the implementation of the TSA; government was incurring financial cost on debit balances in some MDAs accounts, while it was earning close to nothing on the credit balances of other MDAs.

The idea of treasury account came into being when some agencies refused to declare and remit the 25 percent of their annual revenue they generated to the treasury as demanded by law. In 2012 about N120 billion was forcefully collected by government from MDAs being 25 percent of their gross revenue to the treasury with another N34 billion collected in 2013. Before then most the MDAs were reluctant to remit the requested amount by law to the treasury (Daily Trust Editorial, 2015:16 in Bashir, 2016).

Furthermore, the Revenue Mobilization and Fiscal Commission released an audit report which indicted some banks for withholding about N12 billion revenue collected on behalf of the Nigerian Customs Services and Federal Inland Revenue Service. The revenue according to the commission is stashed in 19 banks from January 2008 to June 2012. The chairman, Non-oil Committee of the Commission, Rev. Ajibola Fagboyegun demanded for urgent return of the funds by the banks to avoid sanctions (Hamisu, 2015)

According to the Guardian Editorial (2015), the Federal establishments affected by the directives are all fully funded organs of government, ministries, departments and agencies (MDAs), foreign missions and partly funded government establishment like teaching hospitals, medical centers and tertiary institutions. Others include the Central Bank of Nigeria (CBN), Security and Exchange Commission (SEC), Corporate Affairs Commission (CAC), Nigerian Port Authority (NPA), Nigerian Communication Commission (NCC), Federal Airports Authority of Nigeria (FAAN), Nigerian Maritime Administration and Safety Agency (NIMASA). The list of affected organs also has National Deposit Insurance Corporation (NDIC), National Shippers Council (NSC) Nigerian National Petroleum Corporation (NNPC), Federal Inland Revenue Service (FIRS), Nigerian Customs Services (NCS), Ministry of Mines and Steel Development (MMSD) and the Department of Petroleum Resources (DPR), among others.

Modus operandi of TSA

According to Oyedele (2015), for TSA to work effectively there must be daily clearing of and consolidation of cash balances into the central account even where the MDA's accounts are already held at the CBN such as the FIRS. TSA can cover all funds earmarked and budgetary accounts or even funds held in trust by government. To make this work, accounting systems must be robust and capable of accurately distinguishing trust assets in the TSA.

The Central Bank of Nigeria, has opened a consolidated Revenue Account to receive all government revenue and effect payments through this account. All Ministries, Departments and Agencies are expected to remit their revenue collections to this account through the individual commercial banks who act as collection agents. This means that the money deposit banks will continue to maintain revenue collection accounts for MDA's but all monies collected by these banks will have to be remitted to the Consolidated Revenue Accounts with the CBN at the end of each banking day. (Rock, 2015)

In other words, MDA's accounts with money deposit banks must be zeroed at the end of every banking day by a complete remittance to the TSA of all revenue collected. Different types of account could be maintained under a TSA arrangement and these may include the TSA main account, subsidiary or sub-accounts, transaction accounts and zero balance account. Other types of accounts that could be operated include imprest accounts, transit accounts and correspondence accounts. These accounts are maintained for transaction purposes for funds flowing in and out of the TSA. Ahmed (2016) describes the following as various accounts under Treasury Single Account (TSA)

- **TSA Main Account.**

This is the treasury's account with the central bank, which consolidates the government's cash position. It is the main TSA account when the TSA arrangement in a particular country consists of a set of linked accounts. Cash balances in all other linked accounts are swept into this account. In other words, all government receipts finally flow into, and all disbursements are met from, the central TSA account

- **TSA Subsidiary Accounts or Sub-accounts**

These are not separate bank accounts per se (in the sense of holding individual cash balances), but are special subaccounts within the main TSA account. This is basically an accounting arrangement to group together a set of transactions and allows the government to maintain the distinct accounting identity or ledger of its budget organizations (line ministries/agencies) effectively. A cash disbursement ceiling for each entity can be enforced against these ledgers. Balances in these accounts are netted off with the TSA main account for cash management purposes.

- **Transaction accounts**

Sometimes government bank accounts that are justified for retail transaction banking operations are opened separately and structured as transaction accounts. These separate transaction accounts could be opened for government entities that need transaction banking services, but do not have a direct access to the TSA main account or a subsidiary account, and/or specific category of operations (e.g., special funds). A transaction account could take the form of a zero-balance account or an imprest account.

- **Zero-balance accounts (ZBAs)**

Where transactional accounts are necessary, these are generally opened on a zero-balance basis, i.e., end-of-the-day cash balances in these accounts are swept back into the TSA main account periodically (preferably daily).

Such accounts opened in commercial banks are used for disbursements or for collection of government revenues (particularly nontax revenues). At the end of the day, all revenues collected would be deposited in the TSA. The commercial bank would honor payments of the respective agency, and would be reimbursed by the TSA overnight.

ZBAs have many similarities with special credit line arrangements, where budget agencies are provided spending credits towards the amount of payments they can make within a specified period, to be reimbursed by the TSA in the central bank. A ZBA also has the benefit that it bypasses the normal interbank settlement process for each individual transaction, which is often time consuming in developing countries, and ensures same-day settlement on a net basis for all receipts and payments passing through the accounts. (Adamu, 2016)

- **Imprest accounts**

These transaction accounts can hold cash up to a maximum authorized amount and are recouped from time to time. Such accounts might be necessary in some cases, particularly when there is only limited availability of interbank settlement facilities. However, the number of imprest accounts should be kept to a minimum and the strategy should be to progressively transform these accounts into zero-

- **Transit accounts**

These accounts are not meant for day-to-day transaction banking operations of government units. A transit account simply serves as a transit for eventual flow of cash into the TSA main account. Transit accounts might be necessary for major revenue streams to monitor their collection and remittance by the

banking system and to facilitate revenue sharing (formula-based sharing from a common pool of resources) between tiers of government in a federal system in line with constitutional provisions.

• **Correspondent accounts**

A separate ledger account is opened for each correspondent. The correspondent entity has real-time information on the balances it maintains in the TSA. There should be safeguards to ensure that each correspondent government is provided with the funds needed to implement its own budget in a timely manner. The central bank (which maintains the accounts in the TSA) has the obligation to make payments to the extent of the balances available in a correspondent's account. (Including the required ex ante control for authorizing payments). (Adamu,2016).

Technology behind TSA

Government Integrated Financial and Management Information System (GIFMIS) is a sub component of the Economic Reform and Governance Program (ERGP) which will support the public resource management and targeted anti-corruption initiatives area through modernizing fiscal processes using better methods, techniques and information technology. The GIFMIS is aimed at improving the acquisition, allocation, utilization and conservation of public financial resources using automated and integrated, effective, efficient and economic information systems. The GIFMIS will aid strategic management of public financial resources for enhanced accountability, transparency, cost effective public service delivery, and economic growth and poverty reduction efforts.(USAID, 2008)

The purpose of introducing GIFMIS is to assist the FGN in improving the management, performance and outcomes of Public Financial Management (PFM). The immediate purpose of this project is to enable an executable budget, i.e. a budget which can be implemented as planned by addressing the critical public financial management weaknesses including:

1. Failure to enact the budget before the start of the financial year
2. The budget is not based on realistic forecasts of cash availability
3. Lack of effective cash management - multiple bank accounts within Treasury and MDAs that make effective control impossible; when combined with the lack of cash forecasting this leads to inefficient and unplanned borrowing.

It must be underscored that whereas GIFMIS is part of the solution to the above problems, it (GIFMIS) cannot be a driver of change to better public financial management - rather it is a tool to facilitate change. To this end, the introduction of a GIFMIS will be combined with major changes to business processes. As a matter of fact GIFMIS provides an opportunity to move to Treasury Single Account and to reduce the number of stages in transaction processing. In addition it will provide better access to information which can be used to improve fiscal and operational management. GIFMIS will also reduce fiduciary risk by enabling greater transparency and by reducing the opportunities for manual intervention in financial transactions.(USAID, 2008)

The overall objective is to implement a computerized financial management information system for the FGN, which is efficient, effective, and user friendly and which:

1. Increases the ability of FGN to undertake central control and monitoring of expenditure and receipts in the MDAs.
2. Increases the ability to access information on financial and operational performance.
3. Increases internal controls to prevent and detect potential and actual fraud.
4. Increases the ability to access information on Government's cash position and economic performance.
5. Improves medium term planning through a Medium Term Expenditure Framework (MTEF)
6. Provides the ability to understand the costs of groups of activities and tasks.
7. Increases the ability to demonstrate accountability and transparency to the public and cooperating partners (USAID, 2008).

Benefits of Remita E-Collections:

Remita is the Central payment platform supporting the payments of Federal Government and MDAs under the TSA, as it is widely accepted and connected online to all the DMBs and sizeable number of Micro Finance Banks (MFBs) and Primary Mortgage Institutions (PMIs) The following are some of the benefits

- A collector can generate payment demands online for the different types of fees, charges & collections, each with its own unique Reference (RRR) and send same to payers electronically.
- A collector can easily monitor all collections across multiple channels and locations on just a single screen.
- Availability of multiple collection channels which means you can receive funds in many more ways in a timely manner.
- Elimination of collection reconciliation nightmares as all collections has unique transaction reference and full payer details, irrespective of collection channel.
- The payer receives an electronic Invoice with which he can pay via any of the multiple channels on the platform.
- Faster turnaround time in collecting payments and offering services to your customers.

All these and more are the robust but yet powerful features and benefits of Remita e-Collections & e-Invoicing. (Remita NET, 2015)

Prospects of TSA

The prospects of TSA as contained in IMF (2010), Ahmed (2016) and Othman (2016) are outlined as follows:

- ***It Allows Complete and Timely Information on Government Cash Resources.***

In countries with advanced payment and settlement systems and an Integrated Financial Management Information System (IFMIS) with adequate interfaces with the banking system, this information will be available in real time. A minimum, complete updated balance should be available daily

- ***Improves Appropriation Control.***

The TSA ensures that the MoF has full control over budget allocations, and strengthens the authority of the budget appropriation. When separate bank accounts are maintained, the result is *often a fragmented system, where additional cash resources that become available through various creative, often extra-budgetary, measures augment funds provided for budgetary appropriations.*

- ***Improves Operational Control During Budget Execution.***

When the treasury has full information about cash resources, it can plan and implement budget execution in an efficient, transparent, and reliable manner. The existence of uncertainty regarding whether the treasury will have sufficient funds to finance programmed expenditures may lead to sub-optimal behavior by budget entities, such as exaggerating their estimates for cash needs or channeling expenditures through off-budget arrangements

- ***Enables Efficient Cash Management.***

A TSA facilitates regular monitoring of government cash balances. It also enables higher quality cash outturn analysis to be undertaken (e.g., identifying causal factors of variances and distinguishing causal factors from random variations in cash balances)

- ***Reduces Bank Fees and Transaction Costs.***

Reducing the number of bank accounts results in lower administrative cost for the government for maintaining these accounts, including the cost associated with bank reconciliation, and reduced banking fees. (Othman, 2016)

- ***Facilitates Efficient Payment Mechanisms.***

A TSA ensures that there is no ambiguity regarding the volume or the location of the government funds, and makes it possible to monitor payment mechanisms precisely. It can result in substantially lower transaction costs because of economies of scale in processing payments. The establishment of a TSA is

usually combined with elimination of the "float" in the banking and the payment systems, and the introduction of transparent fee and penalty structures for payment services. Many governments have achieved substantial reductions in their real cost of banking services by introducing a TSA. (Ahmed, 2016)

- **Improves Bank Reconciliation and Quality of Fiscal Data.**

A TSA allows for effective reconciliation between the government accounting systems and cash flow statements from the banking system. This reduces the risk of errors in reconciliation processes, and improves the timeliness and quality of the fiscal accounts.

- **Lowers Liquidity Reserve Needs.**

A TSA reduces the volatility of cash flows through the treasury, thus allowing it to maintain lower cash reserve/buffer to meet unexpected fiscal volatility (IMF, 2010)

Economic Highlights (2015), summarizes the prospects of TSA as follows

- TSA will promote transparency and facilitate compliance with sections 80 and 162 of the 1999 Constitution of the Federal Republic of Nigeria.
- With TSA all receipts due to government or its agencies will be paid into TSA resident in Central Bank of Nigeria [CBN].
- Since TSA is a unified structure of government bank accounts, it enables consolidation and optimal utilization of government's cash resources
- TSA provides a consolidated view of government's cash position always.
- The CBN, SEC, CAC and NPA, NCC as well as FAAN and NCAA, NIMASA, NDIC, NSC, NNPC, FIRS, NCS, MMSD, DPR and other government agencies will implement TSA.
- When linked to TSA, the accounting system will be configured to allow the agencies access to funds based on their approved budgetary provisions.
- The implementation of TSA brings transparency, efficiently and accountability.
- TSA is part of the public financial management reforms under pillar three of the National Strategy for Public Service Reforms towards vision 20:2020
- TSA addresses impediments to effective and efficient cash management.
- TSA ends problems of fragmented banking, which affected government's ability to undertake efficient cash planning and management as required by the Fiscal Responsibility Act.
- With TSA, government can track its expenditure in a timely manner.
- TSA makes it possible for flexible operations, contrary to past regime where officers must get to their desks before effecting transactions
- TSA enables online real time transactions. Meaning, payment can be made from any point in the world.
- TSA instills fiscal discipline and prudence as over 1,000 dormant or idle accounts will remain shut.
- With TSA, the average monthly overdrafts with the CBN fell from the overdrawn amount of N102 billion in December 2011 to N4.461 billion credit in September 2012 with 93 MDAs out of over 400. (Economic Highlights, 2015)

Challenges of TSA to Commercial Banks

1. Uneasy calm in the Banking sector: The TSA policy is fraught with apprehension and uneasy calm. This is because of the withdrawal of public sector funds which constitute a large chunk of commercial banks deposit. TSA have led to the closure of about 10, 000 multiple bank accounts operated by MDAs in commercial banks and that HAS led to bank employees being apprehensive about their future.
2. Use of government funds: The mopping up of public sector funds from the commercial banks as directed by the TSA policy will stop banks from enjoying government's fund deposit especially fixed deposit that help them to invest and reap hefty dividends. Some of these funds are

sometimes not withdrawn for six months or even more and banks trade with them and make profit.

3. Loss of Investment: With the full implementation of TSA, the era of government money being lent back to government or invest in forex speculations will no longer be feasible.
4. Fall in interest rate: With TSA, government can guarantee its revenue and the implication is to force interest rates to naturally nose dive, since no serious business should be willing to borrow at a double digit interest rates when the economy is struggling at between 4 and 5 percent.
5. Deposit wars: TSA implementation triggers deposit wars amongst bank. Each DMBs will device means of mobilizing funds from the private sector and that will see the return of the era when women are engaged by banks specifically for deposit mobilization and that encourages the use of any means necessary to meet target.
6. Increase in deposit interest rate: The implementation of TSA will force banks to increase the deposit interest rate as a means of inducing customers and cause drop in the lending rate and profitability of banks.(Economic Highlights, 2015)

METHODOLOGY

Population, Sample size and Sampling

The populations of this study are Professors and Senior Academics of ESUT in the Faculties of Management and Social Sciences. The population size of this study is 30. Survey research method was adopted and data were collected from 30 respondents randomly. Ten (10) Professors and twenty (20) Senior Lecturers were selected from the two Faculties.

All the 30 questionnaire distributed were returned given a response rate of 100%. The responses were measured with five (5) point likert-type rating scale, where strongly agree (SA) = 5, Agree (A) = 4, Disagree (D) = 3, strongly disagree (SD) =2, Neutral (N) =1.

In analyzing the data, weighted mean, scores and standard deviation were used. A cut off point was determined by finding the means of the nominal values assigned to the responses. Thus, $5+4+3+2+1=15/5=3.00$. For decision to be reached, mean scores of 3.00 and above were regarded as agree statement while mean scores below 3.00 were regarded as disagree statement.

DATA PRESENTATION AND ANALYSIS

Table 1. Rating of Respondents on the benefits of TSA implementation on the Economic Growth of Nigeria

Table 1. Rating of Respondents on the benefits of TSA implementation on the Economic Growth of Nigeria

Option	SA	A	D	SD	N	MEAN
1 TSA implementation will help to combat corrupt practices, eliminate indiscipline in the public finance	7(23.23)	6(20)	5(16.67)	7(23.33)	5(16.67)	3.1
2 TSA will bring about promotion of transparency, efficiency and accountability in the Nigerian public sector	6(20)	5(16.67)	7(23.33)	7(23.33)	5(16.67)	3.0
3 TSA facilitates monetary policy coordination and thereby improves Nigerian economy	7(23.33)	6(20)	7(23.33)	5(16.67)	5(16.67)	3.17
4 Effective TSA implementation will significantly reduce the debt servicing cost and eradicates financial misappropriation in the public sector	5(16.67)	8(26.66)	6(20)	5(16.67)	7(23.33)	3.03
5 TSA implementation will facilitate compliance with the constitutional provisions Federal Republic of Nigeria	8(26.66)	5(16.67)	4(13.33)	6(20)	7(23.33)	3.02

Source: Field survey, 2016

Table 1 was used to measure and analyze the benefits of TSA implementation on the economic growth of Nigeria. The responses show that 13(43.33%), agree that the implementation of TSA will lead to heavy downsizing of staff of banks and thereby increase the unemployment rate in Nigeria. While 12(40%), disagreed, with mean score of 3.10. 13 or 43.33% agree that TSA will bring about transparency, efficiency and accountability in the Nigerian public sector. Items 3, 4, and 5 with means scores of 3.0, 3.17, 3.03 and 3.02 accepted the statement that TSA will facilitate monetary policy coordination, significantly reduce the debt servicing cost, eradicate financial misappropriation in the public sector and facilitate compliance with the constitutional provisions of Federal Republic of Nigeria.

Table 2. Rating of respondents on the implication of TSA implementation on Nigerian Commercial Banks

Option	SA	A	D	SD	N	MEAN
6 Massive withdrawal of public funds from commercial Banks will reduce money creation power of Commercial Banks in Nigeria	7(23.33)	6(20)	5(16.67)	7(23.33)	5(16.67)	3.1
7 TSA programmes will tighten Bank's liquidity and increase Bank rate	8(26.66)	7(23.33)	6(20)	5(16.67)	5(16.67)	3.2
8 TSA implementation will bring about sharp deterioration in profitability, assets quality, liquidity and capital ratio of Commercial Banks	6(20)	7(23.33)	5(16.67)	7(23.33)	5(16.67)	3.07
9 TSA implementation will make Bank staff apprehensive about their future.	6(20)	5(16.67)	7(23.33)	7(23.33)	5(16.67)	3.0
10 With the implementation the TSA, banks will need to conduct proper financial intermediation in order to survive	7(23.33)	6(20)	5(16.67)	7(23.33)	5(16.67)	3.1

Source: Field Survey, 2016

NOTE: SA = strongly agree, A = Agree, D = disagree, SD = Strongly, N =Neutral.

Table 2 was used to measure and analyze acceptability level on the implication of TSA implementation on Nigeria commercial banks. The responses were on whether massive withdrawal of public funds from commercial banks will reduce money creation power of commercial banks in Nigeria? Whether TSA program will tighten bank's liquidity and increase bank rate? On whether the implementation of TSA will bring about sharp deterioration in profitability and asset quality, liquidity and capital ratio of commercial banks, 13 or 43.33%, 15 or 49.99%, 13 or 43.33% and 11 or 36.66% with means scores of 3.1, 3.02, 3.07, 3.0 and 3.1 respectively are of the opinion that all the statements above are the implications commercial banks will face on implementation of TSA in Nigeria.

DISCUSSION OF FINDINGS

Table 1 was used to measure the rating of respondents on the benefits of TSA implementation on the economic growth of Nigeria. All the items in the table with the following mean scores, 3.1, 3.0, 3.17, 3.03 and 3.2 agrees that all the options are benefits drivable from TSA implementation. According to Ahmed (2016), TSA was introduced to ensure prudence and probity in the management of financial resources and the measure is expected to block all loophole and leakages of financial resources of the government. It will also ensure a robust financial management.

Udo and Esara (2016), states that TSA will enable efficient cash management, reduce bank fees and transaction costs, facilitate efficient payment mechanisms, improve bank reconciliation and quality of fiscal data and lower liquidity reserve needs.

Table 4.2, analyses the response on the mean rate about the implications of TSA implementation on Nigerian Commercial Banks. The statement was backed up by 13 or 43.33% with mean score of 3.10 out of 30 respondents. They agreed that all the options in the questionnaire are among the implications

accruing from TSA implementation on Nigerian Commercial Banks. Their agreement was backed up by mean scores of 3.20, 3.07, 3.00 and 3.10 which are all agreed statement.

The professors are in agreement with Adebayo (2015) who says that TSA full implementation will pose serious cash crunch and liquidity challenges on the banking sector which prior to the introduction of the TSA feed fat on the float created by the duplicated and unaccounted MDAs accounts scattered in all the Deposit Money Banks (DMBs) in Nigeria. Perhaps this will compel banks to focus on the funding of the real sector of the economy, rather than financing heavy Federal Government projects such as Oil and Gas transactions, forex dealings etc.

CONCLUSION

Since TSA is a constitutional matter, it has come to stay in Nigeria. The research findings have shown that the benefits of TSA implementation in Nigeria far outweigh the cost. The pilot scheme for single account using 217 ministries, departments and agencies in 2012, where N500billion in frivolous spending was saved serves as a test case.

Therefore, TSA is paramount in the nation's revenue drive, transparency and fight against corruption in Nigeria (Ocheni, 2016).

RECOMMENDATIONS

Based on the findings of this study the following recommendations were made;

1. There should be no going back on TSA implementations in Nigeria.
2. The implementation of the Government Integrated Financial Management Information System (GIFMIS) should be strengthened and backed up with necessary legislations.
3. Nigerian Politicians should hold their peace and allow this program to succeed.
4. The zeal to fight corruption in Nigeria should be sustained and above all, change should begin with me.
5. The managers of TSA should receive adequate training to handle this big and inevitable task of nation building.
6. Undo interference and distractions on the activities of the organization in charge of the operation of TSA, (System Specs) should be discouraged.
7. The Automated Account Transaction Recording and Reporting System (ATRRS) and Integrated Personal and Payroll Information System (IPPIS) of TSA should be sustained
8. TSA system should reflect the respective roles of the Central Bank and Commercial Bank in so far as retail banking service are concerned (Pattanayak and Fainboim, 2011)
9. Transaction banking services should progressively move to Commercial Banks, leaving only the low volume, high-level government account within the TSA structure at the Central Bank.
10. Federal Government should employ and train staff that will take over from System Specs in managing TSA and stop paying consultants for processing fees chargeable on e-collection of Government receipts.
11. The political will already mustered by the Federal Government to push TSA must be sustained.
12. Since Federal Government is paying consultants processing fees, they should also pay collection banks for collecting the money.
13. The risk of identity theft, switching and interception of remittance and diversion via hacking as well as other forms of on-line fraud should be addressed
14. Constraints of Network, insufficient cyber security measure, inadequate electricity power supply and terrorism should be addressed