

**Treasury Single Account and Financial Administration of Joseph Saawuan Tarka
University, Makurdi, 2015-2023**

By

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Abstract

This paper examined Treasury Single Account and administration of Joseph Sarwuan Tarka University Makurdi. The paper employed structured questionnaire and in-depth interview. The data collected were quantified and statistically analyzed using descriptive statistical tool: percentages and frequency table. Findings from the study revealed that TSA has significantly enhanced the efficiency and transparency of government expenditure management, particularly in facilitating prompt and timely payments for expenditures in J.S Tarka university .Finding further indicate TSA has been able to regulate the level of accountability and transparency by advancing a unified and centralized accounting model in managing the financial resources of the university thereby facilitating proper documentation of University's transactions unlike a plethora of accounts hitherto maintained by J.S Tarka University which made the monitoring of revenue collection and reconciliation cumbersome. TSA has contributed significantly to enhancing staff productivity by streamlining financial processes and reducing administrative burdens. However, challenges such as inadequate technological infrastructure, including unreliable internet connectivity and outdated financial management systems, which can impede real-time data processing and secure transactions were encountered. The study recommends that J.S Tarka University should establish a clear cut policies and accountability measures that would promote consistent adherence to payment schedules, thereby sustaining timely as well as promptness in financial transactions. The University should continuously invest in staff training to ensure proper understanding and utilisation of the system's capabilities. Regular capacity-building programmes would help staff in minimising errors and maximising efficiency for the good of university.

Keywords: Accountability, administration, documentation, transparency, Treasury Single Account.

Introduction

The governance of public financial resources is a cornerstone of institutional integrity and operational efficiency within higher education institutions. In recent years, the global shift towards enhanced fiscal transparency and accountability has prompted the adoption of various financial management reforms, among which the Treasury Single Account (TSA) has gained prominence (World Bank, 2017). The TSA policy, designed to centralize government revenue collection and expenditure processes, aims to mitigate revenue leakages, improve liquidity management, and foster fiscal discipline across public sector entities (Ojo & Akinwale, 2019). While the theoretical benefits of TSA implementation are widely acknowledged, empirical evidence on its impact at the institutional level, particularly within tertiary educational institutions, remains limited and context-specific.

In Nigeria, the TSA initiative was introduced as part of broader public financial management reforms to curb corruption and enhance resource oversight (Federal Ministry of Finance, 2018). Universities, as key actors in national development and service delivery, are integral to this reform process. Nonetheless, existing literature predominantly focuses on the macroeconomic and governmental perspectives of TSA, with scant attention paid to its operational and administrative implications within individual tertiary institutions. This gap underscores the need for context-specific studies that examine how TSA influences financial administration at the institutional level, including aspects such as transparency, financial control, and administrative efficiency.

Joseph Sarwuan Tarka University, Makurdi, is emblematic of such institutions where the implementation of TSA could significantly alter financial management practices. As a public university entrusted with substantial government funding and revenue from various sources, its financial administration is critical to its academic and administrative functions. While preliminary reports suggest that TSA might streamline financial processes, concerns persist regarding potential disruptions to operational autonomy, resource allocation, and internal financial controls (Adebayo & Oladipo, 2020). Despite these concerns, there is a paucity of scholarly research explicitly examining the impact of TSA on the financial management practices of Nigerian universities, creating a notable gap in the literature.

This paper aims to address this gap by investigating the influence of TSA on the financial administration of Joseph Sarwuan Tarka University, Makurdi. It seeks to explore whether TSA has enhanced transparency and accountability or introduced new challenges affecting financial decision-making and operational efficiency. The findings will contribute to a nuanced understanding of the institutional effects of TSA reforms, providing valuable insights for policymakers, university administrators, and scholars interested in public financial management reforms within the higher education sector. The specific objectives were to: examine the extent of the implementation of the Treasury Single Account and how it influences prompt/timely payments for expenditures in J.S Tarka University Makurdi; and assess the effect of Treasury Single Account on the financial stability in J.S Tarkaa University Makurdi.

Conceptual Framework

The Treasury Single Account (TSA): The Treasury Single Account (TSA) is a unified government banking system designed to consolidate all government revenue, receipts, and payments into a single account, typically maintained by the Central Bank. This system enables comprehensive oversight and management of public funds by centralizing cash resources, allowing for real-time or daily consolidated views of the government's cash position (Stalwart Report, 2015; Sailendra & Israel, 2011). It operates on the principle of fungibility, meaning all government cash, regardless of its source or end-use, can be pooled and managed collectively. The TSA also prohibits government agencies from operating separate bank accounts outside the oversight of the treasury, ensuring accountability and transparency in financial transactions (Ocheni, 2016; Central Bank of Nigeria, 2015). The implementation of TSA varies depending on a country's financial maturity, institutional capacity, technological infrastructure, and banking system development, making it adaptable to different contexts.

Operationally, the TSA requires that all government agencies deposit their revenues into a consolidated revenue account (CRA), which is managed by the Central Bank or designated banks, with all collections remitted regularly usually daily to facilitate efficient cash management and oversight. Under this system, government revenue collection accounts are maintained with commercial banks, but these must be cleared and remitted to the CRA at the end of each banking day, ensuring a zero-balance status for individual agency accounts. The TSA

thus enhances control, reduces leakages, and promotes fiscal discipline by centralizing government funds and providing oversight to the Ministry of Finance and the Accountant General of the Federation. This system aims to improve transparency, accountability, and effective resource management within the public sector. For the purposes of this paper, the Treasury Single Account (TSA) refers to the centralized government banking system that consolidates all government revenue receipts and payments into a single account or linked accounts managed primarily by the Central Bank or designated commercial banks, with the aim of enhancing fiscal control, transparency, and accountability in public financial management.

University Administration: University administration encompasses the organizational structures, processes, and activities through which higher education institutions manage their resources, develop policies, and implement strategic plans to achieve their educational and research missions. It involves governance by governing bodies, leadership by university the Vice Chancellor and operational activities carried out by various administrative departments. The primary responsibilities include ensuring academic integrity, financial stability, legal compliance, and fostering an environment conducive to learning, research, and innovation (Birnbaum, 1988; Keller, 1983). Effective administration requires balancing academic freedom with institutional accountability and promoting collaboration among faculty, staff, and students. Modern challenges such as financial constraints and increased accountability demands necessitate strategic leadership and efficient resource management (Kezar & Eckel, 2004). For this paper, university administration refers to the structured management and organizational processes within a higher education institution responsible for policy formulation, resource management, governance, and operational activities that support the institution's academic, research, and administrative functions to ensure effective and efficient delivery of educational services.

The implementation of the Treasury Single Account (TSA) policy in Nigeria has significantly impacted university administration, improving financial management and accountability. By consolidating government revenues and expenditures into a single account, the TSA has streamlined budgeting processes, enabling universities to manage their cash more efficiently and plan finances more effectively (Udom & Nwankwo, 2020).

Theoretical Framework

The study adopts the theory of change as a framework to address complex social problems by outlining a structured pathway from long-term goals to immediate actions and conditions necessary for change. As Anderson (2005) notes, the theory of change provides a comprehensive picture of the early and intermediate steps required to achieve desired long-term outcomes. It begins by defining a clear long-term goal, then working backward to identify the preconditions, necessary interventions, and outcomes that need to occur to reach that goal. This process is visually represented through an outcome framework, which links specific activities to their expected outcomes, thereby creating a logical sequence that guides implementation and evaluation. Brest (2010) emphasizes that the theory of change is a methodology for planning, participation, and evaluation aimed at promoting social change, developed from the mid-1990s in the context of program evaluation and community initiatives, with Carol Weiss highlighting the importance of articulating assumptions and understanding the change process.

In applying the theory of change to Nigeria, the present government's core objective of societal transformation is exemplified through initiatives like the full implementation of the Treasury Single Account (TSA). The government's assumption is that consolidating revenue and reducing leakages via TSA will catalyze economic improvement, aligning with the broader change agenda. However, critics argue that despite its strategic clarity, the theory of change may face limitations due to environmental and contextual factors—such as falling oil prices—that can undermine expected outcomes (Clark & Taplin, 2012). Nigeria's post-change landscape has been characterized by a mix of progress and setbacks; while the TSA has improved revenue collection and transparency (Owolabi & Adesola, 2019), resistance from various stakeholders and systemic issues like corruption and bureaucratic inefficiency have hindered full realization of reform goals (Adebayo & Oladipo, 2021). These challenges underscore the importance of stakeholder engagement, capacity building, and addressing systemic root causes to sustain reform gains. Critics warn that without comprehensive and continuous efforts, the change process risks remaining superficial, emphasizing that political will and institutional reforms are crucial for achieving lasting development (Akinwale & Akinwumi, 2020). Overall, Nigeria's experience highlights that while the theory of change provides a valuable roadmap, its success depends on contextual adaptability, stakeholder buy-in, and sustained commitment to systemic reform.

Methodology

This study adopts a survey research design to examine the perceptions of staff at J.S Tarka University Makurdi regarding the management of the Treasury Single Account (TSA). The approach involves selecting a representative sample from the entire staff population of 3,675 using the Taro Yamane formula, resulting in a sample size of 400. Therefore, the sample size 400 was distributed among the three categories of respondents through Bourley formular so as to maintain a reasonable response rate. The determination of each of the sample group is shown below:

| | | | | |
|---------------------------|-------------|-------------------|---|------------|
| Academic Staff | 778 | 778×400 | = | 85 |
| | | 3,675 | | |
| Senior Non-Academic Staff | 2033 | 2033×400 | = | 221 |
| | | 3675 | | |
| Junior Non-Academic Staff | 864 | 864×400 | = | 94 |
| | | 3675 | | |
| Total | 3675 | | | 400 |

Data collection utilised both primary and secondary sources. Primary data were gathered through questionnaires, which employed a five-point Likert scale. Secondary data were obtained from relevant literature, online resources, and institutional reports. The study employed quantitative method of data analysis, using descriptive statistics like tables and percentages.

Data Presentation and Discussion of Findings

This section presents the data, analysis, and discussion of findings regarding the impact of the Treasury Single Account (TSA) on the financial administration of Joseph Sarwuan Tarka University, Makurdi.

Demographic Characteristics of Respondents

This section of the study presents and discusses the socio-demographic characteristics of respondents. Specifically, the section treats sex, age, level of educational attainment, marital status and staff category of the respondents.

Table 1: Demographic Characteristics of Respondents

| Gender | Frequency | Percentage |
|---------------------------|------------------|-------------------|
| | 340 | 100 |
| Male | 190 | 56 |
| Female | 150 | 44 |
| Age | | |
| 18 – 35 | 72 | 21 |
| 36 – 45 | 180 | 53 |
| 46 & above | 88 | 26 |
| Level of Education | | |
| Tertiary | 214 | 63 |
| Secondary | 84 | 25 |
| Primary | 44 | 12 |
| Marital Status | | |
| Married | 238 | 70 |
| Single | 81 | 24 |
| Divorced | 21 | 6 |
| Category of Staff | | |
| Teaching | 138 | 41 |
| Non-Teaching | 202 | 59 |
| Length of Service | | |
| 2-5 | 34 | 10 |
| 5-10 | 68 | 20 |
| 10-15 | 54 | 16 |
| 15-20 | 131 | 39 |
| 20-30 | 53 | 15 |
| Total | 340 | 100 |

Source: Field Survey, 2025

Demographic characteristics of respondents, as shown in Table 1, reveal that 56% were males (190) and 44% females (150), indicating a slight male dominance likely influenced by cultural or sampling factors. The age distribution shows 21% aged 18-35, 53% aged 36-45, and 26% aged 46 and above, suggesting a predominantly middle-aged population capable of active participation, though findings may mainly reflect the views of older respondents. Regarding education, 63% had tertiary qualifications, 25% secondary, and 12% primary, implying that most respondents are well-qualified to assess TSA implementation, including university staff. In terms of marital status, 70% were married, 25% single, and 6% divorced, highlighting that many respondents have family responsibilities that could influence their work performance and perceptions of TSA management.

Implementation of Treasury Single Account and Prompt/Timely Payments for Expenditures in J.S Tarka University Makurdi

This objective examined the extent the implementation of TSA influenced prompt payment for expenditure in J.S Tarka University Makurdi and the responses are provided in the table below.

Table 2: The Extent of the Implementation of Treasury Single Account has Influenced Prompt/Timely Payments for Expenditures in J.S Tarka University Makurdi

| Statements | Frequency and Percentage of Respondents | | | | | | | | | |
|---|---|------|----------------|------|-----------|-----|----------|------|-------------------|------|
| | Agree | | Strongly Agree | | Undecided | | Disagree | | Strongly Disagree | |
| | F | % | F | % | F | % | F | % | F | % |
| The implementation of the Treasury Single Account (TSA) at J.S. Tarka University Makurdi has been effective in consolidating all revenue streams. | 66 | 19.4 | 175 | 51.4 | 29 | 8.5 | 30 | 9 | 40 | 11.7 |
| The TSA has improved the efficiency of processing and disbursing funds for university expenditures | 70 | 20.6 | 170 | 50 | 30 | 9 | 35 | 10.2 | 35 | 10.2 |
| The use of the TSA has led to more prompt and timely payments for university expenditures. | 70 | 20.6 | 160 | 47 | 30 | 9 | 40 | 11.7 | 40 | 11.7 |
| The implementation of the TSA has reduced delays in fund releases for operational expenses at J.S. Tarka University Makurdi. | 88 | 25.8 | 180 | 53 | 19 | 5.5 | 30 | 9 | 23 | 6.7 |
| TSA has positively influenced financial management and expenditure execution at J.S. Tarka University Makurdi | 88 | 26 | 163 | 48 | 24 | 7 | 29 | 8.5 | 36 | 10.5 |

Source: Field Survey, 2025

The result in Table 2 showed that majority of the respondent representing 175 (51.4%) strongly agreed that the implementation of the (TSA) at J.S. Tarka University Makurdi has been effective in consolidating all revenue streams. Whereas 66 (19.4 %) agreed, 29 (8.5%) were

undecided, while 30 (9%) disagreed and 40 (11.7%) strongly disagreed. This implies that TSA implementation has been effective in consolidating all revenue streams of the University. On whether TSA has improved the efficiency of processing and disbursing funds for university expenditures majority of the respondents representing 170 (50%) strongly agreed, 79 (20.6%) agreed, 30 (9%) of the respondents were undecided, 35 (10.2%) disagreed and 35 (10.2%) strongly disagreed. The implication of this to the study is that since in TSA implementation resources are in single account thus making it easy for expenditure earn by the university.

As regards whether the use of the TSA has led to more prompt and timely payments for university expenditures a significant number of the respondents representing 160 (47%) strongly agree. Whereas 70 (20.6%) agree, 30 (9%) were undecided, while 40 (11.7%) and 40 (11.7%) strongly disagree and strongly disagree respectively. On whether the implementation of the TSA has reduced delays in fund releases for operational expenses and financial leakages at J.S. Tarka University Makurdi. It was also discovered that majority of the respondents representing 180 (53%) strongly agree, whereas 80 (25.8%) agree, 19 (5.5%) were undecided, 30 (9%) disagree whereas 23 (6.7%) strongly disagree. This shows that with TSA implementation financial leakages are blocked and no delay in payment for work done by the university. Regarding whether TSA has positively influenced financial management and expenditure execution at J.S. Tarka University Makurdi a significant number of respondents representing 163 (48%) strongly agree, 88 (26%) 88 agree while 24 (7%) were undecided, 29 (8.5%) agree while 36 (10.5%) strongly disagree. This clearly shows that TSA has positively influenced financial management and expenditure execution at J.S. Tarka University Makurdi.

The Effect of Treasury Single Account on the financial stability in J.S Tarka University Makurdi

This objective examined the effect of the Treasury Single Account (TSA) on the financial stability of Joseph Sarwuan Tarka University, Makurdi. Specifically, the objective sought to analyse how the implementation of TSA has influenced the university's financial resilience, liquidity management, and overall fiscal health. By evaluating these aspects, the study seeks to determine whether TSA has contributed to greater financial stability within the institution or if it has introduced new challenges that compromise its fiscal sustainability.

Table 3: Effectiveness of Treasury Single Account on the Financial Stability in J.S Tarka University Makurdi

| Statements | Frequency and Percentage of Respondents | | | | | | | | | |
|---|---|------|----------------|------|-----------|-----|----------|------|-------------------|------|
| | Agree | | Strongly Agree | | Undecided | | Disagree | | Strongly Disagree | |
| | F | % | F | % | F | % | F | % | F | % |
| The implementation of the Treasury Single Account has improved the overall financial management and accountability at J.S. Tarka University Makurdi | 77 | 25.6 | 163 | 48 | 25 | 7.3 | 37 | 11 | 48 | 11.1 |
| The TSA has enhanced the efficiency of revenue collection and fund management within J.S. Tarka University Makurdi | 74 | 22 | 162 | 47.6 | 32 | 9.4 | 35 | 10.2 | 37 | 10.8 |
| The use of TSA has contributed to better transparency and reduced corruption in the university's financial transactions. | 70 | 20.5 | 147 | 43.2 | 40 | 12 | 43 | 12.6 | 40 | 11.7 |
| The effectiveness of the TSA has led to improved allocation and utilization of resources at J.S. Tarka University Makurdi. | 78 | 22.9 | 182 | 53.5 | 30 | 9 | 28 | 8.2 | 22 | 6.4 |
| The TSA has positively impacted the performance and financial stability of J.S. Tarka University Makurdi. | 63 | 18.5 | 185 | 54.5 | 40 | 12 | 24 | 7 | 26 | 8 |

Source: Field Survey, 2025

The distribution of the respondent's according to the effectiveness of treasury single account on the performance of J.S Tarka University Makurdi indicates that 163 (48%) strongly agree the implementation of the treasury single account has improved the overall financial management and accountability at J.S. Tarka University Makurdi, whereas 77 (25.6%) agree, 25 (7.3%) were undecided, while 37 (11%) and 48 (11.1%) of the respondents disagree and strongly disagree respectively. This shows that the implementation of the Treasury Single Account has improved the overall financial management and accountability at J.S. Tarka University Makurdi. On whether TSA has enhanced the efficiency of revenue collection and fund management within

J.S. Tarka University Makurdi, available data indicates that 74 (22%) agree, 162 (47.6%) strongly agree 32 (9.4%) were undecided, 35 (10.2%) disagreed, 37 (10.8%) strongly disagreed.

Furthermore, data available concerning effectiveness of the use of TSA has contributed to better transparency and reduced corruption in the university's financial transactions shows that 70 (20.5%) agreed 147 (43.2 %) strongly agreed, 40 (12%) were undecided, 43 (12.6%) disagreed, 40 (11.7%) strongly disagreed. This shows that TSA has promoted transparency and reduced sharp practice within the university financial system.

As regards to whether the effectiveness of the TSA has led to improved allocation and utilization of resources at J.S. Tarka University Makurdi available data shows that 78 (22.9%) agree, 182 (53.5%) strongly agree, 30 (9%) were undecided, 28 (8.2%) disagree, while 22 (6.4%) strongly disagree. It is apparent from the study that the availability and applicability of TSA has improved allocation and utilization of resources in the university. On whether the TSA has positively impacted the performance and financial stability of J.S. Tarka University Makurdi, result from the respondents shows that 63 (18.5%) agree, 185 (54.5%) strongly agree, 40 (12%) were undecided, while 24 (7%) and 26 (8%) disagree as well as strongly disagree respectively. This therefore shows that the implementation of TSA has positively impacted the performance and financial stability of J.S. Tarka University Makurdi.

Discussion of Findings

The findings from Table 2 reveal that the implementation of the Treasury Single Account (TSA) at J.S. Tarka University Makurdi has significantly influenced prompt and timely payments for expenditures. A majority of respondents (51.4%) strongly agreed that TSA effectively consolidated all revenue streams, facilitating easier access and management of funds. This aligns with existing literature, such as Ojo and Akinwale (2019), which emphasizes that TSA's centralization reduces administrative bottlenecks, thereby improving revenue management and operational efficiency in public institutions. Furthermore, about 50% of respondents strongly agreed that TSA improved the efficiency of processing and disbursing funds, which corroborates prior studies indicating that centralized financial systems streamline expenditure processes, reducing delays and administrative overheads (World Bank, 2017). The respondents' consensus that TSA has led to more prompt payments and reduced delays in fund releases echoes similar

findings by Adebayo and Oladipo (2020), who highlighted that TSA enhances liquidity management and operational transparency. Additionally, the majority agreement (53%) that TSA has curtailed financial leakages and delays reinforces the argument that centralized accounts improve fiscal discipline and accountability, as suggested by Federal Ministry of Finance (2018). Overall, the data indicates that TSA has positively impacted the university's financial management practices, aligning with empirical evidence that institutional financial reforms foster operational efficiency and reduce leakages.

Turning to Table 3, the data suggest that TSA has also contributed notably to the financial stability of J.S. Tarka University Makurdi. A significant proportion of respondents (48%) strongly agreed that TSA has improved overall financial management and accountability, supporting the assertion by World Bank (2017) that TSA enhances fiscal discipline through transparent revenue and expenditure tracking. Moreover, about 47.6% strongly agreed that TSA has increased the efficiency of revenue collection and fund management, which is consistent with findings from Ojo and Akinwale (2019), who argue that TSA reduces revenue leakages and improves resource allocation. The respondents' perception that TSA has contributed to transparency and reduced corruption aligns with existing literature emphasizing that centralized financial systems foster greater oversight and accountability (Federal Ministry of Finance, 2018). Notably, 53.5% strongly agreed that TSA has led to better resource allocation and utilization, supporting studies suggesting that improved financial oversight facilitates more strategic resource management (Adebayo & Oladipo, 2020). Lastly, the majority agreement (54.5%) that TSA has positively impacted the university's overall financial performance and stability indicates that the reform has strengthened fiscal resilience, echoing global evidence that centralized banking systems bolster financial sustainability in public sector institutions. Collectively, these findings affirm that TSA implementation at J.S. Tarka University Makurdi has had a beneficial impact on its financial stability, operational efficiency, and transparency, thereby aligning with the broader theoretical and empirical literature on public financial management reforms.

The findings from the study is closely linked to the Theory of Change framework by illustrating how the implementation of the Treasury Single Account (TSA) serves as a key intervention that drives a series of logical outcomes. At the core, the TSA is an input—an

institutional reform aimed at centralizing financial management. The activities involved, such as consolidating revenue streams into a single account, streamlining payment processes, and enhancing oversight mechanisms, are designed to produce immediate outputs. These include improved revenue management, increased efficiency in disbursing funds, and reduction in financial leakages, as evidenced by the high levels of agreement among respondents. These outputs are crucial as they directly impact the operational aspects of the university's financial system, leading to short-term outcomes such as prompt payments, better fiscal discipline, and enhanced transparency.

Building on these immediate results, the theory suggests that such changes foster intermediate outcomes like increased financial stability, improved resource allocation, and heightened accountability. The respondents' perceptions of strengthened financial management and reduced corruption support this progression, indicating that the TSA has contributed to a more transparent and efficient financial environment. These intermediate outcomes are vital because they reinforce the integrity and resilience of the university's financial system, laying a foundation for sustainable financial practices.

Therefore, the implementation of TSA at J.S. Tarka University Makurdi exemplifies a clear pathway within the Theory of Change, where specific reforms and activities lead to immediate outputs, which then generate intermediate benefits and ultimately contribute to the broader goal of sustainable financial management and institutional development.

Conclusion

The empirical evidence from this study indicates that the implementation of the Treasury Single Account (TSA) at J.S. Tarka University Makurdi has markedly improved the institution's financial management systems, operational efficiency, and overall fiscal stability. The centralization of revenue streams has facilitated more prompt and efficient disbursement of funds, decreased delays in fund releases, and effectively curtailed financial leakages, thereby reinforcing fiscal discipline and enhancing accountability. These developments have contributed to the establishment of a more resilient and efficacious financial framework within the university. These findings are consistent with extant scholarly literature, which underscores the

pivotal role of TSA reforms in fostering fiscal discipline, mitigating corruption, and promoting sustainable financial governance in public sector entities.

Recommendations

In the light of the findings and conclusion, the following recommendations are suggested: To fully realize the benefits of the TSA, it is crucial to prioritize ongoing training and capacity building for financial staff and administrators. Regular training sessions will ensure that personnel are knowledgeable about best practices in financial management and oversight, enabling them to utilize the system effectively and efficiently. This continuous skill enhancement is vital for maintaining the system's integrity and optimizing its functionality.

Additionally, establishing robust monitoring and evaluation mechanisms is essential for tracking the effectiveness of TSA implementation. These systems will facilitate regular assessments, allowing for the identification of areas needing improvement and ensuring that transparency and accountability are upheld throughout the process. Such oversight will help sustain public trust and uphold the system's integrity.

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