DETERMINANTS OF EFFECTIVENESS OF INTERGRATED FINANCIAL MANAGEMENT INFORMATION SYSTEM OF SELECTED COUNTY GOVERNMENTS IN MOUNT KENYA REGION

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A RESEARCH PROJECT SUBMITTED TO THE SCHOOL OF BUSINESS AND EDUCATION IN PARTIAL FULFILMENT OF THE REQUIREMENTS FOR THE AWARD OF MASTER OF BUSINESS ADMINISTRATION (FINANCE OPTION) OF KIRINYAGA UNIVERSITY

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DECLARATION

I declare that this research project is my original work and has not been presented to any other university or institution of higher learning for academic purposes.

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DEDICATION

I dedicate this research project to my spouse Madam Penina Nyaga and my parents Mr. and Mrs. Japhet Kinyua for their support during the period of my study. I also dedicate this project to Kirinyaga County executive for their support in undertaking this study.

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ABBREVIATIONS AND ACRONYMS

ANT   Actor Network Theory

GIFMIS   Ghana Integrated Financial Management Information System

ICT   Information Communication Technology

IFMIS   Integrated Financial Management Information System

IS   Information System

IT   Information Technology

KHRC   Kenya Human Rights Commission

PFM   Public Financial Management

TAM   Technology Acceptance Model

ABSTRACT

Integrated Financial Management Information System (IFMIS) is anchored on Chapter 12 of the constitution as well as PFMA (2012). The Kenyan government implemented the Integrated Financial Management Information System (IFMIS) in 2013 as the primary public financial management system. Previously, the Kenyan government was marred by many instances of financial mismanagement, which saw the government losings billions of shillings. This means that service delivery was poor given that money set aside for funding the services ended up in people's bank accounts. The focus of this study is to determine the factors determining the effectiveness of integrated financial management information systems in county governments of Kenya. The study was guided by the following specific objectives: the influence of technical factors on the effectiveness of integrated financial management information systems, the influence of Human resource factors on the effectiveness of integrated financial management information systems, the influence of political factors on the effectiveness of integrated financial management information systems and the influence of top management commitment on the effectiveness of integrated financial management information systems. The researchers' analyses were guided by both the Actor-Network Theory and the Technology Acceptance Model. A descriptive research design was used in the study. Purposive sampling technique was used in selecting participants from 3 selected counties in Mount Kenya region namely; Nyeri, Nyandarua and Kirinyaga. A total population of 60 employees in selected region and a sample size of 36 respondents were used in the study. Primary data was gathered from the respondents in using a questionnaire. Quantitative data was analyzed using SPSS version 22.0 software. Inferential statistics in the form of multiple regression and paired t-tests and descriptive statistics was used to analyze the data. The results were presented in the form of tables, pie charts, and graphs. Findings indicated that human resource skills, technical skills, political factors and management commitment had a significant and positive relationship with the effectiveness of the Integrated Financial Management Information Systems in the county governments in Kenya. The study concluded that human resource skills, technical factors, political factors and management commitment were determinants of the effectiveness of integrated financial management information systems in county governments of Kenya. The study recommended that County governments in Kenya should invest in research and development on the effectiveness of IFMIS so as to deal with challenges and ensure that the presumed benefits of investing in the IFMIS system are realized.

CHAPTER ONE

INTRODUCTION

1.1 Background of the study

Every government must have the ability to raise resources, enabled by tax collection or acquiring debt, to offer its citizens the required services. However, how a government collects and spends money is very important. Public Financial Management (PFM) is the government's process of gathering and spending money to offer services. The purpose of PFM is to ensure a government effectively and efficiently uses public resources. As a result of this, many governments worldwide have tried to implement various information communication technologies such as wide Area Networks, Internet, and Mobile Computing to improve effectiveness, efficiency, service delivery and to promote democracy (Athane, 2011).

Public financial management changes are a critical center for creating efficiency in counties and governments since the 1900s (Athane, 2011). However, the tremendous focus has been seen in developing nations. Developing nations across the world have started embarking on the effectiveness of quality PFM strategies. The primary reason for this has been a call by donor countries and agencies on the need for accountability for any funds provided. In addition, many government activities have been subjected to inefficient financial management practices.

However, the adoption of various ICT applications is high in developing nations. According to Heeks (2012), adopting information financial management systems is vital for supporting responsibility within the utilize of open assets and work creation, positive economic stimulation, and change of the citizens' quality of life. Nonetheless, the

effectiveness of information systems varies in developing and developed nations. Unlike developing countries, developed nations have much more advanced technologies and financial resources to help implement the systems. In addition, most developing nations have a limited number of skilled personnel, inadequate infrastructure, and limited computer application that can help them adopt new information systems (IS).

IFMIS is a system of information, which tracks events of a financial nature and deals with financial information summarization. It leads to reasonable administration detailing, approach choices, guardian obligations and the planning of auditable monetary explanations (Hendricks, 2013). There are however numerous determinants of effectiveness of IFMIS programs not limited to project coordination that's ineffective; planning and design that's loose; technology that's not adequate; commitment that's not high level; resistance to change by the institution; and not enough sufficient capacities for IFMIS amongst the involved staff (Combaz, 2015). This study focused on human capital factors, technical skills, political factors and commitment by top management.

Human capital skills is among the most important aspects of business success and as such, human capital development requires the creation of an enabling environment in which people can learn rapidly and effectively apply new ideas, skills, competencies, attitudes, and behaviors (Kahari, Gathogo & Wanyoike, 2015). IFMIS require considerable staffing and capacities entirely. Capacity building of the staff all over the government is therefore a huge aspect for success in effectiveness of IFMIS, mostly when IT capacities are restricted in the public segment (Combaz, 2015).

Specialized abilities components involve the information of the essential framework usefulness that incorporates both the program and the equipment of the IFMIS. The

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specialized skill of the IT challenges that block the achievement of IFMIS key targets are various and having the skills to solve them is important (Otieno, Migiro & Mutambara, 2017). For the selected technology to be operational, it has to be flexible and robust. Small starting systems that slowly grow have low chances of failure since risks associated to them can be managed better (Combaz, 2015).

According to Chêne (2009), IFMS requires committed leadership across a spectrum of skills, attitudes, and responsibilities. This commitment should manifest itself in a number of different ways. It's possible that the IFMIS framework is complex and risky to execute successfully; thus, it's important to motivate individuals to adjust their behavior in preparation for the transition. The administration's willingness to consider and embrace technological innovation is essential to this end (Otieno, Migiro & Mutambara, 2017). The success of IFMIS depends on a number of factors, one of which is the use of best management practices. Directors often fail to show enough concern for the adequacy of IFMIS programs, and some fail to sufficiently account for the role that political will and human drive play in the equation (Combaz, 2015). Therefore, the creation, operation, and maintenance of the IFMIS necessitates the management of the beat (Njihia & Makori, 2015).

1.1.1 Integrated Financial Management Information System

IFMIS was introduced in 1993 following a survey carried out in various governments by the International Monetary Fund in conjunction with the World Bank (Kioko, 2017). The survey's essential objective was to decide the impacts of computerizing a government's auditing and accounting systems. According to Kinyua (2003), computerizing the auditing and accounting systems would help a government predict its cash flow, manage public

debt, monitor fiscal deficit, and generate credible and reliable financial statements. Before introducing IFMIS, the accounting and financial systems used by various governments worldwide had low accuracy, transparency, and accountability indexes.

The IFMIS is an information system that allows for tracking of financial data and providing output reports that can be used in auditing all financial transactions. However, Rodin-Brown (2008) states that IFMIS refers to the automation of the PFM processes from a government's perspective. IFMIS system ensures that a government has effective financial transactions hence eliminating any misappropriation of funds. The decisions they make are backed by information derived from their public-sector functions. Chene (2009) notes that detecting corruption is one of the significant benefits of the IFMIS systems. Various governments worldwide, both in developed and developing nations lose billions of dollars to corruption. However, with IFMIS, detection of corruption is much easier.

Hoye and Wynne (2010) state that IFMIS supports accountability by ensuring managers can efficiently deploy and use public resources. IFMIS helps in tracking all financial transactions using automated systems. This gives the decision-makers control over expenditure and hence improving accountability and transparency in the entire budget cycle. In addition, Diamond and Khemani (2005) argues that IFMIS is also a tool for change. It supports broader financial reforms in the government as its features help detect theft, fraud, and excessive payments.

1.1.2 Global Perspectives of Financial Management Information Systems

Una and Pimenta (2016) studied the various strategic aspects and challenges of implementing IFMIS in Latin America and noted that all Latin American countries had implemented the IFMIS system which makes the region a leader in the world for

implementing ICT for financial management purposes. Various Latin American countries had upgraded their IFMIS over the years, including Uruguay, Peru, Panama, Nicaragua, Honduras, the Dominican Republic, Chile, Brazil, and Argentina. Nonetheless, in the process, the countries have had to undergo various setbacks.

Nations formulate strategic aspects to overcome IFMIS effectiveness and upgrading process. The researchers found out that the key shared challenges that played a vital role in the effectiveness of the IFMIS were political challenges, economy, project management, and leadership experience and skills, level of integration (budgeting, accounting, and treasury management), prioritization of project development efforts and testing of the system before implementation (Una & Pimenta, 2016). This indicates that Latin American countries could determine various factors that would affect the effectiveness of IFMIS and came up with strategic aspects to overcome them.

Additionally, Rodin-Brown (2008) carried out a survey involving six countries to determine the various approaches each took to implement the IFMIS systems, determine the common problems and features faced and how they can be solved and avoided by other countries seeking to use the IFMIS. In Slovakia, the significant factors supporting the effectiveness of IFMIS was political will. All government institutions led by the Ministry of Finance clearly defined what tools they needed from the IFMIS and what goals were to be achieved. A bid was then put depending on the needs assessment, out of which Hewlett-Packard won and thus installed the systems.

In addition, other factors included training users, implementing change management to avoid resistance, among others. As a result, the Slovakia IFMIS is considered one of the European nations' most effective systems. In Kosovo, the government first carried out a

needs assessment process and identified system requirements and available human resources. Nonetheless, the major challenge that affected the effectiveness of the system was the political climate. In Kazakhstan, the major hurdle that influenced the effectiveness of IFMIS system was the choice of software used, lack of finance to implement various vital modules, and lack of full sustainable support for system expansions (Brown, 2008).

In Vietnam, the lack of consensus between the government leaders marred the effectiveness of IFMIS. The system took more than four years without being installed, as each administrative structure out of the 64 provinces wanted their needs met. In Iraq, the researcher found that destitute arranging and communications to powerless administration and human capital, similar to Uganda's case had affected the IFMIS system's implementation. The survey indicates that various nations successfully implemented the IFMIS while others were marred by many challenges (Rodin-Brown, 2014).

1.1.3 Regional Perspective on Financial Management Information Systems

South Africa is amongst the few countries that rely heavily on transverse information management systems. The transverse system includes all administrative systems needed by the provincial and national departments, including audit systems, supply chain administration, human asset administration money related administration, and the police money related administration framework. However, in 2005, the South African government approved implementing the IFMIS system to replace the old transverse information management system, associated with many problems (Hendricks, 2013). However, South Africa has wasted vast sums of money, over 100 million dollars, to implement the IFMIS system (Hendricks, 2013). The IFMIS systems were to be fully

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implemented by 2011 as reported by South Africa's National Treasury and were to take three phases.

Nonetheless, despite South Africa having introduced IFMIS in almost all its municipalities, its effectiveness and adoption have not been fully supported. Gcora and Chigona (2019) note that various factors have contributed to the low effectiveness and adoption of IFMIS within South Africa's municipalities. Some of the factors include technical factors where most users cite IFMIS system as too technical, which makes them not satisfied with its functionalities. Additionally, Gcora and Chigona (2019) state that there was no end-user involvement during the usage of IFMIS, need of mindfulness, and resistance to alter by clients. It is thus essential that South Africa follows IFMIS best practice guidelines to ensure IFMIS is fully implemented within its municipalities which have been characterized by lack of accountability and transparency and problems with revenue mobilization (Gcora & Chigona, 2019).

Ghana's government has for years been concerned with high rates of poor financial management performance. Despite implementing various public financial management reforms to improve accountability and transparency in their operations, the government has yet to achieve its intended goals. However, in 2012, the government introduced IFMIS system, dubbed a Ghana IFMIS. The system's introduction cost the country $60 million and would take five years to completely be rolled out across the various departments (Yaokumah & Biney, 2020). Nonetheless, despite the benefits linked with GIFMIS, its effectiveness has been marred by challenges more than a decade since its roll-out.

Yaokumah and Biney (2020) note that the significant challenge that has affected the effectiveness of IFMIS in Ghana is lack of top management support and ICT competency.

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Yaokumah and Biney (2020) note that the performance of IFMIS requires significant procedural changes and requires high-level state authorities' participation. However, most high-level statement officials benefit from fraudulent activities, including corruption, and thus resist the implementation of GIFMIS, which has derailed its successful adoption in Ghana (Yaokumah & Biney, 2020).

Moreover, the IFMIS system is very complex, and without educating the users, ICT phobia is bound to make them resistant to the system. In Ghana, the country has heavily relied on foreign experts, demonstrating that the nation does not have the proper individuals to function IFMIS. Therefore, Yaokumah and Biney (2020) note that if Ghana's GIFMIS is to produce tangible results, there is a need for the country to train its users and ensure high-level state officials support the new system.

East African nations have adopted IFMIS to improve accountability and transparency in their financial operations within the various government departments. Combaz (2015) notes Tanzania is one of the most successful Anglophone African Countries to implement IFMIS. IFMIS effectiveness in Tanzania was a success as a result of various factors. The government fully supported the IFMIS effectiveness by crafting legislation, accounting principles, and systems arrangements. There was solid political backing that trickled down from the management to low-level staff. Tanzania's Ministry of Finance spearheaded the capacity-building efforts across all departments.

Additionally, the country selected high-level software supported by a high-quality local consultancy firm, indicating that the users would fully understand its functionalities. However, in Rwanda, its first IFMIS designed in 2003 failed to meet its objectives (Combaz, 2015). The system was not compatible with Rwanda's electronic tools. The

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development of the current IFMIS system started in 2010 (World Bank Group, 2021). The main challenge was the transfer of knowledge from the previous system developer. Rwanda's Ministry of Finance initiated a Smart IFMIS in 2014 that would focus on knowledge transfer (World Bank Group, 2021).

Political will played a significant role during the development, roll out and change management process allowing the system to succeed. However, the new system has cost the country over $21 million over the past ten years based on the audit reports on change management, roll-out, and development (World Bank Group, 2021). According to Chene (2009), in the early 2000s, Uganda faced setbacks in implementing the IFMIS system through World Bank Financing. However, in 2003, Uganda found a contractor who could help it implement the system. During the pilot stage of the system, many functionality and treasury-related challenges affected the system. This led to the need to rebuild the system. However, in 2009, Uganda's IFMIS system was still performing below standard, and its efficiency was significantly reduced.

In a later study on Uganda's IFMIS system by Semakula and Muwanga (2012), they noted that the significant factors that hindered the effectiveness of IFMIS included poor planning, lack of training, poor communication between donors, government, and system implementers, resistance from some government officials, tall staff turnover and repetitive costs counting specialized back, licenses, and upkeep.

1.1.4 Local Perspective on Financial Management Information Systems

Since Kenya attained its independence in 1963, successive governments have grappled and become concerned with the persistent poor public financial management activities. According to a 2018 report by the Kenya Human Rights Commission aimed at exposing

the governance conundrum in Kenya, the country had lost over 475 billion Kenyan shillings between 1991-1997 through wastage, neglect, and corruption. Additionally, the report notes that since 2002, the country has lost over US$1 billion in donor funds to corruption (KHRC, 2018). This indicates that the financial management system in Kenya is very weak, and thus the numerous corruption cases and scandals that have rocked the nation in the past and still in the present. As a result, the review revealed a need to develop a strategic plan that would manage and help improve PFM.

Following the increased concern on a need for better PFM, the government launched IFMIS in 2003, and its implementation began in 2004 across various government departments. However, the IFMIS did not integrate all PFM modules, and in 2011-2013, an IFMIS re-engineering process was started by the Ministry of Finance on February 28, 2011 (Atieno, 2019). However, at the time, the Kenyan constitution had given rise to 47 other smaller governments, in this case, counties. As per the new constitution, the county governments have indicated that they would also implement IFMIS. The central government rolled out the implementation of IFMIS in 2012 within county governments. However, by 2013, the effectiveness was still very slow as only 19 counties had begun using the system (Imbuye, 2013). However, by 2016, most counties had already started using IFMIS in managing their financial activities.

Nonetheless, despite almost all counties having implemented the IFMIS, they still face significant pending bills. This is supported by a report released by the Auditor General of Kenya on the IFMIS effective report, which showed that in 2014, it stood at 22.1% compared to the counties at 6% (Kagali, 2019). This is a clear indication the IFMIS objective is not yet attained within the county governments hence the lack of proper

implementation of PFM. A good example is seen in the case whereby in the financial year 2013/2014, the total pending bills amounted to 62 billion, Nairobi County had the largest pending bills amounting to 58 billion, followed by Nakuru and Machakos at 1.3 billion and 712.9 million, respectively (Kagali, 2019). This indicates that if nothing was done to improve the IFMIS efficiency, the country may not attain its PFM goals soon.

1.1.5 Central Region Counties

Central Kenya region was once referred to as Central province prior to the 2010 Constitutional changes that introduced county governments. The region is now divided into five main counties; Nyandarua, Nyeri, Kirinyaga, Murang'a, and Kiambu According to the 2019 population census, the five counties had a total of 5,482,239 while the average county performance index for the five counties is 46.6 % (Infotrack, 2020). According to the County governments pending bills press report released by the National Treasury for the period 2018/2019, 3 out of the 12 counties with ineligible pending bills were from the Central Region. This represents 60% of the counties from the region.

Following the inception of county governments, the leaders within the counties were required to start building their capacity to offer the respective citizens services as stipulated by the constitution. The national government is the sole provider of funds to the county governments. However, county governments also generate their local revenue. However, to ensure accountability, transparency, efficiency, and fairness in the county government operations, the national government rolled out the IFMIS in 2014 (Mbaka, 2017). In 2019, a devolution conference was held in Kirinyaga County. The Auditor-General made startling admissions on the IFMIS system, which matched the 2016 report on the IFMIS system not being efficient in investigating the use of public funds (Kimanthi, 2019). Dr.

Edward Ouko, the then Auditor General, noted that it is not the counties that should be blamed for the misleading picture of financial systems. Instead, there is a need to check if the IFMIS system can support a two-leveled government (Kimanthi, 2019).

The Auditor General notes that the counties which spent hundreds of millions that were not captured by the IFMIS system in 2017/2018 included Kitui, Kakamega, Kiambu, and Kirinyaga (Kimanthi, 2019). The Auditor-General noted that since 2015, the IFMIs system had been used to carry out major financial fraudulent activities that saw the NYS losing 11 billion Kenyan shillings and the Ministry of Health losing 5 billion Kenyan shillings (Kimanthi, 2019). These fraudulent activities have trickled down to county governments, and they have been lost in the spotlight.

1.2 Statement of the Problem

County governments have grappled with delays in the procurements processes due to IFMIS. Some activities are manually done, leading to duplication of supplier payments, which have led to pending bills (Kagali, 2019). A study by Kagali (2019) found out that in 2014/2015, 40 out of 47 counties reported lagging behind on the implementation of IFMIS. The management of public finance has continued to be dogged with corruption allegation, outright mismanagement, malpractices in the procurement processes, among others (Musee, 2011). This is a clear indication that despite IFMIS being implemented, it has not yet yielded the expected results.

According to the County governments management press report released by the National Treasury for the period 2018/2019, 3 out of the 12 counties with inefficient IFMIS systems were from the Central Region. This represents 60% of the counties from the region. As of 18th December 2019, Kirinyaga County had ineligible pending bills amounting to Kshs.

42,359,883 out of the total reported pending bills of Kshs. 269,605,584 (National Treasury, 2020). Nyeri County also had ineligible pending bills amounting to Kshs. 146,652,290 out of Kshs. 298,846,059 which was the third highest for the given financial year (National Treasury, 2020). Sabotage and employee resistance, lack of top management commitment and lack of capacity and technical knowhow hinders the effective implementation of IFMIS.

A number of studies have been carried on the components influencing the viability of coordinates budgetary administration data frameworks for the most part in creating nations. In their study, Khemani and Diamond (2005) investigated the reason behind the nearly widespread disappointment to execute and support budgetary administration and revealed that key factors were needed to initiate key motivating forces for change. Hendricks (2013) examined the risks and challenges faced in IFMIS effectiveness in South Africa and found that a number of challenges are included within the adequacy of an IFMIS. These studies indicate that effectiveness of IFMS remains a challenge in most developing countries. Despite the many studies conducted in this field the challenges of implementation of IFMIS has remained, this contributes to the study on the determinant of effectiveness of IFMIS on county government in Mount Kenya region.

1.3 Research Objectives

1.3.1 General Objective

The general objective of this study was to determine the effectiveness of integrated financial management information system of selected county governments in Mount Kenya region.

1.3.2 Specific Objectives

The study was guided by the following specific objectives:

1. To examine the influence of technical factors on the effectiveness of integrated financial management information system of selected county governments in Mount Kenya region.

2. To determine the influence of human resource skills on the effectiveness of integrated financial management information system of selected county governments in Mount Kenya region.

3. To assess the influence of political factors on the effectiveness of integrated financial management information system of selected county governments in Mount Kenya region.

4. To examine the influence of top management commitment on the effectiveness of integrated financial management information system of selected county governments in Mount Kenya region.

1.5 Research Questions

The study sought to answer the following questions:

1. How do technical factors determine the effectiveness of integrated financial management information system of selected county governments in Mount Kenya region?

2. How do human resource skills influence the effectiveness of integrated financial management information system of selected county governments in Mount Kenya region?

3. How do political factors determine the effectiveness of integrated financial management information system of selected county governments in Mount Kenya region?

4. How does top management commitment influence the effectiveness of integrated financial management information system of selected county governments in Mount Kenya region?

1.6 Significance of the Study

1.6.1 County Governments

The findings of this study were beneficial to the county governments. Most county governments have not determined why the IFMIS system is not as effective as required, making its success futile. However, with the findings, county governments adopted the various recommendations and use them as guidelines for improvising the IFMIS effectiveness.

1.6.2 National Governments

In addition, the ponder discoveries are basic to the government of Kenya through the Service of Fund, more particularly the National Treasury. The treasury is responsible for distributing funds to the county governments. The success of using IFM*IS* county governments means success for the central government too. In addition, the study's findings were also beneficial to academicians and scholars in the field of IT, procurement, finance, and accounting. They can identify research gaps in the study or carry out studies using one variable to better understand its impacts on IFMIS.

1.7 Limitations of the Study

The following limitations were encountered during the study. First, county government employees initially resisted participating or answering the various questions. However, this limitation was countered by informing the county government employees on the importance of the study and different ethical considerations to be implemented and the various measures to ensure their identities remained anonymous.

Further, the results of the study were limited to the extent to which the respondents were willing to provide accurate, objective and reliable information. The study took more time than the required three months, which led to increased expenses. This was countered by providing more resources to ensure the project was a success

1.8 Delimitation of the Study

The study focused on the effectiveness of IFMIS among county governments in Kenya. In this study, specific focus was given to selected county governments in Mount Kenya region namely: Kirinyaga, Nyeri and Nyandarua thus limiting the study's scope. The counties were selected for the study because according to the County governments IFMIS report released by the National Treasury for the period 2017/2021, 3 out of the 12 counties with ineffective IFMIS were from the Central Region. This represents 60% of the counties from the region. Furthermore, the study focused on five financial years, 2017/2018 to 2020/2021 since they were the most recent audited report.

1.9 Assumptions of the Study

The primary assumption of this study was that the respondents provided genuine and honest answers to the research questions. The study assumed that there were no serious changes in the composition of the target population that affected the effectiveness of the study

sample. This study also assumed that the respondents were objective and cooperative in the response to the research instruments.

1.10 Operational Definition of Terms

Human Resource Skills- Capabilities that help human resource professionals carry out key responsibilities. (Pollyn et al., 2016).

Integrated Financial Management and Information System- A financial information system that tracks and reports financial events. It encourages accurate management reporting, policy decisions, fiduciary obligations, and the production of auditable financial accounts (Diamond & Khemani, 2005).

Management Commitment- This alludes to the coordinate association of the organization's most noteworthy administration level (PourKiani & Tanabandeh, 2016).

Political Factors- This refers to the decisions and laws made by a government and they include areas such as labor laws, tax policy, trade restrictions, political stability, environmental law and tariffs (Kamali Zonouzi et al., 2021).

Technical Factors- Refers to issues that arise during the implementation of an ICT system due to the internal environment or external environment (Ejiaku, 2014).

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

The literature review section highlighted empirical research findings on selected county governments in Mount Kenya region. The literature review section also discussed the theoretical framework, which included various theories used in the study, the conceptual framework highlighting the relationship between the independent and dependent variables, a critique of the literature review that highlights the research gaps identified in the empirical research.

2.2 Theoretical Literature Review

The study was anchored on the following theories.

2.2.1 Actor-Network Theory

The Actor-Network Theory was formulated by Callon (1986), Latour (1987) and Law (1987). The formulating of the theory is linked back to David Bloor, a British sociologist of knowledge. He called for a much more robust programme in studying the relationship between science and sociology and technology (Creswell, Worth & Sheikh, 2010). The main feature of the actor-network theory is that it focuses on the relationship between technology and the social environment. The theory is based on the principle that many other things must also act for an actor to act. Simply put, an action is not the result of a single entity but rather a multitude of elements, whether human or non-human.

The main feature of the actor-network theory is the effect of non-human elements on social processes (Creswell, Worth & Sheikh, 2010). In this case, an actor is defined as an action's source irrespective of its status, human or non-human. However, for the act to act, it must

involve many other actors. Basing on this network, it seems to argue that technology is not an external force that impacts human beings. Instead, it can shape social interactions as it emerges from social interest, whether professional or economic. Given that the world is made up of various networks that can include humans, concepts, and ideas, they are considered actors within the networks. A vital feature of the actor-network theory is tracing the relationships between the actors.

The aim for forming the theory is to try and understand how an addition of some actors into network can make it unstable, what makes actors enroll in any given network, how actors move within a network, and how a using network can form a larger network. The ANT assumes that adding or removing an actor from a given network and the addition of technology into an organization may affect the entire network's function (Doolin & Lowe, 2002).

Since the formulation of the ANT in the 1980s, Law, Callon and Latour have remained the theory's main influential thinkers (Creswell, Worth & Sheikh, 2010). However, the theorists have been criticized majorly because of the radical ontological assumptions related to the ANT. These increased criticism and challenges have given rise to new views on the ANT; however, one feature that has remained consistent is that the world consists of various networks. The various factors within these networks can significantly change the operations.

 The ANT is thus essential in the study when trying to determine the effectiveness of the IFMIS in Kenyan county governments. This theory helped in determining the impacts of various actors on the IFMIS outcomes. According to a study by Doolin & Lowe (2002), the researcher sought to determine the impact of IT applications on the healthcare sector in

New Zealand. In the study, the researcher found out that the healthcare sector is the network that was situated in a much larger network of politics. The governments empowered managers to support IT implementation. In return, the managers had to ensure their employees support the implementation and effectiveness of IT. This shows that various actors and intra-connectedness allowed for a successful IT implementation in New Zealand's healthcare sector.

This theory was relevant in the study as it focused on various actors such as government officials, county government employees, and county government management, among others on the IFMIS. This theory was thus vital in showing the relationships between actors including non-human factors such as technical actors and human factors including political, top management commitment and human resource skills and the IFMIS, which in this case, the network.

2.2.2. Technology Acceptance Model Theory

Fred Davis and Richard Bagozzi formulated TAM theory in 1986. TAM is one of the most prominent theories used in determining the acceptance and use of IS by individual users. According to the TAM theory, computer use is determined by two factors; perceive ease of use and perceived usefulness. The seen ease of utilize is based on the individual's discernment that innovation may not require much exertion and is be simple to utilize. Subsequently, the seen ease of utilize and seen value are basic determinants towards an individual's appropriation of a given innovation (Vankatesh & Davis, 2000).

External factors affect the two factors and are manifested in terms of political, cultural and social factors. Social factors can include skills and language; cultural factors can consist of beliefs, norms and values related to technology, while political factors include political

will, organizational or country political climate. However, many studies have been carried out over the years that have led to a change of the original theory. In 1995, Taylor Todd integrated the TAM with the theory of planned behavior (TAM-TPB). Venkatesh and Davis (2000) introduced a new variable to the original TAM theory and formulated a TAM2 theory. Chau and Hu (2002) added the peer influence variable into the TAM theory.

Overall, researchers across the globe have used the TAM theory in studying the level of acceptance of IS in organizations. From the numerous researches such as those by Chau & Hu (2002) and Vankatesh and Davis (2000), they tested the theory, and the results were reliable. Recent studies by Jian, Cheng and Lai (2017) have tried to determine the theory's authenticity and found out that there is a significantly positive connection between the model and acquisition of technology. In addition, the theories authentic has also been tested with the adoption of recent technological development, including mobile money payment systems and mobile money, and it has anticipated the various conditions towards the use of the technology (Thakur, 2013).

This hypothesis was significant as it was utilized in deciding the behavioral intentions of IFMIS users basing on their attitudes towards using the IS and its effectiveness. Employees might now welcome the new system if they feel it may not improve their performance or render them jobless. Furthermore, political, cultural and social factors can also impact the user's ability to use the IFMIS. This theory helped in determining the relationship between county government employees' attitudes and the effectiveness of the IFMIS by showing the connection between human resources skills, political factors and top management commitment and the effectiveness of IFMIS.

2.3 Conceptual Framework

The conceptual framework outlines the relationship between the dependent and independent variables. The figure below outlines the study's dependent and independent variables relationships;

```
┌─────────────────────────────┐
│ Technical Factors           │
│   • System complexity       │
│   • Power connectivity      │
│   • Internet Connectivity   │
└─────────────────────────────┘

┌─────────────────────────────┐
│ Human Resource Skills       │
│ • Staff skill levels        │
│ • Staff training programs   │        ┌─────────────────────────────┐
│ • Staff attitudes           │        │ IFMIS Effectiveness         │
└─────────────────────────────┘        │   • Accuracy                │
                                        │   • Accountability          │
┌─────────────────────────────┐        │   • Reliability             │
│ Political Factors           │        └─────────────────────────────┘
│ • Political firmness        │
│ • Political commitment      │
│ • Political partisanship    │
└─────────────────────────────┘

┌─────────────────────────────┐
│ Management Commitment       │
│ • Communication             │
│ • IFMIS knowledge level     │
│ • Innovativeness            │
└─────────────────────────────┘
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Independent Variables   **Dependent Variable**

Figure 2.1: Conceptual Framework

2.4 Empirical Literature Review

Empirical literature review deals with original research such as scientific experiments, surveys and research studies. They are researches based on experience and observation, rather than on systematic logic, as outlined below;

2.4.1 Technical Factors and the Effectiveness of Integrated Financial Management Information Systems

According to Joshi and Moore (2010), an IFMIS project manager who wants to be successful in their job absolutely has to include technical change management inside their company. This is a need that must be met. This requirement has to be satisfied in some way. Change management strategies in its many forms need to be used in order for the IFMIS-related projects to get off the ground. It is essential that those members of the government, management, department heads, information technology specialists, and public workers who are held responsible for the maintenance of the new system give some attention to the ramifications of the transition.

According to Kenya's IFMIS Re-Engineering Strategic Plan 2011-2013, the government of the country is working to address the issues with change management and communication that plagued the pilot phase of the adoption of IFMIS and ultimately led to the system's poor performance. These issues plagued the pilot phase of the adoption of IFMIS and ultimately led to the system's poor performance. These issues hampered the IFMIS pilot phase of implementation, which eventually resulted in the system's poor performance. These issues plagued the time when IFMIS was being implemented, and they were problematic for the system as a whole since, in the end, they were a contributing factor in the system's lackluster performance. This stage was marked by these difficulties

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because those difficulties marked it. The strategic plan asks for rigorous interventions to overcome political, administrative, and capacity problems as well as to win over MDA in order to increase IFMIS's efficacy and gain the confidence of its stakeholders. This is necessary in order to acquire the trust of IFMIS's stakeholders. (GOK, 2010).

A number of studies have been carried out on technical factors and effectiveness of IFMIS. Kimwele (2011) carried out a study to determine the various factors that affect the effectiveness of IFMIS in Kenya's government ministries. According to the researcher, the IFMIS implementation and effectiveness of the process has not progressed as expected, and this indicated several issues had to be addressed before the implementation. The study was based on an exploratory research design. The study population comprised 42 government ministries that were implementing the IFMIS system. The researchers found out that 735 of the respondents cited technical factors, and staff resistance as core factors hindering the successful implementation and effectiveness of IFMIS. The study thus conduced that resistance was the major effect of users not adopting IFMIS.

In another study, Macharia (2013) sought to determine the various factors affecting the adoption of information systems in private sectors. The study was carried out in Kiambu County. According to the researcher, Kenya has embarked on Vision 2030 mission to become a technology innovation leader in East Africa and Africa. The researchers found out that 50% of the participants cited technical factors, staff literacy as significant determinants of IS adoption. Additionally, 71% of the participants believed that the information system characteristics play a vital role in IS adoption. In comparison, 64 % stated they did not think external pressure impacted IS adoption while another 52.9%

believed top management traits play a vital role in ISA adoption. From the study, information system characteristics significantly influence IS adoption.

Laizer and Suomi (2016) did a study to assess IFMIS in local Tanzanian authorities. The study conducted a desk review through reviewing documents that related to analysis of processes of business, user acceptance tests, functional requirements, government-vendor contracts, project charter, systems produced reports, and other documents connected to IFMIS. The study furthermore did interviews with users that were not the same to check their involvement and IFMIS use. The study findings were that the main challenges of IFMIS were linked to systems proliferation, interoperability, automated systems in parallel and running manual, lacking of policies of IFMIS, lacking of principles and standards.

Oyinlola, Folajin and Balogun (2017) in his study examined the IFMIS effectiveness on public sector performance in Nigeria. The research employed a descriptive deign and sampled respondents from finance, budgeting, procurement and internal audits departments. The outcome of the study showed existence of an optimistic relation amid IFMIS effectiveness on public financial management and financial reporting, internal controls, projects managements and budgeting. It was established that a relation amidst IFMIS in public finance and financial reporting, internal control, budgeting and government projects existed as the study independent variables accounted for 72.4 percent of the IFMIS effectiveness.

2.4.2 Human Resource Skills and the Effectiveness of Integrated Financial Management Information Systems

The use of technology has now become ubiquitous across the globe. This means organizations are no being forced to adopt new technologies as it continues to become less

optimal. However, one element that has played a considerable role in the slow adoption of technology is human barriers. According to a global study by Agrawal et al. (2020), more than 300 million international employees may be forced to change their occupations in the next decade as most companies continue to implement various technologies. The researchers also found out that 9 out of 10 global executives state that skill gaps are one of the greatest issues they are facing.

Researchers that look at countries with low incomes agree with Diamond and Khemani (2006) that the IFMIS project team needs to be enhanced. In addition to this, it is of the utmost importance to improve the capabilities of the central information technology division to support IFMIS. It is crucial for the success of the project that the key personnel participating in the formulation and implementation of IFMIS maintain a consistent approach. This guarantees that the project is a success. According to Hendrick (2012), the inadequate amount of capability that IFMIS has is one of the most significant issues that it faces.

According to Jucius, human resource management (HRM) is the process through which an organization prepares, organizes, and directs its workforce to meet its goals. This is done in order to maximize the effectiveness of the business. This procedure makes it possible for the company to accomplish its objectives (2011). There is a great deal of consensus on the roles that managers should play. The practice of organizing the many administrative tasks that comprise a company in order to more effectively achieve its goal is referred to as human resource management, which is also abbreviated as HRM. According to Chêne (2009), the growth of a country's capability is a significant component in determining the

level of success that a country has in implementing IFMIS, especially in nations that have low incomes.

The management of projects is only the beginning of what IFMIS is capable of doing; it also has other applications. The process, which consists of a variety of different tactics, entails increasing one's own skills in some way. In the long term, the return on an early investment in a comprehensive training program is highly advantageous to the success of the project. This can be said since such an investment was made early on. Training is the single most critical thing that can be done to ensure the preparedness of consumers as well as the system's continued sustainability over the long term (Vickland & Nieuwenhuijs 2005). To expand one's capacities, it is vital to create an atmosphere that is open to learning from the very beginning of the project and to view the endeavor as a learning and growing opportunity in its whole in order to maximize one's potential for improvement. It is essential for senior management, technical workers, and end users to get training on the new system and how it affects the operations and processes of the company. In addition to this, training should concentrate on how the new system influences the company.

According to Diamond and Khemani (2006), IFMIS training will not only cover operations and functions of IFMIS, but it will also include current legal and regulatory needs, modifications to code and classification, as well as business practices. In other words, IFMIS training covers more than just operations and functions.

Oyinlola, Folajin and Balogun (2017) in his study examined the IFMIS effectiveness on public sector performance in Nigeria. The research employed a descriptive deign and sampled respondents from finance, budgeting, procurement and internal audits departments, with a sample of 53 respondents and a questionnaire as the data collection

instrument. The outcome of the study showed existence of an optimistic relation amid IFMIS effectiveness on public financial management and financial reporting, internal controls, projects managements and budgeting. It was established that a relation amidst IFMIS in public finance and financial reporting, internal control, budgeting and government projects existed as the study independent variables accounted for 72.4 percent of the IFMIS effectiveness.

Barbosa & Faria (2008) carried out a study involving Portuguese firms. The study relied on three data sources, majorly from the manufacturing sector involving a cross-sectional survey on innovation carried out in 1990 by the Portuguese Ministry of Industry. The researchers found out that companies with highly skilled employees have a higher ratio of using advanced technologies than firms with low skilled employees. The researchers conclude that the employees' skills determine an organization's ability to adopt new technologies.

In another study by Dagon, Dagon & Celik (2021), the researchers sought to determine the impacts of technology-related skills, knowledge, and attitudes in adopting new technology amongst pre and in-service teachers. The study was based on the need to have emergency remote teaching due to the covid-19 pandemic, resulting in an online teaching shift. The study concluded that attitudes are thus a predictor for the educators' intent in using technology.

Aminatu (2014) also examined the effect of IFMIS on Ghana's economic development. This focused on impact of IFMIS by making use of both qualitative and quantitative data. The research used the regression model for data analysis. This explored the impact of IFMIS on Ghana's economic development by looking at gross domestic product (GDP),

economic growth, and resource allocation to major sectors of the economy. The study found that some sectors of the economy contribute immensely to GDP growth whereas other sectors have an adverse effect. The analysis showed that integrated financial management system does not have a direct impact on economic growth.

In Kenya, Dimba, Iravo and Kibet (2017) explored the role of IFMIS on performance organizations, in West Pokot a Kenyan County. The study used questionnaires and sampled 70 respondents from different departments of the county. The study established that the IFMIS system helped organizational performance to effectively and efficiently deal with cash management, budgeting, financial reporting contributed and effective procurement. The study concluded that cash management, budgeting, financial reporting contributed and effective procurement had a positive effect on organizational performance.

2.4.3 Political Factors and the Effectiveness of Integrated Financial Management Information Systems

The various projects and programs implemented in the country are based on different government policies. These projects and programs lay a vital foundation for a nation's overall development. A majority of governments in emerging economies are working hard to introduce ICT as part of the overall national development. However, in most developing nations, ICT projects' adoption has been marred by barriers arising from the political officials' will.

In 2015, the Kenyan Treasury issued a statement declaring that the government had taken steps to make IFMIS available to businesses that were working inside the public sector. This declaration was made in light of the fact that the government had taken these steps. There are times when political effort alone is not sufficient to ensure that IFMIS continues

to operate as intended. According to Ouma (2011), one of the contributing factors that contributed to the decreased efficacy of IFMIS was the thorough policy development that takes place in governmental institutions. The vast majority of IFMIS activities in the public sector are not selected willingly but rather are ordered by higher-ups in the organization.

A government agency's internal control procedures provide an assurance that the organization success is guaranteed in attaining its goal and that it continues to function in conformity with the law even after the procedures have been implemented. Policies and procedures include a broad range of business activities, some examples of which are accounting, reporting, performance evaluation, asset management, and purchasing (Simson, 2011). IFMIS offers assistance to management in a variety of areas, including but not limited to the following: determining spending priorities across policies, programs, and projects; allocating resources in a manner that is both fair and transparent; monitoring the budget and the deficit; and monitoring resource use. This is accomplished by using strategies that have previously been created in a more effective manner in order to achieve goals at a lower financial outlay (Hendricks, 2013). IFMIS plans to achieve a variety of goals, some of which include improved governance and administration, the elimination of fraud, more transparency and accountability, and improved scoring. Oz believes that the controllers and treasurers of a company are the ones who are ultimately responsible for the financial operations of the company.

According to Zarruk (2008), if there is a delay in making efforts to give welcome and friendly measures, there is a significant likelihood that IFMIS fails. This risk increases with the length of time that passes. After doing some research, he came to the opinion that local management need to be given a greater amount of responsibility for strategic planning.

Every regulation has to make sense and should help in some way to the accomplishment of the organization's goals that are connected to the Act or the legislation. If nothing is ever done to put the well-laid plans into action, then none of the preparation in the world amounts to anything of substance. It is better to have a strategy that is successful while being of ordinary quality, rather than an exceptional method that fails to provide the desired results. Roughly half of all possible tactics are put into action.

All of the inefficiencies that were discovered may be traced back to the formulation, which was determined to be unsuccessful. When it comes to judging whether or not a plan is effective, one of the most crucial aspects is how well it is executed. The strategy of a corporation is executed to its fullest capacity, which results in the most amount of possible monetary advantage. It all comes down to how well a corporation is able to execute its strategy and accomplish its goals. It is crucial to "convert ideals and ideas into plans, funds, and processes" in order to effectively achieve one's goals, therefore careful planning and execution of one's plans are both necessary steps in this process (Barajas et al., 2007). It is important to either form a brand-new organization or, at the at least, to make adjustments to the one that is already in place. Changes are going to be made to the way in which responsibilities are distributed, the structure of reporting, the criteria for measuring performance, and the channels of communication.

Akwei et al. (2020) carried a study in Ghana and focused on five failed government projects in Ghana; national identification system, Ghana Jubilee projects, community day school building projects. Senior high school education reform and affordable housing projects. Akwei et al. (2020) used an in-depth semi-structured interview as the primary data collection method. The study found out that various political factors such as political

culture, political clientelism and partisanship politics played a huge role in the government projects and programs implementation, effectiveness and abandonment and failure.

Another study by Murunga et al. (2013) sought to determine the relationship between IFMIS implementation and effectiveness in Eastern and Southern and political commitment. The researchers noted that previous researchers had identified political-will as playing a vital role in implementing IFMIS programs across Africa. Murunga et al. (2013) found out that from the five countries, top-level leadership starting from the President played a massive role in IFMIS effectiveness hence improving the manifestation of political-will.

Kasumba (2009) investigated the embrace and enactment of the IFMS in Ugandan local governments. The study used the local government of Kampala in Uganda as a case study. The findings established that IFMS implementation and effectiveness in the area was due to socioeconomic reasons that included: struggles of power; designs of information technologies that were unsustainable and inappropriate; lack of sufficient information technology skills and knowledge; and attitudes of negative users.

Haruna, Adaja and Audu (2015) in Nigeria studied the impacts of ghost workers syndrome and how IPPIS could deal with this public service menace. The investigators used both secondary and primary sources of data. Analysis was done by use of simple percentage, spearman rank order correlation technique, frequency tables and the mean score. It was concluded that the syndrome mostly occurs in the public service hence, suggests that the IPPIS should be used in the public service to guarantee an economy that's virile through productivity that's enhanced.

2.4.4 Top Management Commitment and the Effectiveness of Integrated Financial Management Information Systems

An organization's top management is essential in employee empowerment and improvement of jobs satisfaction through its leadership. However, if the management is not committed to various organizational changes, in can be catastrophic. According to Ncebere (2000), the key factor that contributes to the failure of many organizations is the implementation of an inefficient management approach. The profitability of a company's activities is directly proportional to the efficacy of the management team that oversees those operations. According to Kibera (2008), management is the process of making the best use of the resources that are available in order to fulfill the objectives that have been defined. In other words, management is the process of optimizing resource utilization. There are many different items that might be referred to as "resources," including people, equipment, materials, time, money, and organizational expertise. It is possible for the government to appoint individuals to positions in the public sector, regardless of whether or not such individuals satisfy the requirements.

Sambu (2010) claims that management in the public sector has an obligation to monitor employee relocation, offer guidance, and guide policy. Sambu's argument is based on the fact that management in the private sector does not have this obligation. The Public Service Act appoints a public service chairman as the individual in charge of performing these duties for the government. When it comes to organizations that are listed on public markets, the Chief Executive Officer (CEO) and the rest of the permanent management team are the ones who are accountable for guaranteeing the company's success. It has been discovered

that specific management practices can improve the performance of corporations; a three-dimensional strategy includes things such as exploring new horizons, being selective and driven, spreading wisdom by empowering independence, interacting and communicating among employees, placing an emphasis on team performance as opposed to individual performance, using external processes such as benchmarking and systems for supplier and customer feedback, and continuouslyl

According to Chêne (2009), top management is required to show that they have invested in the several systems, processes, competencies, and commitments that make up the IFMS. Since IFMIS is a risky and intricate system, there needs to be some form of incentive for people to work toward improving it. In order for this to take place, upper-level management and workers need to be ready to accept changes brought about by developments in technology (Otieno, Migiro & Mutambara, 2017). Participation from the highest levels is very necessary in this endeavor. The accomplishments of the IFMIS program are often ignored by managers, and a number of those managers are unable to deal with political will and individual incentives in an acceptable way (Combaz, 2015). Having the support of management and employing qualified staff are both essential components at each and every stage of the design, operation, and maintenance of IFMIS (Njihia & Makori, 2015).

Mwaura is of the opinion that the actions of top management do, in fact, have an impact on the amount of output and the efficiency with which a company operates (2012). He appealed with the assembly to choose honest people to serve as delegates and in other roles of authority. Votes cast by individuals are the single most essential component that determines success and performance. It is possible to reduce the number of disagreements that arise among stakeholders if they are given the opportunity to make decisions. This is

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the objective of effective corporate governance, which tries to manage how diverse stakeholder groups engage with a corporation for the benefit of the business itself. In other words, the goal of good corporate governance is to benefit the firm. Management decides the organization's aims and goals using a method known as "corporate governance," and then puts those goals and objectives into action using the plans that were determined. Because of this, the power that corporations have is really to the benefit of society as a whole.

The management of companies is where the majority of attention paid to issues of corporate governance is concentrated. The process of managing and monitoring corporations while also holding them responsible for their activities is referred to as corporate governance. Strong corporate governance is vital for firms to have in order for them to be successful, and it may even have an influence on the development of the economy on a national scale. Good corporate governance makes it feasible for a company's integrity, reputation, and obligation to be fulfilled toward its stakeholders to be safeguarded. In order for the organization to do this, it must first devise some long-term strategic goals and plans, and then it must make certain that an effective management structure is in place so that those plans can be carried out. The most efficient forms of checks and balances are those that are founded on a system of good company governance or that are based on a system of rewards and punishments (Kroszner, 2005).

According to Ibrahim (2012), one of the features of effective governance is the respect of the protocols that have been set inside an organization. These protocols have been established in order to ensure smooth operations. It is necessary to have a clear separation of duties as well as a well-established system of checks and balances. On the other hand,

efficient governance avoids the concentration of power in a small number of hands by encouraging individuals to recognize the boundaries of their own spheres of authority and to operate within those boundaries. This helps to prevent the abuse of power. When one person is responsible for both the financial management and the administrative administration of a company, that individual is performing two unique responsibilities that need to be carried out by two different persons. These functions ought to be split up between two different people. This is an inefficient use of resources since such tasks should be performed by two distinct persons at all times.

A number of studies done fail to shed enough light on the topic of study. Njihia and Makori (2015) studied the performance determinants of IFMIS in Kenyan public sector using a situation of National treasury. The research adopted descriptive survey and sampled 80 respondents and data collected with the use of questionnaires. The study employed correlation and regression analysis to analyze data. The findings revealed that ICT Infrastructure had the strongest positive influence on Performance of IFMIS while the strategy of implementation, government policy and human resource capacity were correlated to IFMIS Performance in the organization positively.

Kimanzi and Njonde (2014) studied the integrated financial management information system effectiveness on performance of Kenyan public sector. The study used descriptive research, sampled 150 employees from Nairobi County Government and used questionnaires to collect data. The findings established that IFMIS has been efficient in internal controls and budgeting, government projects effectiveness plus financial reporting, though there were problems encountered in internal controls. The research showed existence of an optimistic relation amid IFMIS effectiveness on public financial

management and internal controls, budgeting, effectiveness of projects and financial reporting.

Makhokha, Ujunju and Wepukhulu (2013) examined the impacts of re-engineering business process on execution of Kenyan financial management systems public Universities. This research used a descriptive design of survey and sampled 115 staff drawn from five functional areas at Masinde Muliro University of Science and Technology. Data was collected by Questionnaires and analysis was carried out using descriptive statistics and correlation. The findings revealed 85% of the effectiveness of financial management systems was because of integration of accounts payable, budgetary accounting, general ledger module, payroll systems and accounts receivable.

2.5 Critique of Literature Reviewed and Research Gap

It is indeed true that political factors have an impact on the overall government projects and programs. In the study by Murunga et al. (2013), they focused on the impact of political will and commitment to improving IFMIS programs in countries (Malawi, Rwanda, Kenya, Tanzania and Ethiopia). The researcher identified that, indeed, political will and commitment are vital to the programs' success. However, for the study, its findings were based on governments between 1990-2013. With each successive government, a different political will and climate are created regarding the effectiveness of government programs and projects. Therefore, for the IFMIS program, it is under a different government, and thus they might be other factors affecting effectiveness which this study seeks to find.

Additionally, the study by Akwei et al. (2020) directly linked political factors to the failure of five government projects in Ghana at the start of the research, making it more biased. On the other hand, for the study involving the impact of human resource capabilities,

Barbosa & Faria (2008) study was carried out in a developed economy, which makes its findings not generalizable to developing nations. Other studies that focused on developed countries include Cardoso (2014) and Dogan et al. (2021). On the other hand, Agrawal et al. (2020) focused more on a global perspective, which means not all countries can share their findings. Nonetheless, despite the studies having various limitations, they were still able to show a link between the multiple variables.

According to the above studies, mots have focused on the effect of various factors, including technical human resource capabilities, top management commitment, and political factors adopting technology in organizations and nations. However, most of the studies have not focused on the relationship between the four variables and the effectiveness of the IFMIS system within the county governments.

The county governments are a result of devolution, and thus understanding the various factors is crucial towards eliminating the increased cases of financial misappropriations. This indicates that there is a massive gap in research on whether technical human resource capabilities, top management commitment, and political factors also affect the IFMIS effectiveness within county governments. Therefore, this research aims at determining the relationship between technical human resource capabilities, top management commitment and political factors on the effectiveness of county government within Kenya.

2.6 Summary of the Chapter

This chapter was a review of literature on the determinants of effectiveness of integrated financial management information system of selected county governments in Mount Kenya region and focused on technical factors, human resource factors, political factors, and top management commitment. It also reviewed the theories and the conceptual framework

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explaining the interrelations between the variables, the critique of literature and the research gap. The next chapter is a description of the research methodology that guided this research work.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

The methodology employed during the research was described in detail in this chapter. The procedures and steps used to collect, tabulate, and present data were included in the methodology. The following sections were included in the chapter: research design, target population, sampling methods, instrumentation, data collection instruments, validity and reliability, operational definition of variables, and data collection methods.

3.2 Research Design

A research design is an essential element in the research process as it offers the researchers a roadmap that is used in answering the research questions Kothari (2004). In this study, a descriptive research design was used. A descriptive research design enables a researcher to interpret and describe the participants' attitudes, settings, and conditions (Mertler, 2019).

Additionally, a descriptive research design allowed the researcher to obtain a given population's opinions, characteristics, and actions (Fraenkel, Wallen & Hyun, 2012). This research design was thus suitable for this research as the researcher aims at getting information on various factors affecting the effectiveness of the IFMIS by asking relevant questions related to the given population's attitudes and perceptions. In addition, this research design allowed the researcher to get factual and accurate information as per the questions asked.

3.3 Target Population

A target population comprises a set of subjects, objects, or events that a researcher draws a sample from (Kazerooni, 2001). In this study, the target population were the 60

employees of Kirinyaga, Nyeri and Nyandarua county governments and comprised of finance, procurement, ICT, and audit from Kirinyaga, Nyeri and Nyandarua counties main offices. The choice of the target population was informed by the fact that the officials at the main county government offices are mandated to ensure all pending bills within the county are cleared and financial reporting standards are followed. Additionally, these county governments' employees are the principal users of IFMIS. The target population was therefore drawn from the three main county government offices.

In this study, the departments where the population was drawn comprised of finance, procurement, ICT, and audit from Kirinyaga, Nyeri and Nyandarua counties main offices as presented in table 3.1 below;

Table 3.1:

Target Population

	Kirinyaga (Staff)	Nyeri (staff)	Nyandarua (Staff)	Total
Finance	5	4	4	13
ICT	6	6	5	17
Procurement	7	8	7	22
Internal Auditor	3	2	3	8
Total Respondents	**21**	**20**	**19**	**60**

Source: County Government Records

3.4 Sample and Sampling Methods

Trochim (2006) notes that a sample comprises a set of objects, events, or people drawn from the target population. The sampling for the study was purposive and therefore the

sample of this study was three central Kenya county governments namely Kirinyaga, Nyeri and Nyandarua Counties. The choice of the counties under study were chosen based on county performance rankings by Infotrak (2020), and the County governments effectiveness of IFMIS report released by the National Treasury for the period 2017/2020, 3 out of the 12 counties with ineligible pending bills were from mount Kenya region and were the ones chosen for this study.

From the total population purposive sampling was used to determine the sample used for the study. A sample size of between 30 to 40 percent of the target population's good representation and hence, for analysis, it is adequate (Mugenda & Mugenda, 2013). Table 3.2 below represents the sample size;

Table 3.2:

Sample Population

	Kirinyaga	Sample 0.4	Nyeri	Sample 0.4	Nyandarua	Sample 0.4	Total
Finance	5	3	4	2	4	2	7
ICT	6	4	6	4	5	3	11
Procurement	7	4	8	5	7	4	13
Internal auditor	3	2	2	1	3	2	5
Total		13		12		11	36

The study therefore had a sample size of 36 respondents from the county governments of Kirinyaga, Nyeri and Nyandarua.

3.5 Data Collection Instrument

The study relied on primary data. Primary data is gathered directly from the source by a respondent, while secondary data is gathered from existing sources (Mugenda & Mugenda, 2013). The study relied on primary and secondary data. It is essential to ensure that all secondary data sources are obtained from reliable and credible locations. Primary data was gathered from respondents for the period 2017-2020 from the county governments offices in Kirinyaga, Nyeri and Nyandarua counties.

The reports were used in determining the effectiveness of the IFMIS. In the study, a questionnaire was used in gathering primary data. Beatty et al. (2019) note that questionnaires are the most commonly used data gathering instrument as they allow a researcher to obtain large amounts of data from a given population within the specified time frame. Additionally, administering a questionnaire is simpler and more cost-effective. The study relied on an online questionnaire that was sent to the respondents' email addresses.

Furthermore, close-ended questions were used in the study. A five-point Likert scale of (1 Strongly Agree to 5 Strongly Disagree) was used in the study. Close-ended questions ensured that respondents only provide responses related to the study, thus allowing for much easier data analysis. (Mugenda & Mugenda, 2013). The research objective and questions guided the design of the questionnaire. The questionnaire had two major sections, the introductory, where respondents provided general personal information. The second section contained relevant questions on factors affecting the effectiveness of the IFMIS. The respondents were required to tick against the response they felt suit each question.

3.5.1 Validity of the Questionnaire

According to the definition of the term "validity" provided by Hair and Lukas, this relates to the extent to which a questionnaire offers a precise assessment of the constructs that it purports to be assessing (2014). Content validity is necessary for criterion validity to exist since it indicates an individual's potential to display desirable features, and criterion validity cannot exist without content validity. When components of a test are not directly connected to the fundamental topic that is being examined, there is a possibility that the test may not be administered fairly. There are many different characteristics of content validity that may be utilized to assess whether or not certain features contribute to the success of a research project or test.

Even while both content validity and face validity are given a great deal of weight in the assessment process, they are assessed in quite different ways. When assessing the test's apparent validity, it is required to rely on the viewpoints of third parties, such as by having test takers evaluate the usefulness and quality of building of the examination. One example of this would be having test takers evaluate the test. The process that is used to determine whether or not the material is legitimate is statistically similar (Hair & Lukas, 2014).

According to Trochin (2011), one method for determining whether or not a research study has construct validity is to investigate the extent to which statistical conclusions may be drawn from the theoretical foundation of the investigation. Several terms were taken out of the revised version of the pilot survey because respondents thought them to be difficult to comprehend or because they were unclear. By carrying out these steps, we made certain that the final survey included all of the pertinent questions and generated results that were of use.

3.5.2 Testing for the Reliability of the Questionnaire

The analyst selected a pilot group of around four persons to take part in the investigation so that they could evaluate the reliability of the investigational tools. This pilot think about was carried out for the purpose of identifying and resolving any problems that may have been brought about as a result of the fact that we had developed the investigate rebellious. The early differentiating evidence and modification have resulted in the ponder gear now exactly measuring inside the manner in which they were intended to. The use of Cronbach's alpha, which examines the degree to which the individual components included within an instrument are consistent with one another, was used to the take into account in order to determine the instrument's level of unshakable quality. Because of this, we were in a position to determine the consistent quality of the device with a high degree of accuracy. Coefficients that, when computed, are more than 0.70 indicate that the research apparatus is capable of producing reliable results (Cronbach, 2008).

3.5.3 Pilot Test

Before administering the instruments to the sample representing the target population, a pilot study was conducted to members of staff of Murang'a County Government with the aim of testing the instruments. The pilot test was carried out on 4 respondents who represented 10% of the sample size. Four questionnaires were distributed to the respondents, and the reliability of the four constructs representing the dependent and the independent variables attracted a crobanch alpha statistic of 0.793. A chrobanch alpha of more than 0.7 indicates that the instrument is reliable (Crowther & Lancaster, 2012).

3.5.4 Validity

The validity of the data collection instrument was determined using content validity. Koller et al. (2017) state that content validity refers to "the degree to which elements of an assessment instrument are relevant to a representative of the targeted construct for a particular assessment purpose. Content validity focused on many aspects of a research instrument including the items linguistic aspects, the instructions clarity, the item pool's representativeness, and the response format adequacy.

The higher the content validity, the more accurate the given research instrument will measure its target construct. The questionnaire was given to an expert in financial information management systems. The expert had to read the questions and determine if they are well captured and presented in terms of grammar, chronological arrangement, longevity, and readability. Likewise, the financial information system expert was required to add or delete some of the items from the instrument.

3.5.5 Reliability

 Neuman (2007) states that reliability is used in determining a research instrument's consistency and dependability in measuring the expected variables. The research instrument had close-ended questions that were used in measuring the research variables. To determine the reliability of the instrument, a pilot study was carried out. The reliability of overall scales of the current situation and the desired situation has been checked by Cronbach's alpha, which should be above the appropriate level of 0.70.

3.6 Data Collection Procedures

The questionnaire was the main data gathering instrument in the study and was used to collect primary data. Secondary data was collected using a data collection schedule. The

questionnaire was prepared based on the four independent variables (technical factors, human resource skills, political factors, and top management commitment) and the dependent variable (IFMIS effectiveness). The questionnaire was subjected to validity and reliability tests to ensure it can gather the required data. The study used close-ended questions, which was based on a five-point Likert scale ranging from 1 (Strongly Agree) to 5(Strongly Disagree). The administration of the questionnaire was majorly online.

In addition, each respondent was given a week to respond given the busy nature of the participants and tight work schedule. Preparing the respondents is a means of supporting a higher response rate. The researcher ensured that the purpose of the study was clearly outlined, including how the information was used. In cases of no response from some of the respondents, a follow-up was done. A follow-up showed the respondent that their participation was very important in the study.

3.7 Operational Definition of Variables

Table 3.3:

Operational Definition of Variables

Objective	Variables	Indicator	Measurement Scale	Methods of data Analysis
To examine the influence of technical factors as determinants of effectiveness of integrated financial management information system of	Technical factors (Independent)	System complexity Power connectivity Internet Connectivity	Ordinal	Descriptive

selected county governments in Mount Kenya region.				
To evaluate the influence of human resource skills as determinants of effectiveness of integrated financial management information system of selected county governments in Mount Kenya region.	Human resource capacities (Independent)	Staff skill levels Staff training programs Staff attitudes	Ordinal	Descriptive
To investigate the influence of political factors as determinants of effectiveness of integrated financial management information system of selected county governments in Mount Kenya region.	Political factors (independent)	Political-will Political commitment Political partisanship	Ordinal	Descriptive
To examine the influence of top management commitment as determinants of effectiveness of	Top management commitment (Independent)	Communication IFMIS knowledge level Innovativeness	Ordinal	Descriptive

integrated   financial management information system of selected   county governments in Mount Kenya region.

3.8 Data Analysis Method

The research relied on both qualitative and quantitative data. Quantitative data was gathered through questionnaires. Data collected was coded before it was quantitatively analyzed. The SPPSS version (20.0) was used in analyzing the data. The manipulated data was then presented in the form of means, percentages, and variances per variable. The data results were also presented in the form of pie-charts and tables.

Qualitative data was gathered from the IFMIS reports; content analysis was used to analyze the secondary data sources such as financial reports. TMugenda & Mugenda (2013) note that content analysis allows researchers to analyze and interpret data as it is gathered. However, to show the relationship between the independent and dependent variables, a multilinear regression equation model was used. The multilinear regression equation model used was as shown below:

$$\hat{Y} = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \varepsilon$$

Where:

Y= IFMIS Effectiveness (Measured using IFMIS Effectiveness Index computed from IFMIS Configuration Index and IFMIS Utilization Index)

X_1= Technical factors

X_2=Human resource capacities

X_3=Political factors

X_4=Top management commitment

ε= Error Term

β_1 to β_4 = Regression Coefficient of three Dependent Variables

β_0= The regression constant or intercept

3.9 Ethical Considerations

3.9.1 Informed Consent

This is one of the main ethical issues faced when carrying out research. Informed consent is used to show that a participant voluntarily accepted to become part of a study. Additionally, informed consent is used to show the participants the benefits and possible risks associated with research. In this study, IFMIS is a highly sensitive subject, and thus participants would like to know what the information was used for and what benefits they might get. The participants were required to sign an informed consent form which outlined any privacy invasion clauses, any form of physical harm or discomfort, and the compensation from taking part in the study. The participants were each given a participation certificate as outlined by the informed consent form.

3.9.2 Privacy and Confidentiality

This revolves around the process of protecting the participants' identities. Privacy and confidentiality ensure that any personal identifiable information such as names, phone numbers, email addresses, ID numbers, pictures, and others is not published in the final report. The study ensured that the questionnaires, once filled online, were not printed in softcopies. Additionally, they were stored in Google Cloud Storage for the softcopy

questionnaires and a two-factor authentication password protection used for the respective

storage account.

CHAPTER FOUR

RESEARCH FINDINGS AND DISCUSSION

4.1 Introduction

This chapter presents the findings for each objective. The study set out to determine the effectiveness of integrated financial management information system of selected county governments in Mount Kenya region. The study presents descriptive statistics in form of frequency tables, pie charts and bar charts. Using multiple linear regression, the influence of the independent variables on the dependent variable was determined. As part of the report's explanation of its findings, inferential insights were given alongside charts and numbers.

4.2 Response Rate

The research endeavor used a test population that consisted of 36 respondents, and 32 of those respondents filled out and returned the questionnaires. This resulted in an overall response rate of 88.8%, as can be seen in the frequency distribution table 4.1 that is shown further down in this section. Because they were afraid of being harassed or taken advantage of in any way, a few of the county organization's employees declined to participate in the mandatory workout. In order to demonstrate contempt for this, a high response rate was achieved for the purpose of deriving results from the investigation. According to Mugenda and Mugenda (2013), an appropriate response rate for research is one that is more than or equal to fifty percent. This response was deemed sufficient to offer sufficient data for study, and as a consequence, it made it possible to determine the findings.

Table 4.1

Response Rate

Responses	Frequency	Percentage
Successful	32	88.8%
Unsuccessful	4	11.2%
Total	36	100

4.3 Demographic Data

In order to acquire information on the respondents' demographic features, we asked them their ages, as well as their genders, educational levels, and occupations. It was essential to have demographic information in order to guarantee a balanced distribution of respondents and to make it possible for each respondent's opinion to be represented fairly.

4.3.1 Age Distribution

The analyst looked for to decide the age conveyance of respondents. Discoveries are displayed in figure underneath;
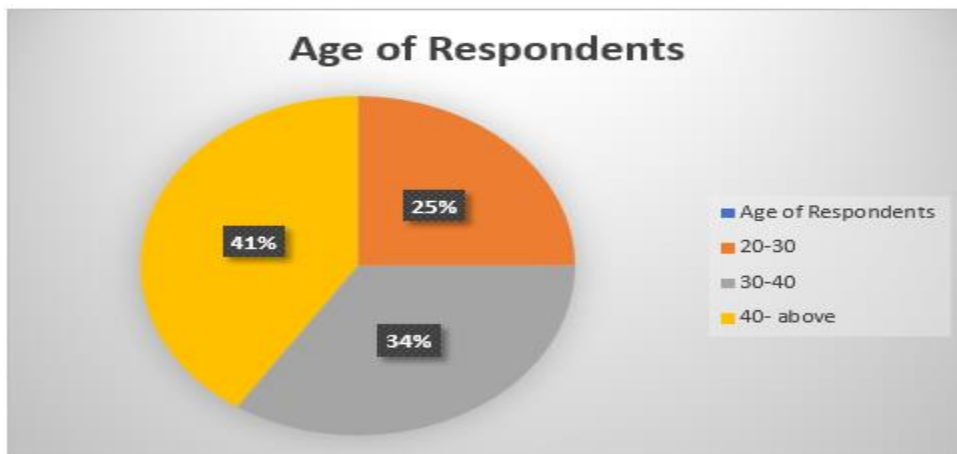
Figure 4.1 Age of Respondents

Nearly half of the respondents (41%) were found to be above the age of 40, with a further 34% falling in the 30–40 year old range, and a further 25% falling in the 20–30 year old bracket. In addition, there were another 25% of responders who were in their twenties. This finding revealed that the people responsible for administering IFMIS have the necessary level of maturity and expertise to provide more insightful opinions. The participants' ages were also considered while determining whether or not they were a good fit for the study.

4.3.2 Distribution of Respondents by Gender

The analyst looked for to decide the sex dissemination of respondents. The discoveries were displayed in figure 4.2 below;
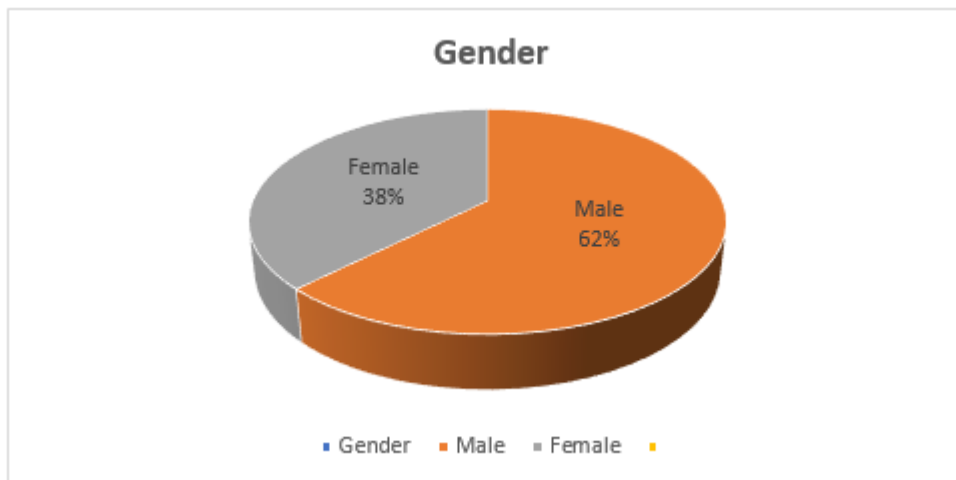
Figure 4.2: Gender Distribution

According to the survey's findings, men made up the vast majority of respondents (62%), while women made up just 38%. This offered solid proof that the sample was representative of the population, and that the research was not tainted by discrimination based on participants' gender. It's possible that a more masculine or feminine organizational climate

might develop as a result of gender disparities inside a company, with negative consequences for the opposite gender (Miller, 2015).

4.3.3 Distribution of Respondents by Level of Education

The study looked for to examine the instruction level of the respondents, and discoveries displayed in figure 4.3 below.
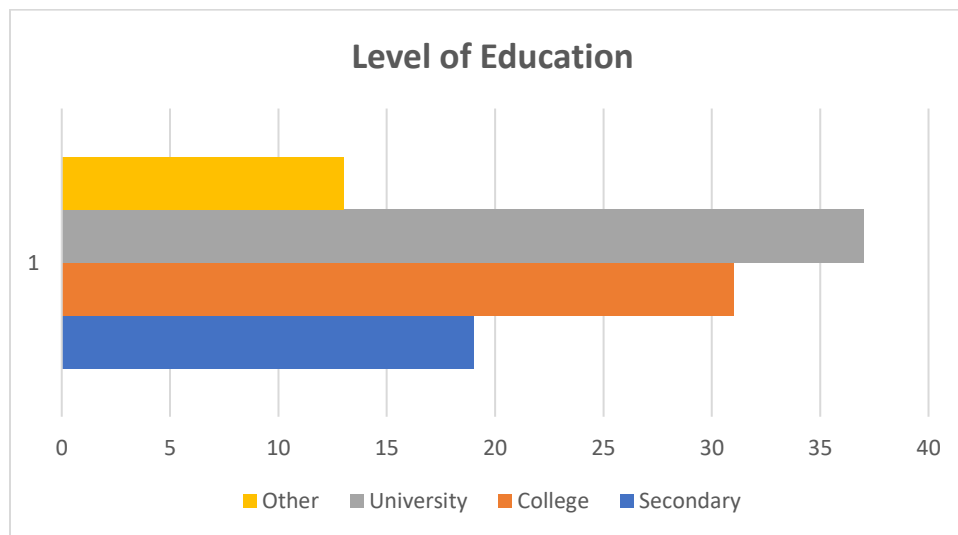
Figure 4.3: Respondents Education Level

A total of 19% of respondents were of secondary school-equivalent education level, 31% had college degrees or certificates, 37% were college grads, and 13% held other qualifications. The great majority of responders had completed some college, so it's clear they were able to understand the questions and provide appropriate responses. Because of this, it was determined that the participants had a high degree of knowledge and awareness, and as a result, they provided a higher quality of information, which reflected well on the study's ability to accomplish its goals. The respondents' degree of education is a crucial demographic component to consider since there are typically large differences in viewpoint between respondents of different levels of education.

4.3.4 Distribution of Respondents by Years of Experience

The study looked for to examine a long time of involvement of respondents and discoveries displayed in figure 4.4 below;
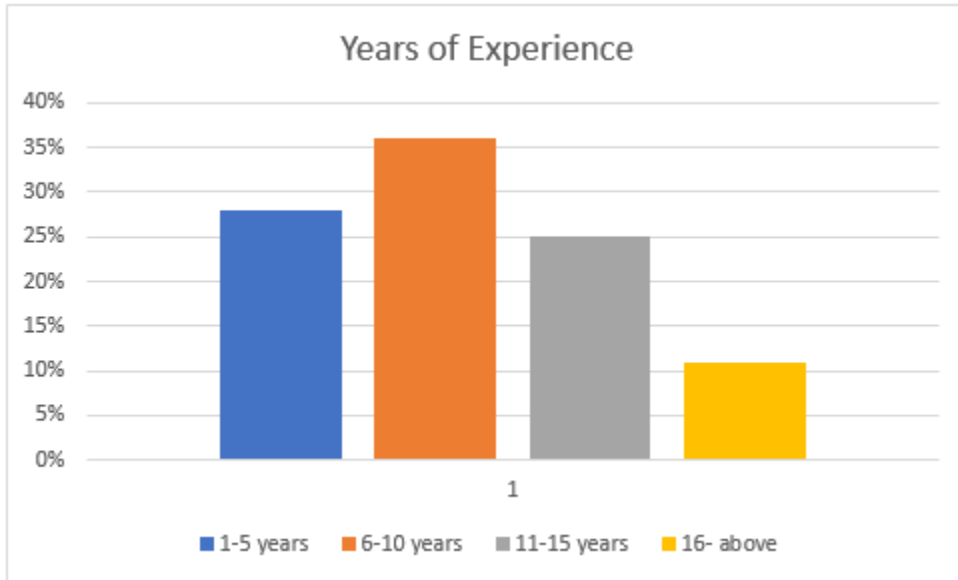
Figure 4. 4: Years of Experience

The statistics showed that 36% of all respondents had worked at their respective companies for at least six years. The proportion of respondents with one to five years of experience in their current positions is 28 percent. There is a lack of citations for this section. Twenty-five percent of those who answered the survey had been in their current profession for 11-15 years. Only 11% of those surveyed had worked for their companies for 16 years or more at the time of the research. According to the findings, the respondents had all spent a considerable period of time employed with the company in issue. They were in a great position to provide insight that may be considered reliable in light of the latest research.

4.4 Statistical Analysis

This section provides the summary measures suitable for describing the study variables, as well as descriptive statistics on the research variables used in their construction. Using these numbers, we created the summary metrics utilized in this study.

4.4.1 Descriptive Statistics for Technical Factors

The study sought to evaluate the impact of technical skills on the effectiveness of integrated financial management information system, and findings presented in table 4.2 below;

Table 4.2:
Technical Factors

Statement	SA	A	N	D	SD	Mean	Std. Dev
The IFMIS system is user friendly	32.5	49.2	5.9	7.6	4.8	2.10	0.927
The IFMIS system is too complex to use	36.2	37.5	12.6	11.2	2.5	1.89	1.141
The IFMIS system is compatible with office software	38.2	39.8	6.4	8.4	7.2	2.12	1.049
Employment of staff with the right skills and technical knowhow is essential towards the effectiveness of IFMIS	34.6	40.1	8.3	12.1	4.9	2.48	1.212
The IFMIS system can detect and identify undesirable occurrences	28.4	53.7	3.8	9.4	4.7	2.25	1.029
There is reliable internet connectivity in the offices, which supports IFMIS use	30.6	56.7	2.6	7.5	2.6	2.64	1.116

Source: Researcher, 2022

The findings on table 4.2 indicates that majority of the respondents with 81.7% (mean=2.10, SD= 0.927) agreed that IFMIS system was user friendly, 5.9% of the

respondents were neutral to the statement, whereas 12.4% of the respondents were not in agreement with the statement that IFMIS system was user friendly.

The study sought to investigate whether the IFMIS system was too complex to use. Findings revealed that majority of the respondents with 73.7% (mean=1.89, SD=1.141) agreed with the statement, 12.6% of the respondents were neutral to the statement, and 13.7% of the respondents were not in agreement with the statement

Respondents were also in agreement that the IFMIS system was compatible with office software with 78.0% (mean=2.12, SD=1.049) agreeing with the statement, 6.4% being neutral to the statement, and a further 15.6% not in agreement with the statement.

As to whether employment of staff with the right skills and technical knowhow was essential for effective IFMIS implementation, respondents with 74.7% (mean2.48, SD=1.212) agreed with the statement, 8.3% of the respondents were neutral to the statement, whereas 17.0% of the respondents were not in agreement with the statement.

Respondents were also in agreement with 82.1% (mean=2.25, SD=1.029) that the IFMIS system can detect and identify undesirable consequences, and that there was reliable internet connection in the offices which supported IFMIS use with 87.3% (mean=2.64, SD=1.116). These findings revealed that there was a significant and positive relationship between technical factors and IFMIS effectiveness among county governments in Kenya.

These findings imply that county governments have done a lot in terms of ensuring that the IFMIS system is user friendly and compatible with office software. They have also ensured that there is reliable internet in offices to support the use and effectiveness of IFMIS. This

in essence means that technical factors affect the effectiveness of IFMIS in the county governments.

These findings agreed with those of Otieno, Migiro and Mutambara (2017) who opined that technical factors support the effectiveness of IFMIS in the County Governments. These findings were also in agreement with those of Oyinlola, Folajin and Balogun (2017) who examined the IFMIS effectiveness on public sector performance in Nigeria, and whose outcome of the study showed existence of an optimistic relation between IFMIS effectiveness and financial reporting, internal controls, and other technical factors. It was established that a relation existed between IFMIS in public sector, internal control, and technical factors which affected 72.4 percent of the IFMIS effectiveness.

4.4.2 Descriptive Statistics for Human Resource Skills

In efforts to gather information on the impact of human resource skills on the effectiveness of integrated financial management information systems, data was gathered from respondents and presented table 4.3 below;

Table 4.3:

Human Resource Skills

	SA	A	N	D	SD	Mean	Std. Dev
The staff have undertaken computer training certification	39.6	42.1	6.2	10.5	1.6	2.45	1.269
The employee has continuous training on IFMIS use	32.5	36.0	9.8	17.2	4.5	2.63	1.109
The users' knowledge of IFMIS influences IFMIS adoption	28.4	43.5	12.7	11.8	3.6	2.56	1.191

Employment of staff with the right skills and technical knowhow is essential towards the effectiveness of IFMIS	37.6	39.2	9.3	11.4	2.5	2.75	1.262
The IFMIS does require one to have human resource skills	41.7	42.5	3.2	6.5	6.1	2.70	0.989

Source: Researcher, 2022

The descriptive results on human resource skills indicated that the mean value of whether the staff have undertaken computer training certification was 2.45 and a std. dev of 1.269 which corresponds to the scale value of 2 on the Likert scale of 2 which means agree. Thus, the respondents agreed with 81.7% (mean=2.45, SD=1.269) that county government staff have undertaken computer training certification.

The study sought to investigate whether employee had continuous training on IFMIS use. Findings revealed that majority of the respondents with 68.5% (mean=2.63, SD=1.109) agreed with the statement, 9.8% were neutral to the statement and 21.7% of the respondents were not in agreement with the statement.

The respondents also agreed with 71.9% (mean=2.56, SD=1.191) that users' knowledge of IFMIS influences IFMIS adoption, and that employment of staff with the right skills and technical knowhow was essential towards the effectiveness of IFMIS with 76.8% (mean=2.75, SD=1.262). Finally, the respondents agreed with 84.2% (mean=2.70, SD=0.989) that IFMIS does require one to have human resource skills.

From the above analysis, it is evident that human resource skills are essential for the effectiveness of IFMIS. Computer training certification, continuous training on IFMIS use, and employment of staff with the right skills and technical knowhow were all found to have

positive impacts and were essential towards the effectiveness of IFMIS. It also came out clear that IFMIS does require one to have human resource skills.

These findings indicate that the respondents agreed that human resource skills impacted the use and effectiveness of IFMS by county governments. These findings agreed with those of Combaz (2015) who supports that IFMIS require considerable staffing and capacities entirely to function effectively, and hence capacity building of the staff all over the county government is therefore a huge aspect for the effectiveness of IFMIS.

In addition, their results coincided with Jucius's, which indicates that they are accurate (2011). According to his understanding, human resource management is a subfield of management that is responsible for monitoring the planning, coordination, and administration of a broad variety of corporate procedures. To meet the goals that have been established, these tasks include putting together, outfitting, supervising, and employing a workforce. As a result, the management of the firm requires experience in human resource management in order to accomplish the vision and objectives of the organization. The process of capacity development is particularly important for developing nations, and its importance is directly proportional to the degree to which the IFMIS implementation is successful. (Chêne, 2009).

4.4.3 Descriptive Statistics for Political Factors

The results were collated and presented in the table 4.4 that can be seen below. This was done in an attempt to collect information on the influence of political considerations on the adequacy of coordinates financial administration data frameworks.;

Table 4.4

Political Factors

	SA	A	N	D	SD	Mean	Std. Dev
The county leadership supports the use of IFMIS	37.8	40.6	8.6	10.3	2.7	2.94	1.126
The President has shown support for IFMIS system used in the National and County governments	47.2	38.6	3.1	5.7	5.4	2.72	1.358
The government provides financial resources for the effectiveness of IFMIS	33.4	37.9	5.2	15.7	7.8	3.12	1.321
The government has supported the effectiveness of rules and regulations that support IFMIS use	36.4	41.3	7.5	10.9	3.9	2.91	1.312
There are strict rules and regulations set by the parliament to charge those involved in IFMIS rule violations	35.9	38.7	11.6	12.8	1.0	3.16	1.409
Political clientelism and partisanship affects IFMIS use	31.5	37.7	8.6	15.9	6.3	2.51	1.245

Source: Researcher, 2022

Descriptive results on political factors indicated that the respondents agreed that the county leadership supported the use of IFMIS, with 78.4% (mean=2.94, SD=1.126). Findings also revealed that majority of the respondents agreed with 85.8% (mean=2.72, SD=1.358) that the President had shown support for IFMIS system used in the National and County governments. Respondents were also in agreement that the government provided financial resources for the effectiveness of IFMIS with 71.3% (mean=3.12, SD=1.321). It was also clear that majority of the respondents with 77.7% (mean=2.91, SD=1.312) agreed that the

government had supported the effectiveness of IFMIS rules and regulations that supported IFMIS use.

Finally, the respondents with 74.6% (mean=3.16, SD=1.409) agreed with the statement that there were strict rules and regulations set by parliament to charge those involved in IFMIS rule violations, and that they agreed with 69.2% (mean=2.51, SD=1.245) that political clientelism and partisanship affected IFMIS use. The above analysis indicated that political factors affected the effectiveness of IFMIS.

Respondents indicated that the success of the IFMIS system was attributed to the fact that the county and the national leadership had shown the support for the implementation of IFMIS and this had a major impact on its effectiveness. The development of strict rules and regulations set by the parliament to charge those involved in IFMIS rule violations shows support by parliament for the adoption and protection of IFMIS for it to be effective. These findings indicated that the respondents agreed that political factors impacted the use and effectiveness of IFMS by county governments.

These findings agreed with those of Kasumba (2009) who opined that political factors are among the central factors that determine the success of the IFMIS effectiveness in the county governments in Kenya. These findings also agreed with those of Murunga et al. (2013) who sought to determine the relationship between IFMIS effectiveness in Eastern and Southern Africa and political commitment. The researchers noted that previous researchers had identified political-will as playing a vital role in implementing IFMIS programs across Africa. Murunga et al. (2013) found out that from five countries that the top-level leadership starting from the President played a massive role in IFMIS effectiveness hence improving the manifestation of political-will.

4.4.4 Descriptive Statistics for Management Commitment

Respondents were requested to indicate their views on how management commitment affects the effectiveness of IFMIS in the County Governments in Kenya. Findings were presented in table 4.5 below;

Table 4.5

Management Commitment

	SA	A	N	D	SD	Mean	Std. Dev
The tendency of top management's ability to have original ideas influences the adoption of IFMIS	32.3	41.6	12.0	11.3	2.8	2.29	1.065
The top management knowledge on IFMIS influences the adoption of the technology by users	36.4	42.8	7.7	10.6	2.5	2.59	1.266
The top management's understanding of IFMIS benefits influences its adoption by users	39.9	41.5	5.2	9.1	4.3	2.91	1.232
The top management organizes workshops and seminars on how to educate staff on IFMIS	29.6	38.7	7.8	13.1	10.8	2.85	1.135
The top management has a positive attitude towards IFMIS use	34.8	40.8	10.6	8.9	4.9	2.90	1.240
The top management does support the use of IFMIS	40.5	32.1	11.2	10.3	5.9	2.45	1.062

Source: Researcher, 2022

Findings in table 4.5 above revealed that majority of the respondents with 73.9% (mean=2.29, SD=1.065) agreed with the statement that the tendency of top management's ability to have original ideas influences the adoption of IFMIS. Findings also revealed that

the respondents agreed with 79.2% (mean=2.59, SD=1.266) that the top management knowledge on IFMIS influences the adoption of the technology by users. Respondents also agreed with 81.4% (mean=2.91, SD=1.232) that the top management's understanding of IFMIS benefits influences its adoption by users.

Respondents also agreed with 68.3% (mean=2.85, SD=1.135) that top management organizes workshops and seminars on how to educate staff on IFMIS. Finally, it was also revealed that majority of the respondents with 75.6% (mean=2.90, SD=1.240) that the top management has a positive attitude towards IFMIS use, and that the respondents with 72.6% (mean=2.45, SD=1.062) agreed that top management does support the use of IFMIS. These findings indicate that the respondents agreed that commitment by top management impacted the effectiveness of IFMS by County Governments in Kenya.

From the analysis above, aspects of management commitment such as the tendency of top management's ability to have original ideas, their knowledge and understanding of IFMIS all influences the effectiveness of IFMIS. Also having a positive attitude towards IFMIS, organizing workshops and seminars to educate staff on IFMIS and showing their support directly on implementation of IFMIS affects its effectiveness.

The results of Njihia and Makori were validated by these findings, hence their work should be credited (2015). They emphasized once again the need of upper-level management's support for the deployment, operation, and ongoing maintenance of the IFMIS system. In addition, the team must possess the appropriate levels of knowledge and expertise. This group, as well as Otieno, Migiro, and Mutambara, all produced results that were consistent with one another (2017). Their research led them to conclude that the IFMIS is a complex and risky mechanism according to the findings of their investigation. In order for the

transformation to be carried out properly, it is necessary that senior management be dedicated to the process. For the IFMIS to be successfully implemented, there must be buy-in from senior management as well as collaboration from staff members. The support of senior leadership is very necessary.

4.4.5 Effectiveness of IFMIS

Secondary data collected from various sources such as government documents, academic publications as well as past research was analyzed to determine the effectiveness of IFMIS implementation in various government entities including County governments. These were based on the following areas: Accuracy Accountability, Reliability and resource allocation and the results were indicated in Table 4.6 below.

Table 4.6:

Factors influencing the effectiveness of IFMIS by the Kenyan National Treasury

Factors	Mean	Std. Dev	Coefficient of variance
Accuracy	3.73	0.910	0.2440
Accountability	3.50	0.740	0.2114
Reliability	3.31	1.030	0.3112
Resource Allocation	2.61	0.748	0.2866

(Source: Kiilu, 2018)

From the above, weighted disclosure index was computed on the coefficient of variation

4.5 Correlation Analysis

Correlation analysis is the statistical tool used to determine the level of association between two variables (Cooper & Schindler, 2012). Prior to carrying out multiple regression analysis, a correlation matrix was developed to analyze the relationships between the

independent variables to assist in developing a prediction multiple model, which revealed

no relationship.

Table 4.7: Correlation Matrix

		Effectiveness of IFMIS	Technical Factors	Human Resource Skills	Political Factors	Management Commitment
Effectiveness of IFMIS	Pearson Correlation	1				
	Sig. (2-tailed)					
Technical Factors	Pearson Correlation	0.436*	1			
	Sig. (2-tailed)	0.031				
Human Resource Skills	Pearson Correlation	0.315**	0.017	1		
	Sig. (2-tailed)	0.005	0.358			
Political Factors	Pearson Correlation	0.395**	0.252	-0.141	1	
	Sig. (2-tailed)	0.002	0.215	0.229		
Management Commitment	Pearson Correlation	0.143*	-0.023	0.076	0.235	1
	Sig. (2-tailed)	0.017	0.552	0.486	0.314	

* Correlation is significant at the 0.05 level (2-tailed).

** Correlation is significant at the 0.01 level (2-tailed).

The results above indicated that there was a positive and a significant association between

technical factors and effectiveness of IFMIS (r=0.436, p=0.031). Results further revealed

that there was a positive and a significant association between human resource skills and

effectiveness of IFMIS (r=0.315, p=0.005), a positive and a significant association between

political factors and effectiveness of IFMIS (r=0.395, p=0.002), and finally a positive and

a significant relationship between management commitment and effectiveness of IFMIS (r=0.143, p=0.017).

4.6 Regression Analysis

The regression examination involves the show rundown, the examination of change (ANOVA) and the regression coefficients.

4.6.1 Model Summary

Regression analysis was conducted to empirically determine the linear relationship between the independent variables and the dependent variable. Results for the regression are shown in table 4.6 below.

Table 4.6:

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.512[a]	.569	.182	.39268

a. Predictors: (Constant), Management Commitment, Technical Factors, Political
   Factors, Human Resource Skills

b. Dependent Variable: Effectiveness of IFMIS

Source: Researcher, 2022

The results of the testing of the regression model to identify the relationship between the independent variables and the dependent variables produced findings that were satisfactory in terms of the goodness of fit. The results of the summary of the model indicate that the independent variables are responsible for explaining 56.9% of the variation in the variable that is being studied (the dependent variable). The fact that this is the case may be deduced from the value of the coefficient of determination, which was determined to be 0.569.

4.6.2 Analysis of Variance (ANOVA)

Table 4.7
ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
	Regression	2.302	4	.575	2.949	0.034[b]
1	Residual	6.633	28	.195		
	Total	8.934	32			

a. Dependent Variable: Effectiveness of IFMIS

b. Predictors: (Constant), Management Commitment, Technical Factors, Political Factors, Human Resource Skills

Source: Researcher, 2022

The findings of the analysis of variance, which are shown in table 4.7, provide credence to the importance of the regression model as well as its ability to accurately forecast the observed connection between the independent variable and the dependent variable. This is shown by the fact that the significance threshold of 0.05 is significantly significant by the P-value of 0.034. The F-value is used to determine whether or not all of the independent variables explain any of the variation that is seen in the dependent variable (the dependent variable). A value of 2.949 was discovered to be associated with the F statistic. It would seem from this that the independent factors had a considerable impact on the ability to forecast the effectiveness of IFMIS in the county administrations of Kenya.

Table 4.8

Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
	(Constant)	1.547	0.651		2.376	0.006
	Human Resource Skills	0.052	0.133	0.049	0.391	0.035
1	Technical Factors	0.041	0.226	0.028	0.181	0.047
	Political Factors	0.139	0.112	0.243	1.241	0.042
	Management Commitment	0.306	0.139	0.532	2.201	0.002

a. Dependent Variable: Effectiveness of IFMIS
Source: Researcher, 2022

As shown by the model coefficients (Coeff/beta = 0.052, P-value = 0.035), there was discovered to be a beneficial and statistically significant association between human resource skills and integrated financial management information systems. This was evidenced by the fact that the correlation was positive. This variable has a p-value (sig) of 0.035, which was lower than the critical threshold of 0.05 and hence statistically significant. The critical threshold was set at 0.05. An increase in the efficacy of human resources by one unit is comparable to an increase in the efficiency of information and financial management systems by 0.052 units.

It has been shown that there is a positive connection between the efficacy of IFMIS and the technical components (Coeff/beta = 0.041, P-value = 0.047). This variable was determined to have a statistically significant influence on the data, as shown by its p-value (sig) of 0.047, which was lower than the significance threshold of 0.05. According to these calculations,

an improvement in the efficacy of IFMIS of 0.041 units is feasible for each unit increase in the system's technical components.

Integrated Financial Management Information Systems performed better when political problems were included and when there was a high degree of management commitment (Coeff/beta =0.139, P-value = 0.042; and Coeff/beta =0.306, P-value = 0.002, respectively). Because of these many aspects, the performance of the IFMIS was able to be elevated. Both of the P-values for the trials, 0.042 and 0.002, were lower than the threshold of statistical significance of 0.05, which indicates that the experiments were statistically significant. The P-values for the trials were as follows: To put it another way, there is a correlation between an increase of one unit in the political variables and an increase of 0.139 units in the IFMIS efficiency. Every additional unit of managerial commitment that is applied results in a 0.306-unit improvement in IFMIS performance.

After taking into account every variable that was involved in the research, the following is the conclusion that was reached by using the regression model;

$$Y = 1.547 + 0.052X_1 + 0.041X_2 + 0.139X_3 + 0.306X_4$$

If every factor that contributes to IFMIS's success is maintained constant at 0, the calculated success rate is 1.547. According to the data, IFMIS efficiency would rise by 0.052 percentage points, 0.041 percentage points, 0.139 percentage points, and 0.306 percentage points if human resource skills, technical factors, political factors, and management commitment each increased by one unit from their values. A solution was found by considering all of the factors concurrently.

4.8 Discussion of Findings

Findings indicated that human resource skills had a significant and positive relationship with the effectiveness of the Integrated Financial Management Information Systems. Aspects of human resource skills such as computer training certification, continuous training on IFMIS use, and employment of staff with the right skills and technical knowhow were all found to have positive impacts and were essential towards the effectiveness of IFMIS. It also came out clear that IFMIS does require one to have human resource skills.

These findings were consistent with those of Combaz (2015) whose findings support that IFMIS require considerable staffing and capacities, and hence capacity building of the staff in county and government institutions is therefore a huge aspect for success in the effectiveness of IFMIS. Murphy (2014) suggests that the failure of IFMIS in Kenya might be attributed to a lack of knowledge in the management of human resources as well as insufficient managerial ability. System developments (macro model, performance budgeting, cash management, IFMS, payroll/personnel systems) may often be hampered by a lack of human resources (manpower planning, recruiting, incentives, and training), organizational reconfiguration, and managerial capabilities.

According to the findings of the research, there is a connection between the technological capabilities of IFMIS and the efficacy of the system. The simplicity with which the system could be used, its compatibility with other office software, and the availability of dependable internet connections in government offices were all important factors that contributed to the successful implementation of IFMIS by county governments.

These findings are consistent with those obtained by Kwena (2013), who found that the inefficiency of the IFMIS system might be attributed, in part, to the lack of technical skill possessed by the administrators. Kwena's findings can be seen here. It was proposed that employees whose jobs need them to utilize computers should be given the opportunity to participate in on-the-job technical training in order to enhance their abilities and knowledge.

According to the findings of the study, IFMIS's achievements may be attributed to governmental priorities. The political support of parliament is essential in order to ensure that the IFMIS system was effectively deployed. Adoption and maintenance of IFMIS need help from county and national leadership, as well as strong rules and regulations imposed by parliament to discipline individuals engaged in rule breaches. Additionally, IFMIS adoption and maintenance require strict rules and regulations.

These findings lent credence to Saurin's (2013) argument that the ineffectiveness of IFMIS may be attributed, in part, to the fact that it does not take into consideration political problems, such as the impact that political decisions have on the way in which a business is run. IFMIS does not take into consideration political problems such as the impact that political decisions have on the way in which a business is run. If political considerations are not taken into account, there is a chance that the new IFMIS system may not be extensively adopted and used by businesses.

The management of IFMIS put in a lot of effort, which was another factor that contributed to the company's success. The results of the research show that the success of IFMIS is impacted by management commitment, such as the capability of top-level management to conceive of creative solutions. This was determined by looking at the findings of the study.

These results provide credence to the assertions that were made by Otieno, Migiro, and Mutambara (2017). They argued that monetary incentives are required to change IFMIS due to the high complexity and danger of the system. These data lend credence to their argument. The leadership of the organization as well as the workers themselves should have a positive attitude on the possibilities presented by technology. It is crucial that buy-in comes from the leadership level.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.0 Introduction

In light of the objectives of the study, the aim of this chapter is to conduct an analysis of the summary. After that, it draws a number of conclusions and offers a few recommendations based on the results and a summary of the findings. In the last section, it explores prospective avenues of research that may be pursued in the future.

5.1 Summary

The purpose of this research was to conduct an investigation into the many technological aspects that have a role in determining the level of effectiveness shown by integrated financial management information systems used by the county governments of Kenya. According to the findings of the study, the implementation of IFMIS successfully by Kenya's different county administrations was considerably aided by a number of technical variables.

An additional objective of the research was to evaluate the competence of Kenya's county administrations' integrated financial management information systems from the perspective of the human resource capacity that may play a role in the success of such systems. According to the findings of the study, the level of human resource skills in Kenya's county administrations had a substantial influence on the efficiency of the IFMIS system. The evidence presented in the form of the data made it very evident that this was the situation.

The purpose of this research was to get a better understanding of how the effectiveness of integrated financial management information systems used by county governments in

central region counties is potentially impacted by political considerations. The examination of the data showed that political variables had a positive and significant impact on the efficiency with which IFMIS was implemented in Kenya's county administrations.

The purpose of the research was to provide an answer to the issue of whether or not the participation of county governments in the top management of Kenya makes a substantial contribution to the efficiency of integrated financial management information systems. According to the findings of an examination of the data, the commitment of management to IFMIS in Kenya's county governments had a positive and sizeable influence on the functioning of the system.

5.2 Conclusion

The following is a list of some of the potential findings and inferences drawn from the research. According to the findings of the research, technical considerations are the most significant aspect that plays a role in deciding how successful integrated financial management information systems are in Kenya's county governments. The success of IFMIS in the county governments of Kenya was based on a variety of factors, some of which include the user-friendliness of the system, its interoperability with other office software, and the availability of dependable internet connections inside government offices.

According to the findings of the research, there was a significant correlation between the amount of competence had by staff members working in human resources in Kenya's county governments and the efficiency of integrated financial management information systems. The ability to effectively manage human resources was demonstrated to be an essential factor in determining the effectiveness of IFMIS in Kenya's county governments.

Members of the staff who had been certified as computer users, those who had received continuing training in the use of IFMIS, and those who had been chosen because they had the necessary skills and expertise all satisfied these requirements.

According to the results of the research, political challenges are also a factor in determining whether or not integrated financial management information systems are effectively implemented in the county governments of Kenya. It was discovered that there were three factors that were essential to the success of IFMIS in the county governments of Kenya: the backing of both the county and national leadership, the establishment of stringent rules and regulations set by parliament to charge those involved in rule violations, and the demonstration of support by parliament for the adoption and protection of IFMIS. In order to successfully deploy IFMIS, it was necessary to have all three of these aspects.

We found that the inability of IFMIS to be used effectively by Kenya's county governments was due to issues related to management commitment. These issues included the propensity of senior management to generate new ideas as well as their awareness and grasp of IFMIS. The study found that top management's commitment to the implementation of IFMIS in Kenya's county governments was a major factor in the success of the initiative. This was the case in a great number of locations, but most notably in Kenya.

5.3 Recommendations

The inquiry yielded results that informed the formulation of the proposed recommendations. Kenya's county governments must invest resources into studying IFMIS's efficacy so they can better use it. This is done to help them get through any problems they may have and achieve the IFMIS system's promised advantages.

County governments should invest more in the continuous training of employees on the use of integrated financial management information systems (IFMIS) to provide their employees with the most up-to-date information and skills on the use of IFMIS, as the level of knowledge users have of IFMIS affects the adoption of the system. This is because IFMIS adoption is affected by the level of knowledge of the system's users.

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INTRODUCTION LETTER

Kinyua Jacob Mugendi

BE200/S/4328/17

Kirinyaga University

MBA (Finance) Option

To the Respondent

Dear Sir/Madam,

RE: REQUEST TO PARTICIPATE IN MY RESEARCH

I am writing to you to let you know about a research study you can take part in for academic purposes only. The research is focused on determining the FACTORS DETERMINING THE EFFECTIVENESS OF INTEGRATED FINANCIAL MANAGEMENT INFORMATION SYSTEM IN COUNTY GOVERNMENTS OF KENYA. Taking part in research is always optional.

Taking part in research is voluntary. You may choose not to take part. If you decide not to participate in this study, your decision does not affect you. The information you provide remains confidential, and results will be analyzed and reported collectively; as such, no findings will be directly attributed to an individual. Thank you for your time.

Sincerely,

Kinyua Jacob Mugendi

QUESTIONNAIRE

Hello, thank you for participating in my questionnaire. These are questions for a research project I am conducting for one of my classes at Kirinyaga University. This questionnaire has only 40 questions and should take you less than 90 minutes. Kindly tick where appropriate for **PART 1** of the questionnaire, please fill in your details and for **PART 2** of the questionnaire, please indicate your level of agreement with the following statements by checking the boxes that apply to you: 1=Strongly Disagree, 2=Disagree, 3=Neither Disagree nor Agree, 4=Agree, 5=Strongly Agree

PART I: GENERAL INFORMATION

Please tick where appropriate

Gender

Male	[ ]
Female	[ ]

Age

Below 30 years	[ ]
30 – 40 years	[ ]
Over 40 years	[ ]

Level of Education

Secondary	[ ]
College	[ ]
University	[ ]
Other qualification (specify)	--- -

4. What is your job title?

PART 2: SPECIFIC INFORMATION

PART 2A: Technical factors on the effectiveness of integrated financial management information.

Please indicate your level of agreement with the following statements by checking the boxes that apply to you: 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree

Statements	1-Strongly Disagree	2-Disagree	3-Neutral	4-Agree	5-Strongly Agree
The IFMIS system is user friendly					
The IFMIS system is too complex to use					
The IFMIS system is compatible with office software					
Employment of staff with the right skills and technical knowhow is essential towards the effectiveness of IFMIS					
The IFMIS system can detect and identify undesirable occurrences					
There is reliable internet connectivity in the offices, which supports IFMIS use					

PART 2B: Human resource skills on the effectiveness of integrated financial management information systems

Please indicate your level of agreement with the following statements by checking the boxes that apply to you: 1=Strongly Disagree, 2=Disagree, 3=Neither Disagree nor Agree, 4=Agree, 5=Strongly Agree

Statements	1-Strongly Disagree	2-Disagree	3-Neutral	4-Agree	5-Strongly Agree
The staff have undertaken computer training certification					
The employee has continuous training on IFMIS use					
The users' knowledge of IFMIS influences IFMIS adoption					
Employment of staff with the right skills and technical knowhow is essential towards the effectiveness of IFMIS					
The IFMIS does not require one to have any technical skills					

PART 2C: Political factors on the effectiveness of integrated financial management information systems

Please indicate your level of agreement with the following statements by checking the boxes that apply to you: 1=Strongly Disagree, 2=Disagree, 3=Neither Disagree nor Agree, 4=Agree, 5=Strongly Agree

Statements	1-Strongly Disagree	2-Disagree	3-Neutral	4-Agree	5-Strongly Agree
The county leadership supports the use of IFMIS					
The President has shown support for IFMIS system used in the National and County governments					
The government provides financial resources for the effectiveness of IFMIS					
The government has supported the effectiveness of rules and regulations that support IFMIS use					
There are strict rules and regulations set by the parliament to charge those involved in IFMIS rule violations					
Political clientelism and partisanship affects IFMIS use					

PART 2D: Top management commitment to the effectiveness of integrated financial management information systems

Please indicate your level of agreement with the following statements by checking the boxes that apply to you: 1=Strongly Disagree, 2=Disagree, 3=Neither Disagree nor Agree, 4=Agree, 5=Strongly Agree

Statements	1-Strongly Disagree	2-Disagree	3-Neutral	4-Agree	5-Strongly Agree
The tendency of top management's ability to have original ideas influences the adoption of IFMIS					
The top management knowledge on IFMIS influences the adoption of the technology by users					
The top management's understanding of IFMIS benefits influences its adoption by users					
The top management organizes workshops and seminars on how to educate staff on IFMIS					
The top management has a positive attitude towards IFMIS use					
The top management does support the use of IFMIS					

APPENDIX 3: EFFECTIVENESS OF IFMIS

This checked the effectiveness of IFMIS by the county government in termsof relevance, authentic presentation, understandability and comparability. The following scales will be used.

1- Excellent   **2** - Good   **3**- Average   **4**-PoorCounty

Relevance	1	2	3	4
a. Financial reports provide information that is helpful forming expectations about the future of the county government				
b. Financial measurements have been presented based on their fair values				
c. Both financial and non-financial information is presented				
Authentic Presentation				
a. Disclosures on corporate governance				
b. The financial reports have balanced management discussion and analysis of the annual report that presents a balanced highlight of positive as well as negative events				
c. Financial reports presents valid arguments in support of management assumptions and estimates				
Understandability				
a. The generated reports conform to the PSASBK template				
b. The financial reports are understandable in terms of language and technical jargon				
c. The financial reports use of graphs and tables to clarify financial information				
Comparability				
a. Comparability of Entity's report to the information provided by other PSEs				
b. The adjustment of previous accounting period's figures for the effect of the implementation of a change in accounting policy or revision in accounting estimates				