
**ST. MARY'S UNIVERSITY**

**SCHOOL OF GRADUATE STUDIES**

**MBA PROGRAM**

# PRELIMINARY STUDY ON THE FACTORS AFFECTING THE IMPLEMENTATION OF INTEGRATED FINANCIAL MANAGEMENT INFORMATION SYSTEM IN ETHIOPIA: A CASE OF ADDIS ABABA UNIVERSITY.

**BY**

**MEKDES DERARA**

**ID.SGS 0118/2007A**

**June, 2016**

**Addis Ababa, Ethiopia**

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**ADVISOR ALEM HAGOS (PhD)**


**A THESIS SUBMITTED TO ST.MARY'S UNIVERSITY, SCHOOL OF GRADUATE STUDIES IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE AWARD OF THE DEGREE OF MASTER OF BUSINESS ADMINISTRATION**


JUNE 2016

ADDIS ABABA, ETHIOPIA

# ST. MARY'S UNIVERITY

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# MBA PROGRAM

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# DECLARATION

I, the undersigned, declare that this thesis is my original work, prepared under the guidance of Alem Hagos (PhD). All sources of material used for the thesis have been duly acknowledged. I further confirm that the thesis has not been submitted either in part or in full to any other higher learning institutions for the purpose of earning any degree.

_____ _____

Name Signature

**St. Mary's University, Addis Ababa** **June, 2016**

## ENDORSEMENT

This thesis has been submitted to St. Mary's University, School of Business for examination with my approval as a university advisor.

Alem Hagos (PhD) _____

Advisor Signature

St. Mary's University, Addis Ababa June, 2016

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# Dedication

***I would like to dedicate this thesis to my father, Derara Kefena who was passed away suddenly in August 1994 prior to seeing the fate of his children.***

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## ACRONYMS

- IFMIS Integrated financial management information system.
- AAU Addis Ababa University
- ERCA Ethiopian Revenue and Custom Authority
- ERA Ethiopian Road authority
- MoE Ministry of education
- MoH Ministry of Health
- MoCS Ministry of Civil Service
- MoFED Ministry of Finance and Economic Development
- HF House of Federation
- HPR House of Peoples' Representatives
- PPPAA Public Procurement and Property Administration Agency
- PPPDS Public Procurement and Property Disposal Services
- EMA Ethiopian Mapping Agency
- SPSS Statistical Package for Social Sciences

# ABSTRACT

*Integrated Financial Management Information System (IFMIS) plays great role in supporting financial management decisions, fiduciary responsibilities and preparation of auditable financial statements. Ethiopia, recognizing such benefits, has started the implementation of IFMIS in its public finance management since 2010, and currently, Ethiopia is piloting the implementation of IFMIS at selected government institutions including at the Addis Ababa University (AAU). However, the implementation of IFMIS at AAU may be challenging as different factors could affect its success. This study was, therefore, planned to identify factors that could affect the implementation of IFMIS at AAU. In order to achieve the set objective a cross-sectional study was conducted on 86 staff the Finance and Procurement departments of AAU using census sampling. Thereafter, structured questionnaire and focused group discussion were employed the collection of relevant data. Descriptive and inferential statistics were used for the analysis of the data using the Statistical Package for Social Sciences (SPSS).The response rate of the respondents of this study was 72% and was satisfactory to make conclusions for the study. The descriptive analysis indicated that respondents agreed (Mean ≈ 2) to the proposition that employees resist IFMIS for fear of making mistake and as there was no promotion for the fast learner. Thus, staff resistance was negatively associated ($r = -0.249$; $p < 0.05$) with the IFMIS implementation. The descriptive analysis revealed that the respondents agreed (mean ≈ 2) with the idea that the University lacks proper training program for the use of IFMIS. Moreover, the association between capacity and technical skills, and the implementation of IFIMIs was positive and statistically significant ($r = 0.306$; $p < 0.01$). The descriptive analysis showed that respondents agreed (Mean ≈ 2) to the suggestion that management lacks the drive to inspire the use of IFMIS. The commitment of management was positively associated ($r = 0.320$; $p < 0.01$) with the implementation of IFMIS. The descriptive analysis of the respondents on their views as to whether the system was complex was uncertain (mean ≈ 3). Moreover, the association between complexity of the system and IFMIS implementation was not statistically significant ($r = 0.185$; $p = 0.089$). In conclusion, this preliminary study indicated that staff resistance, capacity and technical skills, and commitment of management affected the implementation of IFMIS at the Addis Ababa University, suggesting for taking appropriate correction measures timely.*



***Key words**: capacity and technical skill, IFMIS implementation, management commitment, staff resistance, system complexity*

# CHAPTER ONE

## 1.1 Background of the Study

Integrated Financial Management Information System (IFMIS)is an information system that tracks financial events and summarizes financial information (Dorotinsky, 2003; Rozner, 2008). This means that it supports adequate management reporting, policy decisions, fiduciary responsibilities and the preparation of auditable financial statements. In its basic form, an IFMIS is little more than an accounting system configured to operate according to the needs and specifications of the environment in which it is installed (Rodin-Brown 2008). In general terms, it refers to the automating of financial operations. In the sphere of government operations, an IFMIS refers to the computerization of public financial management processes, from budget preparation and execution to accounting and reporting, with the help of an integrated system for the purpose of financial management (Lianzuala & Khawlhring, 2008; Rodin-Brown, 2008).

The implementation of IFMIS has greatly impacted on the improvement of financial management of several countries. Thus, IFMIS has become a key component of financial reforms in promoting efficiency, security of data management and comprehensive financial reporting(Marie Chêne,2009). IFMIS can improve public sector management by providing real-time financial information to managers in order to enhance their decision-making capabilities(Hendric,2012). Diamond and Khemani (2005) stated that governments and their departments have found it difficult to provide an accurate, complete, and transparent account of their financial position to parliament or to other interested parties, including donors and the general public. This lack of information has hindered transparency and the enforcement of accountability in government. Because of such problems many developing countries have been obliged to push for adoption of IFMIS.

According to Diamond and Khemani (2006) and Chêne (2009), a well-designed IFMIS contains the good quality characteristics, which include a managing tool, provision of a wide range of non-financial and financial information and a system that impacts on corruption. Thus, a well-designed IFMIS can provide a number of features that may help detect excessive payments, fraud and theft. These include automated identification of exceptions to normal operations, patterns of suspicious activities, automated cross-referencing of personal identification numbers

for fraud, cross-reference of asset inventories with equipment purchase to detect theft, automated cash disbursement rules, identification of ghost workers, etc.(Cheen, 2009).

On the other hand, although IFMIS has so many good characteristics, difficulties can be experienced during the implementation of an IFMIS (Hendric, 2012). It will thus not always achieve the desired functionality and impact on public financial management that was originally anticipated. Obstacles such as a lack of capacity, a lack of commitment, institutional and technical challenges can lead to failure in the implementation of an IFMIS.

## 1.2Background of the Organization

The Government of Ethiopia has introduced IFMIS into its system in 2010 as reported by USAID (2011). Ethiopia has started piloting the implementation of IFMIS in six institutions including Ethiopian Revenue and Custom Authority(ERCA), Ethiopian Road authority(ERA), Ministry of education (MoE), Ministry of Health (MoH), Ministry of Civil Service (MoCS) and Ministry of Finance and Economic Development (MoFED). Observing the progress in those six organizations, the Government decided to expand IFMIS implementation in six additional institutions of which Addis Ababa University (AAU) is one. The other five institutions considered were: House of Federation (HF), House of Peoples' Representatives (HPR), Public Procurement and Property Administration Agency (PPPAA), Public Procurement and Property Disposal Services (PPPDS) and Ethiopian Mapping Agency (EMA).

AAU has been selected as it is an academic institution and expected to easily facilitate data collection. Moreover, AAU is a complex institution consisting of different budget units and hence it can serve to generate sufficient data for the planned study.

Deployment of IFMIS in Addis Ababa University (AAU) was started around the middle of 2014(that is 2007 Ethiopian Budget Year beginning). Presently, the Addis Ababa University is implementing IFMIS in its four major budget units including the *main campus* which administers not less than 40% of the overall budget allocated to the university by the government every budget year.

AAU was established in 1950 as the University College of Addis Ababa and is the oldest and the largest higher learning and research institution in Ethiopia. In recent years, AAU has been

undertaking various reform schemes in order to cope with and respond to the fast-changing national and international educational dynamics. Currently, AAU is organized in 10 colleges and four institutes that running programs both teaching and research, and six research institutes that predominantly conducting research. Within these colleges and research institutes, there are 55 departments, 12 centers, 12 schools, and 2 teaching hospitals.

Thus, as one can see, AAU is a giant institution with several academic units consisting of many financial and administrative centers. In addition, there are many national and international projects related to education and research that are executed by AAU. This implies that the Financial Administration of AAU is complex as the Central Financial Administration is should supervise (oversee) the financial handling the various colleges and research institutes. This, of course, warrants for the introduction of advanced technologies such as IFMIS that greatly improve financial management of the AAU. By understating this reality the AAU has started the implementation of IFMIS since a few years. However, there could be potential factors that may affect the implementation IFMIS at AAU. Hence, identification of such factors early and taking corrections would strengthen the role of IFMIS at AAU. This study is, therefore, planned to assess the factors that affect the implementation of IFMIS at AAU.

## 1.3. Statement of the problem

According to (Hendric,2012)IFMIS is one of the most common financial management reform practices, aimed at the promotion of efficiency, effectiveness, accountability, transparency, security of data management and comprehensive financial reporting. Various factors determine the success of IFMIS development and implementation in developing countries.

The sheer size and complexity of an IFMIS poses significant challenges and a number of risks to the implementation process that goes far beyond the mere technological risk of failure and deficient functionality. Challenges and obstacles can have a destructive effect on the success of the implementation and management of the process and should not be underestimated (RodinBrown2008; Hove &Wynne 2010).According to a similar study by (Kahari et al.,2015; John Gakuu Karanja & Eva NyamburaNg'ang'a,2014),Several factors have been identified for the problems associated with the implementation of the IFMIS in Kenya.

As indicated above, the Government of Ethiopia has introduced IFMIS in the year 2010.Since then the program was first rolled out to six pilot organizations and then expanded to the other six including Addis Ababa University.

Therefore, in one way or the other, all these organizations are implementing IFMIS since the date the deployment was started at their specific premises. However, given well-developed infrastructure and human capacity requirement of the system in one hand, culture, digital readiness and management commitment of our governmental entities in the other, it was not be difficult to imagine the various challenges the implementation could have posed on those organizations while implementing the system. Therefore, if this system is to settle and continue as the solution to the financial management problems of implementing entities, the challenges must be studied and addressed properly in line with the context of the hosting organization and the country. So far no studies have been made in this regard and the challenges are not identified in the context of Ethiopian Governmental organization. Therefore, this study examines factors that affect the implementation of IFIMIS in Ethiopia taking the case in AAU. The results from the study useful output to all organization implementing IFMIS and specifically inform those charged with management of accounting system in the Addis Ababa University of finance on how to manage similar changes in the future thus increasing performance, flexibility and success full implementation in the other 12 budget units.

## 1.4 Basic Research Questions

1. What is the implication of staff resistance on the implementation of IFMIS in Addis Ababa University?
2. How do capacity and skills of IFMIS users influence IFMIS implementation in Addis Ababa University?
3. What is the implication of management commitment on the implementation of IFMIS in Addis Ababa University?
4. How do AAU's employees perceive the complexity of IFMIS and its influence on IFMIS implementation at AAU?

## 1.5 Objective

### 1.5.1 General Objective

The main objective is to assess the factors that affect an implementation of IFMIS in general taking at the case of Addis Ababa University.

### 1.5.2 Specific Objectives

- To assess the existence of staff resistance and it's implication on the implementation of IFMIS in the Addis Ababa University
- To determine the influence of capacity and skills of IFMIS users on its implementation at Addis Ababa University
- To determine the influences of management commitment on implementation of IFMIS in Addis Ababa University
- To determine the influences of complexity of the system on the implementation of IFMIS in Addis Ababa University

## 1.6 Significance of the Study

The study would inform the process of IFMIS implementation towards sustainability of the project. The study provided feedback to identify deviations between expected performance and actual performance of the system in order to take corrective actions towards better implementation and performance. The research provided insight from a single case study which would provide a benchmark with which continuous improvement can be made in other budget units and other pilot projects. The study identified the possible constraints that cause difficulties in the implementation of an IFMIS. Thereafter, the study will forward the appropriate recommendations to solve the challenges and difficulties indentified. This study also gives insights to the government institutions on how they can form a foundation for enhancing effective implementation of IFMIS. It would act as a guide to the government on how they can offer or mitigate polices that affect effective implementation of IFMIS. This study also generated

baseline scientific information for researchers and students, which would help them to plan further researches on IFMIS and its implementation in Ethiopia.

## 1.7 Scope of the Study

The research limited to Addis Ababa University. Addis Ababa University has 16 budget units out of this budget unit only four major budget units that is main campus, CBE, AAIT and CNS implement integrated financial management information system .These budget units consume about 64.34% of total budget of the university. The study included all staff working in these budget units. Precisely the target population consisted of 120 respondents.

## 1.8 Organization of Study

The study organized as follows. Chapter one contains background of the study, organization back ground, statement of the problem, objective of the study, significance of the study and scope of the study. Chapter two deals with theoretical and empirical literature review to provide background information what is already known about the matter under study. Chapter three describes research design and methodology part presents the study population, sample size, sampling techniques and methods of data analysis. Chapter four interprets and discusses presentation, analysis, and interpretation of data. Finally the last chapter includes the conclusions and recommendations.

# CHAPTER TWO

# 2. LITERATURE REVIEW

## 2.1. Theoretical review

In the sphere of government operations, IFMIS refers to the computerization of public financial management processes, from budget preparation and execution to accounting and reporting, with the help of an integrated system for the purpose of financial management (Lianzuala&Khawlhring 2008). This means that it supports adequate management reporting, policy decisions, fiduciary responsibilities and the preparation of auditable financial statements. The introductions of an IFMIS need to be accompanied by strong commitments, sufficient manpower and financial resources, widespread internal support and an agenda for effective change management (World Bank, 1994). Kotze (2012) argues that implementation of the IFMIS has the effect that existing knowledge and expertise that was created over a lengthy period of time no longer exists.

Walker (2008) stated that modern integrated financial systems rely on transaction-based entries to update all relevant accounts, be they for budgetary control, proprietary accounting objectives, or program management. In these modern, integrated systems, financial data are carried in a common format, and the effects of financial transactions in one application are accurately transmitted to other affected applications. Accordingly, aside from the timeliness in recording transactions, the use of integrated systems largely negates the risk of out-of-balance situations and data entry errors. Thus, agencies can have at their disposal information that can quickly provide year-to-date balances, mitigate the need for extensive reconciliation procedures, and more important, can be used for analysis throughout the year.

Knowledge and skill of IFMIS are required for its application otherwise if users are not literate to IFMIS, they will be uncertain regarding the functional processes of IFMIS, which may delay the implementation process and lead to mistakes. The fear to make mistakes also leads to resistance towards IFMIS which may impact negatively on its successful implementation. Furthermore, there are still challenges related to the clarity of roles with the implementation of IFMIS in the

local sphere where the local treasuries, as important role players, do not have clearly defined roles and responsibilities. The absence of detailed implementation plans at lower levels, where the IFMIS is actually implemented, also influences the implementation process negatively (Indeje and Zheng, 2010; Kotze, 2012).

A change of management strategy should be developed as soon as an IFMIS project is conceived, taking into consideration the implications of change for diverse stakeholders, that is, from politicians and senior officials to heads of departments, civil servants and the IT personnel who will support the new systems. If this aspect is not addressed early in the project, the project will constantly be faced with resistance and obstacles from elected politicians, executive officials and personnel who will use the systems regularly. The best way to overcome resistance to change will be through clear communication, education and training, as well as through 'quick wins' that demonstrate the benefits of the change (Rozner 2008). An IFMIS generally implies fundamental changes in operating procedures and should be preceded by a detailed functional analysis of processes, procedures, user profiles and requirements that the system will support (Chêne 2009). The changes associated with the introduction of IFMIS should be communicated to the staff so that the staff also have the same understating and embrace it. Limited involvement and some neglect of the system by the main players including the ministry of finance, accountant general and pilot ministries will negatively affect the implantation of IFMIS. Hence, the introduction of an IFMIS should be accompanied by strong commitments, sufficient manpower and financial resources, widespread internal support and an agenda for effective change management (World Bank, 1994).

In addition to strong commitment of the management, the capacity of the staff in terms of knowledge and skill on IFMIS is key for its implementation (Hendris, 2012). The same author argued that the lack of capacity leads an inhibition to effective implementation of IFMIS. For example, it was observed that lack of capacity was regarded as one of the major causes for the delay in the implementation process of IFMIS in Ghana (reviewed by Hendris, 2012). To the contrary, the strengthening of capacity staff via training was observed to be one of the primary contributors to the success of IFMIS in Tanzania (reviewed by Hendris, 2012). Diamond and Khemani (2006) argued that in developing countries like in Ghana, Malawi, Tanzania, Uganda and Kenya necessary measures should be taken to reinforce the capacity of the IFMIS project

team as well as that of the Attorney General's (AG's) office and the budget office through all the project phases through training. At the same time, these authors noted that it is equally important to develop the necessary skills and capacity of the central IT department to provide strong support to the IFMIS. For the success of the IFMIS project it ought to be ensured that there is continuity of key personnel involved in the system's development and implementation (Diamond and Khemani, 2006).

Chene (2009) adds that absence of staff with the requisite information technology (IT) knowhow and experience cannot be mitigated with ease through training and hiring. The current salary structure and terms of employment in the public sector are usually not attractive enough to compete with private sector employment conditions and to incentivize candidates with required IT-skills. There is also a risk that trained staff leaves for better job opportunities. A broader and permanent training program should also be developed and implemented.

The IFMIS is highly complex, sophisticated, and expensive. Having chosen this route, the Government of Kenya must overcome a number of major challenges to fully realize the benefits of the system, while ensuring that security is not compromised (World Bank, 1994). From an accounting and financial reporting perspective, failure to address specific issues relating to the sustainability, functionality and extension of the system are liable to result in higher rather than lower levels of fiduciary risk. In particular there is a need to ensure that either internally or externally there is sufficient capacity to manage the ongoing implementation process funds is available for the maintenance of the system government can retain staff at all levels that have the capacity to utilize the system effectively the coverage of the system is comprehensive, and funding is available to facilitate any future crush (GAO, 2004). According to Diamond and Khemani ( 1999) careful evaluation of the salaries and packages for the relevant staffing both public and private sector should be done including an assessment of the implications of improved salaries for the broader public sector environment. Such a strategy would aim at striking balance between the need to attract/retain qualified staff.

## 2.2. Empirical Review

The findings of a study conducted by Musee (2011) in Kenya indicated that there were negative effects of resistance on the effective use of IFMIS. It is clear that staff resistance (sabotage) was

passive but its effects were frustrating to the use of IFMIS fully. In addition, Musee (2011) demonstrated that there was significant influence of lack of top management commitment on the effective use of IFMIS. In his study, Musee (2011) concluded that management carelessness in supporting the IFMIS system had largely affected the effective use of the system by employees and that there was significant influence of the perceived system complexity on effective use of the system.

In addition, another study conducted in Kenya by Karanja andNg'ang'a (2014) asserted that there was significant relationship between cost and IFMIS implementation in Kenyan government ministries. On top of this, these authors recorded that there was a strong association between organizational commitment and IFMIS implementation in government ministries in Kenya. Moreover, Karanja and Ng'ang'a (2014) reported that there was significant relationship between Management support and IFMIS implementation in government ministries in Kenya.

This study also done in Kenya by C. K. Kahariet.al(2015) asserted that capacity and skills of IFMIS users had a positive effect on the implementation of IFMIS. In addition these authors recorded that the relationship between staff resistance and IFMIS implementation was strong, negative and statistically significant. C. K. Kahariet.al(2015) concluded that in order to enhance the implementation of the system, the County Government should ensure that the staff resistance is addressed and they figure out that further improving the capacity and skills of IFMIS users would enhance the implementation of IFMIS.

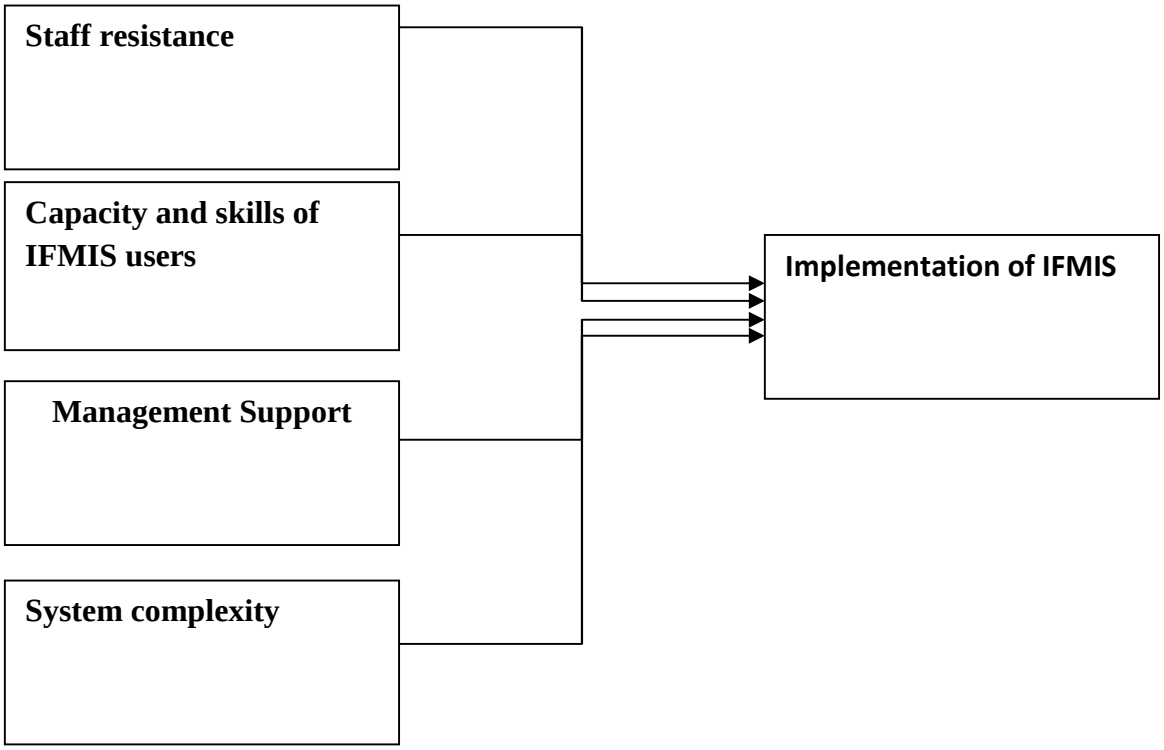
Study conducted by Nijihia&Makori(2015)in Kenya revealed that human resource capacity and ICT infrastructure strongly and significantly correlated to performance of IFMIS in the organization and they had a positive relationship with the performance of IFMIS. This infers that human resource capacity and ICT infrastructure are an important factor that enhances performance of IFMIS in the organization. These authors also reported that implementation strategy and Government policy moderately and significantly correlated to performance of IFMIS in the organization and they had a positive relationship with the performance of IFMIS. This reveals that implementation strategy and Government policy are an important factor that can boost performance of IFMIS in the organization.

The above studies provide an important aspect regarding IFMIS and its components. They also provide results and recommendation of research done on IFMIS in different countries. None of the studies have undertaken effects of IFMIS on the financial management of Ethiopian Government. In order to fill the existing gap this research will conduct by seeking to establish successful implementation of IFMIS in Ethiopia.

## 2.3. Conceptual Framework

As cited by Njihia, A. and Makori, M.(2015) a conceptual framework is a written product, one that explains, either graphically or in narrative form, the main things to be studied- the key factors, concepts, or variables and the presumed relationships among them. The current study will have four independent variables and one dependent variable. The four independent variables will staff resistance, capacity and skills of IFMIS users, Management support and system complexity. The dependent variables will implementation of IFMIS.

**Figure 3-1 Conceptual frame work**




**Independent Variables** **Dependent Variable**

# CHAPTER THREE

# 3. RESEARCH METHODOLOGY

## 3.1. Introduction

This chapter provides in details the research design used for the study. The research design chosen enables the purpose and objectives of this study to be achieved. The chapter discusses the research methodology, population and sampling, data collection, research procedures and data analysis.

## 3.2. Research Design

Yin (1994) posits that a research design should be determined by the nature of the research. The study adopted descriptive research design. In the course of the research mixed (both quantitative and qualitative) data utilized.

## 3.3. Target Population

The target populations were all management and accounting staff working with Addis Ababa university budget units which implement IFMIS all modules that is General ledger, Budget control, Accounts payable, Accounts receivable, Cash management, Payroll, Inventory, Procurement, Fixed asset.

## 3.4. Data Collection Instrument

The researcher collected primary data from 86 respondents by use of structured questionnaires with close-ended questions and focus group discussion.

## 3.5. Sampling technique

The study adopted census design due to the small number of the potential respondent's and also because this method was bound to enhance reliability of the findings as cited by (Kahari et al., 2015). The choice of a census design maximized the confidence level while at the same time greatly reduced the margin of error. Further asserted that in order to avoid sampling error, a census of the entire target population must be taken as cited by Kahari et al. ( 2015). Census design enabled each member of the target population to participate in the research study.

## 3.6. Data Analysis Method

After the collection of the data, processing and analysis followed. This procedure include grouping of questionnaires, editing and coding of responses and then running the processed data using the Statistical Package for Social Sciences (SPSS) tool. The research employed the Pearson's Product Moment Correlation Coefficient in data analysis. Both the descriptive statistics (frequencies, percentages, means, and standard deviations) and inferential statistics (correlation) was used to analyze the data collected. The result presented in form of tables and graph.

# CHAPTER FOUR

# 4. DATA ANALYSIS, INTERPRETATION AND PRESENTATION

## 4.1. Introduction

This chapter discusses the interpretation and presentation of the findings obtained from the data. The chapter presents the background information of the respondents, findings of the analysis based on the objectives of the study. The primary data was gathered from the questionnaire and focus group discussion as the research instrument. For this purpose, the statistical analysis tools like Cronbach's alpha, descriptive statistics and correlation analysis have been employed to assess factors that affect effective implementation of IFMIS at AAU.

## 4.2. Response Rate

The study targeted a sample size of 120 respondents from which 86 filled and returned the questionnaires making a response rate of 72% as shown in Table 4.1. This response rate was satisfactory to make conclusions for the study. Mugenda & Mugenda (2003) stated that a response rate of 50% is adequate for analysis and reporting; a rate of 60% is good and a response rate of 70% and over is excellent. Based on the findings of this study, the response rate was excellent.

**Table4.1. Response Rate**

| | Questionnaires Administered | Questionnaires filled & Returned | Percentage |
|---|---|---|---|
| Respondents | **120** | **86** | **72%** |

## 4.3. General information of the respondents

### 4.3.1. Gender

The findings in this study indicated of 52.3% respondents were female while the remaining 47.7% were male respondents as shown in figure 4-1(a). This is an indication that both genders were well represented in this study and thus the finding of the study did not suffer from gender

bias although there were more female than male respondents with less disparity. Hence, there was gender balance among the employees involved in the IFMIS implementation.

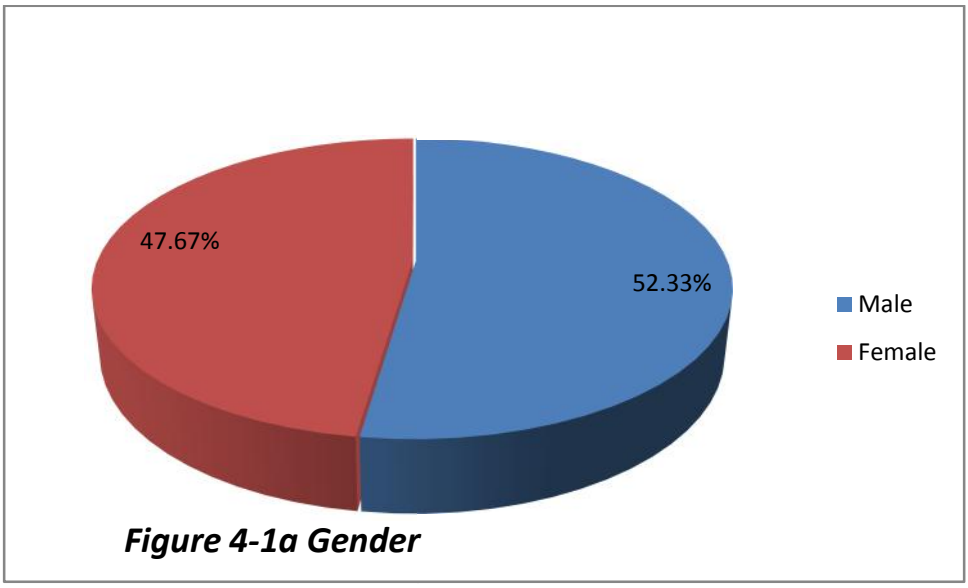



*Figure 4-1a Gender*

**Source: Research Data**

### 4.3.2. Level of Education

The findings of this study indicated that the majority of the respondents (51.2%) had college level of education. In addition, 44.2% of the respondents had university level of education while 3.49% and only 1.2% had certificate wand, and Master's degree, respectively, as shown in figure 4-1(b); this implies that most of respondents were well educated and a position to respond to research questions with no difficulty.

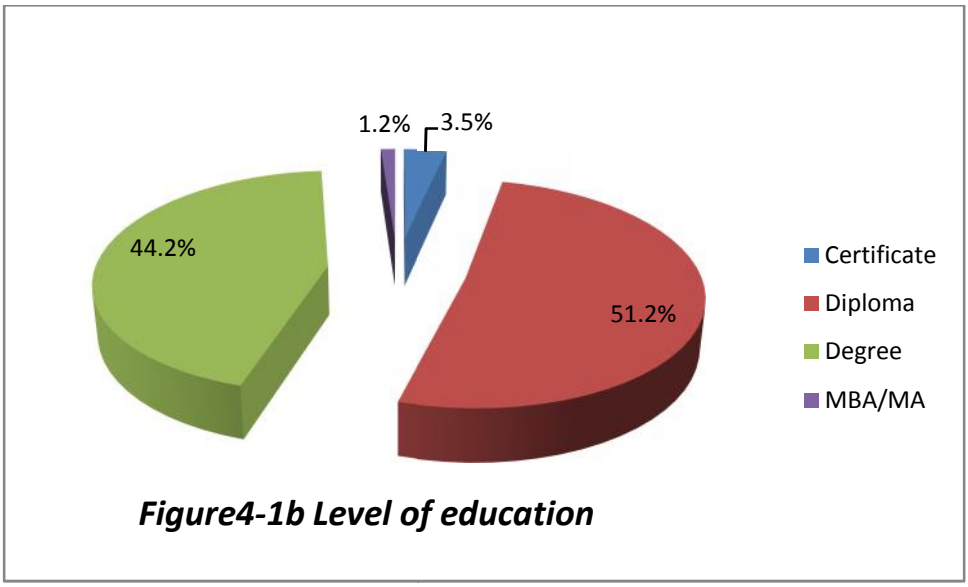



***Figure4-1b Level of education***

**Source: Research Data**

### 4.3.3 Age of Respondents

The majority of the respondents were in the age group between 18-29 (40.7%) and 30-39 (38.4%) years. The remaining age groups i.e. 40-49 years and 50 and above accounted for 17.4% and 3.5% of the respondents as shown in the figure 4-1(c). This implies that the respondents were well distributed in terms of their age during the study.

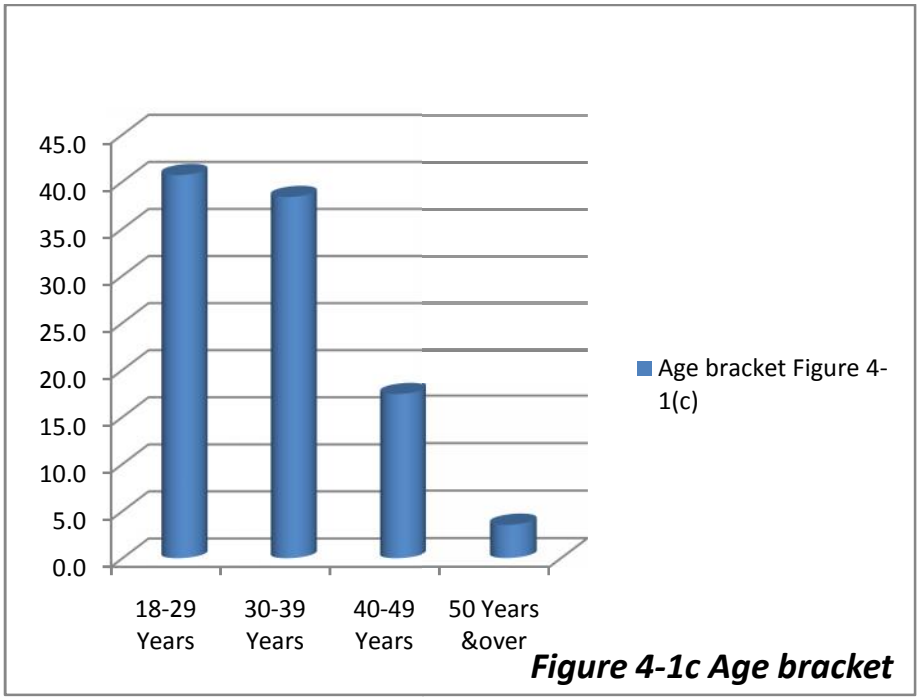



***Figure 4-1c Age bracket***

**Source: Research Data**

## 4.4. Experience of Respondents

The work experiences of the respondents as shown in figure4-1(d). The majority of them 44(51.2%) had 1-5 years' experience that is flowed by 18(20.9%) with 6-10 year experience. In addition 16(18.6%) had experience 11-15 years and the rest 8(9.3%) had 16 and above years' experience. This means that the respondents had adequate experiences.

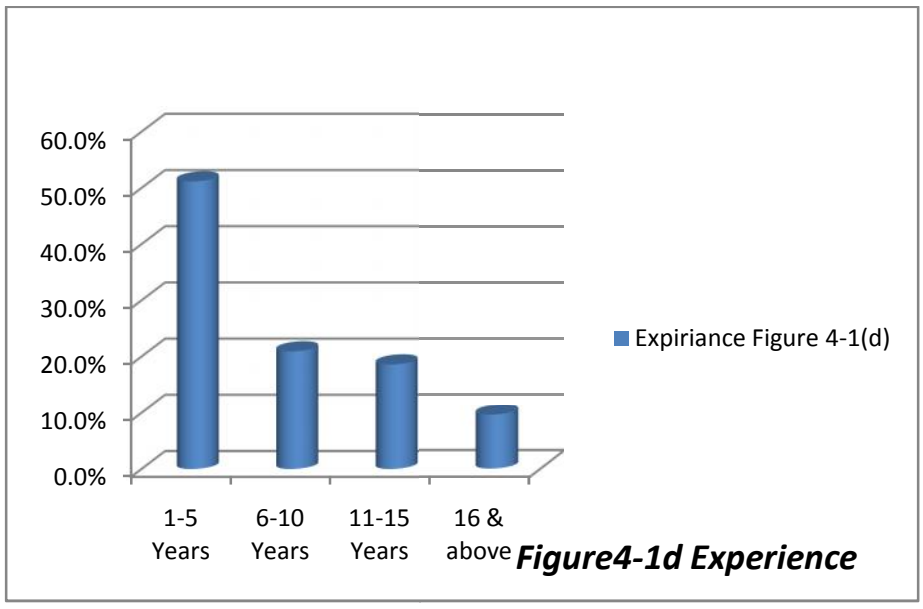



***Figure4-1d Experience***

**Source: Research Data**

## 4.5. Department of Respondent

The respondents were asked to indicate the departments where they were working. The distribution is shown in figure 4-1(e). The figure shows that38 (44.2%) of the respondents were working in the accounts department while 4(4.7%) were working in the audit department.

Those who were working in the procurement department were 17(19.8%) while the respondents working in the property admin department were 6(7.0%) the rest 8(9.3%) were end users' of the data. Therefore, the majority of the respondents were working in the accounts department.

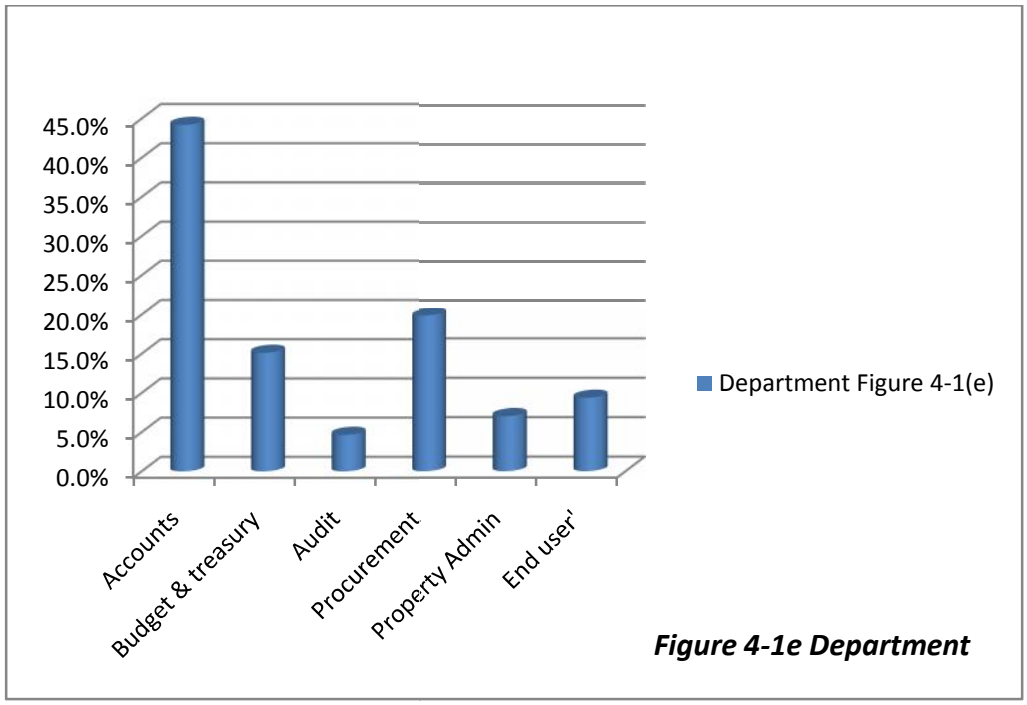



***Figure 4-1e Department***

**Source: Research Data**

### 4.5.1. Descriptive Analysis

### 4.5.2. Descriptive Statistics for Staff Resistance

The study in this section analyzed the views of respondents on how the resistance of the staff affects the implementation of IFMIS in Addis Ababa University, as shown in Table 4-3. It was observed that respondents agreed (Mean ≈ 2) with the propositions that employees resist IFMIS for fear of making mistake and there was no promotion for fast learner. However, respondents were indifferent (mean ≈ 3.00) to the notion that IFMIS is resisted by majority of the staff of the University, most employees resist IFMIS for fear of losing jobs, the system installation stage ignored staff involvement, the support provided by IBX/IFMIS project office from MoFEC was not sufficient and that is why it is resisted, and the support provided by the ICT officer of the University is not sufficient and that is why it is resisted.

On the other hand, the respondents disagreed (Mean ≈ 4) with the idea that the system exposes corrupt officials that is why it is resisted as well as with the idea that it was suddenly implemented that's why it is resisted. The finding in Table 4-3 also shows standard deviation of less than 1 for the question it was suddenly implemented that is why it is resisted and for the

question there was no promotion for fast learner. This shows that there was similarity in rating of these two questions. On the other hand, the questions: IFMIS system is resisted by majority of the staff of the University, the system exposes corrupt officials that is why it is resisted, most employees resist IFMIS for fear of losing jobs, the system installation stage ignored staff involvement, employees resist IFMIS for fear of making mistake, the support provided by IBX/IFMIS project office from MoFEC was not sufficient and that is why it is resisted, and the support provided by the ICT officer of the University is not sufficient and that is why it is resisted have a standard deviation of greater than 1.00 implying that there was variability in rating of the question.

**Table 4.3 Descriptive Statistics for Staff Resistance**

| Question reference | Mean | Standard Deviation |
|---|---|---|
| 1 IFMIS system is resisted by majority of the staff of the University | 3.21 | 1.312 |
| 2 The system exposes corrupt officials that is why it is resisted | 3.63 | 1.138 |
| 3 Most employees resist IFMIS for fear of losing out control and jobs | 2.60 | 1.130 |
| 4 It was suddenly implemented that's why its resisted | 3.52 | .979 |
| 5 The system installation stage ignored staff involvement | 3.33 | 1.173 |
| 6 Employees resist IFMIS for fear of making mistake | 2.21 | 1.075 |
| 7 There was no promotion for fast learner | 2.35 | .979 |
| 8 The support provided by IBX/IFMIS project office from MoFEC is not sufficient and that is why it is resisted | 3.16 | 1.318 |
| 9 The support provided by the ICT officer of the university is not sufficient and that is why it is resisted | 2.58 | 1.090 |

**Source: Research Data**

**Notes:** (**2**) **1** – strongly agree; **2** -Agree; **3** – Neutral; **4** – Disagree; and **5** – Strongly disagree

The respondent views on to what extent would you say such resistance and sabotage mentioned above affects effective implementation of IFMIS is shown in Figure 4-2(a). The analysis shows that 74.4% of the respondents said that such resistance and sabotage affect the implementation of

IFIMIS to a moderate extent. This implied that staff resistance affect effective implementation of IFMIS to moderate extent.

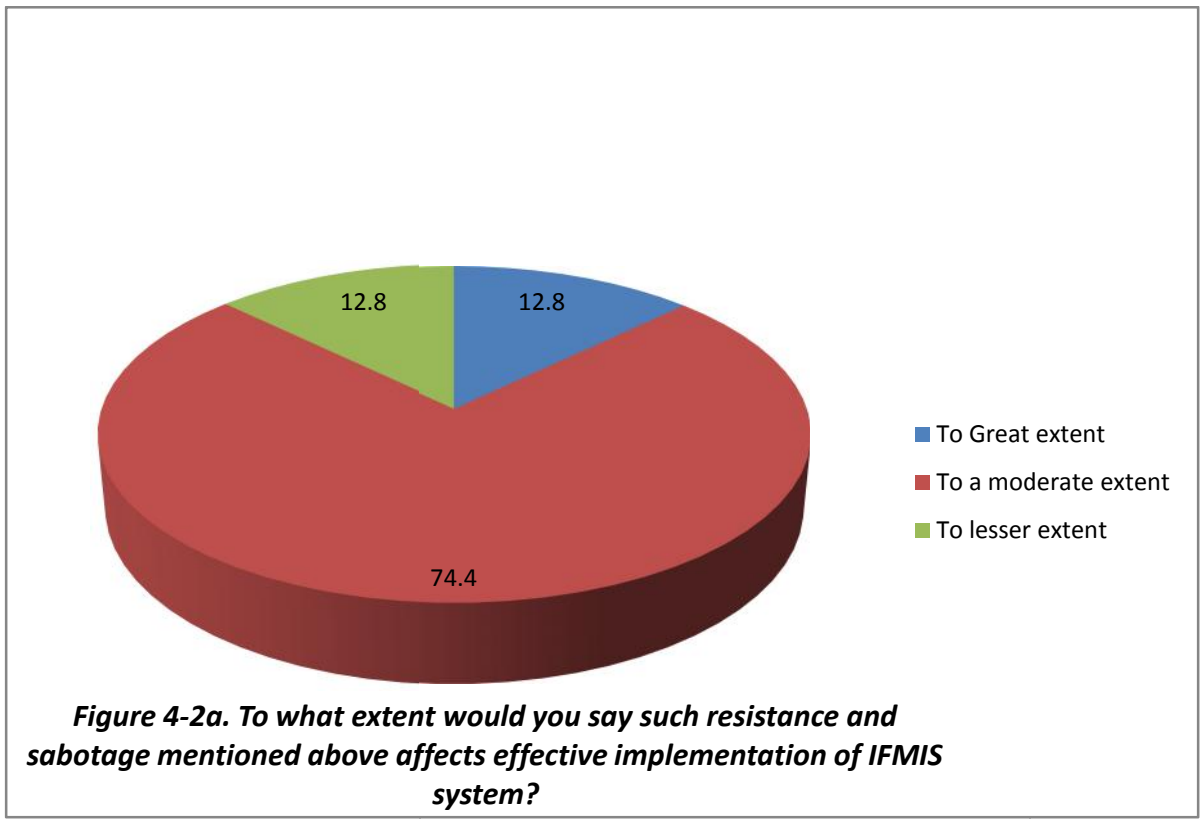



***Figure 4-2a. To what extent would you say such resistance and sabotage mentioned above affects effective implementation of IFMIS system?***

**Source: Research Data**

### 4.5.3. Descriptive Statistics for Capacity and Technical skills

The descriptive analysis of the responses to questions related to capacity and technical skills is presented in Table 4-4. As shown in Table 4-4 the respondents agreed (mean ≈ 2) with the idea that the University lacks proper training program for the use of IFMIS, the ICT phobia is still an issue, and most users lack accounting background which is essential in the use of the system. The only idea that the respondents were neutral (mean ≈ 3.00) was the users are not well trained to handle IFMIS. On the other hand, all questions related to capacity and technical have a standard deviation of greater than 1.00, suggesting that there was variability in rating of the question.

**Table 4.4 Descriptive Statistics for Capacity and Technical skills**

| Question reference | Mean | Standard Deviation |
|---|---|---|
| 1. The University lacks proper training program for the use of IFMIS | 2.37 | 1.138 |
| 2. The users are not well trained to handle IFMIS | 2.78 | 1.100 |
| 3. The ICT phobia is still an issue | 2.08 | 1.031 |
| 4. Most users lack accounting background which is essential in the use of the system | 2.35 | 1.071 |

**Source: Research Data**

**Notes:** (**2**) **1** – strongly agree; **2** -Agree; **3** – Neutral; **4** – Disagree; and **5** – Strongly disagree

### 4.5.4. Descriptive Statistics for Management Commitment

The descriptive analysis of the responses to question related to management commitment is summarized in Table 4-5. The views of respondents on how the management commitment affects implementation of IFMIS in the Addis Ababa University and result showed respondents agreed (Mean ≈ 2) to the suggestion that top management lacks the drive to inspire the use of IFMIS. On the other hand, the respondents were neutral (Mean ≈ 3.00) with regard to the questions: the management is not well versed with IFMIS, there is general lack of interest in IFMIS among top management, the management is made accountable, so they are eager on the use IFMIS, and the top management may not consider worthy investment as the benefit of the system at this stage is not as visible as the cost and inconveniency it has brought. On the other hand, as presented in Table 4-5, the standard deviations for five of the six questions was greater than 1.00, which suggests the presence of variability in rating the questions among the respondents. While the standard deviation for the question the top management lacks the drive inspire the use of IFMIS was less than 1.00, indicating the similarity of the respondents in rating this question.

**Table 4.5. Descriptive Statistics for Management Commitment**

| Question reference | Mean | Standard Deviation |
|---|---|---|
| 1. Top management lacks the drive to inspire the use of IFMIS | 2.41 | .963 |
| 2. The management is not well versed with IFMIS | 2.63 | 1.006 |
| 3. There is general lack of interest in IFMIS among top management | 2.76 | 1.073 |
| 4. Management is made accountable, so they are eager on the use IFMIS | 2.63 | 1.018 |
| 5. Majority of top management are nearing retirement age, thus are less eager. | 2.80 | 1.015 |
| 6. Top management may not consider worthy investment as the benefit of the system at this stage is not as visible as the cost and inconveniency it has brought. | 2.62 | 1.019 |

**Source: Research Data**

**Notes:** (**2**) **1** – strongly agree; **2** -Agree; **3** – Neutral; **4** – Disagree; and **5** – Strongly disagree

### 4.5.5. Descriptive Statistics for Complexity of the System

The descriptive analysis of the responses to question related to the complexity of the system is summarized in Table 4-6. The result of the analysis of the respondents on their views as to whether the complexity of the system affects the implementation of IFMIS in the Addis Ababa University was neutral (mean ≈ 3) on all the four questions directed to them (Table 4-6). However, all questions had a standard deviation of greater than 1.00, which suggested that there was variability in rating of the questions among the respondents.

**Table4.6. Descriptive Statistics for Complexity of the System**

| Question reference | Mean | Standard Deviation |
|---|---|---|
| 1. The system lacks a study and reference manual for workers to read | 3.14 | 1.031 |
| 2. The system is very complex in its processing of information | 2.67 | 1.183 |
| 3. The system is too complex for ordinary users like us | 3.13 | 1.166 |
| 4IFMIS imagines government systems which are complicated | 3.12 | 1.022 |

**Source: Research Data**

**Notes:** (**2**) **1** – strongly agree; **2** -Agree; **3** – Neutral; **4** – Disagree; and **5** – Strongly disagree

### 4.5.6. Descriptive Statistics for IFMIS Implementation

The descriptive analysis of the responses to question related to the dependent variable IFIMIS implementation is presented in Table 4-7. Accordingly, as shown in Table 4-7, the respondents agreed (Mean ≈ 2) to the idea that the IFMIS offers a wide range of choices for users, IFMIS gives relevant feedback and support when appropriate, and the University relies heavily on experts to run the system. But the respondents were neutral (Mean ≈ 3.00) with regard to the idea that the system is very complex in its processing of information and the system components are too many and complicated. On the other hand, all questions had a standard deviation of greater than 1.00, suggesting the presence of variability among the respondents in rating of the questions.

**Table 4.7 Descriptive Statistics for IFMIS Implementation**

| Question reference | Mean | Standard Deviation |
|---|---|---|
| 1. IFMIS offers a wide range of choices for users | 2.40 | 1.130 |
| 2. IFMIS gives relevant feedback and support when appropriate | 2.27 | 1.121 |
| 3. The University relies heavily on experts to run the system | 2.40 | 1.055 |
| 4. The system is very complex in its processing of information | 2.67 | 1.183 |
| 5.The system components are too many and complicated | 2.84 | 1.146 |

**Source: Research Data**

**Notes:** (**2**) **1** – strongly agree; **2** -Agree; **3** – Neutral; **4** – Disagree; and **5** – Strongly disagree

### 4.5.7. Descriptive statistics of additional questions and the result of focus group discussion

In addition the five Likert Scale questions, additional questions were presented to the respondents and the responses of the respondents is summarized in frequencies as shown in Table 4- 8. The respondents were asked whether they received proper training during and after implementation of IFMIS and the majority of the respondents (72.1%) responded that they received proper training. Moreover, according to the focus group discussion the participants indicated that before the implementation of the system all users received proper training. But the

participants of the discussion indicated that they did not receive on job training and underlined that it is needed. In addition, the participants indicated that there was a lack of qualified staff to administer the effective use of the system. According to the majority of respondents (53.5%) the University has the capacity to effectively promote use of the IFMIS as shown in Table 4-8. This result was also substantiated by participants of focus group discussion who supported the idea that the University has the capacity to effectively promote the use of the IFMIS. However, one participant strongly suggested that the University has the capacity to effectively promote the use of the IFMIS but it lacks firm management commitment.

With regard to the question as to whether the respondents received any support from management to boost their confidence on the use of IFMIS, the majority of the respondents (53.5%) responded that they were not support by management to boost their confidence on the use of IFMIS. Similarly, the participants of the focus group discussion on the current salary structure and terms of employment by the University indicated that the salaries were not attractive, the management was not incentivized and the same applies to all other IFMIS users; this suggests that the IFIMIS users were not motivated.

**Table 4.8. The frequencies of responses to the questions other than those included in the Likert Scale**

| Question reference | Yes | No | I don't know/ Rarely |
|---|---|---|---|
| **Capacity and technical skills** | | | |
| 1. Did you receive proper training on the use of IFMIS during and after implementation? | 72.1% | 26.7% | |
| 2. Are there qualified staffs in your University to administer the effective use of the system? | 30.2% | 51.2% | 18.6% |
| 3. Does your University have the capacity to effectively promote use of the IFMIS system? | 53.5% | 26.7% | 19.8% |
| 4. Do you know about IFMIS and key components? | 81.4% | 18.6% | |
| 5. Is your department involved in the use of IFMIS for recording and accounting transactions? | 91.9% | 8.1% | |
| 6. Are you deeply involved in the usage of IFMIS in your department? | 59.3% | 40.7% | |
| **Management commitment** | | | |
| **1.** Do you receive any support from top management to boost your confidence on the use of IFMIS? | 27.9% | 53.5% | 18.6% |
| 2. Would you feel that there are positive attitudes towards IFMIS by top management? | 47.7% | 18.6% | 33.7& |
| 3. In your opinion, is top management well versed with IFMIS system? | 29.1% | 23.3% | 47.7% |
| **COMPLEXITY OF THE SYSTEM** | | | |
| 1. Are there consultants that guide the University staff to understand the IFMIS complexities? | 23% | 28% | 35% |
| 2. In your opinion is the IFMIS complex for users? | 33% | 26% | 27% |

**Source: Research Data**

## 4.6. Inferential Analysis

Pearson correlation was used to measure the degree of association between variables under consideration i.e. independent variables and the dependent variables. Anderson, et al. (2002) defined the correlation coefficient as a descriptive measure of the strength of the linear association between two variables, x and y. They explain that values of the correlation

coefficient are always between -1 and +1. A value of +1 indicates that the two variables x and y are perfectly related in a positive linear sense. A value of -1 indicates that x and y are perfectly related in a negative linear sense. Values of the correlation coefficient close to zero indicate that x and y are not linearly related

## 4.7. Relationship between Staff Resistance and Implementation of IFMIS

The association between staff resistance and implementation of IFIMIS is presented in Table 4-9 and the result showed that staff resistance was negatively associated ($r = -0.249$; $p < 0.05$) with the IFMIS implementation i.e. as the staff resistance increases, the implementation of IFMIS is decreased and the reverse is true.

**Table 4.9. Relationship between Staff Resistance and Implementation of IFMIS**

| Indicators | | Implementation of IFMIS |
|---|---|---|
| **Staff Resistance** | Pearson correlation | -.249* |
| | Sig. (2-tailed) | .021 |
| | N | 86 |

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

## 4.8. Relationship between Capacity and Technical skills of IFMIS Users and IFMIS Implementation

The association between capacity and technical skills, and the implementation of IFIMIS is presented in Table 4-10. The association between capacity and technical skills, and the implementation of IFIMIs was positive and statistically significant ($r = 0.306$; $p < 0.01$).

**Table 4.10.Relationship between Capacity and Technical skills of IFMIS Users and IFMIS Implementation**

| Indicators | | Implementation of IFMIS |
|---|---|---|
| **Capacity and technical skill** | Pearson correlation | .306** |
| | Sig. (2-tailed) | .004 |
| | N | 86 |

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

## 4.9. Relationship between Management Commitment and IFMIS implementation

The association between management commitment and implementation of IFIMIS is presented in Table 4-11 and commitment by management was positively associated (r =0 .320; p < 0.01) with the implementation of IFMIS has shown in Table 4-11.

**Table4.11. Relationship between Management Commitment and IFMIS Implementation**

| Indicators | | Implementation of IFMIS |
|---|---|---|
| **Capacity and technical skill** | Pearson correlation | .320** |
| | Sig. (2-tailed) | .003 |
| | N | 86 |

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

## 4.10. Relationship between Complexity of the system and IFMIS Implementation

The association between complexity of the system and implementation of IFIMIS is presented in Table 4-12 and accordingly, the association between complexity of the system and IFMIS implementation was not statistically significant (r =0. 185; p = 0.089).

**Table 4.12. Relationship between Complexity of the system and IFMIS Implementation**

| Indicators | | Implementation of IFMIS |
|---|---|---|
| **Capacity and technical skill** | Pearson correlation | .185 |
| | Sig. (2-tailed) | .089 |
| | N | 86 |

# CHAPTER 5

# 5. CONCLUSION AND RECOMMENDATION

## 5.1. Introduction

The purpose of this chapter is to discuss the findings, draw conclusions and make recommendations. The chapter begins with a summary of the findings and discussion. Conclusions were then drawn in view of the discussion under each objective. Finally, this chapter forwarded recommendations for improvement as well as suggestions for future study.

## 5.2. Summary of Findings and Discussions

Based on the descriptive analysis and focus group discussion, it was agreed that employees resisted the implementation of IFMIS for fear of making mistake and for the absence of promotion for the fast learner. In addition, as observed from the result of the descriptive analysis staff resistance for the implementation of IFIMIS could be due to the fear of losing jobs, inadequate support provided to them by IBX/IFMIS project office from MoFEC, and the lack of the ICT officer to provide support. On the other hand, respondents indicated that staff resistance and sabotage affected effective implementation of IFMIS to moderate extent. Furthermore, correlation analysis of the association of staff resistance with the implementation of IFIMIS was negative and statistically significant, substantiating the results of the descriptive analysis. Similarly, the result of the study conducted by Kahari, et al. (2015) in Kenya indicated that staff resistance had negative effects on IFMIS implementation. Moreover, the finding the present study is agreement with the report of other study conducted on the effect of staff resistance on the implementation of IFIMIS (Indeje and Zheng's, 2010)

The results of both descriptive study and focus group discussion indicated that the University lacks proper training program for the use of IFMIS, high frequency of phobia for ICT among the staff, and the lack of accounting background by most IFIMIS users. According to focus group discussion all IFIMIS users took proper training before the implementation of the system. But although on job trainings are necessary for continuous refreshment of the skills of IFIMIS users, the study subjects indicated the absence such opportunity, which might have created lack of

capacity and technical skill for the use of IFIMIS. In addition, it was learned that there is a need for a qualified staff to administer the effective use of the system as well as the necessity of computer literacy was underlined to cope with the challenges of the new system, which otherwise leads to the development of ICT phobia. Such observations were further supported by the positive and statistically significant association between capacity and technical skills, and the implementation of IFIMIS by the present study. In agreement with the findings of this study, previous studies (Musee, 2011; Kahari et al., 2015) in Kenya had also reported strong and positive association between capacity and technical skills, and the implementation of IFMIS.

The results of the descriptive analysis and a focus group discussion showed that the management lacks the drive to inspire the use of IFMIS as there were no encouragement and incentives for the fast learner and also for IFMIS users. However, respondents were indecisive on whether the management was not well versed with IFMIS, and majority of management members were closer to the retirement age. Further, correlation analysis showed that positive and statistically significant relationship between the management and IFMIS implementation. Similarly, Musee (2011) found that lack of management support had negative impact on the system effectiveness. Thus, this suggested that management support is critical for successful implementation of the IFMIS. It can be inferred that management commitment would improve the effective implementation of IFMIS.

In descriptive analysis, majority of the respondents were uncertain on the availability of the reference manual for IFMIS users. But the participants of the focus group discussion indicated the presence of a vague reference manual that was not easy to refer. With regard to the complexity of the system and related questions, the respondents were neutral, and as a result, there was no significant association between system complexity, and implementation of IFMIS in the present study. Additionally, the focus group discussion participants indicated the lack of experts who guide the system. On the other hand, Musee (2011) reported a negative and statistically a significant association between the system complexity and the implementation of IFMIS.

## 5.3. Conclusion

The general objective of this study was to assess factors that affect an implementation of IFMIS at the case of Addis Ababa University. The specific objectives of the study were: to assess the existence of staff resistance and it's implication on the implementation of IFMIS in the Addis

Ababa University; to determine the influence of capacity and skills of IFMIS users on its implementation at Addis Ababa University; to ascertain the influences of management commitment on implementation of IFMIS in Addis Ababa University; to determine the influences of complexity of the system on the implementation of IFMIS in Addis Ababa University.

Descriptive research design was used for this study. The data collection method used in this study was a questionnaire and focus group discussion. The target population comprised of 120 staff working in the finance, accounts, budget and treasury, property admin, audit and procurement departments. A census sampling technique was used and therefore, the sample size was 120 respondents, representing 100% of the target population size. The response rate was 72%. The data was analyzed using descriptive statistics and Spearman's Rank Correlation Coefficient using SPSS Software. The findings were presented in tables and graphs.

The first analysis was the association between staff resistance and implementation of IFMIS. Based on the descriptive analysis and focus group discussion, it was agreed that employees resisted the implementation of IFMIS for fear of making mistake and for the absence of promotion for the fast learner. In addition, as observed from the result of the descriptive analysis staff resistance for the implementation of IFIMIS could be due to the fear of losing jobs, inadequate support provided to them by IBX/IFMIS project office from MoFEC, and the lack of the ICT officer to provide support. Additionally, the correlation analysis of the association of staff resistance with the implementation of IFIMIS was negative and statistically significant, supporting the results of descriptive analysis.

The second analysis was determined the influence of capacity and skills of IFMIS users on its implementation. The results established that there exists a positive and statistically significant relationship between capacity and skills of IFMIS users and its implementation. The study suggested that the users of IFMIS lack the capacity and technical skill for the effective implementation of IFMIS. The possible cause for the lack of capacity and technical skill of IFMIS users was lack of proper training, ICT phobia, lack of experts to guide the users, and lack accounting background.

The third analysis was determined the influences of management commitment on implementation of IFMIS. The findings showed that there exists a positive and statistically significant relationship between management commitment and IFMIS implementation. This means there was significant influence of lack of management commitment on effective implementation of system. The study suggests that management laxity in supporting the IFMIS users had largely affected the effective implementation of IFMIS.

The fourth factor analysis was to establish influences of complexity of the system on the implementation of IFMIS. With regard to the complexity of the system and related questions, the respondents were neutral, and as a result, there was no significant association between system complexity, and implementation of IFMIS in the present study. Additionally, the focus group discussion participants indicated the lack of experts who guide the system

## 5.4. Recommendation

On the basis the above conclusions, the following recommendations were forwarded:

- The University should enhance capacity and skill of the user to manage changes and to survive while changing. Moreover, the university should conduct capacity building exercises to ensure that the teams and key personnel involved in IFMIS are equipped with the necessary skills to provide a strong support to IFMIS and its implementation.
- The University should ensure continuity of key personnel in the system development and implementation through upholding the salary structure and creating various incentive packages for the IFMIS users and their supervisors so that personnel with necessary knowledge, experience and expertise maintained in the system for effective IFMIS implementation.
- The University should avail the necessary guidelines and manuals that friendly used by the users and also recruit ICT support provides so that the users can get the necessary support.

## 5.5. Suggestions for Further Research

Finally, this study was the first of its kind in Ethiopia and was a preliminary as it was limited to a few and major variables in one Institution because of time and logistic constraints. Therefore, additional and representative studies with more diversified variables are recommended.

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## APPENDIX

**May 2016**

Dear Madam /Sir,

This is to kindly request for your cooperation in responding to this questionnaire prepared for conducting research on the Integrated Financial Management Information System (IFMIS) in the Addis Ababa University.

I am carrying out a research on the Assessment of Factors Affecting the Implementation of Integrated Financial Management Information System at the Addis Ababa University. This is in partial fulfillment of the requirement of the Master of Business Administration in Accounting and Finance at the St. Mary University.

I have selected the Addis Ababa University for undertaking this study. This research is conducted for academic purpose and therefore, the information that you are providing during the researching process will be used strictly for academic purposes with great diligence and confidentiality. Hence your kind support in this regard is highly appreciated.

Thank you in advance,

Sincerely,

Mekdes Derara
0911-44-05-98

**Part I: RESPONDENT'S GENERAL INFORMATION**

1. What is your gender?
   Male Female
2. What is your age bracket?
   18 – 29 years 30 – 39 years 40 – 49 years 50 years and over
3. Level of education
   Certificate Diploma Degree MBA/MA PHD
4. For how long have you been working with the AAU?
   1 to 5 years 6 to 10 years 11 to 15 years 16 and above
5. Department:
   Accounts (receivable, payable, payroll, general ledger) Budget and Treasury Audit Procurement Property Admin End users'

**Part II: STAFF RESISTANCE TO IFMIS**

Please indicate whether you strongly agree, agree, neutral, disagree, or strongly disagree with the following statements by placing a tick *(✓)* inside the appropriate box

| | Strongly agree | Agree | Neutral | Disagree | Strongly disagree |
|---|---|---|---|---|---|
| 1.IFMIS system is resisted by majority of the staff of the University | | | | | |
| 2.The system exposes corrupt officials that is why it is resisted | | | | | |
| 3.Most employees resist IFMIS for fear of losing out control and jobs | | | | | |
| 4.It was suddenly implemented that's why its resisted | | | | | |
| 5.The system installation stage ignored staff involvement | | | | | |
| 6.IFMIS offers a wide range of choices for users | | | | | |
| 7.IFMIS gives relevant feedback and support when appropriate | | | | | |
| 8.Employees resist IFMIS for fear of making mistake | | | | | |
| 9.There was no promotion for fast learner | | | | | |
| 10.The support provided by IBX/IFMIS project office from MoFEC is not sufficient and that is why it is resisted | | | | | |
| 11.The support provided by the ICT officer of the university is not sufficient and that is why it is resisted | | | | | |

- To what extent would you say such resistance and sabotage mentioned above affects effective implementation of IFMIS system? Please tick where applicable. To a greater extent To a moderate extent To a lesser extent

**Part III**: **CAPACITY AND TECHNICAL SKILLS**

**1.** Did you receive proper training on the use of IFMIS during and after implementation?

Yes No

2. Are there qualified staffs in your University to administer the effective use of the system?

Yes No I don't know

3. Does your University have the capacity to effectively promote use of the IFMIS system?

Yes No I don't know

4. Do you know about IFMIS and key components?

Yes No 5. Is your department involved in the use of IFMIS for recording and accounting transactions? Yes No

6. Are you deeply involved in the usage of IFMIS in your department?

Yes No

Please indicate whether you strongly agree, agree, neutral, disagree, or strongly disagree with the following statements by placing a tick *(✓)* inside the appropriate box

| | Strongly agree | Agree | Neutral | Disagree | Strongly disagree |
|---|---|---|---|---|---|
| 1.The University lacks proper training program for the use of IFMIS | | | | | |
| 2.The University relies heavily on experts to run the system | | | | | |
| 3.The users are not well trained to handle IFMIS | | | | | |
| 4.The ICT phobia is still an issue | | | | | |
| 5. Most users lack accounting background which is essential in the use of the system | | | | | |

**Part IV: MANAGEMENT COMMITMENT**

**1.** Do you receive any support from top management to boost your confidence on the use of IFMIS?

Yes No Rarely

2. Would you feel that there are positive attitudes towards IFMIS by top management?

Yes No I don't know

3. In your opinion, is top management well versed with IFMIS system?

Yes No I don't know

Please indicate whether you strongly agree, agree, neutral, disagree, or strongly disagree with the following statements by placing a tick *(✓)* inside the appropriate box.

| | Strongly agree | Agree | Neutral | Disagree | Strongly disagree |
|---|---|---|---|---|---|
| 1.Top management lacks the drive to inspire the use of IFMIS | | | | | |
| 2.The management is not well versed with IFMIS | | | | | |
| 3.There is general lack of interest in IFMIS among top management | | | | | |
| 4.Management is made accountable, so they are eager on the use IFMIS | | | | | |
| 5.Majority of top management are nearing retirement age, thus are less eager | | | | | |
| 6.Top management may not consider worthy investment as the benefit of the system at this stage is not as visible as the cost and inconveniency it has brought | | | | | |

**Part V: COMPLEXITY OF THE SYSTEM**

1. Are there consultants that guide the University staff to understand the IFMIS complexities?

Yes No Rarely

2. In your opinion is the IFMIS complex for users?

Yes No Rarely

Please indicate whether you strongly agree, agree, neutral, disagree, or strongly disagree with the following statements by placing a tick *(✓)* inside the appropriate box.

| | Strongly agree | Agree | Neutral | Disagree | Strongly disagree |
|---|---|---|---|---|---|
| 1.The system lacks a study and reference manual for workers to read | | | | | |
| 2.The system is very complex in its processing of information | | | | | |
| 3.The system is too complex for ordinary users like us | | | | | |
| 4.The system components are too many and complicated | | | | | |
| 5.IFMIS imagines government systems which are complicated | | | | | |

# Focus group discussion checklist

1. How do you feel about IFMIS?
2. According to you, how important is management support in implementing IFMIS?
3. What do you suggest about the presence of qualified staff in the Addis Ababa University to supervise the effective use of the system?
4. How do you feel about the complexity of IFMIS?
5. What is your opinion about the requirement of reference manual for the use IFMIS?
6. How do you feel about the sufficiency of your trainings to use IFMIS?
7. According to you, how important is computer literacy in implementing IFMIS?
8. How do you feel about the rewards of IFMIS users at the University?
9. Do you think that the Addis Ababa University has the capacity to effectively promote use of the IFMIS?