



## CONTRIBUTION OF COMPUTERISED FINANCIAL MANAGEMENT SYSTEMS IN THE FUNCTIONS OF SUPREME COURT OF RWANDA

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### Abstract

*The study investigated various computerized financial management systems used in Rwanda Supreme Court and try to ascertain the various functions of Rwanda Supreme Court used by computerized financial management system. The study determined the extent to which the computerized financial system has contributed to the functioning of Rwanda Supreme Court. The study provided vital information to various beneficiaries to capture the contribution of computerized financial management system in the functions of the Supreme Court of Rwanda. The study reviewed on Computerised Financial Management Systems, Conflicting Theories on Financial Management Systems, and Criticism of the Theories, Empirical Review, and Knowledge Gap. In this study, the research utilized quantitative research technique by using a questionnaire in order to get the primary data. Different textbooks, Supreme Court Financial reports, journals and other documents related to the Contribution of computerised financial management systems were consulted. Publications, government web through the period of study were also exploited. After editing, coding and tabulation, a computer programme for data analysis well-known as Statistical Package for Social Sciences (SPSS) was used to produce results and interpret the results. A sample of 33 respondents from Rwanda Supreme Court was involved in the study. The findings revealed that, The SAGE Pastel Evolution assisted Supreme Court financial operations (54.5 %) , while the Smart IFMIS has been assisting the Supreme Court financial operations as supported by 70 % while those who indicated that they enjoyed general assistance were 62%.The hypothesis used was that “the Supreme Court of Rwanda uses specific Financial Management Systems in most of its operations” was accepted because the Supreme Court of Rwanda used Smart IFMIS and SAGE Pastel evolution in the operations of Supreme Court to the rate of 62 % for their total functions. It was also found that the level of contribution made by the Computerised Financial management Systems to the Supreme Court functions is high.This is also confirmed by the chi-square results which showed that the computerized financial management systems at Supreme Court have a significant contribution to the Supreme Court. The Null Hypothesis which stated that “The Supreme Court of Rwanda has not fully benefited from the contribution of computerised financial management system.” is thus rejected and alternative hypothesis is accepted thus, “The Supreme Court of Rwanda has fully benefited from the contribution of computerised financial management system”.This was interpreted as a contribution to financial management at the supreme court of Rwanda.*

**Keywords:** *Computerized Financial Management System, IFMIS, SAGE*

### INTRODUCTION

This chapter focuses on the background, profile of Supreme Court of Rwanda, problem statement, objective of the study, research questions, research hypothesis, and scope of the study, theoretical framework, conceptual framework and operational definition of terms.

#### **Background of the study**

In the current trend in the world countries, skilled workforce, qualified personnel, motivation and high mechanism involved in handling day to day, the management of activities are some factors that lead to



effective management and economy development [Musemakweri, 2010].

According to Walters [2001], Computerized Financial management Systems has been in operations since 1961 by International Machine Corporation in United States used by business employees to add up the amounts of sales recorded by each salesman at company and spread to other organizations in different and diverse industries.

According to Rosen [2002], the world of financial management, and for a country to be developed, it must be built an effective economy. Public financial management concerns the taxing and spending of government, which in turn influences resource allocation and income distribution. The spending portion covers the budget cycle, including budget preparation, internal controls, accounting, internal and external audit, procurement, and monitoring and reporting arrangements. In the public institutions, financial management is one of the fields which must be developed in order to build the country's economy and fighting the waste of resources. Public finances to be well managed, there must have a well designed financial management systems in order to achieve their objectives.

In the light of technological progress witnessed by different countries in the world today for all scientific and practical fields for both industrial, commercial and services sectors, public institutions, the Supreme Court has been recognized in coping with these institutions, particularly with regard to the Ministries and other public institutions, which considered as the base of essential services provided by Supreme Court. Elaiwi [2009] confirmed that using information technology has become the target of many international organizations, which encouraged competition and technological progress on the computerization of information systems with the latest technology of computers, where the system helps to plan, organize, control and supervision.

Financial management information technology systems have been successfully adopted in some cases when there are sufficient commitment, capacity, and resources as part of a broad and appropriately phased reform program. If conditions are right, there may be significant efficiency gains

[Diamond, 2006; Wescott, 1987]. For example, e-procurement in South Korea, Brazil and Philippines has reportedly improved efficiency and transparency, reduced acquisition cost, and may have reduced corruption [Seong & Lee, 2004].

In some parts of Africa, the principal benefit from IT may be ensure more systematic adherence to financial rules by manual systems, which may be run in parallel to IT-based systems and more relied on by finance staff. Successful IT-based financial systems reforms are commonly iterative and modular rather than integrated, built around scarce, high quality public managers wherever they may be working (Peterson, Stephen, Charles, Joseph, & Charles, [1996]. On the other hand, in both developing and developed countries, the expected benefits can be blocked by traditional bureaucratic forms, technical difficulties, lack of skills, and weak project management.

In fact, the Computerised financial management systems, all the transactions are made and recorded in the computer by the different financial personnel from different courts and treat them as the primary data that later will be used to prepare the financial statements and other documents needed. In proper management of public sector, including Supreme Court, from 2008 the Ministry of Finance and Economic planning has issued the manual of the operational policies and procedures covering financial management, books of accounts, government uniform chart of accounts, accounting, and financial reporting requirements and those should be achieved through proper software called SAGE Pastel (Ministry of Finance and Economic Planning [MINECOFIN, 2008].

From July 2009 MINECOFIN has changed the style of software in the profit of Integrated Financial Management Information Systems (Smart IFMIS). The United State Agency International development [USAID, 2008] in its IFMIS Practical Guide shows that there are some countries experienced or continue to experience severe implementation of Integrated Financial Management Information System like Slovak Republic, Kosovo, Kazakhstan, Uganda, Iraq, and Vietnam among others.

#### **Profile of Supreme Court of Rwanda**

The Supreme Court is the highest court in Rwanda, and is the guarantor of independence of the judiciary. The Rwanda judiciary has evolved over time. It was first established by the constitution of 28<sup>th</sup> January



1961 under the ambit of the Supreme Court that was composed of 5 members appointed by the president of the Republic. Following the 24<sup>th</sup> November 1962 constitution, the Supreme Court was established of sections: Department of Courts and Tribunals, the court of cassation, the Constitutional Court, the State Council and the Court of accounts. The powers to appoint and dismiss judges of Supreme Court were vested on the President of the Republic. Following the adoption of the new Rwandan constitution of 4<sup>th</sup> June 2003, enormous changes were made to the organisation, functioning and jurisdiction of the Courts and judiciary in general. Article 60 of the constitution of the Republic of Rwanda of 4<sup>th</sup> June 2003 establishes the Judiciary as one of three independent arms of the government [Supreme Court, 2009].

The mission of the entity defines the day to day operations of an organisation in very broad terms and translates the vision into action and quantifiable result areas. The current judiciary mission is to dispense justice with equity and integrity with view to serving litigants, thus contributing to the re enforcement the rule of law, particularly in a respect of fundamental liberties and human rights. In the article 143 of the constitution, ordinary courts include the Supreme Court, the High Court of the Republic, Intermediate Courts and Primary Courts. Other specialised courts include supervised by the Supreme Court include Commercial High Court and Commercial Courts [Supreme Court, 2009].

#### **Legal and Legislative and framework**

The legal history of the Judiciary has been subdivided in four periods whose characteristics are briefly described in the following paragraphs:

**The period from 1961 to 1978:** The 28 January 1961 Constitution invested Judicial Powers to the Supreme Court which was composed of 5 members appointed by the President of the Republic. The latter had the powers to appoint and dismiss judges of the Supreme Court. With the promulgation of the 24 November 1962 Constitution, the Supreme Court was divided into 5 sections: the Department in charge of Courts and Tribunals, the Supreme Court of appeal, the Constitutional Court, the State Counsel and Audit Office (Adam, 2008).

**Period from 1978 to 1994:** Based on the 28 December 1978 Constitution, the President of the Republic became the guarantor of the independence

of the Judicial Powers and President of the Higher Council of Judiciary (HCJ), while the Minister of Justice became its Vice-president. The Supreme Court judges were appointed and dismissed by the President of the Republic on proposal of the Minister of justice after approval by the HCJ. Members of this Council were appointed by the President of the Republic. The Supreme Court with 5 sections was replaced by 4 Higher Jurisdictions that are independent one of the other, namely: Supreme Court of appeal, the State Counsel, the Constitutional Court (composed of the Supreme Court of Appeal and the State Counsel) and the State Audit Office.

**Period from 1994 to 2003:** This post-genocide period was marked by the adoption of the Fundamental Law which instituted the following ordinary jurisdictions: Canton (Lower) Courts, Courts of First Instance, Courts of Appeal and the Supreme Court. This new Supreme Court was composed of 5 sections once again: the Department of the Courts and Tribunals, the Supreme Court of Appeal, the Constitutional Court, the State Counsel and the State Audit Office. By the 18 April 2000 constitutional amendment, it was also endowed with a sixth section called "jurisdictions GACACA Department". The Supreme Court was headed by a president, assisted by 6 Vice-presidents and had Advisers playing the role of judges. Each Vice-president was also a President of one of the sections of the Supreme Court. The Higher Council of the Judiciary, composed of 21 career judges, was responsible for the management the career judges from Courts and Tribunals, other than the President and the Vice-presidents of the Supreme Court. A Rwandan legal reform Commission was established by a law in July 2001. It was composed of Rwandans belonging to various professional and legal institutions, in particular the Supreme Court, the Ministry of Justice, the Public prosecution service, National University of Rwanda and members of the Bar Association. Its mandate was to propose a law governing the organization and the jurisdiction of courts of law; a law on the code of ethics of the judiciary; a law on the organization, the operation and the jurisdiction of the High Council of the Judiciary; a law creating the National Public Prosecution Department; a law on criminal procedure and a law on the code on the administration of evidence (Adam, 2008).



**Period from 2003 to date:** This period was characterized by the adoption of the 04 June 2003 Constitution which led to profound changes in the area of organization, administration and competence of Courts and Tribunals. The Constitution of the Republic of Rwanda adopted on the 26th of May 2003, institutes in its article 143 (as modified by article 11 of the Amendment No 02 of the 08th December 2005), 4 levels of the ordinary 19 jurisdictions namely: The Supreme Court, The High Court of the Republic, the High Instance Court and the Lower or district Court (Adam, 2008).

#### **Managerial Functions of Supreme Court**

The Supreme Court may be considered as a jurisdiction but also as an institution whose mission includes ensuring the administration of all ordinary courts of the country. The support functions are carried out by the Office of the Secretary General. In practice, duties of the Office of the Secretary General exclude the participation in management of jurisdictional businesses and human resources involved in the jurisdictional affairs. According to article 34, "the Secretary General of the Supreme Court is in charge of coordination of all administrative and technical activities of the services of the Court. He/she is also responsible for implementing policies, strategies and programmes of the Supreme Court in administrative and technical areas" (Organic law No 1/2004 of 20 January 2004 On the organization, administration and competence of the Supreme Court, Article 24 ).

According to Adam (2008) said that there has been progress in installing computer connections for the courts but those computers still lack MIS and M&E systems and automated caseload processing is not being used. All courts at all levels now have access to computers and, except for the 20 Base Tribunals where network coverage is inadequate due to mountains or other factors all have internet access. Supreme Court independence is legally, budgetary, administratively & financially assured. The Supreme Court is considered as an administrative entity while forgetting its jurisdictional mandate. According to the organic law no Law no 51/2008 of 09/06/2008, article 61, the management of court budget should conform to provisions and regulations governing the government accounting systems.

#### **Organisation and Jurisdiction of Courts**

At present, the Supreme Court at the territorial level has the following four organs: The Supreme Court,

the High Court which is composed of 4 chambers (Rwamagana, Musanze, Nyanza, Rusizi), 12 Intermediate Courts, 60 Primary Courts which are spread in the country according to the population needing service. And the specialised courts include 1 Commercial High Court and 3 Commercial Courts. All the courts will be 82 (Organic Law no 51/2008 of 09/06/2008).

The Supreme Court has the administrative office which is support entity; it provides a wide range of administrative, legal, financial, management and information technology services to the courts. The administrative office is directly supervised by the Secretary General.

#### **Statement of problem**

Financial Management means planning, organizing, directing and controlling the financial activities such as procurement and utilization of funds of the enterprise. It means applying general management principles to financial resources of the enterprise (Panday, 1983).

The Supreme Court of Rwanda is one of the central government institutions that occupy a central role in terms of the services they offer to the people of the country. This is why efficient management of central government institutions need to keep form of computerised financial management systems. However, the Supreme Court has continued to show and register poor performance possibly due to lack of adequate computerised financial management systems that reflect an absence of appropriate procedures and insufficient modern softwares as well as improper records of financial transactions as shown in the report of the Office of the Auditor General of State Finance in the audit of Financial statements for the year ended 31 December 2007 [Office of the Auditor General, OAG, 2007].

In addition of that, lack of computerized financial management system has led to poor financial management. Tracing of cash transactions, Recording Financial Transactions, Financial Reporting, etc which has affected decision making, delays salary payments, therefore, proper financial management could address issues like salary payments; payment of goods and service. In addressing this, Computerized Financial Management Systems would be a solution to this problem. The researcher investigated the contribution of computerised



financial management systems towards the functions of the Supreme Court of Rwanda.

The objective of this study was to determine the Contribution of computerized financial management system in the functions of Rwanda Supreme Court. Specific objectives of the study focused on achieving the following;

- i. To investigate various computerized financial management systems used in Rwanda Supreme Court.
- ii. To ascertain the various functions of Rwanda Supreme Court used by computerized financial management systems.
- iii. To determine the extent to which the computerized financial system has contributed to the functioning of Rwanda Supreme Court.

#### **Research hypothesis**

*The Supreme Court of Rwanda uses specific financial Management Systems in most of its operation*

*The Supreme Court of Rwanda has not fully benefited from the contribution of computerised financial management system.*

#### **The scope of the study**

The subject of the study is Contribution of computerized financial management system in the functions of Supreme Court of Rwanda. The study covered the period between 2008 and 2011. However, the choice of this period was because the Supreme Court started using the software for the first time for financial management in 2008. The research covered the Supreme Court of Rwanda which is one of the public institutions in Rwanda. Covering the department of Finance in Supreme Court head quarter, High Court, Commercial high Court, all Intermediate Courts as the Supreme Court was taken as case study. The research was focused on the expenditures management and reporting.

#### **REVIEW OF EXISTING LITERATURE**

The literature review emphasized on the review of financial management systems, computerised financial management systems indicators, financial

management functions, conflicting theories on computerized financial management systems, criticism of those theories, knowledge gap, theoretical framework ,and Conceptual framework.

A theory of corporate financial management by Morris and William [1987] is summarized from the broad flow of finance literature and computer-based financial modeling systems that are today gaining much greater acceptance in business organizations. This theory also refers to the broad set of managerial activities of an organization which are financial accounting structure; an economic structure dealing with cash flow, economic value, and marginal rates of return to investment: operating information structures dealing with the conduct of an organization's work; and strategic information structures dealing with an assessment of the external and internal human needs which provide a rationale for an organization's present and future existence.

Jack and Pokar [2006] argue that in terms of terminology, and Financial Management information Systems refers to computerization of public expenditure management processes including budget formulation, budget execution, and accounting with the help of a fully integrated system for financial management of the line ministries and other spending agencies.

Elaiwi [2009] confirmed that using information technology has become the target of many international organizations, which encouraged competition and technological progress on the computerization of information systems with the latest technology of computers, where the system helps to plan, organize, control and supervision. Therefore, we must keep pace with this evolution in public institutions, especially that Supreme Court has become one of the countries using this system and the establishment of it in different Courts.

Seif and Qasim[2011] confirmed that the accounting information systems play an important role in making administrative decisions of the Ministry of Education, his study also demonstrated that there is a positive relationship between each of the accounting information systems, individuals, used programs, data and information base on one hand and taking of administrative decisions on the other hand. Therefore, the decision making about the



change from the conventional accounting system to computerized accounting information system is an important step in the decision makers in governmental hospitals.

Ministry of Finance and Economic Planning [MINECOFIN, 2008] explains the financial management systems as the applications that perform financial management functions and include both manual and automated systems for program and administrative financial management. Financial management applications are used to collect, record, classify, analyze, and report data for financial decision making. These applications process, control, and account for financial transactions and resources, and are used for auditing, formulating and executing budgets.

Seif and Qasim [2011] confirmed that there is a positive relationship between the elements of the accounting system and the quality of administrative performance in the industrial public shareholding company in Jordan in the field of planning, controlling and decision making.

The Institute of Electrical and Electronics Engineers [1988] defined the term feature as a distinguishing characteristic of a software item. A system is said to be feature-rich when it has many options and functional capabilities available to the user. This term is also used in a pejorative fashion where it expresses the view that features are added at the expense of something that's usually considered a basic function.

Berger [1988] explained that the system should have the following basic features: Standard data classification for recording financial events; Internal controls over data entry, transaction processing, and reporting; and Common processes for similar transactions and a system design that eliminates unnecessary duplication of data entry.

#### **Computerized financial management systems Modules**

In software, a module is a part of a program. Programs are composed of one or more independently developed modules that are not combined until the program is linked. A single module can contain one or several routines [Parison, 2005].

According to Jack and Pokar [2006], financial management information system (FMIS) consist of several elements with different functions. In the description that follows, the term module imply that the system is a sub-element in a FMIS. The core of an FMIS could be expected to include the following modules and systems: General ledger, Budgetary accounting, and Accounts payable, Accounts receivable while the noncore or other modules are: Payroll system, Budget development, Procurement, Project ledger and Asset module.

#### **Complexity in Computerised financial management systems**

Computational complexity Theory is the study of the complexity of problems that is, the difficulty of solving them. Problems can be classified by complexity class according to the time it takes for a computer program to solve them as a function of the problem size. Some problems are difficult to solve, while others are easy. Even though a problem may be computationally solvable in principle, in actual practice it may not be that simple. These problems might require large amounts of time or an inordinate amount of space Computational complexity can be investigated on the basis of time, memory or other resources used to solve the problem. Time and space are two of the most important and popular considerations when problems of [complexity are analyzed (Lissack, Michael, &John, 2000].

Henry and Kafura [1981] argued that programming is a term that encompasses numerous properties of a piece of software, all of which affect internal interactions. According to several commentators, there is a distinction between the terms complex and complicated. Complicated implies being difficult to understand but with time and effort, ultimately knowable. Complex, on the other hand, describes the interactions between a numbers of entities. As the number of entities increases, the number of interactions between them would increase exponentially, and it would get to a point where it would be impossible to know and understand all of them. Similarly, higher levels of complexity in software increase the risk of unintentionally interfering with interactions and so increase the chance of introducing defects when making changes. In more extreme cases, it can make modifying the software virtually impossible.



While Asimov [1988] explains the simple software by giving the example of Simple machine which is a mechanical device that changes the direction or magnitude of a force. In general, they can be defined as the simplest mechanisms that provide mechanical advantage .

Kenneth, Kevin, and Sean (2003) complement by saying that as the complexity of the technology increased and the costs decreased, the need to share information within an enterprise also grew in which computers on a common network were able to access shared information on a server. This allowed for large amounts of data to be accessed by thousands and even millions of people simultaneously. By using the statement of those authors, it is clear that if the software is complex the performance of functions of organizations will be poor performance, but the opposite should result the good performance of the users.

Suppose one software is simple to understand and the other one is complicated, the one with simple understanding will facilitate the activities of users.

#### **Flexibility in Computerized financial management systems**

Dumas and Redish (1999) argued that Usability is the ease of use and learnability of a human-made object. The object of use can be a software application, website, book, tool, machine, process, or anything a human interacts with. A usability study may be conducted as a primary job function by a usability analyst or as a secondary job function by designers, technical writers, marketing personnel, and others. It is widely used in consumer electronics, communication, and knowledge transfer objects (such as a cookbook, a document or online help) and mechanical objects such as a door handle or a hammer.

Usability includes methods of measuring usability, such as Needs analysis and the study of the principles behind an object's perceived efficiency or elegance. In human-computer interaction and computer science, usability studies the elegance and clarity with which the interaction with a computer program or a web site (web usability) is designed. Usability

differs from user satisfaction insofar as the former also embraces usefulness (Dumas & Redish, 1999).

In an organization context, when a software is friendly to the users , the activities will be also easy to accomplish .Suppose you would like to change an error you have made , when the software is not able to correct that error before posting ,the results of will be wrong.

#### **Computerized financial management systems customization**

Modifying of software refers to the act of modifying a piece of software or anything else for that matter, to perform a function not originally conceived or intended by the designer. Software modifications can take various forms: Adaptive maintenance which means modification of software to keep it usable in a changed or changing environment ,corrective maintenance which means reactive modification of a software product to correct discovered faults, and perfect maintenance which is explained as modification of a software product to improve performance or maintainability [Donald , Robert & Mark ,2012].

William [1994] said that the software is typically tested and proven prior to marketing. Most off the shelf developers allow some degree of modification or customization. Most off-the-shelf software developers retain the source code or place it in escrow for the future protection of clients. Some developers sell the source code to users, allowing them to make their own modifications.

He continued by saying that the FMS project team believes that further breakouts were a direct result of the existing system's inflexibility. The changes to include work packets in FMS' model have been identified, but the modifications have not been included in the initial phase. The project team believes that the new FMS project management system provides individual managers with the ability to further break down and record changes beyond current established FMS boundaries.

Newberry [2001] argued that the modification of private sector accounting concepts for application in the public sector generated debate over whether the modifications are merely minor adjustments to remove sectoral differences or are instead a poor



attempt to disguise fundamental differences between sectors, and whether the differences are such that cross sector comparability is impossible.

#### **Financial Management Functions**

A Theory of Financial Organization created by Edwin and Robert [1999] focuses on financial system functions, and then shows how financial resource allocation decisions are characterized in terms of attributes.

Financial systems perform six principal functions: completing payments, pooling resources, transferring resources over time, managing risk, producing information and managing incentives, especially incentives associated with informational differences. One way of classifying the functions is to distinguish the manner in which they are governed. In most organisations, the finance department has the functions like recording financial transactions, payment of goods and service, Budgeting process, etc. (Crane, Calvert, Chris, Cohen, & Crawley, 1995)

Hashim, Ali ,and Allan [2001] argued that definitions of financial management system differ depending on what your focusing .From this point of view they gives some key sub systems elements of a FMS which are : A budget preparation sub-system which may or may not be based on a Medium-Term Expenditure Framework (MTEF). Under a MTEF, the national budget is derived from a multi- year rolling plan which is updated annually; the second is a budget execution and expenditure management sub-system to monitor and account for revenues and public expenditures. Important elements typically include an accounting system, a cash management system to monitor the cash flow within government, a commitment control system to monitor commitments, an aid and debt management system to track external aid and debt, and a payroll system.

To ensure consistency, the introduction of a uniform Chart of Accounts to capture receipts, expenditures, and commitments is required. Other related expenditure control mechanisms could focus on public procurement and inventory control. The third one is Reporting and auditing sub-systems to ensure transparency, accountability, and compliance with the budget or with existing regulations that govern public expenditure management.

Functions continuously categorize what is done without describing how the work is done. Functions do not change unless the business of the organization

changes. Knowledge of the functional precedence is important to the integration of the overall system because it shows that the data output of a function affects and is needed by other functions [William, 1994]

#### **Recording Financial Transactions**

According to Huber [2004] the bookkeeping process refers primarily to recording the financial effects of financial transactions only into accounts. The variation between manual and any electronic accounting system stems from the latency between the recording of the financial transaction and it's posting in the relevant account. This delay, absent in electronic accounting systems due to instantaneous posting into relevant accounts, is not replicated in manual systems, thus giving rise to primary books of accounts such as Sales Book, Cash Book, Bank Book, Purchase Book for recording the immediate effect of the financial transaction.

Laudon and Laudon [2009] said that there are some common methods of bookkeeping such as the single-entry bookkeeping system and the double-entry bookkeeping system. But while these systems may be seen as real bookkeeping, any process that involves the recording of financial transactions is a bookkeeping process. The bookkeeper is responsible for ensuring all transactions are recorded in the correct day book, supplier's ledger, customer ledger and general ledger. The bookkeeper brings the books to the trial balance stage.

An accountant may prepare the income statement and balance sheet using the trial balance and ledgers prepared by the bookkeeper. Transaction processing systems automate the handling of data about business activities or transactions, which can be thought of as simple, discrete events in the life of an organization

#### **Payment and Budget**

According to Schaeffer and Mary [2007] payment is the transfer of wealth from one party to another. A payment is usually made in exchange for the provision of goods, services or both, or to fulfill a legal obligation. There are two types of payment methods; exchanging and provisioning. Exchanging is to change coin, money and banknotes in terms of



the price. Provisioning is to transfer money from one account to another.

The Supreme Court use the first method by giving the checks while in the second methods they payment Order.

Sullivan, Arthur, and Steven [2003] argued that budget is a financial plan and a list of all planned expenses and revenues. It is a plan for saving, borrowing and spending. A budget is an important concept in microeconomics, which uses a budget line to illustrate the trade-offs between two or more goods. In other terms, a budget is an organizational plan stated in monetary terms. Marc [2007] supplements Sullivan, Arthur, and Steven [2003] by saying that, a budget process refers to the process by which governments create and approve a budget.

#### **Financial Report and Internal Control**

According to International Accounting Standard 1 [IAS2007] explained that the financial statement (or financial report) as a formal record of the financial activities of a business, person, or other entity. For a business enterprise, all the relevant financial information, presented in a structured manner and in a form easy to understand, are called the financial statements. They typically include four basic financial statements such as Statement of Financial Position which refers to as a balance sheet, reports on a company's asset, liabilities, and ownership equity at a given point in time the second is Statement of comprehensive income which referred to as Profit and Loss statement, reports on a company's income, expenses, and profits over a period of time.

A Profit & Loss statement provides information on the operation of the enterprise. These include sale and the various expenses incurred during the processing state. The third one is Statement of Changes of Equity which explains the changes of the company's equity throughout the reporting period. The fourth and the last one is the Statement of Cash flow which reports on a company's cash flow activities, particularly its operating, investing and financing activities and notes the explaining the above financial statements(Ibid ).

The Committee of Sponsoring Organizations of the Tread way Commission [COSO,1992]defined internal control as a process, affected by an entity's board of directors, management and other personnel, designed to provide reasonable assurance regarding the achievement of objectives in the following categories: effectiveness and efficiency of operations,

reliability of financial reporting, and Compliance with applicable laws and regulations. COSO describes internal control as consisting of five essential components. These components, which are subdivided into seventeen factors, include: The control environment, Risk assessment, Control activities, Information and communication and Monitoring.

While the Institute of Internal Auditors Research Foundation [IIARF,1994], defines internal Control as a set of processes, functions, activities, sub-systems, and people who are grouped together or consciously segregated to ensure the effective achievement of objective and goals.

Steven [2007] said that payroll is the sum of all financial records of salaries for an employee, wages, bonuses and deductions. In accounting, payroll refers to the amount paid to employees for services they provided during a certain period of time. Payroll plays a major role in a company for several reasons. From an accounting perspective, payroll is crucial because payroll and payroll taxes considerably affect the net income of most companies and they are subject to laws and regulations. Government agencies at various levels require employers to withhold income taxes from employees' wages.

Dobler, Donald, Burt, and David [1996] purchase order is a commercial document issued by a buyer to a seller, indicating types, quantities, and agreed prices for products or services the seller will provide to the buyer. Sending a purchase order to a supplier constitutes a legal offer to buy products or services. Acceptance of a purchase order by a seller usually forms a one-off contract between the buyer and seller, so no contract exists until the purchase order is accepted. It is used to control the purchasing of products and services from external suppliers

#### **Conflicting issues on Financial Management Systems**

While seif and Qasim [2011] emphasized that Information technology has played an important role in various fields at all levels, and the profitable or provide service organizations considered the most affected by this technology that have entered into all its activities and work, and the information plays an important role in determining the effectiveness and



efficiency of the organization, so the organizations headed to design and build information systems to control the vast amount of necessary information for the administration of the organization so as to ensure that the information is reliable, correct and accurate to all levels of administration in an appropriate form and time so as to use it in making rational decisions that contribute in achieving the objectives of the organization.

Al-Razak [1998] in his research focusing on information system in hospital shows that the design and construction of management information systems according to the modern scientific principles and building systems in addition to use computer in dealing with the accounting information in the hospitals is regarded as a necessary step to rationalize the production and consumption of information in the organization.

O'Brien [1999] management information system (MIS) provides information which is needed to manage organizations efficiently and effectively. Management information systems involve three primary resources: people, technology, and information or decision making. Management information systems are distinct from other information systems in that they are used to analyze operational activities in the organization. Academically, the term is commonly used to refer to the group of information management methods tied to the automation or support of human decision making.

On the other hand Kenneth et al.[2009] Management information systems (MIS), produce fixed, regularly scheduled reports based on data extracted and summarized from the firm's underlying transaction processing systems to middle and operational level managers to identify and inform structured and semi-structured decision problems. MIS is not just about implementing a system but it is all about providing the right information to the recipient either it is derived from a system or otherwise.

Laudon and Laudon [2009] said that the actions that are taken to create an information system that solves an organizational problem are called system development

Pant and Hsu [1995] shows some of the benefits that can be attained for different types of management information systems companies that are able to highlight their strengths and weaknesses due to the presence of revenue reports, employees' performance record etc., The identification of these aspects can help the company improve their business processes and operations and Information is considered to be an important asset for any company in the modern competitive world.

Romney, Marshall, and John [2009] was contradicting to the above authors by saying that learning an accounting information system can often be difficult and time-consuming. Individuals must be trained on a system, and this can cause a disadvantage to companies in terms of time and manpower .An accounting information system is made up of many different components, and almost all systems are computerized. Because of their complexity, some people may find them hard to use. It can take weeks or months for a person to understand an accounting system, and usually the individual still does not understand completely what the system is capable of. If the employee quits working at the organization, it can take weeks or months, once again, to train another employee.

Romney et al. [2009] continued by saying that accounting information system is made up of many different components, and almost all systems are computerized. Because of their complexity, some people may find them hard to use. It can take weeks or months for a person to understand an accounting system, and usually the individual still does not understand completely what the system is capable of. If the employee quits working at the organization, it can take weeks or months, once again, to train another employee.

Stephen, Mark, and Seemkin [1989] Using a computerized accounting system comes with its own set of problems, such as the need to protect against data loss through power failure or viruses, and the danger of hackers stealing data. Computer fraud is also a concern, and you need to instigate a system of controls for who has access to the information, particularly customer information. If there is a security breach and data is stolen, management can be held personally liable for the loss of data. You also



need to make sure that the data has been correctly entered into the system, as a mistake in data entry can throw off a whole set of data.

Jack and Pokar[2006] showed the importance of Financial Management Systems. First, the improved recording and processing of government financial transactions also allows prompt and efficient access to reliable financial data. This supports enhanced transparency and accountability of the executive to Parliament, the general public, and other external agencies. Second, an FMIS strengthens financial controls, facilitating a full and updated picture of commitments and expenditure on a continuous basis. Once a commitment is made, the system should be able to trace all the stages of the transaction processing from budget releases, commitment, purchase, payment request, reconciliation of bank statements, and accounting of expenditure. This allows a comprehensive picture of budget execution. Third, it provides the information to ensure improved efficiency and effectiveness of government financial management. Generally, increased availability of comprehensive financial information on current and past performance assists budgetary control and improved economic forecasting, planning, and budgeting

Some contradictions were raised also in evaluating developing country public financial management system, which can measure changes in the system, and predict how they will affect financial outcomes. Heber and Jeffry [2004], focusing on public financial management reforms in Poverty Reduction Strategy Paper, argued that the reform agenda needs to be reduced to a set of achievable reforms. Ghassan [2003] pointed out that aside from technical problems of using this tool effectively, its use for upward accountability to central ministries and donors can undermine local political legitimacy and accountability, sideline the role of legislatures, and cut off important sources of local knowledge on what works and doesn't work in poverty reduction.

Kenneth et al [2009] added as the complexity of the technology increased and the costs decreased, the need to share information within an enterprise also grew in which computers on a common network were able to access shared information on a server. This allowed for large amounts of data to be accessed by

thousands and even millions of people simultaneously.

Peterson et al.[1996] concluded that successful of IT-based financial systems reforms are commonly iterative and modular rather than integrated, built around scarce, high quality public managers wherever they may be working .On the other hand, in both developing and developed countries, the expected benefits can be blocked by traditional bureaucratic forms, technical difficulties, lack of skills, and weak project management.

#### 2.4 Criticism of the Theories

A theory of corporate financial management by Morris and William (1987) was mainly focusing on finance literature , Computer Based Financial modeling ,Managerial activities which are financial accounting structure; an economic structure dealing with cash flow, economic value, and marginal rates of return to investment: operating information structures dealing with the conduct of an organization's work; and strategic information structures dealing with an assessment of the external and internal human needs which provide a rationale for an organization's present and future existence. This theory is very important because it focuses on many aspects of company like using computer in all activities of company which has aim of making a profit. It gives orientation on the independent variable of the research .But this theory didn't emphasize on the Public institutions which provide the public service. This theory also did not show the importance procurement and logistics in finance, but it emphasizes only on accounting and human resource management.

The second main important theory on the research is the theory of Financial Organization created by Edwin and Robert (1999) who is based on financial system functions and then shows how financial resource allocation decisions are characterized in terms of attributes. Financial systems perform six principal functions [Crane et al., 1995]: completing payments, pooling resources, transferring resources over time, managing risk, producing information and managing incentives, especially incentives associated with informational differences. The theory is very crucial in the research because it one which supporting the dependent variable of the research.



The theory emphasizes the financial system functions in General it didn't show specifically those functions in details, only it is Crane who supplements them by showing those functions.

The third and the last in the main theories which are very crucial in the research is the theory Computational complexity theory of Lissack et al. (2000) which deal with is the study of the complexity of problems that is, the difficulty of solving them. Problems can be classified by complexity class according to the time it takes for a computer program to solve them as a function of the problem size. Some problems are difficult to solve, while others are easy. This theory is very important on the independent variable, especially on one of the variable of that independent variable which is the complexity of the software. But they didn't consider that the big problem should be solved by software which has the big capacity. In the progress of the technology the software can be developed according to the problem it needs to solve, but the problem comes to the cost of that software when it has a big capacity.

**Empirical Review**

Guenter, Helene, Daryoush, and Bobak [2002] said that in the early 1990s developing countries in Africa began to focus on the improvement of public finance, in particular on budget and expenditure management reforms. Mainly as a response to concerns from the donor community, governments started to critically review the existing systems and processes. As a response to inadequate and outdated systems, a recommendation was the introduction of integrated financial management systems (FMS) along the experience of developed countries in the '70s and

'80s. Many African countries struggle with the 'right' approach to reform public financial management.

Diamond (2006) argued financial management information technology (IT) systems have been a broad and appropriately phased reform program. If conditions are right, there may be significant successfully adopted in some cases when there is sufficient commitment, capacity, and resources as part of efficiency gains). Let take an example of e-procurement in South Korea, Brazil and Philippines has reportedly improved efficiency and transparency, reduced acquisition cost, and may have reduced corruption [Seong & Lee, 2004,;Joia, Luiz, & Zamat, 2002;Campos & Sanjay., 1996].

In Malaysia, Perolehan [2004] said that government procurement system is a build-operate-transfer scheme led by a private company. In some parts of Africa, the principal benefit from IT may be ensure more systematic adherence to financial rules by manual systems, which may be run in parallel to IT-based systems and more relied on by finance staff.

Peterson et al. (1996) said that successful IT-based financial systems reforms are commonly iterative and modular rather than integrated, built around scarce, high quality public managers wherever they may be working. On the other hand, in both developing and developed countries, the expected benefits can be blocked by traditional bureaucratic forms, technical difficulties, lack of skills, and weak project management.

**Lessons from the Experience in Five African Countries**

The following draws upon the experiences of five African countries, each of which have made different choices for FMS design and implementation. An exhibit hereunder summarizes the scope and focus of the FMS reforms, as well as the broader reform context in the selected countries.

**Table 1: FMS Reform in Selected African Countries**

Country	Starting Point	Boarder Reform context	Scope	Key FMS elements
Ghana	Review and studies of Public Systems	National Institutional renewal Program with the various components including financial management reforms.	Large and comprehensive with massive IT investments	Budget preparation, Accounting, cash management, aid & debt management, payroll system, complementary audit, revenue agencies and procurement reforms.



<b>Tanzania</b>	Review and studies of Public Systems.	Comprehensive Public Sector reform program	Comprehensive with reform focus on central government ,Revenue agencies and local governments	At central government level: Budget preparation including MTEF, accounting, cash management, commitment control, full integration of revenue agencies .At local government level: all of above except MTEF .
<b>Burkinafaso</b>	Review and studies of Public Systems.	Structural Adjustment program with particular focus on economic management, Public sector reform project.	Moderate with reform focus on key agencies	Budget preparation ,accounting ,cash management ,commitment control, aid& debt management , Integration of revenue agencies, Interface to payroll system, Public procurement reform ongoing
<b>Malawi</b>	Reviews and studies of public finance system	Comprehensive budget and administrative reform program with various components including financial management reforms	Moderate with initial reform focus on key agencies	Accounting, cash management, commitment control, Complementary payroll reform .Planned for later phase: integration of budget preparation, aid & debt management, revenue administration, asset management, fleet management, MTEF-budgeting was introduced earlier
<b>Uganda</b>	Reviews and studies of public finance system	Comprehensive budget and administrative reform program with various components including financial management reforms	Large and comprehensive covering all central government ministries and 10 districts	Budget preparation, accounting, cash management, commitment control, aid & debt management Complementary audit, revenue agencies' and procurement reforms

Source: Adapted from Guenter et al. 2002

As shown by Guenter et al.[2002] in table 1 Ghana has been implementing an ambitious multi-faceted Public Financial Management Reform Program since 1996, which aims to address all of the above mentioned elements of the budget and expenditure management process. The pilot phase (1996-2001) has focused on reforming the budget preparation

process with the introduction of the MTEF, revising the regulatory framework for expenditure management, developing a new procurement law, and introducing a pilot integrated budget and expenditure management system in the Ministry of Finance, the Controller and Accountant General's Department, and in six key ministries. At the same



time, the payroll system is being modernized and is scheduled to be integrated into the new expenditure management system.

On the other hand Wescott[2008] said that Procurement delays were also reported in the Ghana case. In the Ghana case, IFMS procurement was delayed for one year because of weak government procurement processes. Yet, in the medium term, these processes are improving. The same project also produced a study in 1997, contributing to a new Procurement Law enacted in 2003, intended to make procurement more transparent and structured, and less discretionary.

Guenter et al. [2002] Tanzania focuses on budgeting, accounting, cash management, and commitment control. The Modernization of the payroll system was addressed under a separate project. The rollout plan, which began in 1998, was based on an incremental approach and focused initially on the Accountant General’s Department and ten pilot ministries. After a consolidation phase, the system was rolled out to all 43 ministries and departments in the capital. Subsequently, the system was introduced in twenty regional treasuries and now covers the entire central government. At the local level, the system has been introduced to 28 local authorities and a roll-out to an additional 30 authorities is ongoing.

For the revenue agencies, a comprehensive expenditure management system has been introduced, which operates on an accrual basis, encompassing creditors, debtors, depreciation, and assets and liabilities. The system also provides for

**Comparative Assessment of FMS Reforms in 5 Countries**

procurement, tender management, asset management modules.

In Burkina Faso, Guenter et al. [2002] explain that a new financial management system was introduced in 1994. It focuses primarily on budget execution and expenditure management and entails budget preparation but has not introduced a MTEF. The rollout focused initially on the budget and treasury departments and was expanded to all central government ministries in the capital and then to the regional treasuries, where it is accessible by intranet connection. At the current stage, about 250 workstations are integrated into the system. Subsequent rollouts to the regional offices of line ministries are under consideration.

Malawi initiated budget and administrative reforms in 1995 with a MTEF, which was to introduce a medium-term planning framework while strengthening the in-year budget process. The customized FMS software will be introduced in the pilot institutions in 2001. The government aims at seeking to strengthen the systems for execution and reporting and accountability mechanisms to improve the credibility of the budget process [Ibid].

Guenter et al [2002] continue to show that Uganda has the aim of overhauling the budget and expenditure management processes at the central and decentralized governmental levels. The rollout of the new is scheduled to begin in 2002 and will be completed in 2005 covering all central government ministries and departments and at least 10 districts.

**Table 2: Comparative Assessment of FMS Reforms in the 5 Countries**

	Ghana	Tanzania	Burkina Faso	Malawi	Uganda
Commitment to reforms	+	++	++	++	++
Identification of functional reform Priorities	++	+++	+++	++	++
Adequacy of roll-out plan and sequencing of reforms	+	+++	++	++	+
Adequacy of technical solution	+	+++	+++	+++	N/A
Adequacy of capacity building Activities	+++	++	++	++	N/A



Realism of cost estimates	+	+	+	+	+
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Source : Guenter et al. ,2002

++Medium ;

**Key :**

+++Strong/Successfull

+ Weak ;

The FMS reforms in the five African countries have been assessed on the basis of above factors ; Commitment to reforms, Identification of functional reform priorities, adequacy of roll-out plan and sequencing of reforms, adequacy of technical solution, and adequacy of capacity building activities and realism of short, medium, and long-term cost estimates. As explained by the document, the many of the issues raised are not subject to quantifiable standards. Consequently, Table 2 present a subjective view of the reform processes in the selected countries [Guenter et al., 2002].

**The Knowledge gap**

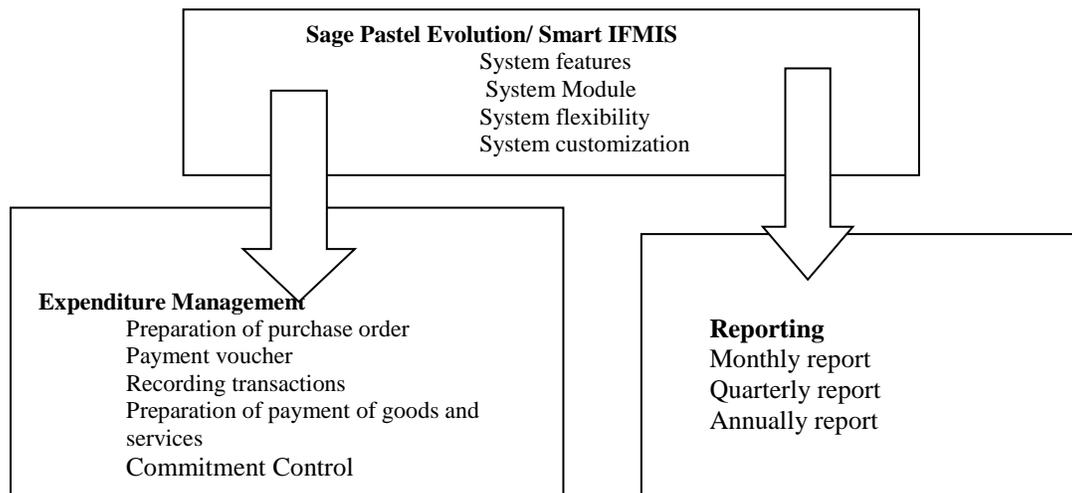
Most research are focused on computer based financial management and financial system functions separately, but they did not show any relationship or any contribution of computer based financial management to financial system functions. In addition of that, most researches have only shown the

application of the Financial Management Systems in Public Institutions like Ministries but didn't show its application in Judicial System. The researches reviewed have not shown different types of computerized financial management systems necessary for financial operations functioning.

The researchers reviewed have not shown the role played by the Computerized Financial Management Systems in addressing proper functioning of financial operations. Specifically the researches reviewed have not shown benefit arising from applications of Computerized Financial Management Systems to functioning in high institutions like in Rwanda. It is on this basis the researcher put it that the Computerized Financial management Systems contribute to the functioning of Supreme Court of Rwanda, thus the researcher wants to carry out investigations about the same.

**Conceptual Framework**

**Figure 1: Schematic representing conceptual framework**





Source: Author, 2012

The figure 1 indicates the independent variables and the dependent variables. As the topic is stated as the contribution of computerized financial management systems in the functions of Supreme Court of Rwanda, the independent variable is computerized Financial Management Systems which contribute to the financial functions of Supreme Court.

The independent variables comprises computerized Financial Management Systems divided into two types of computerized financial management systems used in the Supreme Court of Rwanda, thus SAGE pastel evolution and SMART IFMIS .The SAGE Pastel was used from 2008 up to 2009 in Supreme Court .In 2010 the Ministry of Finance and Economic Planning [MINECOFIN ]has installed a new system called Smart IFMIS to be used by all Government institutions including Supreme Court of Rwanda .The conceptual framework shows the contribution of two types of computerized financial management systems in the functions of Supreme Court like Expenditure management (preparation of purchasing order, Recording Transactions, Process of Payroll payments and Payment of goods and service, Cash flow Management and Commitment Control) and Reporting function (Monthly Report, Quarterly Report and annually report ).

**METHODOLOGY**

The research used the descriptive design in conducting this research. The study was employed quantitative and Qualitative research method; where statistics and the description of the answers from the respondent have been used. The study population is comprised of all employees of Rwanda Supreme Court with the total number of 668.

**Sampling**

A purposive sample was helped the researcher to meet the expectations of the research so the respondents have been used purposively selected as key informants during the field research. Such technique have been used to help the researcher to get relevant information since it was focused on specific people equipped with the most information about the computerized financial management systems. Thus, the finance department in Supreme Court headquarters, all finance staff from different courts have been selected to constitute the sample. Under this research, the sample size have been represented by 1 Director of Finance in Supreme Court, 1chief accountant , 1 accountant , 1 budget officer , 1 project coordinator ,14 Internal Resources Managers and 14 accountants from different intermediate Courts, commercial high court and Commercial High court . The total number of sample was 33 employees.

**Table 3.Distribution of respondents based computerised Financial Management Systems.**

No	Courts	Number of computerised financial management systems users
1.	Supreme Court Headquarters	5
2.	High Court	2
3.	Commercial High Court	2
4.	Nyarugenge Intermediate Court	2
5.	Muhanga Intermediate Court	2
6.	Huye Intermediate Court	2
7.	Nyamagabe Intermediate Court	2
8.	Rusizi Intermediate Court	2
9.	Rubavu Intermediate Court	2
10.	Musanze Intermediate Court	2
11.	Gicumbi Intermediate Court	2
12.	Ngoma Intermediate Court	2
13.	Nyagatare Intermediate Court	2
14.	Gasabo Intermediate Court	2



15. Karongi Intermediate Court

2

Total

33

Source: Author, 2011

designed to include open and multiple choice questions was elaborated and distributed to respondents. The questionnaire also comprised of a four -point Likert scale (see table 4).

**Data collection**

To collect primary data, the technique of distributing questionnaires was used. In order to be able to collect primary, questionnaire was used. The tool was used to collect information related to the objectives. It was

**Table 4: Definition and interpretation of Likert Scale**

Scale	Response	Mean Range	Interpretation
1	High Contribution	1.00 -1.75	Very high
2	Normal Contribution	1.76- 2.50	High
3	Fair Contribution	2.51- 3.25	Low
4	No Contribution	3.26-4.00	Very low

**Secondary Data**

In collecting secondary data, documentation review and content analysis was used by the researcher. The sources of information. Different textbooks, Supreme Court Financial reports, journals and other documents related to the Contribution of computerised financial management systems were consulted. Publications, government web through the period of study were also exploited.

researcher was computed the validity coefficient using the content validity index (CVI).

**Reliability** test was based on Mehrens and Lehman, [1987] who indicated that reliability of an instrument refers to the level of internal consistency or stability of the measuring device overtime. Reliability is the degree of consistency between two measures of the same thing .A pilot test of the instruments and the outcome of pilot test was helped the researcher to clear some of the ambiguities and inconsistencies that have been detected. A pretest of the questionnaire to prove its reliability at the already set standard of 0.7 and above was done using Cronbach’s alpha coefficient that assessed the internal consistency Reliability [Santos, 1999].

**Description of the Data Analysis procedures**

After editing, coding and tabulation, SPSS and tables in excel were used to produce results and interpret thereby. Moreover, with due regard to the objectives of the study drawn above, the analysis of each was as follows; Objectives (1) and (2) was analyzed using descriptive statistics where frequencies, percentage tables and mean was drawn. Objective (3) the grand mean and Chi-square test were used to test hypotheses. The decision to reject the null hypothesis was based on the comparison of the calculation of P-Values and the level of significance 0.05(α). Null hypothesis H<sub>0</sub>: P ≤ 0.05, while Alternative hypothesis H<sub>1</sub>: P > 0.05. When P-value computed is less than the one tabulated at 5% level of significance, therefore the alternative hypothesis is accepted. Calculated grand mean was based on definition of scale, as it is indicated in table 4.

By using SPSS, it was found that, using 5 respondents and 12 items from the pilot study, the questionnaire was reliable and the reliability coefficient was **r =0. 736**. **Validity** according to Nahid (2003) is the extent to which results are consistent over time and an accurate representation of the total population under study is referred to as reliability and if the results of a study can be reproduced under a similar methodology, then the research instrument is considered to be reliable. The

Chi-square test for goodness of fit is designed to test whether observed frequencies differ significantly from expected frequencies. In our context, the chi – square was tested the Supreme Court of Rwanda has not fully benefited from the contribution of computerised financial management system. The likert scale is indicated by four potential choices; high contribution with scale of 1(mean range 1.00-1.75), Normal contribution with scale of 2 (mean range 1.76 -2.50), fair contribution with scale of 3 (mean range 2.51-3.25), no contribution with scale of



4 (mean range 3.26-4.00). Basing on mean range respondents opinions were verified and thereby mean established. Mean calculated that fell between mean range of 1.00 -1.75 was considered very high ,mean calculated that fell between mean range of 1.76 -2.50

was considered high, mean calculated that fell between mean range of 2.51- 3.25 was considered low, and mean calculated that fell between mean range of 3.26- 4 was considered very low.

**DATA ANALYSIS AND FINDINGS**

Total	31	100%
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**Table5: Respondents level of computer literacy**

Source: Primary data

Level of computer literacy	Frequency	Percentage
Lower	0	0
Middle	19	61.3
High	12	38.7

The level of computer literacy shows that majority of respondents, 61% have middle level of computer literacy while 39 % have high level of computer literacy. This indicates that the responses from this study were answered by the people who have advanced knowledge in computer and their responses are real draw the best conclusion for this research project.

**Table6: Frequency of training on computerized financial management systems**

Training on computerized financial management systems	Frequency	Percentage
Less than 1 training	8	25.8
Between 1-3 training	12	38.7
Between 4-7 trainings	11	35.5
Above 8 training	0	0
<b>Total</b>	<b>31</b>	<b>100%</b>

Source: Primary data

because those who had more than one training constituted about 74 %.

The level of training on computerized financial management systems shows that majority of respondents, 38.7 % fill in the range of 1-3 training while 35.5% have the training between 4-7 times while 25.8 % have the less than1 training. This indicates that the responses from this study were answered by the people who have enough knowledge on computerized financial management systems

**4.2.2 Investigations on various computerized Financial Management Systems used in Supreme Court.**

**Table7: Various computerized financial management that are used or have been used in Supreme Court of Rwanda.**



Computerized Financial management Systems.	Frequency	Percentage
	Yes	Yes
Tomplo	0	0%
SAGE Pastel evolution	31	100%
SAGE 100	0	0%
Globus	0	0%
Tally	0	0%
Smart IFMIS	31	100%

Source: Primary data

In investigating various computerized financial management systems that used or have been used in Supreme Court, respondents were asked to tick each computerized financial management system that they use or have been used by saying yes or no. Among the six computerized financial management given, the respondents confirmed utilization of two (SAGE Pastel evolution and SMART IFMIS). The results shows that the SAGE Pastel evolution and Smart IFMIS all respondents confirmed utilization of them with the rate of 100% each. The other Computerized financial management systems like Tomplo, Sage 100, Globus and Tally, with the total number of four systems, then their total responses are definitively No with the rate of 0%. This is because the SAGE Pastel Evolution was the first

computerized financial management system which has been used in Supreme Court after utilization of the manual systems and Microsoft Excel. Then the Smart IFMIS was the second one and is the current one having replaced SAGE Pastel with the aim of improving public fund management.

As it is indicated by the United State Agency International development [USAID] (2008) in its IFMIS Practical Guide shows that there are some countries experienced or continue to experience severe implementation of Integrated Financial Management Information System like Slovak Republic, Kosovo, Kazakhstan, Uganda, Iraq, and Vietnam, nowadays Rwanda is among the countries experiencing the implementation of IFMIS especially the Supreme Court of Rwanda.

**Table7: The frequency of usage to the computerized financial management Systems used or have been used**

Computerized financial Management Systems	Frequency of usage				Percentage			
	Daily	Weekly	Monthly	Total	Daily	weekly	Monthly	Total
SAGE Pastel evolution	17	11	3	31	54.8	35.5	9.7	100



Smart IFMIS	31	0	0	31	100	0	0	100
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Source: Primary data

**Figure 2 :The frequency of usage to the computerized financial management Systems used or have been used**

Relating the frequency of usage to the previous and current computerized financial management systems, the respondents were asked to tick where there is relationship. The results show that the frequency with the highest Rank is the daily usage with 54.8 % and others get the rest percentage of 45.2 % .This can be argued that all accountants and all finance people in Supreme Court headquarters were using the SAGE pastel on daily basis while the internal resources in other courts were using SAGE Pastel once a week or once a month .The internal resource only verifies the

transaction made by accountants once or twice before posting and generating the monthly report. In the Smart IFMIS as the current computerized financial management Systems, it is used on daily activities (100%), all activities are recorded everyday and Director of finance or internal resources are supposed to do a visa in order to agree with the operation done by the accountant.

**4.2.3 The functions of the Rwanda Supreme Court used by financial management systems.**

**Table 8: Facilitation of previous systems in the functions /operations of Supreme Court**

Facilitation of previous system in the operations of Supreme Court	Frequency		Total Percentage	
	Yes	No	Yes	No
Preparation of purchase order	0	0	0%	0%
Payment order	0	0	0%	0%
Recording Transactions	31	0	100%	0%
Cash flow management	0	0	0%	0%
Preparation of payment goods and service	31	0	100%	0%
Commitment Control	0	0	0%	0%
Internal Control	31	0	100 %	0%
Budget execution	0	0	0%	0%
Monthly financial report	31	0	100%	0%
Quarterly financial report	31	0	100%	0%



Annually financial report 31 100%

**General Average 54.5**

Source: Primary data

In identifying the financial management functions of Supreme Court, respondents were asked to tick where previous system facilitate the financial operations .The functions like Recording Transactions, preparation of payment goods and service, Internal Control, Monthly report, Quarterly report, Annually report have the highest frequency of 100% by each by each with the general average of 54.5%. This is because the all respondent either in Supreme Court Headquarter or in other courts use those functions in systems .While the functions like Preparation of

purchase order, Payment order, Cash flow management, Commitment Control and Budget execution have definitively the frequency 0(0%).This is because the SAGE Pastel had some features available but not yet used in Supreme Court, which are the ones with frequency zero.It can be argued that the previous computerized financial management system (SAGE Pastel evolution) facilitated the functions of Supreme Court with the rate of 54.5 % which is better.

**Table9: Facilitation of current systems in the functions /operations of Supreme Court**

Facilitation of current system in the operations of Supreme Court	Frequency			Total Percentage		
	Yes	No	Total	Yes	No	Total
Preparation of purchase order	5	26	31	16	84	100%
Payment order	31	0	31	100	0	100%
Recording Transactions	31	0	31	100	0	100%
Cash flow management	5	26	31	16	84	100%
Preparation of payment goods and service	31	0	31	100	0	100%
Commitment Control	5	26	31	16	84	100%
Internal Control	31	0	31	100	0	100%
Budget execution	5	26	31	16	84	100%
Monthly financial report	31	0	31	100	0	100%
Quarterly financial report	31	0	31	100	0	100%



Annually financial report	31	0	31	100	0	100%
General Average				69.5%	30.5%	100%

Source: Primary data

As far as table 9 is concerned, the functions like payment order, recording transactions, preparation of payment goods and service, internal control, monthly report, quarterly report, annually report have the highest frequency with the rate 100% each. It means that all respondents were facilitated by the software in executing the above functions. The Payment order, cash flow management, Commitment control and budget execution with the rate of 16%.

The general average shows that 69.5% % of total functions were facilitated by current computerized financial management systems in the operations of Supreme Court. It can thus, be argued that the most identified and most used functions by the Smart IFMIS in Supreme Court are payment order, recording transactions, preparation of payment of goods and service, internal control and reporting. Followed by purchase order, cash flow management, commitment control and budget execution which are used only at Supreme Court headquarter level. In other courts, those operations are not yet being used, that is why the employees from other courts responded No to those operations with the general average of 30.5 %. Meaning that in other courts the operations like purchase order, cash flow management, commitment control and budget execution are not yet used by the current system which is the SMART IFMIS

If the functions facilitated at the rate of 69.5 % compared with those not facilitated (30.5%), one finds that the Smart IFMIS has facilitated the

operations of Supreme Court. Like authors Guenter et al. (2002) who said that Ghana has been implementing an ambitious multi-faceted Public Financial Management Reform Program since 1996, which aims to address the elements of the budget and expenditure management process , even in Supreme it is the same case as shown by the result in table 17 . The Smart IFMIS has addressed in Supreme Court the element of expenditure management and reporting but the element of budgeting is not yet addressed because till now the preparation of budget is not yet used in the system.

The hypothesis “the Supreme Court of Rwanda uses specific Financial Management Systems in most of its operations” was confirmed because the Supreme Court of Rwanda uses Smart IFMIS and have used SAGE Pastel evolution in the operations of Supreme Court at the rate of 62 % of the total functions .The SAGE Pastel Evolution has assisted Supreme Court financial operations at the rate of 54.5 % while the Smart IFMIS has assisted the Supreme Court financial operations at the rate of 69.5 % with general assistance of 62 %.

This finding was agreed with Jack and Pokar (2006) who showed the importance of Financial Management Systems as to improve recording and processing of government financial transactions also allows prompt and efficient access to reliable financial data.

**Table 11: Respondents view on the best systems among the well considered Financial Management Systems**

The best computerized Financial Management Systems among the two.	Frequency	Percentage
SAGE	0	0



Smart IFMIS	31	100
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<b>Total</b>	<b>31</b>	<b>100%</b>
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Source: Primary data

To determine the best among the well considered computerized Financial Management Systems according to Supreme Court financial functions, all respondents supplied information in supporting Smart IFMIS 100%. The Smart IFMIS is the Financial Software which facilitates more functions than SAGE Pastel. This can also be proved by comparison of the rate facilitation of both systems. The smart IFMIS facilitated functions of Supreme Court at rate

of 69.5 % while SAGE Pastel Evolution at 54.5 % as indicated in table in table 16 and 17. That is why all respondents 100% asserted that Smart IFMIS is the best software as compared the SAGE Pastel. Living other factors, this means that, Smart IFMIS is best soft application that Supreme Court should maintain for the finances.

**Table 125 : The level of contribution of the features of computerized financial management system to Supreme Court functions**

Nature contribution	High Contribution	Normal Contribution	Fair Contribution	No Contribution	Total
record transactions	96.8	3.2	0	0	100
Elimination of unnecessary duplication design	16.2	67.7	9.7	6.4	100
<b>General Average</b>	<b>56.5 %</b>	<b>35.45%</b>	<b>4.85%</b>	<b>3.2%</b>	<b>100%</b>

Source: Primary data

In analyzing table 16, most of respondents 97 % agreed that the chart of accounts has highly contributed to record transactions while 3 % said that there is a normal contribution. Therefore, it is an accepted fact that, the chart of accounts in SMART IFMIS has highly contributed to record transactions in Supreme Court functions. This is because there is a chart account in smart IFMIS corresponding to all accounts used by Supreme Court in their operations. On the context of elimination of unnecessary duplication design feature contributes in control of duplication of data entries, 84 % confirm Normal and High contribution while Fair and no contribution totalize 16 %. This because the system can detect the operation made twice in the same system. That is to say that the SMART IFMIS contributes in the control

of duplication of data entries. In general, high and normal contribution totalized 92% which showed that features of computerized have contributed to the functions of Supreme Court.

This finding is in line with the Institute of Electrical and Electronics Engineers [IEEE] (1988) which showed that the system is said to be feature-rich when it has many options and functional capabilities available to the user. This is because the feature available on Smart IFMIS has contributed to facilitation of functions of Supreme Court especially recording transactions and control which is considered by research as important.

**Table 13: The level of contribution of the modules of computerized financial management system to Supreme Court functions**



Contribution	High	Normal	Fair	None	Total
financial transactions recording	96.8	3.2	0	0	100
preparation of purchase order	3.2	3.2	16.2	77.4	100
preparation of Budget execution	16.1	3.2	9.7	71	100
preparation of monthly financial report	90.3	6.5	3.2	0	100
preparation of quarterly financial reports	87.1	6.5	3.2	3.2	100
preparation of annually financial report	83.8	6.5	6.5	3.2	100
preparation of purchase order	16.1	3.2	12.9	67.8	100
Contributes to the commitment control	16.1	3.2	9.7	71	100
preparation of payment goods and services.	90.3	6.5	3.2	0	100
Cash book module contributes to the management of cash flow.	96.8	3.2	0	0	100
General Average	59.66%	4.52%	6.46%	29.36%	100%

Source: Primary data

The table shows that 97 % of respondents confirmed that there was high contribution of financial transactions through general ledger to recording, while 3 % said that there is a normal contribution in Supreme Court headquarter and other courts Smart

IFMIS contributes to financial transactions recording .The statement, General ledger module contributes to preparation of purchase order, 77.4% of the respondents confirmed no contribution. Based on these results it can be argued that the general ledger doesn't facilitate the operation of preparing the payment order in Supreme Court of Rwanda. The



same table shows that 71% of respondents indicated that there is no contribution of account payable to the preparation of budget execution, while 16.1% confirmed high contribution, and 9.7% confirmed normal contribution while 3.2% said normal contribution.

Concerning the contribution to general ledger to preparation of monthly report, the results show that More than 87% of respondents indicated that general ledger contributes highly to quarterly financial report. Thus, in general the results showed that there is a high contribution of computerized financial management systems in preparation of quarterly financial report. In regard to contribution of general ledger to preparation of annual report, 83.6% indicated there existed high. Thus, the results show that there is a contribution of computerized financial management systems in preparation of annually financial report. In their study, Kenneth et al. (2009) concluded that Management information systems (MIS) produce fixed, regularly scheduled reports based on data extracted and summarized from the firms. It is agreed to the result obtained, that computerized financial management systems generate monthly, quarterly and annually report.

On the matter of contribution of account payable module to preparation of purchase order, accounted for 67.8 % who indicated there is no contribution, 16.1% confirm high contribution, and 12.9% indicate fair contribution while 3.2% indicate normal contribution at all.

It can be argued that SMART IFMIS contributes a little in that function. Which can be explained as the Supreme Court headquarters is the only segment using the account payable in preparation of purchase

90.3% said that there is a high contribution, 6.5% indicate normal contribution while 3.2% indicate fair contribution .Generally, as majority of respondents said that there is high contribution of general ledger to preparation of monthly report, then it can be argued that computerized financial management system contributed to preparation of monthly financial report.

order while the other courts the purchase order is not yet operational. To the other courts level, the purchase order is prepared using the note book printed.

In regard to the contribution of accounts payable to the commitment control, was supported by 71% those results indicate the little contribution of SMART IFMIS to commitment control in Supreme Court. It is because the commitment control is operating at the Supreme Court headquarters only. In high Court and Intermediate court it is not yet activated.

The results revealed that the greatest percentage of contribution of accounts payable to preparation of payments goods and services is 90.3% which represents high contribution..As the majority of respondents said high contribution, then it can be concluded that the computerized financial management systems have more contributed to the cash flow management.

In general average, the majority of respondents indicated that the modules of computerized financial management system have contributed to Supreme Court functions (64%) In general, modules of computerized financial management systems had contributed to functions of Supreme Court and those who denied contribution is because those elements are not yet activated in their systems.

**Table18: The level of contribution of the flexibility of computerized financial management system to Supreme Court functions**

The extent to which the flexibility of computerized financial management system contributes to supreme court functions	High	Normal	Fair	No	Tota
	Contribution	Contribution	Contribution	Contributi on	I



The complication of computerized financial management system contributes to the time of submitting financial report.	3.2	9.7	19.3	67.8	100
The friendliness of computerized Financial management systems contributes to the performance Supreme Court financial functions.	83.9	12.9	3.2	0	100
The user interface of computerized Financial management systems contributes to the performance Supreme Court financial functions	3.2	3.2	19.4	74.2	100
The easy manipulation of computerized Financial Management system contributes to performance of Supreme Court financial functions	83.9	9.7	3.2	3.2	100
<b>General Average</b>	<b>43.55</b>	<b>8.875</b>	<b>11.275</b>	<b>36.3</b>	<b>100</b>

Source: Primary data

Some respondents 68% argued that there were complication of computerized financial management system in time of submitting financial report As the majority indicates, there is no contribution of complication of computerized financial management systems to the time of submitting financial report, and then it can be arguable that the smart IFMIS is not too complicated to delay the time of submitting reports.

Others supported the statement that the friendliness of computerized financial management system contributes to the performance of Supreme Court financial functions, with 83.6% indicating high contribution. This can be explained that the Smart IFMIS is a system which is very friendly to the users in performing Supreme Court financial functions.

The computerized financial management systems contribute to the performance of Supreme Court financial functions, 74.2 % indicated no contribution existed. The other contribution is through the ease of manipulation of computerized financial management

system to the performance of Supreme Court financial functions, 83.9%.As indicted by the results the majority showed that there was a high contribution of easily manipulated Smart IFMIS to the performance of Supreme Court financial functions. As it is explained by the respondent, the Smart IFMIS is good system which does not complicate life; it does not take a long time in to apply for it. In General, it has responded to their expectations. The above results were contradicting the authors like Romney, Marshall and John [2009] who wrote that *“learning an accounting information system can often be difficult and time-consuming. Individuals must be trained on a system, and this can cause a disadvantage to companies in terms of time and manpower.”* And continue by saying that *an accounting information system is made up of many different components, and almost all systems are computerized. Because of their complexity, some people may find them hard to use”*.

In general average, the majority, of respondents (52 %) agreed that the flexibility of computerized



financial management system has contributed to Supreme Court functions especially due the interface

not yet used in Smart IFMIS.

**Table19: The level of contribution of the customization of computerized financial management system to Supreme Court functions**

The level of contribution of the customization of computerized financial management system to supreme court functions	High Contribution	Normal Contribution	Fair Contribution	No Contribution	Total
The customization of computerized financial management system contributes to Supreme Court daily financial functions.	0	0	6.5	93.5	100
<b>Total</b>	<b>0</b>	<b>0</b>	<b>6.5</b>	<b>93.5</b>	<b>100</b>

Source: Primary data

On the hand, contribution of the customization of computerized financial management systems to the Supreme Court daily financial functions, was the opinion of 93.5% of the respondents indicated that there is no contribution As indicated by the findings the majority of respondents said that there is no contribution .This is because the action of

customization is done at the level of Ministry of Finance only. This is contrary to William (1994) who said that the developers allow some degree of modification or customization to users.

**Table 20: Descriptive statistics showing the grand mean on the extent to which Computerized Financial management Systems contributes to the functioning of Rwanda Supreme Court**

	N	Mean	Std. Deviation	Interpretation
The chart of Accounts contributes to record transactions	31	1.03	.180	Very High
Elimination of unnecessary duplication design feature contributes in control of duplication of data	31	2.06	.727	High
General ledger module contributes to financial transactions recording	31	1.03	.180	Very High
General ledger module contributes to preparation of purchase order	31	3.65	.709	Very Low
Account payable module contributes to preparation of Budget execution	31	3.39	1.145	Very Low



General ledger module contributes to the preparation of monthly financial report	31	1.13	.428	Very High
General ledger module contributes to the preparation of quarterly financial report	31	1.13	.428	Very High
General ledger module contributes to preparation of annually financial report	31	1.19	.543	Very High
Account Payable module contributes to preparation of purchase order	31	3.32	1.137	Very Low
Account Payable module contributes to the commitment control	31	3.25	1.142	Low
Account payable module contributes to the preparation of payment goods and services.	31	1.13	.428	Very High
Cash book contributes to the management of cash flow.	31	1.03	.180	Very High
The complication of computerized financial management system contributes to the time of submitting financial report.	31	3.61	.667	Very Low
The friendliness of computerized Financial management systems contributes to the performance Supreme Court financial functions.	31	1.19	.477	Very High
The user interface of computerized Financial management systems contributes to the performance Supreme Court financial functions	31	3.68	.599	Very Low
The customization of computerized financial management system contributes to Supreme Court daily financial functions.	31	1.06	.250	Very High
The easy manipulation of computerized Financial Management system contributes to performance of Supreme Court financial functions	31	1.26	.682	Very High



<b>Grand Mean</b>	<b>2.02</b>	<b>High</b>
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Source: Primary data

of computerised financial management system, thus the chi-square test was used to test the hypothesis.

From the results presented in the table above, the extent to which the Computerised Financial management System has contributed to the Supreme Court functions which is **high** at grand mean of **2.02**. These results are not strong enough to reject the second hypothesis saying that Supreme Court of Rwanda has not fully benefited from the contribution

**Table 216:Chi-Square Test of Computerized Financial management Systems to the functioning of Rwanda Supreme Court**

Items	Test statistics		
	$X_o^2$	Df	Significance
The chart of Accounts contributes to record transactions	27.129 <sup>a</sup>	1	.000
Elimination of unnecessary duplication design feature contributes in control of duplication of data	30.806 <sup>b</sup>	3	.000
General ledger module contributes to financial transactions recording	27.129 <sup>a</sup>	1	.000
General ledger module contributes to preparation of purchase order	42.161 <sup>b</sup>	3	.000
Account payable module contributes to preparation of Budget execution	41.129 <sup>b</sup>	3	.000
General ledger module contributes to the preparation of monthly financial report	45.355 <sup>c</sup>	2	.000
General ledger module contributes to the preparation of quarterly financial report	45.355 <sup>c</sup>	2	.000
General ledger module contributes to preparation of annually financial report	40.323 <sup>c</sup>	2	.000
Account Payable module contributes to preparation of purchase order	31.323 <sup>b</sup>	3	.000
Account Payable module contributes to the commitment control	35.968 <sup>b</sup>	3	.000
Account payable module contributes to the preparation of payment goods and services.	45.355 <sup>c</sup>	2	.000



Cash book contributes to the management of cash flow.	27.129 <sup>a</sup>	1	.000
The complication of computerized financial management system contributes to the time of submitting financial report.	20.194 <sup>c</sup>	2	.000
The friendliness of computerized Financial management systems contributes to the performance Supreme Court financial functions.	36.065 <sup>c</sup>	2	.000
The user interface of computerized Financial management systems contributes to the performance Supreme Court financial functions	24.065 <sup>c</sup>	2	.000
The customization of computerized financial management system contributes to Supreme Court daily financial functions.	23.516 <sup>a</sup>	1	.000
The easy manipulation of computerized Financial Management system contributes to performance of Supreme Court financial functions	57.645 <sup>b</sup>	3	.000

Source: Primary data

The P value computed (Significance column =.000) is less than 0.05 with due regard to all variables (.000<0.05) .Based on that, the researcher therefore concludes that the computerized financial management systems have a significant contribution to the functions of Supreme Court. That is to say, the Null Hypothesis which stated that “The Supreme Court of Rwanda has not fully benefited from the contribution of computerised financial management system” is hereby rejected and alternative hypothesis is accepted .Thus, “The Supreme Court of Rwanda has fully benefited from the contribution of computerised financial management system”.

#### 4.2.5. Identification of challenges of computerized financial management systems users and suggestions to overcome them.

In identifying the challenges faced by the users of computerized financial management systems , the respondents were asked to give all the challenges they face , multiple responses where allowed thus

exceed the number of questionnaires returned .The challenge with the highest frequency was the internet connection 27.3% followed by those who did not give any response 20.5% ,followed by lack of training 13.6 % , followed by difficult to correct error 13.6 % , problem of power interruption 6.8% ,difficult in analyzing report , the expiration of password in short time 6.8 % and 4.6% said that sometimes the system the system refuses to be opened .

In identifying the suggestion to overcome the challenges of using computerized financial management systems, multiple responses also were allowed. Out of 44 responses received, providing stable internet connection was the first with the highest frequency with total percentage of 27.3%, followed by those who did not respond anything (20.5%), then more training (13.6%), followed by the suggestion like ICT staff to be deployed, providing fiber optic for connection, increase IT infrastructure, increase electricity infrastructure and maintain



password for long time with frequency of 6.8% by each and finally 4.6% for making more perfections in the systems.

#### 4.3 Summary of data analysis.

The study used quantitative method and data collected through questionnaire was analysed statistically using descriptive and Chi-square inferential statistics via SPSS. A sample of 33 respondents using computerised financial management systems was involved in the study with 31 responses returned representing ninety three point nine per cent (94%) rate of return. The data was analyzed based on objectives given. The Socio-Demographic Characteristics of Respondents, Contribution of computerized Financial Management Systems to functioning of Supreme Court, the functions of Rwanda Supreme Court used by financial management systems, and identification of challenges of computerized financial management systems users and suggestions to overcome them were analyzed in this chapter. The study hypothesized that the Supreme Court of Rwanda uses specific financial Management Systems in most of its operations was confirmed while the Supreme Court of Rwanda has not fully benefited from the contribution of computerised financial management system was rejected.

#### FINDINGS

##### Ascertaining the various functions of Rwanda Supreme Court used by financial management systems

In ascertaining the various functions of Rwanda Supreme Court used by financial management systems, the findings revealed that the first financial system was SAGE Pastel Evolution whose previous functionalities facilitated the Supreme Court in the functions like Recording Transactions, preparation of payment goods and service, Internal Control, Monthly report, Quarterly report, annually report with general average rate of 54.5%. While the functions like Preparation of purchase order, Payment order, Cash flow management, Commitment Control and Budget execution were not facilitated by the SAGE PASTEL evolution with general average of average of 45.5%. On the other hand, Smart IFMIS has facilitated the functions like Payment order, Recording Transactions, preparation of payment goods and service, Internal Control, Monthly report,

Quarterly report, annually report, Payment order, cash flow management, Commitment control and budget execution with general average of 69.5% of facilitation of current computerized financial management systems in the operations of Supreme Court. The SAGE Pastel Evolution assists Supreme Court financial operations at the rate of 54.6% while the Smart IFMIS has been assisting the Supreme Court financial operations at the rate of 70% with general assistance of 62% of total functions. Both have been facilitating the functions of Supreme Court to the average rate of 62 which shows a good results and 38% of functions do not require computerized financial management systems.

##### Determining the extent to which the computerized Financial Management Systems has contributed to the functioning of Rwanda Supreme Court.

As per objective three, which was the determination of the extent to which the computerized financial management systems has contributed to the functioning of Rwanda Supreme Court, it has been found that the extend of contribution made by the Computerised Financial management Systems to the Supreme Court functions is **high** at grand mean of **2.02** of the total functions. It is because the grand mean calculated filled between mean range of 1.76 - 2.50 and hence contribution is considered **high**.

#### CONCLUSION AND RECOMMENDATION

##### Hypothesis one: The Supreme Court of Rwanda uses specific financial Management Systems in most of its operations.

This hypothesis stating that “the Supreme Court of Rwanda uses specific financial Management Systems in most of its operations” was confirmed because computerised financial management systems like SAGE Pastel Evolution and Smart IFMIS were used in most of Supreme Court functions. The hypothesis “the Supreme Court of Rwanda uses specific Financial Management Systems in most of its operations” was confirmed because the Supreme Court of Rwanda uses Smart IFMIS and SAGE Pastel evolution in the operations of Supreme Court.

This hypothesis agreed with Jack and Pokar (2006) who argued that “the Financial Management information Systems refers to computerization of



public expenditure management processes including budget formulation, budget execution, and accounting with the help of a fully integrated system for financial management of the line ministries and other spending agencies”.

**Hypothesis 2: The Supreme Court of Rwanda has not fully benefited from the contribution of computerised financial management system.**

This hypothesis was rejected because the Supreme Court has benefited from the contribution of computerised financial management systems in period between 2008 and 2011 .Then , the research found the contribution “high”, hence reject the hypothesis. This also was confirmed by the chi-square results which showed that the computerized financial management systems at Supreme Court have a significant contribution to the Supreme Court where the P value computed was less than the one tabulated in regard to all variables.

The Null Hypothesis which stated that “The Supreme Court of Rwanda has not fully benefited from the

**Recommendations.**

The recommendations derived from the findings and addressed to Supreme Court Managers and Ministry of finance.

**Supreme Court Managers;**The Supreme Court should continue to use computerised financial management systems in its operations especially SMART IFMIS since it has proved its contribution to functions of Supreme Court and it has found to be effective.

**Ministry of Finance;**The Ministry of Finance should integrate in Smart IFMIS the missing functions like budget preparation, asset management and payroll system.

contribution of computerised financial management system.” is hereby rejected and alternative hypothesis is accepted thus, “The Supreme Court of Rwanda has fully benefited from the contribution of computerised financial management system”.

This hypothesis agreed with the one of seif and Qasim (2011) “who emphasized that Information technology has played an important role in various fields at all levels, and the profitable or provide service organizations considered the most affected by this technology that have entered into all its activities and work, and the information plays an important role in determining the effectiveness and efficiency of the organization”.

It is also agreed with Qatanani (2002) who has confirmed that there is a positive relationship between the elements of the accounting system and the quality of administrative performance in the industrial public shareholding company in Jordan in the field of planning, controlling and decision

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