

Proposed Integrated Financial Management Framework for Camarines Sur Polytechnic Colleges (CSPC)

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Abstract. Philippine State Universities and Colleges (SUCs) in the Philippines hold the responsibility of managing public funds transparently, accountably, and efficiently while also contributing to regional development. Relative to these significant responsibilities, this study aimed to propose an Integrated Financial Management Framework for Camarines Sur Polytechnic Colleges (CSPC) that considered the fiscal opportunities identified in the 2024 Commission on Audit Report for enhancing fiscal practices of the institution in terms of budgeting, accounting, collection, and disbursement functions. This study used a descriptive mixed-method design through structured questionnaires and interviews with the finance staff and unit heads of CSPC, and complemented by documentary analysis of institutional records. Efficiency, accuracy and timeliness were the criteria used by the respondents to assess the system and qualitative data to measure the operational challenges. Findings revealed that despite CSPC's established fiscal governance structure regulatory compliance with the standards, its financial operations are mostly independent since it heavily relies on manual processes, resulting in delayed reconciliation, duplicated data, and limited real-time financial reporting. In response to these findings, the proposed framework aims to integrate financial operations into a unified digital platform, incorporating automated workflows, digital audit trails, and capacity-building initiatives to streamline processes and strengthen internal controls. Implementing this framework is expected to significantly improve accuracy, timeliness, and institutional credibility, facilitating efficient decision-making and supporting the institution's transition to university status. The success of the proposed framework depends on phased adoption, technological upgrades, and continuous user-training to overcome current operational challenges and sustain long-term financial governance improvements.

Introduction

Higher Education Institutions (HEIs), especially the State Universities and Colleges (SUCs) in the Philippines, face an increasing expectation to be transparent, accountable and efficient in the management of the public funds and play the role of providing quality education. SUCs are custodians of taxpayers and key agents in the growth of the region and, therefore, building strong fiscal governance is required to retain institutional credibility and sustainability in the long-term (Urbano et al., 2024). Traditionally, paper-based and siloed financial processes have been relied on by many SUCs resulting in inefficiencies in form of duplication of data, slow reporting and high rates of human error. These issues are a setback to the efficient fiscal management through timely and proper decision-making (International Monetary Fund, 2005; World Bank, 2025). To this effect, international institutions have stressed on the urgency of formulating cohesive Modernized Financial Management Information Systems (FMIS) which would foster governance and financial accountability particularly in the developing economies.

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This is the need of modernization in Philippine SUCs. It is revealed that a proper fiscal administration has a profound impact on the performance of the institutions, which is highly contingent on the quality and integration of Financial Management Systems (Al-Attar, 2021; Benbaira et al., 2025). It has been revealed that accounting information systems enhance accuracy of financial statements and corporate governance (Figer-Canes, 2023). In addition, real-time financial data can be offered to help in strategic decision-making which is crucial to the continued success of an institution (Fiserv, 2025). In spite of these developments, the available literature tends to ignore the practicalities of individual SUCs. Although they are generalized, the local conditions, including geographic position and institutional scale, condition specific limitations, which influence the practical functionality of FMS (Ramos et al., 2023; World Bank, 2025). The identified research gap is especially applicable to such institutions as Camarines Sur Polytechnic Colleges (CSPC), which is in the Bicol region and is undergoing the process of turning into a university, as per Republic Act No. 11283.

According to latest audit report by Commission on Audit (COA), CSPC has serious shortcomings in financial management, such as the inability of the company to reconcile its bank accounts expeditiously, unclear cash variances, and delayed payments on its over a thousand disbursement vouchers (COA, 2024). The findings indicate that the current financial operations of CSPC have systemic weaknesses and that the company requires systematic reform being urgently required. This paper aimed at describing the current fiscal governance structure of CSPC, as well as assessing the efficiency, accuracy, and timeliness of Financial Management System of CSPC regarding its four major processes, which include budgeting, accounting, collection and disbursement. Moreover, this research delved into the challenges that finance staff and unit managers face. In conjunction to the findings from the gathered data, the present study proposes an Integrated Financial Management Framework (IFMF) that could be used to improve coordination, transparency, and accountability. This framework would be used to deal with the audit-identified deficiencies, enhance fiscal governance, enhance institutional productivity, and create public trust as CSPC operates to support its institutional mandate.

These national initiatives are in line with these local initiatives of modernizing the financial management systems within the institutions of the country. Implementations of integrated FMIS are considered to be essential in enhancing fiscal discipline and governance by integrating budgeting, accounting, collection, and disbursement functions in a simplified platform across the world (World Bank, 2025; OECD, 2002). Nevertheless, such reforms can be successful not only with the help of technology but also with competent organizational governance, capable leadership, and human capital with the skills required to operate and maintain these systems (Al-Attar, 2021; Benbaira et al., 2025; Dener et al., 2011). When it comes to higher education, a move towards the modern accounting system means that the traditional financial practices and processes must be reorganized to a considerable extent, because colleges can no longer rely on predictable government funding and are subject to greater accountability pressures (Tao, 2020; Figer-Canes, 2023). The lack of consistent implementing fiscal management principles, manual and fragmented processes, and resistance to change in the organization are some of the weaknesses that Philippine SUCs may face to promote efficiency and accountability (Urbano et al., 2024; Bayudan-Dacuycuy et al., 2024).

The local research supports the idea that even with national automation efforts, a significant amount of SUCs are still characterized by issues needing delayed payments, low budgetary use, and financial process inefficiency (Business Mirror, 2020; Ramos et al., 2023). These structural problems jeopardize the sustainability of the institutions and indicate a lack of synchronization between financial policies and the reality of operations. Poor internal controls, lack of user training, and communication between finance employees and the management make technical issues even more problematic and restrict the effectiveness of FMS (IMF, 2018; Tao, 2020). It highlights the significance of integrating both technical and people-oriented evaluations to get the best understanding of the challenges to effective financial management and overcome them (Bayudan-Dacuycuy et al., 2024; Ramos et al., 2023). Thus, thorough institutional-level research on how FMS are being managed on the individual SUC level is acutely required that will address the interaction between system performance and user experience. In this way, the study can add valuable practical information and a framework of evidence to enhance the financial management of Philippine state colleges.

Objectives of the study

This study aimed to enhance the fiscal governance of Camarines Sur Polytechnic Colleges by strengthening coordination, accountability, and transparency in financial operations through a proposed framework for its Financial Management System (FMS). Specifically, it sought to: (1) describe the current fiscal governance structure in Camarines Sur Polytechnic Colleges (CSPC); (2) assess the level of functionality of the Financial Management System (FMS) across its core financial processes— budgeting, accounting, collection, and disbursement— in terms of efficiency, accuracy, and timeliness; (3) determine the challenges encountered by finance staff and unit heads in ensuring efficient, accurate, and timely FMS operations; and (4) propose an Integrated Financial Management Framework (IFMF) designed to address identified challenges and strengthen coordination, accountability, and transparency in financial operations, thereby enhancing the fiscal governance of the college.

Methodology

The section explains the research methods that will be used to conduct the study, including the research design and data sources, the population and sampling, research instruments, data collection process, and statistical software that will be employed to analyse the data.

Research Design

This research utilized the descriptive mixed-method to holistically assess the Financial Management System (FMS) of Camarines Sur Polytechnic Colleges (CSPC). The research study was more inclined to primary data collection by the use of questionnaires and interviews with finance employees and unit managers whose personal experience with the system in regards to efficiency, accuracy, timeliness, and challenges with the system was taken note of. Following this, documentary analysis was done to examine the institutional financial records, audit reports and relevant governance standards. This chronological approach helped the paper to merge the views of the stakeholders and substantiating documentary evidence on a holistic way of thinking about the FMS.

Sources of Data

Largely, the primary data was collected using structured questionnaires and semi structured interviews with the CSPC finance employees and unit heads who are directly involved in the fiscal management processes such as budgeting, accounting, collection and disbursement. The secondary data consisted institutional financial records, recent audit reports by Commission on audit (COA), standards of governance issued by Commission on audit (COA), Department of budget and management (DBM) and commission on higher education (CHED). The secondary and primary sources enhanced validity and relevance of findings and adherence to the official fiscal governance requirements. Governance requirements.

Population and Sampling

The study targeted all the finance staff and the Unit heads of CSPC and whose responsibilities entail the most critical financial processes of budgeting, accounting, collection and disbursement. The purposive sampling method was selected in order to capture the respondents with in depth knowledge and own experiences of the financial management processes. This ensured that valid and sound data would be provided by the participants regarding the system performance and problems.

Research Instruments

The data collection instruments were structured questionnaires, which were based on the COA, DBM, and CHED standards to be able to describe the effectiveness, accuracy, and timeliness of the FMS. The information generated by the use of the questionnaires was quantitative which represents the signs of system performance. Semi structured interviews to supplement this were conducted so as to obtain qualitative information about the operations problems being experienced by the finance personnel and the unit heads. This combination provided the option of holistic assessment of quantifiable outcomes and contextualized materials.

Data Gathering Procedures

Prior to the distribution of questionnaire, the researcher first sought permission from the SUC President. The administration of questionnaires and interviewing of the selected finance staff and unit heads that perform budgeting, accounting, collection and disbursement function then followed. Data from these provided the first-hand observation and evaluation of the FMS. The first step was to focus on gaining the experience-based information concerning the weaknesses and strengths of the system. Subsequently, the documentary analysis was performed in order to investigate the institutional financial documents, audit findings, and compliance requirements by the COA, DBM and CHED. This grew in a cascading sequence of primary data collection and then reading of documents provided a balanced base of data upon which to support the findings and decide on areas of governance deficiency.

Statistical Tools Used for Analysis

The quantitative variables found in the questionnaire were analyzed using the descriptive statistics to test the key performance attributes of the FMS including its efficiency, accuracy, and timeliness. The percentage distributions and the mean rating indicated the perceptions of the end users of FMS on its effectiveness. The qualitative data gathered during the interview served as a basis of the thematic analysis to identify the prevalent operational issues that encompassed fragmented financial procedures, manual rework and a weak internal control. This was a qualitative revelation that placed quantitative findings into perspective and illuminated on the factors behind the issues of fiscal governance.

The findings were also presented through the use of tables to explain adequately the current financial operations and governance processes in CSPC. The combination of qualitative and quantitative data made it possible to determine the aspects that the study might be enhanced (redundancy of data entry, the slowness of reconciliations, and the fact that the controls could be strengthened, etc.). The presentation has also revealed the fact that the proposed Integrated Financial Management Framework (IFMF) has the potential to enhance transparency, accountability and real-time information access and this will support further fiscal governance and sustainability of the institution at CSPC.

Results and Discussion

The findings of this research present an overall report on the current financial management in Camarines Sur Polytechnic Colleges (CSPC) and challenges faced in a move to achieve integrated fiscal governance. By examining the key functioning processes and the knowledge that can be expressed by the representatives of the finance division and the heads of departments, using this study, one can determine the strong and weak sides of the current system and the issues that need to be simplified. In later sections, the implication to these findings will be raised, and strategic advices provided in accordance to the proposed Integrated Financial Management Framework (IFMF). It is a framework that will facilitate transparency, accountability and live accessibility to the financial information and ultimately make CSPC fiscal management viable in a dynamic institutional environment.

The Current Fiscal Governance Structure in Camarines Sur Polytechnic Colleges (CSPC)

Camarines Sur Polytechnic Colleges (CSPC) has established a definite fiscal governance structure (see Figure 1) centered on the SUC President and abetted by the Vice President of Administration and Finance (VPAF) cluster that manages budgeting, accounting, collection, and procurement as required by the government. This established structure ensures accountability and transparency in the management of the public funds. This arrangement is in line with best practices in financial management in the state whereby there is clear allocation of mandate and hierarchical control to ensure fiscal discipline (Diamond and Khemani, 2006).

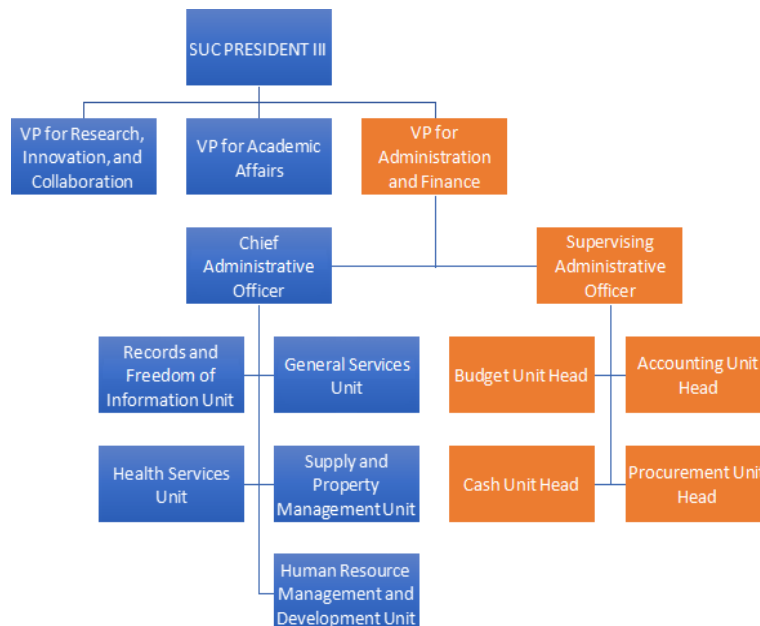


Figure 1. Fiscal Organizational Structure of CSPC

However, despite this strong foundation, internal analyses and audit results indicate that there are significant implementation challenges encountered like delays, inaccuracies, and inefficiencies in transaction processing in CSPC Financial Management System (FMS), which is partially caused by manual workarounds and the lack of skills among the people working in the finance department. These challenges are questions that have been raised in the literature that formal governance mechanisms cannot be enough without staff that is trained and integrated processes (Hendriks, 2012). Hendriks further noted that the lack of transparency and institutional credibility when relying on manual “shadow systems

such as excel are compromised and this issue is eminent at CSPC since supplementary tools are deployed because of poor FMS.

This policy-practice gap is indicative of the necessity of changes beyond structural reforms. CSPC should invest in empowerment of human resource and improve automation of processes to ensure harmonization of operations with the governance policies. With CSPC becoming university, financial complexity increases and requiring integrated and highly automated systems that are supported by skilled personnel to produce timely, accurate, and responsible financial management (Uña et al., 2019). Studies in the field of public financial management always give priority to the coordination of clear structures, qualified staffs, and smooth information systems to make a good fiscal governance (Diamond and Khemani, 2006; Hendriks, 2012). In conclusion, while CSPC offers an extensive governance structure, capacity building and integration of the systems need to be considered in an attempt to provide good fiscal discipline and transparency in the process of institutional transition.

Assessment of Financial Management System (FMS) Functionality

The assessment of the FMS at CSPC (as shown in Table 1) indicates that the system performs moderately with regard to key financial processes namely the budgeting process, the accounting process, the collection process and the disbursement process but it is not fully optimized. The FMS also showed its best performance in budgeting, which ranked efficiency rating of 2.98 (Moderately Functional) and a dependable ability to monitor the use of the budget on real spending with a weighted average of 3.38. Nonetheless, the lack of inbuilt dashboard forced the users to heavily rely on manual workarounds, use excel spreadsheets to report and analyze data. This fragmentation goes hand in hand with other scholars like Diamond and Khemani (2006) who opine that single source of truth is a requisite in fiscal governance and therefore, disturbing it by fragmentation is a shadow system that negatively affects integrity of systems and slows decision-making process.

Core Process/ Focus Area	Criteria	Score (Based on the survey)	Interpretation
Budgeting	Efficiency	2.98	Moderate Functionality (MF)
	Accuracy	3.38	Moderate Functionality (MF)
	Timeliness	2.68	Moderate Functionality (MF)
Accounting	Efficiency	2.93	Moderate Functionality (MF)
	Accuracy	2.97	Moderate Functionality (MF)
	Timeliness	2.92	Moderate Functionality (MF)
Collection	Efficiency	1.00	Least Functionality (LF)
	Accuracy	1.00	Least Functionality (LF)
	Timeliness	1.00	Least Functionality (LF)
Disbursement	Efficiency	3.20	Moderate Functionality (MF)
	Accuracy	3.60	Functional (F)
	Timeliness	3.45	Moderate Functionality (MF)

Legend: 1.0-1.50-LF; 1.51-2.50- SF; 2.51-3.50-MF; 3.51-4.50-F; and 4.51-5.00-HF

Table 1. Summary of Findings on Assessment of CSPC's FMS Functionality: Efficiency, Accuracy, and Timeliness

The collection function rated lowest across efficiency, accuracy, and timeliness—consistently scoring 1.00 (“Least Functional”). This findings, however, reflects not a technical issue with the FMS but a functional disconnect, which is due to the shift to the use of Student Information and Accounting System (SIAS) in collection. This disintegration likewise resonates with Uña et al. (2019), where the authors point out that such dislocation to secondary platforms without interoperability leads to so-called data silos as a violation of transparency and administrative efficiency. Dual systems and use of manual reconciliations increase chances of difference and red tape that disrupts the integrated financial control. There was relative improvement in the disbursement processes with moderate functional-functional ratings. Nevertheless, the reliance on manual entries was not eliminated, which constrains the real-time automation and time-sensitive fiscal control, according

to the observation of Hendriks (2012), who claims that an incomplete digitalization and manual operations retard the institutional digital maturity and efficiency.

Mediocre performance was masking major flaws in the aspect of accuracy and timeliness. Slowness in posting data and manual intervention detracted on the accuracy of budgeting because it reduces report reliability and accounting processes had delays in month-end closing and the use of manual reconciliation, which contributes to perpetual reconciliation cycles and increased vulnerability to clerical errors. These problems are consistent with the fact that the literature on the public sector financial reforms indicates that fiscal transparency and accountability are subject to automated systems and capacity building of the personnel (Diamond and Khemani, 2006; Hendriks, 2012; Uña et al., 2019). Overall, despite the fact that FMS of CSPC will support the simplest financial processes, it still requires considerable upgrades, particularly the integration of the system, its automation, and usability to respond to the increasing demands of the transparency, timeliness, and efficiency of the financial management in the dynamic environment of the institutions of higher learning in the country.

Challenges Encountered by Finance Staff and Unit Heads in FMS Operations

The findings in Table 2 underscore the main issues that compromise the efficiency, accuracy, and timeliness of CSPC's FMS are rooted in the systemic inefficiencies and the technological limitations. The dependency of finance personnel and heads of units on manual workarounds, including spreadsheets, logbooks, and manual handling of physical documents, among others, is a major hamper to operational speed, increase risks of errors and the lag in the financial reporting process. In the qualitative interviews, the staff continuously expressed that the manual data entry, data reconciliation, and the report generation process caused the bottlenecks in the operations due to the lack of automation in the system and the slow response time. Comments from the respondents indicated that it is particularly during peak times such as month-end closings when slow loading, freezing and connectivity problems erode user trust and encourage the use of so-called shadow systems such as Excel which further disrupts financial processes. Similar results are reflected on the findings of Diamond and Khemani (2006), who emphasize that manual workarounds are detrimental to FMIS effectiveness and prevent the creation of a single and trusted source of information.

Core Process/ Focus Area	Criteria	Score	Findings based on the interview	Findings and Observations listed in the COA Annual Audit Report FY 2024
All Processes (Budgeting, Accounting, Collection, Disbursement)	Efficiency	Not rated numerically; analyzed thematically for recurring issues on efficiency, accuracy, and timeliness.	Manual workarounds caused errors in financial records; documentation gaps reduced reliability.	COA observed manual reconciliation and encoding of financial transactions continue to slow down the preparation of financial reports, requiring additional manpower and overtime.
	Accuracy	Not rated numerically; analyzed thematically for recurring issues on efficiency, accuracy, and timeliness.	Reliance on manual processes slowed down operations.	COA highlighted errors noted in the assignment of account codes and subsidiary ledger details, leading to discrepancies.
	Timeliness	Not rated numerically; analyzed thematically for recurring issues on efficiency, accuracy, and timeliness.	Delays in Reporting and disbursement due to extended submission and incomplete attachments; deposits not always compliant.	COA found financial reports were submitted beyond the prescribed deadlines, and some fund releases were delayed due to incomplete attachments and extended approval routing.

Table 2. Summary of Challenges Encountered as evidenced by the COA 2024 Annual Audit Report

The integrity of data and reliability of the system became a critical issue, which was complicated by the nature of the FMS as a piecemeal architecture with no real-time validation. The fragmented design results in high incidences of discrepancy of data hence necessitating a lot of manual reconciliation and undermining the overall trust of system outputs. According to their users, issues with transaction reporting, interrupted data flows, and poor internal controls, followed in line with the claim by Uña et al. (2019) that fragmented financial systems and the lack of cohesive data architectures are degrading fiscal responsibility and transparency. In addition, the absence of automated audit trails and role-based access controls diminishes the extent of oversight, and it proves difficult to enforce a coherent policy, which is consistent with the point made by Hendriks (2012) that a complete digital maturity must be complemented with embedded control mechanisms that would add to accountability.

The coordination issues were made complex due to the manual transfer of documents among the financial units and the inadequacy of integrated reporting tools. This lack of connection results in slow and incomplete flow of information about

financial information to facilitate proactive decision making and strategic control. The compound effect signifies a culture of governance whereby the FMS is not more of an integrated, digital backbone as opposed to a more of a dispersed ledger. According to the literature, these systemic problems can be addressed with the comprehensive upgrades and process redesigns that will be based on full automation, digitalization, and internal controls (Diamond and Khemani, 2006; Uña et al., 2019; Hendriks, 2012). Not only the simplification of the operations, but also the enhancement of the transparency, accuracy, and responsiveness that are vital considerations in the development of the effective and credible system of financial management in adult institutions of higher education, an integrated and real-time digital platform with automated validation, audit trails, and centralized dashboards would lead to.

Proposed Integrated Financial Management Framework for CSPC

The proposed Integrated Financial Management Framework (IFMF) of CSPC, shown in Figure 2, is intended to streamline the financial activities of the institution by modernizing it through automation and integration of the major financial operations of the institution. This proposed framework will employ the advanced technology to significantly reduce the frequency of manual workarounds and decrease the frequency of duplicate entries, thereby offers real-time monitoring and control of financial operations. This digital transformation is expected to improve accuracy, efficiency in operations, and accountability in the financial management practices in CSPC, thus overcoming the current bottlenecks caused by the fragmented manual processes and system inefficiencies. This proposed framework applies a phased implementation strategy in which gradual yet successful transitions in the system take place. Important steps include such activities as establishing safe data bridges and automatic workflow between financial entities and further introducing advanced internal controls, digital audit trails, and complex reporting solutions.

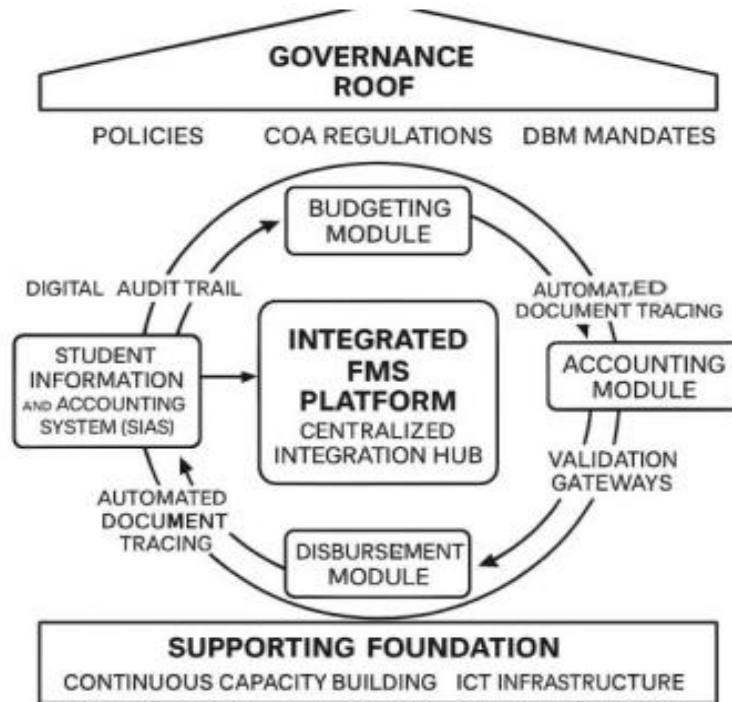


Figure 2. Proposed Integrated Financial Management Framework (IFMF) for CSPC

These advances will aid in enhancing data integrity as well as offering a tamper-resistant environment that will allow tracking compliance and finding fraud to counteract the limitations of the current ad-hoc architecture and manual workarounds, such as the use of Excel sheets and logbooks. Other than technology, the framework focuses on capacity building through continuous training, stakeholder engagement, and powerful feedback mechanisms meant to ensure that the finance employees and heads of units are empowered and motivated to readily adopt new technologies which will result in culture of fiscal discipline and responsibility. A five-year development plan (2026-2030) is also developed according to the requirements of the standards provided by the national regulatory authorities, including COA, DBM, and CHED, and is likely to be a strategic roadmap that would enable the approach to the existing issues in the system, including the delays in processing vouchers, the differences in records, and manual reporting burden, in a systematic manner. The long-term vision

is to have a smooth automation of the system, which would facilitate institutional transparency and address internal and external accountabilities.

Generally, the IFMF places CSPC in a better position to address its financial management problems to date; through operational efficiencies, creation of fiscal responsibility and the ability to expand unexpectedly into a university in the future. It is expected that the implementation of this integrated framework will improve the credibility of CSPC, the service delivery, and the support of the sustainable financial model of governance in accordance with the best practices in the public sector of higher education.

Conclusion and Implications

Conclusively, this paper has undertaken a critical analysis of the Financial Management System (FMS) of CSPC and it has proposed an Integrated Financial Management Framework (IFMF) to fill the gaps identified. The results indicated that the current FMS of CSPC offers moderate functionality in its core financial processes— budgeting, accounting, collection, and disbursement— because despite its existence, end users still are relying on manual workarounds and fragmented systems that leads to inefficiencies, high likelihood of incurring human errors, and the inability to provide real-time financial transparency which hinders the maximization of the fiscal governance and compliance functions within the institution.

Moreover, the paper highlights the high-regulatory resilience and compliance culture of CSPC in the face of these pressures, which is manifested in the financial management of the prudence of the financial management despite the technological limitation. However, the movement of the important functions like collections to another system (SIAS) has led to functional silos and shadow systems which further aggravates the integration and workflow automation. One of the effective responses to these challenges is the proposed IFMF that facilitates a single digital infrastructure that is computerized and coordinates the data, enhances internal controls, and eliminates manual interventions. Such framework will see to it that technology is brought into line with the organization needs as well as the standards of governance and thus the aspect of CSPC emerging efficient, accurate and timely in its financial management undertakings.

Overall, this paper will be valuable in the context of the contribution to the existing financial management of the government in terms of the role of integrated digital solutions. By the introduction of the IFMF, the CSPC will be equipped to prevent the use of the haphazard compliance to a more data-driven and integrated environment, which will maintain a good fiscal decision-making process and institutional credibility. The framework does not simply highlight the current weaknesses, but it establishes a framework to sustainable financial governance that ultimately assists the capacity of CSPC in the provision of its mission as a leading institution of higher learning in the Bicol region.

Recommendations

The following recommendations are made in light of the findings and conclusions:

1. Establish better coordination systems in all Finance Units of CSPC in order to have efficient communication channels and develop common policies. The governance systems should be revisited and simplified to reduce the element of fragmentation, by ensuring fiscal control and oversight is effectively and actively practiced throughout the organization.
2. Invest in modernizing the Financial Management System (FMS) which would unify the four key financial processes —budgeting, accounting, collection and disbursement in a single automated system. The integration will reduce duplication, increase information accuracy and create faster financial reporting. Moreover, regular system audits should be done regularly to monitor performance and compliance.
3. Provide continuous training and capacity development programs that would develop various skills of users of FMS. Alongside the technical support, an establishment of complaint resolution mechanism is a must to solve issues that arise among the end users which thereby fosters accountability and organizational flexibility.
4. The proposed Internal Financial Management Framework (IFMF) should be undertaken in phases, through pilot testing of the new system first and followed by the process of change to all units one by one. The improvement of the ICT infrastructure to support such implementation should be accompanied by the creation of automation, introduction of workflow checkpoints that are within the COA and DBM standards, and a commitment of long-term dedication of the leader, and periodical reviews in order to make the institutionalization a success.
5. It is suggested to conduct additional research in the future in order to extend this study by considering other variables of assessment such as user experience, flexibility, scalability, security, and international accounting standards. This will provide a more specific analysis of the FMS performance and will benefit better the purpose of institutions and regulators.

6. Promote collaboration with IT or Computer Science Students at CSPC to develop capstone projects that would put into practice the principles of IFMF. These projects should aim at shaping and integrating a customized functional integrated financial management system that address the technological gaps which thereby enhances transparency and accountability.
7. Conduct comparative studies among multiple State Universities and Colleges (SUCs) to identify common challenges and best practices, facilitating the development of economic management tools that can be implemented on a widespread basis.
8. Implement human-friendly design principles to the subsequent system design to make IT innovations consistent with the real tasks and experiences of the finance personnel and unit leaders. This kind of strategy will help to make sure that new solutions successfully modernize financial functions, promote the culture of responsibility and efficiency, and enhance financial governance in Philippine SUCs.

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Competing Interests Statement

The author affirms that she has no conflicts of interest to report associated with this study. This research has been conducted as per ethical principles of scholarly work, ensuring that all the procedures followed during the study are responsible and transparent. Ethical compliance was thoroughly scrutinized by the researcher prior to publication through a series of formalized screening processes to include review for similarity and plagiarism scanning by the Research Office. Moreover, all data collected from respondents had their confidentiality protected at all times. The respondent's private and individual rights were respected throughout the study in line with accepted ethical guidelines governing research.

Data Availability Statement

Access to the data used in this study can be obtained by submitting a formal request to the author of the study.

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Appendices

No appendices are included in this article