

# The Challenges of the support systems in adoption of International Public Sector Accounting Standards (IPSAS) in Ghana

Patrick Ninson

*Department of Accounting, University of Ghana*

**Abstract: Purpose-** This paper critically analyses and examine the key pre-requisite support systems necessary for smooth adoption and implementation of a financial reforms. This paper seeks to identify the key support structures in adoption and implementation of International Public Sector Accounting Standards (IPSAS) and to ascertain factors that affect each support systems in its processes.

**Design/methodology/approach-** The research employs quantitative method as a descriptive study in gathering survey data with close-ended items from respondents in order to test the hypothesis. The five (5) point Likert-Scale questionnaire is used as a research tool instrument. The alternate hypothesis is tested using Single Way Anova together with other statistical tools.

**Findings-** The results indicate a strong positive conclusion for the existence for support systems for smooth transition processes. The model also indicates strong positive correlation with the support functions. The results show that all the dependent variables have a positive coefficient and are significantly related to IPSAS adoption.

**Research Limitations/Implications-** The paper cannot be used as generalization since every territorial zone operates differently.

**Practical implication:** For certain accounting reforms such as IPSAS to be effective in a less structured economy, there is the need for functional support systems.

**Originality:** The paper suggests a conceptual framework for IPSAS adoption and implementation process. This finding helps to better understand some transitional challenges and ways to expedite them.

**Keywords -** IPSAS, accounting reforms, International Public Sector Accounting Standards, support system, standards, public reform

## I. INTRODUCTION

Countries including Ghana are required to adopt accounting standards by pressure emanating from African Unions, Ecowas, IMF, Commonwealth, World Bank etc (Judge et. al, 2010; Guerreiro et al, 2014; Nitri, 2018). They provided further indications on institutional structures such as African Unions, Ecowas, Monetary Fund etc are the reason why institutions arena serves as an interactive part of our society's accounting locales.

## *IPSAS adoption & regulatory support function*

According to Pricewaterhouse Coopers (PWC) (2007), suggested that ICAG needs to be cushioned to fully address and help in the administration of this great task. Lack of standards regulators involvement have the potential of not enforcing professional and technical standards (Alesani et al. 2012). Academic bodies and professional associations have the pre-requisite arsenal to deploy the educational system in IPSAS adoption and as such professional bodies as well as academic institutions can positively speed up IPSAS adoption process through awareness creation, training, continuous professional developments (CPD) programs (Sanni, 2017).

A study conducted in a number of countries namely Australia, New Zealand, United Kingdom concluded that pressure emanating from these professional bodies and academic institutions are keen to the success of accounting reform such as IPSAS (Harun, 2007; Christensen, 2002).

The pressure that are applied by professional bodies and other policy players helps to address some concerns in accrual accounting and hence IPSAS success in these member nations (Danaee et al, 2016). Then again, the most paramount success factor in IPSAS adoption is how financial regulations, policies and procedures are affected (PWC Belgium, 2020). Brusca (2017) iterated that the professional institutions have the normative force to ensure and require IPSAS compliance.

Professional bodies normally tend out as key stakeholders with updated information on any accounting reforms (Jackson & Lapsley, 2003). Neglect of duty as communicator on IPSAS adoption, its complexities and lack of separation of functions between professional bodies and government accountants make the process ineffective (Adhikari et. al, 2019). A key support function by these professional bodies is required to raise awareness and also enhance IPSAS reforms (Amar & Hassan, 2019).

In this same vein, Ademola et al. (2020) found out lack of IPSAS knowledge and awareness impedes IPSAS implementation. They encouraged for more courses and training for government servants geared towards changing their mind-set and perception (Ahmad & Pangat, 2015). According to Ouda (2016), the experience of New Zealand

has also shown that Accountancy society played essential role in creating appropriate platform for IPSAS reforms within the government sector. This then suggests that professional accounting bodies have a major role to play in accounting reforms. Oulavirta (2014) provided further evidence in the regulatory contributory factor to IPSAS adoption. In the case of Finland, Association of Accountants did not support the introduction of IPSAS due to lack of awareness, preparedness and readiness on the part of Finnish Professional Board. Thus, Society of Public Accountants did not show any interest towards IPSAS policy which accounted for the failed or delayed process.

The cost that accompanies the implementation of IPSAS is inevitable; which includes training cost and producing up to date manuals, given the lean financial resources of the government in developing countries and this may act as a challenge (Angahar & Gwar, 2019).

Amar & Hassan (2019), in a study on the major barriers to IPSAS implementation in Romania expressed that lack of training on IPSAS related programs will affect the willingness and desire of public sector accountants in the use of IPSAS policies. Amor & Ayadi (2019) pointed that there is a significant and positive association with regulatory bodies, legal regulators and IPSAS adoption. Government sector is necessary as much as training of personnel or certified staff, information system development in migrating to full IPSAS such as the case in Tanzania (ACCA, 2018).

Training of highly competent public sector accountants is paramount to addressing financial measurement and recognition as it is critical to the implementation success of IPSAS financial accounting standards and policies. According to IFAC (2019), the successful implementation of IPSAS in Canada, Malaysia etc was as result of adequate training section given to implementers.

The pre-requisite condition to IPSAS policy is the readiness of professional bodies and the involvement of standard setter expertise in the process. Yensu & Agyemang (2018) suggested that regulatory institutions in Ghana is yet to do more in training and providing CPD or seminars in public institutions in implementation process of IPSAS adoption for MMDAs in the public sectors of Ghana. Coupled with this support is the mandatory requirement of professional institutions to facilitate training, seminars, and workshops for public sector accountants on a regular basis (Adhikari, 2015; World Bank, 2011).

Ademola et al., 2020 & Salia et al., 2018 concluded that lack of staff training will hinder smooth accounting standards reform. Hamisi (2012) studied various factors that affects IPSAS implementation in Kenya where he noted that inadequate training of staff (academic and professionals) as a critical factor.

Consistently, according to Yosra & Yosra (2017), Barbados Chartered Accountants showed weak desire to fully adopt

IPSAS as their national standards. Likewise, in Portugal, Guerreiro 2014, concluded that the Portuguese accounting standards setter, Portugal Accounting Board, was an instrumental pillar behind IPSAS adoption. It provided better operating practices for institutions as well as provision of training by professional accounting associations.

Ha1: There exist a significant relationship between regulatory support functions of regulators and IPSAS adoption process.

#### *IPSAS adoption and independent oversight body support*

At the global level, exists Public Sector Committee of IFAC who sets IPSAS standards in order to support and streamline financial reforms (Christiaens, 2010). Muckute (2015) stated the need for establishment of competence centres. At the national level, Ofori-Frimpong (2015) proposed the need for super national level advisory committee tasked to direct and resolve all other policies concerns in the adoption and implementation processes.

Harmonization of standards should be done by independent committee. There are no such committees in most countries (Christiaens et al., 2015). Therefore, Rogosic, & Palos, (2017) noted that absence of external parties' support to IPSAS will render the process useless and unsuccessful. Harun (2007) stated that in Australia, government accounting standards are formulated by its independent accounting research foundation for and on behalf of accounting institutions.

Ijeoma & Oghoghomeh (2014), pointed out the need to mount an independent IPSAS steering institution or equivalent to tackle its implementation challenges as well as its goals. Communication is basically important for the reform elements in disseminating the ideas, guided principles and resolving any challenges that may arise during the implementation process. They concluded that oversight strategy communication, coordination and consultation is statistically significant with IPSAS adoption. Furthermore, Gomes et al (2019) stated that in countries such as Spain & Portugal, an independent local standard setting body came out with a developed set of IPSAS standards of which a report was sent to the finance ministry. Thus, there is the need for an independent oversight body.

All demonstrated that coordination and consultations with state entities is paramount in addressing some of these adoption processes (Ouda, 2016 & Hamisi, 2012). Similarly, the contingency model ignited that strengthening of monetary functions like creating positions of the event of financial regulators inadvertently positively impact on the standard implementer activity (Mukah, 2016).

According to Adinkrah (2015), the national accounting board of Nepal provided oversight activity and advice during the pilot stage of implementation. In Sri Lanka, Adhikari, (2019) reported there have been dual independent oversight committee charged in the adoption process.

The government of Nigeria also formed a sub-committee to

provide guidelines in the adoption process of the country (Ijeoma et. al,2014).

Ha2: there is a positive relationship between IPSAS oversight body/supervisory council and IPSAS adoption.

#### *IPSAS adoption and government accountants (CAG)*

Not only local independent setter but other oversight responsible bodies such as Auditor General, Government Accountant needs to enforce and support in the diffusion of IPSAS accrual accounting (Adhikari et al., 2013). Agyemang (2017) also found out that lack of professional based accounting in the government institution in Ghana, accounts for these lapses. He went further to state that there is a very high rate of employment vacancy rate in MDAs of Ghana accounting for early-stage challenges in IPSAS adoption. Yensu & Agyemang (2018) also acknowledged that there is a strong correlation between level of educational attainment and IPSAS adoption.

Non-availability of knowledgeable personnel are critical failure factors affecting IPSAS implementation (Ademola et al.,2020; Kiugu, 2010). There is also shortage of professionals with IPSAS experience to support IPSAS implementation (Atuilik, 2017; Atuilik et al., 2016; Huran 2007). Similarly, Sanni (2017) also noted that there exists shortage of competent and qualified accounting professionals who understand and can apply IPSAS.

According to ACCA (2017), the delayed in reporting to Controller General of Accounts in Bangladesh after IPSAS, are often due to lack of qualified personals. According to PWC (2007), majority of public sector personnel lacks the needed requisite skills to carefully roll out IPSAS changes. The key factor affecting IPSAS implementation is non availability of well trained and qualified personnel in public institutions (Mukah, 2016; Nangonzi, 2019). This suppresses the accounting needs of the process. Redmayne et al., (2019); Wynne (2007) noted that the number of staff who are professional qualified have increased in UK due to the introduction of IPSAS.

It had been stated clearly that the state has inefficient trained and sufficient Fiji public servants to carry out effectively the concept of IPSAS (Tickell, 2010).

Accordingly, Mukah (2016) mentioned that staff recruitment and training is an essential element in reform processes such as IPSAS.

Alesani et al, (2010) indicated that professional education and qualifications are key ingredient to policy adoption and that knowledge is keen. And that for IPSAS to succeed there is the need to map up human capital with resource dependency. Mutah (2016) also stated the need for high level professional recruitment and experiences into the public sector.

Harun (2012) reports that lack of progress in government accounting reform is due to the shortage of accounting skills. In another study, Angahar & Gwar (2019) narrated that most

public sector accountants are not sufficiently trained as professional accountants and would pose a major challenge to IPSAS adoption. They further recommended the need for government entities to employ more professional accountants to ensure effective adoption of IPSAS.

#### *IPSAS adoption & Auditors*

For IPSAS to be successful, there is the need for full support from Auditors. Full IPSAS requires technical recognition and disclosure of key considerable concepts such as asset valuation and other related complex concepts which will demand for the Auditors expectation (IFAC 2005). It therefore requires auditors to be involved in the IPSAS process from the very beginning.

The state needs to have enough processes in place to address IPSAS by public institutions and to deal accordingly with subsequent violators for others to follow (Ademola et al., 2020).

Harun (2014) also concluded that the state such as Indonesia Audit Board were the very key stakeholders in the approach to full IPSAS adoption.

According to Ouda, (2016) Public Financial Management Reform program had evolved the risk performance audit of supreme standards governing audit standards in executing of audit process.

Another study further found that the Controller and Auditors general does wholly ensure compliance with IPSAS (Hamisi, 2012). Collaboration between auditors and accounting bodies aid in IPSAS adoption process (Ugwumadu, 2014).

Ha3: There is a strong correlation with quality of accounting & auditing personnel and IPSAS adoption.

#### *IPSAS adoption & Internal Management Support*

Full IPSAS is premised on the fiscal events rather than on receipts and payments. In a sense that a shift to IPSAS as basis for financial accounting and management requires a major cultural shift in the mind-set and attitude of management and those charged in government. For this to materialise, there is the need for change management processes and culture that would work, for example in training, financial management, awareness creation efforts, institutional and process reforms (PWC Belgium, 2020). Lack of interest from bureaucrats as a result of low pressure from management and those charged in governance, lack of public consciousness of the importance of government financial reforms results in slow IPSAS adoption and implementation (Harun, 2012).

Hamisi (2012) acknowledged that management changes factor would be a major ingredient in ensuring smooth integration to IPSAS reforms. It is well to note that not every administrative machinery or system will support IPSAS (Sanni, 2017). He also indicated that poor focus and administrative direction will hinder IPSAS adoption and implementation. Alternatively,

there are resistance from public personnel on such reform due to increased demands for the gathering of knowledge and burdensome paper requirements (Curristine et al., 2007). IPSAS processes is a very difficult process and demands a long chain of management culture (Nangonzi, 2019). Except for others such a change must not only be simulated by accountants, but also managers and key players in the public institution (United Nations, JIU 2010). Such a change in the government sector is typically seen as intricated process. Change resistance is eminent in all organizations. Such resistance needs to be identified, control and dealt with for a change to succeed which are mostly charactised by misunderstanding of change process, reform not communicated clearly which erupts to misconceptions in most institutions.

Again, Ouda (2014) mentioned that early adopters experiences have shown that there was cordial continuous relationship with process management and those charged in governance. The reform process involves a full cultural change in management understanding and use of financial information and handling. Thus, management change process is seen as roadmap to fruitful IPSAS adoption.

Angahar & Gwar (2019), referred that the adoption of IPSAS will face resistance due to the effect of fear of the unknown. Public service officials who are familiar with the cash basis of accounting in the government sector and their willingness to adopt a new accounting basis. For a reform to achieve success, the institution needs to accept the change that it brings. Ouda (2005) in addressing the internal issues in the public sector stated that internal conflicts and bureaucracy in the system of the public sector in most developing countries are as a result change management process. Non introduction or conversant of a reform or standard will mean massive resistance to such reform (Alesani et al., 2012). This will require a cultural change with the government at the MDA’s level as well interdepartmental level to commit to such accounting reform (Tickell, 2010). The public sector accounting reform will only succeed based on complete management and political change cultural, attitude and perception (Chan, 2013). The study by Amar & Hassan (2019) on major challenges in IPSAS implementation in Romania also indicated the majority of government institutions are resistant to the change required by IPSAS adoption.

Ha4: Increase acceptance by institutional management & those charged in governance will mean high level of adoption to IPSAS policies within their institutions.

*Model*

The differences in culture setting, structural components have much influence on financial accounting reforms and its corresponding system (Christiaens et. al., 2015; Benito et. al, 2007; Pina et al., 2009). There are internal and external forces likely to impact the smooth-running processes in adoption and implementation of such financial reform such as IPSAS. The internal and external support units (see cohesive model in

Figure 1 below) explain factors affecting IPSAS adoption in Ghana. The study partially employed the basic resource and institutional theories by Ouda (2016) and Harun (2014).

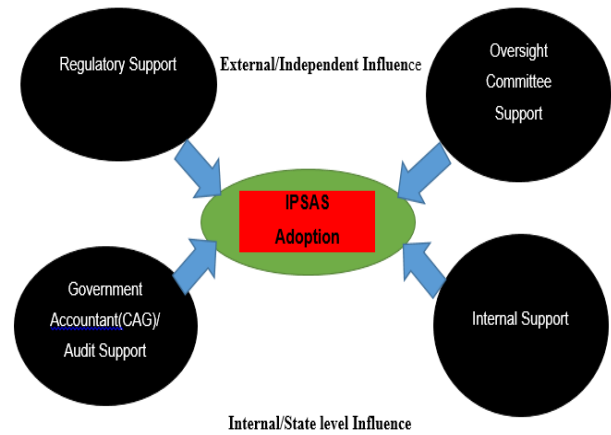


Figure 1: Model on cohesive influences on IPSAS adoption

II. METHODS

This study employs the quantitative method as a descriptive study in examining the challenges of the support system of IPSAS adoption and implementation, which includes hypothesis testing.

In this study, a five-point Likert-Scale questionnaire are used as a research tool instrument. The survey type of questions with close-ended statements are designed in a way, which provides vital answers to the research questions. The questionnaire contains a complete set of questions grouped into two sections. Section 1 features 13 questions on demographic feature of the respondents. Section 2 (A-E) comprise mainly of seventy-three (73) close-ended questions on various sector of the defined support systems looking at the public servants’ perception on the challenges of the support systems in adopting IPSAS in Ghana by degree of association from strongly agree (5) to strongly disagree (1).

The techniques applied is the purposive sampling techniques of selection. This study is made up of respondents from accounting, auditing, budgeting and finance functions in the public state institutions in head/central regional branches in Ghana. The population is represented by more than 99% of practitioners in head office/ regional offices in Ghana with the prerequisite knowledge, training and experience on IPSAS. They are selected because they will best provide the needed information and based on the availability of respondents in these technical fields (see Table 1).

Table 1: Schedule of Respondents

Types of Respondents	Targeted Population	Sample Size
Staff of Controller and Accountant General - Head	101	40
Auditors (Internal Auditors) Regional	49	20
Ghana Audit Service (External Auditors) Head/Regional	118	47
Member of ICAG-Regional Office	25	10
Account Staff - Regional Offices	308	123
<b>TOTAL</b>	<b>601</b>	<b>240</b>

### Study Sample

Sample size should represent the entire population and should not be small. Based on statistical study sampling by Taro Yamane (1967) the sample size (n) will be derived as  $n = \frac{N}{1 + Ne^2}$ . Where N is the population, e is the estimated error (at 5%) and 1 is constant.

Sample size (n) =  $\frac{601}{1 + 601(0.05)^2} = \frac{601}{2.50} = 240$  respondents

### Measurement of Estimation Variables

The Pearson Linear Regression Analysis is employed as paramount tool in analysing the results. In the regression model, the distance between each category from strongly agree, agree, neutral, disagree and strongly disagree are assumed to be even. The Person Correlation Analysis tool was used to measure the correlation coefficient between each of the explanatory variable on the predictive variable. The Cronbach alpha is administered to check the internal consistency and reliability of the data set. I employed the Anova One Way procedures to the data set in testing the hypothesis while addressing the data. In furtherance, the Tukey-Kramer Post hoc test and Tukey criterion was used to treat the error within category where the Duke Studentised range distribution was applied. Again, the Bronneferroni and Holms test was used to confirm the group error. Finally, the test for multiclonality was performed.

### Empirical Estimation Method/Variables

Looking at the literature review and objectives set forth, there are requisite system supports necessary for successful adoption and implementation of government reform like IPSAS. With guidance from the objectives and defined hypotheses, this work adapts Mukah (2016) and Ouda (2014) on transitional requirement for successful IPSAS.

The IPSAS adoption parameters will be estimated using OLS regression as follows:

$$IPSASDOPT = \beta_0 + \beta_1 OvSup + \beta_2 Regsup + \beta_3 CAGAuSup + \beta_4 IBsup + \beta_9 \Sigma \text{CONTROLS} + \varepsilon$$

All independent variables are presumed to have positive relationship with IPSAS adoption.

Measurement of Variables: Based on Mukah (2016),

Agyemang (2018) and Ouda (2014), dependent variables (IPSAS adoption denoted by IPSASDOPT in this study was measured with the explanatory variables such as independent oversight institution/ IPSAS secretariat, regulatory support power of professional institutions and other higher learning institution, government accountant and auditors support and internal management support

### III. RESULTS AND DISCUSSION

The respondents are accountants, auditors, budget officers, financial secretaries and heads of public institutions namely Ghana Audit Service, Internal Auditors, CADG, Members from Institute of Chartered Accountants Ghana (ICAG) & UK (ACCA). Out of the total of 240 questionnaires distributed to respondents only 164 questionnaires representing 68% response rate was received, due to COVID 19 insurgence. Accountants and Auditors represent 38% and 45% respectively. Only 52% respondents have knowledge about IPSAS and have attended IPSAS workshops (Q9 & Q10). Professional public servants constitute only 41% from ICA and ACCA (Q5) with few (42%) having 6-10 years of work experience.

Data from the questionnaires gathered were analysed using descriptive statistics including the summary statistic.

Table 2: Statistics Summary on the variables under study

Variables	Obs	Mean	Std. Dev.	Min	Max
Ipsasadopt	164	3.268963	.6721321	0	4.52
Ovsup	158	3.493671	.7204637	1	5
Regsup	161	3.354037	.6165422	1	4
cagausup	161	3.180124	.5348855	1	5
Ibsup	160	3.2875	.7215244	1	5

As indicated in the Table 2, the mean of the minimum value of the predictive variable is zero (0) with a standard deviation of 0.6721321 and a mean maximum of 4.52 equals to a standard error of 0.6721321. This high positive mean indicates the most of the respondents agreed to the assertion to the 73 questions as a challenge to IPSAS adoption.

Table 3: Cronbach's Alpha Test on data reliability

Questions	73
Sum of the item variances	79.3862
Variance of total scores	2295.29
<b>Cronbach's A</b>	<b>0.97882</b>

The table 3 tests the reliability of responses. A Cronbach's alpha of 0.97882 is recorded (refer to Table 3) therefore, the survey indicates a very high level of reliability, consistency and relatedness of set of items as a group with an alpha of 97%. The next section looks at the analyses of responses using descriptive.

Regulatory Systems

Table 4: Mean scores of respondents on regulatory system

Question	Mean scores of respondents on the regulatory system (professional bodies)	
Question	Identifiable challenges(Regulatory system)	Mean
Q32	IPSAS strategy was effective	4.180
Q33	Speeding up IPSAS adoption is dependent on academic and professional training of staff	3.963
Q34	Smooth IPSAS process will not be achieved if there is continuous delay in local law amendments	3.422
Q35	Accounting curricular have not be revised fully after the early piloting of the standards	3.193
Q36	There is high cost associated with IPSAS	3.379
Q37	There is high unavailability of manual as guidance in IPSAS at the Institute of Chartered Accountant Ghana	3.267
Q38	Lack of public sensitization and education on the new IPSAS requirement and policies	3.652
Q39	Staff understood the source and origin of ipsas	3.634
Q40	Accounting personnel are adequately trained on IPSAS	2.621
Q41	Academic Curricular does not focus on IPSAS	3.528
Q42	Inadequate Accrual/ Full IPSAS awareness creation	3.801
Q43	There exists inadequate professional based accounting	3.981
Q44	communication was frequent done	3.857
Q45	The reports and standards produced are ipsas compliance	3.714
Q46	Lack of insufficient training of personnel as practitioners	4.025
Q47	Competent accountants to fully implement IPSAS are in short supply in Ghana	3.450
	GRAND MEAN	3.637

Source: Field Survey, 2020

Table 4 shows the mean scores of respondents on regulatory structure or system (professional bodies) assesses the mean statistics to the degree of how each variable is, compared to the mass responses. The result indicates the degree to which respondents agreed to the given statements concerning the effects of regulatory body (such as ICA, Universities, Colleges etc) involvement and support in IPSAS adoption in Ghana. The study also concluded that majority of respondents agreed with the item questions Q32-Q46 on the assertion that professional training and education will increase the desire level of IPSAS adoption, high unavailability of manual, inadequate professional based accounting, lack of public sensitization & education on the new IPSAS requirement and policies are indicated by mean scores of 3.963, 3.652,3.267, 3.981 respectively among others. The findings directly support other studies by Alesani et al (2012), Ouda (2016), Jackson & Lapsley (2003) & Sanni (2017). Ademola et al. (2020) also confirmed this view that lack of staff training etc will hinder smooth accounting standards reform Most of respondents recorded that cost of seminars and manual on IPSAS is high (mean of 3.379). This finding is in agreement with series of studies by Sanni (2017), Role & Vasicek (2010)

& PWC (2007) on lack of provision of manual, guidance and training impedes IPSAS adoption. Most of the respondents were of the idea that inadequate sensitization and education on the new IPSAS requirement and policies indicating a mean of 3.652, this assertion supports the similar study by Ouda (2010), Ademola et al (2020) & Amar & Hassan (2019). Other respondents disagreed that accounting personnel are adequately trained on IPSAS on a mean of 2.621. PWC Belgium (2020) found out similar assertion. The respondents also strongly agreed that there is inadequate education and training for public sector practitioners (Q46) on mean scores of 4.025. Respondents indicated that competent staff are not adequate and trained on IPSAS as also posited by Oulavirta (2014), ACCA (2018), PWC (2014), Amar & Hassan (2019). They agreed that there is low level of public awareness on accrual or full IPSAS, inadequate based professional accounting and academic curricular do not focus on IPSAS (high mean of 3.857, 3.98 & 3.528 respectively). In confirmation, ICGFM, 2015 relayed that acceptance, consultation and participation of accountancy profession is important for IPSAS survival.

There is an overall mean of 3.637 on the regulatory support responses (see Table 4). This suggests that the identifiable regulatory support system factors have direct impact on the success of IPSAS adoption. Yensu & Agyemang (2018) also agreed that professional institutions need to arrange for standard training for public entities. There is high indication that professional bodies such as ICAG as a regulatory body is failing in creating IPSAS awareness. Thus, Institute of Chartered Accountant, Ghana needs to organise workshops for practitioners, members and students.

Independent Oversight Body / IPSAS Secretariat

Table 5: Mean scores of respondents on independent oversight body / IPSAS secretariat

Question	Identifiable challenges	Mean
Q14	There is absence of independent IPSAS secretariat in Ghana	3.129
Q15	No IPSAS mandate in Ghana	3.570
Q16	There is no independent enforcing agency tasked to deal with non-compliance of IPSAS policies	3.316
Q17	IPSAS lacks clear guidance due to unavailability of oversight body	3.059
Q18	Lack of policy guidelines	4.228
Q19	The establishment of IPSAS secretariat will enhance enforcement and compliance of IPSAS policies	4.158
Q20	A well-resourced national oversight IPSAS body has the tendency of providing a roadmap for IPSAS adoption and implementation	3.987
Q21	Independence oversight body will make timely intervention, monitor, coordinate and provide feedback to global IPSAS-IFAC	3.580
Q22	The cost of consultant for IPSAS implementation is high	4.063
Q23	Interpretation of IPSAS policy to be formed at the local level with other state institutions	3.968
Q24	Academic and professional standard enhance level of implementation of IPSAS	3.506

Q25	Lack of training for decision makers and policy planners	3.781
Q26	Lack of local expert	4.214
Q27	ipsas implementation results in additional cost	3.734
Q28	The cordination office of ipsas in fully in place	2.516
Q29	There are adequate role for cordnating office	2.500
Q30	Consultations were adeaquate	2.656
Q31	Consultations are done regularly	2.547
	GRAND MEAN	3.605

Source: Field Survey 2020

Deducing from the findings (see Table 5 on Mean scores of respondents on independent oversight body / IPSAS secretariat), numerous respondents totally agreed that challenges of independence oversight body have an influence on IPSAS adoption in Ghana. Non-availability of independent IPSAS Secretariat, need for mandate to deal with non-compliance with means of 3.129, 3.570, 3.316 have an adversely effect on IPSAS adoption. This finding is in link with that of Ofori-Frimpong (2015), IFAC (2019), Harun (2007), Lima & Lima (2019). Respondents also affirmed that there is lack of training for decision makers and policy planner and implementers with a mean of 3.781. Ijeoma & Oghoghomeh (2014) also confirmed that set up of an interdepartmental IPSAS steering committee as an important system in IPSAS adoption. And that, the establishment of IPSAS secretariat will enhance enforcement and compliance of IPSAS policies with a mean score of 4.158, will help in IPSAS adoption in Ghana in linkage to findings of Ofori-Frimpong (2015). This denotes that absence of independent oversight body will hinder or lead to failure in IPSAS adoption in line with the assertion by Christiaens et al., (2015) and Rogosic & Palos (2017). Other respondents also strongly agreed that no policy supporting or promoting IPSAS use exist, consultation cost for IPSAS adoption is too high and lack of expert as indicated by a mean of 4.228, 4.063 and 4.214 respectively. This means lack of policy supporting IPSAS, high cost of consultation, lack of expert affects the smooth process of IPSAS adoption. Another group of respondents also assessed and disagreed that the coordination office for IPSAS is in place, there exist adequate role of the office, consultation was adequate and done regularly (means 2.516, 2.500, 2.656, 2.547) respectively. Ijeoma & Oghoghomeh (2014) also noted that that there is statistically significant influence with strategy communication, coordination and consultation in speeding up the IPSAS process. It is again in support of study by Gomes et al (2019) & Ijeoma & Oghoghomeh (2014), Hamisi (2010), Brusca (2015) and that lack of coordination and consultation hinders IPSAS processes. This also implies that establishment of any oversight body and consultation office, well definition of role; good consultation lack of which will hinder IPSAS adoption. According to Ouda (2014) consultation and communication by steering committee is paramount to IPSAS adoption. All in all, greater number of respondents showed that the absence of

an independent oversight body/ coordinating office (total mean of 3.605) adversely affects this support system in IPSAS adoption process in Ghana. Adhikari (2019) findings indicated that there is a significant correlation with oversight committee and IPSAS.

*Government Accountant & Auditors*

Table 6: Mean scores of respondents on government accountant & auditors

Question	Identifiable challenges	Mean
Q48	Gifmis were introduced as intro to ipsas	3.444
Q49	Both the act and regulation mandate CADG	3.772
Q50	IPSAS policies are understood by majority of accountants	2.801
Q51	Adequate opportunities for training of staff on IPSAS	2.537
Q52	There is the need for high education and expertise in the public sector to apply the policies	3.689
Q53	There is lack of communication between audit, CAGD and ICAG	3.516
Q54	Very high vacancy rate to fill accounting positions	2.950
Q55	Professional accountant have the tendency to adopt IPSAS	3.492
Q56	Inadequate professionals in the public sector to roll out IPSAS policies	3.225
Q57	The current financial management act does not allow smooth implementation of IPSAS	2.863
Q58	Lack of materials on training of IPSAS	3.688
Q59	Most of staff were/are trained to the level of a professional body	2.781
Q60	the accounting practitioners do not have excellent knowledge	2.921
Q61	Most of the staff apply IPSAS and understand IPSAS	2.719
Q62	Training cost is high	3.688
Q63	There are difficulty to measure and value assets	3.603
Q64	Ghana Audit Service & Internal Auditors have helped in the implementation of IPSAS	3.156
Q65	Lack of adequate audit staff	3.419
Q66	Most of the reports are acceptable as IPSAS compliance	3.019
Q67	Enough personnel trained on IPSAS compliance	2.556
Q68	IPSAS compliance would increase transparency of level of reporting	4.168
Q69	Controller and Auditor general does not ensure compliance with IPSAS	3.881
	GRAND MEAN	3.136

Table 6 also shows magnitude of responses by which respondents agreed with the given statements concerning the challenges of the support system of government accountant/Auditors in the adoption of IPSAS in Ghana. The study found out most respondent is of the view that there is shortage of professionals with IPSAS expertise to support its adoption (mean score of 3.225). This finding is confirmed by the study of Atulik (2017), harun (2007) & Atulik et al (2016). This work also found out that the controller and audit generally does not ensure compliance of IPSAS adoption with a mean of 3.881. This is in line with same statement by Ademola et al (2020) & Hamisi (2010 & 2012), and Ouda

(2016). There was a strong agreement that compliance will enhance the level of reporting with a mean of (4.168). From the table, statement Q55, Q56 and Q67 had a mean of 3.492, 3.225 agreed whiles 2.556 disagreed to a similar proposition by Luder 1992 that education, employing and training of personnel has a positive correlation with IPSAS adoption and acceptance,

The (see Table 6) results shows that majority of respondents agreed with the question Q48, Q49, Q52, Q53, Q58, Q62, Q63, Q64, Q65, Q66 with mean scores of 3.444, 3.772, 3.689, 3.516, 3.492, 3.688, 3.688, 3.603, 3.156 and 3.019 respectively. In a similar study by Ugwumadu (2014), PFMR (2019) confirms same position. Respondents were however in disagreement with the following assertions. Majority of accountants/auditors understand IPSAS policies, adequate opportunities for training of personnel on IPSAS, most staff are trained to the level of a professional body, most staff apply and understand IPSAS, adequate number of staff have been trained in Ghana. These items; Q50, Q51, Q59, Q61 and Q67 recorded mean scores of 2.801, 2.537, 2.781, 2.719 and 2.556 respectively. Those statements are in reference to those confirmed by Salia & Atulik (2018), Sanni (2017), Mukah (2016), Tickell (2010) and ACCA (2017). With a total mean of 3.136, respondents asserted that these identifiable challenges within the government accountant and audit support system will hamper the adoption of IPSAS. This is an added confirmation to the assertion by Agyemang et.al, (2018) that there exists enough relationship between training level of personnel and IPSAS adoption and implementation. Responses indicate that only 46% are professional chartered accountants and 49% holding advanced certificates. According to Ouda (2014) there exist positive relation between IPSAS and other key stakeholders.

**Internal Management Support**

Table 7: Mean scores of respondents on internal management support

Question	Identifiable challenges	Mean
Q70	Gifmis were introduced as intro to ipsas	2.975
Q71	Both the act and regulation mandate CADG	2.869
Q72	No clear direction and guidelines from top management and those charged in governance	3.881
Q73	No thorough knowledge on gap process in IPSAS	3.159
Q74	There is a very poor means to communication and training to IPSAS awareness creation	3.463
Q75	No adequate information for staff on changes IPSAS might bring about.	3.388
Q76	It requires a high amount of cash outlay	3.637
Q77	Inadequate staff to help in the implementation	2.943
Q78	Unavailability of board based participation in the IPSAS process with management	3.519
Q79	There are a lot of cost associated with IPSAS adoption which may include	3.750

	training, new technology equipment, accounting manual development etc	
Q80	Staff are constantly motivated to adopt IPSAS reporting	2.700
Q81	Staff are adequately trained by bodies such as ICAG, Audit or others	2.888
Q82	Staff have effective communication on the IPSAS reforms	2.744
Q83	Inadequate processes makes IPSAS is too sophisticated to understand	3.075
Q84	Shortage of professional	3.381
Q85	There is lack of commitment to willingly and effectively adopt IPSAS	3.869
Q86	The institutional change is not flexible enough to commit such change.	3.178
	GRAND MEAN	3.259

Source: Field Survey 2020

The study (refer to Table 7 above) looked at the degree to which respondents agree to these statements Q70-Q86 that relates to the challenges of the internal support system in implementing such accounting reforms like IPSAS. It can be deduced from the findings that most respondents that lack of focus and key direction from management and those charged in governance affect the IPSAS process (mean equals 3.881) confirming similar findings by Atulik et al., 2018. Respondents denotes that there is inadequate gap lapses in IPSAS processes in most public institutions (mean of 3.159), which was also pinned by Angahar & Gwar (2019)., poor means of communication /training on creating IPSAS awareness (means of 3.463). Majority of respondents also agreed that there is low willingness (mean of 3.869) whiles others also disagreed that staff are motivated, all two statements confirmation by Ouda (2014) that high management cultural change, willingness will automatically increase IPSAS adoption policies within state institutions.

In addition, inadequate training and communication to public staff -mean of 3.388, which requires a lot of time and cash outflow to implement such reform (means of 3.637) in support of Judge (2010). Unavailability of board-based participation with management (means of 3.5190). Most of the respondents (mean of 3.750) also agreed that the implementation cost of the standard is huge which includes training cost, provision of manual and information technology equipment as premised by Sanni (2017) and Curristine et al (2007).

Inadequate processes make the IPSAS too sophisticated to understand, shortage of professional, Lack of commitment to willingly and effectively adopt IPSAS (Q83, Q84, and Q85) as indicated by the score means of 3.075, 3.381, 3.869 and 3.259) respectively. The institutional change is not flexible enough to commit such a change, a mean of 3.178 in perfect confirmation by Alesani (2012) & Tickell (2010). According to ACCA (2017), internal management buy-in affected IPSAS communications in agreement with this study with a mean of 3.463 in line with assertion by respondents. Ouda (2014 & 2016). Nangoni (2019), Chan (2013) & Sanni (2017) also



confirmed this statement. The findings also show that respondent disagreed with the mandate of CADG with a mean of 2.869; this is in link to study by Harun (2012).

Some respondents disagreed (mean of 2.975) that GIFMIS system was introduced as a result of IPSAS introduction as also opposed by PWC Belgium (2020). Others also disagreed that both the act and regulation mandate CAGD recruit public accountants on a mean of 2.869, affirmed in a study by Alesani et al (2012). Respondents are not aware of the provision in section 1& 2 f PFM Act (2019). Staff are constantly motivated to adopt IPSAS and adequately trained, they reported negatively with a mean of 2.700 and 2.744 respectively. This confirms that denoted by Ouda (2005). From the responses, it indicates that 34% and 30% respondents are in middle and supervisory positions.

Table 8: Anova One way factor

Groups	Count	Sum	Average	Variance		
OvSup	158	558.324	3.534	0.385		
Regsup	161	545.756	3.390	0.317		
CAGAuSup	161	517.959	3.217	0.255		
Ibsup	160	522.538	3.266	0.384		
<i>ANOVA: Interaction between the challenges of the support system and IPSAS adoption in Ghana</i>						
Source of Variation	SS	Df	MS	F	P-value	F crit
Between Groups(treatment)	9.561	3.000	3.187	9.524	0.000	2.619
Within Groups(error)	212.805	636.000	0.335			
Total	222.366	639.000				

Source: Empirical Analysis of Data, 2020

Table 8 shows the results from One-way ANOVA to test for the alternate hypothesis (H1) as indicated in the previous chapters. The results also indicates that p-value of 0.000 is less than the significant level of 0.05, which suggests that more than one support system is different statistically. The rejection of the null hypothesis is high. The F value of 9.524 with an equivalent p-value of 0.000 at 0.05 significant level confirms the significant level of the model and the means of the predictor variables: Independent oversight support (OvSup) 3.534, Regulatory support (Regsup) 3.390, Controller Accountant General Audit Support (CAGAuSup)

3.217, Internal support (Ibsup) 3.266 are not equal. Hence, we accept the alternate hypothesis for all the variables below:

The F =9.524 is significant, given evidence that the pair differ from each other. In ANOVA, the hypothesis (null) indicates that all means of the population are the same whiles, the alternate hypothesis indicates that less than one mean of the entire population is different, which is the case in (see Table 8). Within the groups their means are not the same, we therefore reject the null hypothesis then accept the alternate since not all group means are equal.

The following alternate hypothesis has been tested and proven to be significant, therefore accepted;

H1 There is a strong relationship between adoption of IPSAS / compliance and regulatory supports.

H2: There exist a high positive correlation with IPSAS oversight body/supervisory council and IPSAS adoption.

H3: There is a strong correlation with quality of accounting & auditing personnel and IPSAS adoption.

H4: Increase acceptance by institutional management & those charged in governance will mean more adoptive to IPSAS public institutions.

Table 9: Tukey-kramer post hoc test after one way anova

		Difference	n (Group1)	n (Group2)
OvSup	Regsup	0.144	158	161
Regsup	Ibsup	0.124	161	160
Ibsup	CAGAuSup	0.049	160	161
CAGAuSup	OvSup	0.317	161	158

Source: Researcher 2020

Table 9 identifies the two pairs of treatment likely to be significantly different to one another.

With the results (see Table 9) shows  $F > F_{crit}$ , meaning there are difference in-group; further test to determine where the different lies in the four (4) variables groups. So, Tukey-Kramer Post Hoc Test is performed. The highest value of q statistics is 6.911 and there lies a major difference, is above the critical level of 3.6428. This is because of the input of audit (Au) response with high correlation measure influencing CAGD. Therefore, Controller and Accountant General & Audit Support (CAGAuSup) and Independent Oversight Support (OvSup) pair of group are significantly different.

To further provide enquiry to confirm the Tukey test, will employ the Bonferroni and Holm test results (see Table 10).

Table 10: Simultaneous comparison of all pair using Bonferroni and Holm results

Bonferroni and Holm results					
Pair treatment	Bonferro ni and Holm T stats	Bonferro ni p-value	Bonferro ni inference	Holm p-value	Holm inference
OvSup vs Regsup	1.9107	0.3389	Insignifica nt	0.169 4	Insignifica nt
OvSup vs CAGAuS up	4.2904	0.0001	**p<0.01	0.000 1	**p<0.01
OvSup vs Ibsup	2.8168	0.0300	**p<0.05	0.025 0	**p<0.05
Regsup vs CAGAuS up	2.3910	0.1025	Insignifica nt	0.068 4	Insignifica nt
Regsup vs Ibsup	0.9134	2.1684	Insignifica nt	0.361 4	Insignifica nt
CAGAuS up vs Ibsup	1.4739	0.8460	Insignifica nt	0.282 0	Insignifica nt

Pair of group, OvSup with CAGAuSup & Ibsup is highly significant. The results depicts that they are highly significant at 5%. We reject the null hypothesis in conclusion.

Table 11: Pearson Correlation Analysis

ipsasa-t	ovsup	regsup	cagaup	ibsup
ipsasadp	1.0000			
ovsup	0.6852	1.0000		
regsup	0.6073	0.4069	1.0000	
cagaup	0.7018	0.3882	0.5635	1.0000
ibsup	0.6763	0.5305	0.5784	0.4983

pworth, star(0.05) sig

ipsasa-t	ovsup	regsup	cagaup	ibsup
ipsasadp	1.0000			
ovsup	0.6852*	1.0000		
0.0000				
regsup	0.6073*	0.4069*	1.0000	
0.0000	0.0000			
cagaup	0.7018*	0.3882*	0.5635*	1.0000
0.0000	0.0000	0.0000		
ibsup	0.6763*	0.5305*	0.5784*	0.4983*
0.0000	0.0000	0.0000	0.0000	

Source: Author (2020)

From the findings (see Table 11), the Pearson product correlation of independent oversight body support (ovsup), Regulatory support (regsup), Government Accountant/Auditors support (cagaup) and Internal Management Support (ibsup) and IPSAS adoption (ipadopt) was seen to be moderately positive and highly significant

statistically (r=0.6852, 0.6073, 0.7018, 0.6763 respectively, p<0.001). This denotes that as independent oversight body support, Regulatory support, Government Accountant/Auditors support and Internal Management Support increases, IPSAS adoption also increases. The significant level of p<0.05 is used to establish relationship of variables. The significance level indicates that there are only 5% chances the relationship does not exist, while there exist 95% chances that the variables are having significant correlation. The four (4) independent variables recorded p value of 0.000<alpha (0.05) showing a high level of significant. Hence, Ha (1-4) were supported. The following are the underlined alternate hypothesis:

Ha<sub>1</sub>: There is a strong relationship between adoption of IPSAS/ compliance and regulatory support

Sound regulatory processes by professional bodies would adversely speed up adoption of IPSAS. This is in support of work by Amor & Ayadi (2019) that there is a strong relationship between adoption of IPSAS regulatory institution and legal regulations. ICAG (2010) also confirms the assertion that there is inadequate qualified and well-trained personnel which rendered the adoption process useless and fruitless.

Ha<sub>2</sub>: There exist a high positive correlation with IPSAS oversight council and IPSAS adoption

This shows that existence of IPSAS Secretariat would yield a faster IPSAS adoption process. Harun (2012) in a similar study indicated that non-functioning of independent standard setting body positively accounts for the drawbacks in IPSAS adoption. According to Mukah (2016), he positioned that accounting standard bodies or secretariat has the power to directly affect the activities of other stakeholders.

Ha<sub>3</sub>: There is strong correlation with quality of accounting and auditing personnel and adoption of IPSAS

This suggests that high level of educated staff (accountants and auditors) would guarantee smooth running of IPSAS. Ouda (2014) provided that there exists very strong correlation between adoption of IPSAS and Stakeholder engagement such as controller and auditors in ensuring compliance and that noncompliance needs to be dealt with (IPSAS Partner, 2011).

Ha<sub>4</sub>: There is high relationship with management support and IPSAS adoption

This also indicates that once public personnel are involved, communicated and motivated they are more likely to ensure IPSAS implementation and compliance. Luder (1994) concluded administrative system positively influence the behaviour of accounting personnel. High staff communication strategy has the tendency of increasing staff motivation and conviction in IPSAS reforms. Ouda (2014) also added that the nature of communication change process (IPSAS reform) will positively affect staff motivation regarding such reforms.

The functional relationship is that the adoption of

IPSAS is a function of the independent oversight body support, Regulatory support, Government Accountant/Auditors support and Internal Management Support. From Table 12, both the R<sup>2</sup> value and the Adjusted R values measures the fitness of the model at 99.99%. The results are significant F (4, 152) =42824.26, p = 0.000. Therefore, the independent variables are explained by 99.99% variation in the dependent variable (IPSAS adoption). In ensuring the accuracy of this model, the fitness test is estimated by the square of the correlation coefficients called R square. Coefficient values are used to test the values in the regression formula and confirms some variable outputs in other tables such as p-values and standard deviation. The full outcome shows that the explanatory variables are the major or key support system for the IPSAS adoption.

Table 12: Linear Regression on influence of the explanatory variables' influence on the predictive variable

Source	SS	df	MS
Number of obs	=	157	
F(4, 152)	=	42824.26	
Model	14592.86	4	3648.21499
Prob > F	=	0.0000	
Residual	12.9489375	152	.085190378
R-squared	=	0.9991	
Adj R-squared	=	0.9991	
Total	14605.8089	156	93.6269802
Root MSE	=	.29187	

ipsasadp t	Coef. P>t	Std. Err.	[95% Conf. Interval]
ovsup	.2423228 66.88	.0036233	.2351642 .2494813
regsup	.2512669 51.74	.0048567	.2416715 .2608624
cagaup	.2592763 78.55	.0033007	.2427463 .254794
ibsup	.2487701 81.59	.003049	.2527552 .2657974
_cons	-.0931341 0.67	.1393039	-.3683559 .1820878

The findings (see Table 12) shows that the four explanatory variables tested in this work, independent oversight body support (p-value=0.000), Regulatory support (p-value=0.000), Government Accountant/Auditors support with p value of 0.000 and an internal management support of p value of 0.000 are statistically significant at 5% and even low. There exists a positive correlation between IPSAS adoption and independent oversight body support with a regression coefficient of 0.242, Regulatory support (regression coefficient of 0.251), Government Accountant/Auditors support (regression coefficient of 0.249), Internal Management Support (regression coefficient of 0.259)

In all, IPSAS adoption is predicted to increase 0.242, 0.251, 0.249 and 0.259 respectively when the independent oversight,

regulatory body, internal management and government accountant/auditors also goes up by one.

$$IPSASDOPT = -.0931341 + 0.242OvSup + 0.251Regsup + 0.259CAGAuSup + 0.249IBsup + \beta_9 \Sigma \text{CONTROLS} + \epsilon$$

Table 13: Multicollinearity test

Variable	VIF	1/VIF
-----+-----		
ibsup	1.88	0.531421
regsup	1.87	0.536000
cagaup	1.62	0.615390
ovsup	1.44	0.694064
-----+-----		
Mean VIF	1.70	

From Table 13, there is no multicollinearity since VIF is lower than 10 and its tolerance statistics above 0.2. No further investigation is required, as multicollinearity does not constitute an issue in this model. There exists no correlation between the independent variable with other variables.

#### IV. CONCLUSION

In this study, challenges of the support system in IPSAS adoption are investigated with the focus in Ghana. Detailed literatures were reviewed on the adoption and implementation of IPSAS in and outside Ghana. Cronbach Alpha Test was applied to examine the reliability, consistency and relatedness of set of items as a group. The Pearson Correlation and Bonferroni & Holm test was used to check the significant level of IPSAS adoption support systems. Also, single factor Anova is administered to analyse the variance among various variables as well test of hypothesis. Tukey Kramer Post Hoc is also use to test where the major difference within groups lies.

Data were gathered from 164 respondents out of 240 distributed, analysed in connection with the objectives and hypothesis. The results from the four-variable showed IPSAS adoption has a positive coefficients with Independent Oversight Support, Regulatory Support, Controller and Accountant General & Audit Support and Internal Support. In addition, the study also reveal that variables have significant effect on IPSAS adoption in Ghana. This suggests that the influence of Independent Oversight Support, Regulatory Support, Controller and Accountant General & Audit Support and Internal Support would adversely affect IPSAS adoption. This study found out that academic curricular did not contain IPSAS detailed guidelines in Ghana, inadequate professional accounting staff to implement the policy, low or no internal management awareness and communication have significant effect on IPSAS adoption in Ghana.

It was revealed that the adoption of IPSAS is sophisticated; hence need for education and continuous on-the-job training, workshops and provision of IPSAS manuals.

This study is useful to professional bodies and educational institutions in order to beef up strategies in creating more awareness, public education by providing manuals, seminars, CPD etc on government reforms such as IPSAS. It also seeks to alert the government accountant, Controller & Accountant General, the need to ensure strictness to beef up accounting professionals in government institutions and also to continuously organise more training, workshops for public servants. It helps create communication and coordination in bringing on board all stakeholders in the IPSAS adoption process. This will also in effect control the internal conflict by management in applying such public reforms like IPSAS. The study also highlights the duty of auditors in ensuring full IPSAS compliance in reporting. It again, creates the awareness of the need for independent oversight body/IPSAS secretariat to provide timely assistance on feedbacks, coordination and assessment of the various public institutions. The study suggests that professional regulators such as ICAG and tertiary institutions ought to incorporate IPSAS detailed guidance in their educational curricular as well as arrange continuous CPD for entities in the adoption process in Ghana. Accounting manuals should be provided for both practitioners and students to update themselves on IPSAS reporting. It is also committed to bring to light the recruitment and secondment mandate as enshrined in PFMR 2019 (LI 2378) for Controller and Accountant General (CAG) in employing public staff. This study iterates the need to establish independent oversight IPSAS body to coordinate, monitor and provide assistance to member institutions in Ghana. Additionally, from the study respondents scored CAG, 32% as the only body to have organised IPSAS training. All stakeholders need to get involved to raise public knowledge and awareness.

The study concludes that there is the need for high-level of central support for successful IPSAS adoption.

#### REFERENCE

- [1] Adamu, S.A., & Ahmed, A.D. (2014), "IPSAS and Lebanon Public Sector: The Challenges of First-Time Adopters", *International Journal of Social Sciences and Humanities Innovations*, Vol. 2 No. 1, pp 151-160.
- [2] ACCA (2018) "IPSAS Implementation: Current Status and Challenges". Retrieved from [https://www.accaglobal.com/content/dam/acca\\_global/Technical/Pubsect/Pi-Ipsas-Implementation-Current-Status-And-Challenges.Pdf](https://www.accaglobal.com/content/dam/acca_global/Technical/Pubsect/Pi-Ipsas-Implementation-Current-Status-And-Challenges.Pdf)
- [3] ACCA (2017), "IPSAS Implementation: Current Status And Challenges"; [www.accaglobal.com](http://www.accaglobal.com) pp 1-30.
- [4] Adejola, P.A. (2012), "International Public Sector Accounting Standards: Practical Implementation Guide" Rainbow Prints, Abuja.
- [5] Ademola, A. O., Adegoke, O. K., & Oyeleye, O. A. (2020), "International Public Sector Accounting Standards (Ipsas) Adoption and Implementation in Nigerian Public Sector", *International Journal of Financial Research* Vol. 11, No. 1 pp 1-13.
- [6] Ademola, A. O., Adegoke, O. K., & Oyeleye, O. A. (2017), "Impact of International Public Sector Accounting Standards (Ipsas) Adoption On Financial Accountability in Selected Local Governments of Oyo State, Nigeria", *Asian Journal of Economics, Business and Accounting* Vol 3(2): pp 1-9.
- [7] Ademola A. O, Ben-Caleb E, Madugba J & Eluyela D.F(2020), "International Public Sector Accounting Standards (Ipsas) Adoption and Implementation in Nigerian Public Sector", *International Journal of Financial Research* Vol. 11, No. 1; pp 434-446
- [8] Ajiorlolo R.A (2019), "Cagd Sensitizes Chief Directors of Mdas on Ipsas" <http://www.gbchghanaonline.Com> Wednesday, 5 June 2019.
- [9] Adhikari P, Kuruppu C, Ouda H & Grossi G (2019), "Unintended Consequences in Implementing Public Sector Accounting Reforms in Emerging Economies: Evidence from Egypt, Nepal and Sri Lanka" *International Review of Administrative Sciences* pp. 1–18.
- [10] Adhikari, P., Kuruppu, C., Wynne, A. And Ambalangodage, D. (2015), "Diffusion Of The Cash Basis International Public Sector Accounting Standard (IPSAS) In Less developed countries (LDCs) – The Case Of The Nepali 1Central Government", *Public Sector Accounting, Accountability & Auditing In Emerging Economies* Vol.15, pp.85-108
- [11] Adhikari, P. & Mellemvik, F. (2010), "IPSAS in Developing Countries: A Case of Nepalese Central Government", *International Consortium On Governmental Financial Management* Vol. X, No 2, pp. 1-36.
- [12] Aggestam C P (2009), "A Project Management Perspective on the Adoption of Accrual-Based Ipsas" *International Journal of Governmental Financial Management* Page 56-73.
- [13] Agyemang J.K (2017), "Factors Affecting the Implementation of Accrual-Based International Public Sector Accounting Standards (AIPSAS) In Ghana", *Texila International Journal of Management*, Vol. 3 No 2, pp 1-12
- [14] Agyemang J.K. & Yensu J. (2018), "Accrual-Based International Public Sector Accounting Standards: Implementation Challenges Facing the Metropolitan, Municipal and District Assemblies in The Ashanti Region of Ghana" *International Journal of Accounting and Financial Reporting*, Vol. 8 No. 2, pp 1-17
- [15] Ahmad N. N,Ahmah S.D, Mazlan S.N & Pangat M.H (2015), "Challenges Of Accrual Accounting Implementation In Malaysian Accountant General's Department" *International Journal Of Business, Economics And Law*, Vol. 8, Issue 1 pp. 113-117.
- [16] Ahmed S. A & Hassan N. (2019), "Major Challenges and Barriers to IPSAS Implementation in Lebanon" *13th International Conference On Business Excellence*, pp 326-334
- [17] Ajibolade, S. And Oboh, C. (2017), "A Critical Examination Of Government Budgeting And Public Funds Management In Nigeria", *International Journal Of Public Leadership*, Vol. 13 No. 4, pp. 218-242.
- [18] Alesani D, Jensen G & Steccolini I (2012) "IPSAS Adoption by The World Food Programme: An Application of the Contingency Model to Intergovernmental Organisations" *International. Journal Public Sector Performance Management*, Vol. 2, No. 1 Page 61-80.
- [19] Alleyne P.(2014), "Developments In Public Sector Accounting Practices In Barbados" University Of The West Indies At Cave Hill, Barbados, West Indies, researchgate, pp 1-27.
- [20] Alp, A & Ustuntag, S. (2009), "Financial Reporting Transformation the Expedience of Turkey", *Critical Perspective on Accounting*, Vol 20, pp.680-699.
- [21] Amar S. A & Hassan N (2019), "Major Challenges and Barriers to IPSAS Implementation in Lebanon" *Proceedings of The 13th International Conference On Business Excellence*, pp 326-334.
- [22] Amoateng J. (2019), "Adoption of IPSAS to Enhance Financial Reporting-Controller"; Ghana News Agency, Thursday 6<sup>th</sup> June 2019; pp 57.
- [23] Amor D. B & Ayadi S. D (2019), "The Profile of IPSAS-Adopters" *Accounting and Management Information Systems* Vol. 18, No. 2, pp. 262-282.
- [24] Angahar P.A & Gwar S (2019), "International Public Sector Accounting Standards (IPSAS) Implementation in Benue State Public Service: Prospects and Challenges" *International Journal of Research in Business Management* Vol. 7 No 10, pp 1–10
- [25] Atuilik, W. A., Adafula, B., & Asare, N. (2016), "Transitioning to Ipsas in Africa: An Analysis of the Benefits and Challenges"

- International Journal of Social Science and Economic Research*, Vol 1 No 6, pp 676- 691.
- [26] Atulik W.A & Salia H. (2018), "The Implementation of International Public Sector Accounting Standards in Liberia Analysis of the Benefits and Challenges" *European Journal of Business, Economics and Accountancy* Vol. 6, No. 6, pp 1-16.
- [27] Atulik W. A & Salia H (2019), "Impact of IPSAS Adoption On Transparency and Accountability in Managing Public Funds in Developing Countries: Evidence from Liberia" *Journal of Accounting and Taxation* Vol. 11(6), pp. 99-110.
- [28] Auditor-General (2005-2017), "Report of The Auditor-General On the Public Accounts of Ghana (Report of the Auditor-General On the Public Accounts of Ghana for the year ended 31 December 2005-2017", (Ministries, Departments and Other Agencies of the Central Government)
- [29] Babatunde, S. A. (2017), "Implementing International Accounting Standards in Nigeria, Issues and Challenges" *International Journal of Business Economics and Law*, Vol. 12 No 1, pp. 1552-2289.
- [30] Babatunde; Shakirat & Adepeju (2017), "Implementing International Public Sector Accounting Standards in Nigeria: Issues and Challenges" *International Journal of Business, Economics and Law* Vol 12 Issue 1 pp 52-61.
- [31] Babatundes. A & Dandago K. I (2019), "Does Accrual-Based Ipsas Implementation Affect Accountability?" *International Consortium On Governmental Financial Management (Icgm) - Vol. Xix, No 2 Page 1-64.*
- [32] Babatunde S. A& Fofie O. (2016), "Equipping Public Servants with Accrual Accounting for Transparency, Accountability and Efficiency – Evidence from Nigeria and Ghana" *Accounting and Financial Review*, Vol 1 No. 1, pp 1 – 10.
- [33] Babatunde S. A & Dandago I.K (2019), "Does Accrual-Based Ipsas Implementation Affect Accountability?" *The International Journal On Governmental Financial Management*; Vol. Xix, No. 2, 2019 pp. 1 – 17.
- [34] Baker R & Rennie M.D (2006), "Forces Leading to The Adoption of Accrual Accounting by The Canadian Federal Government" *An Institutional Perspective Canadian Accounting Perspectives* Vol. 5 No. 1 pp 83–112.
- [35] Boolaky, P., Mirosea, N. And Singh, K. (2018), "On The Regulatory Changes In Government Accounting Development In Indonesia: A Chronology From Colonisation And Post-Colonisation Era", *Journal Of Accounting In Emerging Economies*, Vol. 8 No. 3, pp. 387-411.
- [36] Boolaky, P.K., & Soobaroyen, T. (2017), "Adoption of International Standards On Auditing (Isa): Do Institutional Factors Matter?" *International Journal of Auditing* Vol. 21 No. 1, pp 59–81.
- [37] Cao Thi Cam Van (2016), "Research of Factors Affecting the Application of IPSAS for The Development of Vietnamese Accounting Standards in The Context of Participating in Tpp" *Vietnam Trade & Industry*, No 8 Page 138-147.
- [38] Chan J.L (2006), "IPSAS and Government Accounting Reform in Developing Countries" College of Business Administration – Department of Accounting - University of Illinois at Chicago pp 1-35
- [39] Chan J.L & Zhang Q (2013), "Government Accounting Standards and Policies" *Public Financial Management*, Page 34-73.
- [40] Christiaens J, Vanhee C, Manes- Rossi F, Aversano N & Cauwenberge P. V (2015), "The Effect Of IPSAS On Reforming Governmental Financial Reporting" *International Comparison; International Review Of Administrative Sciences* Vol. 81 No. 1 pp 158-177.
- [41] Christiaens, J., Reyniers, B. Rollé, C. (2010), "Impact of IPSAS On Reforming Governmental Financial Information Systems: A Comparative Study" *International Review of Administrative Sciences* Vol. 76 No. 3 pp 537- 554
- [42] Christiaens J. & Ada S.S (2018), "The Magic Shoes of Ipsas: Will They Fit Turkey?" *Transylvanian Review of Administrative Sciences*, No. 54 E pp. 5-21
- [43] Currstine T, Lonti Z & Joumard I (2007), "Improving Public Sector Efficiency: Challenges and Opportunities" *Oecd Journal On Budgeting* Vol. 7 No. 1 pp 161-205.
- [44] Danaee A. M & Kabiri G (2016), "Implementing Public Sector Accruals in Oecd Member States: Major Issues and Challenges" *International Journal of Accounting and Financial Management* Vol. 26 pp 357-367.
- [45] Dorotinsky B. (2008), "Public Financial Management Reform: Trends and Lessons", *Internationaal Consortiumum on Government Financial Management*, Dc Forum, Page 1-12
- [46] García, F. M. (2014) "Developments and Challenges in Public Sector Accounting", *Journal of Public Budgeting, Accounting & Financial Management*, Vol. 26 Issue: 2, pp.345-366.
- [47] Gomes P, Brusca I & Fernandes M. J (2019), "Implementing The International Public Sector Accounting Standards for Consolidated Financial Statements: Facilitators, Benefits and Challenges" *Public Money & Management*, pp 1-21.
- [48] Guerreiro M. S, Rodriques L.L & Craig R.(2014), "Institutional Change Of Accounting Systems: The Adoption Of A Regime Of Adapted International Financial Reporting Standards" *European Accounting Review* Vol. 24 No.2 pp 379-409.
- [49] Hamisi K.S. (2012), "The Factors Affecting the Implementation of International Public Sector Accounting Standards in Kenya", University of Nairobi pp 1-99.
- [50] Harun (2007), "Obstacles to Public Sector Accounting Reform in Indonesia" *Bulletin of Indonesian Economic Studies*, Vol. 43 No. 3, pp 365-375.
- [51] Harun H, Van-Peursem K & Eggleton I.R (2015), "Indonesian Public Sector Accounting Reforms: Dialogic Aspirations a Step Too Far?" *Accounting, Auditing & Accountability Journal* Vol. 28 No: 5, pp 706-738.
- [52] Hasan, M., Rose, J., & Khair, S. (2015), "Background Paper for The 7th Five Year Plan of the Government of Bangladesh" : *Governance and Justice*, pp 1-15.
- [53] Hepworth, N. (2003), Preconditions for Successful Implementation of Accrual Accounting in Central Government, *Public Money & Management*, Vol. 23, No. 1, 37-44.
- [54] ICAG (2016), "Overview of IPSAS Adoption in Ghana" The Professional Accountant; *Member Journal July/September* Page 37-45.
- [55] IFAC Public Sector Committee (2002), "Study 14: Transition to The Accrual Basis of Accounting: Guidance for Governments and Government Entities" Page 1-250.
- [56] IFAC (2008), "IFAC Handbook of International Public Sector Accounting Pronouncements" New York.
- [57] Ijeoma, N. B., & Oghoghomeh. T. (2014), " Adoption of International Public Sector Accounting Standards in Nigeria: Expectations, Benefits and Challenges" *Journal of Investment and Management*, Vol 3 No.1, pp 21-29
- [58] Ijeoma O.P & Uchehara C. C (2017), "The Challenges Confronting Public Sector Accounting and Financial Management: A Perspective of Professional Accounting Practice in Nigeria" *European Journal of Management and Marketing Studies* Vol 2, Issue 1 pp 11-29.
- [59] International Federation of Accountants (IFAC) (2017), "Accrual Practices and Reform Experiences in Oecd Countries". Retrieved From <http://www.Ifac.Org/Publications>.
- [60] IPSASB, (2006), Handbook of International Public Sector Accounting Pronouncements (New York: Ifac, 2006).
- [61] IPSASB (2017) Ipsass at 20: "Progress, Challenges and Opportunities", Page 1-12
- [62] IPSASB Maannual (2006), " IPSAS 1: Presentation of Financial Statements" Page 1-69.
- [63] Issuescentral (2011), "Overcoming The Challenges Of Ipsas Transition; Transition Strategies For: Successful IPSAS Implementation" *IPSAS Partner* pp. 1- 42.
- [64] Joint Inspection Unit (2010), "Preparedness of United Nations System Organizations for The International Public Sector Accounting Standards", United Nations, Geneva, pp. 1-74.

- [65] Judge, W., Li, S. & Pinsker, R. (2010), "National Adoption of International Accounting Standards: An Institutional Perspective, Corporate Governance" *An International Review*, Vol. 18 No. 3, pp 161-174.
- [66] Kaya D. & Koch M (2015) "Countries' Adoption of the International Financial Reporting Standard for Small and Medium-Sized Entities (Ifrs for Smes) – Early Empirical Evidence." *Accounting and Business Research* Vol. 45, No. 1 pp. 93-120.
- [67] Kiugu F. M (2008) "A Survey of Perception On the Adoption of International Public Sector Accounting Standards by Local Authorities in Kenya" School of Business, University of Nairobi, pp. 1-56.
- [68] Lima R.L & Lima D.V (2019), "Brazil's Experience In IPSAS Implementation" *Ufsc, Florianópolis*, Vol. 16, No. 38, pp. 166-184
- [69] Luder, K. (2001) "Research in Comparative Governmental Accounting Over the Last Decade- Achievements and Problems", Working Paper (Cigar 8 Conference Valencia). pp. 1-45
- [70] Lüder, K. (1992), "A Contingency Model of Governmental Accounting Innovations in The Political Administrative Environment', In J. Chan and J.M. Patton (Eds)" *Research in Governmental and Nonprofit Accounting*, Vol. 7, pp. 99–127.
- [71] May, C.R., Johnson, M. & Finch, T. (2016), "Implementation, Context and Complexity" *Implementation Sci* 11, pp 141.
- [72] Mirosea, N., Boolaky, P., & Singh, K. (2017), "The Determinants of Accounting Harmonisation in Indonesia Municipalities/Cities" *International Conference On Accounting and Finance Proceedings*, pp 117.
- [73] Mnif Sellami, Y., & Gafsi, Y. (2017), "Institutional and Economic Factors Affecting the Adoption of International Public Sector Accounting Standards" *International Journal of Public Administration*, pp. 1-13.
- [74] Muckutė I (2015), "Public Sector Accounting System Reform in Lithuania: Experience, Lessons and Challenges", Accounting Methodology Department, Ministry of Finance, Lithuania.
- [75] Mukah S. T (2016), "Factors Influencing the Acceptance of International Public Sector Accounting Standards in Cameroon" *Accounting and Finance Research* Vol. 5 No. 2 pp. 1-13.
- [76] Simpson, N.Y.S.(2012), "Developments In Public Sector Accounting Practices: The Ghanaian Experience", Tauringana, V. And Mangena, M. (Ed.) *Accounting In Africa, Research In Accounting In Emerging Economies*, Vol. 12 pp. 209-226.
- [77] Nangonzi S. (2019), "Factors Impeding Full Implementation of International Public Sector Accounting Standards in Uganda" Dublin Business School, pp 1-68.
- [78] Nitri M (2018), "IPSAS And Local Government Financial Reporting In Indonesia: Evidence From Municipalities And Cities", Department Account, Finance & Econ, Griffith University Queensland, Australia, pp 1-211.
- [79] Ofori F. H. (2015). "IPSAS Adoption in Ghana: A Step in The Right Direction" *Official Journal of the Institute of Chartered Accountants (Ghana) April/June*, pp. 23-31.
- [80] Olurankinse F (2016), "Assessment Of The Level Of Awareness And Adoption of International Public Sector Accounting Standards (IPSAS) In The Curriculum Of Accounting Education In Selected Tertiary Institutions In Ondo And Ekiti States Nigeria" *European Journal Of Busniess, Economics And Accountancy* Vol. 4, No. 5 pp. 1-10.
- [81] Ouda, H.A.G. (2007), "Accrual Accounting Principles and Postulations in The Public Sector: Rhetoric or Reality" *Public Fund Digest*, Vol. 6 No. 1 pp 39-52.
- [82] Ouda, H. (2004), "Basic Requirements Model For Successful Implementation Of Accrual Accounting In The Government Sector", *Public Fund Digest: International Consortium on Governmental Financial Management (ICGFM)*, Vol. 4, No. 1, pp.78-99
- [83] Ouda, H Ag (2005), "Additional Transition Problems Of Accrual Accounting In The Public Sector Of Developing Countries" *The International Consortium Government Financial Management Public Fund Digest* Vol V, No 1, pp 92-100.
- [84] Ouda, H. (2008), "Basic Requirement Model of Successful Application of Accrual Accounting On Public Sector", *International Journal On Governmental Financial Management*, Page 1-67.
- [85] Ouda, H. (2010), "A Prescriptive Model for Successful Transition to Accrual Accounting in The Government Sector", *International Journal On Governmental Financial Management*, Vol. 4(1), 78-99.
- [86] Ouda, H. (2004), "Basic Requirements Model for Successful Implementation of Accrual Accounting in The Public Sector", *Public Fund Digest*, Vol. Iv, No. 1, pp 1-19.
- [87] Ouda H.A.G (2014), "Transition Requirements of Accrual Accounting in Central Government of Developed and Developing Countries: Statistical Analysis – With Special Focus On the Netherlands and Egypt" *International Journal Accounting and Finance*, Vol. 4, No. 3, pp 261-304.
- [88] Oulasvirta L.(2014), "The Reluctance of a Developed Country to Choose International Public Sector Accounting Standards of the IFAC. A Critical Case Study" *Critical Perspectives on Accounting* Vol. 25 pp. 272–285.
- [89] Ouda H. A. G (2016), "Public Financial Management Reform in Less Developed Countries: An International Perspective" *Public Financial Management Reform* pp. 1-11.
- [90] Prasad, R. (2016), "Presentation: IPSAS Implementation in Nepal Current Status, Challenges and Way Forward".
- [91] Pretorius,C. And Pretorius,N.(2008), "A Review Of Public Financial Management Reform Literature" London: *Dfid Evaluation Report Ev698* pp 1-131.
- [92] Pwc (2007) Adoption of IPSAS in Ghana -Prospects, Challenges and The Way Forward; pp 1-12.
- [93] Pwc Global (2015), "Towards A New Era In Government Accounting And Reporting" *Pwc Global Survey On Accounting And Reporting By Central Governments 2<sup>nd</sup> Edition*, pp. 1-48.
- [94] Public Financial Management Regulations, 2019 L.I. 2378 pp. 10-11.
- [95] Pwc (2013), "Towards A New Era in Public Accounting and Reporting" Retrieved From <https://www.pwc.com/Gx/En/Psrc/Publications/Assets/Pwc-Global--Ipsas-Survey-Government-Accounting-And-Reporting-Pdf.Pdf>.
- [96] Redmayne N.B, Laswad F & Ehalaiye D (2019), "Evidence On the Costs of Changes In Financial Reporting Frameworks In The Public Sector", *Public Money & Management*, pp 1-10.
- [97] Roje G, Vasicek D & Vasicek V (2010), "Accounting Regulation and Ipsas Implementation: Efforts of Transition Countries Toward IPSAS Compliance", *Journal of Modern Accounting and Auditing*, Vol.6, No.12 pp. 1-16.
- [98] Sanni J. H (2017), "The Benefits and Challenges of Adopting the International Public Sector Accounting Standards in Foreign Charities in Ethiopia", *Department of Management College of Business and Economics*, Addis Ababa University, Ethopia pp. 1-86.
- [99] Sellami Y. M & Gafsi Y (2017), "Institutional and Economic Factors Affecting the Adoption of International Public Sector Accounting Standards", *International Journal of Public Administration*, pp. 1-13