

## Foreword

While the Public Financial Management reforms have been launched three decades ago by the developed countries, they are still a central element of governance reforms in many developing, transition, and post-conflict countries. They include reforms to implement medium-term budgeting, performance-based budgeting, accrual accounting, integrated financial management information systems, results-based performance measurement and performance audit. The broad objectives of public financial management reforms are to achieve overall fiscal discipline, allocation of resources to priority needs, and efficient and effective allocation of public services. Therefore, the current issue focuses on the public financial management reforms in some developing and transition countries.

First article of this issue deals with extending the institutional theory: public sector accounting and financial reporting perspectives, Sri Lanka. In this article, Nagalingam Nagendrakumar has attempted to explain why the accrual accounting practices introduced to Public Entities (PEs) in Sri Lanka has been a failure. This paper concludes that the initial pressure (pull) for the reforms existed whereas the induced pressure (push) did not. Also, the second negated the first causing an overall pressure to the public entities insignificant and hence the public sector Accounting and Financial Reporting (PSAFR) Reforms reform failed in Sri Lanka.

Second article focuses on addressing challenges of Supreme Audit Institutions: the case of the Office of the Auditor-General in Ghana. In this article, Samuel Pimpong examines the challenges facing the office of the Auditor-General (A-G) in executing its oversight responsibility of promoting financial accountability in Ghana. The study revealed the A-G lacks total independence to perform his functions as provided in the 1992 Constitution of Ghana and other Public Financial Management (PFM) Acts. This is due to the executive wielding so much power that impacts negatively on the functions and performance of the office of the Auditor-General.

Third article deals with the public financial management in Ghana: a move beyond reforms to consolidation and sustainability. In this article, Mohammed Sani Abdulai has examined the evolution of Ghana's PFM reforms and reviewed the legal and institutional reforms undertaken to strengthen the country's key PFM institutions and finally, considered what the country should be doing to achieve its intended goal of PFM consolidation and sustainability.

Fourth article focuses on people's conception about revenue-expenditures and governmental accounting procedure in Bangladesh: a strategic way forward and philosophical analysis. In this article, Md. Abdul Kuddus has attempted to develop a theoretical framework of accrual based governmental accounting systems in Bangladesh. This paper also helps conceptualizing accounting information used by the politicians (users of information) and public financial managers/civil servants (producer of information).

Finally, fifth article deals with the efficiency of personnel costs utilisation among MDAs in Nigeria: the data envelopment analysis approach. In this article, Rafiu Oyesola Salawu and Philip Olawale Odewole have investigated the efficiency of public sector entities in the utilisation of personnel cost releases to Ministries, Departments and Agencies in the education sector in Nigeria. The study concluded that only periodic assessment, regular evaluation and integration of the size of the payroll of the DMUs with the personnel cost releases by the central authorities can guarantee full efficiency scores in the utilization of personnel cost releases to the Public Sector entities in Nigeria.

We hope the articles in this issue will stimulate discussion on contemporary problems of public organizations. If you would like to participate in such discussions, please contribute to the next

issue of this Journal and/or attend future ICGFM events. We would also be pleased to receive reviews and suggestions for future issues. Send them to [icgfm@icgfm.org](mailto:icgfm@icgfm.org).

We look forward to hearing from you!

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