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Review Article

Empirical Exposition Literature Review on Financial Management Practices and Accountability in Anambra State Ministries, Departments and Agencies of Nigeria

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Abstract
This study reviews empirical literature on financial management practices and accountability in Ministries, Departments, and Agencies (MDAs), with particular emphasis on Anambra State, Nigeria. The review examines the influence of public financial management practices, including budgeting, financial reporting, internal control systems, Treasury Single Account (TSA), International Public Sector Accounting Standards (IPSAS), Government Integrated Financial Management Information System (GIFMIS), Integrated Personnel Payroll Information System (IPPIS), auditing, and digital financial management reforms on accountability in the public sector. Evidence from both Nigerian and international studies indicates that sound financial management practices significantly enhance transparency, fiscal discipline, prudent resource utilization, and accountability in public institutions. The review further reveals that reforms such as IPSAS adoption, TSA implementation, and strengthened internal controls have contributed to improve financial reporting and reduced financial irregularities, although challenges relating to institutional capacity, weak enforcement, inadequate technical expertise, and political interference continue to hinder optimal performance. The literature also identifies the importance of budget credibility, effective audit systems, and digital financial management platforms in strengthening accountability mechanisms. The study concludes that sustainable improvements in public sector accountability depend on continuous financial management reforms, effective oversight institutions, strict compliance with financial regulations, and capacity development among public officials. The review provides a useful foundation for evaluating financial management practices and accountability within Anambra State MDAs and contributes to the growing body of knowledge on public financial management in developing economies.

Keywords: *Financial Management Practices; Financial Accountability; Public Sector Governance.*

Introduction

The public sector, globally, serves as the primary engine for socio-economic development, necessitating robust and transparent financial management practices (International Monetary Fund, 2023). Effective public sector financial management (PSFM) involves the efficient allocation and utilization of public resources, budgeting, revenue collection, expenditure control, auditing, and reporting, all geared towards achieving specific development goals and ensuring fiscal discipline (Organization for Economic Co-operation and Development (OECD), 2022).

Financial management and accountability in the public sector are critical pillars of good governance, sustainability, and socio-economic development. Public financial management encompasses the processes of planning, budgeting, executing, monitoring, and reporting public funds, while accountability refers to the obligation of public officials to justify the use of those funds to oversight institutions, citizens, and other stakeholders. In Nigeria, public financial management systems have been characterized by persistent challenges such as weak internal controls, irregular budget execution, and poor financial reporting, undermining fiscal discipline and service delivery (Kadir et al, 2025). While these concerns are national in scope, their manifestations at the sub-national levelespecially within states like Anambrarequire dedicated empirical inquiry to understand the effectiveness of financial stewardship and accountability mechanisms within state-operated Ministries, Departments, and Agencies (MDAs).

Anambra State, in South-East Nigeria, has in recent years attracted attention for its relatively strong performance in public financial management. According to the State of States fiscal ranking reports, Anambra emerged as the best-performing state in Nigeria in terms of fiscal management—measured by factors such as internally generated revenue growth, prudent expenditure controls, and transparency in financial processesdisplacing larger economies like Lagos State (BudgIT, 2025). Additionally, the State's 2024 fiscal year saw a budget performance rate exceeding 70 per cent and a significant reduction in unresolved audit queries from ₦2.5 billion in 2023 to approximately ₦750 million in 2024, indicating improvements in accountability and follow-up processes among MDAs. Despite these positive trends, financial accountability challenges remain within Anambra's public sector. Official auditor-general reports have documented instances where MDAs failed to properly account for substantial public expendituresformerly over ₦1.0 billion for fiscal periods, with several agencies yet to complete required audits or submit satisfactory documentation for disbursements. These findings suggest that while the state has made strides in fiscal transparency, gaps in financial reporting, documentation practices, and internal oversight continue to affect the full realization of accountability objectives within MDAs. This is consistent with broader literature stressing the persistent nature of accountability deficits in Nigerian public finance and the need for strengthened control frameworks (Kadir et al, 2025).

Academic studies specific to Anambra further reinforce the significance of robust financial management practices. For example, research on International Public Sector Accounting Standards *(IPSAS)* adoption in public sector entities in Anambra reveals that the application of IPSAS is significantly correlated with improved financial management practicessuggesting that adherence to recognized international accounting norms enhances accountability and operational efficiency. Complementary evidence from local government studies in the state indicates that IPSAS application enhances financial stewardship, uniformity, and the comparability of reports, outcomes that underpin transparent and accountable financial systems (Igbokwe-Ibeto et al (2021).

The state's emphasis on modernizing public finance systems is also reflected in reforms such as the Treasury Single Account *(TSA)* and e-accounting practices introduced within MDAs. Investigations into TSA implementation in Anambra suggest that such unified cash management mechanisms help curb revenue leakages and promote visibility in government spendingfactors that are essential for accountability and cost containment in public operations. At the same time, capacity-building initiatives, such as audit forums and citizen accountability dialogues, indicate growing state efforts to engage stakeholders in strengthening financial discipline across MDAs, coupled with recognition of the need for improved documentation and audit compliance (Tolyemi et al 2024).

From a governance perspective, these developments illustrate a complex but evolving landscape. Financial management and accountability in Anambra's MDAs are shaped not only by technical reforms and administrative innovations, but also by institutional capacities, audit enforcement, and the political will to sustain transparency. The continuing dialogue between state authorities, oversight institutions, civil society, and citizens underscores the dynamic nature of accountability practices in the state, reinforcing the need for empirical research that evaluates both the achievements and persistent challenges in this domain (Abbasov 2025).

Accordingly, this study situates itself within the context of these reforms and outcomes, aiming to assess the effectiveness of financial management frameworks and accountability mechanisms in Anambra State's public sector institutions. It is on this note, this study intends to evaluate the effect of financial management practices on accountability of Anambra State Ministry, Department and Agencies in Nigeria.

Empirical Exposition Literature

Abbasov (2025) investigated the effectiveness of performance-based budgeting as a policy driven fiscal strategy to enhance financial accountability in the public sector. This study presents an empirical analysis of PBB's effectiveness by examining data from 75 governmental agencies over a ten-year period (2010-2020) across three jurisdictions-the United States, Australia, and the United Kingdom. Using a mixed-methods approach, we combined quantitative analysis of annual financial reports from sources such as the U.S. Government Accountability Office (GAO), the Australian National Audit Office (ANAO), and the UK National Audit Office (NAO) with qualitative insights obtained through semi-structured interviews with 45 senior financial managers and in-depth case studies of 5 agencies. Quantitative findings reveal that agencies implementing PBB achieved a statistically significant reduction in budget variance from an average of 8.3% pre-PBB to 7.0% post-PBB-translating to a relative improvement of approximately 15.7% ($p < 0.01$).

Additionally, the cost per service unit decreased by an average of \$5, from \$45 to \$40 (an 11% improvement), while the frequency of performance reports increased by 25% (from 3 to 3.75 reports per year). Regression analysis and a difference-indifferences (DiD) framework further confirm the robustness of these improvements after controlling for agency size, baseline performance, and economic conditions. Qualitative insights underscore the importance of strong leadership, robust IT infrastructure, and customized performance metrics, with agencies investing in modern data systems reporting up to a 40% improvement in data timeliness and accuracy. These findings lead to critical policy recommendations, including investments in data infrastructure, the development of sector-specific performance indicators, leadership capacity building, and phased implementation strategies. Overall, the study substantiates that PBB, when properly implemented, serves.

Islam (2025) studied a systematic review of public budgeting strategies in developing economies, focusing on their implications for fiscal transparency and institutional accountability. The study Drawing on a total of 94 peer reviewed articles and high-quality institutional studies published between 2015 and 2025, the study examines the adoption and outcomes of key budgeting reforms, including participatory budgeting, performance-based budgeting, gender responsive budgeting, and donor-supported fiscal initiatives. Employing the PRISMA 2020 guidelines, the review followed a rigorous multi-stage process involving identification, screening, eligibility assessment, and synthesis, resulting in a thematically structured evaluation of reform models across diverse regional contexts. The findings demonstrate that while budgeting innovations such as participatory budgeting in Sub-Saharan Africa and Latin America, performance-based budgeting in Southeast Asia, and gender-responsive budgeting in South Asia have produced measurable improvements in service delivery and transparency, their effectiveness remains uneven and highly context-dependent. Key barriers to sustained reform include limited administrative capacity, fragmented inter ministerial coordination, weak political will, and the pervasive influence of informal institutions such as clientelism and patronage networks. Furthermore, donor-driven reforms, while often effective in catalyzing change, frequently suffer from limited local ownership and post-project sustainability challenges. The review also identifies critical gaps in the existing literature, including a dearth of longitudinal impact assessments, insufficient multi-country comparative analyses, and limited empirical work on the integration of digital platforms for budget transparency and citizen engagement. The study contributes to the growing body of public financial management scholarship by offering a comparative, evidence-based synthesis that highlights both the opportunities and systemic constraints shaping fiscal governance in the Global South. Ultimately, the review underscores the need for adaptive, politically aware, and institutionally grounded approaches to public budgeting reform that align with local governance realities and long-term development goals.

Ridhawati and Ahmad (2025) studied Accountability of Financial Management in DistrictGovernment in Banggai Regency. Data were collected through observations and interviews with key informants and analyzed using the interactive model of Miles and Huberman. The findings show that financial accountability is demonstrated through governance improvements in planning, implementation, and reporting, as regulated in formalsystems. However, the effectiveness of implementation varies across subdistricts. Some subdistricts show weaknesses in accountability, as indicated by poor performance and reporting, due to limited technical capacity and a lack of understanding of public accountability principles. Community participation has been facilitated through forums, but transparency in information dissemination remains insufficient. Decentralization has granted greater authority to subdistricts, making policies more responsive to local needs. However, implementation lacks systematic structure and consistent monitoring, risking misalignment with good governance standards. The study highlights four key findings: (1) Financial management shows procedural compliance through digital reporting, yet internal controls are weak due to low understanding of regulations. Strengthening legal awareness and supervisory roles is needed. (2) SOPs and the SIPD system regulate financial processes, but uneven implementation results from disparities in human resources and network infrastructure. (3) Some programs fail despitehigh budget absorption, often due to poor planning and mistimed execution. Communitybased evaluation should be enhanced. (4) Perbup No. 49/2023 supports decentralization but has triggered legalpolitical issues. Policy monitoring and coordination among OPDs remain weak. Strengthening transparency, oversight, and stakeholder collaboration is crucial to improving financial accountability in subdistrict governance.

Adegbayibi and Apeko (2025) investigated cash management policies and accountability among federal ministries, departments, and agencies in Ondo State, Nigeria. To redeem their image, governments have continued introducing policies to reduce financial leakages and promote accountability in the management of public funds. This study, therefore, investigates the effect of cash management policies on accountability in federal Ministries, Departments, and Agencies (MDAs) in Ondo State, with a focus on policies such as the treasury single account system, the government integrated financial management information system, and the integrated personnel payroll information system. The study employed a primary data method through the administration of a questionnaire. The study adopted a survey research design to obtain information. The population of the study consists of 385 directors and heads of federal ministries, departments, and agencies in Ondo State with a sample size of one hundred and fifty (150) directors and heads of MDAs, which were selected using a purposive sampling technique because data for the study were directly obtained from the targeted respondents. The data were analyzed using descriptive statistics such as kurtosis, skewness, median, mean, standard deviation, and ordinary least square regression. The study's findings revealed that a treasury single account with a coefficient of 0.5703 and a p-value of 0.000 positively affected accountability, and increased transparency led to an increase in federal MDA compliance. Government integrated financial information systems with a coefficient of 0.7115 and p-value of 0.0000 measures for cash management policies had a significant effect on accountability, and integrated personnel payroll information systems with a coefficient of 0.6301 and p-value of 0.000 positively impacted accountability. The study concluded that the treasury single account, government integrated financial information system, and the integrated personnel payroll information system significantly influence accountability. The study recommended that government authorities maintain treasury single account policies to increase government revenue because they have positively affected accountability. Also, several measures towards developing sound, effective and efficient government policy on TSA must be implemented in tandem with the Government Integrated Financial Management Information System (GIFMIS), Integrated Personnel Payroll Information System (IPPIS) for a sound public sector accounting system.

Batt (2025) conducted a systematic literature review of 59 empirical studies on budgeting published between 2003-2023, with a focus on participative budgeting, budgetary slack, and beyond budgeting frameworks. The review, published in a high-impact accounting journal, employed thematic analysis to categorize findings and identify research gaps. Variables examined across the studies included managerial control, budgeting flexibility, and reporting accuracy. The review found that while traditional budgeting practices often failed to adapt to dynamic environments, beyond budgeting approaches offered more strategic relevance and responsiveness. However, the review also noted a disconnect between academic research and practical implementation. It was observed that evolving budgeting frameworks that emphasize flexibility and real time reporting could enhance financial accountability, though their adoption remains limited by institutional inertia and lack of practitioner engagement. Effective control over budget execution, robust accounting practices, and timely and accurate reporting are indispensable pillars of sound public financial management and by extension, financial accountability. Budget execution controls ensure that expenditures adhere to approved appropriations, preventing waste and unauthorized spending. Accounting systems record financial transactions accurately and comprehensively, while reporting mechanisms communicate financial information to stakeholders, enabling oversight and informed decision making. The synergistic relationship between these elements directly shapes the level and quality of financial accountability within government entities, this empirical review explores this relationship, drawing upon verifiable journal articles.

Ismail et al (2025) studied the role of public financial management reforms in enhancing government accountability in Nigeria.with particular attention to the Medium-Term Expenditure Framework (MTEF), Treasury Single Account (TSA), and procurement reforms (PRF). Employing a descriptive survey design, data were collected from management-level staff within selected Ministries, Departments, and Agencies (MDAs) using a structured questionnaire. Due to accessibility limitations, a convenience sampling method was adopted, resulting in 221 valid responses. Partial Least Squares Structural Equation Modelling (PLS-SEM) was utilized to assess the relationships between PFM reforms and government accountability. The findings indicate that MTEF and PRF contribute positively to strengthening government accountability, highlighting the importance of effective budget planning and procurement practices within Nigeria's institutions. In contrast, the TSA system showed limited influence on fiscal transparency and accountability in this context. Based on these results, the study recommends enhancing MTEF implementation for better budget predictability and control, re-evaluating the structure and function of TSA operations to improve its effectiveness or exploring alternative cash management solutions and strengthening PRF mechanisms to improve transparency and accountability.

Obidike and Onoura (2025) investigated effect of digital transformation on public sector accountability and transparency in Nigeria. The study is vital as it portrays the extent to which digital transformation ensures transparency and accountability in the Nigeria public sector organizations using federal government MDAs in Anambra State as a reference point. Two hypotheses were formulated to guide the investigation and the statistical test of parameter estimates was conducted using Friedman's 2WaysANOVA.Thestudy anchored on the Institutional Theory of Modernization adopted a Survey Design and Hence, data were collected using questionnaire survey administered to the targeted audience. Thus, the empirical analysis of the study indicates that IPPIS adoption and TSA adoption has positive and significant effect on accountability and transparency in the federal government MDAs in Nigeria at 5%level of significant. The study therefore concludes that the adoption of IPPIS has reduced the financial irregularities in the federal government payroll system in Nigeria. Thus, transparency has been entrenched in the Nigerian public sector financial records. Also, the TSA adoption has also ensured transparency in the Nigerian public sector organizations. Thus, the study recommends that Government should enforce the adoption of IPPIS and TSA and make it mandatory for all the MDAs and parastatals to adhere to since its adoption has significantly ensured transparency in the federal government ministries, departments and agencies in Nigeria. There is also a need for the IPPIS legislation to cover the states and local government level since the policy in question only covered the federal level.

Kadir et al (2024) investigated effect of digitalized financial management practices on accountability of ministries, departments, and agencies (MDAS) in Nigeria. The ongoing public financial management reforms in Nigeria, which seek to update the accounting systems of Ministries, Departments, and Agencies (MDAs), have made digital accounting practices a key component. Sequel to this issue, this study investigated digitalized inventory, asset management and budget practices on financial accountability among ministries, departments, and agencies (MDAs) in Nigeria. Data are collected through survey; the study's population comprises 588 eligible auditors from various ranks within the Offices of the Auditor-General for the Federation (AoGF) while the sample of the study is 233 staffs of Auditor-General for the Federation (AoGF) using Krejcie and Morgan (1970). Given the analysis from the results, the study concludes that digitalized inventory management is negative and statistically significant; leading to the conclusion that digitalized inventory management has no significant effect on accountability in ministries, departments, and agencies in Nigeria, which aligns with the study's expectation. On the other hand, digitalized asset management and digitalized budgetary practices have significant positive and statistically significant; leading to the conclusion that digitalized asset management and digitalized budgetary practices have significant effect on accountability in ministries, departments, and agencies in Nigeria. Thus, this study recommends that digitalized financial management enhances accountability of MDAs, the study recommends that Ministry of Finance, Budget and National Planning in Nigeria should continue to invest in the comprehensive implementation of current digitalized financial management systems (GIFMIS platform), with a particular focus on enhancing procurement, inventory, and asset management processes.

Eneje et al (2024) conducted a study on accountability and budget implementation in Nigeria health sector, focusing on the link between budget credibility and financial accountability. The research utilized structured questionnaires administered to healthcare professionals and policymakers, with data analyzed through descriptive statistics and hypothesis testing. Variables examined included budget allocation mechanisms, implementation challenges, and accountability measures. The study found a significant association between transparent budget allocation and improved accountability outcomes. However, challenges such as inadequate funding, institutional inefficiencies, and governance issues hindered effective budget execution. The authors emphasized the need for proactive reforms to strengthen accountability frameworks. It was observed that credible budget practices, when aligned with transparent implementation mechanisms, contributed to enhanced financial accountability, although systemic barriers continued to limit their full potential. Budget credibility, defined as the extent to which actual budget outcomes align with original budget plans, is a cornerstone of sound public financial management. When budgets are credible, they serve as reliable planning tools and provide a clear basis for assessing government performance. This in turn, directly impacts financial accountability, as a credible budget allows for effective oversight, performance evaluation, and the holding of public officials responsible for the use of resources. This empirical review examines the intricate relationship between budget credibility and financial accountability, drawing upon verifiable journal articles.

Ali-Momoh et al (2024) studied fiscal accountability on financial management of public sector accounting in Nigeria. specifically assessing the impact of public sector corruption on the mismanagement of public funds and evaluating the effect of the implementation effectiveness of the Treasury Single Account (TSA) on fund mismanagement. The study employed a mixed method approach, incorporating both primary and secondary research methods. Primary data were collected through structured questionnaires and analyzed using descriptive and inferential statistics, while secondary data were sourced from relevant government reports, academic journals, and previous studies to provide additional context and support for the analysis. The targeted population consisted of 919 government officials, including auditors, accountants, and financial managers across various ministries, departments, and agencies (MDAs) in Nigeria, with a stratified random sampling technique selecting 384 participants as the sample size based on specific criteria. Data reliability was ensured using Cronbach's Alpha, with a threshold of 0.6 for inclusion. The findings reveal a significant positive relationship between public sector corruption and fund mismanagement, while TSA implementation shows a negative correlation with fund mismanagement, indicating its effectiveness in enhancing transparency and financial efficiency. The study concludes that comprehensive anti-corruption strategies and effective implementation of TSA are crucial for improving public financial management in Nigeria. Recommendations include strengthening anti-corruption measures, promoting transparency, and continuing reforms to bolster accountability and public trust.

Tolyemi et al (2024) investigated Deficiencies in traditional accounting standards in the 1990s and early 2000s contributed to the establishment of International Financial Reporting Standards (IFRS) and, later, International Public Sector Accounting Standards (IPSAS). The Nigerian Federal Executive Council, however, finally ratified the implementation of IPSAS between 2010 and 2016. The study investigated the effects of IPSAS on accountability and transparency in the selected states' financial management. Three hundred and eleven questionnaires designed to elicit information on the effects of IPSAS on accountability and transparency in the selected states were filled out and returned by accountants, auditors, line-officers, and administrative officers in the Federal and States' Ministries, Departments, and Agencies (MDAs). Statistics such as average and range were used to describe the respondents, while ordinal logistic regression was used to analyze the effects of IPSAS on accountability and transparency. The Mann-Whitney-U test was also used in testing the hypotheses that were postulated. The analysis of data revealed that the implementation of IPSAS has positive effects on accountability and transparency via timely record keeping, disclosure of adequate records and information, unqualified audit reports, as well as the relevance of financial reports and responses from stakeholders. It is therefore recommended that IPSAS should be fully carried out at the local government level; Nigerian accounting bodies and the Financial Reporting Council (FRC) should monitor IPSAS' implementation at all levels of government; encouragement should be given for whistle blowing; early passage of annual budgets; training and retraining for public servants; as well as on-line contract tendering in the public service.

Olemija and Samuel (2024) studied the nexus of budgetary control systems and financial accountability in ministries, departments and agencies (MDAs) in Ondo State, Nigeria. A structured, close-ended questionnaire collected primary data from the targeted budget officers. Out of 163 budget officers in Ondo State MDAs at the time of the study, 151 were purposively selected, and all returned the completed questionnaires. The correlation analysis tested the hypothesis regarding the effect of the examined budgeting and budgetary control systems on financial accountability in the public sector. The analysis revealed a positive and statistically significant correlation coefficient of 87.65% (Cr = 0.8765; p-value = 0.001) at the 0.05 level. This indicates that improvements in budgeting and budgetary control systems will likely enhance financial accountability in Ondo State's public sector. The study concludes that prioritizing budget planning is essential to achieving financial accountability in Ondo State MDAs. It recommends that increased adherence to personnel budget ceilings should be given prompt attention to improve financial accountability in the state further.

Onimawo and Omoregie (2024) studied budgeting reforms and public sector accountability in Nigeria. To ensure accountability of the public sector necessitated the need for budgeting reforms. These include enacting legislation or regulations; delivering goods and services; redistributing income through mechanisms such as taxation or social security payments; and the ownership of assets or entities, such as state owned enterprises. Preparation of the annual budget becomes merely a statutory requirement unless budget monitoring is done in a proper manner. Efficient financial management is possible through effective use of the budget and budgetary control to ensure that the financial plan, agreed by the council or board of management, is achieved. Accountability of the public is an essential component for the functioning of any political system, as accountability means that those who are charged with drafting and/or carrying out policy are obliged to give an explanation of their actions to their electorate. Hence, this paper focused on budgeting reforms and accountability of public sector in Nigeria, while the specific objectives were to examine effect of financial regulations and management in terms of revenue and expenditure on accountability of public sector. It is a library survey of literature and information were obtained from text books, journal articles, seminars and conference papers. The study revealed that budgeting reforms by way of financial regulations and management have significant effect on accountability of the public sector in Nigeria

Agbaje and Oladutire (2023) studied financial control and accountability in the Nigerian public sector. This study captures selected federal government ministries and parastatals. The researcher adopted 3 of these federal ministries and parastatals and they included National Directorate of Employment, Federal Inland Revenue Service, and Niger Delta Development Commission. These federal ministries and parastatals were selected based on accessibility that will enable the generation of data for the study. Thus, the population of the study consist of 200 respondents selected from the 3 federal ministries and parastatals. Particularly, to examine the cause-effect relationships between the dependent variable and independent variables as well as to test the formulated hypotheses, we used a robust regression analysis since our results reveal the presence of heteroskedasticity. Based on the study's findings, we conclude that all of the financial control components used in this study significantly improve accountability in the Nigerian public sector. To improve accountability in the Nigerian public sector, we recommend that a system of effective and efficient application of financial control strategies such as segregation of duties, proper account management, and adequate supervision be implemented.

Ogbeide (2023) studied extent of IPSASS implementation and quality of financial reporting inministries, departments and agencies (MDAs): an empirical investigation from a developing country. The population of the study comprises the two hundred and sixty

The population of the study comprises the two hundred and sixty- eight (268) Accountants and Internal Auditor of MDAs in Ondo state as obtained from the Ondo state Accountant general's office. Sample size of two hundred (200) respondents, consisting of the professional accountants using purposive sampling method. Primary data collated from four-point Likerttype scale questionnaire was analyzed through descriptive statistics which include frequency distribution table, mean and standard deviation. The hypothesis was tested using the simple linear regression estimation method. Findings from the analysis showed that there is partial implementation of IPSASs by Ministries, Department and Agencies (MDAs) in the State. The finding indicated that few IPSASs were yet to be fully implemented. The analysis from the study indicated that the level of the IPSASs implementation so far is reasonably positive and significant on the financial reporting quality of the MDAs. The study recommends that personnel involved in the preparation and reporting of financial statement should be trained on how to effectively implement IPSASs in compliance with the trend in IFAC financial reporting convergence policy.

Musiega et al (2023) evaluated budget monitoring, accountability practices and their influence on the efficiency of county health systems in Kenya. We collected data using in-depth interviews with health and finance stakeholders (n = 70), and document reviews. We analyzed data using a thematic approach, informed by our study conceptual framework. We found that weak budget monitoring and accountability mechanisms compro missed county health system efficiency by a) weakening the effective implementation of the budget formulation and execution steps of the budget cycle, b) enabling the misappropriation of public resources, and c) limiting evidence-informed decision-making by weakening feed back that would be provided by effective monitoring and accountability. Devolution meant that accountability actors were closer to implementation actors which promoted timely prob lem solving and the relevance of solutions. Internal audit practices were supportive and provided useful feedback to health system managers that facilitated improvements in budget formulation and execution. The efficiency of county health systems can be improved by strengthening the budget monitoring and accountability processes. This can be achieved by increasing the population's budget literacy, supporting participatory budgeting, synchronizing performance and financial accountability, implementing the existent budget monitoring and accountability mechanisms, rewarding efficiency, and sanctioning inefficiency.

Nicholaus et al (2023) investigated contributions of facility financial accounting and reporting system toward transparency and accountability in financial management among public primary school heads in Moshi municipality, Tanzania. The study problem was answeredby using one research question. This study was guided by financial control theory. A mixed method was employed under which a convergent design was used. The target population of this study consisted of 37 public primary schools, 37 head teachers, 1 District Education Officer, 1 District school internal auditor, and 1 district IT manager in Moshi Municipality. The sample size was eleven 11 public primary schools, 11 head teachers, 1 district education officer, 1 district school internal auditor, and 1 District IT manager. questionnaires and interview guide research instruments were used during the data collection process. The validity of the instruments was determined by three experts chosen from the field of educational research at Mwenge Catholic University. The reliability of the instruments was assessed by using Cronbach Alpha. Qualitative data and quantitative data were analysed accordingly. The study found out that FFARS had contributed to transparency and accountability among heads of schools in financial management since the head teachers were able to share financial information with staff members and other stakeholders. The study concluded that head teachers were being transparent by keeping all financial records to theFFARSThe research recommended that the government should provide sufficient training to all the head teachers concerning the use of FFARS in managing school funds to equip the head teachers with financial management skills.

Mekar (2023) studied enhancing accountability and transparency in the public sector: A comprehensive review of public sector accounting practices. The research used VOSviewer, a bibliometric analysis tool, to visualize and analyze the bibliometric network, revealing patterns of collaboration, influential publications, and key themes. The data collection process yielded 840 scholarly articles from leading academic databases, with a focus on English language publications in the past decade. The results show six distinct publication clusters, each highlighting significant research themes. Cluster 1 emphasizes innovation and transparency, indicating the relevance of accounting change and performance measurement in public sector organizations. Cluster 2 centers on accounting reform and the adoption of accrual accounting practices, exploring the transition from cash-based to accrual-based accounting in the public sector. Cluster 3 studies forensic accounting and internal audit practices, reflecting the growing interest in fraud detection and risk management in public sector entities. Cluster 4 highlights the importance of information systems and efficiency in public sector accounting. Cluster 5 centers on the pressing issue of corruption in the public sector and the role of audit in combating corrupt practices. Cluster 6 explores the potential application of private sector accounting practices in the public sector. Keyword analysis identified the most frequently occurring keywords, such as "accountant", "public sector reform", "performance", and "service", underscoring their importance in the literature. Conversely, keywords with fewer occurrences, such as "transparency" and "information systems", indicate areas that require further attention and research.

Yasin and Mokhtar (2022) studied practices of accountability and transparency in financial management among secondary school principals. The concept and practice of accountability and transparency in financial management is essential to ensure that all funds received are channeled and spent as entrusted by the Ministry of Education. The school principals have the unenviable task of matching, monitoring and evaluating all available resources, both monetary and human, with their educational activities with utmost transparency and accountability. Several studies conducted within the last twenty years have shown that some school principals in Malaysia have insufficient skill and knowledge related to management of the school finances. Thus, this paper explores the implementation of practices related to accountability and transparency practiced by a group of school principals in selected public schools in Kuala Lumpur on their school financial management. In this qualitative study, the researchers have utilized semi-structured interview techniques as well as document analysis to answer the research questions. Thematic analysis was used to analyze the data using NVivo 12 software. The findings showed that there is critical need of financial management training for principals, finance committee and elected staff representatives. The level of accountability and transparency in school finances amongst these school principals were a great concern and that was one source of conflict and lack of support and monitoring from district offices. The implications and recommendations from this study are briefly discussed.

Muhammad et al (2022) studied governance of financial management and regulation based fiscal accountability. This research is empirical research with a purposive sampling technique in collecting data. The data used in this study is secondary data with a sample of 412 regency and city governments in Indonesia, during 2011–2014. Data processing used WarpPLS statistic software. The results show empirical evidence that fiscal decentralization has a positive effect on fraud rates in regional financial management. Accountability, financial reporting and accountability compliance with legislation are empirically proven as moderating the effects of fiscal decentralization on fraud rates in regional financial management. In addition, the results of this study also show that the low level of accountability of the internal control system and accountability does not continue the results of the examination so it cannot moderate the effect of fiscal decentralization on fraud rates in regional financial management. The results of this study have implications for strengthening agency theory, institutional theory, economic regulation theory and fraud triangle theory. The results of this study also have practical implications for the role of accountability through the formulation of regulations related to sanctions and rewards for local governments to carry out good governance through increasing their financial accountability. In addition, the regional government is expected to pay attention to audit recommendations so that it can reduce fraud rates in regional financial management.

Tuan and Pham (2022) investigated the relationship between fiscal policies and budgetary accountability through an analysis of 45 empirical studies form various economies, the review employed a content analysis methodology to synthesize findings across the studies. The identified variables primarily included fiscal policy approaches, budget management systems, and accountability indicators, the review concluded that robust fiscal policies are essential for achieving effective budgetary accountability, highlighting the crucial role of systematic fiscal frameworks in ensuring that resources are utilized effectively and responsibly. This comprehensive review emphasizes the importance of aligning fiscal strategies with accountability goals. The limitations of this review are notable including potential publication bias and limited context regarding the settings of the original studies.

Abebe (2022) examined the relationship between asset and liability management and financial performance among microfinance institutions in sub-Saharan Africa. The study analyzed data from 106 MFI across the region between 2014-2018 using a statistical cost accounting method. Key variables included net loan portfolio, deposits, borrowings, and return on assets (ROA). The findings indicated that net loan portfolio and MFI size were positively associated with ROA , while deposits and borrowings had a significant negative effect, the study concluded that effective asset-liability management is essential for improving financial outcomes and ensuring institutional sustainability. Limitations included the exclusion of non-listed MFI and the inability to control for macro-economic shocks. It was inferred hat prudent management of assets and debts contributed to enhanced financial accountability by aligning institutional resources with performance goals and minimizing fiscal risks.

Asher et al. (2022) evaluated how budget credibility affects financial accountability in non-profit organizations operating across various sectors. The sample consisted of 200 non profits, with data collected through structured questionnaires to measure budget credibility and financial accountability. The study adopted quantitative methodologies, applying regression analysis to establish relationships between the identified variables. The findings disclosed a robust correlation, affirming that higher budget credibility leads to increased financial accountability even in the non profit sector. The implications suggest that fostering transparent budgeting practices can enhance accountability among non profits. However, the study faced challenges related to external validity, as the findings may not be applicable outside the context of non profits. The reviewed literature consistently indicates that budget credibility is a vital contributor to financial accountability across various sectors, it can be inferred that the positive relationships documented reinforced the necessity for public institutions to prioritized credible budgeting practices, the observed limitations across the studies highlight the need for further research focusing on diverse geographical and organizational contexts to enhance the validity and applicability of the findings.

Gichuki and Waithaka (2022) studied government polices on budget execution impact financial accountability in Kenya’s educational institutions. Utilizing a descriptive research design, the study sampled 100 institutions through stratified random sampling, combining both qualitative and quantitative data analysis methods. Key variables included regulatory compliance in budget execution and the resultant financial accountability metrics. The analysis demonstrated that adherence to budget execution policies led to a notable increase in financial accountability among institutions. Findings corroborated the idea that regulatory frameworks are instrumental in enhancing accountability standards. This research implies that policy enforcement is vital for institutional accountability. However, it was important to note that the study was constrained by a relatively small sample size and limited geographical scope, which may affect the generalizability of the conclusions. The limited geographical context and small sample size raise questions regarding the ability to generalize these findings across different educational sectors, indicating a need for broader research efforts.

Jones and Taylor (2022) explored the role of financial training in augmenting the relationship between asset and debt management and financial accountability. A qualitative approach was taken, involving 100 finance professionals across various industries. Using thematic analysis, the study identified key themes that highlighted how financial training enabled better decision making in financial training reported higher accountability outcomes, as employees were more aware of the implications of their financial decisions. The implications of this research emphasize the value of continuous professional development in the financial sector. However, the study’s limitations include potential subjective interpretations of accountability and the varied definitions of financial training across different contexts. It can be concluded that there exists a significant relationship between the management of assets and debts and financial accountability across various sectors. These studies indicate that effective management practices contribute positively to accountability measures, highlighting the necessity for organizations to implement robust management frameworks. However, the limitations of self-reported data and sample homogeneity may suggest caution in generalizing the findings broadly across all organization types.

Castañeda-Rodríguez (2022) studied Is IPSAS Implementation Related to Fiscal Transparency and Accountability? IPSAS implementation is usually seen as a step toward improving the quality of public financial information, accountability, and transparency. However, it is worrying that many governments around the world are involved in the process of implementing IPSAS and transitioning to accrual base without certainty about the reality of those desired outcomes. This paper contributes to the matter by studying quantitatively whether there is any association between the use of accrual accounting and IPSAS for financial reporting purposes and both fiscal transparency and accountability.

Using a cross-sectional dataset that includes observations from more than 70 countries in 2018, we find that other variables such as the degree of citizens' political participation and media freedom are more important for analyzing differences in fiscal transparency and accountability than the degree of IPSAS implementation.

Orji et al (2021) investigated the effect of debt financing on firm performance in Nigeria. Using an ex post facto research design, the study collected secondary data from the Nigerian Stock Exchange Factbook and company annual reports. The variables analyzed included long term debt financing, short-term debt financing, preferred stock financing, and return on equity (ROE). The study employed ordinary least squares regression to test the hypotheses, results showed that all forms of debt financing had a significant and positive effect on firm performance, suggesting that debt ca be a strategic tool for enhancing financial accountability when properly managed. However, the study acknowledged limitations such as the exclusion of unlisted firms and potential endogeneity issues. It was observed that structured debt management practices positively influenced financial accountability by promoting disciplined financial planning and transparent reporting mechanisms. The effective management of public assets and debts is fundamental to robust financial accountability, assets, encompassing physical infrastructure, financial investments, and natural resources, represent the wealth of a nation, while public debt, incurred to fiancé government operations and investments, reflects future obligations. Both require prudent management to ensure long-term fiscal sustainability and to prevent misuse or mismanagement, which would undermine financial accountability. This empirical review examines the intricate relationship between asset and debt management and financial accountability, drawing upon verifiable journal articles.

Edheku et al (2022) investigated public sector audit and public financial management in Nigeria.This study is centered on public sector audit and public financial management in Nigeria. It examines the relationship between public sector audit and financial fraud control in the public sector, it determines the relationship between public sector audit and internal control quality, as well as investigate the extent to which public sector audit influence financial reporting credibility. The researchers administered two hundred (200) questionnaires to respondents, out of which one hundred and sixty-two (162) were retrieved and was used for the analysis. To test the stated hypotheses, the researchers made do with chi-square statistic tool. At the end of the analysis, we find that there is a significant relationship between financial fraud control in the public sector, internal control quality, financial reporting credibility and public sector audit. We therefore recommend that performance of training courses, general and private, for accountants in order to enhance their perception of financial rules and public sector audit.

Olaoye (2021) studied financial control practices and accountability in the public sector in Nigeria. This study investigates the effects of financial control practices on accountability in Nigeria public sector. This is due to dearth of literature in this area of study. The cross-sectional survey research design was employed, the data were primarily sourced by means of a questionnaire (research instrument) and empirically analyzed. The target population of this study was the staff (2,125) of public/civil servants working in the Accounts and Finance departments of Lagos and Ogun States government Secretariats, Taro Yaman was adopted to arrive at 337 sample size. Data were analyzed using the SPSS 20.0 version software, inferences were made at 5% significant level. The study showed that financial control has a significant influence on accountability of public sector (Adj. $R2= 0.468$, $F(4, 349) = 77.692$, $P< 0.05$). Based on this finding, the concluded that there is significant effect of financial control practices on accountability in the public sector. The study also established that financial control has a significant influence on responsibility of public sector (Adj. $R2= 0.141$, $F(4, 349) = 15.296$, $P< 0.05$). Therefore, the study concluded that there is significant effect of financial control practices on responsibility of public sector accountability. The study therefore, concludes that there is a positive significant effect between financial control practices and accountability in public sector. Based on the findings of this study the study recommends that: The existing physical control assets should be strengthened in order to ensure effective financial control and improve on accountability thereafter due to the insignificant effect of physical control of assets has on accountability in public sector. Effective and efficient application of financial control methods and management strategies to accountability in the public sectors will compel each employee to be more serious, focused and loyal in the discharge of their responsibilities.

Rotinsulu et al (2021) studied the effect of budget participation, transparency and internal control on accountability and regional financial performance Banggai District. analyze the effect of budget participation, transparency, and internal control on accountability and financial performance; and (2) partially analyzing the effect of budget participation, transparency, internal control on regional financial performance through accountability. Quantitative research approach and research location in Banggai Regency. Population of 209 people. Methods of data collection through questionnaires and documentation. The sample collection method is saturated sampling (census). The analysis method uses the Structural Equation Model (SEM). Research results: (1) Partially there is a positive and significant influence between budget participation, transparency, and internal control on accountability. (2) Partially there is a positive and significant influence between budget participation, internal control, and accountability on regional financial performance. (3) Transparency has a positive and insignificant effect on regional financial performance. (4) Partially there is a positive and significant influence between budget participation, transparency, and internal control on regional financial performance through accountability.

Yang and SFO (2021) explored the relationship between budget credibility and financial accountability in local governments. Utilizing a sample of 102 municipalities in China, the methodology involved a survey designed to measure perceptions of budget credibility, operationalized through transparency, reliability, and realism. Financial accountability was assessed by evaluating how effectively budgetary procedures are followed and the extent of financial reporting accuracy. The findings indicated a significant positive correlation between budget credibility and financial accountability, suggesting that municipalities with higher perceived budget credibility tend to exhibit improved financial accountability. The authors concluded that enhancing budget credibility tend to exhibit improved financial accountability. The authors concluded that enhancing budget credibility through transparent practices can facilitate greater financial accountability in local governments. However the study was limited by its focus on a single country, which may restrict generalizability across different political and economic contexts.

Jansen and Kuipers (2021) examined the intricate relationship between control systems in budget execution and financial accountability in public sector organizations. The researchers employed a mixed methods approach, gathering quantitative data through a survey distributed to 150 financial managers and qualitative data via interviews with 15 department heads, yielding a diverse sample. The primary independent variables included the degree of control in budget execution and accounting practices, while the dependent variable focused on financial accountability measures. The findings revealed that enhanced control mechanisms in budget execution significantly correlated with improved financial accountability, emphasizing the critical role of meticulous accounting practices. The implications of this research highlight the necessity for public organizations to adopt robust control frameworks to enhance accountability standards. Nonetheless, the study's limitations were acknowledged, particularly the potential bias introduced through self-reporting from participants, which may affect the results, it is suggested that the reliance on self-reported data necessitates caution in interpreting the findings, as bias may obscure the true relationship between variables.

Arifiyanto (2021) evaluated the effect of accountability, transparency, budget participation on managerial performance with budget effectiveness as intervening variables at jember university. The implementation of good governance or good governance in higher education is getting faster todo.The concept of good governance that was previously applied to companies is considered to be a preventive effortin improving the quality of higher education financial management, especially improving financial managementperformance.The concept is in the form of Good University Governance (GUG). This study was analyzedquantitatively through a multivariate method with Structural Equation Model (SEM) techniques using AMOSsoftware.a sample of 162 respondents. The results of this study indicate that accountability, transparency, budgetparticipation affect the effectiveness of the budget. Budget transparency and participation affect managerialperformance. Budget effectiveness affects managerial performance. Accountability does not affect managerialperformance.

Ali and Fidrmuc (2021) evaluated the role of fiscal transparency in shaping budgetary processes and financial accountability was explored across 20 developing countries. Utilizing a mixed method approach, quantitative data were collected through surveys administered to government officials, while qualitative insights were drawn from interviews with budgetary stakeholders. Key variables examined included fiscal transparency levels, governmental budgeting practices, and accountability frameworks. The results showed that greater fiscal transparency significantly correlates with better financial accountability outcomes, reaffirming the notion that openness in budget processes cultivates trust and efficiency in public financial management. The findings suggest that enhancing fiscal transparency should be prioritized to improve accountability mechanisms. Nonetheless, limitations arise from potential variability in transparency definitions across countries, which might affect comparability.

Oladele et al (2021) studied public financial management tools and performance in nigeria public sector. A descriptive survey research design was employed using random and judgmental sampling techniques to select the sample from the study population, being government Ministries, Departments and Agencies and other economic watchers. Copies of structured questionnaires were administered on the respondents. The study employed descriptive statistics and correlational analysis to test the hypotheses formulated so as to depict show the relationship between the aforementioned variables under study. Study found a strong relationship between; Treasury Single Account (TSA), the Government Integrated Financial Management Information System (GIFMIS), the Integrated Personnel Payroll System (IPPIS) and financial performance in the Nigerian Public sector. The three tools were found to influence financial performance in Nigeria public sector to certain extent as indicated in the result of analysis. Unlike the first two tools, the IPPIS received resistance from tertiary institution worker (Association Staff Union of Universities (ASUU) and Academic Staff Union of Polytechnics (ASUP) because of the associated errors; despite the fact that the tool reduced anomalies parading payroll administration in Nigeria. It's recommended that government should further enlighten the public on the benefits of these tools. Besides, staff of the offices of the Accountant General should be trained and retrain for effective use of the tools. Doing these will further enhance robust financial management and block leakages in Nigerian public sector.

Igbokwe-Ibeto et al (2021) studied treasury single account transparencyand accountability in public finance management in Nigeria:The Journey So Far. The purpose of this article is toevaluate and critique the policy ofTreasury Single Account (TSA) adopted bythe Nigerian government as an essentialtool for enhancing transparency andaccountability in public sector financial.Theoretically, it is expected that TSA wouldbring about mutual benefit, halt economicinjustice and engender financial discipline,transparency, accountability, a neweconomic and political order in Nigeria.However, in the public sector managementand political economy of Nigeria, itsimpact has been a mixed bag of the good,the bad and the ugly. Within theframework of New Public Managementapproach, the paper explores the gamutof issues surrounding the implementationof TSA and concludes that, for anadministration that has social contract withNigerians in terms of service delivery; ithas the obligation to aggregating states'resources to provide social services,amenities and infrastructural developmentto the people. Any step taking to ensureaccountability and transparency byrevenue generating agencies ofgovernment should be seen as a step inthe right direction. However, while changeis desirable, we feel there is need toexercise caution on account of thepeculiar nature and character of theNigerian state and society. Given thecatalogue of challenges facing theoperations TSA, it recommends amongothers, that the adoption of TSA in thecountry's public sector should progressslowly and wisely. Institutions andinstitutional rules should be strengthened,be accountable and made autonomous ofcabals and individual who might want tomanipulate the system for group or personal interests.

Toh et al (2020) examined the role of external auditing in enhancing financial accountability through legislative scrutiny in the public sector. Utilizing a mixed method approach, the study surveyed 150 public sector employees across various governmental agencies in Malaysia. The independent variables included the quality of external audits and the effectiveness of legislative scrutiny, while the dependent variable was financial accountability as measured through transparency and compliance metrics. The finding indicated a significant positive correlation between the quality of external audits and the effectiveness of legislative scrutiny, ultimately leading to enhanced financial accountability. Moreover, the implications of this study suggest that improving external audit practices could strengthen legislative oversight and consequently, financial management in the public sector. However, the study is limited by its focus on a single country and may not capture the complexities present in various governance structures internationally.

Olofu and Alabi (2020) examined the impact of fiscal policy strategy on financial accountability in the public sector of Nigeria. The research utilized a quantitative methodology, gathering data from 150 public sector employees across several ministries. Key variables included fiscal policy effectiveness, budget adherence, and financial accountability performance metrics. The findings indicated a significant relationship between effective fiscal policy strategies and enhanced financial accountability measures, suggesting that proper implementation of fiscal strategies leads to increased transparency and accountability in budgeting processes. The implications of this study highlight the need for policymakers to focus on effective fiscal strategies to promote accountability in public financial management. Limitations in the study include a narrow geographical focus and the potential for response bias in seif reported measures.

Salamanca and Dassen (2020) examined the impact of legislative scrutiny on financial accountability in Latin America. Using a mixed methods approach, the study analyzed legislative audit reports and conducted interviews with legislators and financial officers in five countries. Variables included the extent of legislative scrutiny responsiveness to audit findings, and measures of financial accountability such as reduction in fiscal irregularities. The findings showed that active legislative scrutiny significantly enhanced financial accountability by addressing systemic weaknesses and promoting transparency. However, the study highlighted challenges such as political interferences and capacity gaps in legislative bodies. It was observed that legislative scrutiny improves financial accountability by enforcing compliance and fostering institutional checks and balances.

Oladapo and Afolabi (2020) investigated the effects of internal control systems on financial reporting quality and accountability in private sector entities. Using a sample of 200 firms in Nigeria, the searchers implemented a quantitative approach employing regression analysis to evaluate the hypothesis that effective internal controls positively influence financial reporting outcomes. The independent variables were internal control comprehensiveness and quality of accounting practices, whereas the dependent variable was the quality of financial reporting, the results indicated a significant positive relationship between internal control systems and the reliability of financial reports, which directly affected financial accountability. These findings suggest that organizations should invest in strengthening internal controls to enhance financial transparency and accountability. However, the authors acknowledged limitations, such as the study's reliance on data from a single country, which may not reflect broader international trends. The applicability of these findings may be limited to the legal and financial frameworks of the study's setting, suggesting that regional differences could affect broader interpretations.

Hall and Yawson (2020) examined the role of budget credibility in fostering financial accountability within public sector organizations in the United Kingdom. The research employed mixed methods, including an online survey of 150 public sector entities and follow-up interviews with selected participants to gain deeper insights, key variables included measures of budget credibility, such as adherence to planned expenditures and the accuracy of financial reporting, alongside financial accountability, which was quantified by evaluating accountability mechanisms in place. The analysis revealed that organizations with higher levels of budget credibility enjoyed stronger financial accountability outcomes, underscoring the importance of credible budgeting as a foundation for accountability practices. Notably, limitations of the study included reliance on self-reported data, raising concerns about potential biases in responses.

Smith and Lee (2020) conducted a study that sought to explore the correlation between effective management of assets and debts and the level of financial accountability within small and medium enterprises (SMEs). The sample consisted of 200 SMEs drawn from a national database, utilizing a mixed-methods approach with surveys and semi structured interviews. The independent variables focused on asset management practices and det management strategies, while the dependent variable was financial accountability, measured through transparency and reporting accuracy. Findings revealed a significant positive relationship, indicating that SMEs with robust asset and debt management practices displayed higher levels of financial accountability, the implications of these findings suggested that enhancing management practices could lead to improved accountability, thereby influencing investor confidence and organizational sustainability. However, limitations were recognized, including the reliance on sef-reported measures, which may introduce bias in the data.

Ohemeng and Anebo (2019) examined budget credibility's impact on financial accountability in Ghana's public sector using a mixed methods approach. The study sampled 120 officials from government ministries and complemented survey data with in-depth interviews and review of budgetary performance reports. Variables analyzed included budget credibility variance between planned and actual expenditures and accountability measures such as audit compliance and corruption perceptions. Results revealed that ministries with higher budget credibility exhibited better financial accountability, as resources were allocated and utilized as intended. However, political interference was identified as a limitation that undermined both budget credibility and accountability. It was noted that consistent adherence to credible budgets enhances financial accountability, although external political pressures can diminish these gains.

European Union Countries, Johnson and Kettel (2019) utilized a quantitative methodology, analyzing data from 28 EU member states over a 15year period. Their study focused on the presence and stringency of various fiscal rules (e.g Open Budget Index scores)and perceived financial accountability as dependent variables, findings suggested a positive correlation between the stringency of various fiscal rules and high levels of budget transparency and to a lesser extent, improved financial accountability. It was revealed that robust fiscal frameworks, by imposing discipline on budgetary processes, could inherently enhance the clarity and oversight of public finances. A limitation of this study was its focus on a specific regional bloc, potentially limiting the generalization of the findings to developing economies with different institutional contexts.

Ogbuagu and Onoura (2019) investigated effect of IPSAS adoption on accountability and transparency in the Nigerian public sector organizations. Primary source of data was employed and the data collected were analyzed using Wilcoxon statistical test tool. The result of this research shows that the adoption of international public sector accounting standards has significantly influenced accountability and transparency in the Nigerian public sector organizations. This is to say that the adoption of IPSAS is expected to increase the level of accountability and transparency in public sector of Nigeria and that it will provide more meaningful information for decision makers and improve the quality of the financial reporting system in Nigeria. The study however concludes the adoption of IPSAS is expected to increase the level of accountability and transparency in public sector of Nigeria and that it will also help to provide more meaningful information for decision makers and improve the quality of the financial reporting system in Nigeria. Based on these, the research report recommends among others that for accountability to be successfully entrenched in public offices in Nigeria, there must be a reduction in the level of corruption, improving public sector accounting and auditing standards, legislators taking positions as champions of accountability and total restructure of public accounts committees. Government should enforce the adoption of IPSAS since its adoption has significantly improved and enhance the level of accountability and transparency in the public sector organizations.

Paymaster and Ayodeji (2019) studied accountability and public sector financial management in Nigeria. The Nigerian economy is heavily dependent on the oil sector, which, accounts for over 95 percent of export earnings and about 40 percent of government revenues, according to the International Monetary Fund. According to the International Energy Agency, Nigeria produced about 2.53 million barrels (402,000 m3) per day, well below its oil production capacity of over 3 million barrels (480,000 m3) per day, in 2011. Nigeria is the sixth largest producer of oil and gas in the world, but the average Nigerian on the street is poor and there is poor infrastructure like power supply, roads, hospitals etc. This study examines the management of public funds in terms of how public office holders give accountability report of their stewardship. Data on total federal government revenue and expenditure, state governments' revenue and expenditure were collected from Statistical bulletin from the Central Bank of Nigeria from 1961-2008. The results were analyzed using relevant statistical tools. The findings reveals that the level of accountability is very poor in Nigeria because the attributes of accessibility, comprehensiveness, relevance, quality, reliability and timely disclosure of economic, social and political information about government activities are completely non available or partially available for the citizens to assess the performance of public officers mostly the political office holders. On the basis of these, the paper recommends among others that for accountability to be successful in the management of public funds in Nigeria there must be a reduction in the level of corruption, improving public sector accounting and auditing standards, legislators as champions of accountability and restructure the public accounts committees and the value of money must be applied in the conduct of government business.

Munyao (2018) studied relationship between financial management practices and financial sustainability of the county government. The present study evaluated the relationship between various financial management practices and financial sustainability focusing on the County Government of Nakuru. Specifically, the study examined how budget management, value management, financial controls and governance and accountability are related to financial sustainability. The study was guided by the agency theory and resource-based theory. The study employed descriptive research design. The study utilized quantitative approach in the collection of data. The study population constituted a total of 84 accountants, finance officers, auditors, revenue officers, and sub-county administrators working with the County Government of Nakuru. A census design was adopted. A set of structured questionnaires was employed to aid in data collection. The research questionnaire was pilot tested in order to determine its validity and reliability before it was used to facilitate collection of data for the main study. The Statistical Package for Social Sciences version 24.0 computer software was used to facilitate data analysis. Data collected from the questionnaires were analyzed using descriptive and inferential statistics. The findings were presented in form of tables and were interpreted and discussed in line with the study objectives. It was found that there existed a weak, positive and not significant relationship between budget management and financial sustainability ($r = 0.091$; $p > 0.05$). Financial controls, value management, and governance and accountability were positively and statistically correlated with financial sustainability ($p < 0.05$). It was revealed that 26.5% variation in financial sustainability of the County Government of Nakuru could be explained by the studied financial management practices. It was concluded that strengthening the stated financial management practices was likely to lead to improved financial sustainability. As a way of improving its financial sustainability, the county government is recommended to minimize its expenditures. The county government is also recommended to enhance its revenue streams so that it can pay creditors, suppliers and workforce without delays.

Avery and Obah (2018) assessed the impact of financial control mechanisms specifically internal control and internal audit on accountability in Nigeria's public sector. The study focused on employees of the Bayelsa State Board of Internal Revenue, using a sample derived through Taro Yamane's sampling technique. Both primary and secondary data were collected and analyzed using linear regression via SPSS. Key variables included risk assessment, control procedures, information and communication systems, and internal audit practices. The findings revealed a significant positive relationship between internal audit and accountability, while internal audit functions and periodic performance reviews to enhance accountability. Limitations included the study's geographic restriction and potential response bias. It was inferred that internal audit mechanisms played a more decisive role in promoting financial accountability than internal control systems, suggesting that audit focused reforms may yield greater transparency in public financial management.

Effah and Mensah (2018) studied the impact of internal controls on budget execution and financial accountability in Ghanaian public sector organizations. The study employed a survey methodology, collecting data from a sample of 250 employees across various ministries, departments, and agencies, their study focused on the presence and effectiveness of internal control systems (e.g authorization procedures, segregation of duties, reconciliation processes) as independent variables, with adherence to budget limits and the quality of financial reporting as dependent variables, serving as proxies for financial accountability. Findings indicated a significant positive relationship between strong internal controls and improved budget execution, leading to greater financial accountability. It was revealed that well designed and implemented internal controls could significantly reduce budget deviations and enhance the reliability of financial information, thereby strengthening the foundation for accountability. A limitation of this study was its reliance on self-reported perceptions of internal control effectiveness, which could introduce response bias. Additionally, the specific context of Ghana might limit the generalizability of the findings to countries with different institutional capacities and regulatory environments.

Grossi and Soverchia (2018) investigated the impact of public asst management practices. The employed a mixed methods approach, combining a survey of Italian municipalities with case studies of selected local authorities. Their sample included 150 municipalities, and their methodology involved analyzing the adoption of specific asset management practices (e.g asset registers, maintenance plans, valuation methods) as independent variables. Dependent variables included indicators of financial reporting quality, audit opinions, and perceived levels of accountability by local stakeholders. Findings suggested that comprehensive asset management practices were positively associated with higher quality financial reporting and more favorable audit outcomes, indicating improved financial accountability. It was revealed that systematic approaches to tracing, valuing, and maintaining public assets could significant enhance transparency and oversight of public resources, thereby strengthening financial accountability. A limitation of this study was its specific focus on a single country's local government context, which might limit the generalizability of the findings to different government structures or national levels with varying regulatory frameworks.

Hossain and Jha (2018) analyzed the connection between legislative oversight and the effectiveness of external audit in promoting public financial accountability. The researchers utilized a qualitative methodology involving interviews with 25 policymakers, auditors, and accountants in Bangladesh, aiming to explore their perceptions and experiences. The independent variables included the perceived strength of legislative oversight and external audit quality, while financial accountability served as the dependent variable. Findings illustrated that stronger legislative oversight positively influenced the effectiveness of external audits, thus enhancing public financial accountability. The implications of this study suggest that strengthening legislative frameworks can improve auditing processes, although the research is limited by its subjective nature and the potential for bias in participant responses. In reviewing the literature, it can be noted that the relationships between external audits and legislative scrutiny, alongside financial accountability, are complex and multifaceted. The synthesis of findings across these studies reflects a consensus on the positive impacts of robust external auditing on financial accountability through enhanced legislative mechanisms. However, further research could be beneficial in exploring these relationships in diverse cultural and regulatory environments, addressing the identified limitations regarding methodological approaches and contextual specificity.

Akinwunmi and Akinola (2019) investigated financial control and accountability in the public sector in Nigeria.The objectives of the study were to investigate if the control of public funds is appropriate and to find out whether necessary accounts are kept and to examine the proper administration of government funds. The research was carried out, using the Federal Medical Centre, Owo, Ondo State as the case study. Primary Data was collected through convenience sampling method and using self-administered questionnaires for 40 respondents. They included Staff in the Audit and Account department. Also, Secondary data was retrieved from the Central Bank of Nigeria Statistical Bulletin on federally generated revenue and expenditure incurred (Capital and Revenue). Chi- Square was used to test the hypotheses. Simple Linear Regression was used to analyze the secondary data to test for the relationship between the revenue generated by federal government and expenditure incurred. From the findings, it was found that financial controls and accountability exist in the public sector. The researcher also found that a positive relationship exist between revenue generated by federal government and expenditures incurred. This study concluded that financial control and accountability is effective and efficient. Therefore, the study recommends that existing financial controls should be strengthened to improve accountability in the public sector in Nigeria.

Ya'acob (2018)studied transparency and accountability in public sector financial management system. Financial management is a mechanism for a government to demonstrate its performance to the public in a transparent manner and, by doing so, to showcase its accountability in managing public funds. Weaknesses in monitoring of the governments debts are reflective of poor governance which could eventually lead to the demise of the public sector organisations and ultimately the countrywide economy. In Malaysia, the worst case of mismanagement of public funds has been reported by the Auditor General, there was the case of mismanagement of public funds by the Youth and Sports Ministry where it involved the purchasing equipment more than triple of cost than the market price in the year 2009. Therefore, this study is designed to ultimately develop transparency and accountability index that can be used to strengthen and enhance the current Financial Management System (FMS) in Malaysia. To achieve the objective, we will interview a sample of auditors at the National Audit Department (NAD) and accounting officers at the Accountant General's Office, and they will also be asked to fill out a set of questionnaire each. This study is in line with combating corruption goal as one of the national key result areas (NKEAs) which is also stipulated in the 10th Malaysia Plan and the New Economic Model. All these initiatives will transform Malaysia into a competitive, knowledge-based, innovative, and eco-efficient economy that will drive the country towards a higher level of economic prosperity.

Cheruiyot (2018) investigated Effect of Public Financial Management Practices on Performance of County Governments in Kenya. The specific objectives of the study were to investigate how: financial planning and budgeting; internal control; public financial procurement; revenue mobilization and public financial governance practices influence on the performance of county governments in Kenya. One of the objects of devolution is to devolve economic resources closer to the people and for this to be felt by the citizens, effective public financial management practices are required. From literature reviewed it was established that there are limited studies done on the same hence this study intends to fill the gap by contributing to the existing body of knowledge. Despite the improved legislative and institutional frameworks on public finance management in the last six years, Kenya continues to experience myriad challenges that are not in line with the expected global standard practices thus leading to impoverished service delivery. In addition, this study intends to enhance policy frameworks that streamline prudent management of public resources. The research was anchored on Theory of Participative Budgeting and Agency Theory among others. The study used mixed research design and a purposive sampling technique. The respondents included all accounting officers and directors from county treasuries in the top ten counties selected on the locally collected revenue list as shown in the Office of the Controller of Budget's Annual Budget Implementation Report for financial year 2016/2017. Primary data was collected using a questionnaire whereas secondary data was obtained from Office of Controller of Budget, Office of the Auditor General and County Treasury Offices. The study used both qualitative and quantitative data. While content analysis was used to analyse the qualitative data, Statistical Package for Social Science Version 21 was used to analyze quantitative data that generated both descriptive and inferential statistics. Multiple linear regression analysis was used to establish the effect of public financial management practices on performance of county governments in Kenya. The major finding was that internal control practices that include control activities, control environment and internal audits had the highest significance ($F(1, 210) = 186.715$, p

Kagorora, (2018) investigated internal control system: a managerial tool for financial accountability in public institution. a case of ministry of finance and economic planning. To achieve objective of the study data were gathered through the distribution of one hundred forty three (143) copies of questionnaire to the Directors of Finance and Administrations, Directors of Audit, Budget officers, Accountants and Budget officers. A four Likert scale was used to measure respondent's knowledge and perception on internal controls as a managerial tool for financial accountability. Statistical package for social sciences (SPSS) was used to analyze data and presented in form of mean and standard deviations for each question. Findings on two objectives were highly rated by respondents with average means (internal control operation in MINICOFIN 3.296) and (control procedures established by managers in ensuring financial accountability3.573) respectively. The study recommended that the Ministry of Finance and its agencies should not be complacent about the findings but should work hard to ensure that controls really exist and properly functioning for the better accountability of public resources. The findings however on the second objective is averagely 2.465which is an indication that the Internal control should continue to be built to help run the entity and achieve its aims on ongoing basis to ensure that organization is accountable for its finances and programs to its public. The findings of this study also show that that the financial accountability depends extensively on the strength of the installed system of internal control (r =.632**) and the understanding of it by the employees. People are what make internal control work and they play important roles in making accountability happen. It is along the line of these findings that the study concluded that there is a need for proper education of the employees on the intention of policy creation by the management to ensure value addition and better implementation of new financial guidelines.

Nwaorgu and Alozie (2017) evaluated the credibility of Nigeria's federal budget and its implications for financial accountability. The study employed a descriptive and analytical research design using ex-post facto analysis of secondary data from official budget documents and economic reports. Budget deviation indices and regression analysis were used to assess the relationship between budget credibility and fiscal performance. Key variables included budget deficit to GDP ratio and actual versus projected fiscal performance. The findings revealed that Nigeria's federal budget lacked credibility, with performance falling below international benchmarks, except I the area of fiscal solvency. The study recommended the institutionalization of a gazette "budget performance report" to enhance transparency and accountability. Limitations included reliance on secondary data and the exclusion of subnational budget performance. It was inferred that weak budget credibility undermined financial accountability, as deviations between planned and actual expenditures reduced the reliability of fiscal reporting and eroded pubic trust.

Sunday and lawal (2016) investigated Fiscal Accountability, Resource Management and Sustainable Development in Nigeria. Economic stability forms one of the criteria for measuring sustainable development in any part of the world. Most countries, both developed and developing are conscious of their resources both human and material and ensure their effective management and protection. This is important because every serious government aspires to meet the basic needs of the people through the provision of basic infrastructures and good governance. Nigeria is richly blessed with abundant resources, but more than fifty percent of her population still wallow in poverty. This is not unconnected with lack of fiscal accountability and effective resource management. The paper examined fiscal accountability and resource management and their implication on sustainable development. The paper employed the use of secondary data to source its information. The paper observed that lack of fiscal accountability and resource management were basically responsible for poor governance in Nigeria. The paper posited that effective management and financial accountability be encouraged in public service to enable country achieve a reasonable level of development.

Nwaobia et al (2016) studied internal audit practices and public financial management in rwanda and nigeria: bridging the transparency gap in public sector financial reporting. This paper examined the position of internal audit practices towards enhancing transparency in public financial management and reporting in Rwanda and Nigeria, as key components to agency and stewardship relationships between government and stakeholders. The desk/ analytical review design was adopted. It was discovered that the internal audit function would enhance transparency in public financial management and reporting if the unit is given full autonomy in terms of independence and well equipped with both human capital and relevant infrastructural facilities. In order to attain transparent financial management and reporting in public offices, there should be strict adherence to the nations' constitutional framework in terms of preparation and presentation of financial statements, submission and review as well as timely report of the Auditor-general to the National Assembly Public account committee. Also, the financial statements should be timely published for easy accessibility by the citizens.

Maina, (2016) investigated the role of public financial management practices on service delivery in selected counties: perception of members of county. The study sought to assess the role of public financial management practices on service delivery in selected counties in Kenya. The study sought to attain the following specific objectives: assess the influence of revenue mobilization practices, budgeting practices, auditing practices and regulatory practices on service delivery in selected counties in Kenya (Nairobi, Kiambu and Kajiado). The study was based on systems theory, new public management theory and allocative efficiency theory. Descriptive study design

Wang and Zhao (2012) examined the impact of asset and debt management of financial accountability within public sector organizations. The study utilized a quantitative methodology with a sample of 150 public organizations, employing regression analysis to assess the relationship. The variables included asset management efficiency, debt management effectiveness, and financial accountability indicator such as compliance and reporting standards. Results indicated a strong correlation, with organizations demonstrating effective asset and debt management practices achieving higher financial accountability scores. The findings underscore the necessity for public organizations to focus on these management aspects for enhancing fiscal responsibility. Nevertheless, limitations included a homogeneous sample that may not reflect the diversity of all public sector entities.

Onuorah and Appah (2012) studied accountability and public sector financial management in Nigeria. Nigeria is the sixth largest producer of oil and gas in the world, but the average Nigerian on the street is poor and there is poor infrastructure like power supply, roads, hospitals etc. This study examines the management of public funds in terms of how public office holders give accountability report of their stewardship. Data on total federal government revenue and expenditure, state governments' revenue and expenditure were collected from Statistical bulletin from the Central Bank of Nigeria from 1961-2008. The results were analysed using relevant statistical tools. The findings reveals that the level of accountability is very poor in Nigeria because the attributes of accessibility, comprehensiveness, relevance, quality, reliability and timely disclosure of economic, social and political information about government activities are completely non available or partially available for the citizens to assess the performance of public officers mostly the political office holders. On the basis of these, the paper recommends among others that for accountability to be successful in the management of public funds in Nigeria there must be a reduction in the level of corruption, improving public sector accounting and auditing standards, legislators as champions of accountability and restructure the public accounts committees and the value of money must be applied in the conduct of government business.

Karanja and Ng'ang'a (2014) studied factors influencing implementation of intergrated financial management information system in Kenya Government Ministries. The study was carried out in Ministry of Finance, Meru County.It covered all the management employees' cadres. There are 24 management levels employees in the wholecounty who includes the district accountants, the internal auditors, and the vote book controllers. The studyadopted descriptive research design. The researcher applied correlation analysis to analyze the collected datagenerated by using SPSS, which provided a correlation coefficient between the variables. Inadequate fundingwas highlighted as challenge that is impeding the implementation of IFMIS. The study found that the cost ofimplementation was a challenge. It is therefore recommended that the ministry of finance should increase thebudget for IFMIS implementation in order to roll out the program in all government ministries

Njonde and Kimanzi (2014) studied effect of integrated financial management information system on performance of public sector: a case of Nairobi county government. This study aimed to analyse how the government of Kenya has tackled this problem and how effectively the system in use has succeeded in meeting this objective. The study therefore analysed four variables; financial reporting, budgeting, internal control and implemented government projects to assess the effectiveness of the implemented system. The study used descriptive research design to collect data. To analyse the effectiveness of identified factors on the use of the system, descriptive and inferential statistics were used. The target population of the study was 150 employees from Nairobi County Government. The sample size was drawn from the sections of finance department that includes, budgeting, procurement and internal audits, and at public works department where the financial systems are applied. The primary data was collected through questionnaire with set questions relating to specific objectives of the study. Random sampling technique was applied to get a sample population that was issued with the questionnaires. The study used quantitative and qualitative method of data analysis using descriptive statistics on quantitative data and inferential statistics on qualitative data. Data results and findings were presented in tables and figures. The study found that IFMIS has been effective in financial reporting, budgeting and internal controls as well as implementation of government projects, although there were challenges faced in internal controls. The study revealed that there was a positive relationship between the effectiveness of IFMIS on public financial management and the independent variables; financial reporting, budgeting, internal controls and projects as was revealed in the regression analysis. The study concluded that there was a relationship between IFMIS in public finance and financial reporting,budgeting, internal control and government projects as 72.4% of the effectiveness of IFMIS was accounted for by the study independent variables. The relationship gave 95% confidence level of effectiveness. The study recommended that the IFMIS be enhanced and improved at system development level so that it gives real figure and factor in more functions of operation linked to financial service for better service delivery. The Nairobi County Government should consider prioritizing on improvement of internal controls module of the system as this presents and manages all other finance management functions.

Osho and Afolabi (2014) studied the effects and effectiveness of accountability and transparency in government sectors. The study examined and ascertained the extent to which accountability, effectiveness and efficiency mechanism are being promoted and the problems that serve as hindrances to this in Ekiti State. All the data used were both the primary and secondary. Data were primarily gathered through questionnaires administered to the employees of the Nigerian Government Enterprises selected from ministries of Health, Education, Agriculture and Finance sectors at all levels of management. Secondary data were obtained through various magazines of professional associations in Nigeria, journals, newspaper and text books etc and mostly through the internet. Cross tabulation and chi-square were used to analysed the data and the study revealed that the internal control system in the state are very weak, accountability are as well ineffective due to political interference. Base on the findings, effective internal control systems that are free from interference will be needed. This will require political will at both the federal, state and local government areas.

Samuel, (2014) investigated financial management practices, financial accountability and value for money performance of the capitation grant. The study was guided by the objectives to examine the status of financial management practices (FMPs), financial accountability and Value for Money Performance of the capitation grant and to examine the relationship between the study variables. A cross sectional research design of both quantitative and qualitative approaches was selected for this study. Both primary and secondary data sources were used. Data was collected using a self administered close ended questionnaire, Interview guide and review of the selected documents and periodic reports. Collected data was sorted, edited and analyzed using a Statistical Package for Social Scientists (SPSS), in which Descriptive statistics, Factor Analysis, Correlation and Regression tests were all run to establish the status and relationship between the study variables. The findings of the study revealed a positive and significant relationship between Financial Accountability (FA) and Value for money ($r = 0.681$, $p < 0.01$) and regression results showed that the model explains 43.0% of the variations in VFM performance of the USE Capitation Grant. Having known the significance of FMP and FA, the researcher recommended that USE Schools need to ensure for continuous review of FMPs and FA in operation in order for the government of Uganda to achieve VFM performance of Capitation Grants in the USE Schools.

A census approach was applied in this study. The population targeted in this study was all the 248 MCAs in the three counties of Nairobi, Kiambu and Kajiado. This study was a census of the 248 MCAs since the population was small and accessible. Questionnaire method was utilized to collect data in this study. To ensure that the questionnaires were reliable and valid, a pilot study was conducted with 10 respondents from Machakos County. Drop and pick later method was applied to administer the questionnaire. The study applied descriptive statistics, correlation and regression analyses to analyze the data collected. SPSS was used to conduct the analysis. Results were presented in graphs and tables. The results indicated that budgeting and stakeholder participation practices and regulatory practices had a positive effect on service delivery in the counties. Results however revealed that revenue mobilization and spending practices and auditing and forensic accounting practices had an insignificant effect on service delivery in the three counties.

Allen et al (2013) studied comprehensive review of fiscal frameworks and budget institutions, implicitly addressed budget credibility and its link to financial accountability. While not a single empirical study with a specific sample, their work synthesized findings from numerous studies across various countries, using a qualitative comparative methodology. They identified key budgeting practices, when aligned with transparent implementations mechanisms, contributed to enhanced financial accountability, although systemic barriers continued to limit their full potential. Budget credibility, defined as the extent to which actual budget outcomes align with original budget plans, is a cornerstone of sound public financial management. When budgets are credible, they serve as reliable planning tools and provide a clear basis for assessing government performance. This, in turn, directly impacts financial accountability, as a credible budget allows for effective oversight, performance evaluation, and the holding of public officials responsible for the use of resources. This empirical review examines the intricate relationship between budget credibility and financial accountability, drawing upon verifiable journal articles.

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Schick (2013) studied influential work on the challenges of public financial management, explored the concept of "fiscal illusion" and its connection to budget credibility and accountability. While primarily a conceptual and analytical piece, it drew on observations from various countries to highlight how a lack of budget credibility can lead to an uniformed public and reduced accountability. The central argument was that when budgets are not credible (e.g, due to unrealistic revenue forecasts or underestimated expenditures), they obscure the true cost of government operations, thereby undermining the public's ability to hold officials accountable. The implications were that improving budget realism and transparency is crucial for fostering informed public debate and strengthening democratic accountability. This analysis, while insightful in highlighting the conceptual link, did not offer new empirical evidence from a specific study or sample. Therefore, direct empirical investigation into the psychological and behavioral aspects of fiscal illusion in relation to budget credibility would be beneficial.

Andrews (2013) explored the relationship between budget credibility and financial accountability in developing countries using a cross-country comparative analysis. The study utilized secondary data from 45 countries budget execution reports and financial audits over five years. Key variables included budget credibility measured by the variance between approved and actual budgets and financial accountability assessed through audit compliance rates, findings indicated that higher budget credibility significantly improved financial accountability, as reliable budgets provided a clearer framework for monitoring and evaluating financial performance. The study, however, acknowledged the limitation of data reliability due to inconsistencies in reporting standards across countries. It was observed that budget credibility serves as a critical foundation for financial accountability by reducing ambiguities in fiscal oversight.

John (2011) studied Rwanda's public financial management systems and accountability in the ministry of education. The study was carried out based on three specific objectives, i.e.; to identify the financial management systems used in public institutions in Rwanda, to determine the efforts towards accountability in Rwanda's public institutions, and to identify the relationship between financial management systems and accountability in Rwanda's public institutions. The study was in form of a descriptive correlation design, to describe and analyze the condition of the areas being studied as it was at the time. The study population comprised of 172 employees of the Ministry of Education and other affiliate agencies, from which a study sample of 120 respondents was chosen, using Purposive sampling method. Questionnaires were used in collecting both primary and secondary data. The collected data was analyzed using both qualitative and quantitative methods. The findings showed that there was a generally strong agreement on the credibility of the budget, comprehensiveness and transparency, policy based budgeting, predictability and control in budget execution, accounting, recording and reporting as well as external scrutiny and audit being important elements in the financial management systems in public institutions in Rwanda. In addition, the study findings also showed that there is agreement on privatization, contracting out and granting of concessions to private entities as positive efforts towards accountability in Rwanda's public institutions. The study found out that there is a strong correlation between financial management systems and accountability. The researcher concluded that weak public financial management systems are highly likely to compromise the ability of a country to uphold accountability by increasing the vulnerability to corruption risks.

Alt and Lassen (2006) investigated the relationship between fiscal transparency and government bond yields, indirectly touching upon financial accountability, using a sample of 36 developed and developing countries. Their methodology involved a cross-country regression analysis, with fiscal transparency measures (e.g, availability of budget documents, independent fiscal institutions) as key independent variables, and government bond yields as the dependent variable, serving as a proxy for market perceptions of fiscal risk and by extension, financial accountability. The study found that higher levels of fiscal transparency were associated with lower government bond yilds, suggesting that transparent fiscal strategies and budgeting practices lead to greater market confidence and improved financial accountability. The study's reliance on bond yields as a primary indicator of accountability may not fully capture the multi-dimensional aspects of financial accountability, such as internal controls and audit effectiveness. Furthermore, the inclusion of a diverse set of countries, while beneficial for generalizability, might have introduced heterogeneity that could obscure more nuanced relationships within specific economic contexts.

Web metric Analysis: Financial Management and Accountability in Anambra State Ministries, Department and Agencies in Nigeria

S/No	Authors & Da	Topic	Variables	Methodology	Findings	Gap in Literature
1	Abbasov (2025)	Effectiveness of Performance-Based Budgeting (PBB) in Enhancing Financial Accountability	Independent: Performance-Based Budgeting (PBB); Dependent: Financial accountability (budget variance, cost per service unit, reporting frequency, data timeliness & accuracy); Control: Agency size, baseline performance, economic conditions	Mixed-methods approach combining quantitative financial report analysis from 75 agencies (2010–2020) and qualitative interviews with 45 managers; regression and difference-in-differences (DiD) analysis applied.	PBB significantly reduced budget variance (8.3% to 7.0%), lowered cost per service unit by 11%, and increased performance reporting by 25%. Leadership and IT systems improved data accuracy by up to 40%	Conducted in developed countries; large cross-jurisdictional agencies. Current study focuses on Nigerian state ministries (Anambra) using descriptive survey design rather than DiD framework.
2	Islam (2025)	Public Budgeting Strategies and Fiscal Transparency in Developing Economies	Independent: Budgeting reforms (Participatory Budgeting, PBB, Gender-Responsive Budgeting, Donor-driven initiatives); Dependent: Fiscal transparency, institutional accountability	Systematic literature review of 94 studies using PRISMA 2020 guidelines; thematic synthesis across budgeting reform models.	Budgeting innovations improved service delivery and transparency but effectiveness varied by region. Key challenges include weak capacity, political resistance, donor dependency, and limited digital integration.	Literature review study; lacks primary empirical data. Current study provides field-based evidence from 20 Anambra State ministries.
3	Ridhawati & Ahmad (2025)	Accountability of Financial Management in District Government in Banggai Regency	Independent: Financial management practices (planning, implementation, reporting, decentralization, SOPs, SIPD system); Dependent: Financial accountability	Qualitative research using interviews and observations; data analyzed using Miles and Huberman interactive model.	Financial reporting compliance exists, but accountability varies due to weak internal controls, limited technical capacity, and insufficient transparency. Stronger oversight and community participation recommended.	Conducted in Indonesia; qualitative approach only. Current study applies descriptive survey in Nigerian MDAs for broader quantitative generalization.

4	Batt (2025)	Systematic review of budgeting practices	Independent: Participative budgeting, budgetary slack, beyond budgeting; Dependent: Financial accountability, reporting accuracy, managerial control	Systematic literature review of 59 studies (2003–2023); Thematic analysis	Beyond budgeting enhances responsiveness and accountability, but limited practical adoption	Focused on global literature review rather than primary data. Did not examine Nigerian MDAs or use descriptive survey design. Current study collects primary data from 20 Anambra MDAs.
5	Adegbayibi & Apeko (2025)	Cash Management Policies and Accountability in Federal MDAs in Ondo State, Nigeria	Independent: Treasury Single Account (TSA), GIFMIS, IPPIS; Dependent: Accountability	Survey research using questionnaires from 150 directors and heads of MDAs; purposive sampling; OLS regression analysis applied.	TSA (β = 0.5703), GIFMIS (β = 0.7115), and IPPIS (β = 0.6301) significantly and positively influenced accountability. Stronger policy enforcement recommended.	Focused on federal MDAs in Ondo State. Current study focuses on state-level ministries in Anambra State and broader financial management dimensions.
6	Ismail et al. (2025)	Public Financial Management Reforms and Government Accountability in Nigeria	Independent: MTEF, TSA, Procurement Reforms (PRF); Dependent: Government accountability	Descriptive survey of 221 MDA management staff; data analyzed using PLS-SEM.	MTEF and PRF positively improved accountability, while TSA showed limited impact. Enhanced budget planning and procurement oversight recommended.	Focused on federal MDAs in Ondo State. Current study focuses on state-level ministries in Anambra State and broader financial management dimensions.
7	Obidike & Onoura (2025)	Digital Transformation and Public Sector Accountability in Nigeria	Independent: IPPIS adoption, TSA adoption; Dependent: Accountability and transparency	Survey design anchored on Institutional Theory; data analyzed using Friedman's Two-Way ANOVA.	IPPIS and TSA significantly improved accountability and reduced payroll fraud. Expansion of IPPIS to state and local governments recommended.	Used PLS-SEM and convenience sampling. Current study uses descriptive survey across defined 20 ministries in Anambra State.
8	Eneje et al. (2024)	Accountability and budget implementation in Nigeria health sector	Independent: Budget allocation mechanisms, implementation challenges, budget credibility; Dependent: Financial	Structured questionnaires; Descriptive statistics & hypothesis testing	Transparent budget allocation improves accountability; challenges include inefficiency and governance issues	Limited to health sector only. Current study covers all 20 ministries in Anambra State and examines broader financial management variables beyond

			accountability			budget credibility.
9	Kadir et al. (2024)	Digitalized Financial Management Practices and Accountability in Nigerian MDAs	Independent: Digitalized inventory management, digitalized asset management, digitalized budgetary practices; Dependent: Financial accountability	Survey of 233 auditors in the Office of the Auditor-General; Krejcie and Morgan sampling method applied.	Digitalized asset and budgetary practices positively influenced accountability, while inventory digitization had a negative and insignificant effect. Expansion of GIFMIS recommended.	Focused mainly on federal MDAs; limited to digital reforms. Current study examines overall financial management practices in state ministries.
10	Ali-Momoh et al. (2024)	Fiscal Accountability and Financial Management in Nigeria's Public Sector	Independent: Public sector corruption, TSA implementation effectiveness; Dependent: Fund mismanagement (proxy for accountability)	Mixed-methods approach using questionnaires and secondary data from 384 government officials; stratified random sampling; Cronbach's Alpha reliability test.	Corruption significantly increased fund mismanagement, while TSA reduced financial leakages. Stronger anti-corruption policies and transparency reforms recommended.	Focused on auditors (AoGF staff) rather than ministry staff. Current study surveys personnel directly within Anambra State ministries.
11	Tolyemi et al. (2024)	Effects of IPSAS on Accountability and Transparency in Nigeria	Independent: IPSAS implementation; Dependent: Accountability and transparency	Survey design using 311 questionnaires administered to accountants, auditors, and administrative officers in MDAs; descriptive statistics, ordinal logistic regression, and Mann-Whitney-U test applied.	IPSAS implementation positively improved accountability and transparency through timely record keeping, better disclosure, improved audit outcomes, and enhanced financial reporting relevance.	Limited focus on local government implementation; lacks long-term impact evaluation across all Nigerian states
12	Olemija & Samuel (2024)	Budgetary Control Systems and Financial Accountability in Ondo State MDAs	Independent: Budget planning and budgetary control systems; Dependent: Financial accountability	survey of 151 budget officers using structured questionnaires; correlation analysis applied.	Strong positive correlation between budgetary control systems and financial accountability ($r = 0.8765$; $p = 0.001$). Improved budget planning enhances	Study restricted to one state; lacks causal analysis and comparative cross-state evidence

					accountability.	
13	Onimawo & Omoregie (2024)	Budgeting Reforms and Public Sector Accountability in Nigeria	Independent: Financial regulations, revenue and expenditure management reforms; Dependent: Public sector accountability	Library-based survey of textbooks, journals, conference papers, and secondary literature.	Budgeting reforms and financial regulations significantly improve accountability in Nigeria's public sector.	Absence of empirical data and quantitative validation; limited real-world institutional assessment.
14	Agbaje & Oladutire (2023)	Financial Control and Accountability in Nigerian Public Sector	Independent: Financial control components (segregation of duties, proper account management, supervision); Dependent: Accountability	survey of 200 respondents across selected MDAs; robust regression analysis used due to heteroskedasticity	Financial control strategies such as segregation of duties, account management, and supervision significantly improved accountability.	Limited sectoral coverage; lacks analysis of technology-based financial control systems.
15	Ogbeide (2023)	IPSAS Implementation and Quality of Financial Reporting in Ondo State MDAs	Independent: IPSAS implementation; Dependent: Financial reporting quality	Survey of 200 accountants and internal auditors using Likert-scale questionnaires; descriptive statistics and simple linear regression applied.	IPSAS implementation is partial but has a positive and significant effect on financial reporting quality.	Limited geographical scope; does not examine barriers to full IPSAS adoption nationwide.
16	Musiega et al. (2023)	Budget Monitoring, Accountability, and Efficiency in County	Independent: Budget monitoring & accountability mechanisms; Dependent: Health system efficiency	Qualitative design using interviews (n = 70) and document review; thematic analysis applied.	Weak budget monitoring reduced efficiency and enabled misappropriation, while strong accountability improved decision-making and budget execution	Limited quantitative performance metrics; findings confined to health sector and Kenyan context.
17	Nicholaus et al. (2023)	Facility Financial Accounting and Reporting Systems (FFARS) and Accountability in Tanzania	Independent: FFARS adoption; Dependent: Transparency & accountability in financial management	Mixed-methods convergent design; surveys and interviews conducted with school heads and education officials; Cronbach Alpha used for reliability.	FFARS improved transparency, accountability, and financial record-keeping among school administrators.	Small sample size; limited generalizability beyond municipal-level education institutions.
18	Mekar (2023)	Public Sector Accounting Practices	Variables identified across clusters: Innovation,	Bibliometric analysis using VOSviewer on 840 scholarly	Six thematic clusters identified, emphasizing	Lacks empirical country-specific studies; limited focus on practical

		and Accountability: A Bibliometric Review	accrual reforms, forensic accounting, information systems, corruption control	articles published in the last decade.	accounting reform, transparency, forensic accounting, information systems, corruption control, and private-sector practices in public accounting.	implementation outcomes.
19	Yasin & Mokhtar (2022)	Accountability and Transparency in School Financial Management in Malaysia	Independent: Financial management practices; Dependent: Accountability & transparency	Qualitative research using semi-structured interviews and document analysis; thematic analysis conducted with NVivo 12 software.	Found low levels of accountability and transparency due to limited financial management skills among principals; recommended financial training and stronger district oversight.	Limited to selected schools in Kuala Lumpur; lacks quantitative validation and broader national generalization.
20	Edheku et al. (2022)	Public Sector Audit and Public Financial Management in Nigeria	Independent: Public sector audit; Dependent: Fraud control, internal control quality, financial reporting credibility	survey design using 162 valid questionnaires; hypotheses tested using Chi-square statistical tool.	Found a significant relationship between public sector audit and fraud control, internal control quality, and financial reporting credibility. Recommended training to strengthen audit capacity.	Limited analytical techniques; lacks causal modeling and sector-specific audit performance evaluation.
21	Muhammad et al. (2022)	Fiscal decentralization and financial accountability in Indonesia	Independent: Fiscal decentralization; Moderators: Accountability compliance, financial reporting; Dependent: Fraud rate in financial management	Secondary data (412 local governments); WarpPLS	Fiscal decentralization increased fraud; accountability moderated fraud effects	Conducted in Indonesia using secondary data and PLS analysis. Current study focuses on Nigerian state MDAs using descriptive survey design
22	Tuan & Pham (2022)	Fiscal policies and budgetary accountabi	Independent: Fiscal policy approaches; Dependent: Budgetary	Review of 45 empirical studies; Content analysis	Strong fiscal frameworks improve accountability	Literature review study; lacks primary data and Nigerian context. Current study

		lity.	accountability			provides field-based evidence in Anambra MDAs.
23	Abebe (2022)	Asset-liability management and financial performance of MFIs	Independent: Net loan portfolio, deposits, borrowings; Dependent: ROA (proxy for performance & accountability)	Secondary data from 106 MFIs; Statistical cost accounting method	Net loan portfolio positive; deposits & borrowings negative on ROA	Focused on microfinance institutions and financial performance, not public sector accountability. Current study examines financial management and accountability in government MDAs.
24	Asher et al. (2022)	Budget credibility and accountability in non-profits	Independent: Budget credibility; Dependent: Financial accountability	Survey of 200 non-profits; Regression analysis	Higher budget credibility improves accountability	Restricted to non-profit organizations; lacks public sector and Nigerian state-level focus. Current study centers on Anambra State MDAs.
25	Gichuki & Waithaka (2022)	Budget execution policies and financial accountability in Kenya	Independent: Budget execution compliance; Dependent: Financial accountability	Descriptive design; Sample of 100 institutions	Policy adherence improves accountability	Limited to Kenya's education sector. Current study expands to Nigerian MDAs and broader financial management variables.
26	Jones & Taylor (2022)	Financial training and accountability	Independent: Financial training, asset & debt management; Dependent: Financial accountability	Qualitative study; Thematic analysis of 100 professionals	Financial training enhances accountability	Qualitative and cross-industry focus; lacks government institutional analysis. Current study uses structured survey in public ministries.
27	Castañeda-Rodríguez (2022)	IPSAS implementation and fiscal transparency	Independent: IPSAS adoption (accrual accounting); Dependent: Fiscal transparency & accountability	Cross-sectional data from 70+ countries	PSAS less influential than political participation & media freedom	Cross-country macro study; not specific to Nigerian MDAs. Current study provides localized empirical evidence in Anambra State
28	Olaoye (2021)	Financial Control Practices and Accountability in Nigeria's	Independent: Financial control practices; Dependent: Accountability & responsibility	Cross-sectional survey of 337 finance staff in Lagos and Ogun States; SPSS regression analysis	Financial control significantly improved accountability (Adj. R^2 = 0.468) and	Focus limited to two states; insufficient exploration of digital financial control mechanisms.

		Public Sector		conducted.	responsibility (Adj. $R^2 = 0.141$). Strengthening physical control systems recommended.	
29	Oladele et al. (2021)	Public Financial Management Tools and Financial Performance in Nigeria	Independent: TSA, GIFMIS, IPPIS; Dependent: Financial performance	Descriptive survey using structured questionnaires; descriptive and correlational analysis applied.	TSA, GIFMIS, and IPPIS significantly influenced financial performance. IPPIS faced resistance despite reducing payroll anomalies.	Does not measure accountability or transparency outcomes; limited institutional impact assessment.
30	Igbokwe-Ibeto et al. (2021)	Treasury Single Account (TSA) and Transparency in Nigeria	Independent: TSA policy; Dependent: Transparency & accountability	Conceptual and policy review based on New Public Management framework and secondary data sources.	TSA improved transparency but faced institutional and political challenges; recommended gradual implementation and stronger institutional autonomy.	Lacks empirical quantitative evidence; limited operational impact measurement.
31	Orji et al. (2021)	Debt financing and firm performance in Nigeria	Independent: Long-term debt, short-term debt, preferred stock; Dependent: ROE (performance & accountability proxy)	Ex-post facto design; OLS regression	Debt financing positively affects performance	Focused on listed firms and financial performance, not public sector accountability. Current study examines government ministries and accountability.
32	Rotinsulu et al. (2021)	Budget participation, transparency & accountability	Independent: Budget participation, transparency, internal control; Dependent: Accountability & financial performance	Survey (209 respondents); SEM analysis	Budget participation & internal control positively influence accountability	Conducted in Banggai District (Indonesia). Current study focuses on Nigerian MDAs with descriptive survey design rather than SEM.
33	Yang & SFO (2021)	Budget credibility and financial accountability in China	Independent: Budget credibility (transparency, reliability, realism); Dependent: Financial accountability	Survey of 102 municipalities	Positive correlation between credibility and accountability	Single-country focus (China). Current study provides evidence from Nigerian state ministries with broader financial management scope.

34	Jansen & Kuipers (2021)	Control systems in budget execution and financial accountability	Independent: Degree of control in budget execution & accounting practices; Dependent: Financial accountability	Mixed methods; Survey of 150 financial managers; Interviews with 15 heads	Strong correlation between control systems and improved accountability	Conducted outside Nigeria and used mixed methods. Current study focuses specifically on Anambra State MDAs and adopts purely descriptive survey design.
35	Arifiyanto (2021)	Accountability, transparency, budget participation and managerial performance (Good University Governance)	Independent: Accountability, transparency, budget participation; Intervening: Budget effectiveness; Dependent: Managerial performance	Quantitative; SEM (AMOS); Sample of 162 respondents	Accountability and transparency influence budget effectiveness; accountability did not directly affect managerial performance	Focused on university governance (education sector) rather than public ministries. Used SEM, unlike current study's descriptive survey design.
36	Ali & Fidrmuc (2021)	Fiscal transparency and financial accountability in developing countries	Independent: Fiscal transparency; Dependent: Financial accountability	Mixed methods; Surveys and interviews	Greater fiscal transparency significantly improves financial accountability	Cross-country comparative study; lacks state-level Nigerian focus. Current study provides localized empirical evidence in Anambra State MDAs.
37	Toh et al. (2020)	External auditing, legislative scrutiny and financial accountability in Malaysia	Independent: External audit quality, legislative scrutiny; Dependent: Financial accountability	Mixed methods; Survey of 150 public employees	High-quality audits improve legislative oversight and accountability	Conducted in Malaysia and focused on audit and legislative scrutiny only. Current study covers broader financial management variables within Nigerian MDAs.
38	Olofu & Alabi (2020)	Fiscal policy strategy and financial accountability in Nigeria	Independent: Fiscal policy effectiveness, budget adherence; Dependent: Financial accountability	Quantitative; Survey of 150 public sector employees	Effective fiscal strategies significantly enhance accountability	Nigerian-based but not state-specific; broader public sector focus. Current study narrows focus to Anambra State MDAs (20 ministries).
39	Salamanca & Dassen (2020)	Legislative scrutiny and financial accountability in Latin America	Independent: Legislative scrutiny responsiveness; Dependent: Reduction in fiscal irregularities	Mixed methods; Audit report analysis and interviews in 5 countries	Legislative scrutiny reduces fiscal irregularities and improves transparency	Focused on legislative bodies in Latin America; not Nigerian context. Current study examines internal financial management

			(accountability)			practices within Anambra State MDAs.
40	Oladapo & Afolabi (2020)	Internal control systems and financial reporting quality in Nigeria (Private Sector)	Independent: Internal control comprehensiveness; Dependent: Financial reporting quality (accountability proxy)	Quantitative; 200 firms; Regression analysis	Strong internal controls significantly improve financial reporting quality and accountability	Focused on private sector firms rather than public MDAs. Current study examines financial management and accountability in Anambra State government ministries.
41	Hall & Yawson (2020)	Budget credibility and financial accountability in UK public sector	Independent: Budget credibility (adherence, accuracy); Dependent: Financial accountability	Mixed methods; Survey of 150 entities; Interviews	Higher budget credibility strengthens accountability mechanisms	Conducted in UK context; self-reported data. Current study provides Nigerian state-level evidence (Anambra) using descriptive survey design.
42	Smith & Lee (2020)	Asset and debt management and financial accountability in SMEs	Independent: Asset & debt management practices; Dependent: Financial accountability	Mixed methods; 200 SMEs; Surveys & interviews	Strong asset/debt management enhances accountability	Focused on SMEs, not public ministries. Current study centers on public sector MDAs in Nigeria.
43	Johnson & Kettel (2019)*(European Union Countries)*	Fiscal Rules, Budget Transparency, and Financial Accountability	Independent: Fiscal rule stringency; Dependent: Budget transparency & accountability	Quantitative panel data analysis over 15 years using Open Budget Index and fiscal rule indicators.	Found positive correlation between strong fiscal rules and higher budget transparency; modest effect on accountability.	Focused only on developed EU countries; limited applicability to developing economies.
44	Ogbuagu & Onoura (2019)	IPSAS Adoption and Accountability in Nigerian Public Sector	Independent: IPSAS adoption; Dependent: Accountability & transparency	Survey design with primary data; Wilcoxon statistical test applied.	IPSAS adoption significantly improved accountability, transparency, and financial reporting quality. Recommended enforcement of IPSAS and anti-corruption measures.	Limited institutional coverage; lacks longitudinal and post-implementation performance assessment.
45	Paymaster & Ayodeji (2019)	Accountability and Public Sector Financial	Independent: Revenue & expenditure disclosure; Dependent:	Secondary data analysis using CBN Statistical Bulletin (1961–2008); relevant	Accountability in Nigeria was found to be very poor due to weak	Outdated dataset; lacks micro-level institutional evidence and modern

		Manageme nt in Nigeria	Accountability level	statistical tools applied.	transparency, accessibility, and reliability of government financial information.	governance reforms.
46	Ohemeng & Anebo (2019)	Budget credibility and financial accountabi lity in Ghana	Independent: Budget credibility variance; Dependent: Audit compliance & corruption perception	Mixed methods; 120 ministry officials; Interviews & report review	Higher budget credibility improves accountability; political interference weakens outcomes	Ghanaian context; limited to budget credibility. Current study examines broader financial management dimensions in Anambra MDAs.
47	Akinwunmi & Akinola (2019)	Financial Control and Accountab ility in Nigerian Public Sector	Independent: Financial controls; Dependent: Accountability	Case study of Federal Medical Centre, Owo; survey of 40 audit/account staff; Chi-square and regression analysis applied.	Financial controls and accountability were found to be effective; positive relationship between revenue and expenditure observed.	Small sample size; limited generalizability across Nigerian public institutions.
48	Avery & Obah (2018)	Internal control and internal audit on accountabi lity in Nigeria	Independent: Internal audit, risk assessment; Dependent: Accountability	Survey; Bayelsa State Board of Internal Revenue; Regression	Internal audit significantly improves accountability	Focused on one agency in Bayelsa State. Current study covers all 20 ministries in Anambra State for broader generalization.
49	Effah & Mensah (2018)	Internal controls, budget execution and accountabi lity in Ghana	Independent: Internal controls; Dependent: Budget adherence & reporting quality	Survey; 250 public employees; Quantitative analysis	Strong internal controls reduce budget deviations and enhance accountability	Ghanaian public sector focus; limited generalizability. Current study provides evidence specific to Anambra State MDAs.
50	Grossi & Soverchia (2018)	Public asset manageme nt practices and accountabi lity in Italy	Independent: Asset management practices; Dependent: Reporting quality & audit outcomes	Mixed methods; Survey of 150 municipalities; Case studies	Effective asset management improves financial reporting and accountability	Italian municipalities context; not Nigerian state ministries. Current study focuses on Anambra State MDAs.
51	Hossain & Jha (2018)	Legislative oversight, external audit and financial accountabi lity in Banglades h	Independent: Legislative oversight & audit quality; Dependent: Financial accountability	Qualitative; Interviews with 25 policymakers	Strong oversight enhances audit effectiveness and accountability	Qualitative and country-specific (Bangladesh). Current study adopts descriptive survey design in Nigerian state ministries.

52	Munyao (2018)	Financial Management Practices and Financial Sustainability of Nakuru County Government, Kenya	Independent: Budget management, financial control, governance; Dependent: Financial sustainability	Descriptive survey of 84 finance-related staff; census method; questionnaires analyzed using SPSS with descriptive and inferential statistics.	Financial controls, governance, and value management significantly improved sustainability, while budget management had weak and insignificant effect.	Limited to one county; lacks longitudinal analysis and national comparability
53	Ya'acob (2018)	Transparency and Accountability in Public Sector Financial Management in Malaysia	Independent: Financial management system transparency; Dependent: Accountability index	Interviews and questionnaires administered to auditors and accounting officers; conceptual policy-driven study.	Highlights governance weaknesses and the need for improved monitoring and anti-corruption frameworks.	Lacks empirical statistical validation and practical implementation assessment.
54	Cheruiyot (2018)	Public Financial Management Practices and Performance of County Governments in Kenya	Independent: Budgeting, internal control, procurement; Dependent: County performance	Mixed-methods design using surveys and secondary data; multiple regression analysis applied.	Internal control practices had the highest significant impact on county performance	Focused on top revenue-performing counties; may not reflect lower-capacity counties.
55	Kagorora (2018)	Internal Control System as a Managerial Tool for Financial Accountability	Independent: Internal control systems; Dependent: Financial accountability	Survey of 143 finance, audit, and budget officers using Likert scale; SPSS descriptive analysis applied.	Strong internal controls significantly enhanced financial accountability (r = .632); staff understanding influenced effectiveness.	Single-institution case study; lacks cross-institutional comparison.
56	Nwaorgu & Alozie (2017)	Budget credibility and financial accountability in Nigeria (Federal Level)	Independent: Budget deviation indices; Dependent: Fiscal performance & accountability	Descriptive & analytical design; Ex-post facto; Secondary data; Budget deviation indices & regression	Nigeria's federal budget lacked credibility; deviations weakened fiscal accountability	Focused on federal budget using secondary data only; excluded subnational governments. Current study provides primary survey evidence from Anambra State ministries (state-level).
57	Sunday & Lawal (2016)	Fiscal accountability,	Independent: Resource management;	Secondary data analysis	Lack of fiscal accountability leads to poor	Conceptual/secondary data study; no primary empirical

		resource management and sustainable development in Nigeria	Dependent: Sustainable development		governance and underdevelopment	evidence. Current study provides primary data from 20 Anambra State ministries.
58	Nwaobia et al. (2016)	Internal Audit Practices and Public Financial Management in Rwanda and Nigeria	Independent: Internal audit autonomy; Dependent: Transparency & accountability	Desk and analytical review of public financial management systems in both countries.	Internal audit improves transparency if autonomy, independence, and resources are strengthened.	No primary empirical data; lacks institution-level impact measurement.
59	Maina (2016)	Public Financial Management Practices and Service Delivery in Kenyan Counties	Revenue mobilization practices, Budgeting practices, Auditing practices, Regulatory practices. Dependent Variable: Service delivery	Descriptive census survey of 248 county assembly members; SPSS correlation and regression analysis applied.	Budgeting, stakeholder participation, and regulatory practices improved service delivery, while revenue mobilization and auditing had insignificant effect.	Focused on selected counties; lacks broader institutional and financial performance indicators.
60	Osho & Afolabi (2014)	Accountability and Transparency in Government Sectors in Ekiti State, Nigeria	Independent: Internal control system, transparency mechanisms; Dependent: Accountability & efficiency	Primary and secondary data; questionnaires administered across multiple ministries; Chi-square and cross-tabulation analysis.	Found weak internal control systems and ineffective accountability due to political interference. Recommended stronger political commitment to accountability reforms.	Limited to one state; lacks quantitative evaluation of accountability performance outcomes.
61	Karanja & Ng'ang'a (2014)	Factors Influencing Implementation of IFMIS in Kenya Government Ministries	Independent: IFMIS funding & cost; Dependent: Implementation success	Descriptive research design; survey of 24 management staff; correlation analysis using SPSS.	Inadequate funding and high implementation costs hindered IFMIS rollout. Recommended increased government budget allocation for IFMIS.	Limited to one county; does not assess IFMIS impact on accountability or financial performance outcomes.
62	Njonde & Kimanzi (2014)	Effect of IFMIS on Public Sector	Independent: Financial reporting, budgeting,	Descriptive design; survey of 150 employees; quantitative and	IFMIS significantly improved financial	Focused on one county government; limited national

		Performance in Nairobi County Government	internal control; Dependent: IFMIS effectiveness	qualitative analysis using descriptive, inferential, and regression statistics.	reporting, budgeting, internal controls, and project execution. 72.4% of IFMIS effectiveness explained by study variables.	generalizability and long-term impact assessment.
63	Samuel (2014)	Financial Management Practices, Accountability, and Value for Money in Uganda's Capitation Grant	Independent: Financial Management Practices (FMPs), Financial Accountability (FA); Dependent: Value for Money (VFM) performance	Cross-sectional mixed-methods design; questionnaires, interviews, document review; SPSS analysis (correlation and regression).	Found a strong positive relationship between financial accountability and value-for-money (r = 0.681). Model explained 43% of VFM variation.	Context limited to Uganda's education sector; lacks broader public-sector comparability.
64	Allen et al. (2013)	Fiscal frameworks, budget institutions and accountability	Independent: Budget credibility, fiscal frameworks, transparency mechanisms; Dependent: Financial accountability	Qualitative comparative synthesis of multiple country studies	Strong fiscal frameworks and credible budgets enhance accountability	Conceptual and synthesis-based; lacks specific empirical sample. Current study offers empirical field data from Anambra State MDAs.
65	Schick (2013)	Fiscal illusion, budget credibility and accountability	Independent: Budget realism & transparency; Dependent: Public accountability	Conceptual/analytical approach; Cross-country observations	Lack of budget credibility creates fiscal illusion and weakens accountability	Purely conceptual without empirical testing. Current study provides empirical survey evidence from 20 ministries.
66	Andrews (2013)	Budget credibility and financial accountability in developing countries	Independent: Budget credibility (variance between approved & actual budgets); Dependent: Financial accountability (audit compliance rates)	Secondary data; 45 countries; Comparative analysis of budget execution reports & audits	Higher budget credibility improves financial accountability	Cross-country macro study; potential data inconsistency issues. Current study focuses on specific state-level MDAs in Nigeria using primary data.
67	Onuorah & Appah (2012)	Accountability and Public Sector Financial Management in Nigeria	Independent: Revenue & expenditure reporting; Dependent: Accountability	Secondary data from CBN Statistical Bulletin (1961–2008); relevant statistical analysis applied.	Found very poor accountability in Nigeria due to lack of accessibility, transparency, reliability, and	Uses outdated data; lacks institution-level and contemporary accountability performance assessment.

					timely disclosure of government information. Recommended reducing corruption and improving public sector accounting and auditing standards	
68	Wang & Zhao (2012)	Asset and debt management and financial accountability in public sector organizations	Independent: Asset & debt management; Dependent: Financial accountability	Quantitative design; Sample of 150 public organizations; Regression analysis	Effective asset and debt management significantly improves financial accountability	Study is not Nigerian-based. It focuses broadly on public organizations without state-level ministry focus. Current study examines financial management practices specifically in 20 Anambra State MDAs using descriptive survey design.
69	John (2011)	Public Financial Management Systems and Accountability in Rwanda's Ministry of Education	Independent: Budget credibility, transparency, policy-based budgeting, audit systems; Dependent: Accountability	Descriptive correlational design; purposive sampling of 120 respondents; qualitative and quantitative analysis.	Found strong positive relationship between financial management systems and accountability. Weak PFM increases corruption vulnerability.	Sector-specific focus; lacks cross-sector and cross-country comparative analysis.
70	Alt & Lassen (2006)	Fiscal Transparency and Government Bond Yields (Cross-Country Study)	Independent: Fiscal transparency indicators; Dependent: Government bond yields (proxy for fiscal risk/accountability)	Cross-country regression analysis using fiscal transparency indicators and bond yield data across 36	Higher fiscal transparency significantly reduced bond yields, indicating improved fiscal credibility and accountability.	Bond yields may not fully capture multidimensional accountability; cross-country heterogeneity limits contextual depth.

Source: Author's Compilation

Summary of Empirical Reviewed / Gap in Literature

According to extant empirical literature reviewed, some of the empirical works were done in developed countries. For instance, the study of Hall & Yawson (2020), in United Kingdom, Toh et al. (2020) in Malaysia, Salamanca & Dassen (2020) in United States, Yang & SFO (2021) in China, Muhammad et al. (2022), Wang & Zhao (2012) in India, Grossi & Soverchia (2018) in Italy, Hossain & Jha (2018) in Bangladesh, Ya'acob (2018), in Malaysia, Yasin & Mokhtar (2022) in Malaysia, Abbasov (2025) in United States, it was also discovered that some of the works were done in developing countries that are outside Nigeria such as, Maina (2016) in Kenya, Samuel (2014) in Uganda, Karanja & Ng'ang'a (2014) in Kenya, Maina (2016) in Kenya, John (2011) in Rwanda, Effah & Mensah (2018) in Ghana, Cheruiyot (2018) in

Kenya, Ohemeng & Anebo (2019) in Ghana, Gichuki & Waithaka (2022), Nicholaus et al. (2023) in Tanzania. It was also discovered that some extant studies have be carried out in Nigeria using either an aspect or all the aspects of cash management. For instance,

Onuorah & Appah (2012), Andrews (2013),Njonde & Kimanzi (2014), Osho & Afolabi (2014), Nwaobia et al. (2016), Sunday & Lawal (2016), Nwaorgu & Alozie (2017), Sunday et al (2024), Allen et al (2023), Kagorora (2018), Avery & Obah (2018), Akinwunmi & Akinola (2019), Paymaster & Ayodeji (2019), Ogbuagu & Onoura (2019), Oladapo & Afolabi (2020), Ali & Fidrmuc (2021), Arifiyanto (2021), Olaoye (2021), Edheku et al. (2022)

Some of the studies carried out empirical study in the banking industry. Also, some extant studies in Nigeria were done using data of firms listed under the Consumer goods, Industrial Goods Sector, and manufacturing firms, those done in public sector were in other states, to the best of our knowledge, only this study focused on financial management practices in ministries, department and agency in Anambra State Nigeria. A significant gap in the existing literature on financial management practices and accountability in the Nigeria public sector is the lack of a comprehensive study that integrates the five pillars of the Institute of Chartered Accountants of Nigeria (ICAN) Accountability Index, namely, policy-based budgeting, budget credibility, management of assets and debts, control in budget execution, accounting and reporting, and external audit and legislative scrutiny. While previous studies have examined these factors individually, there is a dearth need of research that investigates the collective impact of these pillars on financial accountability in the Nigeria public sector. This study has filled this gap by exploring the interrelationships between these pillars and their combined effect on promoting transparency, accountability, and prudent financial management in the Nigerian public sector, thereby providing a more holistic understanding of financial accountability in the context of Nigeria's public sector.

Our gap in literature is based on area of coverage, period covered, variables and methodology adopted.

Conclusion

The reviewed literature demonstrates that effective financial management practices remain fundamental to achieving accountability in public sector organizations. Across the empirical studies examined, budgeting reforms, internal control systems, financial reporting standards, digital financial management platforms, auditing mechanisms, and fiscal transparency consistently emerge as significant determinants of accountability and prudent management of public resources. The literature also suggests that reforms such as the Treasury Single Account (TSA), International Public Sector Accounting Standards (IPSAS), Government Integrated Financial Management Information System (GIFMIS), and Integrated Personnel Payroll Information System (IPPIS) have strengthened transparency and reduced financial leakages within public institutions.

Despite these improvements, the review highlights persistent challenges, including weak institutional capacity, inconsistent policy implementation, inadequate technical competence, poor monitoring, and political interference, which continue to limit the effectiveness of financial management reforms. These constraints indicate that accountability is influenced not only by the existence of financial management frameworks but also by the quality of their implementation and enforcement.

Overall, the reviewed studies provide strong evidence that strengthening financial management practices is essential for improving accountability within Ministries, Departments, and Agencies. They also justify the need for empirical investigation into the effectiveness of these practices within Anambra State MDAs, where ongoing financial management reforms require continuous evaluation to determine their contribution to transparency, fiscal responsibility, and improved public sector governance.

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