

Diffusion Of The Cash Basis International Public Sector Accounting Standard (IPSAS) In Less Developed Countries (LDCS)

Amalia Indah Pratama Mallisa^{1)*}, Haliah²⁾, Andi Kusumawati³⁾
^{1,2,3)} Accounting, Faculty of Economics and Business, Hasanuddin University

*Corresponding Author
Email: indahamalia718@gmail.com

Abstract

The diffusion of the Cash Basis International Public Sector Accounting Standard (IPSAS) in Less Developed Countries (LDCs) reflects the complexities and challenges inherent in global accounting reforms. The method from this research is Qualitative descriptive. As a result, the diffusion of the Cash Basis International Public Sector Accounting Standard (IPSAS) in Less Developed Countries (LDCs) represents a complex interplay of international standards and local realities. One of the central challenges is the discrepancy between the expectations set by international bodies and the practical realities faced by LDCs. The capacity constraints within LDCs further complicate the effective implementation of IPSAS. Resistance to change is another critical factor that impacts the diffusion of IPSAS. The role of international organizations and donor agencies is pivotal in supporting the adoption of IPSAS. The comparative experiences of countries such as Nepal, Bangladesh, and Sri Lanka reveal both the potential benefits and the limitations of IPSAS adoption. The successful diffusion of IPSAS in LDCs requires a comprehensive strategy that addresses the technical, institutional, and cultural barriers to implementation.

Keywords: *Cash Basis IPSAS, Less Developed Countries (LDCs), Public Sector Accounting, Diffusion of Innovation, Institutional Theory*

INTRODUCTION

The diffusion of the Cash Basis International Public Sector Accounting Standard (IPSAS) in Less Developed Countries (LDCs) is a multifaceted process influenced by a range of economic, institutional, and socio-political factors. As a globally recognized framework, Cash Basis IPSAS aims to enhance the transparency, accountability, and comparability of public sector financial reporting. However, the application of these standards in LDCs is often characterized by challenges that stem from the unique economic and institutional environments of these countries. The push for adoption of these standards is often driven by external pressures from international organizations, such as the International Monetary Fund (IMF) and the World Bank, which advocate for standardized financial reporting practices to promote better governance and attract foreign aid. Yet, the extent to which these standards are effectively implemented and institutionalized in LDCs remains a subject of considerable debate (Adhikari et al., 2015).

The theoretical underpinning of the diffusion of Cash Basis IPSAS in LDCs can be explored through the lens of institutional theory and the diffusion of innovation framework. Institutional theory posits that organizations adopt new practices not solely based on their intrinsic value but also to gain legitimacy in the eyes of external stakeholders. In the context of LDCs, the adoption of IPSAS is often seen as a way to align with international norms and secure the approval of global financial institutions. However, this process is not always linear or straightforward, as it is shaped by local contexts, including the existing legal frameworks, administrative capacities, and the prevailing political and economic climate (Rajib et al., 2019). The diffusion of these standards is thus not merely a technical exercise but also a socio-political process that involves negotiation, adaptation, and, at times, resistance.

In many LDCs, the adoption of Cash Basis IPSAS has been met with significant challenges. These include a lack of technical expertise, inadequate infrastructure, and insufficient training for public sector accountants. The standards themselves, which were originally developed in more advanced economies, often do not fully account for the specific financial realities of LDCs. As a result, the implementation of IPSAS in these countries can be superficial, with governments formally adopting the standards but failing to achieve substantive changes in financial management practices. This phenomenon is often referred to as "ceremonial adoption," where the appearance of compliance is prioritized over actual compliance. The case of Nepal, as explored by Adhikari et al. (2015), illustrates how the adoption of IPSAS was driven more by external pressures than by an internal demand for improved financial transparency, leading to a scenario where the standards were adopted but not effectively implemented.

The resistance to the institutionalization of Cash Basis IPSAS in LDCs can be understood through several lenses. One key factor is the existing financial and administrative culture in these countries, which may be deeply entrenched and resistant to change. For instance, in Bangladesh, the institutionalization of IPSAS has been delayed and met with resistance due to the prevailing bureaucratic norms and the lack of political will to fully embrace these reforms (Rajib et al., 2019). Moreover, the adoption of IPSAS often requires significant changes to existing financial reporting systems, which can be costly and resource-intensive. In many LDCs, where financial and human resources are already scarce, the additional burden of implementing these reforms can lead to resistance or, at best, partial adoption.

Another critical aspect of the diffusion process is the role of international organizations and donor agencies. These entities often play a significant role in promoting the adoption of IPSAS in LDCs, providing both financial and technical support to facilitate the implementation process. However, the involvement of these organizations can also be double-edged. While their support is crucial for overcoming the technical challenges associated with IPSAS adoption, it can also lead to a top-down approach where the standards are imposed rather than organically integrated into the existing public financial management systems. This can result in a lack of ownership and commitment to the reforms at the local level, further complicating the institutionalization process (Ouda et al., 2015). The comparative experiences of countries like Nepal, Sri Lanka, and Egypt offer valuable insights into the diffusion of IPSAS in LDCs. While each of these countries has faced unique challenges in adopting and implementing IPSAS, common themes such as the need for capacity building, the importance of local adaptation, and the role of external pressures emerge across their experiences (Ouda et al., 2015). In Nepal, for instance, the adoption of IPSAS was largely driven by the need to align with international donors' requirements, yet the lack of adequate training and technical support has hindered the effective implementation of the standards. Similarly, in Sri Lanka, the adoption process has been slow, with significant gaps between the formal adoption of IPSAS and its practical application in the public sector (Adhikari et al., 2013). These experiences underscore the importance of considering the local context when promoting the diffusion of IPSAS in LDCs, as a one-size-fits-all approach is unlikely to succeed. In addition to the challenges of adoption, the long-term sustainability of IPSAS implementation in LDCs is also a critical concern. Sustaining the reforms initiated by IPSAS adoption requires continuous investment in capacity building, monitoring, and evaluation. However, in many LDCs, the initial momentum generated by external pressures and donor support often wanes over time, leading to a decline in the quality of financial reporting and a reversion to previous practices. This issue is particularly pronounced in countries where the adoption of IPSAS was primarily driven by external factors rather than a genuine internal demand for improved public sector accounting (Adhikari et al., 2015).

The diffusion of IPSAS in LDCs also has broader implications for the governance and accountability of public financial management in these countries. By promoting greater

transparency and accountability, IPSAS has the potential to improve the management of public resources and reduce corruption. However, the realization of these benefits depends on the effective implementation of the standards, which, as discussed, is often hindered by various challenges. Moreover, the focus on IPSAS as a solution to public sector accounting issues in LDCs may overlook other important aspects of public financial management, such as budgeting, auditing, and financial oversight, which also need to be strengthened to achieve comprehensive reforms (Khusru et al.). Furthermore, the adoption of IPSAS in LDCs raises important questions about the appropriateness of global accounting standards in different national contexts. While IPSAS is designed to be applicable to a wide range of countries, its implementation in LDCs has highlighted the need for flexibility and adaptation to local circumstances. The experiences of countries like Pakistan and Bangladesh suggest that a more context-sensitive approach to IPSAS implementation, which takes into account the specific economic, political, and administrative realities of each country, may be more effective in achieving the intended outcomes of these reforms (Miraj & Wang, 2019). This also points to the importance of involving local stakeholders in the reform process to ensure that the standards are not only adopted but also adapted to fit the local context. So, the diffusion of the Cash Basis IPSAS in LDCs is a complex and multifaceted process that is influenced by a range of factors, including external pressures, local capacities, and institutional resistance. While the adoption of IPSAS offers the promise of improved transparency and accountability in public sector financial management, the challenges associated with its implementation in LDCs highlight the need for a more nuanced and context-sensitive approach to these reforms. The experiences of countries like Nepal, Bangladesh, and Sri Lanka illustrate the difficulties of translating global accounting standards into practice in less developed contexts and underscore the importance of considering local realities in the diffusion process. As LDCs continue to grapple with the challenges of IPSAS implementation, it is crucial for policymakers, international organizations, and local stakeholders to work together to address these challenges and ensure that the adoption of IPSAS leads to meaningful improvements in public financial management (Adhikari & Jayasinghe, 2022).

RESEARCH METHODS

This study employs a qualitative descriptive approach, as guided by leading experts in qualitative research such as Sandelowski (2000), Creswell & Poth (2018), and Braun & Clarke (2021). This method is particularly well-suited for exploring the adoption of the Cash Basis IPSAS in Less Developed Countries (LDCs), providing detailed, context-rich insights into the experiences, challenges, and dynamics involved in its implementation.

Research Steps

1. Defining the Research Focus

The research focuses on understanding:

- How public sector stakeholders in LDCs perceive and implement IPSAS.
- The primary challenges encountered during the adoption process and strategies used to address them.
- The influence of external factors, such as international donors and global financial organizations.

Local dynamics affecting the success of IPSAS implementation.

Data Collection

a. Semi-Structured Interviews

- Conducted with public sector officials, financial consultants, auditors, and policymakers in case study countries.
- The interview guide is designed to explore participants' direct experiences with IPSAS adoption.

b. Observations

Observing financial management practices in government institutions adopting IPSAS.

Includes direct observation of training sessions, financial record-keeping processes, and technology use.

c. Document Analysis

- Analysis of official documents such as financial reports, government policies, donor guidelines, and audit reports.
- Helps provide contextual understanding and supports data collected through interviews.

c. Data Analysis

- Coding Phase: Data from interviews and documents are coded thematically using the approach outlined by Braun & Clarke (2021).
- Theme Development: Identifying patterns, themes, and categories such as technical barriers, cultural resistance, or donor influence.
- Data Interpretation: Linking findings to local contexts and relevant theories, such as institutional isomorphism (DiMaggio & Powell, 1983).

RESULT AND DISCUSSION

The diffusion of the Cash Basis International Public Sector Accounting Standard (IPSAS) in Less Developed Countries (LDCs) represents a significant area of study in the realm of public sector accounting. The journey of implementing these standards is a complex one, often fraught with challenges that arise from the interplay between international expectations and local realities. The standard, which aims to enhance transparency and accountability in public financial reporting, has encountered varying degrees of success in different LDCs, reflecting a broader set of factors that influence its adoption and effective implementation.

The adoption of Cash Basis IPSAS in LDCs is largely driven by the pressure from international financial institutions and donor agencies, which advocate for standardized financial reporting as a means to promote good governance and attract aid (Adhikari et al., 2015). These pressures often come in the form of policy recommendations or conditional aid packages that require countries to adopt certain financial management practices. For example, the case of Nepal illustrates how international donors played a crucial role in pushing for the adoption of IPSAS. However, despite the formal adoption of these standards, the practical implementation has been uneven, with significant gaps between policy and practice (Adhikari et al., 2013). This disparity highlights the challenges of translating global accounting standards into effective local practices. One of the primary challenges faced by LDCs in implementing IPSAS is the lack of technical capacity and infrastructure. Many countries in this category struggle with limited human resources, inadequate training programs, and insufficient financial management systems. The case of Bangladesh provides a clear example of these issues, where the institutionalization of IPSAS has been marked by delays and resistance due to the existing bureaucratic structures and resource constraints (Rajib et al., 2019). These challenges underscore the importance of not only adopting the standards but also investing in the necessary infrastructure and capacity-building efforts to support their effective implementation.

Resistance to change is another significant barrier to the successful implementation of IPSAS in LDCs. This resistance can stem from various sources, including entrenched administrative cultures, political instability, and a lack of buy-in from key stakeholders. In many LDCs, the existing financial management practices are deeply rooted and may not align well with the new standards, leading to a reluctance to adopt IPSAS fully (Ouda et al., 2015). For instance, in Sri Lanka, the process of disseminating and institutionalizing IPSAS has faced considerable delays due to political and administrative inertia, as well as a lack of comprehensive training for public sector employees (Adhikari et al., 2013). This resistance highlights the need for a more gradual and context-sensitive approach to implementing these reforms.

The role of international organizations and donor agencies is crucial in shaping the adoption of IPSAS in LDCs. While their support is essential for overcoming technical and financial barriers, it can also create a top-down approach that may not align with local contexts (Miraj & Wang, 2019). In some cases, the imposition of IPSAS without adequate consideration of local conditions can lead to a superficial adoption where the standards are formally adopted but not effectively implemented. This phenomenon, often referred to as "ceremonial adoption," reflects a disconnect between international expectations and local realities. To address this issue, it is important for international organizations to work closely with local stakeholders to ensure that the standards are adapted to fit the specific needs and contexts of LDCs.

The comparative study of countries such as Nepal, Sri Lanka, and Egypt reveals common themes in the diffusion of IPSAS in LDCs. Each of these countries has faced unique challenges in implementing the standards, yet they share some common issues, such as limited technical capacity, resistance to change, and the influence of external pressures (Ouda et al., 2015). In Nepal, for example, the adoption of IPSAS was largely driven by the need to comply with donor requirements, yet the actual implementation has been hampered by a lack of resources and training (Adhikari et al., 2015). Similarly, in Egypt, the adoption process has been slow and uneven, reflecting broader challenges in public sector financial management (Ouda et al., 2015). These comparative insights underscore the need for a nuanced understanding of how local contexts interact with global standards.

Another important aspect of the diffusion process is the impact of IPSAS on national resource allocation and financial management. The adoption of these standards is expected to improve the efficiency and effectiveness of public financial management, leading to better resource allocation and reduced corruption. However, the actual impact of IPSAS on these outcomes varies widely across LDCs. Alessa (2024) explores the effect of IPSAS adoption on resource allocation efficiency in developing countries, highlighting that while there is potential for improved financial management, the actual benefits are often contingent upon the effective implementation of the standards and the broader context in which they are applied.

The sustainability of IPSAS reforms is also a critical concern. The initial momentum generated by the adoption of IPSAS can wane over time, particularly if there is a lack of ongoing support and investment in capacity building. In many LDCs, the long-term sustainability of IPSAS reforms is jeopardized by the absence of continuous training, monitoring, and evaluation (Adhikari & Jayasinghe, 2022). This issue is compounded by the frequent turnover of public sector staff and the lack of institutional memory, which can undermine the continuity and effectiveness of the reforms.

There are another perception from expert opinion:

Broader Dynamics Influencing IPSAS Adoption in LDCs

The diffusion of IPSAS in LDCs reflects broader trends in the globalization of public sector financial management. This process involves not only the technical adoption of standards but also deeper transformations in governance systems, institutional cultures, and the relationship

between local and global stakeholders. To further enrich the discussion, several additional dimensions warrant consideration.

The Role of Institutional Theory in IPSAS Diffusion

Institutional theory provides a useful lens for understanding the adoption of IPSAS in LDCs. According to DiMaggio and Powell's (1983) concept of isomorphism, organizations often adopt similar practices to gain legitimacy rather than operational efficiency. This dynamic is evident in LDCs where governments adopt IPSAS to meet international norms, gain credibility with donors, and attract foreign aid (Heiling et al., 2021). However, this legitimacy-driven adoption can result in ceremonial implementation, where compliance is prioritized over meaningful reform. This theoretical perspective suggests that external pressures from IFIs and donors may drive superficial reforms unless accompanied by genuine internal motivation for change. The challenge lies in balancing the pursuit of international legitimacy with the need for practical, context-specific solutions that address the unique challenges of LDCs.

The Political Economy of IPSAS Implementation

The political economy of IPSAS adoption is a critical, yet underexplored, aspect of its diffusion in LDCs. Political will plays a pivotal role in driving or hindering reforms. In countries with strong governance structures, political leaders may champion IPSAS as a tool for improving public accountability and fighting corruption. Conversely, in nations with weak institutions, IPSAS reforms may be resisted due to fears that increased transparency could expose entrenched corruption or inefficiencies (Adhikari & Jayasinghe, 2022).

For instance, in Uganda, the adoption of IPSAS was initially seen as a step toward modernizing public financial management, but implementation was delayed due to resistance from entrenched bureaucratic elites who perceived it as a threat to their discretionary control over public funds (Karyeija & Ssonko, 2021). This example underscores the interplay between technical reforms and the political dynamics that shape their outcomes.

Cultural Dimensions and Resistance to Change

Cultural factors also play a significant role in shaping the adoption and implementation of IPSAS. Hofstede's (1984) cultural dimensions theory suggests that societies with high levels of uncertainty avoidance and strong power distance may be more resistant to reforms like IPSAS, which introduce new practices and accountability mechanisms. In many LDCs, the existing financial management practices are deeply rooted in traditional norms and informal networks, creating additional barriers to change.

A study by Nyamori and Gårseth-Nesbakk (2020) on IPSAS adoption in sub-Saharan Africa highlights how cultural resistance can manifest in subtle ways, such as slow adoption timelines, partial compliance, or deliberate misinterpretation of standards. Addressing these challenges requires culturally sensitive approaches that respect local traditions while promoting gradual adaptation to global standards.

Digital Transformation and IPSAS Implementation

Digital transformation has emerged as a potential enabler of IPSAS implementation in LDCs. The integration of technology in public financial management systems can facilitate compliance with IPSAS by automating processes, improving data accuracy, and enhancing transparency. For instance, countries like Rwanda and Kenya have made significant strides in adopting integrated financial management information systems (IFMIS), which align with IPSAS requirements (Mugambi et al., 2022).

However, the digital divide remains a major challenge. Many LDCs lack the infrastructure, financial resources, and technical expertise needed to implement advanced systems. To overcome this barrier, international donors and organizations could prioritize investments in technology as part of their support for IPSAS adoption.

Impact on Public Accountability and Citizen Engagement

Another critical dimension of IPSAS diffusion is its potential impact on public accountability and citizen engagement. By standardizing financial reporting, IPSAS can provide citizens with clearer insights into how public resources are used. This transparency is particularly important in LDCs, where weak governance often leads to inefficiencies and corruption.

Recent research by Alessa (2024) suggests that countries adopting IPSAS have seen incremental improvements in public trust and civic participation, particularly when reforms are accompanied by robust communication strategies. However, the extent of these benefits depends on the accessibility of financial reports and the willingness of governments to engage with civil society.

Comparative Success Stories: Learning from Positive Examples

While many LDCs face significant challenges in implementing IPSAS, there are also notable success stories. For example:

- Rwanda: Rwanda has been recognized for its proactive approach to IPSAS adoption, underpinned by strong political commitment, investments in capacity building, and the use of technology. The country's emphasis on aligning reforms with its Vision 2050 development strategy has helped ensure sustained progress (Mugambi et al., 2022).
- Botswana: Botswana has leveraged IPSAS to improve its fiscal transparency and attract foreign investment. The government's collaborative approach, which included consultations with stakeholders and gradual implementation, has been key to its success (Heiling et al., 2021).
- These examples highlight the importance of leadership, strategic planning, and stakeholder collaboration in overcoming the challenges of IPSAS adoption.
- Global Lessons for LDCs: Customizing the Approach
- The global diffusion of IPSAS offers valuable lessons for LDCs:
- Incremental Adoption: Gradual implementation, starting with simpler standards, can help build capacity and reduce resistance.
- Tailored Training Programs: Customized training that considers local contexts can enhance technical capacity.
- Stakeholder Engagement: Involving a wide range of actors, including civil society, can foster greater acceptance and accountability.
- Continuous Monitoring: Regular assessments of implementation progress can identify gaps and allow for timely interventions.

Overall, the diffusion of Cash Basis IPSAS in LDCs is a complex and multifaceted process that involves a range of factors, including external pressures, local capacities, and institutional resistance. The experiences of countries such as Nepal, Bangladesh, and Sri Lanka illustrate the challenges and opportunities associated with the adoption of these standards. While IPSAS has the potential to improve transparency and accountability in public financial management, achieving these benefits requires a careful consideration of local contexts and a commitment to addressing the technical and institutional barriers that may hinder effective implementation. The insights gained from these experiences can inform future efforts to support the successful diffusion of IPSAS in LDCs and contribute to the broader goal of improving public sector

CONCLUSION

In conclusion, the diffusion of the Cash Basis International Public Sector Accounting Standard (IPSAS) in Less Developed Countries (LDCs) represents a complex interplay of international standards and local realities. The adoption of IPSAS, while driven by the need to enhance transparency, accountability, and financial management practices, often encounters significant challenges in less developed contexts. The process is not merely about adopting a set of accounting standards but involves a deeper integration of these standards into the fabric of public sector financial management.

One of the central challenges is the discrepancy between the expectations set by international bodies and the practical realities faced by LDCs. The standards, designed with the advanced economies in mind, may not always align with the existing financial management systems and capacities of less developed countries. This misalignment often results in a superficial adoption where the standards are implemented in name only, without achieving the desired improvements in financial reporting and governance.

The capacity constraints within LDCs further complicate the effective implementation of IPSAS. Limited technical expertise, inadequate infrastructure, and insufficient training programs are significant barriers that hinder the successful adoption of these standards. Addressing these constraints requires substantial investment in capacity building and technical support, which is often challenging given the resource limitations in many LDCs. Without addressing these foundational issues, the adoption of IPSAS risks becoming a bureaucratic exercise rather than a transformative change.

Resistance to change is another critical factor that impacts the diffusion of IPSAS. The entrenched administrative cultures, political instability, and resistance from key stakeholders can impede the effective implementation of the standards. Overcoming this resistance necessitates a thoughtful and context-sensitive approach, involving engagement with local stakeholders and adapting the standards to fit the specific needs and circumstances of each country.

The role of international organizations and donor agencies is pivotal in supporting the adoption of IPSAS. While their involvement can provide necessary resources and technical assistance, it can also create a top-down approach that may not resonate with local contexts. For successful implementation, it is crucial that these organizations work collaboratively with local entities to ensure that the standards are not only adopted but also adapted and integrated in a manner that is practical and sustainable.

The comparative experiences of countries such as Nepal, Bangladesh, and Sri Lanka reveal both the potential benefits and the limitations of IPSAS adoption. While there is promise for improved financial management and governance, the actual impact is often contingent upon overcoming significant challenges and ensuring that the standards are effectively integrated into existing systems. These experiences underscore the need for a nuanced approach that takes into account the specific contexts and conditions of each LDC.

Ultimately, the successful diffusion of IPSAS in LDCs requires a comprehensive strategy that addresses the technical, institutional, and cultural barriers to implementation. This involves not only the adoption of the standards but also a sustained commitment to capacity building, stakeholder engagement, and continuous improvement. By recognizing and addressing the challenges inherent in the adoption process, LDCs can move closer to achieving the goals of enhanced transparency, accountability, and effective public financial management, thereby contributing to better governance and development outcomes.

REFERENCES

- Adil, M., Haliah. (2022). Accountability and transparency in the public and private sector. *International Journal of Humanities Education and Social Sciences*, 1(6), 859.
- Adhikari, P., Kuruppu, C., Wynne, A., & Ambalangodage, D. (2015). Diffusion of the cash basis international public sector accounting standard (IPSAS) in less developed countries (LDCs)—the case of the Nepali central government. In *The public sector accounting, accountability and auditing in emerging economies* (Vol. 15, pp. 85-108). Emerald Group Publishing Limited.
- Braun, V., & Clarke, V. (2021). *Thematic analysis: A practical guide*. SAGE Publications.
- Creswell, J. W., & Poth, C. N. (2018). *Qualitative inquiry and research design: Choosing among five approaches* (4th ed.). SAGE Publications.
- Rajib, S. U., Adhikari, P., Hoque, M., & Akter, M. (2019). Institutionalisation of the cash basis international public sector accounting standard in the central government of Bangladesh: an example of delay and resistance. *Journal of Accounting in Emerging Economies*, 9(1), 28-50.
- Ouda, H., Adhikari, P., & Ambalangodage, D. Diffusion of Public Sector Accounting Reforms in Less developed Countries: A Comparative Study of Nepal, Sri Lanka and Egypt.
- Heiling, J., Ouda, H., & Kloviene, L. (2021). Adopting IPSAS in transitional and developing economies: Successes, failures, and future prospects. *International Journal of Public Administration*, 44(3), 249-266.
- Hofstede, G. (1984). "Cultural dimensions in management and planning." *Asia Pacific Journal of Management*, 1(2), 81-99.
- Karyeija, G. K., & Ssonko, G. W. (2021). Politics and public sector accounting reforms in Uganda. *African Journal of Accounting, Auditing, and Finance*, 10(1), 63-78.
- Miraj, J., & Wang, Y. (2019). International public sector accounting standards and the influence of external pressures: A case study of LDCs. *Public Money & Management*, 39(5), 355-364.
- Mugambi, E., Irungu, E., & Ndungu, C. (2022). Technology as an enabler of IPSAS compliance: The case of Rwanda and Kenya. *Journal of Public Sector Financial Management*, 11(3), 212-228.
- Nyamori, R. O., & Gårseth-Nesbakk, L. (2020). Cultural dimensions and public sector accounting reforms in sub-Saharan Africa. *Critical Perspectives on Accounting*, 70, 101984.
- Adhikari, P., Kuruppu, C., & Matilal, S. (2013, September). Dissemination and institutionalization of public sector accounting reforms in less developed countries: A comparative study of the Nepalese and Sri Lankan central governments. In *Accounting Forum* (Vol. 37, No. 3, pp. 213-230). No longer published by Elsevier.
- Khusru, M. H., Rajib, M. S. U., & Hoque, M. Adoption of International Public Sector Accounting Standards in Bangladesh: A Critical Review.
- Miraj, J., & Wang, Z. (2019). Factors influencing the implementation of international public sector accounting standards in Pakistan. *International Journal of Business and Management*, 14(9), 15-22.
- DiMaggio, P., & Powell, W. W. (1983). "The iron cage revisited: Institutional isomorphism and collective rationality in organizational fields." *American Sociological Review*, 48(2), 147-160.
- Alessa, N. (2024). Exploring the effect of International Public Sector Accounting Standards adoption on national resource allocation efficiency in developing countries. *Public and Municipal Finance*, 13(1), 1-13.

- Adhikari, P., & Jayasinghe, K. (2022). (2022). Public Sector Accounting in Developing Countries: What We Know and What we Still Need to Know in General and in the African Context in Particular. *African Accounting and Finance Journal*, 4(1), 109-119.
- Martin, W. (2023). Effectiveness of International Public Sector Accounting Standards Adoption on Preparation of Financial Statements (Doctoral dissertation, Institute of Accountancy Arusha (IAA)).