

Does IPSAS Implementation Promote Financial Accountability in a Local Government Authority? — A Case Study of the City of Windhoek

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The study aimed to assess the perception as to whether IPSAS is effective in promoting financial accountability in a local government authority following their implementation. A quantitative approach and descriptive research design was used for this study using structured questionnaires for data collection. The study finds evidence to support that implementation of IPSAS positively correlates with enhancing accountability in financial reporting for a local government authority. Further, the study recommends effective strategies that could be used by policymakers, senior central and local government management to enhance the effectiveness of IPSAS in promoting accountability in financial reporting, such as stakeholder's engagement, external support needed, and transformation in structure and law necessary for successful implementation of IPSAS in a local government set up.

Keywords: IPSAS, financial accountability, implementation, perception, local authority, financial reporting

INTRODUCTION

Background of the Study

International Public Sector Accounting Standards (IPSAS) refers to accounting standards developed by the International Public Sector Accounting Standards Board (IPSASB) for public sector enterprises. Globalization created a historic revolution and without doubt influences the accounting sector thus, book-keeping methods of local municipal sectors cannot be unaffected hence the adoption of IPSAS (Toudas, Poutos and Balios, 2013). According to Tawiah (2022), IPSAS implementation has a constructive and important influence on governance value, suggesting that IPSAS safeguards accountability and transparency among the government and its citizens. Kandjeke (2018) affirms that several countries have started implementing the IPSAS at all levels of government, examples of such countries include Ghana, Nigeria, South Africa, Kenya, Tanzania, Zambia, Zimbabwe among others. Following these global developments, in 2019, the Namibian government through the Ministry of Urban and Rural Development (MURD) issued a circular to direct all Local Authorities (LA) and Regional Authorities (RA) to adopt IPSAS. The circular was supported by the Office of the Auditor General (OAG), who oversees all government accountability, giving a go ahead to IPSAS implementation and adoption in the Namibian Public Service.

According to Obineme, Nwafor and Nwaogu (2021), IPSAS have been accepted by numerous countries for the reason of its benefits in the range of transparency and accountability. Atuilik and Salia (2019) concur and note that IPSAS has become one of the common tools governments employ to enhance greater transparency and accountability comprehensively. Consequently, governments all over the globe have adopted or are striving to implement IPSAS in the hopes of enhancing nations' involvement, efficiency, comparability, transparency, and accountability, but it is unclear whether those goals will be achieved (Castaeda-Rodriguez, 2022). Multifaceted institutions, such as municipalities, assert that accepting IPSAS allows for high-quality public financial reporting and promotes transparency and accountability, whereas implementing IPSAS is an expensive process in terms of money and time, and it does not guarantee better outcomes in those areas (Castaeda-Rodriguez, 2022). According to PricewaterhouseCoopers (PwC) (2013), implementing accrual accounting through IPSAS demonstrates governments' desire for increased openness and accountability, as well as improved data for decision making (Kamotho, Moloi & Halleen, 2022).

Schmidhuber and Hilgers (2019), asserts that in recent times, municipal sector accounting has been based on changes in accounting practices such as those intending to employ accrual accounting and harmonious accounting practices by reducing differences in financial reporting across countries. Castaeda-Rodriguez (2022), concurs that IPSAS deployment is often viewed as a step toward improving financial data quality, accountability, and transparency in municipalities. He further concludes that countless diversity of bookkeeping and monetary reporting approaches challenges the contrast of fiscal information amongst countries' public sector. In determining transparency and accountability IPSAS aims to deliver a precise and reasonable view of financial position, financial performance, and cash flows. As of 2023, forty-two accrual-based standards and one cash-based standard for IPSAS have been developed. At the time, about eighty countries and entities apply IPSAS globally, though, to different extents as IPSAS can be applied either directly or indirectly through national standards (Schmidhuber & Hilgers, 2019).

Tawiah (2020) finds that IPSAS is adversely and significantly connected with fraud, implying that implementing IPSAS aids in the fight against fraud in developing nations. According to the United Nations (1999), excellent financial statements play an important part in government responsibility to their people and how they meet their economic management tasks.

Tawiah (2022), further asserts that some studies have argued that developed countries have high value standards that promote and maintain transparency in governmental and non-governmental organizations, such as the UK and USA, thus adopting international accounting standards such as IPSAS will not prove to be effective. On the other hand, other academics argue that the existence of quality established structures in developed countries helps them benefit more global accounting principles than developing countries. Specifically, universal standards are believed to be difficult standards established by developed countries for developed countries (Tawiah, 2022). The adoption of IPSAS has prospective benefits such as promoting accountability and transparency, decision-making effectiveness, and efficiency (Kamotho et al, 2022). However, Polzerpawan, Phuong, and Gårseth-Nesbakk (2021) suggests that the acceptance of IPSAS might present challenges, particularly when countries are not prepared, when it comes to meeting diverging nation-wide accounting and managerial traditions, and application costs in developing countries. Moreover, Polzerpawan et al., (2021) finds that IPSAS is essential in developing economies and low-income countries.

Tawiah (2021), further investigated whether IPSAS was an enabler or constrainer of corrupt practices on government entities in developing countries. He found that IPSAS is adversely and rarely associated with corruption, signifying that implementing IPSAS aids in monitoring corruption in developing countries. Tawiah (2021) concluded that developing-country policymakers should implement IPSAS, particularly in the battle against corruption. In the past, there have been disapprovals about membership of the IPSAS being too biased to practitioners from secluded accounting practices, with restricted experience of the public sector. On the other hand, the structure of IPSAS has developed significantly over the last years (International Monetary Fund (IMF), Organisation for Economic Co-operation and Development (OECD), & World Bank, 2014).

Polzer et al., (2021) found that most of the empirical research done on IPSAS has been forced on by developed countries directly or indirectly, however, more devoted focus on the acceptance contexts is observed as applicable when analysing IPSAS in less economic developed countries (LEDC), although

some intellectuals hold the observation that LEDC may profit more from accounting advances, such as the adoption of IPSAS, than developed countries. However, Polzer et al., (2021), found that reforms and solutions to accounting problems have been developed in more economically developed countries (MEDC), and these reforms and solutions may not always apply to accounting problems in LEDC.

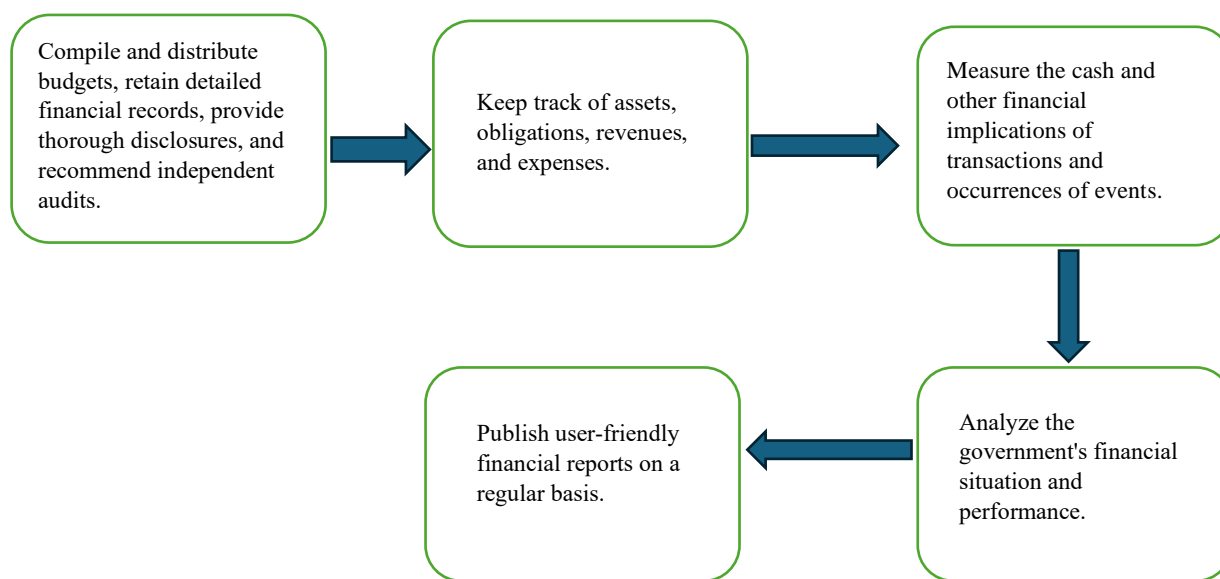
To achieve the study objective, the study focused on the effect of applying the IPSAS through primary data sources and secondary data sources of City of Windhoek (CoW) after adopting IPSAS in 2016 with the following sub objectives.

- To determine the perception on impact of IPSAS in enhancing accountability in financial reporting at CoW.
- To identify the barriers that CoW encountered in adopting IPSAS.
- To recommend strategies to enhance the effectiveness of IPSAS in promoting accountability financial reporting at the CoW.

Conceptual Framework Adopted

A conceptual framework adopted from *Toudas et al., (2013)* was used for the study. The framework entails various variables that are logically interrelated, as illustrated in Figure 1 and outlined below.

**FIGURE 1
CONCEPTUAL FRAMEWORK FOR IPSAS**



Source - Adopted from *Toudas et al., (2013)*.

According to *Toudas et al., (2013)*, despite the proposed conceptual framework of IPSAS illustrated in Figure 1 above, IPSAS currently lacks sufficient direction from a good conceptual framework. A conceptual framework is anticipated to stipulate the objectives, scope, credit criteria, meanings, and qualitative characteristics of financial data, providing the foundation and validation for standards. Hence, *Toudas et al., (2013)* asserts that as of now, various comprehensive procedures regard IPSAS and only few common rules in terms of financial statements. Hence, given the global reach of IPSAS, the principles-based standards demonstrated in the above framework may be more applicable. The conceptual framework is applicable because it provides a framework with principles consistent with CoW desire to implement to fully achieve accountability.

Significance of the Study

The findings of this study give information on the impact of IPSAS in enhancing accountability in financial reporting at a local government authority, barriers encountered in adopting IPSAS, and suggest possible strategies to improve the effectiveness of IPSAS in promoting accountability in financial reporting at a public entity at large. The study's results may be used as a guide to develop and implement strategies for improving the effectiveness of IPSAS for local government authorities.

Limitations of the Study

Limitation is an inevitable occurrence in any study. Indeed, the limitation of this study included the limited time to conduct the study, and some respondents' unwillingness or failing to fill in the questionnaires due to privacy issues highly regarded at any entity.

RESEARCH METHODOLOGY

Research Design

The research design offers a framework or plan of action for the research and may also be classed according to its aim. According to Welman, Kruger, and Mitchell (2014), research designs may be divided into three major categories: qualitative, quantitative, and mixed research designs. A quantitative technique and a descriptive research design was used. The quantitative technique and descriptive design allowed the data via questionnaires conversion into numerical form so that statistical analysis and conclusions could be generated.

Population

According to Kroth (2014), population refers to the total group of people about whom researchers want to conclude. The population may be described as the group chosen by the researcher to be studied (Kroth, 2014). In the context of research, the population is the group to which the researcher seeks to apply the findings (Mertens, 2015). The target population was two hundred (200) participants made up of all employees of the Department of Finance and Customer Services of CoW. The population was chosen because of their involvement in the implementation, knowledge and working with IPSAS within the local authority.

Sampling Procedure

A sample is a subset of the target population that is accessible for the investigation. The sampling aimed to allow the researcher to examine CoW workers in the Departments of Finance and Customer Service. The researcher used a sample of sixty participants, which included fifty eight staff from the department of Finance and Customer Service and two OAG officials. The justification for this selection was purposeful as IPSAS is utilized across CoW at all levels, from managerial to assistant accountants. These participants were considered good representatives and critical to achieving the study's objectives.

Research Instrument

To collect data, questionnaires were utilized as the study data collection tool. The questionnaire contained closed-ended questions on a Likert scale. The questionnaire had conventional closed-ended questions that asked respondents to select one of a preset set of alternatives for each question and was specifically designed for the study.

Data Collection Procedure

Data collection is acquiring and measuring information on certain variables in a predetermined system, allowing one to answer pertinent questions and assess outcomes (Esterberg, 2002). Since the study sought to investigate the effectiveness of IPSAS in promoting financial reporting accountability at CoW, the researcher sought to obtain proper consent from participants before the commencement of the data collection process. It is important to be clear about what a researcher is collecting and how it will be used,

strived for honesty in all communications, protected confidential communications, and avoided discrimination against participants (Shamoo & Resnik, 2015).

Data Analysis

Data analysis systematically applies statistical and logical procedures to explain, illustrate, compress, recapitulate, and evaluate data (Crossman, 2020). As soon as the data was obtained, the data input procedure began. This indicates that data analysis often consists of three primary processes: data cleansing and organization, data description, and testing and modelling of research questions or hypotheses. A statistical package, Microsoft Excel, was used to analyse the data. Descriptive tables and relative frequencies were used to present the findings of the study. Graphical illustrations such as bar charts and pie charts will be used. Similar analysis has also been used by reviewed study under Chapter 2 in the current study.

Validity

Validity describes the degree to which a measure correctly represents the notion it claims to assess. This study used content validity, which refers to the researcher's assessment of whether the research provides appropriate coverage of the topic. The researcher validated data through logically constructing the questionnaire by making sure the questions are directly related to the objectives of the study. A pilot study using five employees was conducted to test the instrument after which minor adjustments were made to the questionnaire to make it fit for purpose.

Reliability

According to Middleton (2019) reliability is how consistent the study will be if reproduced under the same conditions. On the other hand, reliability was used to define a measure's general consistency. A measure is said to be reliable if it generates comparable findings under consistent circumstances. Measuring test-retest reliability was one method of assessing reliability. This entailed conducting the same study with the same respondents at several points in time. Considering the fact that threats to the reliability of the study could not be totally eliminated, the following measures were put in place to reduce the risks as much as feasible and to assure the study's reliability:

- An appropriate time frame was selected and adhered to.
- Appropriate methodology was adopted, considering the aspects of the study.
- The most appropriate sampling approach for the study was chosen; and
- Respondents were not forced to pick specific options from the response sets.

Research Ethics

The researcher offered detailed information about the study and allowed participants to choose whether to participate. The researcher covered matters such as the participants' free and informed consent, their ability to withdraw from the project at any time, and their right to anonymity in any publication. Therefore, no personal details appeared on the questionnaire. To ensure autonomy, the researcher did not record any personal details of the respondents. The respondents were given an informed consent form to sign before the commencement of the data collection process. The second principle is that the researcher does not cause harm to the participants. This necessitated the researcher identifying the study's possible hazards and ensuring that no damage (physical, psychological, or emotional) happened to the participants. If risks existed, the researcher had to demonstrate that the benefits outweighed the risks.

ANALYSIS AND RESULTS

Response Rate

Sixty questionnaires were issued out as per the sampling technique described but only forty were returned as responsive. This equates to a response rate of 66.6% which was considered adequate for the purpose of the study.

The Perception as to Whether IPSAS Is Effective in Promoting Financial Accountability
Better Financial Positioning

TABLE 1
BETTER FINANCIAL POSITIONING

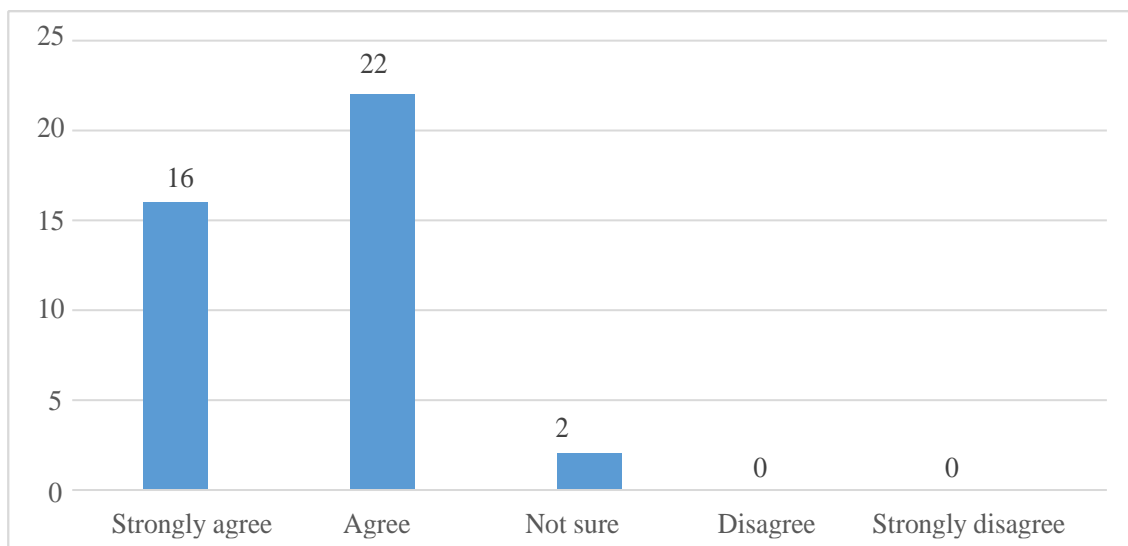
Statement	Strongly Agree	Agree	Not sure	Disagree	Strongly Disagree
Better financial positioning	17	20	3	0	0

The respondents were asked if the impact of IPSAS in enhancing accountability in financial reporting aided better financial positioning. The results in Table 1 indicate that the respondents believed that IPSAS provides a better financial position for the local authority.

Compile and Distribute Budgets, Retain Detailed Financial Records, Provide Thorough Disclosures, and Recommend Independent Audits

Figure 2 illustrates that IPSAS implementation positively impacts by compiling and distributing budgets, retaining detailed financial records, providing thorough disclosures, and recommending independent audits.

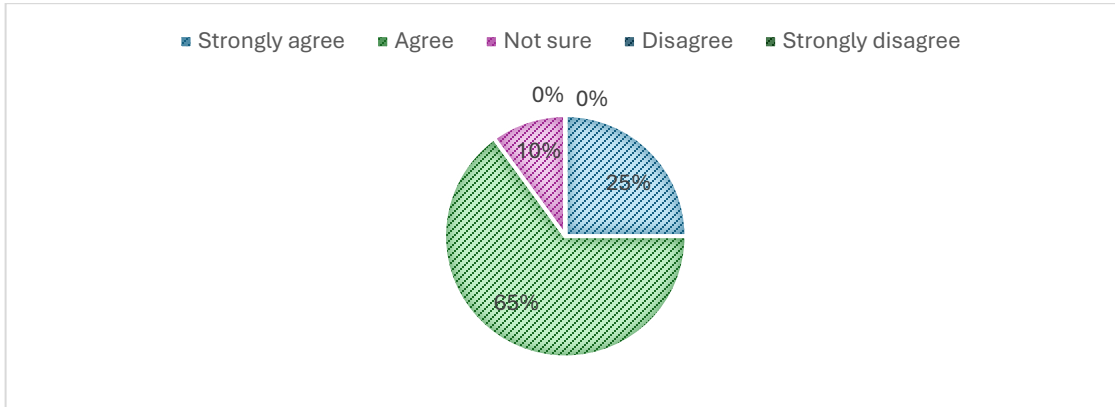
FIGURE 2
COMPILE AND DISTRIBUTE BUDGETS, RETAINING DETAILED FINANCIAL RECORDS, PROVIDE THOROUGH DISCLOSURES, AND RECOMMEND INDEPENDENT AUDITS



Strengthens Support for Results-Based Managing

Results in Figure 3 show that respondents largely concur that IPSAS implementation strengthens support for results-based management, as none of the respondents disagreed or strongly disagreed.

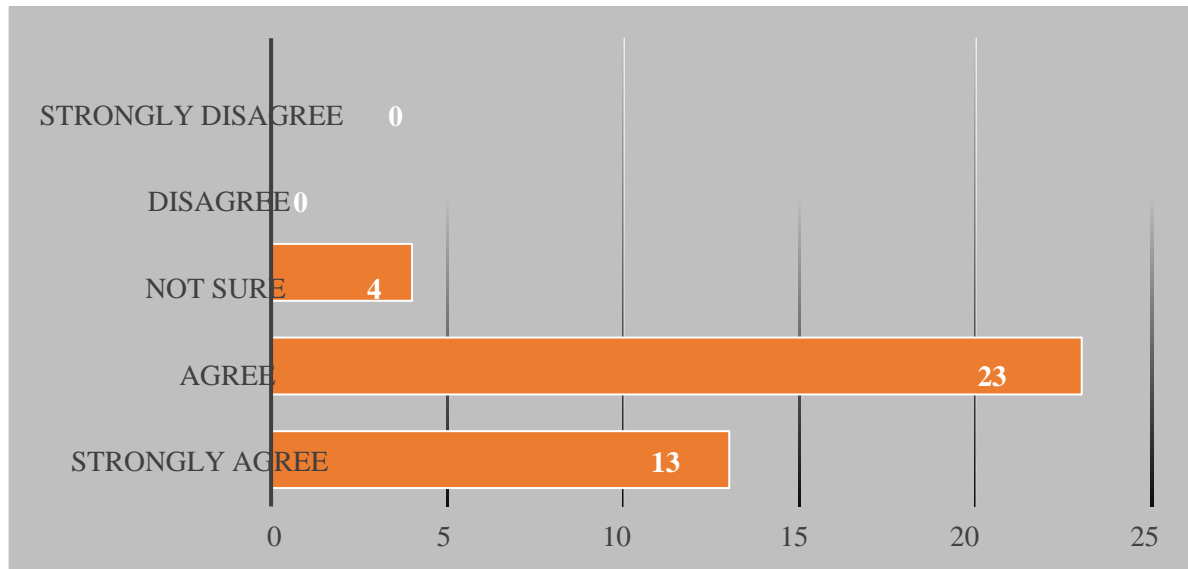
FIGURE 3
STRENGTHENS SUPPORT FOR RESULTS-BASED MANAGEMENT



Better Bookkeeping Practices for Revenue and Expenditure

Results show that respondents agree that IPSAS implementation help provide a better platform for bookkeeping practices in regard to revenues and expenditure in the local authority.

FIGURE 4
BETTER BOOKKEEPING PRACTICES FOR REVENUE AND EXPENDITURE



Increases Transparency and Co-Ordination of Fiscal Reports and Declarations

Results show that IPSAS implementation increases transparency and co-ordination of fiscal reports and declarations.

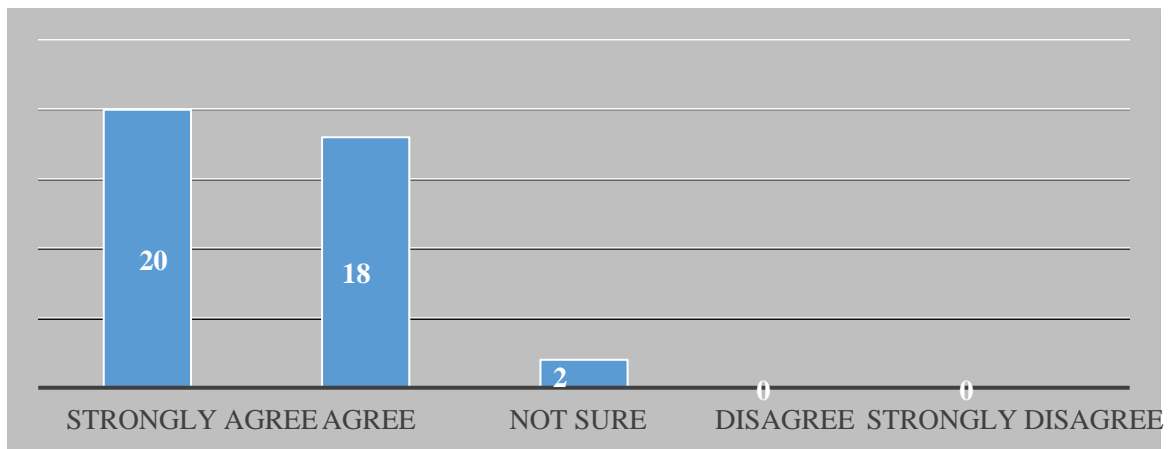
TABLE 2
INCREASES TRANSPARENCY AND CO-ORDINATION OF FISCAL REPORTS AND DECLARATIONS

Statement	Strongly Agree	Agree	Not sure	Disagree	Strongly Disagree
Increases transparency and co-ordination of fiscal reports and declarations	17	21	2	0	0

Measure the Cash and Other Financial Implications of Transactions and Occurrences of Events

Figure 5 illustrates that IPSAS implementation has a positive effect in measurement of cash and other financial transactions and occurrences of organisation business activities.

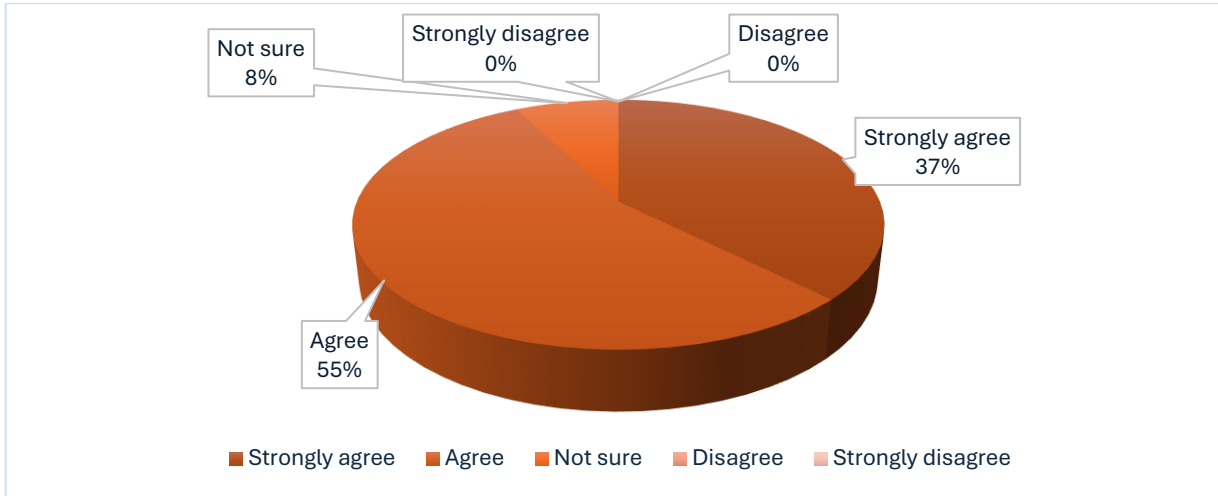
FIGURE 5
MEASUREMENT OF CASH AND OTHER FINANCIAL TRANSACTIONS AND OCCURRENCES OF BUSINESS EVENTS



Reports Budget Information

Figure 6 implies that IPSAS implementation reports budget information

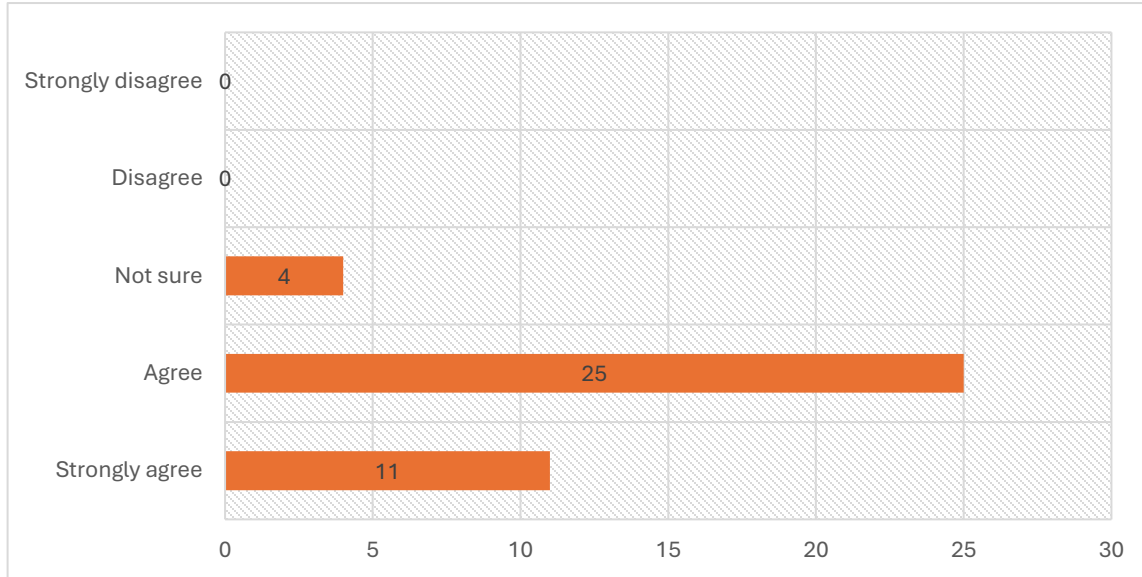
**FIGURE 6
REPORTS BUDGET INFORMATION**



Assess the Government's Financial Condition and Performance

Results in Figure 7 show that IPSAS implementation assesses the government's financial condition and performance.

**FIGURE 7
ASSESS THE GOVERNMENT'S FINANCIAL CONDITION AND PERFORMANCE**



Improved Comprehension of Income and Costs and Better Management of Commitments, Risks, and Uncertainties

Table 3 shows that IPSAS implementation improves the comprehension of income and costs and better management of commitments, risks, and uncertainties.

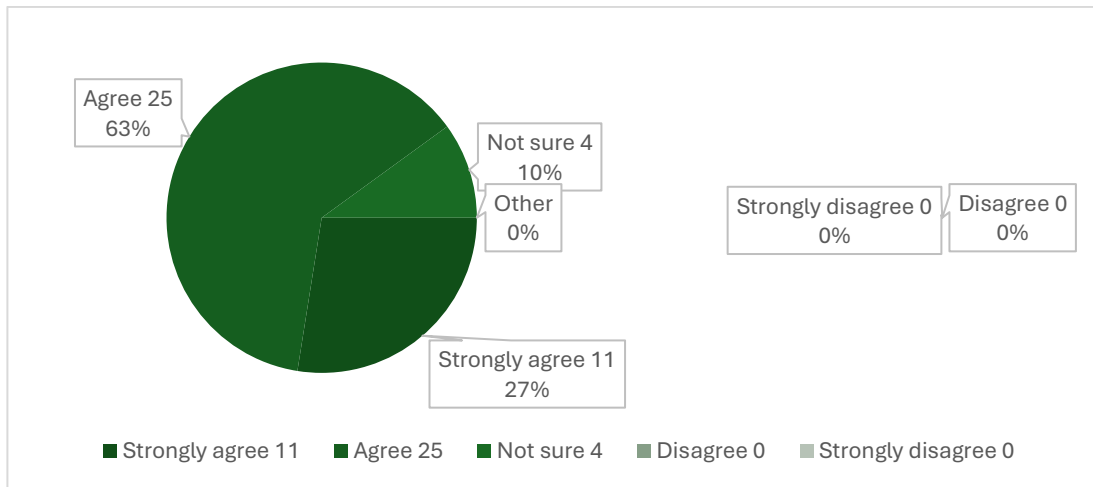
TABLE 3
IMPROVED COMPREHENSION OF INCOME AND COSTS AND BETTER MANAGEMENT
OF COMMITMENTS, RISKS, AND UNCERTAINTIES

Statement	Strongly Agree	Agree	Not sure	Disagree	Strongly Disagree
Improved comprehension of income and costs and better management of commitments, risks, and uncertainties	10	26	4	0	0

Issue User-Friendly Financial Reports Periodically

Figure 8 illustrates that IPSAS implementation allows for issuance of user-friendly financial reports periodically.

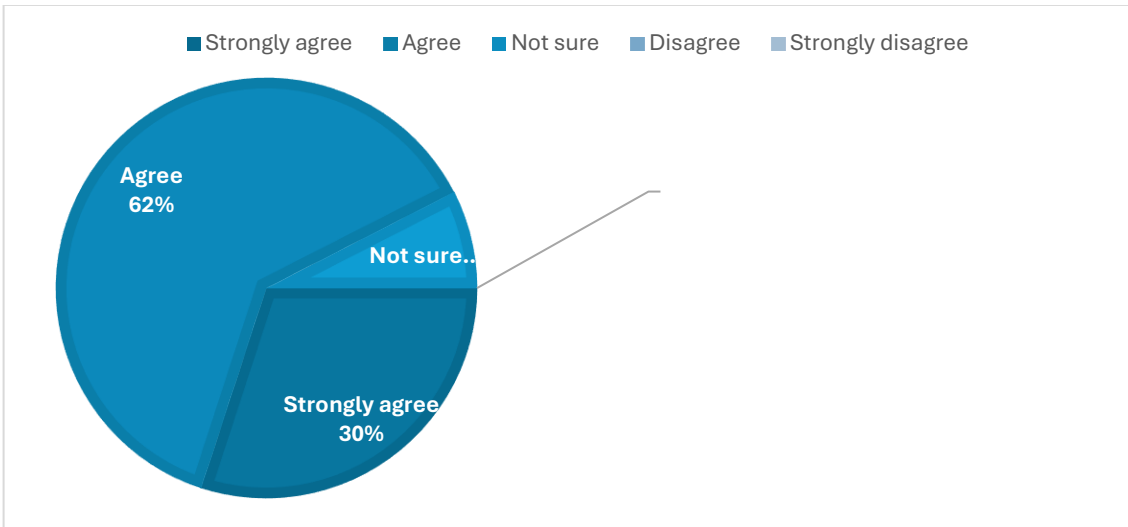
FIGURE 8
ISSUE USER-FRIENDLY FINANCIAL REPORTS PERIODICALLY



Sets Up of Comprehensive Figures on Costs, Improves Management and Planning

Results show that IPSAS implementation can help set up comprehensive figures on costs, improve management and planning.

FIGURE 9
SETS UP OF COMPREHENSIVE FIGURES ON COSTS, IMPROVES
MANAGEMENT AND PLANNING



Encourages Accountability

The results illustrate that IPSAS implementation can encourage accountability.

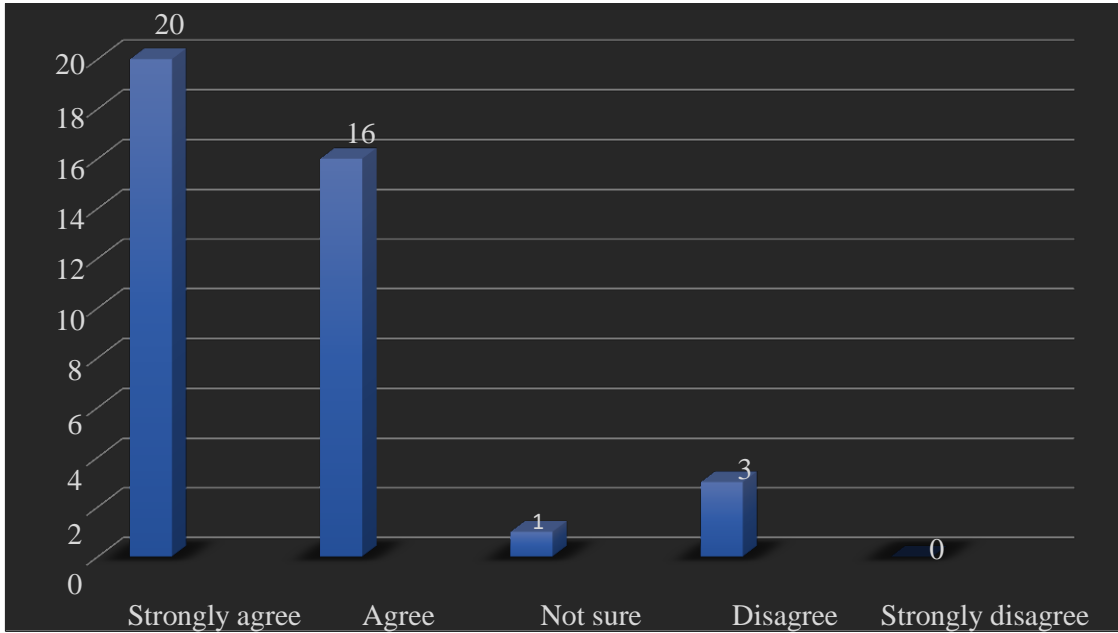
TABLE 4
ENCOURAGES ACCOUNTABILITY

Statement	Strongly Agree	Agree	Not sure	Disagree	Strongly Disagree
Encourages accountability	14	25	1	0	0

IPSAS Has Improved Overall Accountability

Results show that IPSAS has improved overall accountability.

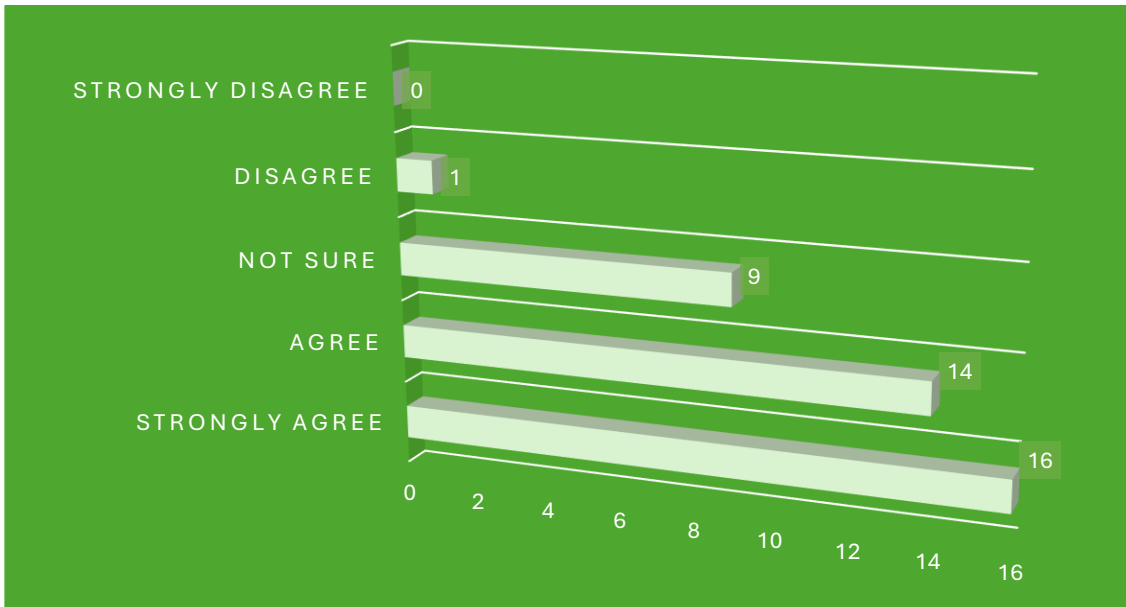
FIGURE 10
IPSAS HAS IMPROVED OVERALL ACCOUNTABILITY



IPSAS Can Create Constraints to Swindle Out Corrupt Practices

Figure 11 shows that IPSAS implementation creates constraint that can swindle out corrupt practices

FIGURE 11
IPSAS CAN CREATE CONSTRAINTS TO SWINDLE OUT CORRUPT PRACTICES



Barriers in Adopting IPSAS

Issues With Diverging Accounting and Management Traditions

Table 5 shows that the local authority faces issues with diverging accounting and management traditions in the adoption of IPSAS.

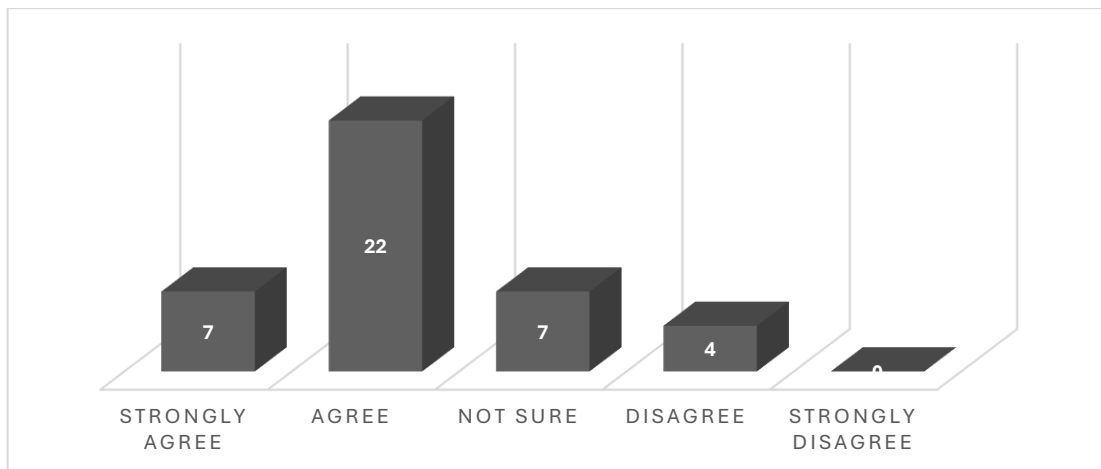
TABLE 5
ISSUES WITH DIVERGING ACCOUNTING AND MANAGEMENT TRADITIONS

Statement	Strongly Agree	Agree	Not sure	Disagree	Strongly Disagree
Issues with diverging accounting and management traditions	5	15	13	6	1

Application Costs

Figure 12 illustrates that application costs in the adoption of IPSAS is one of the barriers facing local authority.

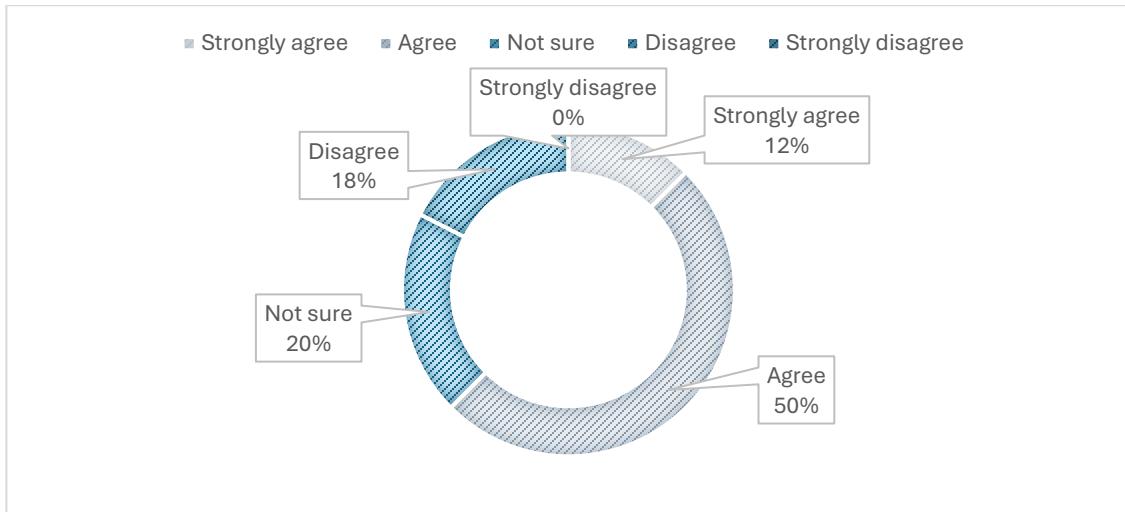
FIGURE 12
APPLICATION COSTS



Lack and Limited IPSAS Experience

The results show that lack of IPSAS experience may pose a barrier in adopting IPSAS.

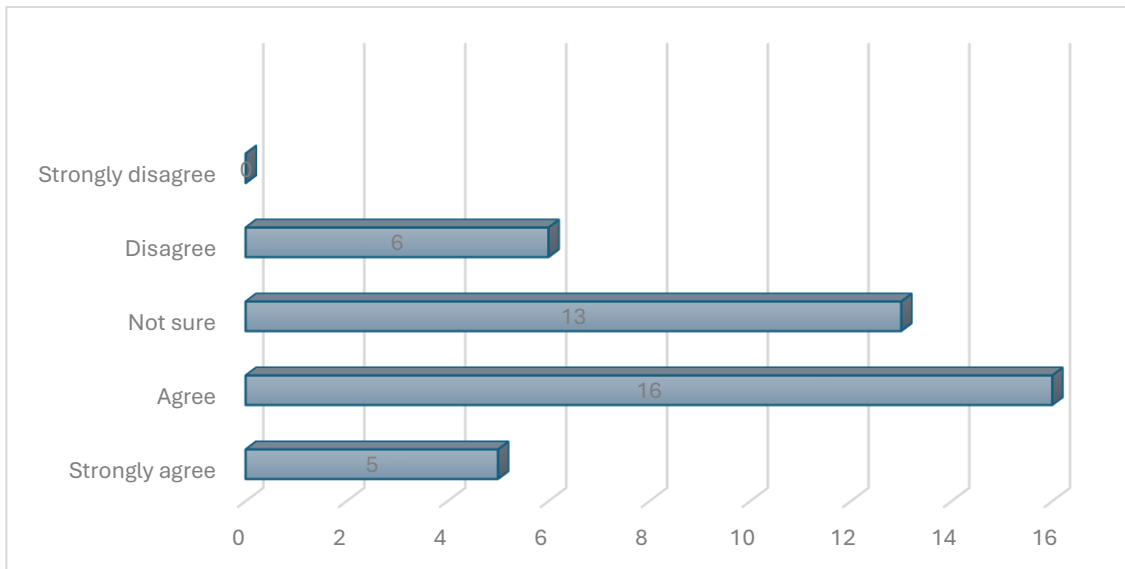
FIGURE 13
LIMITED EXPERIENCE



Expansive Change Management and Programme Management Problems

The results suggest existence of expansive change management and programme management problems can hinder the adoption of IPSAS.

FIGURE 14
EXPANSIVE CHANGE MANAGEMENT AND PROGRAMME MANAGEMENT PROBLEMS



Poor Infrastructure and Information Technology (IT)

Results indicate that poor Information Technology (IT) infrastructure can be a barrier to the adoption of IPSAS.

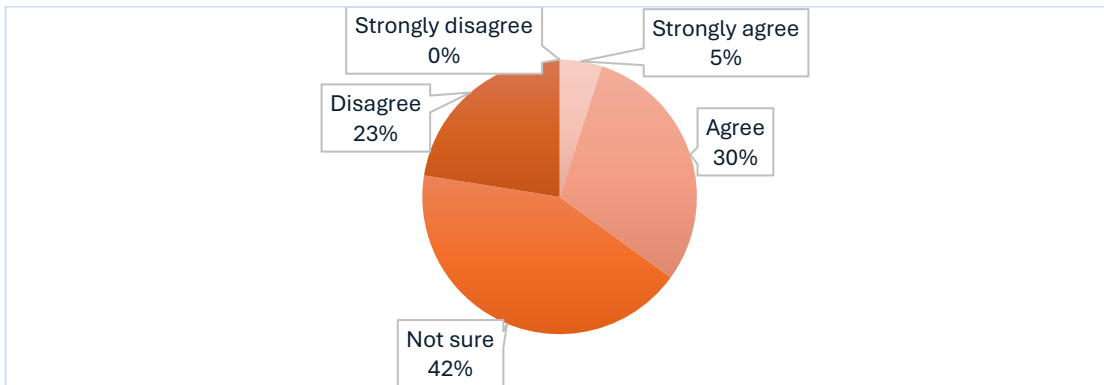
TABLE 6
POOR INFRASTRUCTURE AND INFORMATION TECHNOLOGY (IT)

Statement	Strongly Agree	Agree	Not sure	Disagree	Strongly Disagree
Poor infrastructure and Information Technology (IT)	2	18	7	12	1

Immoral Record Keeping

Results in Figure 15 shows mixed reaction with most respondents not sure if immoral record keeping can be a barrier to IPSAS adoption.

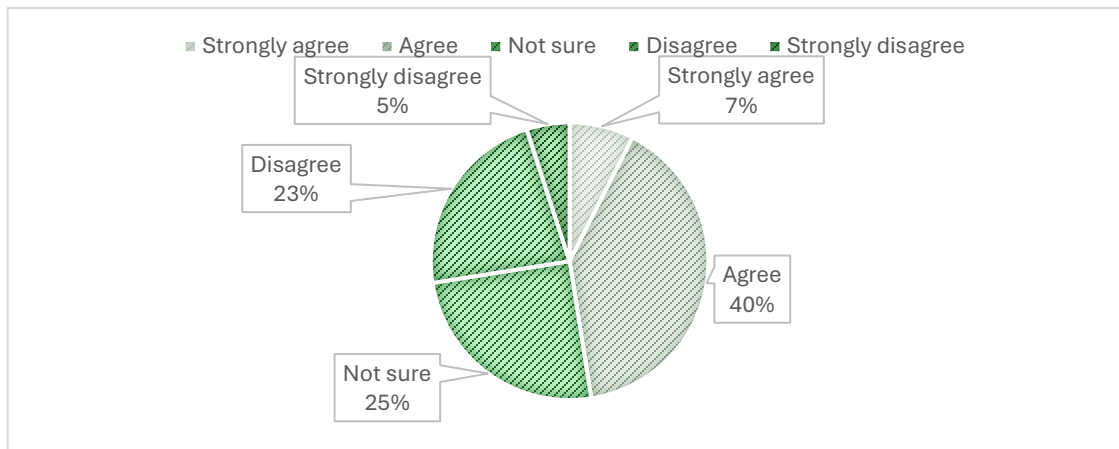
FIGURE 15
IMMORAL RECORD KEEPING



Lack of Primary Accounting Figures Under Prior Financial Reporting Practices

Results show that the lack of primary accounting figures under prior financial reporting practices was a barrier in the adopting IPSAS.

FIGURE 16
LACK OF PRIMARY ACCOUNTING FIGURES UNDER PRIOR FINANCIAL REPORTING PRACTICES



Strategies to Be Implemented to Enhance the Effectiveness of IPSAS in Promoting Accountability in Financial Reporting

Stakeholder Engagement

Table 7 shows that to enhance the effectiveness of IPSAS in promoting accountability in financial reporting, there is need for stakeholder engagement.

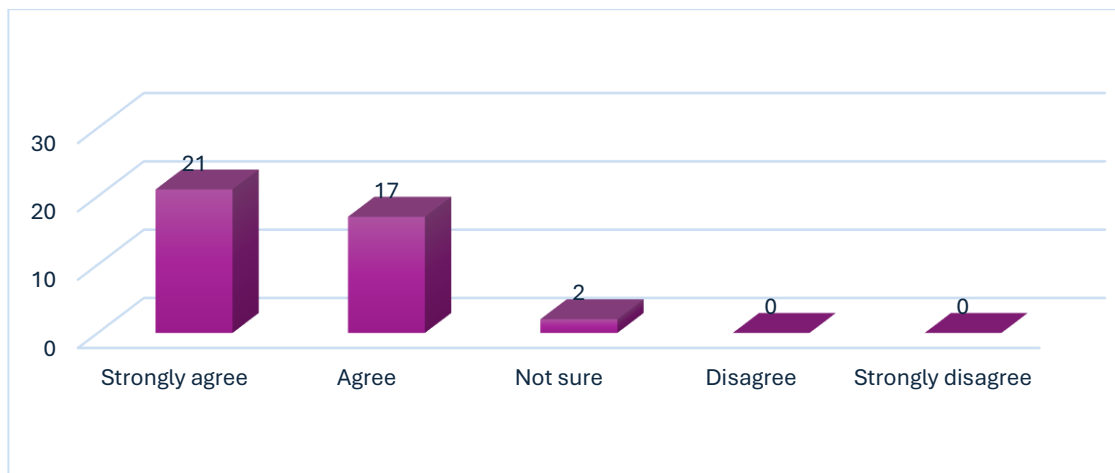
**TABLE 7
STAKEHOLDER ENGAGEMENT**

Statement	Strongly Agree	Agree	Not sure	Disagree	Strongly Disagree
Stakeholder engagement	26	12	2	0	0

External Support

Results demonstrate that external support is necessary to enhance IPSAS in promoting accountability in financial reporting.

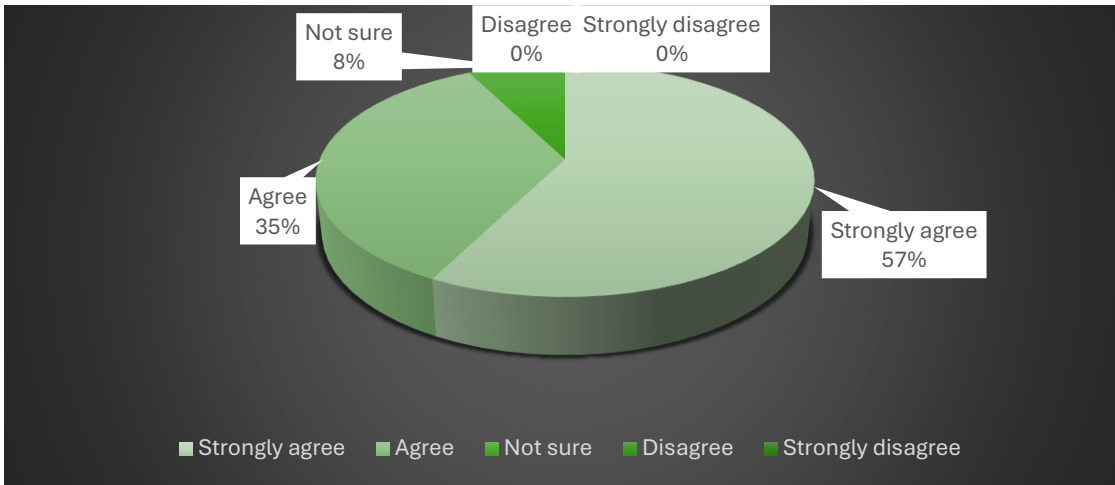
**FIGURE 17
NEED FOR EXTERNAL SUPPORT**



Transformation in Structure and Law

Results in Figure 18 illustrate the importance of transformation in structure and law to enhance IPSAS effectiveness.

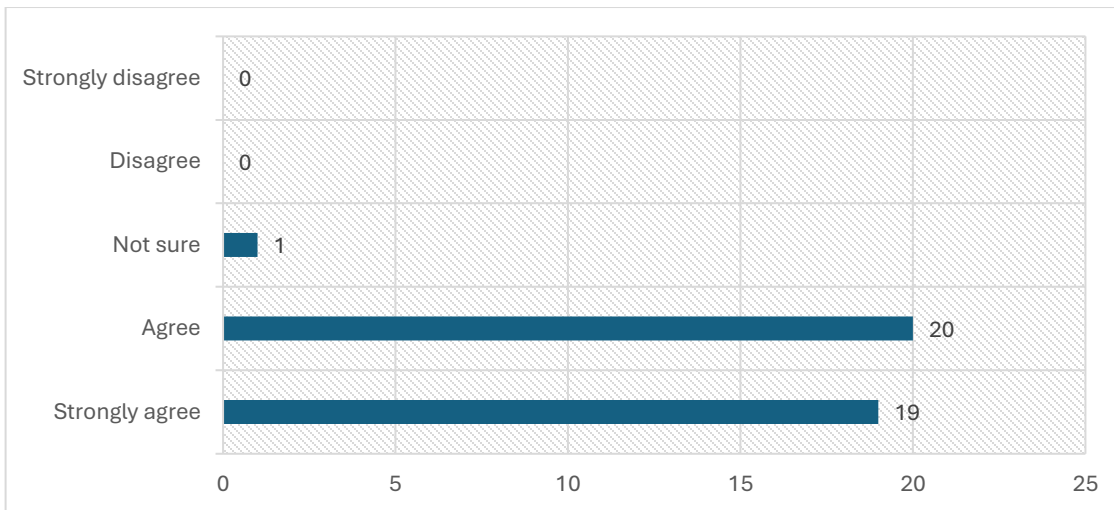
FIGURE 18
TRANSFORMATION IN STRUCTURE AND LAW



Change and Transformation Management

Results supports the fact that change and transformation management should be implemented to make IPSAS effective in promoting accountability.

FIGURE 19
CHANGE AND TRANSFORMATION MANAGEMENT



Skills Competence

Results show that skills competence is crucial to make IPSAS effective in promoting accountability.

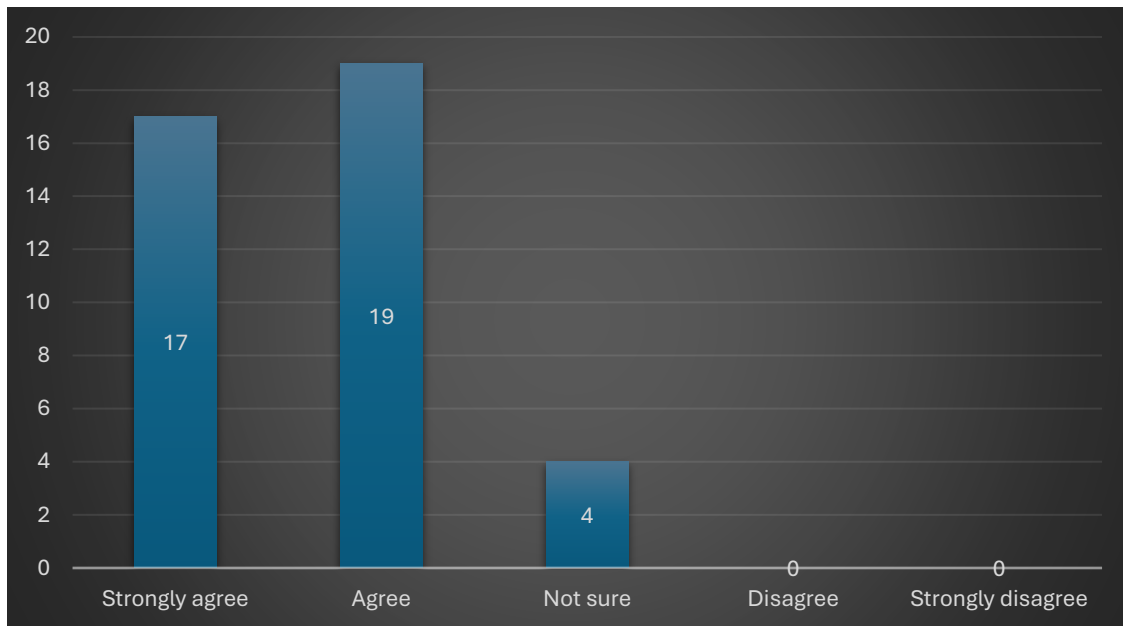
**TABLE 8
SKILLS COMPETENCE REQUIREMENT**

Statement	Strongly Agree	Agree	Not sure	Disagree	Strongly Disagree
Skills competence	22	16	2	0	0

Cost

The figure 20 demonstrates the importance of costs consideration in making IPSAS effective in promoting accountability.

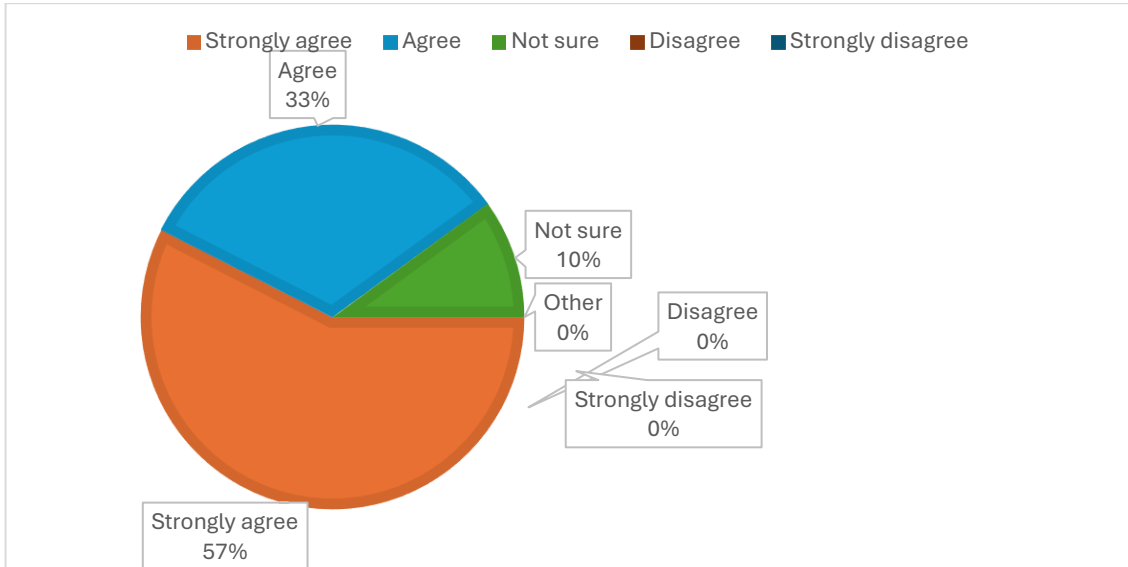
**FIGURE 20
COST CONSIDERATION**



Infrastructure and Technology

The result in the chart shows that infrastructure and Technology should be considered to make IPSAS effective in promoting accountability at CoW.

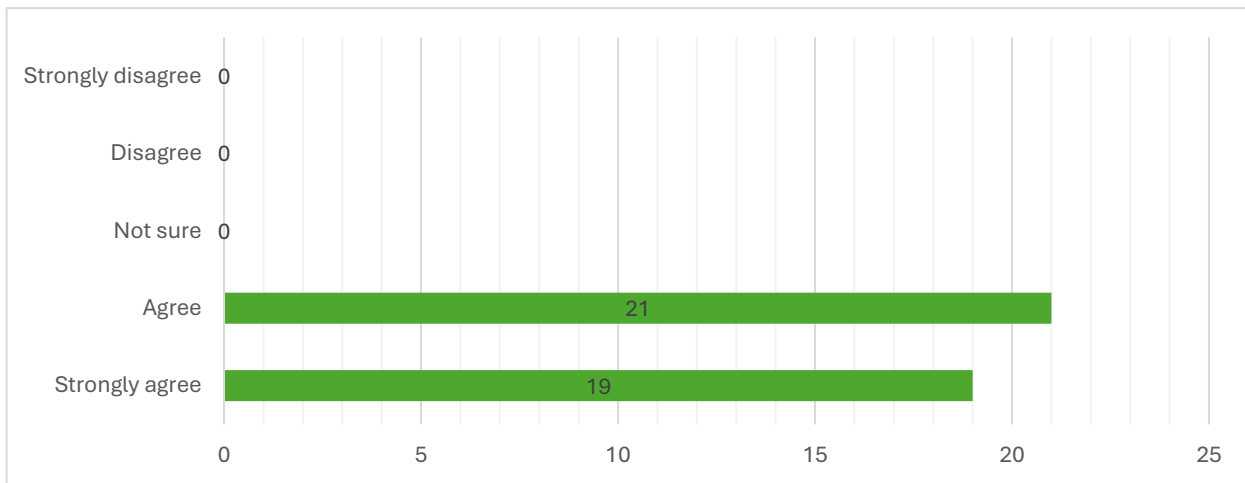
**FIGURE 21
INFRASTRUCTURE AND TECHNOLOGY**



Implementation Approach

The results illustrate that an appropriate approach in the implementation should be considered to make IPSAS effective in promoting accountability.

**FIGURE 22
IMPLEMENTATION APPROACH**



DISCUSSIONS AND IMPLICATIONS

Discussion of Findings

Perception of Whether IPSAS Effectively Promotes Financial Accountability in a Local Government Authority

The study finds a strong perception that IPSAS implementation positively impacts accountability in financial reporting. This may be because IPSAS includes better financial positioning when reporting accounting and finances. The study also finds that IPSAS does help to compile and distribute budgets, retain

detailed financial records, provide thorough disclosures, and recommend independent audits. These results suggest that IPSAS strengthens support for results-based management.

Further, the study finds that IPSAS has an impact in enhancing accountability in financial reporting because it enables better bookkeeping practices for revenue and expenditure. A finding that is consistent with Obineme et al., (2021) who concluded that IPSAS are widely used in many countries due to the multiple benefits they provide in terms of transparency and accountability. In addition, the study agrees with Atuilik and Salia (2019) that IPSAS increases transparency and co-ordination of fiscal reports and declarations and has become one of the common tools governments employ to enhance greater transparency and accountability comprehensively.

Furthermore, the results show that IPSAS makes an impact by measuring cash and other financial consequences of transactions and events and that IPSAS positively impacts accountability in financial reporting because it reports budget information.

Regarding IPSAS ability to assesses government financial condition and performance, the study finds that IPSAS improves comprehension of income and costs and better management of commitments, risks, and uncertainties. These findings are similar to those of Polzer et al., (2022), who found that, among other stated benefits, IPSAS have been proposed to aid in comparing adopters' economic assessments and lead to complementary conditions on loan markets.

The study also finds evidence that IPSAS enhances accountability in financial reporting due to its ability to issue user-friendly financial reports periodically (Toudas et al., 2013), as well as help set up comprehensive figures on costs, improving management and planning.

Moreover, the study concludes that IPSAS encourages accountability and improves the overall accountability in a local government setting and is a major constraint that can swindle out corrupt practices prevalent on public institutions.

Barriers in Adopting IPSAS

The study finds that one of the barriers in adopting IPSAS is the issue with diverging accounting and management traditions. The study also found that application costs in adopting IPSAS is a barrier. This conclusion consistent with the findings of Castaeda-Rodriguez (2022) suggest that the cost-benefit analysis, which focuses on estimating expenses, revenue, and responsibility, has become a prerequisite for approving and implementing particular policies. In addition, the study shows that restricted experience of the employees can be a barrier. Polzerpawan et al., (2021) support the above findings as they suggest that the acceptance of IPSAS might present challenges, particularly when countries are not prepared, when it comes to meeting diverging nation-wide accounting and managerial traditions, and application costs in developing countries. Tawiah (2021) also supports the above finding through concluding that in the past, there have been disapprovals about membership of IPSAS being too biased to practitioners from secluded accounting practices, with restricted experience of the public sector.

The study also finds that expansive change management and programme management problems are barriers to implementing IPSAS successfully. Furthermore, the study found that poor infrastructure and Information Technology can be a barrier. Interestingly, the study concludes that the respondents were not sure if immoral record keeping was a barrier to implementing IPSAS. Finally, the study shows that the lack of primary accounting figures under prior financial reporting practices are not necessarily a barrier to adopting IPSAS.

Strategies to Be Implemented to Enhance the Effectiveness of IPSAS in Promoting Accountability in Financial Reporting

The study finds that to enhance the effectiveness of IPSAS in promoting accountability in financial reporting, there should be stakeholder's engagement. Additionally, results show that external support is also needed to improve the effectiveness of IPSAS in promoting accountability in financial reporting. In addition, the study finds that transformation in structure and law is also vital in enhancing the effectiveness of IPSAS in promoting accountability in financial reporting.

The study concludes that change and transformation management, skills competency, expenses, infrastructure, and implementation method are all critical in boosting the success of IPSAS in promoting accountability in financial reporting.

CONCLUSIONS

The study finds that to enhance the effectiveness of IPSAS in promoting accountability in financial reporting, there should be stakeholder engagement. Additionally, results show that external support is also needed to improve the effectiveness of IPSAS in promoting accountability in financial reporting. In addition, the study found that transformation in structure and law is also vital in enhancing the effectiveness of IPSAS in promoting accountability in financial reporting.

This study has shown that there is a general perception that IPSAS has a positive impact in enhancing accountability in financial reporting at CoW as it helps to compile and distribute budgets, retain detailed financial records, provide thorough disclosures, and recommend independent audits, strengthens support for results-based managing, and enables better bookkeeping practices for revenue and expenditure. This study therefore concludes that IPSAS has a positive impact in enhancing accountability in financial reporting.

The study has presented numerous barriers in effectively adopting IPSAS such as diverging accounting and management traditions, the application costs in adopting IPSAS, and restricted experience of the employees. This study, therefore, concludes that despite the implementation of IPSAS does not necessarily make a local authority highly effective in enhancing accountability in financial reporting due to existence of barriers.

The study suggests some effective strategies could be implemented to enhance the effectiveness of IPSAS in promoting accountability in financial reporting, such as stakeholder's engagement, external support, and transformation in structure and law as vital. This study therefore concludes that local authorities should find strategies relating to cost implication, change management, skills competence, costs, infrastructure and technology, and implementation in improving the effectiveness of IPSAS in promoting accountability in financial reporting.

Based on the findings of this study, the recommendations follow:

- Local authorities should invest more in infrastructure and technology to enjoy the full benefits of IPSAS and enhance accountability in financial reporting.
- Local authorities should train its employees regularly on how to use and apply IPSAS to realize full accountability, minimise change management, and improve skills competence with the understanding and application of IPSAS.

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