INTERNATIONAL JOURNAL OF MANAGEMENT AND ORGANIZATIONAL RESEARCH

Comparative Public Financial Management Efficiency in Subnational Governments: Evidence from the United States and Ghana

Isaac Mintah Adjei
Department of Public Administration, Florida State University, Tallahassee, Florida, USA

* Corresponding Author: **Isaac Mintah Adjei**

Article Info

ISSN (online): 2583-6641
Impact Factor (RSIF): 8.56
Volume: 05
Issue: 04
Received: 13-05-2026
Accepted: 11-06-2026
Published: 09-07-2026
Page No: 65-81

Abstract
Public Financial Management (PFM) plays a critical role in ensuring fiscal discipline, transparency, accountability, and effective service delivery within subnational governments. This review paper comparatively examines the efficiency of PFM systems in subnational governments in the United States and Ghana, with particular emphasis on budgeting processes, revenue mobilization, expenditure control, fiscal decentralization, public accountability, digital financial systems, and institutional governance frameworks. The study explores how differing political structures, administrative capacities, and economic conditions influence the performance and efficiency of state and local governments in managing public resources. Drawing on existing empirical studies, policy reports, and institutional frameworks, the review identifies key strengths in the United States' decentralized fiscal governance model, including advanced financial reporting standards, performance-based budgeting, and robust audit mechanisms, while also highlighting challenges such as pension liabilities, intergovernmental fiscal imbalances, and political polarization. In contrast, Ghana's subnational PFM system demonstrates ongoing reforms aimed at strengthening fiscal decentralization, transparency, and accountability through initiatives such as the Ghana Integrated Financial Management Information System (GIFMIS) and local government capacity-building programs, although persistent challenges remain in revenue generation, corruption control, weak institutional enforcement, and limited technical expertise. The paper further analyzes comparative lessons, reform strategies, and best practices that can enhance efficiency, fiscal sustainability, and public trust in subnational governance systems across developing and developed economies. The study concludes that effective PFM efficiency at the subnational level depends on strong institutional capacity, transparent fiscal governance, technological integration, citizen participation, and consistent policy implementation.

Keywords: Public Financial Management (PFM)**,** Fiscal Decentralization**,** Subnational Governments**,** Budget Implementation**,** Fiscal Accountability**,** Financial Reporting Systems

1. Introduction

1.1. Concept and Importance of Public Financial Management (PFM)

Public Financial Management (PFM) refers to the comprehensive system through which governments plan, allocate, manage, control, and monitor public financial resources in order to achieve national and subnational development objectives efficiently and transparently. It encompasses a broad range of fiscal activities including budgeting, revenue mobilization, expenditure management, accounting, procurement, auditing, and financial reporting. Within subnational governments, PFM serves as a critical governance mechanism for ensuring that public resources are utilized effectively to deliver social services, infrastructure, and economic development outcomes (Okpanachi *et al*., 2025) [55]. The efficiency of PFM systems has become increasingly important in both developed and developing economies due to rising public expenditure demands, fiscal decentralization reforms, and increasing citizen expectations for transparency and accountability. In comparative governance studies involving the United States and Ghana, PFM efficiency is closely associated with institutional capacity, fiscal discipline, transparency frameworks, and the effectiveness of intergovernmental fiscal relations (Okpanachi *et al*., 2025) [55]. In the United States, state and local governments rely heavily on performance-based budgeting systems, advanced accounting standards, and digital financial reporting mechanisms that strengthen accountability and resource optimization. Conversely, Ghana's subnational governments continue to implement reforms aimed at improving budgeting efficiency, financial transparency, and expenditure controls, particularly through decentralization policies and integrated financial management systems. However, challenges such as weak institutional enforcement, limited internally generated revenue, and administrative inefficiencies continue to affect fiscal performance at the local government level (Okpanachi *et al*., 2025) [55]. PFM is important because it directly influences fiscal sustainability, macroeconomic stability, public trust, and service delivery outcomes (Okpanachi *et al*., 2025) [55]. Effective PFM systems enhance governmental credibility by minimizing corruption, improving budget credibility, and ensuring prudent allocation of scarce public resources (Andrews, 2010) [13]. Additionally, digital financial management systems improve expenditure tracking, financial reporting accuracy, and accountability across government institutions, thereby strengthening governance effectiveness and fiscal oversight mechanisms (Diamond & Khemani, 2005) [25].

1.2. Role of Subnational Governments in Fiscal Governance

Subnational governments play a central role in fiscal governance by serving as the primary institutional link between national fiscal policies and local socioeconomic development outcomes (Okpanachi *et al*., 2025) [55]. These governments, which include states, provinces, municipalities, districts, and local authorities, are responsible for implementing public policies, managing decentralized budgets, mobilizing local revenues, and delivering essential public services such as healthcare, education, transportation, sanitation, and infrastructure development. Within the framework of Public Financial Management (PFM), subnational governments contribute significantly to fiscal stability, accountability, and efficient resource allocation, particularly in decentralized governance systems such as those of the United States and Ghana (Onwuzurike *et al*., 2025) [57]. Fiscal governance at the subnational level involves the coordination of budgeting, expenditure management, taxation, debt administration, and intergovernmental fiscal transfers (Okpanachi *et al*., 2025) [55]. In the United States, state and local governments possess considerable fiscal autonomy, enabling them to design and implement budgets aligned with regional economic priorities and development objectives. This decentralized fiscal structure promotes policy innovation, responsiveness to local needs, and enhanced accountability through locally elected institutions and robust financial oversight systems. According to Oates (1999) [53], fiscal federalism improves public sector efficiency because local governments possess better information about community preferences and service delivery requirements, thereby enabling more effective allocation of public resources. In Ghana, subnational governments operate within a decentralized administrative structure intended to strengthen participatory governance and improve service delivery across districts and municipalities. Local governments are expected to mobilize internally generated funds while also managing transfers from the central government to finance development projects and social programs (Ijiga *et al*., 2025) [35]. However, institutional weaknesses, limited fiscal autonomy, inadequate technical capacity, and dependence on central government allocations continue to constrain effective fiscal governance at the local level. Smoke (2015) [71] argues that successful decentralization reforms depend largely on administrative capacity, accountability mechanisms, and clear intergovernmental fiscal arrangements that support sustainable public financial management practices.

1.3. Overview of Public Financial Management Systems in the United States and Ghana

Public Financial Management (PFM) systems in the United States and Ghana reflect differing institutional structures, economic capacities, governance traditions, and fiscal decentralization arrangements, yet both systems are fundamentally designed to promote accountability, transparency, fiscal discipline, and effective public service delivery (Uzoma *et al*., 2024) [77]. PFM systems encompass the processes, institutions, legal frameworks, and technological mechanisms used by governments to manage public revenues, expenditures, budgeting, procurement, accounting, auditing, and financial reporting. In comparative analysis, the United States represents a mature and highly decentralized PFM structure, while Ghana demonstrates an evolving PFM system shaped by administrative reforms and developmental governance priorities (Uzoma *et al*., 2024) [77]. In the United States, subnational PFM systems operate through constitutionally empowered state and local governments with substantial fiscal autonomy and clearly defined expenditure responsibilities. State governments generate revenues through taxes, service charges, grants, and borrowing mechanisms, while local governments administer budgets aligned with regional development priorities (Uzoma *et al*., 2024) [77]. The U.S. PFM system emphasizes performance-based budgeting, accrual accounting standards, transparent procurement systems, legislative oversight, and independent auditing institutions that strengthen fiscal accountability and resource efficiency. Advanced digital financial systems and integrated reporting mechanisms further enhance transparency, expenditure monitoring, and policy evaluation across multiple levels of government (Allen *et al*., 2013) [10]. Conversely, Ghana's PFM system has undergone significant reforms aimed at strengthening fiscal governance, decentralization, and public accountability (Uzoma *et al*., 2024) [77]. The country has implemented various institutional frameworks such as the Public Financial Management Act, medium-term expenditure frameworks, and the Ghana Integrated Financial Management Information System (GIFMIS) to improve budget credibility and expenditure control. However, Ghanaian subnational governments continue to face challenges including weak internally generated revenue capacity, delayed fiscal transfers, limited administrative expertise, and insufficient monitoring systems. According to Shah (2007) [70], effective PFM systems depend heavily on institutional coordination, transparent budgetary institutions, and strong accountability frameworks that support prudent fiscal management and sustainable development outcomes.

1.4. Objectives, Scope, and Significance of the Review

The primary objective of this review is to critically examine and compare the efficiency of Public Financial Management (PFM) systems within subnational governments in the United States and Ghana, with emphasis on budgeting processes, fiscal decentralization, revenue mobilization, expenditure control, transparency, accountability, and institutional governance mechanisms. The review seeks to identify the major structural and operational factors that influence fiscal performance at the subnational level and to evaluate how differing political, administrative, and economic environments shape the effectiveness of public resource management in both developed and developing governance systems. Additionally, the study aims to explore the extent to which digital financial systems, regulatory reforms, and institutional accountability frameworks contribute to improved fiscal governance and service delivery outcomes across local and state government institutions. The scope of the review covers comparative analysis of fiscal governance structures, legal and institutional frameworks, budgeting systems, public expenditure management practices, and financial accountability mechanisms operating within subnational governments in both countries. The study also assesses the role of decentralization policies, intergovernmental fiscal relations, auditing systems, and financial reporting standards in enhancing or constraining PFM efficiency. Particular attention is given to the differences in fiscal autonomy, administrative capacity, and technological integration between the United States and Ghana, as these variables significantly influence public sector efficiency and governance outcomes.

The significance of this review lies in its contribution to comparative public administration and fiscal governance literature by providing a deeper understanding of how institutional quality and financial management systems affect subnational government performance. The study further offers policy-relevant insights for strengthening transparency, fiscal discipline, accountability, and sustainable public service delivery in decentralized governance systems. Through comparative evaluation, the review supports evidence-based reforms aimed at improving public trust, institutional effectiveness, and financial sustainability within subnational administrations.

2. Theoretical and Institutional Foundations of Public Financial Management

2.1. Theories Underpinning Public Financial Management Efficiency

Public Financial Management (PFM) efficiency is grounded in several theoretical frameworks that explain how governments can effectively allocate, manage, and monitor public resources to achieve fiscal discipline, accountability, economic stability, and improved service delivery (Ogbuonyalu *et al.*, 2025) [54]. These theories provide the conceptual basis for understanding the structure and operational performance of financial management systems within subnational governments in both developed and developing economies. Among the most influential theoretical perspectives underpinning PFM efficiency are the Theory of Public Finance and the New Public Management (NPM) Theory, both of which significantly shape fiscal governance reforms in countries such as the United States and Ghana (Ogbuonyalu *et al.*, 2025) [54]. The Theory of Public Finance, advanced by Musgrave (1959) [50], emphasizes the role of government in resource allocation, income distribution, and macroeconomic stabilization. The theory explains that effective public financial systems are necessary to ensure equitable distribution of resources, efficient public expenditure management, and sustainable economic development. Within subnational governments, this theory supports fiscal decentralization and the allocation of financial responsibilities to local authorities in order to improve responsiveness to community needs and strengthen service delivery outcomes. In the context of the United States and Ghana, the theory highlights the importance of sound budgeting systems, revenue mobilization strategies, and expenditure controls in achieving fiscal efficiency and accountability (Ogbuonyalu *et al.*, 2025) [54]. The New Public Management theory further strengthens the understanding of PFM efficiency by advocating for private-sector management principles within public sector administration. Hood (1991) [33] argues that governments should adopt performance measurement systems, managerial accountability, decentralization, transparency, and results-oriented budgeting practices to improve efficiency in public institutions (Ogbuonyalu *et al.*, 2025) [54]. This theoretical perspective has influenced modern PFM reforms such as performance-based budgeting, digital financial management systems, and audit-driven accountability mechanisms implemented across subnational governments. In comparative fiscal governance, these theoretical foundations demonstrate that institutional efficiency, managerial competence, and transparent financial administration are essential for strengthening public trust, reducing corruption, and improving fiscal sustainability (Ijiga *et al.*, 2025) [35].

2.2. Fiscal Decentralization and Intergovernmental Fiscal Relations

Fiscal decentralization and intergovernmental fiscal relations constitute foundational elements of Public Financial Management (PFM) efficiency, particularly within subnational governance systems such as those in the United States and Ghana as represented in figure 1 (Abiodun *et al.*, 2025) [1]. Fiscal decentralization refers to the transfer of revenue-generation authority, expenditure responsibilities, and decision-making powers from central governments to subnational entities, enabling local governments to respond more effectively to region-specific development needs (Abiodun *et al.*, 2025) [1]. Intergovernmental fiscal relations, on the other hand, describe the financial and institutional linkages between central and subnational governments, including fiscal transfers, revenue-sharing arrangements, borrowing frameworks, and regulatory oversight mechanisms that ensure macroeconomic stability and equity across jurisdictions (Abiodun *et al.*, 2025) [1]. In advanced decentralized systems such as the United States, fiscal decentralization is characterized by strong subnational autonomy, where states and local governments possess significant authority over taxation, budgeting, and public expenditure decisions. This arrangement enhances fiscal efficiency by aligning public service delivery with local preferences and encouraging competition among jurisdictions to improve governance outcomes. According to Weingast (2009) [78], effective fiscal federalism depends on credible constraints on central authority and well-structured incentives that encourage subnational governments to maintain fiscal discipline while delivering public goods efficiently (Abiodun *et al.*, 2025) [1]. In developing governance contexts such as Ghana, fiscal decentralization is still evolving, with subnational governments heavily reliant on intergovernmental fiscal transfers due to limited internal revenue mobilization capacity. While decentralization reforms aim to enhance local accountability and service delivery, challenges such as delayed transfers, weak fiscal autonomy, and uneven revenue capacities continue to constrain effective intergovernmental fiscal coordination. Faguet (2014) [27] emphasizes that decentralization improves governance outcomes when accompanied by strong institutional capacity, transparent fiscal rules, and effective accountability mechanisms that ensure efficient allocation and utilization of public resources across government levels.

Figure 1 illustrates the concept of Fiscal Decentralization and Intergovernmental Fiscal Relations by depicting a central government institution distributing financial resources to multiple subnational governments through interconnected fiscal channels. The large government building on the left symbolizes the central authority, while the smaller buildings represent state, municipal, and local government entities responsible for delivering public services. The flowing streams of currency signify intergovernmental fiscal transfers, revenue-sharing arrangements, grants, and budget allocations that support local development activities. The interconnected pathways highlight the coordination required between different levels of government to ensure effective budgeting, expenditure management, and service delivery. The visual also emphasizes the principle that fiscal decentralization enhances local governance by providing subnational governments with resources and decision-making authority to address community needs, while maintaining accountability and oversight through structured intergovernmental fiscal relations. In the context of 2025, the diagram reflects the growing importance of efficient fiscal transfer systems, digital financial governance, transparency, and institutional coordination in strengthening Public Financial Management (PFM) efficiency, fiscal sustainability, and responsive service delivery across decentralized governance systems such as those of the United States and Ghana.

Fig 1: Fiscal Decentralization and Intergovernmental Fiscal Relations (Alliance 2025)

2.3. Institutional and Legal Frameworks Governing Subnational PFM in the United States

The institutional and legal frameworks governing subnational Public Financial Management (PFM) in the United States are anchored in a complex system of constitutional provisions, statutory regulations, fiscal rules, and administrative institutions that collectively ensure accountability, transparency, and efficiency in public resource management (George *et al*., 2025) [30]. These frameworks define the fiscal authority of state and local governments, regulate budgeting and expenditure processes, and establish oversight mechanisms that guide financial decision-making across subnational entities (Ussher-Eke *et al*., 2025) [72]. The U.S. system is characterized by a high degree of fiscal federalism, where subnational governments operate with significant autonomy but within a structured legal environment that enforces fiscal discipline and institutional accountability. At the core of this framework are state constitutions and local government charters that delineate revenue-raising powers, borrowing limits, and expenditure responsibilities (Ussher-Eke *et al*., 2025) [72]. These legal instruments are reinforced by statutory budgeting requirements, balanced budget rules in most states, and stringent public auditing standards that enhance fiscal responsibility. Legislative bodies at both state and local levels play a crucial role in budget formulation and approval, ensuring democratic oversight of public financial decisions. Rubin (2016) [67] emphasizes that budgeting in the United States is inherently political, with institutional frameworks designed to balance competing interests while maintaining fiscal sustainability and accountability (Ussher-Eke *et al*., 2025) [72]. Additionally, independent audit institutions, such as state auditors and inspector general offices, provide external oversight to detect inefficiencies, prevent mismanagement, and ensure compliance with financial regulations. The role of legislatures in budget oversight further strengthens institutional checks and balances, promoting transparency and reducing opportunities for fiscal mismanagement. Posner and Park (2007) [63] highlight that legislative engagement in budgeting enhances fiscal discipline and improves the credibility of public financial systems (Ussher-Eke *et al*., 2025) [72]. Collectively, these institutional and legal structures ensure that subnational PFM in the United States remains highly structured, transparent, and performance-oriented.

2.4. Institutional and Legal Frameworks Governing Subnational PFM in Ghana

The institutional and legal frameworks governing subnational Public Financial Management (PFM) in Ghana are structured within a decentralized governance system designed to enhance local autonomy, improve service delivery, and strengthen accountability at the district and municipal levels as presented in table 1. (Amebleh & Igba, 2024) [12]. These frameworks are anchored in constitutional provisions, statutory laws such as the Local Governance Act, and public financial regulations that define the responsibilities of Metropolitan, Municipal, and District Assemblies (MMDAs) in managing public resources. The frameworks also establish the institutional relationship between central government authorities and subnational entities, particularly in relation to fiscal transfers, budgeting procedures, and expenditure controls. Despite the existence of formal legal structures supporting decentralization, Ghana's subnational PFM system continues to operate within a highly centralized fiscal environment. (Amebleh & Igba, 2024) [12]. Local governments are required to adhere to national budgeting guidelines, medium-term expenditure frameworks, and financial reporting standards established by central authorities. This limits fiscal autonomy and affects the ability of subnational governments to independently mobilize and allocate resources in response to local development priorities. Crook (2003) [24] notes that while decentralization reforms in African countries aim to enhance local governance effectiveness, their outcomes are often constrained by persistent central government control and weak institutional capacity at the local level (Amebleh & Igba, 2024) [12]. Institutional arrangements such as the Controller and Accountant-General's Department and the Ministry of Finance play key roles in overseeing financial compliance and ensuring uniform accounting practices across subnational governments. Additionally, audit institutions such as the Ghana Audit Service provide external oversight to promote accountability and reduce financial mismanagement. However, challenges including weak enforcement of regulations, limited technical expertise, and delays in fiscal transfers undermine the effectiveness of these frameworks. (Bukari *et al*., 2025) [20] emphasizes that successful decentralization in Ghana requires stronger institutional capacity, improved accountability mechanisms, and greater fiscal autonomy for local governments to achieve meaningful public financial management efficiency.

Table 1: Institutional and Legal Frameworks Governing Subnational PFM in Ghana

Institutional/Legal Framework	Role in Subnational PFM	Strengths and Contributions	Challenges and Limitations
Constitutional and Decentralization Frameworks	Provide the legal foundation for decentralization and define the fiscal responsibilities of Metropolitan, Municipal, and District Assemblies (MMDAs).	Promote local governance, accountability, and citizen participation in public financial management.	Fiscal authority remains partially centralized, limiting the financial independence of local governments.
Local Governance Act and Public Financial Management Regulations	Establish rules for budgeting, financial reporting, expenditure control, and revenue administration at the subnational level.	Enhance standardization, fiscal discipline, and compliance with national financial management requirements.	Weak enforcement, administrative bottlenecks, and inconsistent implementation across districts reduce effectiveness.
Ministry of Finance and Controller and Accountant-General's Department	Oversee budget preparation, fund disbursement, accounting procedures, and financial compliance in local governments.	Ensure uniform financial management practices and strengthen oversight of public funds.	Delays in fiscal transfers and excessive central oversight can constrain local decision-making and budget execution.
Ghana Audit Service and Accountability Institutions	Conduct audits, monitor financial activities, and identify irregularities within subnational governments.	Promote transparency, accountability, and prudent utilization of public resources.	Limited technical capacity, delayed audit reporting, and inadequate enforcement of audit recommendations weaken oversight effectiveness.

3. Comparative Analysis of Budgeting and Revenue Mobilization Systems

3.1. Budget Formulation and Implementation Processes in U.S. Subnational Governments

Budget formulation and implementation processes in U.S. subnational governments constitute a central component of Public Financial Management (PFM) efficiency and are designed to ensure fiscal discipline, accountability, transparency, and effective public service delivery (Onyekaonwu *et al*., 2024) [60]. State and local governments in the United States operate within a highly decentralized fiscal framework that grants substantial authority over revenue generation, expenditure allocation, and financial planning (George *et al*., 2025) [30]. Budget formulation typically begins with executive agencies and departmental units preparing expenditure proposals based on policy priorities, projected revenues, and socioeconomic development objectives. These proposals are reviewed by executive budget offices before submission to state legislatures or local councils for debate, amendment, and approval (Onyekaonwu *et al*., 2024) [60]. The budgetary process in U.S. subnational governments is heavily influenced by institutional rules, political negotiations, and legal requirements such as balanced budget mandates. Most states are constitutionally required to maintain balanced budgets, which strengthens fiscal discipline and limits excessive borrowing. Wildavsky and Caiden (2004) [79] explain that budgeting in democratic systems is not merely a technical exercise but a political process involving competition among stakeholders for limited public resources. Consequently, budget formulation reflects negotiations between executive authorities, legislative institutions, public agencies, and community interest groups. Implementation of approved budgets involves the allocation and monitoring of public expenditures through established accounting systems, procurement regulations, and performance evaluation mechanisms. Many U.S. states and municipalities have adopted performance-based budgeting and digital financial management systems to improve expenditure tracking, operational efficiency, and policy outcomes (Onyekaonwu *et al*., 2024) [60]. Financial oversight institutions, including state auditors and legislative budget committees, monitor compliance with fiscal regulations and assess the effectiveness of public spending programs. (Azhar *et al*., 2025) [15] emphasizes that modern budgeting systems in the United States increasingly focus on measurable outcomes, fiscal sustainability, and long-term strategic planning, thereby enhancing transparency and improving the efficiency of subnational public financial management systems.

3.2. Budget Formulation and Implementation Processes in Ghanaian Local Governments

Budget formulation and implementation processes in Ghanaian local governments are central components of the country's Public Financial Management (PFM) framework and are intended to support decentralized governance, accountability, and effective public service delivery as represented in figure 2. Ghana's Metropolitan, Municipal, and District Assemblies (MMDAs) are responsible for preparing and implementing annual budgets that align with national development priorities while addressing local socioeconomic needs (Mends Karen *et al*., 2025) [48]. These budgets typically cover infrastructure development, education, healthcare, sanitation, and community development programs. The budget process is guided by national fiscal policies, medium-term development plans, and regulatory frameworks established by the Ministry of Finance and the Local Government Service (Onwuzurike & Kpogli, 2025) [57]. The formulation process involves consultations among local government officials, departmental heads, community stakeholders, and central government institutions. Budget proposals are prepared based on projected revenues from internally generated funds, District Assemblies Common Fund allocations, grants, and donor support. Despite the participatory intention of the process, budget preparation in many local governments remains constrained by limited technical expertise, inadequate data systems, and overreliance on central government transfers. Adu-Gyamfi (2014) [4] observes that weak local revenue mobilization significantly undermines the financial independence and operational efficiency of district assemblies in Ghana (Onwuzurike & Kpogli, 2025) [57]. Implementation of approved budgets often encounters several administrative and institutional challenges, including delayed disbursement of central government funds, weak expenditure controls, procurement inefficiencies, and limited monitoring mechanisms (Mends Karen *et al*., 2025) [48]. These challenges reduce the ability of local governments to fully execute development projects and deliver essential services effectively. Furthermore, political interference and weak accountability systems sometimes compromise budget credibility and fiscal discipline. Crawford (2009) [23] argues that although decentralization reforms in Ghana were intended to strengthen local democracy and participatory governance, institutional weaknesses and centralized fiscal control continue to limit the effectiveness of local budget implementation processes (Abiola & Ijiga, 2025) [3]. Consequently, improving PFM efficiency in Ghanaian local governments requires stronger institutional capacity, enhanced financial oversight, and sustainable local revenue generation systems.

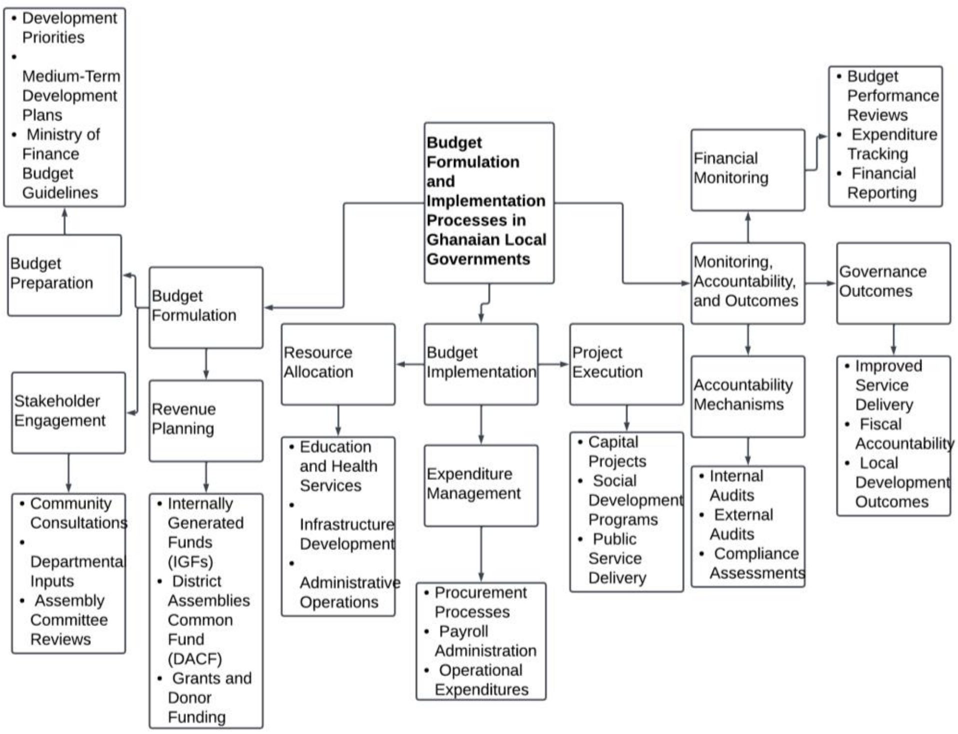

Fig 2: Budget Formulation and Implementation Processes in Ghanaian Local Governments

3.3. Revenue Generation Mechanisms and Fiscal Autonomy

Revenue generation mechanisms and fiscal autonomy are critical determinants of Public Financial Management (PFM) efficiency within subnational governments because they directly influence the capacity of local authorities to finance development projects, deliver public services, and maintain fiscal sustainability (Mends Karen *et al*., 2025) [48]. Fiscal autonomy refers to the degree of independence subnational governments possess in generating, allocating, and managing financial resources without excessive dependence on central government transfers (Abiola & Ijiga, 2025) [3]. Effective revenue systems enable local governments to implement policies that reflect local priorities while strengthening accountability and institutional responsiveness. In the United States, subnational governments enjoy substantial fiscal autonomy through diversified revenue-generation mechanisms that include property taxes, sales taxes, income taxes, service fees, business licenses, and municipal bonds. State and local governments possess constitutional and statutory authority to establish tax policies within defined legal frameworks, thereby enhancing their ability to finance education, healthcare, transportation, and infrastructure development (Mends Karen *et al*., 2025) [48]. The broad tax base and advanced administrative systems in the United States contribute significantly to stable revenue flows and effective fiscal planning. Fiscal autonomy also promotes competition, innovation, and policy responsiveness among subnational jurisdictions, leading to improved efficiency in public service delivery. Conversely, Ghanaian local governments operate with limited fiscal autonomy due to heavy dependence on central government transfers such as the District Assemblies Common Fund and donor assistance. Although Metropolitan, Municipal, and District Assemblies are authorized to generate internally generated funds through market tolls, property rates, licenses, and service charges, revenue collection remains weak because of inadequate administrative capacity, poor valuation systems, corruption, and limited economic activity in some districts. Bird and Vaillancourt (2008) [19] argue that fiscal decentralization can only improve governance outcomes when local governments possess sufficient authority and institutional capacity to mobilize and manage revenues effectively (Kpogli *et al*., 2024) [47]. Furthermore, fiscal dependence on central authorities often constrains policy flexibility and delays project implementation in many developing countries. Bahl and Linn (1992) [16] emphasize that sustainable urban and local development requires strong local revenue systems supported by efficient financial administration, transparent governance structures, and effective fiscal accountability mechanisms.

3.4. Challenges in Budget Execution, Revenue Collection, and Fiscal Discipline

Challenges in budget execution, revenue collection, and fiscal discipline remain major obstacles to Public Financial Management (PFM) efficiency in subnational governments across both developed and developing economies. Although the United States and Ghana operate under different fiscal and institutional environments, both countries experience governance and administrative constraints that affect the effectiveness of budget implementation and sustainable financial management as presented in table 2 (Onwuzurike & Kpogli, 2025) [57]. These challenges influence service delivery outcomes, fiscal accountability, transparency, and long-term economic stability at the subnational level. Budget execution challenges often emerge when approved budgets are not implemented according to planned allocations, timelines, and development priorities. In many subnational governments, delays in fund disbursement, weak procurement systems, inadequate expenditure controls, and political interference reduce the efficiency of budget implementation (Onwuzurike & Kpogli, 2025) [57]. In Ghanaian local governments, dependence on central government transfers frequently causes delays in project execution and disrupts developmental programs. Similarly, some U.S. state and local governments face budget execution difficulties associated with fiscal deficits, pension obligations, and political disagreements over expenditure priorities. Schick (1998) [68] argues that institutional reforms alone cannot improve fiscal performance unless governments possess adequate administrative capacity, effective monitoring systems, and strong enforcement mechanisms (Onwuzurike & Kpogli, 2025) [57]. Revenue collection inefficiencies also significantly undermine fiscal discipline and financial sustainability. In Ghana, local governments often struggle with low internally generated revenue due to poor tax administration, corruption, weak property valuation systems, and limited compliance by taxpayers. Although revenue systems in the United States are comparatively more advanced, some jurisdictions still encounter challenges related to tax limitations, economic downturns, and unequal revenue bases across regions. Weak revenue performance directly affects the capacity of subnational governments to finance essential public services and maintain balanced budgets (Onwuzurike & Kpogli, 2025) [57]. Fiscal discipline is equally affected by poor financial oversight, weak accountability systems, and ineffective auditing practices. Premchand (2004) [65] emphasizes that fiscal accountability requires transparent reporting mechanisms, prudent expenditure management, and institutional controls that prevent financial mismanagement and promote efficient utilization of public resources within government institutions (Onwuzurike & Kpogli, 2025) [57].

Table 2: Challenges in Budget Execution, Revenue Collection, and Fiscal Discipline

Challenge Area	Description	Impact on PFM Efficiency	Implications for Subnational Governments
Budget Execution Challenges	Delays in fund disbursement, weak procurement systems, inadequate expenditure controls, and political interference during implementation.	Reduces the effectiveness of approved budgets and weakens the achievement of development objectives.	Leads to delayed projects, incomplete service delivery, cost overruns, and reduced public confidence in government performance.
Revenue Collection Inefficiencies	Poor tax administration, low taxpayer compliance, weak property valuation systems, corruption, and limited revenue bases.	Constrains the availability of financial resources needed for public services and infrastructure development.	Increases dependence on intergovernmental transfers and limits fiscal autonomy and financial sustainability.
Weak Fiscal Discipline	Inadequate financial oversight, poor expenditure management, weak enforcement of fiscal rules, and lack of accountability mechanisms.	Encourages budget deviations, resource wastage, and inefficient allocation of public funds.	Results in fiscal instability, reduced budget credibility, and challenges in maintaining balanced budgets.
Institutional and Administrative Constraints	Limited technical expertise, insufficient monitoring systems, weak internal controls, and fragmented administrative processes.	Undermines financial planning, monitoring, and evaluation of public expenditures.	Reduces governance effectiveness, weakens transparency, and hinders long-term improvements in public financial management.

4. Public Expenditure Management, Accountability, and Transparency

4.1. Public Expenditure Control and Financial Reporting Systems

Public expenditure control and financial reporting systems are fundamental components of Public Financial Management (PFM) efficiency because they ensure that public resources are utilized in accordance with approved budgets, legal regulations, and development priorities as represented in figure 3. These systems are designed to promote fiscal discipline, transparency, accountability, and operational efficiency within subnational governments (Onwuzurike *et al*., 2022) [58]. Effective expenditure control mechanisms help prevent overspending, corruption, resource misallocation, and unauthorized financial transactions, while financial reporting systems provide accurate and timely information necessary for policy evaluation, public accountability, and informed fiscal decision-making (Onwuzurike *et al*., 2022) [58]. In the United States, subnational governments operate advanced expenditure control systems supported by legal frameworks, performance-based budgeting practices, accrual accounting standards, and computerized financial management systems. State and local governments employ internal control procedures, procurement regulations, audit requirements, and expenditure monitoring mechanisms to ensure compliance with approved budgets and fiscal regulations. Financial reporting systems in the United States are highly institutionalized and are guided by standards established by bodies such as the Governmental Accounting Standards Board (GASB) (Abiola & Ijiga, 2025) [3]. These systems enhance transparency by providing detailed financial statements, budget performance reports, and expenditure disclosures accessible to policymakers and citizens. Chan (2003) [22] argues that government accounting systems play a critical role in strengthening public sector accountability and improving fiscal management through reliable financial information and standardized reporting practices.

In Ghana, expenditure control and financial reporting systems have undergone major reforms aimed at improving fiscal transparency and reducing inefficiencies within public institutions. The introduction of the Ghana Integrated Financial Management Information System (GIFMIS) has enhanced expenditure monitoring, payroll management, and financial reporting processes across government institutions, including local governments (Kpogli *et al*., 2024) [47]. However, challenges such as weak institutional enforcement, limited technical expertise, delays in reporting, and inadequate monitoring mechanisms continue to affect effective expenditure control. Diamond and Khemani (2005) [25] emphasize that integrated financial management information systems improve fiscal accountability by enhancing expenditure tracking, reducing financial leakages, and strengthening transparency within public sector financial operations.

Fig 3: Public Expenditure Control and Financial Reporting Systems for Transparent and Accountable Fiscal Management (Pratik 2023)

Figure 3 illustrates the core elements of Public Expenditure Control and Financial Reporting Systems within modern public financial management frameworks. The financial report displayed in the foreground, together with the digital dashboard on the computer screen, symbolizes the processes of expenditure monitoring, budget tracking, financial analysis, and performance reporting that support effective fiscal governance. Various charts, graphs, and performance indicators represent the systematic collection and presentation of financial data used by government institutions to assess spending patterns, monitor budget execution, and evaluate the efficiency of public resource utilization. The integration of paper-based financial reports with real-time digital analytics highlights the growing importance of technology-driven financial management systems in enhancing transparency, accountability, and decision-making. In the context of subnational governments in the United States and Ghana, the image reflects how robust expenditure control mechanisms and comprehensive financial reporting systems contribute to fiscal discipline, reduce the risk of mismanagement, support audit and oversight functions, and enable policymakers to allocate resources more effectively toward public service delivery and sustainable development objectives.

4.2. Audit Mechanisms and Anti-Corruption Measures

Audit mechanisms and anti-corruption measures are essential pillars of Public Financial Management (PFM) efficiency because they promote transparency, accountability, fiscal discipline, and integrity in the management of public resources. In subnational governments, effective auditing systems help ensure that public funds are utilized in accordance with legal provisions, approved budgets, and development objectives, while anti-corruption frameworks reduce financial leakages, fraud, and abuse of public office. Both the United States and Ghana have established institutional mechanisms intended to strengthen oversight and improve the credibility of public financial systems, although the effectiveness of these mechanisms differs considerably due to variations in institutional capacity, governance quality, and enforcement structures (Onwuzurike *et al*., 2022) [58]. In the United States, audit mechanisms operate through a combination of internal audits, external audits, legislative oversight committees, inspector general offices, and independent state audit institutions (Ussher-Eke *et al*., 2025) [75]. These institutions regularly assess compliance with financial regulations, evaluate the efficiency of public expenditure, and identify financial irregularities within state and local governments. Advanced accounting systems, transparent procurement procedures, and legal reporting obligations further strengthen oversight and reduce opportunities for corruption. Power (1997) [64] explains that modern auditing systems serve not only as financial verification tools but also as governance mechanisms that reinforce institutional trust, organizational accountability, and administrative control within public institutions (Kpogli *et al*., 2024) [47]. In Ghana, anti-corruption and auditing frameworks have evolved through reforms aimed at strengthening fiscal accountability and improving transparency in local government administration. Institutions such as the Ghana Audit Service, the Economic and Organised Crime Office, and parliamentary public accounts committees play important roles in monitoring public expenditure and investigating financial misconduct (Onwuzurike *et al*., 2022) [58]. Despite these institutional structures, challenges including political interference, weak enforcement capacity, inadequate technical expertise, and delays in audit reporting continue to undermine effective accountability. Rose-Ackerman (1999) [66] argues that corruption persists where governance systems lack strong institutional controls, transparency, and effective sanctions against financial misconduct. Consequently, strengthening audit independence, improving institutional enforcement, and enhancing transparency mechanisms remain critical for improving PFM efficiency and public trust in subnational governance systems (Onwuzurike *et al*., 2022) [58].

4.3. Digital Financial Management Systems and E-Governance Reforms

Digital financial management systems and e-governance reforms have become essential instruments for improving Public Financial Management (PFM) efficiency within subnational governments (Kpogli *et al*., 2024) [47]. These reforms utilize information and communication technologies to enhance budgeting, expenditure monitoring, revenue administration, procurement processes, financial reporting, and public accountability. In both developed and developing governance systems, digital transformation has significantly influenced the ability of governments to improve transparency, reduce administrative inefficiencies, minimize corruption, and strengthen fiscal discipline. The adoption of electronic governance platforms also supports evidence-based decision-making by providing timely and accurate financial information for policy formulation and implementation (Onwuzurike *et al*., 2025) [57]. In the United States, subnational governments have extensively integrated digital financial management systems into fiscal operations through electronic budgeting platforms, enterprise resource planning systems, online procurement portals, and automated revenue collection systems. These technologies improve operational efficiency by reducing manual errors, increasing transparency in financial transactions, and enhancing public access to government financial information (Ussher-Eke *et al*., 2025) [72]. E-governance reforms have also strengthened citizen participation and institutional accountability by enabling real-time monitoring of government expenditure and service delivery outcomes. Pina *et al*. (2010) [62] argue that e-government initiatives promote accountability and administrative modernization by improving transparency, financial disclosure, and communication between governments and citizens (Onwuzurike *et al*., 2022) [58]. Similarly, Ghana has implemented significant e-governance and digital financial reforms aimed at strengthening fiscal accountability and improving the efficiency of public sector financial administration. One major initiative is the Ghana Integrated Financial Management Information System (GIFMIS), which was introduced to improve expenditure control, payroll management, procurement transparency, and financial reporting across government institutions, including local governments (Kpogli *et al*., 2024) [47]. Despite these reforms, several challenges persist, including inadequate technological infrastructure, limited technical expertise, unstable internet connectivity, and resistance to institutional change. Heeks (2006) [32] explains that successful e-governance implementation in developing countries depends on institutional readiness, administrative capacity, technological adaptability, and effective policy coordination. Consequently, sustained investment in digital infrastructure and human capacity development remains critical for improving subnational PFM efficiency and governance effectiveness.

4.4. Citizen Participation, Transparency, and Public Accountability Practices

Citizen participation, transparency, and public accountability practices are fundamental dimensions of Public Financial Management (PFM) efficiency because they strengthen democratic governance, improve fiscal discipline, and enhance the responsiveness of subnational governments to public needs as presented in table 3 (Ussher-Eke *et al*., 2025) [75]. These governance principles promote openness in financial decision-making, encourage public oversight of government activities, and create mechanisms through which citizens can influence budgeting priorities, monitor public expenditures, and demand accountability from public officials. In both the United States and Ghana, the effectiveness of subnational PFM systems is increasingly linked to the degree of public involvement and institutional transparency embedded within local governance processes (Onwuzurike *et al*., 2025) [57]. In the United States, citizen participation is institutionalized through public hearings, participatory budgeting initiatives, town hall meetings, open budget systems, and online disclosure platforms that allow residents to access financial information and contribute to policy discussions. State and local governments frequently publish budget reports, audit findings, procurement records, and expenditure data to strengthen transparency and public confidence in fiscal management systems. These practices improve accountability by enabling citizens, civil society organizations, and the media to scrutinize government financial activities and evaluate the effectiveness of public programs. Fung *et al*. (2007) [29] explain that transparency mechanisms improve governance outcomes by reducing information asymmetry and increasing institutional responsiveness to public interests (Ussher-Eke *et al*., 2025) [75]. In Ghana, decentralization reforms have sought to enhance participatory governance and accountability within Metropolitan, Municipal, and District Assemblies through community consultations, public budget discussions, and local development planning processes. However, challenges such as limited public awareness, weak access to government information, low civic engagement, and inadequate institutional enforcement continue to constrain effective citizen participation in fiscal governance. Furthermore, corruption perceptions and political interference often reduce public trust in local financial management systems. Fox (2007) [28] argues that transparency alone does not automatically produce accountability unless supported by effective institutional mechanisms, active citizen engagement, and enforceable sanctions against financial misconduct. Consequently, strengthening participatory governance structures remains essential for improving transparency, accountability, and PFM efficiency in subnational governments.

Table 3: Citizen Participation, Transparency, and Public Accountability Practices

PFM Governance Dimension	Key Features	Contribution to PFM Efficiency	Challenges and Limitations
Citizen Participation	Public hearings, participatory budgeting, community consultations, town hall meetings, and stakeholder engagement in budget planning.	Ensures that budget priorities reflect local needs, improves policy responsiveness, and strengthens public ownership of development initiatives.	Low civic awareness, limited participation rates, inadequate access to information, and weak engagement mechanisms can reduce effectiveness.
Transparency Practices	Publication of budgets, financial reports, procurement records, audit findings, and expenditure data through physical and digital platforms.	Enhances openness in financial management, reduces information asymmetry, and enables public scrutiny of government activities.	Incomplete disclosures, poor information accessibility, and limited digital infrastructure may restrict transparency outcomes.
Public Accountability Mechanisms	External audits, legislative oversight, public accounts committees, complaint systems, and performance monitoring frameworks.	Strengthens fiscal discipline, promotes responsible use of public funds, and deters corruption and financial misconduct.	Weak enforcement of audit recommendations, political interference, and institutional capacity constraints can undermine accountability.
Comparative Experience: United States and Ghana	The United States employs advanced transparency systems and structured citizen engagement, while Ghana has expanded participatory governance through decentralization reforms and local consultations.	Supports improved governance, trust in public institutions, and better monitoring of budget implementation and service delivery.	Ghana continues to face challenges related to low public awareness, limited institutional capacity, and corruption perceptions, while some U.S. jurisdictions encounter varying levels of citizen engagement.

5. Comparative Efficiency Assessment and Reform Outcomes

5.1. Indicators and Measurement of PFM Efficiency in Subnational Governments

Indicators and measurement frameworks for Public Financial Management (PFM) efficiency are essential for evaluating how effectively subnational governments manage public resources, maintain fiscal discipline, and deliver public services (Ussher-Eke *et al*., 2025) [75]. PFM efficiency measurement involves the assessment of institutional performance, budgeting credibility, expenditure control, revenue mobilization, transparency, accountability, and governance quality within state and local government systems. These indicators provide policymakers, oversight institutions, and development agencies with empirical tools for identifying strengths, weaknesses, and reform priorities in public sector financial administration (Onwuzurike *et al*., 2025) [57]. One of the most important indicators of PFM efficiency is budget credibility, which measures the extent to which actual revenues and expenditures correspond with approved budgets. Significant deviations between planned and actual fiscal outcomes often indicate weak planning systems, poor expenditure controls, or ineffective revenue forecasting mechanisms. Additional indicators include revenue collection efficiency, fiscal transparency, expenditure tracking accuracy, debt management performance, procurement compliance, audit effectiveness, and timeliness of financial reporting. In subnational governments within the United States, these indicators are often strengthened through advanced accounting standards, digital reporting systems, performance-based budgeting, and institutional oversight structures. Conversely, Ghanaian local governments continue to experience challenges in several measurement areas due to limited technical capacity, weak monitoring systems, and dependence on intergovernmental transfers (Onwuzurike *et al*., 2025) [57]. Institutional accountability and governance quality also serve as major determinants of PFM efficiency. Micah *et al*. (2020) [49] argue that governance indicators must be carefully interpreted because institutional performance cannot be measured solely through formal compliance structures without considering administrative effectiveness and contextual realities. This perspective is particularly relevant in comparative studies involving developed and developing governance systems where institutional capacities differ significantly. Furthermore, corruption vulnerability indicators are increasingly used to assess fiscal risk exposure and accountability performance within subnational governments. Campos and Pradhan (2007) [21] explain that effective PFM measurement systems should integrate transparency, anti-corruption controls, and sector-specific financial risk assessments to strengthen fiscal governance and improve public sector efficiency across decentralized administrative structures.

5.2. Comparative Strengths and Weaknesses of the United States and Ghana

The comparative analysis of Public Financial Management (PFM) systems in the United States and Ghana reveals substantial differences in institutional capacity, fiscal autonomy, transparency mechanisms, and governance effectiveness at the subnational level as represented in figure 4 (Nortey, 2024) [51]. These differences significantly influence the efficiency of budgeting processes, revenue mobilization, expenditure management, accountability systems, and public service delivery outcomes. While the United States demonstrates a more mature and technologically advanced PFM framework, Ghana continues to implement reforms aimed at strengthening decentralization, fiscal accountability, and administrative efficiency within local governments (Nortey, 2024) [51]. One of the major strengths of the United States lies in its highly decentralized fiscal structure, which grants state and local governments significant authority over taxation, budgeting, borrowing, and expenditure allocation (Nortey, 2024) [51]. This fiscal autonomy enhances policy responsiveness, innovation, and efficiency in addressing local development needs. Advanced accounting standards, digital financial management systems, independent audit institutions, and performance-based budgeting practices further strengthen transparency and accountability within subnational governments. Additionally, strong institutional checks and balances support prudent fiscal management and improve public confidence in governance systems. Kim (2017) [46] emphasizes that transparency and ethical administrative practices are critical factors in strengthening public trust and improving government performance. In contrast, Ghana's PFM system demonstrates strengths in ongoing decentralization reforms, expanding digital financial systems such as GIFMIS, and increasing efforts toward participatory governance and fiscal accountability (Akunna *et al*., 2025) [6]. However, several weaknesses continue to constrain PFM efficiency within Ghanaian subnational governments (Nortey, 2024) [51]. These include limited fiscal autonomy, weak internally generated revenue systems, inadequate administrative capacity, delayed fiscal transfers, political interference, and weak enforcement of financial regulations. Furthermore, technological limitations and corruption vulnerabilities affect budget implementation and financial oversight processes. Shah (2004) [69] argues that fiscal decentralization can improve governance and service delivery only when supported by strong institutional frameworks, effective accountability mechanisms, and adequate local administrative capacity. Consequently, while the United States benefits from established governance institutions and financial autonomy, Ghana continues to face structural and institutional challenges that limit the full realization of efficient and transparent subnational public financial management systems.

Figure 4 presents a comparative framework of the strengths and weaknesses of subnational Public Financial Management systems in the United States and Ghana through three major dimensions: Institutional Capacity, Fiscal Management and Revenue Systems, and Governance, Technology, and Accountability (Akunna *et al*., 2025) [6]. The first branch highlights the stronger institutional structures and oversight mechanisms in the United States alongside Ghana's ongoing decentralization and reform efforts, while acknowledging shared implementation challenges. The second branch compares fiscal autonomy and revenue diversification in the United States with Ghana's dependence on intergovernmental transfers and limited internally generated revenue, illustrating their differing impacts on fiscal sustainability and local development. The third branch examines governance quality, technological adoption, and accountability systems, showing how advanced digital financial management and transparency mechanisms contribute to stronger PFM performance in the United States, while Ghana continues to make progress through reforms such as GIFMIS despite infrastructure and capacity constraints. Together, these elements demonstrate how institutional strength, fiscal capacity, and governance quality influence the efficiency and effectiveness of subnational public financial management systems.

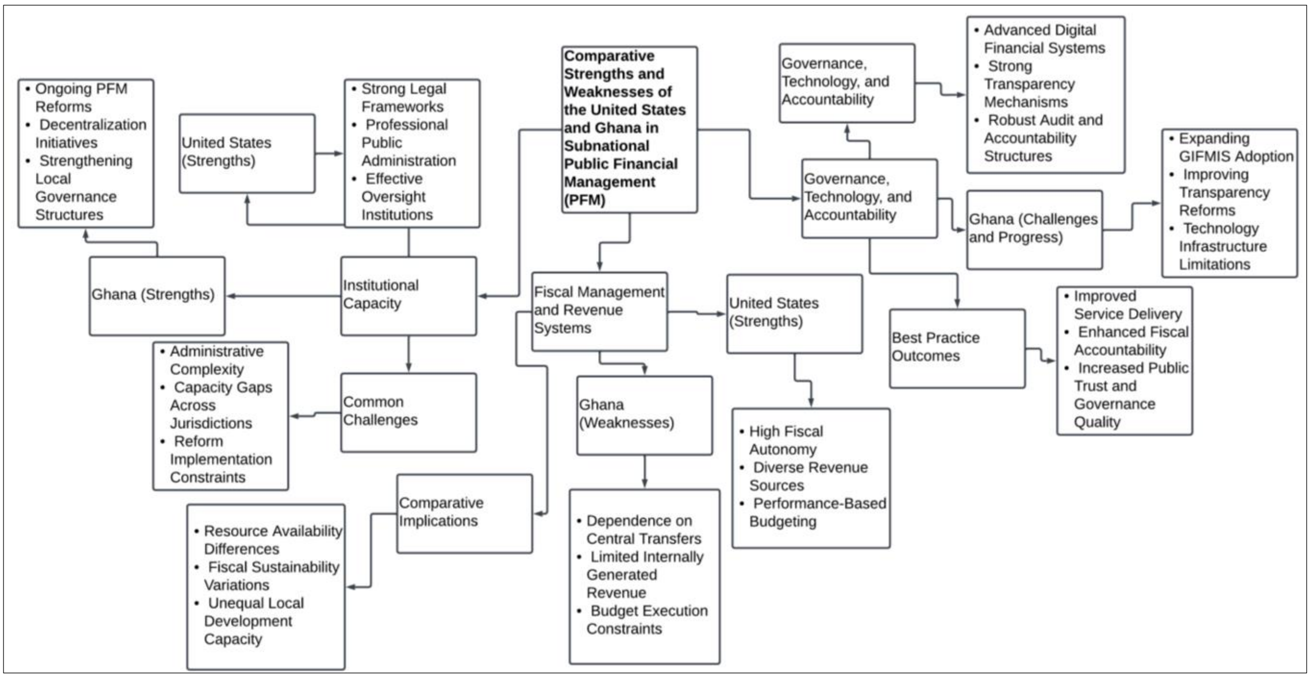

Fig 4: Comparative Strengths and Weaknesses of the United States and Ghana

5.3. Impact of Institutional Capacity, Technology, and Governance Quality on PFM Efficiency

Institutional capacity, technological advancement, and governance quality are key determinants of Public Financial Management (PFM) efficiency in subnational governments, as they collectively shape the effectiveness of budgeting, expenditure control, revenue administration, and accountability systems (Akunna & Ijiga, 2025) [6]. Institutional capacity refers to the ability of government agencies to design, implement, and monitor financial policies through skilled personnel, robust administrative structures, and effective regulatory frameworks. Technology enhances these processes by enabling digital financial management systems, real-time data processing, and automated reporting mechanisms, while governance quality reflects the extent of transparency, accountability, and rule-based decision-making within public institutions (Akunna & Ijiga, 2025) [6]. In highly developed systems such as the United States, strong institutional capacity supports efficient PFM operations through well-established bureaucratic structures, professional public financial officers, and advanced regulatory compliance systems. The integration of digital technologies such as enterprise resource planning systems and automated budgeting platforms further enhances fiscal transparency, reduces administrative inefficiencies, and improves real-time financial monitoring. High governance quality ensures that accountability mechanisms, audit systems, and legislative oversight institutions function effectively to minimize corruption and strengthen fiscal discipline. Dunleavy *et al.* (2006) [26] argue that digital-era governance transforms public administration by increasing efficiency, improving data-driven decision-making, and enhancing service delivery through integrated information systems. In contrast, Ghana's subnational governments face institutional capacity constraints, including limited technical expertise, inadequate training, and weak administrative systems, which affect the implementation of Public Financial Management reforms. Although digital tools such as the Ghana Integrated Financial Management Information System (GIFMIS) have improved financial reporting and expenditure tracking, challenges such as infrastructural limitations, inconsistent data usage, and resistance to technological change continue to hinder full effectiveness. Governance quality also varies significantly across local governments, with issues such as political interference, weak enforcement of financial regulations, and limited accountability reducing overall PFM efficiency. Grindle (2004) [31] emphasizes that governance reforms must be realistic and context-specific, noting that institutional improvements, even if incremental, can significantly enhance public sector performance when aligned with administrative capacity and political realities. Consequently, the interaction between institutional strength, technological integration, and governance quality plays a decisive role in determining the efficiency of subnational public financial management systems.

5.4. Lessons Learned and Best Practices from Comparative Experiences

Comparative analysis of Public Financial Management (PFM) systems in the United States and Ghana provides important lessons and best practices for improving fiscal efficiency, accountability, and governance performance in subnational governments. One key lesson is that strong institutional frameworks are essential for ensuring sustainable PFM efficiency. In the United States, well-established legal structures, professional public financial institutions, and effective oversight mechanisms contribute significantly to fiscal discipline and transparency as presented in table 4. In contrast, Ghana's experience demonstrates that reforms without adequate institutional capacity and enforcement mechanisms tend to produce limited and uneven outcomes across subnational governments (Akunna & Ijiga, 2025) [6]. Another important lesson is that fiscal decentralization is most effective when accompanied by strong accountability systems and adequate local capacity. The United States illustrates how decentralized fiscal authority, combined with robust auditing systems and performance-based budgeting, enhances responsiveness and efficiency in public service delivery. Ghana's experience, however, highlights the challenges of partial decentralization, where limited fiscal autonomy and heavy reliance on central transfers constrain local innovation and financial independence. Andrews (2013) [14] emphasizes that institutional reforms must be realistic, context-sensitive, and aligned with existing administrative capacities to achieve meaningful improvements in governance outcomes. A further best practice emerging from the comparative analysis is the importance of multi-level governance and participatory decision-making in strengthening PFM efficiency. In both contexts, involving multiple stakeholders—such as government institutions, civil society, and citizens—improves transparency and enhances accountability in budget formulation and implementation. The U.S. model demonstrates the effectiveness of structured citizen engagement mechanisms, while Ghana shows the growing importance of participatory governance reforms at the local level. Ostrom (2010) [61] argues that polycentric governance systems, where multiple overlapping authorities interact in decision-making processes, enhance institutional adaptability, improve accountability, and promote more efficient public service delivery. This perspective underscores the need for collaborative governance structures, technological integration, and institutional coordination as best practices for strengthening subnational PFM systems in both developed and developing contexts.

Table 4: Lessons Learned and Best Practices from Comparative Experiences

Lesson/Best Practice Area	Comparative Evidence from the United States and Ghana	Contribution to PFM Efficiency	Policy Implications for Subnational Governments
Strong Institutional Frameworks	The United States benefits from mature legal and oversight institutions, while Ghana's reforms demonstrate the importance of strengthening institutional capacity and enforcement mechanisms.	Enhances fiscal discipline, transparency, accountability, and consistency in financial management processes.	Governments should strengthen legal frameworks, oversight institutions, and administrative capacity to support effective PFM implementation.
Fiscal Decentralization with Accountability	U.S. subnational governments enjoy greater fiscal autonomy supported by robust accountability systems, whereas Ghana faces challenges from limited fiscal independence and dependence on central transfers.	Improves responsiveness to local needs, resource allocation efficiency, and financial sustainability.	Decentralization reforms should be accompanied by strong audit systems, clear fiscal responsibilities, and adequate local revenue authority.
Citizen Participation and Collaborative Governance	Public engagement mechanisms are more institutionalized in the United States, while Ghana continues to expand participatory governance through local consultations and decentralization initiatives.	Strengthens transparency, public trust, accountability, and alignment of budgets with community priorities.	Policymakers should promote participatory budgeting, stakeholder engagement, and open government practices to improve governance outcomes.
Technology and Administrative Modernization	The United States utilizes advanced digital financial management systems, while Ghana has made progress through initiatives such as GIFMIS and e-governance reforms.	Improves expenditure tracking, financial reporting, service delivery efficiency, and transparency.	Investment in digital infrastructure, staff training, and integrated financial management systems is essential for sustainable PFM reform and improved fiscal performance.

6. Policy Implications, Recommendations, and Conclusion

6.1. Policy Strategies for Strengthening Subnational PFM Efficiency

Effective policy strategies for strengthening subnational Public Financial Management efficiency require a comprehensive approach that addresses institutional capacity, fiscal decentralization, transparency mechanisms, and technological integration across government systems. A critical policy priority is the enhancement of institutional capacity through continuous professional development, merit-based recruitment, and improved administrative coordination within subnational government structures. This ensures that financial managers and budget officers possess the technical skills required to implement effective budgeting, expenditure control, and revenue mobilization systems. Strengthening fiscal decentralization policies is also essential, particularly by expanding revenue autonomy for local governments and improving intergovernmental fiscal transfer systems to reduce dependency on central authorities. In addition, the integration of digital financial management systems should be prioritized to enhance transparency, reduce inefficiencies, and improve real-time monitoring of public expenditure. Governments must also strengthen audit institutions and anti-corruption frameworks to ensure compliance with financial regulations and safeguard public resources from mismanagement. Finally, promoting citizen participation and open budget systems can significantly improve accountability, foster public trust, and ensure that fiscal decisions reflect community priorities. Additionally, sustainable improvement in subnational PFM efficiency requires coordinated policy reforms that align legal frameworks, administrative processes, and fiscal oversight mechanisms across multiple levels of government, ensuring that budgeting systems are not only compliant with regulatory standards but also responsive to socioeconomic development needs, while simultaneously promoting efficiency, reducing corruption risks, enhancing data-driven decision-making, and fostering stronger collaboration between central and local institutions in both developed and developing governance contexts. Such integrated reforms ultimately create resilient public financial systems capable of supporting long-term fiscal sustainability, improved service delivery outcomes, and enhanced governance performance at the subnational level over time effectively implemented.

6.2. Enhancing Fiscal Sustainability, Accountability, and Service Delivery

Enhancing fiscal sustainability, accountability, and service delivery in subnational governments requires the implementation of integrated financial governance reforms that strengthen revenue generation, improve expenditure efficiency, and ensure long-term fiscal stability. Fiscal sustainability can be achieved through the diversification of local revenue sources, improved tax administration systems, and the establishment of realistic medium-term budgeting frameworks that align expenditures with available resources. Subnational governments must also prioritize prudent debt management practices to prevent excessive borrowing that could undermine future fiscal capacity and service delivery obligations. Strengthening accountability mechanisms is equally essential, particularly through the enforcement of transparent financial reporting systems, independent audit processes, and performance-based evaluation of public expenditures. These mechanisms ensure that public funds are utilized efficiently and in accordance with approved budgetary allocations. Improving service delivery requires aligning financial resources with priority sectors such as healthcare, education, infrastructure, and sanitation, while ensuring that budget execution processes are timely and effective. The adoption of digital financial systems can further enhance service delivery by improving efficiency in procurement, payroll management, and expenditure tracking, thereby reducing leakages and administrative bottlenecks. In addition, strengthening institutional coordination between central and subnational governments is critical for ensuring timely fiscal transfers and reducing delays that negatively affect project implementation. Capacity-building initiatives for financial managers and public administrators also play a significant role in improving decision-making, compliance, and resource allocation efficiency. Furthermore, encouraging citizen engagement in budget planning and monitoring processes enhances transparency and ensures that service delivery outcomes reflect community needs. Overall, achieving fiscal sustainability, accountability, and improved service delivery depends on the effective integration of institutional reforms, technological innovation, and participatory governance practices within subnational public financial management systems.

6.3. Opportunities for Institutional and Technological Reforms

Opportunities for institutional and technological reforms in subnational Public Financial Management systems present a critical pathway for improving efficiency, transparency, and accountability in both developed and developing governance contexts. Strengthening institutional reforms requires the modernization of legal and regulatory frameworks to ensure clearer fiscal responsibilities, improved enforcement mechanisms, and stronger intergovernmental coordination. Enhancing institutional capacity through continuous professional training, merit-based recruitment, and performance-oriented public service structures is essential for improving financial planning, budgeting accuracy, and expenditure control. Furthermore, reforms that promote decentralization with adequate fiscal autonomy can empower local governments to respond more effectively to development priorities while ensuring greater accountability to citizens. Technological reforms also offer significant opportunities for transforming subnational PFM systems through the adoption of integrated digital platforms, automated financial reporting systems, and real-time expenditure tracking tools. These innovations enhance transparency by reducing manual processes that are prone to errors and corruption, while also improving the efficiency of revenue collection and budget execution. Expanding the use of e-governance platforms can further strengthen citizen engagement by providing accessible financial information and enabling participatory decision-making processes. Additionally, interoperability between financial management systems across different levels of government can improve data consistency, policy coordination, and fiscal oversight. The integration of institutional and technological reforms creates a synergistic effect that enhances overall governance quality and financial discipline. In contexts where reforms are effectively implemented, subnational governments are better positioned to achieve sustainable fiscal management, improved service delivery, and stronger public trust. Ultimately, leveraging these opportunities requires political commitment, adequate investment in infrastructure, and sustained capacity-building efforts to ensure that both institutional structures and technological systems function efficiently and in alignment with broader public financial management objectives across diverse governance environments.

6.4. Conclusion and Directions for Future Research

The comparative analysis of Public Financial Management efficiency in subnational governments in the United States and Ghana highlights significant differences in institutional capacity, fiscal decentralization, technological adoption, and governance quality. The findings demonstrate that while the United States benefits from advanced institutional frameworks, strong fiscal autonomy, and highly developed digital financial systems, Ghana continues to experience structural and operational constraints that limit the effectiveness of its subnational PFM systems. These constraints include limited revenue mobilization capacity, weak enforcement mechanisms, delays in intergovernmental fiscal transfers, and inadequate administrative and technological infrastructure. Despite these challenges, ongoing reforms in Ghana indicate progress toward strengthening transparency, accountability, and financial management efficiency at the local government level. The study further shows that effective PFM systems depend on the interaction between institutional strength, technological innovation, and governance quality. Subnational governments that integrate these elements are more likely to achieve fiscal sustainability, improved service delivery, and enhanced public accountability. However, differences in economic development levels and administrative capacities significantly influence the degree of success in implementing these reforms across countries. Future research should focus on empirical assessments of digital financial management systems and their direct impact on fiscal performance outcomes in subnational governments. Comparative studies could also explore how political structures and cultural contexts influence the effectiveness of decentralization reforms and public financial accountability mechanisms. Additionally, longitudinal studies examining the sustainability of PFM reforms over time would provide deeper insights into institutional resilience and adaptability. Further investigation into citizen participation and its measurable impact on budget efficiency and transparency would also contribute to strengthening the evidence base for policy development. Expanding research across multiple developing and developed economies would enhance generalizability and support the formulation of globally relevant best practices in public financial management reform.

Reference

1. Abiodun K, Alaka E, Jinadu SO, Igba E, Ezeh VN. A Review of Federated Learning Approaches for Predictive Modeling and Confidential Data Analysis in Lending and Borrowing Behavior Across Decentralized Financial Networks. Finance & Accounting Research Journal. 2025;7(3). doi:10.51594/farj.v7i3.
2. Abiodun K, Jinadu SO, Alaka E, Igba E, Ezeh VN. Risk-Sensitive Financial Dashboards with Embedded Machine Learning: A User-Centric Approach to Operational Transparency. International Journal of Scientific Research and Modern Technology. 2024;3(2):1-18. doi:10.38124/ijsrmt.v3i2.678.
3. Abiola OB, Ijiga MO. Implementing Dynamic Confidential Computing for Continuous Cloud Security Posture Monitoring to Develop a Zero Trust-Based Threat Mitigation Model. International Journal of Innovative Science and Research Technology. 2025:69-83. doi:10.38124/ijisrt/25may587.
4. Adu-Gyamfi E. Effective revenue mobilization by districts assemblies: A case study of Upper Denkyira East Municipal Assembly of Ghana. Public Policy and Administration Research. 2014;4(4):97-122.
5. Akinleye KE, Jinadu SO, Onwusi CN, Omachi A, Ijiga OM. Integrating Smart Drilling Technologies with Real-Time Logging Systems for Maximizing Horizontal Wellbore Placement Precision. International Journal of Scientific Research in Science, Engineering and Technology. 2023;11(4). doi:10.32628/IJSRST2411429.
6. Akunna NL, Ijiga OM. An Artificial Intelligence Driven Framework For Predicting Project Delivery Risks Using Enterprise Resource Planning Data In Large Multinational Projects. World Journal of Advanced Multidisciplinary Research. 2025;2(6):7-25.
7. Akunna NL, Ijiga OM. Development of a Machine Learning Algorithm for Tender Bid Evaluation and Contractor Selection with Comparative Analysis Against Traditional Procurement Scoring Methods. International Journal of Scientific Research and Modern Technology. 2024;3(8):122-139. doi:10.38124/ijsrmt.v3i8.1371.
8. Akunna NL, Ijiga OM. A Predictive Analytics Model for Early Detection of Budget Overruns in Large-Scale Projects Using Integrated Financial and Operational Data. International Journal of Scientific Research and Modern Technology. 2025;4(12):190-208. doi:10.38124/ijsrmt.v4i12.1372.
9. Alade O, Ijiga OM. A Physics-Embedded AI Framework for Predictive Polymer Thermodynamics: Methodology, System Design, and Validation. International Journal on Science and Technology. 2025;16(4).
10. Allen R, Hemming R, Potter BH. The international handbook of public financial management. Palgrave Macmillan; 2013.
11. Alliance. How intergovernmental fiscal transfers shape local democracy. Decentralization.net. 2025. Available from: https://decentralization.net//how-intergovernmental-fiscal-transfers-shape-local-democracy/.
12. Amebleh J, Igba E. Causal Uplift for Rewards Aggregators: Doubly-Robust Heterogeneous Treatment-Effect Modeling with SQL/Python Pipelines and Real-Time Inference. International Journal of Scientific Research and Modern Technology. 2024;3(5):39-55. doi:10.38124/ijsrmt.v3i5.819.
13. Andrews M. How far have public financial management reforms come in Africa? Harvard Kennedy School Faculty Research Working Paper Series. 2010;(18):1-27.
14. Andrews M. The limits of institutional reform in development: Changing rules for realistic solutions. Cambridge University Press; 2013.
15. Azhar A, Abutabenjeh S, Nukpezah J. Budgeting system and economic development outcomes. Public Administration Quarterly. 2025;49(2):106-124.
16. Bahl R, Linn JF. Urban public finance in developing countries. Oxford University Press; 1992.
17. Balogun SA, Ijiga OM, Okika N, Enyejo LA, Agbo OJ. A Technical Survey of Fine-Grained Temporal Access Control Models in SQL Databases for HIPAA-Compliant Healthcare Information Systems. International Journal of Scientific Research and Modern Technology. 2025;4(3):94-108. doi:10.38124/ijsrmt.v4i3.642.
18. Balogun SA, Ijiga OM, Okika N, Enyejo LA, Agbo OJ. Machine Learning-Based Detection of SQL Injection and Data Exfiltration Through Behavioral Profiling of Relational Query Patterns. International Journal of Scientific Research and Modern Technology. 2025;10(8). doi:10.38124/ijisrt/25aug324.
19. Bird RM, Vaillancourt F. Fiscal decentralization in developing countries: An overview. Cambridge Journal of Economics. 2008;32(2):143-161.
20. Bukari GA, Mordzeh-Ekpampo MI, Kauza-Nu-Dem Millar K. Political economy analysis of decentralisation, Local governance, and development in Ghana. Modern Economy. 2025;16(6):936-959.
21. Campos E, Pradhan S. The many faces of corruption: Tracking vulnerabilities at the sector level. World Bank Publications; 2007.
22. Chan JL. Government accounting: An assessment of theory, purposes and standards. Public Money & Management. 2003;23(1):13-20.
23. Crawford G. ‘Making democracy a reality’? The politics of decentralisation and the limits to local democracy in Ghana. Journal of Contemporary African Studies. 2009;27(1):57-83.
24. Crook RC. Decentralisation and poverty reduction in Africa: The politics of local–central relations. Public Administration and Development. 2003;23(1):77-88.
25. Diamond J, Khemani P. Introducing financial management information systems in developing countries. IMF Working Paper. 2005;5(196):1-43.
26. Dunleavy P, Margetts H, Bastow S, Tinkler J. Digital-era governance: IT corporations, the state, and e-government. Journal of Public Administration Research and Theory. 2006;16(3):467-494.
27. Faguet JP. Decentralization and governance. World Development. 2014;53:2-13.
28. Fox JA. The uncertain relationship between transparency and accountability. Development in Practice. 2007;17(4-5):663-671.
29. Fung A, Graham M, Weil D. Full disclosure: The perils and promise of transparency. Cambridge University Press; 2007.

30. George MB, Ijiga MO, Adeyemi O. Enhancing Wildfire Prevention and Grassland Burning Management with Synthetic Data Generation Algorithms for Predictive Fire Danger Index Modeling. International Journal of Innovative Science and Research Technology. 2025;10(3). doi:10.38124/ijisrt/25mar1859.
31. Grindle MS. Good enough governance: Poverty reduction and reform in developing countries. Governance. 2004;17(4):525-548.
32. Heeks R. Implementing and managing eGovernment: An international text. Public Administration and Development. 2006;26(2):189-191.
33. Hood C. A public management for all seasons? Public Administration. 1991;69(1):3-19.
34. Idika CN, Ijiga OM. Blockchain-Based Intrusion Detection Techniques for Securing Decentralized Healthcare Information Exchange Networks. Information Management and Computer Science. 2025;8(2):25-36. doi:10.26480/imcs.02.2025.25.36.
35. Ijiga MO, Olarinoye HS, Yeboah FAB, Okolo JN. Integrating Behavioral Science and Cyber Threat Intelligence (CTI) to Counter Advanced Persistent Threats (APTs) and Reduce Human-Enabled Security Breaches. International Journal of Scientific Research and Modern Technology. 2025;4(3):1-15. doi:10.38124/ijsrmt.v4i3.376.
36. Ijiga OM, Anim-Sampong SD, Ilesanmi MO. Land Use Optimization for Utility-Scale Solar and Wind Projects: Integrating Estate Management and Technology-Driven Site Analytics. International Journal of Scientific Research in Science, Engineering and Technology. 2022;9(6):505-510. doi:10.32628/IJSRSET25122274.
37. Ijiga OM, Balogun SA, Okika N, Agbo OJ, Enyejo LA. An In-Depth Review of Blockchain-Integrated Logging Mechanisms for Ensuring Integrity and Auditability in Relational Database Transactions. International Journal of Social Science and Humanities Research. 2025;13(3). doi:10.5281/zenodo.15834931.
38. Ijiga OM, Ifenatuora GP, Olateju M. Bridging STEM and Cross-Cultural Education: Designing Inclusive Pedagogies for Multilingual Classrooms in Sub Saharan Africa. IRE Journals. 2021;5(1).
39. Ijiga OM, Ifenatuora GP, Olateju M. Digital Storytelling as a Tool for Enhancing STEM Engagement: A Multimedia Approach to Science Communication in K-12 Education. International Journal of Multidisciplinary Research and Growth Evaluation. 2021;2(5):495-505. doi:10.54660/IJMRGE.2021.2.5.495-505.
40. Ijiga OM, Ifenatuora GP, Olateju M. AI-Powered E-Learning Platforms for STEM Education: Evaluating Effectiveness in Low Bandwidth and Remote Learning Environments. International Journal of Scientific Research in Computer Science, Engineering and Information Technology. 2022;8(5):455-475. doi:10.32628/CSEIT23902187.
41. Ijiga OM, Okika N, Balogun SA, Agbo OJ, Enyejo LA. Recent Advances in Privacy-Preserving Query Processing Techniques for Encrypted Relational Databases in Cloud Infrastructure. International Journal of Computer Science and Information Technology Research. 2025;13(3). doi:10.5281/zenodo.15834617.
42. Ijiga OM, Okika N, Balogun SA, Enyejo LA, Agbo OJ. A Comprehensive Review of Federated Learning Architectures for Insider Threat Detection in Distributed SQL-Based Enterprise Environments. International Journal of Innovative Science and Research Technology. 2025;10(7).
43. James UU, Ijiga OM, Enyejo LA. Zero Trust Network Access Enforcement for Securing Multi-Slice Architectures in 5G Private Enterprise Deployments. International Journal of Scientific Research and Modern Technology. 2025;10(8). doi:10.38124/ijisrt/25aug323.
44. James UU, Olarinoye HS, Uchenna IR, Idika CN, Ngene OJ, Ijiga OM, *et al*. Combating Deepfake Threats Using X-FACTS Explainable CNN Framework for Enhanced Detection and Cybersecurity Resilience. Advances in Artificial Intelligence and Robotics Research. 2025;1:41-64.
45. Jinadu SO, Akinleye EA, Onwusi CN, Raphael FO, Ijiga OM, Enyejo LA. Engineering atmospheric CO2 utilization strategies for revitalizing mature american oil fields and creating economic resilience. Engineering Science & Technology Journal. 2023;4(6):741-760. doi:10.51594/estj.v4i6.1989.
46. Kim DY. Vicious circle of public conflicts, conflict behaviors, and public trust in South Korea. Journal of Policy Studies. 2017;32(3):53-81.
47. Kpogli SA, Onwuzurike MA, Enyejo JO. Integrating Artificial Intelligence and Learning Sciences to Reduce Cognitive Load and Achievement Gaps in Data-Driven K-12 Instructional Systems. International Journal of Scientific Research in Computer Science, Engineering and Information Technology. 2024;10(6):2569-2589. doi:10.32628/CSEIT25113575.
48. Mends Karen YO, Anokwuru EA, Igba E. Integrating Real World Data and Real World Evidence into Commercial Product Strategy: A Predictive Framework for Pharmaceutical Market Forecasting. International Journal of Healthcare Sciences. 2025;13(2):334-353. doi:10.5281/zenodo.17876964.
49. Micah AE, Su Y, Bachmeier SD, Chapin A, Cogswell IE, Crosby SW, *et al*. Health sector spending and spending on HIV/AIDS, tuberculosis, and malaria, and development assistance for health: progress towards Sustainable Development Goal 3. Lancet. 2020;396(10252):693-724.
50. Musgrave RA. The theory of public finance: A study in public economy. McGraw-Hill; 1959.
51. Nortey M. Integrating Market Intelligence and Customer Feedback Analytics to Enhance Farmer Profitability in Public Agricultural Extension Programs. International Journal of Scientific Research and Modern Technology. 2024;4(4). doi:10.38124/ijsrmt.v4i4.1394.
52. Nwokocha CR, Peter-Anyebe AC, Ijiga OM. Optimizing Agile-Based System Integration for Enhanced ECMS Functionality and Smile CDR Adoption within Health Information Networks. International Journal of Scientific Research in Computer Science, Engineering and Information Technology. 2021;7(6):470-490. doi:10.32628/CSEIT2282148.
53. Oates WE. An essay on fiscal federalism. Journal of Economic Literature. 1999;37(3):1120-1149.
54. Ogbuonyalu UO, Abiodun K, Dzamefe S, Vera EN, Oyinlola A, Igba E. Integrating Decentralized Finance Protocols with Systemic Risk Frameworks for Enhanced Capital Markets Stability and Regulatory Oversight. International Journal of Innovative Science and Research Technology. 2025;10(4). doi:10.38124/ijisrt/25apr1165.

55. Okpanachi AT, Adeniyi M, Igba E, Dzakpasu NH. Enhancing Blood Supply Chain Management with Blockchain Technology to Improve Diagnostic Precision and Strengthen Health Information Security. International Journal of Innovative Science and Research Technology. 2025;10(4). doi:10.38124/ijisrt/25apr214.
56. Okpanachi AT, Igba E, Imoh PO, Dzakpasu NH, Nyaledzigbor M. Leveraging Digital Biomarkers and Advanced Data Analytics in Medical Laboratory to Enhance Early Detection and Diagnostic Accuracy in Cardiovascular Diseases. International Journal of Scientific Research in Science and Technology. 2025;12. doi:10.32628/IJSRST251222590.
57. Onwuzurike MA, Kpogli SA. Predictive Modeling of Student Engagement and Behavioral Outcomes Using Machine Learning Techniques in Technology-Enhanced Classrooms. International Journal of Scientific Research in Humanities and Social Sciences. 2025;2(6):58-79. doi:10.32628/IJSRHSS2525135.
58. Onwuzurike MA, Kpogli SA. Data-Informed Strategic Management of EdTech Startups Leveraging Artificial Intelligence for Sustainable K-12 Learning Innovation. International Journal of Scientific Research and Modern Technology. 2022;1(12):187-200. doi:10.38124/ijsrmt.v1i12.1117.
59. Onwuzurike MA, Raphael FO. Ethical Governance Models for Artificial Intelligence Deployment in K–12 Education: Balancing Algorithmic Personalization, Accountability and Child Protection Policy. International Journal of Scientific Research and Modern Technology. 2025;4(8):193-208. doi:10.38124/ijsrmt.v4i8.1271.
60. Onyekaonwu CB, Igba E, Peter-Anyebe AC. Agentic AI for Regulatory Intelligence: Designing Scalable Compliance Lifecycle Systems in Multinational Tech Enterprises. International Journal of Scientific Research and Modern Technology. 2024;3(12):205-222. doi:10.38124/ijsrmt.v3i12.934.
61. Ostrom E. Beyond markets and states: Polycentric governance of complex economic systems. American Economic Review. 2010;100(3):641-672.
62. Pina V, Torres L, Royo S. Is e-government promoting convergence towards more accountable local governments? International Public Management Journal. 2010;13(4):350-380.
63. Posner PL, Park CK. Role of the legislature in the budget process: Recent trends and innovations. OECD Journal on Budgeting. 2007;7(3):1-26.
64. Power M. The audit society: Rituals of verification. Accounting, Organizations and Society. 1997;22(2):123-131.
65. Premchand A. Ethical dimensions of public expenditure management. Economic and Political Weekly. 2004:813-822.
66. Rose-Ackerman S. Corruption and government: Causes, consequences, and reform. Cambridge University Press; 1999.
67. Rubin IS. The politics of public budgeting: Getting and spending, borrowing and balancing. Public Budgeting & Finance. 2016;36(2):3-23.
68. Schick A. Why most developing countries should not try New Zealand's reforms. The World Bank Research Observer. 1998;13(1):123-131.
69. Shah A. Fiscal decentralization in developing and transition economies: Progress, problems, and the promise. World Bank Policy Research Working Paper. 2004;3282:1-45.
70. Shah A. Budgeting and budgetary institutions. World Bank; 2007.
71. Smoke P. Rethinking decentralization: Assessing challenges to a popular public sector reform. Public Administration and Development. 2015;35(2):97-112.
72. Ussher-Eke D, Igba EO, Ijiga OM, Enyejo JO. Improving Employee Engagement and Safety through The Use of Iot-Enabled Monitoring Tools in Human Resource Practices. Journal of Technology & Innovation. 2025;5(2):48-55. doi:10.26480/jtin.02.2025.48.55.
73. Ussher-Eke D, Ojoago AB, Ijiga OM, Enyejo JO. Integrating Predictive Analytics into Human Resource Planning using Deep Learning to Improve Talent Acquisition and Retention. Malaysian Journal of Human Resources Management. 2025. doi:10.26480/mjhrm.02.2025.86.95.
74. Ussher-Eke D, Omachi A, Ijiga OM. Managing Performance and Building Digital Trust in Remote Teams Through Cybersecurity-Conscious HRM Policies and the Economics of Remote Work. International Journal of Scientific Research and Modern Technology. 2025;10(7). doi:10.38124/i8.
75. Ussher-Eke D, Onoja DA, Ijiga OM, Enyejo LA. Strengthening Human Resource Compliance and Ethical Oversight through Cybersecurity Awareness and Policy Enforcement. International Journal of Management and Commerce Innovations. 2025;13(1):376-393. doi:10.5281/zenodo.16539315.
76. Ussher-Eke D, Raphael FO, Ijiga OM, Enyejo JO. Enhancing Workforce Morale and Organizational Communication through Sentiment Analysis in HR Feedback and Review Systems. International Journal of Social Science and Humanities Research. 2025;13(3):167-180. doi:10.5281/zenodo.16568976.
77. Uzoma E, Igba E, Olola TM. Analyzing Edge AI Deployment Challenges within Hybrid IT Systems Utilizing Containerization and Blockchain-Based Data Provenance Solutions. International Journal of Scientific Research and Modern Technology. 2024;3(12):125-141. doi:10.38124/ijsrmt.v3i12.408.
78. Weingast BR. Second generation fiscal federalism: The implications of fiscal incentives. World Politics. 2009;61(2):283-328.
79. Wildavsky A, Caiden N. The new politics of the budgetary process. 5th ed. Pearson Education; 2004.

How to Cite This Article

Adjei IM. Comparative Public Financial Management Efficiency in Subnational Governments: Evidence from the United States and Ghana. International Journal of Management and Organizational Research. 2026;5(4):65-81.