Public financial management in Ghana: a review of recent reforms and challenges

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Abstract. ***Objective:*** *This review systematically analyses recent literature on Ghana's Public Financial Management (PFM) reforms, concentrating on their effectiveness, inherent challenges, and impact on governance and service delivery. It aims to synthesize results from key reform areas - including the implementation of Integrated Financial Management Information Systems (IFMIS), fiscal decentralisation, and modernisation of public procurement - to highlight enduring obstacles and deliver a comprehensive overview of the PFM landscape.* ***Method:*** *The study follows the Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA) framework. It compiles findings from 50 pertinent academic and policy papers published between 2003 and 2025, identified through a thorough search of multiple academic databases and institutional repositories.* ***Results:*** *The analysis reveals that while Ghana's PFM reforms have improved fiscal discipline, efficiency, and service quality, the anticipated benefits remain partially unrealised. The principal findings indicate that persistent challenges - such as limited technical capacity, political interference, corruption, and data integrity issues - significantly undermine the reforms' effectiveness.* ***Originality:*** *The study contributes to the literature by synthesizing fragmented evidence across legal, technological, and administrative domains over a 22-year span. Unlike previous studies that focus on isolated reforms, this review provides a holistic evaluation of the PFM ecosystem, identifying systemic interdependencies often overlooked.*

Keywords*: public financial management, financial accountability, fiscal decentralisation, integrated financial management information systems, public procurement*
JEL classification*: H61, H72, H83, O23, D73*

1. Introduction

Public Financial Management (PFM) serves as a cornerstone of effective governance, prudent resource allocation, and sustainable socio-economic development, particularly for emerging economies such as Ghana. For many years, Ghana has faced the complex task of optimizing its public financial systems to ensure transparency, accountability, and efficiency in the use of public funds (Owiredu and Gyamfi, 2022). The need for robust PFM systems arises from both internal demands for improved service delivery and external pressure from international development partners advocating good governance practices (Owusu-Akomeah et al., 2022).

Over the past two decades, Ghana has undertaken a series of ambitious PFM reform initiatives. These reforms aim primarily to strengthen fiscal discipline, improve the allocation of resources to

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strategic priorities, and boost operational efficiency in the delivery of public services (Ahinsah-Wobil, 2021). Key focus areas have included modernising financial information systems (Tetteh et al., 2021, 2022), decentralising fiscal responsibilities, reforming public procurement processes, and increasingly leveraging digital technologies to streamline financial operations. Despite these concerted efforts, the journey toward a fully effective and transparent PFM system has faced challenges ranging from capacity constraints and political interference to corruption and data integrity issues (Tetteh et al., 2021, 2022).

This article provides a comprehensive and critical review of the current state of PFM in Ghana. It systematically analyses recent academic and policy literature published between 2003 and 2025 to synthesize findings on the effectiveness and challenges of these reforms. The review's objectives are threefold: (1) identify and discuss the key PFM reform areas undertaken in Ghana and their observed impacts; (2) critically examine the persistent challenges hindering full realisation of the reforms' benefits; and (3) propose future directions and actionable recommendations for strengthening PFM in Ghana. By achieving these objectives, this review offers valuable insights for policymakers, researchers, and practitioners involved in public sector reforms in Ghana and other developing countries. While existing literature often examines specific components - such as procurement or IFMIS - in isolation, there is a scarcity of comprehensive studies analyzing the interplay between these reforms over the long term. To address this gap and clarify the study's analytical direction, this review is guided by three research questions:

1. How have key PFM reform initiatives in Ghana evolved between 2003 and 2025?
2. What systemic challenges hinder the full realisation of these reforms?
3. What strategic interventions can address these impediments to ensure sustainable PFM outcomes?

2. Methodology and data

This review adopted a systematic literature review framework aligned with the Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA) guidelines (Page et al., 2021) to locate, assess, and combine studies on Public Financial Management (PFM) in Ghana. The approach entailed several distinct stages (Figure 1). Researchers performed an extensive search across multiple academic databases and institutional repositories to achieve comprehensive coverage. The primary databases were Scopus, Web of Science, Google Scholar, and SSRN, supplemented by institutional sources such as World Bank publications and Ghanaian university repositories.

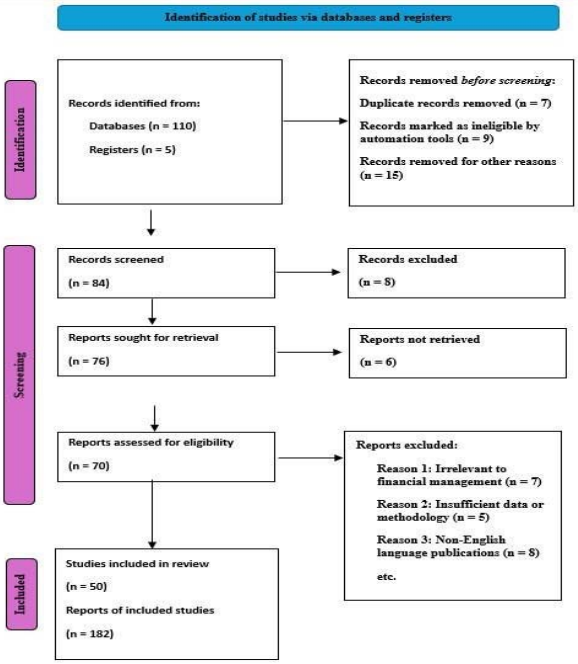
Additional grey literature was gathered from the Ghana Audit Service, Ministry of Finance, and International Monetary Fund (IMF) Article IV reports to include both peer-reviewed and policy-relevant documents. The search strategy combined keywords and their variants (Figure 2), including "Public Financial Management Ghana," "PFM reforms Ghana," "Financial accountability Ghana," "Fiscal decentralisation Ghana," "IFMIS Ghana," "Integrated financial management information system Ghana," "Public procurement Ghana," "E-governance Ghana," "Digital payments public sector Ghana," and "Budget transparency Ghana." Boolean operators (AND, OR) were applied to link these terms effectively (e.g., "Public Financial Management" AND "Ghana" AND "reforms").

To maintain relevance and timeliness, the review applied specific inclusion and exclusion criteria. Studies were selected if published between 2003 and 2025, directly addressed PFM or its core components within Ghana, and were peer-reviewed journal articles, book chapters, conference papers, or credible institutional reports available in English. Studies outside this period, unrelated to Ghanaian PFM, editorials, opinion pieces lacking empirical data, or duplicate reports were excluded.

The initial search yielded a large number of records, which were screened in two phases. First, titles and abstracts were reviewed to assess alignment with the study's objectives. Inclusion required explicit discussion of public financial management reforms in Ghana or comparative insights involving Ghana and peer economies such as Kenya or South Africa. Eligible records had to focus on legal frameworks, technological systems (e.g., GIFMIS), or planning and budgeting mechanisms (e.g., MTEF), and be published between 2003 and 2025 in peer-reviewed journals, institutional reports, or recognized policy databases. Records lacking empirical analysis, concentrating solely on private-sector finance, or not referencing Ghana's fiscal governance were excluded. Articles with vague reform

descriptions, non-comparative scope, or outdated policy references were discarded during the initial screening. Second, full texts of the remaining papers were obtained and thoroughly evaluated for eligibility. Any disagreements among authors were resolved through discussion, resulting in a final selection of 50 studies for detailed analysis.

Figure 1. PRISMA flowchart of the literature search strategy used in the study



Source: Authors' research.

Figure 2. Word cloud of the keywords and their variants used in the literature search strategy



Source: Authors' research.

For each selected study, key information was extracted: author(s), publication year, PFM reform theme(s) addressed (e.g., IFMIS, fiscal decentralisation, public procurement, e-governance),

methodology, primary findings on effectiveness, challenges, and impacts of reforms, and recommendations for policy or practice. The extracted data were synthesized thematically, grouping similar findings and recurring themes across studies to provide a comprehensive overview of Ghana's PFM landscape. Divergent findings and gaps in the literature were also noted to guide future research directions. This systematic approach ensured the review was rigorous, transparent, and comprehensive in covering PFM reforms in Ghana.

3. Research results and comments

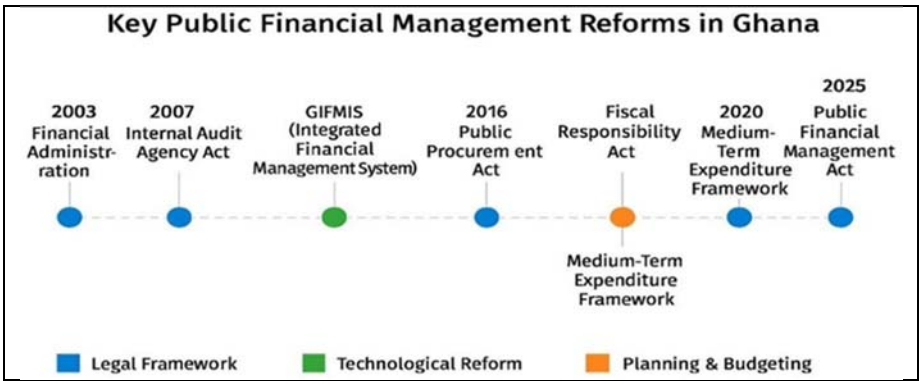
3.1. Results

Ghana has demonstrated a significant commitment to Public Financial Management (PFM) reforms, leading to a complex landscape of progress and persistent challenges. This section details the key reform areas and their observed impacts, while also presenting a visual synthesis of the reform evolution and a tabular summary of associated challenges and opportunities.

3.1.1. Evolution of PFM reforms in Ghana (2003-2025)

Figure 3 presents a chronological timeline of seven key PFM reform initiatives and major interventions in Ghana between 2003 and 2025. Each reform phase is anchored to a specific year or period, depicting a continuous evolution of PFM strategies. Ghana's public financial management (PFM) system has undergone significant strategic reforms over the past two decades, all aimed at improving fiscal discipline, transparency, and institutional accountability (Owiredu and Gyamfi, 2022). These reforms encompass legal, technological, and planning domains.

Figure 3. Evolution of PFM reforms in Ghana showing key public financial management reforms in Ghana (2003–2025)



Note: This timeline illustrates seven major reforms categorized by type: Legal Framework (blue), Technological Reform (green), and Planning and Budgeting (orange). Each reform is positioned chronologically from 2003 to 2025, highlighting Ghana's evolving fiscal governance strategy.
Source: Authors' research.

a) Legal framework reforms

The majority of Ghana's PFM reforms fall under the legal framework category, denoted by blue markers. The earliest of these, the Financial Administration Act, 2003 (Republic of Ghana, 2003), established foundational principles for budget execution and financial reporting, setting the stage for fiscal accountability across public institutions (Ministry of Finance, 2025; Controller and Accountant-General's Department, 2016). This was followed by the Internal Audit Agency Act, 2007 (Republic of Ghana, 2007), which institutionalized internal control systems and strengthened oversight mechanisms (Ghana Audit Service, 2024).

The Public Procurement Act (Revised, 2016) addressed inefficiencies in procurement processes and promoted competitive bidding, aligning Ghana's practices with international standards (World Bank, 2021). The Fiscal Responsibility Act (2018) introduced statutory limits on budget deficits and borrowing, reinforcing macroeconomic stability and rule-based fiscal governance (IMF, 2023). Most recently, the Public Financial Management (Amendment) Act (2025) consolidated earlier reforms and

introduced performance-based budgeting, signalling a shift toward results-oriented fiscal management (Ministry of Finance, 2025).

b) Technological reform

While legal frameworks provide the necessary regulatory backbone, their practical application relies heavily on robust infrastructure. The deployment of the Ghana Integrated Financial Management Information System (GIFMIS) in 2010, represented by a green marker in Figure 3, marked a significant technological advancement in Ghana's PFM infrastructure. GIFMIS enabled real-time tracking of expenditures, improved cash management, and reduced leakages in public spending. It also facilitated the integration of payroll, procurement, and accounting modules, thereby enhancing budget credibility and operational efficiency (World Bank, 2021).

c) Planning and budgeting reform

Technological advancements, however, must be guided by strategic foresight to be effective. The Medium-Term Expenditure Framework (MTEF), introduced in 2020 and denoted by an orange marker in Figure 3, reflects Ghana's strategic shift toward multi-year budgeting and performance monitoring. MTEF aims to align resource allocation with national development priorities and sectoral strategies. According to UNDP Ghana (2022), the framework has improved inter-agency coordination and enhanced the coherence of fiscal planning. However, implementation challenges persist, particularly at subnational levels where capacity constraints and weak feedback mechanisms limit effectiveness.

d) Comparative and institutional insights

Ghana's reform trajectory, as depicted in Figure 3, mirrors broader trends in African fiscal governance (Bank of Ghana, 2025). The OECD (2020) places Ghana alongside Kenya and South Africa in adopting fiscal responsibility laws and integrated financial systems. Nevertheless, Ghana continues to lag in areas such as performance budgeting and capital budget execution. Ayee and Crook (2022) emphasize that while legal instruments are in place, enforcement and institutional capacity remain uneven, often constrained by political economy dynamics.

3.1.2. Key PFM reform areas and findings

The implementation of Integrated Financial Management Information Systems (IFMIS) has been a cornerstone of PFM reforms in Ghana, aimed at improving fiscal control, budget transparency, and financial reporting (Aryani, 2023; Owiredu and Gyamfi, 2022). Studies reveal a complex picture of successes and persistent challenges in its adoption and utilization. IFMIS has been credited with enhancing the efficiency of public financial operations by improving the speed and accuracy of financial reporting, enabling better cash management, and strengthening internal controls (Al-Kofahi et al., 2024). Research by Tetteh et al. (2022) highlights how IFMIS aids in fiscal control and provides early warning systems, particularly within local government institutions. The integration of the Treasury Single Account (TSA) with IFMIS platforms has been shown to improve government cash management in developing economies (Piatti-Funfkirchen et al., 2019). This integration facilitates the consolidation of government funds and enhances overall liquidity management.

However, the transition has not been seamless. Yaokumah and Biney (2020) and Aryani (2023) identify infrastructure deficits and technical skill shortages as major impediments. Socio-cultural factors and resistance to change further complicate implementation (Simpson et al., 2020). Additionally, Hashim and Piatti (2016) note that the lack of proper integration among different modules and data quality issues often undermine the system's full potential. Limerick et al. (2023) further emphasize the need for robust regional financial management and proper implementation using models like DeLone and McLean. Majani et al. (2022) also discuss how the use of IFMIS in budgetary controls and financial accountability in county governments in Western Kenya faces similar challenges, providing comparable insights for Ghana.

Fiscal decentralisation, a process of devolving financial responsibilities to sub-national entities, is a critical strategy for improving service delivery and local accountability in Ghana. The country has made considerable strides in empowering Metropolitan, Municipal, and District Assemblies (MMDAs) with greater financial autonomy. Studies indicate that fiscal decentralisation has positively impacted the efficiency of public services in certain localized contexts (Otoo and Danquah, 2021). Nagriwum et al. (2023) and Boachie (2016) examine the frameworks in place to ensure financial accountability and transparency at the local government level, highlighting progress in establishing legal and institutional

mechanisms. The enhancement of administrative efficiency in Ghana's district assemblies through integrated operations management systems is also noted by Brown and Bankas (2024).

Despite this progress, robust financial accountability within MMDAs remains elusive. Owiredu and Gyamfi (2022) underscores the need for stronger oversight mechanisms and continuous capacity building at the local level. Resource constraints, limited fiscal autonomy, and instances of political interference often hinder the full realisation of decentralisation's benefits (Otoo and Danquah, 2021). Pimpong and Tei (2022) also explore the new paradigm for fiscal discipline, which has implications for local government finance. The district performance assessment tool has also been examined as a mechanism for assessing and strengthening the performance and accountability of local governments (Mensah et al., 2024).

Public procurement, a substantial component of public expenditure, is highly susceptible to inefficiencies and corruption. Ghana's Public Procurement Act (Act 663, as amended) aims to ensure transparency, fairness, and value for money in public contracts. Research by Tweneboah Senzu and Ndebugri (2017) and Aboelazm (2018) generally acknowledges the positive impact of the Public Procurement Act in streamlining procurement processes, enhancing transparency, and mitigating corrupt practices. These reforms are crucial for good governance and efficient public financial administration. However, the effective enforcement of ethical codes of conduct and their subsequent impact on public procurement performance remain challenging. David et al. (2024) discuss the persistent gaps in ethical compliance and its effect on procurement outcomes. Aboelazm (2018) further provides a broader African perspective, highlighting the dynamics and influences that continue to shape public procurement reforms.

The adoption of e-governance initiatives and digital payment systems is an evolving area in Ghana's PFM reforms, with the potential to improve efficiency, transparency, and combat corruption. Ahiabenu (2024) highlights the transformative potential of digital payments in Ghana's public sector to streamline financial transactions, enhance transparency, and improve service delivery. Studies such as Cuadrado-Ballesteros et al. (2022) and Osei-Kojo (2017) explore how e-governance can improve public service quality and bolster public-sector financial management. The country's digitisation initiatives also aim to improve administrative efficiency (Demuyakor, 2021). Owusu Ansah et al. (2024) further describe Ghana's journey in developing a digital land information system, indicating a broader commitment to digitalisation in public administration. Lazor et al. (2024) also suggest that e-governance can shorten public service delivery terms, contributing to greater efficiency. While promising, the effective implementation of e-governance faces several challenges, including the digital divide, inadequate infrastructure, and ensuring robust cybersecurity measures. Abdul-Salam et al. (2024) underscore the need to address these challenges to fully leverage digitalisation's benefits and mitigate potential linkages with corruption. Agyei-Holmes et al. (2022) also discuss digitalisation in the context of revenue mobilization, pointing to both opportunities and challenges.

Beyond specific technical reforms, the broader governance and accountability frameworks are indispensable for achieving sustainable improvements in PFM. Studies by Osei (2020) and Fenuku (2024) emphasize the symbiotic relationship between principles of good governance and sound financial administration. These principles are crucial for building public trust and ensuring that reforms yield tangible results. The effectiveness of oversight bodies, such as the Public Accounts Committee of Ghana's Parliament, is vital for ensuring accountability. Dauda et al. (2020) point to institutional and capacity challenges that often hinder these bodies from effectively discharging their mandate. Fenuku (2024) also provides a comparative analysis of budget transparency, accountability, and governance across several Sub-Saharan African countries, offering valuable insights for Ghana. Abdulai (2021) and Abdulai and Mohan (2019) explore the dynamics of bureaucratic 'pockets of effectiveness' and political settlement, which significantly influence the implementation and outcomes of governance and accountability reforms.

3.1.3. Key PFM reform areas, associated challenges, and opportunities in Ghana

Table 1 presents a structured overview of the main PFM reform areas discussed in this review. For each reform area - Integrated Financial Management Systems (IFMIS), Fiscal Decentralisation, Public Procurement, E-governance and Digitalisation, and Overall Governance and Accountability - the

table systematically lists the key challenges identified in the literature, alongside their respective citations.

Table 1. Key PFM reform areas, associated challenges, and opportunities in Ghana

PFM reform area	Methodology of sources	Key challenges	Category of opportunity	Opportunities for improvement	References
Integrated financial management systems (IFMIS)	Mixed methods; case studies	Incomplete integration, capacity gaps, data quality, resistance to change	Technical & human resources	Enhanced training, improved infrastructure, full system integration	Yaokumah and Biney, 2020
Fiscal decentralisation	Quantitative analysis; policy review	Limited financial autonomy, weak accountability, capacity issues at local level	Institutional	Clearer fiscal transfer frameworks, increased local revenue generation, capacity building	Otoo and Danquah, 2021
Public procurement	Survey; qualitative interviews	Corruption, weak enforcement, lack of ethical conduct	Regulatory	Stronger oversight, strict enforcement of regulations, e-procurement	David et al., 2024
E-governance & digitalisation	Literature Review; empirical study	Digital divide, infrastructure gaps, cybersecurity risks	Infrastructural	Expanding digital literacy, secure platforms, public-private partnerships	Abdul-Salam et al., 2024
Overall governance & accountability	Institutional analysis	Political interference, weak oversight institutions, limited citizen engagement	Political	Empowering oversight bodies, fostering civic participation, rule of law	Dauda et al., 2020

Source: Authors' research.

For instance, under IFMIS, challenges include incomplete integration, capacity gaps, data quality, and resistance to change, as highlighted by Yaokumah and Biney (2020). Corresponding to each challenge, the table also proposes specific opportunities for improvement, such as enhanced training, improved infrastructure, and full system integration for IFMIS. This table serves as a quick reference guide, consolidating the analytical findings into actionable insights for policymakers and practitioners, emphasizing areas where interventions are most needed and suggesting pathways for overcoming existing obstacles to strengthen PFM in Ghana.

3.2. Comments

The systematic review of literature on Public Financial Management (PFM) in Ghana from 2003 to 2025 reveals a multifaceted landscape of progressive reforms, significant achievements, and persistent challenges. Ghana's commitment to modernizing its PFM systems is evident across various domains, driven by both national development aspirations and international best practices.

3.2.1. Achievements and progress in PFM reforms

Ghana has made commendable progress in establishing foundational elements for robust PFM. The implementation of Integrated Financial Management Information Systems (IFMIS) represents a significant step towards modernizing financial operations. Studies show that IFMIS has improved fiscal control, enhanced the timeliness and accuracy of financial reporting, and facilitated better cash management (Al-Kofahi et al., 2024; Tetteh et al., 2021, 2022). The integration of the Treasury Single Account (TSA) with IFMIS platforms has further streamlined government liquidity and expenditure management, reducing idle cash balances and improving fiscal discipline (Piatti-Funfkirchen et al.,

2019). These technological advancements are critical for fostering transparency and efficiency, moving Ghana closer to global standards in financial administration.

In fiscal decentralisation, efforts to devolve financial responsibilities to Metropolitan, Municipal, and District Assemblies (MMDAs) have yielded positive outcomes in some areas of public service delivery (Otoo and Danquah, 2021; Nagriwum et al., 2023). These initiatives aim to bring governance closer to the people, enhance local accountability, and ensure that resource allocation is more responsive to local needs. The establishment of legal and institutional frameworks for local government financial accountability signifies a strong intent to empower sub-national entities (Boachie, 2016).

Public procurement reforms have also demonstrated positive impacts, particularly through the Public Procurement Act. This legislation has been instrumental in promoting transparency, fairness, and value for money in public contracting (Tweneboah Senzu and Ndebugri, 2017; Aboelazm, 2018). The regulatory framework has helped to standardize processes and reduce opportunities for malpractices, which is vital for efficient public expenditure and public trust.

The increasing embrace of e-governance and digitalisation in PFM signifies a forward-looking approach. Digital payment systems, as highlighted by Ahiabenu (2024), offer immense potential to streamline transactions, improve transparency, and reduce physical cash handling, thereby mitigating risks of corruption. The broader digitisation initiatives, including those in land information systems, are indicative of a strategic move to leverage technology for enhanced administrative efficiency and service delivery (Owusu Ansah et al., 2024; Demuyakor, 2021). These initiatives are essential for a modern, responsive public sector.

3.2.2. Persistent challenges and implementation gaps

Despite the notable progress, the literature consistently points to several persistent challenges that hinder the full effectiveness of PFM reforms in Ghana. Human resource deficits remain a pervasive issue across all levels of government. Many studies underscore the insufficiency of technical and human capacity required to effectively implement, manage, and sustain complex PFM systems like IFMIS (Aryani, 2023; Al-Kofahi et al., 2024). This often manifests as a lack of skilled personnel in financial management, IT, and internal audit functions, leading to underutilisation of systems and sub-optimal performance.

Executive dominance and the political economy of fiscal management emerge as critical impediments. Abdulai (2021) and Abdulai and Mohan (2019) highlight how political dynamics and the concept of 'pockets of effectiveness' within the bureaucracy can either facilitate or obstruct reforms. Such dynamics often lead to policy reversals, selective implementation, or the circumvention of established PFM rules, undermining the integrity and sustainability of reforms. The political economy of fiscal discipline, as discussed by Azure et al. (2024), further complicates reform efforts, especially during electoral cycles.

Corruption remains a significant challenge that permeates various aspects of PFM. While reforms in procurement and digitalisation aim to mitigate corruption, Abdul-Salam et al. (2024) and Ansah and Cho (2024) point out that in the absence of robust enforcement mechanisms, vulnerabilities to illicit activities persist. Corruption erodes public trust, diverts resources, and ultimately undermines the legitimacy and effectiveness of public spending.

Data quality and availability are fundamental to sound PFM, yet they continue to be problematic. The effectiveness of IFMIS and other financial reporting systems is contingent on the accuracy, completeness, and timeliness of data. Studies suggest that issues with data integrity, inconsistent reporting, and inadequate data management practices impede effective financial analysis, monitoring, and evidence-based decision-making (Al-Kofahi et al., 2024).

Finally, the effectiveness of oversight and accountability institutions requires strengthening. Dauda et al. (2020) indicate that bodies like the Public Accounts Committee face institutional and capacity constraints that limit their ability to provide robust scrutiny of public finances. Limited citizen engagement and a lack of mechanisms for social accountability also contribute to a less transparent and responsive PFM environment (Gumah and Aziabah, 2020).

3.2.3. Opportunities for improvement and future directions

These challenges offer a roadmap for targeted interventions. Consolidating IFMIS benefits requires a strategic focus on full system integration, ensuring interoperability across different modules and government entities. This must be complemented by continuous training programmes for staff, robust change management strategies, and the development of local expertise (Yaokumah and Biney, 2020). To deepen fiscal decentralisation, there is a need to enhance the financial autonomy of MMDAs through clearer fiscal transfer frameworks and capacity building in local revenue generation and financial management (Otoo and Danquah, 2021). Empowering local institutions with adequate resources and technical skills is crucial for them to fulfil their mandates effectively.

Leveraging digitalisation should involve expanding e-governance initiatives and digital payment systems, while concurrently addressing infrastructure gaps and promoting digital literacy across the public sector and among citizens (Ahiabenu, 2024). Robust cybersecurity measures must be prioritized to protect sensitive financial data and build public trust in digital platforms.

Strengthening oversight and accountability mechanisms necessitates empowering independent oversight bodies through adequate funding, technical capacity, and legal authority. Fostering greater citizen participation and establishing effective feedback mechanisms will enhance social accountability and ensure that PFM reforms are responsive to public needs (Gumah and Aziabah, 2020; Ansah, 2024).

4. Conclusion

The examined reforms reflect Ghana's deliberate strategy to strengthen its fiscal architecture. Ghana has demonstrated a strong commitment to PFM reforms, leading to notable improvements in various aspects of financial management. Legal reforms have established a robust framework, technological upgrades have enhanced efficiency, and strategic planning tools have improved coherence. Yet, the effectiveness of these reforms depends on sustained institutional capacity, political commitment, and adaptive implementation. The literature underscores that while Ghana has made commendable progress, continuous refinement and contextual responsiveness are prerequisites for achieving long-term fiscal sustainability. Additionally, the literature reveals that while progress has been made in areas such as IFMIS implementation, fiscal decentralisation, and public procurement, significant challenges persist. These include capacity gaps, political interference, corruption, and issues with data quality. Addressing these challenges through sustained political will, enhanced capacity building, effective digitalisation, and stronger oversight will be crucial for Ghana to achieve a robust, transparent, and accountable PFM system that ultimately contributes to improved public service delivery and sustainable national development.

Data Availability Statement: *The data used in this study are publicly available from all the sources indicated in the main text and reference list.*

Authors' contribution*: Introduction, E.O-D. and G.O.F; Literature review, E.O-D. and G.O.F; Methodology and data, E.O-D. and G.O.F; Research results and comments, E.O-D. and G.O.F; Conclusion, E.O-D. and G.O.F.*

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