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**NEW APPROACHES TO INCREASING THE EFFICIENCY  
OF THE USE OF BUDGET EXPENDITURES**

In the conditions of martial law, constantly growing social needs, limited financial resources, an important task of all state administration bodies of Ukraine, along with the problem of finding additional sources of filling the budget, is the issue of increasing the efficiency of management and the use of budget expenditures.

In almost all the main governmental program/strategic documents of the country, the issue of ensuring the improvement of management efficiency and the use of budget funds is followed [1]. Such attention on the part of the central bodies of executive power and the government to this problem means only one thing – its importance and relevance in solving modern tasks of socio-economic development of the country.

In Ukraine, a single, integrated mechanism for ensuring the effectiveness of budget expenditures has not yet been formed, as well as there are no effective methodological and organizational systems for managing budget funds, which has a corresponding effect on the effectiveness of budget policy.

"Efficiency" as an economic category is a very complex issue. In the financial and economic dictionary, the term "efficiency" means the ability to ensure the effectiveness (effect) of a process, project, etc., which is calculated as the ratio of the effect (result) to the costs that ensured this result [2, p. 182].

In our opinion, one of the problems of inefficient use of budget funds, which in general has a negative effect on the effectiveness of budget policy, is the lack of new scientifically based approaches to methodological and organizational management of the effectiveness of management and use of budget expenditures, as well as the definition of components, evaluation criteria and mechanisms of influence on the process of ensuring efficiency.

Polish researcher Tereza Lubinska notes that evaluating the effectiveness of budget expenditures becomes a key priority in increasing the efficiency of financial management and will be more productive and real with the development of indicators that demonstrate the realization of the set goals and the construction of additional indicators that would be directly related to the given function, tasks and sub-tasks of the budget program [3, p. 180].

The efficiency of the use of budget expenditures is directly related to the efficiency of the implementation of budget programs, the implementation of the budget, financial and economic policy of the state.

The analysis of the scientific works of foreign scientists shows that there is a plurality of opinions and ideas and there is no unanimity regarding specific criteria for evaluating the effectiveness of budget expenditures, budget programs, goals and objectives of budget policy. That is, each country produces its own algorithm for ensuring efficiency.

An important tool for effective management and use of budget expenditures is undoubtedly the program-target method. However, the implementation of this method has not yet yielded the desired result.

The time has come to fundamentally change the system of public administration, financial culture, in particular regarding the management and use of budget expenditures, in each institution/organization, network of the main administrator of budget funds. For this, it is necessary to simultaneously introduce a new integral methodological and organizational system for ensuring the effectiveness of management and use of financial resources.

The question of the efficiency of management and use of budget expenditures must be considered not only from the point of view of achieving the goal in the implementation of budget programs, projects and other budget measures, which is extremely important. However, the first thing that is important here is how the main manager of budget funds/institution/organization relates to the question of efficiency. Secondly, are there mechanisms for building a high-quality methodological and organizational system of budget expenditure management in the structure of the organization/department?

To ensure the efficiency of management and use of budget expenditures, it is important to understand the economic essence of effective use of budget funds. The latter, in our opinion, consists in the economical, productive, effective use of budget expenditures and is manifested in the complete fulfillment of the purpose of budget programs, public procurement, social security of the population, expansion of the

network of available public goods, sustainable dynamics of the country's socio-economic development; the effectiveness of budget expenditures characterizes the achievement by the participants of the budget process of the tasks of economic, social, innovative and investment development of the state, implementation of the priorities of the economic growth strategy, formation of conditions for the stability of the financial and budgetary system; budget expenditures are evaluated according to the relevant efficiency criteria that affect the effectiveness and quality of the implementation of program activities in order to achieve the relevant goals of social development [4, p. 308].

The economic essence of the effective use of budget expenditures should be known and understood by all participants in the budget process, from the chief administrator to the recipient of budget funds, as well as the executors of budget programs. Especially, employees of the Ministry of Finance, controlling bodies – the State Audit Service, the Accounting Chamber, etc.

The question of the efficiency of management and use of budget expenditures is to rationally use the financial resource and achieve the desired result or set goal. The goal defines the desired final result, i.e. what, for example, the chief administrator of budget funds/institution seeks to achieve when implementing appropriate measures, operational actions using the appropriate amount of budget expenditures.

If risks arise on the way to achieving the goal, they must be defined, identified, evaluated, prioritized, responded to and implemented with constant monitoring in order to overcome/reduce their impact on the process of achieving the goal and ensure the proper level of management efficiency and use of budget expenditures. Risk is an additional motivation that forces people to focus on managing the situation, taking it under control and successfully regulating it.

Efficiency in achieving the goal should be process-driven, and to achieve this, it is necessary to focus on results. It is necessary to take responsibility for managing the process. Be able to manage change, be inclusive and set an example for other structural units/institutions/organizations (*if any*) to achieve the set goals.

The change in the public administration model is dictated by the need to increase its effectiveness and efficiency in accordance with modern social needs.

The leadership of the ministry/department, which makes decisions in the management and use of budget expenditures, must first of all ask themselves questions and find the right answers to them. For example, is

there enough information to make effective decisions? If the answer is negative, what should be done and where to look for objective information? What opportunities do I have as a manager, based on time limits, financial, material, and human resources? if it is a minister, does he have the right political support? What result does he want to achieve? Have you defined it sufficiently and unambiguously? How does this goal relate to the strategic plan? What are the main considerations (efficiency, effectiveness, quality) that must be taken into account if you want to get the best result, and what should it be? What is the worst outcome? Can I accept the worst outcome? Do I consider my decision correct and can I justify it to myself?

The application of an effective methodological and organizational approach in the management and use of budget expenditures is the tool that will significantly improve the regulation of the socio-economic situation in the country, including, in the conditions of martial law, the transition of Ukraine to a new stage, both in the management of expenditures and in general systems of public administration [5, p. 25].

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