

Comparing COVID-19 Budgeting Responses: New Budgeting Principles that Resulted from the Pandemic

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Abstract

This study provides a comparative analysis of the budget limits of the Commonwealth of Independent States members, focusing on fiscal responses to the COVID crisis and options for improving the structure. The methodology comprised a statistical approach based on assessments of macroeconomic indicators for 2020–2021, as well as world rankings and several measurement systems. The following new budgeting principles were formulated as a result of the comparative analysis of public administration. The proposed principles focus on monitoring, assessing, and forecast data of long-term sustainability management and other fiscal risks. The proposed budgeting principles could provide a country with the new opportunities needed to expand its potential during further economic advancement in global politics. The central result of this work is a renewed approach to budget management using data on the actual economic situation and adaptability to changes. The proposed budget management scheme lays the foundation for the future development of a country's potential and aligns with the priority goals of the CIS member states in terms of democracy. The value of this research lies in presenting and summarizing the analysis of the budget management system and the detailing of budgetary policies to identify and reflect the political priorities of countries. This helps formulate recommendations and suggestions for improving the budgetary process, achieving a balanced distribution of resources, and attaining strategic development goals. The practical application of the findings will allow budget policy specialists, economists, and statisticians to become familiar with the changes in the institutional landscape amid COVID–19 and assess the situation in their region through the prism of administrative sovereignties.

Keywords: administrative sovereignty, budget oversight, digital transformation, economic policy, public administration

JEL: E60, H61, H83

Introduction

The global outbreak of COVID–19 coincided with the implementation of the 2020 budgets by the majority of nations. Since then, the short-term priority of numerous countries has been to implement immediate anti-crisis measures through emergency budget instruments such as supplementary budgets, virements, contingency reserve funds, and emergency decrees (Wendling et al. 2020). Today, most governments find themselves in COVID–19 crisis mode, characterized by great uncertainty, as the duration of the crisis remains unknown and unpredictable (Argento, Kaarbøe, and Vakkuri 2020). It has different interpretations for economic sectors, requiring an innovative approach from the government, convergence support, sustainability, and transformation. Plaček et al. (2020) identified the main determinants of public administration effectiveness, which is understood (Moloney 2021) to focus on developing sovereign governance that relies on specific notions of the administrative state as a policy implementer. The main determinants of public administration include (Plaček et al. 2020; Drew and Miyazaki 2022):

- decision-making unit or production system, an element of which is local self-government;
- information is a key condition for effective decision-making, which is guided by the principle of the value of utility and the probability of the chosen option;
- public services of a certain quality and quantity delivered to citizens;
- the bureaucratic behavior of politicians, which results in spending all available resources by the end of the budget year, regardless of the criterion of effectiveness and efficiency of budget allocation.

According to Alsharari (2019), budgeting in the traditional format has lost its relevance in recent years and does not meet the needs of modern society, like the administrative sovereignty of a state (Muth 2019), whose boundaries can shift under deconcentrated global governance, especially when there is uncertainty. Conducting a comprehensive literature review offered an avenue to explore matters about public administration, specifically budgeting within the global governance framework, to develop prospective reform priorities for budget preparation. This encompassed not only the context of the COVID-19 pandemic but also the potential impact of other external shocks.

Empirical research by Argento, Kaarbøe, and Vakkuri (2020) and Grossi, Mauro, and Vakkuri (2018) is especially noteworthy in this aspect. They considered different public financial management tools, including those focused on budgets and their preparation, and defined a budget itself as a plan that can be used to direct and control government activities. Other researchers view the budget as a fiscal resource that should be mobilized to provide socially useful infrastructure, services, and safety nets (Andrew et al. 2020). In this context, public budgeting has been described as a mechanism to prioritize certain values of democracy, like raising confidence among the population and building trust. In keeping with the priority goals of a democratic society, budgetary activities face the following aspects (Argento, Kaarbøe, and Vakkuri 2020):

1. The ambiguity of reality – this refers to the definitional role of budgeting and answers the question, “What is the problem, and how should we understand it?” (For example, how should we construct a document that describes the reality of the COVID-19 situation);
2. The ambiguity of causality – this refers to the relationship between the problem and economic growth. Within this framework, socio-economic indicators are combined with different directions of budget policy, which is a complex task requiring interpretation at each stage of the budget-forming process (hence, the questions “What are the most important factors related to the situation with COVID-19?” and “How

can we correlate the situation with COVID–19 in monetized budget items?” should be answered);

3. The ambiguity of intentionality – this refers to the interpretation of the situation and determining the budgetary implications (for example, seeking evidence to ensure that policymakers make the right choices).

Sicilia and Steccolini (2017) highlighted the political, fiscal, economic, re-distributive, managerial, and accountability goals of budgeting. Each possesses a particular value to the perception of subjects, processes, and the rationality of the government’s budget system. The budget-setting procedure is discussed in detail by Hasanova and Korzovatykh (2016), who proposed a four-stage structure: goal setting, planning, execution control, and deciding on revealed deviations.

Several other researchers (Gruber and Sommers 2020; Siripurapu and Masters 2021) focused on the importance of indicators that led to budget cuts during the COVID crisis: a decrease in tax revenues, an increase in spending on social security programs (unemployment insurance and the Medicaid program for medical services), and an increase in staff costs during the restrictive measures. Frieden (2020) argued that every government faces difficult decisions about appropriate measures in terms of the effectiveness of the budgetary framework, namely, which restrictions to impose and when to loosen them, where the money will be spent and how it will be raised, and which national interests can be constrained in favor of international cooperation. According to Frieden, these decisions must consider public health recommendations, economic considerations, and political constraints.

Academics have noted that economically large countries (e.g., the US, Germany, Russia, and Kazakhstan) support their national economies more than developing states (HSE 2020). In the study on the American system of fiscal federalism within the local, state, and federal government levels, Clemens and Veuger (2020) found that US policy choices are based on specific legislation that includes local and regional budgets, as well as anti-crisis laws (the Coronavirus Aid, Relief, and Economic Security (CARES) Act; the American Recovery and Reinvestment Act). Based on created budgets, state and local authorities manage and finance a wide range of public services, covering education, health care, public safety, utilities, and income support, which requires a budget to be balanced.

In the event of a decline in state and local support, for example, during a financial crisis, anti-crisis laws come to force with the subsequent provision of care for the population. In general, Clemens and Veuger (2020) proposed (1) transforming the US institutional landscape by converting federal transfers into grants that adjust counter-cyclically and (2) linking federal transfers to unemployment rates to blunt the ne-

cessity of active fiscal policy, which can have significant advantages during the economic recession.

The budgetary system of the countries of the European Union (EU) includes information on the productivity of the national economy and a reporting structure. It operates on the principle of sound financial management (economy, efficiency, and effectiveness) (Downes, Moretti, and Nico 2017). In the context of the pandemic, the governments of EU member states, in particular, Germany, Italy, and France, supported the population by providing state guarantees or using other instruments of monetary regulation and, to a lesser extent, providing direct support from the budget.

In turn, the central feature of the budget policy of the countries of the Commonwealth of Independent States (CIS) is the pro-cyclical nature of spending. In other words, budget expenditures grow when prices of natural resources rise, and vice versa (Accounts Chamber of the Russian Federation 2020). Equally important is that this approach is reinforced by the dependence of domestic economic conditions on the fluctuations of natural resource costs. By introducing a mechanism that plans budgetary outlays using a conservative base price for natural resources, the dependence on CIS raw materials has been weakened, making internal conditions more stable and predictable (Accounts Chamber of the Russian Federation 2020).

The CIS was established in 1991, uniting Azerbaijan, Armenia, Belarus, Kazakhstan, Kyrgyzstan, Moldova, Russia, Tajikistan, Turkmenistan, Uzbekistan, and Ukraine on the principle of sovereign equality. Currently, Azerbaijan and Armenia, Kyrgyzstan and Tajikistan, and Russia and Ukraine are in a state of unresolved conflict within the association (Analytical Review 2022; Executive Committee of the Commonwealth of Independent States 2022). In the context of the pandemic, Russia and Kazakhstan are classified as the most prosperous CIS states. Given that their main liquid assets were accumulated before the crisis, the negative impact of the pandemic is less pronounced there. In Russia, the National Wealth Fund serves as a protective reserve for the national budget, while in Kazakhstan, this function is fulfilled by the National Fund of the Republic of Kazakhstan.

In 2020, Kazakhstan's full anti-crisis package amounted to 5.9 trillion tenge; however, only a third of those funds led to an increase in budget expenditures. To counter the adverse outcomes of the pandemic, the government applied an emergency budgetary instrument implying the redistribution of expenses to provide more anti-crisis measures aimed at direct population support. In general, virtually all countries in the world faced significant constraints on their public finances during the pandemic, increased public financing needs, and increased fiscal risks (Wendling et al. 2020) amidst the most severe economic and employment crisis in recent years (Gigineishvili et al. 2023; Kittelmann et al. 2006). Under these circumstances, Wendling et al. (2020) highlighted the need for soft and flexible budget plans, An-

drew et al. (2020) stated the importance of management based on a country's current budgetary and economic situation, and Waheduzzaman and Khandaker (2022) mentioned the digitalization of public administration through electronic means of participation.

The empirical studies reviewed use the structure of the institutional landscape to justify the processes that underlie the principles of traditional budgeting while capturing the changes that have occurred under COVID-19.

The practical significance of this study lies in its provision of a tool that makes it possible to evaluate public administration effectiveness within the context of budgeting principles, explicitly focusing on enhancing budget systems to foster a favorable impact on both the economy and society. The ultimate goal of this work is a comparative analysis of the budget limits of the CIS members, focusing on fiscal responses to the COVID crisis and options for improving the structure.

To this end, the following research objectives will be addressed:

1. The role and implications of budget management will be analyzed, considering the CIS member states' response to COVID-19;
2. New budgeting principles used to prepare a budget for future pandemic-hit periods will be defined.

The relevance of this study lies in its aim to compare budget management within the framework of a state's administrative sovereignty to strengthen the management system in conditions of uncertainty. Based on the findings, enhancing the budget structure would incorporate consistent management of the budget, presenting the forecast as a means to adjust to changes, and relying on the monitoring and evaluation of up-to-date macroeconomic data concerning the state of the economy.

Materials and methods

This paper scrutinizes public administration regarding budgeting, and makes recommendations for new budgeting principles for a pandemic. It is based on the methodological concepts provided by Beazley, Downes, and Nicol (2019), Argento, Kaarbøe, and Vakkuri (2020), Clemens and Veuger (2020), Gigineishvili et al. (2023), as well as the statistical data of the Interstate Statistical Committee of the CIS Stat and several international organizations (OECD 2019; Krafchik 2020; World Bank 2021; World Health Organization 2021).

The study was conducted in three stages. The *first stage* analyzed the available case studies on public budget and its management (Beazley, Downes, and Nicol 2019; Ar-

gento, Kaarbøe, and Vakkuri 2020), then visualized the current state of budget management in the CIS.. The data analysis of the current budget management condition includes Open Budget Index (OBI) indicators and the indicators of two measurement systems (Krafchik 2020).

The OBI covers 117 countries and assesses the compliance of public finance management with international standards in terms of the timeliness and volume of publicly available budget information, the degree of real opportunities for public participation in the budget process, and the role of official oversight institutions. Interpretations of the scores are given in Table 1.

Table 1. Score interpretations

OBI score	Score interpretations
81-100	Extensive transparency of budget management
61-80	Substantial transparency of budget management
41-60	Limited transparency of budget management
21-40	Minimal transparency of budget management
0-20	Scant or no transparency in budget management

Source: authors' elaboration.

The two measurement systems were as follows (Table 2).

Table 2. The measurement systems

Measurement system 1		Measurement system 2
The scores of oversight by the legislature and the supreme audit institution	Score interpretations	Oversight by independent financial institutions
61-100 points	sufficient oversight	possible answers - Yes/No
41-60 points	limited oversight	
0-40 points	poor oversight	

Source: authors' elaboration.

The result of this stage was arranged in a table that visually displays the budget management of public finances of CIS member states regarding the response to the COVID crisis.

The *second stage* used a statistical approach to compare the main socioeconomic indicators for the CIS member states (World Health Organization 2021) with a focus on their fiscal measures in response to COVID-19 (Alsharari 2019; OECD 2019). The result

showed a financial justification of the effectiveness of budget management, and it was arranged into a chronological table, which allows us to present a budget response to the crisis caused by the COVID pandemic.

The *third stage* developed a series of cyclic steps for preparing the budget for future exogenous shocks based on the current experience in budget management, focusing on the specifics of the state's administrative sovereignty. The result of this stage was a conceptual scheme of the recommended option for improving the budget structure, which includes new budgeting principles.

The research limitations are connected with the fact that budget management was examined for only seven of the eleven CIS member states due to the lack of statistical data, which may affect the accuracy of the conclusions of this study.

Results

The literature review showed that budgeting is a key element of policy development and accountability in any country. A well-laid budget is a public administration tool that guarantees sufficient financial resources for planned expenditures. The budget structure includes various types of specialized budgets within different types of policies (economic, social, cultural, and national). Using visual conditional formatting with histogram data, the table below shows the CIS member states' approaches to public administration through the budget. All the presented budget management systems have sufficient supervision, an identical mechanism for budget execution, and the absence of independent assessments provided by extra-budgetary financial institutions.

Table 3. Budget management in CIS countries

CIS countries	Open Budget Index	Oversight by legislature and the supreme audit institutions	Oversight by independent financial institutions (Yes/No)
Azerbaijan	35	68	No
Kazakhstan	58	67	No
Kyrgyzstan	63	78	No
Moldova	57	67	No
Russia	74	85	No
Tajikistan	17	63	No
Ukraine	63	87	No

Source: authors' elaboration based on data retrieved from Krafchik (2020) and OECD (2019).

Table 3 shows that Russia, Kyrgyzstan, and Ukraine have the most transparent budget management systems (their OBI scores range from 63 to 74). Limited transparency was observed in Moldova (57 points) and Kazakhstan (58 points). The budget management systems of Azerbaijan and Tajikistan were characterized by minimal and scant levels of transparency (38 and 17 points, respectively). It can be argued that the budget management of public finances among the analyzed states differs in terms of transparency. Thus, the budget management systems of Kazakhstan, Moldova, Azerbaijan, and Tajikistan are built on the principle of limited transparency. In contrast, the systems of Russia, Ukraine, and Kyrgyzstan are characterized by substantial transparency of budget information that is open to the public. After analyzing the budgeting for the studied countries in response to COVID-19, the financial consequences of the management were compared, focusing on the implementation of fiscal measures (Table 4).

As evidenced in Table 4, from an economic point of view, effective budget management was observed in Tajikistan – the country’s constant-price GDP equaled 104.5%, the share of government spending in GDP comprised 29.0%, and the unemployment rate was 2.1%, which is relatively low. The economies of the other CIS member states were in decline, especially in Moldova and Kyrgyzstan (the GDP was 93% and 91.4%, respectively). Public health and economic support policies introduced by the governments had a serious impact on the standard of living and employment of the economically active population. The highest unemployment rate was recorded in Russia (3.7%), while the lowest was in Kazakhstan (1.5%). On the other hand, Kazakhstan had the smallest share of government spending in GDP (21.7%), which means that the state does its best to smooth out exogenous shocks at the expense of the fiscal policy tools.

The National Fund of the Republic of Kazakhstan currently assumes the role of a guarantor for ensuring consistent budgetary support, thereby offering the necessary adaptability to overcome economic crises. As regards governance effectiveness, none of the budget management systems work well. This indicator was positive only for Russia and Kazakhstan, which indicates that they managed to modernize the principles of state budget management.

In 2021, there was still a trend of responding to the consequences of COVID-19. Countries had experienced either a slight decrease or an improvement in economic indicators (Table 5). The obtained data allow us to conclude that the budgets of the reviewed CIS states project a comprehensive plan to support the economy, focusing on the digitalization of administrative processes in response to the COVID-19 pandemic through restraining fiscal policy. Through the general budget management mechanism, the governments of the analyzed countries tend to redistribute or mobilize financial resources within the framework of the priority goals of profile policies to ensure social security. Thus, the COVID crisis forced those countries to har-

monize management through the budget in the context of digitalization, including a reserve support fund and a focus on results from the perspective of global policy. Simultaneously, the aforementioned global policy necessitates the evaluation of forecasted impacts from external shocks, diligent monitoring of the macroeconomic situation and associated indicators within the country, meticulous management of the state budget in line with State Strategic Development, and individual assessments of non-budgetary financial institutions (see Figure 1).

Table 4. Results of budget management in terms of fiscal policy instruments, 2020

All countries have high resource potential; their economic growth depends on revenues from the extractive industries	Constant-price GDP as % of the previous year	CIS countries: governance effectiveness/ fiscal policy instrument	Share of government spending in GDP	Number of unemployed registered in state employment agencies as a % of the economically active population	Fiscal responses to mitigate the negative socio-economic consequences of the COVID crisis
	95.7	Azerbaijan: -0.10 / deterrent	31.7	N/A	<ul style="list-style-type: none"> – Closure of businesses and quarantine restrictions; – Prohibition of mass gatherings/events; – Closure of borders to foreign citizens; – Restriction of movement between regions; – Implementation of mandatory mask-wearing protocols; – Limitation of operation for public venues; – Reduced inbound and outbound travel, a decline in tourism; – Daily reports on the spread of the virus; – Vaccination of the population.
	97.4	Kazakhstan: 0.12 / deterrent	21.7	1.5	
	91.4	Kyrgyzstan: -0.68 / deterrent	30.5	3.0	
	93.0	Moldova: -0.38 / deterrent	39.8	2.7	
	97.0	Russia: 0.15 / deterrent	38.9	3.7	
	104.5	Tajikistan: -1.05 / deterrent	29.0	2.1	
	99.3	Ukraine: -0.30 / deterrent	33.4	N/A	
	97.0	Total for the CIS	34.2	1.8	

Source: authors' elaboration based on data retrieved from OECD (2019), CIS Stat, and the World Health Organization (2021).

Table 5. Results of budget management in terms of fiscal policy instruments, 2021

All countries have high resource potential; their economic growth depends on revenues from the extractive industries	Constant-price GDP as % of the previous year	CIS countries: governance effectiveness/ fiscal policy instrument	Share of government spending in GDP	Number of un-employed registered in state employment agencies as a % of the economically active population	Fiscal responses to mitigate the negative socio-economic consequences of the COVID crisis
	97.4	Azerbaijan: -0.25 / deterrent	33.8	N/A	<ul style="list-style-type: none"> - introduction of quarantine; - vaccination of the population; - social protection of vulnerable population groups; - financial and stabilization packages at the expense of the state and support funds; - digitalization of the economy.
	91.4	Kazakhstan: -0.50 / deterrent	25.4	1.8	
	93.0	Kyrgyzstan: -0.80 / deterrent	32.1	3.5	
	97.0	Moldova: -0.60 / deterrent	36.2	2.9	
	104.5	Russia: -0.50 / deterrent	37.5	4.2	
	99.3	Tajikistan: -1.10 / deterrent	28.8	1.9	
	97.0	Ukraine: -0.90 / deterrent	40.1	N/A	
	95.7	Total for the CIS	32.9	2.5	

Source: authors' elaboration based on data retrieved from OECD (2019), CIS Stat, and the World Health Organization (2021).

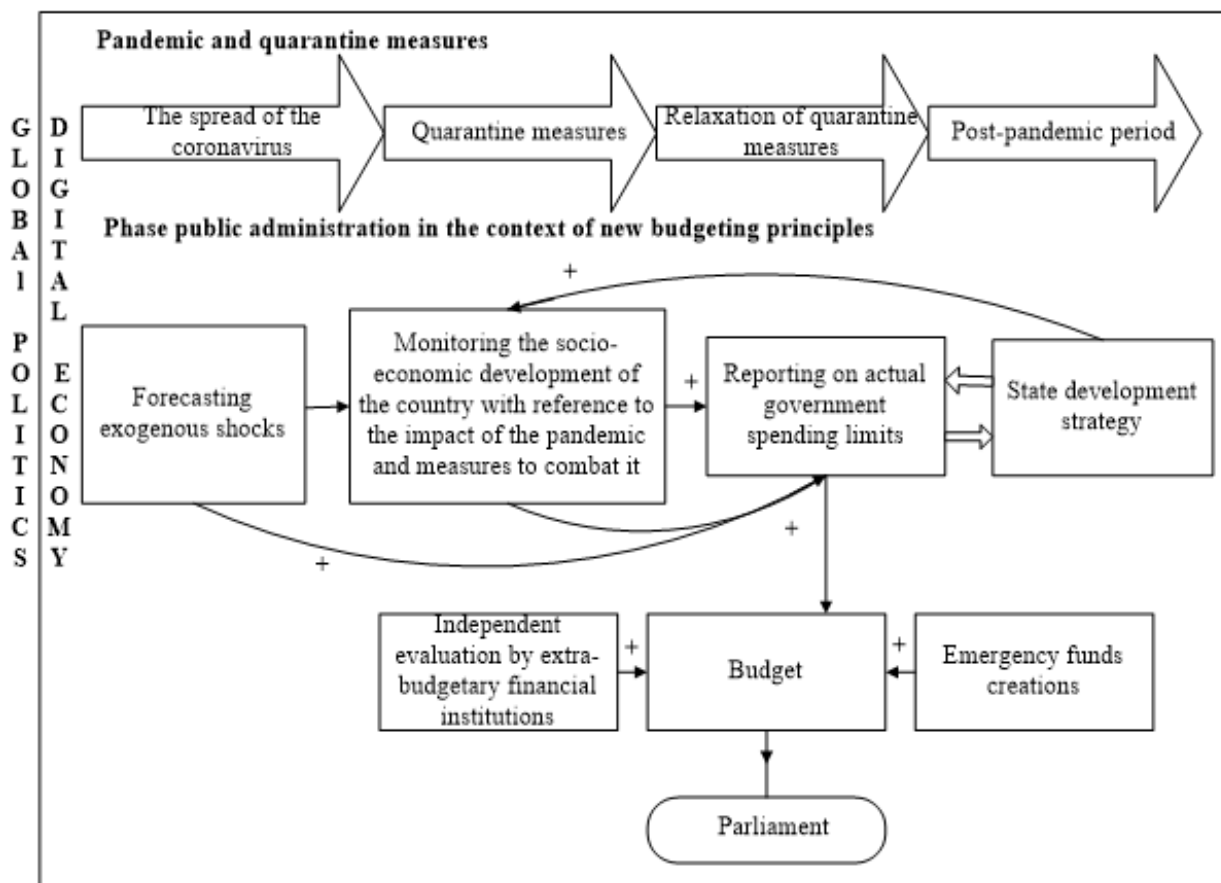


Figure 1. Budget forming in the context of new pandemic-driven budgeting principles

Source: authors' elaboration.

In addition to the conclusions above, the following key suggestions arising from the scheme presented in Figure 1 are proposed:

1. Consider the possibility of introducing a cost analysis when preparing the budget to obtain a critical assessment of the public expenditures and assure budget flexibility;
2. Encourage communication between parliament, policymakers, and independent auditing institutions;
3. Adjust the country's budget according to the e-government policy measures to facilitate consolidation;
4. Design budget management based on a combination of constantly up-to-date data from monitoring studies, strategic reports, independent assessments, and forecasts on exogenous shocks to provide the economy with sustainability and adaptability to changes.

After analyzing the role and consequences of budget management in the context of the response of CIS member states to COVID-19, the following observations can be made:

1. Budget management plays a crucial role in shaping and implementing fiscal policies. In the context of the COVID-19 pandemic, budget management became an essential tool for mitigating the negative socio-economic impacts of the crisis. CIS member states took measures to increase government spending, implement financial and stabilization support packages, provide social protection to vulnerable population groups, and promote the digitalization of the economy.
2. Regarding the consequences of budget management, the response of CIS member states to COVID-19 has had implications for economic growth, unemployment rates, the share of government expenditure in GDP, and fiscal measures.

Thus, the application of new budgeting principles should encompass the entire political spectrum of budget harmonization. This includes incorporating an emergency fund and a results-oriented approach within the global policy framework, based on a forecasting assessment of exogenous shocks, monitoring a country's macroeconomic indicators, and managing the actual limits of public expenditure in terms of the state development strategy. Finally, it is crucial to implement continuity management practices throughout the budget process to ensure the successful execution of these principles.

Discussion

It is widely known that government budgets reflect a country's political priorities (Moser and Korac 2020). At the macro level, budgeting focuses either on the system of budgetary relations, the powers of the subjects, the methods of attracting and allocating resources, or the policy implementation format (Zhyber 2020). Detailing budget policy is rightfully considered a prerequisite for the predictability of its results. The application of effective budgeting principles makes the budget management mechanism more flexible.

The analysis of budget management approaches in CIS countries revealed discernible variations in terms of budgeting transparency. Hence, the budget management systems of Russia, Ukraine, and Kyrgyzstan are deemed open to the public, whereas in Kazakhstan, Moldova, Azerbaijan, and Tajikistan, they are built on the principle of limited transparency. Despite these striking differences, they all have general features based on an identical mechanism for budget implementation (oversight by legislative bodies and the supreme audit institution), sharing risks in society using different policy profiles, and the non-usage of independent assessments provided by extra-budgetary financial institutions. An approach similar to that employed within the current research was used by Melnychuk (2020), who investigated the public administration process using the OBI. She proposed calculating the management of budget resources based on direct (transparency in the budgetary sphere, participation of citizens in the budget-forming process, budget oversight) and indirect performance indica-

tors (political stability, government efficiency, the rule of law, control over corruption). Norman (2020) confirmed that the worldwide outbreak of COVID–19 negatively affected not only budget preparation and implementation but also the country's overall economy. Therefore, considering this factor when forming a budget is necessary for the global political community.

The current situation necessitates the careful management of public finances and maintaining the economy in the short term while investing in the future. Considering the responses of the CIS countries to the coronavirus pandemic, the present study provides a reliable financial justification for the effectiveness of budget management strategies using a statistical approach and ranking by governance effectiveness indicator. Nielsen and Moynihan (2017) found that government effectiveness lies in the theory of democratic accountability. However, for democratic accountability to operate effectively, elected government officials must assume responsibility for the results of government programs and the provision of public services.

This assertion aligns with the findings proposed by the Organization for Economic Cooperation and Development, which emphasizes the importance of fiscal policy tools. The results of the current study show an economic decline in all analyzed CIS countries except for Tajikistan. Even though it has an insignificantly transparent budget system (17 points out of 100), its economy is growing (GDP – 104.7%, the share of government spending in GDP – 29.0%, unemployment rate – 2.1%). Meanwhile, the governance effectiveness indicator was positive only in Russia and Kazakhstan.

Thus, in the face of the pandemic, their governments managed to level the exogenous shocks out at the expense of the created national funds filled with profits of the extractive industries collected before COVID–19. This represents a positive budgeting experience. The comparative analysis based on the review of research on the matter (Clemens and Veuger 2020; Krafchik 2020) demonstrated that the coronavirus pandemic revealed new problems in budget management and reoriented the principles of budgeting to monitoring, reporting, evaluation (by budgetary and extra-budgetary organizations), forecasting, and the creation of emergency funds. According to Michelin, Lunkes, and Bornia (2020) and Sullivan (2021), budgeting gaps can potentially be identified using a thorough review of the existing academic literature on public administration.

The OECD, in turn, having analyzed the economic and social consequences of COVID–19, and the political measures to curb the spread of the virus and help households and businesses to overcome the current situation, proposed a set of budget policy options based on monitoring, forecasting, and digitalization. In the present study, a comparative analysis of public administration related to budgeting showed that the central feature of the modern institutional landscape is the reorientation of the overall budgeting principles towards monitoring the country's socio-economic development, management within actual spending limits, and forecasting exog-

enous shocks. These findings corroborate the data obtained by Beazley, Downes, and Nicol (2019) and Wendling et al. (2020), who also focused on crisis budgeting amid the COVID-19 outbreak. The developed conceptual scheme of budget preparation under uncertainty and the proposals presented at the end of the Results section should improve public budget management effectiveness in the context of a country's potential development. Summing up, the governments of the CIS member states can cope with the COVID crisis using new budgeting principles and approaches, which focus on a combination of continuity in management through the budget. They are expected to provide a progressive budget policy, which is confirmed by the positive values of the governance effectiveness indicator.

Conclusions

The findings of this research can be regarded as a contribution to improving the public administration system related to budget formation. Specifically, they consider the implications of budgeting principles at the stage of determining the priority goals within the framework of the administrative sovereignty of the state. This paper revealed that budgeting in the CIS countries has several points in common. They are connected with an identical oversight system, distribution of risks in society through different budgetary system policies, a lack of an independent assessment provided by extra-budgetary financial institutions, and some problems with the openness of budget-related information. It was also established that the most transparent budget management systems have been adopted by Russia, Ukraine, and Kyrgyzstan, while those in Kazakhstan, Azerbaijan, and Tajikistan are based on a rigid hierarchy, and remain relatively closed to the public. The most prosperous nations that effectively supported the economy during the pandemic are Russia and Kazakhstan (in terms of public administration) and Tajikistan (in terms of financial indicators).

Budget management played a paramount role in the response of CIS member states to COVID-19 by mitigating the consequences of the crisis. Measures such as increased government spending, financial support packages, social protection for vulnerable groups, and the digitalization of the economy were implemented. The consequences included a decline in economic growth, rising unemployment rates, a high share of government expenditure, and fiscal measures such as restrictions and vaccination. In total, it was demonstrated that the practice of appropriate budget management through the budget in the context of the COVID-19 pandemic underwent a dramatic transformation. It was also established that the implementation of fiscal measures in response to the COVID crisis aimed to smooth economic fluctuations and maintain macroeconomic stability (monitoring, reporting on actual government spending limits, assessments by budgetary and extra-budgetary organizations, forecasts of exogenous shocks, and creating emergency funds). They

also became priority recommendations for budget management by establishing budgeting principles. Thus, the study holds significant value in determining political priorities, formulating practical recommendations for enhancing the budgetary process, and achieving strategic development goals of the country. The practical application of the study findings will allow budget policy specialists, economists, and statisticians to examine an overview of the budgetary practice under uncertainty to implement and improve the structure of budgets to positively impact the living standards within the framework of a state's administrative sovereignty.

Future research should systematically analyze two budgeting aspects: organizational and managerial.

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Porównanie reakcji na COVID-19: nowe zasady budżetowania, będące efektem pandemii

Niniejsze opracowanie stanowi analizę porównawczą ograniczeń budżetowych członków Wspólnoty Niepodległych Państw, skupiając się na reakcjach fiskalnych na kryzys wywołany przez pandemię COVID-19 i na możliwościach poprawy ich konstrukcji. Metodologia obejmuje podejście statystyczne oparte na ocenach wskaźników makroekonomicznych dla lat 2020-2021, a także na światowych rankingach i kilku systemach pomiarowych. W wyniku analizy porównawczej administracji publicznej sformułowano nowe zasady budżetowania. Proponowane zasady koncentrują się na monitorowaniu, ocenie i prognozowaniu danych dotyczących długoterminowego zarządzania zrównoważonym rozwojem i innych rodzajów ryzyka fiskalnego. Zaproponowane zasady budżetowania mogą zapewnić krajowi nowe możliwości potrzebne do rozszerzenia jego potencjału w trakcie dalszego rozwoju gospodarczego w polityce globalnej. Głównym rezultatem tych badań jest odnowione podejście do zarządzania budżetem z wykorzystaniem danych dotyczących rzeczywistej sytuacji gospodarczej i zdolności adaptacyjnych do zmian. Proponowany system zarządzania budżetem kładzie podwaliny pod przyszły rozwój potencjału kraju i wpisuje się w priorytetowe cele państw WNP w zakresie demokratyzacji. Wartość tych badań polega na przedstawieniu i podsumowaniu analizy systemu zarządzania budżetem oraz uszczegółowieniu polityk budżetowych w celu identyfikacji i odzwierciedlenia priorytetów politycznych państw. Pomaga to sformułować zalecenia i sugestie dotyczące usprawnienia procesu budżetowego, osiągnięcia zrównoważonego podziału zasobów i strategicznych celów rozwojowych. Praktyczne zastosowanie wyników badań pozwoli specjalistom ds. polityki budżetowej, ekonomistom i statystykom zapoznać się ze zmianami w krajobrazie instytucjonalnym w czasie pandemii COVID-19 i ocenić sytuację w ich regionie z punktu widzenia władz administracyjnych.

Słowa kluczowe: władze administracyjne, nadzór nad budżetem, transformacja cyfrowa, polityka gospodarcza, administracja publiczna