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**FEATURES OF BUDGET FINANCING FOR TRAINING
PERSONNEL IN PUBLIC ADMINISTRATION**

Introduction

Budget financing for training personnel in the field of public administration is a fundamental aspect of state policy. It aims to ensure the training of highly qualified specialists who can effectively manage state structures and make management decisions that meet modern challenges. The efficiency of public administration and the overall level of public services are closely linked to how well-trained personnel work in the public sphere. Therefore, the state invests in educational programs aimed at raising qualifications, retraining, and training new specialists.

The purpose of this article is to analyze the features of education financing in general and the training of personnel in the field of public administration in Ukraine from various budgets. It should be noted that the financing process is complex and multifaceted, as it includes various sources of funds, normative legal acts regulating this process, as well as careful planning and distribution of budget resources. All of this makes personnel training an important element of strategic state management. Today, we will examine these processes in detail and their impact on the training of specialists in public administration.

Research Methods

1. System Analysis Method: Used to study the structure of budget financing and its relationship with the training of personnel in public administration. This method allowed for the examination of financial resources allocated to educational programs and their effectiveness in providing highly qualified personnel.

2. Comparative Analysis Method: Used to analyze budget financing for training civil servants in various directions and at different educational levels, which made it possible to identify similarities and differences in approaches to organizing the personnel training process.

3. Statistical Method: Used to analyze quantitative data on the financing volumes for personnel training, their dynamics over time, as well as to assess the effectiveness of budget funds usage in this area.

4. Content Analysis Method: Used to analyze normative legal acts, strategies, and programs regulating the personnel training process in public administration and determining the volumes and sources of their financing.

5. Modeling Method: Used to develop recommendations for optimizing budget financing for training personnel in public administration, taking into account modern challenges and needs.

Results

Separate aspects of higher education financing in Ukraine have been studied by various scholars: O.L. Totska – financial and investment support for the development of higher education in Ukraine (Totska, 2020), financial aspects of scientific activities of higher education institutions in the regions of Ukraine (Totska, 2022), financing of scientific activities of agricultural universities in Ukraine (Totska, 2023); K.G. Chytaieva, L.G. Bulgarina – analysis of financial flows in the higher education system that affect the quality of educational services and the competitiveness of Ukrainian higher education institutions (Chytaieva, K.G., Bulgarina, 2021).

In addition, a number of researchers have studied the issue of education financing during crisis and wartime, including: N.M. Nazukova – methodology for assessing budget financing of education in the post-crisis period (Nazukova, 2021); G.M. Tereshchenko, N.B. Pron, O.Y. Anisimova – international financial assistance for organizing the educational process under martial law in Ukraine (Tereshchenko, Pron, Anisimova, 2022); I.B. Shevchuk, A.V. Shevchuk – challenges for Ukraine's higher education system after the Russian aggression in 2022, including reduced funding (Shevchuk I.B., Shevchuk, A.V., 2022).

The main source of financing for training personnel in the field of public administration is the state budget. Financing is provided from both the general and special funds.

The general budget fund is the primary source, formed through taxes and other state revenues. Most educational programs for civil servants are funded from this fund. Special funds may also play an important role in financing specific programs related to the training, retraining, or upgrading of civil servants' qualifications.

The mechanisms for allocating funds may vary. As a rule, budget resources are allocated based on pre-approved plans or on a competitive basis. This ensures transparency and allows resources to be directed toward the most important and relevant educational needs.

Thus, the correct choice of funding sources and allocation mechanisms is key to ensuring the quality of personnel training, which will affect the efficiency of public bodies in the future.

Budget financing for training personnel in the field of public administration in Ukraine is regulated by a number of normative legal acts. The main documents are the Law of Ukraine "On the State Budget" and the Law of Ukraine "On Education."

The Law of Ukraine "On the State Budget" determines the general volumes of budget funds that may be allocated for personnel training in the public sector. This law is approved by parliament each year and serves as the basis for financing all state programs, including educational ones.

The Law of Ukraine "On Education" outlines the principles of financing educational programs, including those aimed at training specialists in public administration. It regulates how funding is provided to educational institutions and programs for civil servants (On Education: Law of Ukraine, 2017).

In addition to these key documents, there are other normative acts, such as resolutions of the Cabinet of Ministers of Ukraine, which detail the processes of allocating and using budget funds for training and retraining personnel.

Thus, normative legal regulation ensures the stability and transparency of the budget financing process and allows the state to consistently invest in the development of management potential.

Planning and distribution of budget funds for personnel training in public administration is a complex and multi-stage process that requires careful analysis of the needs and priorities of the civil service.

The first step is to analyze personnel needs. The state must determine how many and what kind of specialists need to be trained to ensure the effective functioning of public bodies. This includes assessing current vacancies and forecasting future needs in connection with reforms or other changes.

The second step is to determine priority areas. Some sectors may require more funding due to their critical importance or the presence of a shortage of qualified personnel. For example, sectors related to public administration reform or decentralization may be prioritized in funding.

The third step is the direct allocation of funds. Funds are distributed according to the areas of personnel training, depending on identified needs and priorities. This distribution should be as efficient as possible to derive the greatest benefit from investments in civil servant training.

It is important to note that effective planning and distribution of budget funds helps ensure the training of highly qualified personnel, which directly impacts the quality of public administration and social well-being.

Table 1. Amount of funds provided in the state budget for financing public order by various areas of public administration for 2022-2024 (thousand UAH)

Areas of Public Administration	2022			2023			2024		
	Total	For Specialist Training	For Professional Development and Retraining	Total	For Specialist Training	For Professional Development and Retraining	Total	For Specialist Training	For Professional Development and Retraining
State Affairs Administration	4417	2594	1 822	3378	1632	1745	3965	774	3 190
Economic and Financial Department of the Secretariat of the Cabinet of Ministers of Ukraine (CMU)	8 832	8 150	681	8024	7335	688	9 238	8 550,6	688
Ministry of Economy	1 743	1 743	-	1593	1593	-	1 593	1 593	
Ministry of Finance	240 200	236916	3 284	218172	215217	2955	250 858 247 407	250 858 247 407	3 451
National Agency of Civil Service (NACS)	74 971	10 791	64 179	67474	11701	55772	68 789	16 500	52 288
Total	330165	260197	69 968	298643	237480	61162	83586	27419	59 618

Source: Calculated by the author based on data from (On state order for training specialists, scientific, scientific-pedagogical, and workers, as well as professional development and retraining in 2024).

A general overview of trends by year shows:

– 2022: The total amount of funds allocated for training personnel amounted to 3,301,653 thousand UAH. Of this amount, 2,601,973 thousand UAH was allocated for the training of specialists, scientific, and scientific-pedagogical personnel, while 699,680 thousand UAH was allocated for professional development and retraining.

– 2023: The total amount of funding decreased to 2,986,433 thousand UAH, indicating a reduction in budget expenditures by 9.5%. Specifically, 2,374,807 thousand UAH was allocated for personnel training, and 611,626 thousand UAH for professional development.

– 2024: A further decrease in the total amount to 835,869 thousand UAH is observed, which is a significant reduction (almost 72% compared to 2023).

274,195 thousand UAH is allocated for personnel training, and 596,188 thousand UAH for retraining.

An analysis of financing by agencies indicates a gradual decrease in funding for the State Affairs Administration from 44,172 thousand UAH in 2022 to 39,653 thousand UAH in 2024. The reduction affects all categories of personnel training.

The Economic and Financial Department of the Secretariat of the Cabinet of Ministers of Ukraine shows slight fluctuations in funding levels, but the largest reduction occurred in 2024 – 92,386 thousand UAH compared to 88,321 thousand UAH in 2022.

For structures such as the Ministry of Economy and the Ministry of Finance, the allocated amounts for personnel training remain almost unchanged over these years. For the Ministry of Finance, a high level of funding is noted – 250,858 thousand UAH allocated in 2024, significantly exceeding the amounts allocated to other departments.

In the direction of NACS (National Agency of Ukraine for Civil Service), a significant reduction in funding is noted from 74,971 thousand UAH in 2022 to 68,789 thousand UAH in 2024.

In general, there is a noted overall trend of decreasing funding from 2022 to 2024, indicating a reduction in state expenditures on training and retraining personnel in the field of public administration. The largest share of funding is directed to the Ministry of Finance, which may indicate the importance of financial structures in the training system for civil servants. Programs for professional development and retraining receive less funding than new personnel training, but their significance is gradually increasing.

These trends are quite expected, as due to Russia's invasion of Ukraine in February 2022, the country's education sector suffered significant losses and destruction. It is worth noting that even before the full-scale war began, Ukraine's education system had been operating for two years under the conditions of the pandemic and quarantine restrictions caused by COVID-19. At that time, the primary task was to create safe conditions and implement distance learning.

However, after the onset of Russian aggression, the situation in the education sector became even more challenging, with the issues of a safe learning environment and continued distance education remaining a priority. In light of new challenges facing education, there was a need to adapt the educational process to these conditions. Moreover, the war changed the approach to education funding, as part of the budget funds previously allocated to the education sector was redirected to defense needs.

However, in order not to lose the quality of training civil servants, it is recommended to analyze the effectiveness of the use of available budget funds to understand whether the funding reductions justify the effectiveness of personnel training, and to explore whether the reduction in funding affects the quality of

training programs and whether there are opportunities for attracting additional resources. Such an analysis will help understand the overall picture of funding for public personnel training across different departments and draw conclusions about the effectiveness of budget policy in this area.

As we can see, the largest funding is allocated to the Ministry of Finance, demonstrating the importance of personnel training in this field. A significant positive aspect is that considerable funds are directed toward professional development, particularly for the State Affairs Administration, where this indicator even exceeds funds allocated for the training of new specialists by 6.5%.

On the other hand, there are some shortcomings, including the lack of funding for professional development for the Ministry of Economy in 2023, which could be a problem for the development of professional personnel in this sector.

In 2023, the state order for training specialists in the field of "Public Administration and Management" included 793 individuals, of whom:

- Bachelor's degree — 156 individuals.
- Master's degree — 637 individuals.

Funding for the specialty "Public Administration and Management" accounts for only 6.3% of the total number of orders in related fields. It should also be noted that there are no specialists with a junior bachelor's degree in this field. This may indicate that the state requires more highly qualified personnel in this area, emphasizing the importance of training specifically bachelor's and master's level specialists in public administration.

Suspicious figures relate to the overall distribution of junior bachelor's degrees, where the number of training places in certain fields is quite low or absent, which may indicate the need to reassess labor market needs and increase investments in training personnel for public administration.

The effectiveness of budget spending on personnel training in the field of public administration is an important indicator that allows assessing how well the set goals are being achieved and how justified the expenses on specialist training are.

The main evaluation criteria are:

1. Number of trained specialists. One of the key indicators of effectiveness is the number of individuals who received education and completed training under the state order. The more specialists trained, the higher the level of satisfaction of civil service needs.

2. Quality of training. The quality of specialists is assessed through their level of knowledge and their ability to apply it in practice. This includes evaluating learning outcomes, teaching quality, and the level of graduates' readiness to perform their duties in the civil service.

3. Employment of graduates. One of the important indicators is the percentage of graduates who were able to find work in their field and continue to

work in public bodies. This indicator directly shows how well personnel training meets the real needs of the public sector.

4. Impact on the effectiveness of public bodies. An important aspect is how much trained specialists improve the situation in public bodies, particularly whether they influence the improvement of performance and productivity in the civil service.

Thus, the effectiveness of budget spending can be assessed not only by quantitative indicators but also by qualitative ones, including the long-term impact on the functioning of public institutions.

Despite the importance and scale of the budget financing process for personnel training, there are a number of problems and challenges that complicate its effectiveness. Among the key problems, the following can be highlighted:

1. Insufficient funding. Often, the amount of funds allocated from the state budget is insufficient to ensure comprehensive personnel training. This can lead to a lack of resources for providing quality education and limit opportunities for the development of educational programs. Insufficient funding also affects the salary levels of scientific and pedagogical staff, reducing their motivation and engagement.

2. Lack of a clear strategy. Sometimes, the personnel training process lacks a clearly defined strategy that takes into account the real needs of public administration and the labor market. This leads to irrational allocation of budget funds and ineffective specialist training.

3. Low motivation of graduates. One of the challenges is also the low motivation of graduates to work in the public sector after completing their education. This may be related to comparatively low salaries, insufficient career opportunities, or challenging working conditions in public bodies.

Thus, these challenges require proper attention from the state and the bodies responsible for the allocation and use of budget funds. Addressing these problems will improve the effectiveness of the personnel training process and make it more productive.

To overcome the problems associated with budget financing for personnel training in the field of public administration, several important steps and reforms need to be implemented. The main ways to improve include:

1. Increasing funding. To ensure quality personnel training, it is necessary to increase the amount of budget funds allocated to education and the professional development of civil servants. This will improve learning conditions, attract the best specialists to teaching, and provide a better material and technical base for educational institutions.

2. Developing a clear personnel training strategy. A long-term strategy should be created that takes into account the needs of the civil service for specialists of various fields and levels of training. The strategy should be flexible

and correspond to the realities of the modern labor market, as well as take into account trends in public administration.

3. Creating modern educational programs and institutions. It is important to modernize existing educational programs by introducing innovative teaching methods and ensuring access to modern technologies. This includes creating modern educational institutions equipped with the latest equipment, as well as programs that meet the current needs of the labor market and the public sector.

4. Increasing graduate motivation. To encourage graduates to work in the public sector, attractive working conditions should be created, such as decent wages, opportunities for career growth, and professional development. This will raise the prestige of civil service and attract more qualified personnel.

Overall, the path to improving budget financing for personnel training lies through increased funding, strategic planning, and motivating future specialists. This will create an effective system for personnel training that meets modern challenges and ensures high-quality public administration.

Public bodies play a key role in ensuring effective budget financing for personnel training in the field of public administration. Their activities cover several important aspects:

1. Planning and allocation of funds. Public bodies such as the Ministry of Finance and the Ministry of Education are responsible for developing and approving budget plans that determine the funding volumes for educational programs. They also ensure the allocation of funds among various educational institutions and programs based on the needs of the civil service.

2. Quality control of education. Public bodies have an important function of controlling the quality of educational services provided by institutions that train personnel for public administration. This includes the accreditation of educational programs, monitoring the level of teaching, and assessing learning outcomes.

3. Monitoring the effectiveness of fund usage. In addition to allocating funds, public bodies conduct regular monitoring of how the allocated funds are used and whether the set goals in specialist training are being achieved. Transparency and accountability in the use of budget resources are important aspects.

4. Ensuring transparency. To increase public trust and improve the efficiency of fund usage, public bodies must ensure transparency at all stages of financing. This includes open expenditure reports, evaluating the effectiveness of educational programs, and providing citizens with access to information.

Thus, public bodies not only determine the amount of funding but are also responsible for the quality of educational programs, control over the use of funds, and the overall transparency of the process. Their role is crucial in ensuring the effective functioning of the personnel training system in public administration.

Interaction between the public and private sectors can significantly improve the efficiency of the personnel training process in the field of public

administration. Such collaboration opens up new opportunities for financing and modernizing educational programs, which enhances the quality of specialist training.

1. Training funding. The private sector can actively participate in financing the training of future civil servants. Companies can provide grants, scholarships, or other forms of financial support for students studying in fields relevant to public administration needs.

2. Provision of internships. Private companies can contribute to personnel training by offering internships and practical training for students, allowing them to gain real-world experience in a market economy environment. This facilitates better integration of theoretical knowledge and practical skills, which is essential for a successful career in civil service.

3. Development of educational programs. Private companies can participate in the development of educational programs to ensure they meet modern labor market demands. This will create more adaptive and relevant educational programs that meet the needs of both the public and private sectors.

Through this collaboration, the public sector can gain access to the latest knowledge, technologies, and methods used in the private sector, which will contribute to the modernization of personnel training for public administration. In turn, the private sector can help prepare specialists who can ensure the effective functioning of public bodies and contribute to solving common problems, such as public administration reform or decentralization.

In conclusion, budget financing for personnel training in the field of public administration is critically important to ensure the effective functioning of public bodies. However, there are challenges and problems that need to be addressed to make this process more efficient.

Conclusions

A significant amount of funding is directed towards the training of specialists in various fields, but there is an urgent need to increase funding volumes, especially in areas with a critical shortage of personnel, such as public administration. Insufficient funding in certain areas, such as professional development in specific departments, requires special attention to avoid a shortage of qualified workers. One of the promising ways to improve personnel training is to strengthen interaction with the private sector, whose involvement can contribute to the modernization of educational programs.

At the same time, it is important to strengthen strategic planning to ensure that personnel training meets the current needs of public administration and society. To optimize the process, it is necessary to increase funding, develop a clear training strategy, involve the private sector, and ensure transparency and accountability in the use of budget funds, which will enhance public trust and the efficiency of state expenditures.

As a result of implementing these recommendations, the personnel training system will become more effective and respond to the modern challenges of public administration. This will contribute to the development of highly qualified specialists capable of ensuring the stable development of the state and improving the efficiency of public bodies.

It is important to understand that effective budget financing for personnel training in the field of public administration is not just a matter of expenditure but an investment in the future of our state. The quality of public administration tomorrow depends on how successfully we train specialists today.

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Abstract

The article is devoted to the analysis of budget financing for training personnel in the field of public administration in Ukraine. The author examines key aspects of financing educational programs for civil servants, particularly the financing volumes for the years 2022–2024, and analyzes the impact of these processes on the quality of personnel training. The normative legal framework regulating educational financing is considered, and challenges related to the reduction of budget expenditures in wartime conditions are highlighted. The analysis emphasizes the importance of increasing funding volumes, especially in areas with a critical shortage of personnel, such as public administration. Special attention is given to opportunities for engaging the private sector and the necessity of strategic planning. Recommendations are provided for optimizing financing and improving the quality of personnel training.

Keywords: budget financing, public administration, training of civil servants, budget process, education of civil servants

JEL Classification: G30