



# **ANALYSIS OF THE EFFICIENCY OF IMPLEMENTING THE PUBLIC BUDGET STRATEGY AND ITS ALIGNMENT WITH THE ANNUAL GOVERNMENT PROGRAM OBJECTIVES: A CASE STUDY OF IRAQ AND JORDAN**

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<b>Article history:</b>	<b>Abstract:</b>
<b>Received:</b> 24 <sup>th</sup> August 2024 <b>Accepted:</b> 14 <sup>th</sup> September 2024	To achieve the objectives of annual government programs, a strategy must be available for those programs that is consistent with their available financial capabilities and what they aspire to achieve in the near future. Thus, that strategy should be supported and endorsed by the technical and supervisory bodies with decision-making powers in the countries sampled by the research. The research has concluded that this The authorities were characterized by their support of the executive authority to achieve the goals of its government program, but due to their weak performance in implementing their financial program that was approved and which they must implement and exploit resources to achieve the goals of that program, this prevented them from achieving the desired goal, for which the appropriate amount of expenditures were planned and estimated based on the value of the index. Efficiency of achieving the goal in the countries of the research sample. The research recommended that it is necessary to work on adopting types of budgets with high efficiency and the ability to implement quickly, especially in Iraq, such as program and performance budgets and disposal budgets. We must gradually shift from relying on traditional line item budgeting.

**Keywords:** Budget Strategy, Efficiency of Government Spending, Evolution of Government Spending, Measuring Spending Efficiency.

## **INTRODUCTION**

The public budget strategy serves as the foundation for implementing financial and economic reforms aimed at fostering economic growth and improving the living standards and well-being of citizens. The effectiveness of this strategy is ensured through the application of financial rules, which enable the identification of correct strategic directions for the country's development and increase the transparency of financial policy, thereby enhancing the sustainability and stability of the public budget. Consequently, developing a comprehensive public budget strategy allows for the smooth operation of public functions, particularly in setting long-term goals for state management programs and addressing financial and economic aspects. It also involves determining the financial requirements necessary to carry out the tasks entrusted to state administrations and coordinating their potential expenditures with revenues to achieve strategic objectives. It is essential that expenditures are efficient to achieve the desired outcomes.

### **Research Significance**

The significance of this research lies in exploring the future practical plan presented by the public budget strategy. This plan could serve as a lever to boost the Iraqi economy and achieve efficiency in government spending by supporting the legislative and executive authorities in preparing a public budget that aligns with the pre-determined strategic directions. By doing so, the primary objectives and goals that the government administration aspires to can be realized.

### **Research Problem**

The presence of a realistic and comprehensive future strategy for the government program contributes to achieving the government's future objectives, which have been carefully identified and studied to align with the future circumstances of implementation. However, the problem lies in the inability or weakness of the relevant authorities in preparing such a strategy, which makes it difficult to predict the problems and obstacles that may confront spending policies. Additionally, the difficulty in forecasting funding sources for these policies negatively impacts the overall economic activity in both countries.

### **Research Hypothesis**



The research is based on the hypothesis that "there is a direct impact of the budget strategy and the efficiency of government spending in the countries included in the research sample."

### **Research Objectives**

1. To explain the nature and components of the budget strategy.
2. To clarify the concept of government spending efficiency and its measurement indicators.
3. To analyze the evolution of government spending in the countries within the research sample.
4. To measure the efficiency of implementing the public budget strategy in the countries within the research sample.

### **Research Scope**

- **Temporal Scope:** 2018-2020
- **Geographical Scope:** Iraq and Jordan

#### **First Axis Concept of Budget Strategy**

The term "strategy" originates from the Greek word meaning "the art of leadership and managing battles." Initially, it was confined to the military domain, where the aim was to formulate plans to achieve desired goals. However, over time, its usage expanded to include other fields, such as economics. Despite this expansion, diverse perspectives have emerged regarding the concept of strategy. Some view it as central to the decisions made to achieve specific goals. Consequently, it has been defined as "the crucial and influential decisions taken by an institution to maximize its ability to capitalize on opportunities available in the environment, and to devise the best means of protecting itself from threats." Therefore, strategy represents an ideal plan and a means to achieve a future vision by utilizing available resources to meet objectives in the shortest possible time and with the least effort (Fuertes et al., 2020:4).

The need to revisit budget system policies has become increasingly urgent due to the economic and financial transformations experienced by most countries worldwide. This highlights the vital role of financial strategy in organizing economic operations, taking into account its dynamic and recurring nature. The development and enhancement of the validity of financial strategy largely depend on shifts in the economic environment, which enable the forecasting of financial opportunities and the assessment of risks associated with budget stability violations. These factors are influenced by the deepening of financial integration and the growing negative demographic trends in society (Kuzmics & Steg, 2016:4).

**Financial strategy** is considered a vital and effective tool for influencing macroeconomic stability and accelerating its growth rate. Its performance is determined by its ability to maintain sustainability, stability, and balance in the long term for the budget system. Therefore, developing an effective and agreed-upon budget policy that aligns with the strategic tasks for the social and economic development of countries requires the evolution of the budget strategy through the achievement of dynamics in the system of goals, principles, directions, and tasks of state authorities (Bentley et al., 2013: 789). These developments include coordination and adaptation to long-term regulatory measures for internal and external changes in the economic environment and social transformations, with the aim of ensuring the stability of macroeconomic activity, enhancing its growth, and improving individuals' well-being (Bender, 2014: 5).

Thus, building an effective and competitive national economy requires systematic reform in public financial management as part of the broader public administration system. The problems and contradictions within this system pose a serious threat to the revival of economic growth. An effective system is the foundation for implementing public policy and achieving strategic development goals, through ensuring compliance with budget discipline, strategically allocating funds, and providing public services efficiently (CMU, 2017: 2). Therefore, the budget strategy is an integral part of the financial strategy, representing a component of the whole. Consequently, it is a process in which financial resources are allocated in alignment with the country's financial and national strategy, monitoring its implementation, and achieving common goals (Grant, 2021: 9).

#### **Second Axis: Components of the Budget Strategy**

The public budget strategy consists of several key components, which can be outlined as follows: (Saqqour & Al-Sarn, 2018: 24); (General Budget Department, 2022: 30); (Iraqi Ministry of Finance, 2018: 48).

##### **1. Strategic Vision of the Budget**

Achieving any financial goal within the budget strategy requires a comprehensive and integrated vision that helps create an environment conducive to economic activity within the country. The budget strategy focuses on maximizing public revenues on one hand and directing public expenditures towards priority projects and sectors in the economic development process on the other. Therefore, having a strategic vision for the public budget means that the government aims to achieve its overall goals by improving the management of available resources and directing them towards planned objectives after thorough and efficient analysis.

##### **2. Mission of the Budget Strategy**

The mission of the budget strategy lies in ensuring the optimal utilization of economic resources in ways that align with and achieve financial sustainability. This is accomplished by managing these resources according to prudent and flexible



policies. This allows the government to achieve its goal of providing the maximum amount of public services to various segments of society, in addition to its other objectives (Iraqi Ministry of Finance, 2018: 48).

### **3. Objectives of the Budget Strategy**

The budget strategy generally aims to achieve economic and social growth, which improves citizens' living standards, reduces poverty rates, and increases job opportunities. It also seeks to expand and diversify local industries to boost added value and meet domestic demand. Additionally, the strategy focuses on developing and improving the service and educational sectors and investing in human capital as a key element for enhancing overall development.

#### **Third Axis: Efficiency of Government Spending and Measurement Indicators**

The concept of efficiency in economic thought is linked to the fundamental problem of economic equilibrium, which involves directing the limited resources available to society to meet its diverse and evolving needs and desires, with a focus on maximizing benefits and minimizing costs. Italian economist Vilfredo Pareto was among the first to use the concept of efficiency, incorporating it into his economic studies on income distribution, and illustrating how resources can be allocated among individuals to meet their changing and recurring needs and desires (Parastoo, 2012: 551).

Efficiency also represents the ability to achieve desired objectives using available resources at the lowest possible cost. It involves doing things the right way, focusing on aspects of activities and inputs, and measuring the success of a project in achieving pre-determined goals (Marieta et al., 2010: 133). Thus, achieving efficiency in government spending requires that funds are utilized in a manner that maximizes economic and social benefits to achieve as many desired objectives as possible. This efficiency is reflected in transforming inputs, represented by government spending, and using them in a way that enhances economic returns to achieve general goals (Afonso et al., 2006: 8).

#### **Fourth Axis: Measuring the Efficiency of Government Spending**

No performance management system for government can be sustainable without measuring the efficiency of government spending. Efficiency refers to the quality of managing various types of government resources and using them optimally to achieve the maximum return at the lowest possible cost. Due to the complexity and diversity of government functions, effective government management requires a wide range of efficiency performance indicators. This complexity has led to numerous studies by researchers and financial experts aimed at measuring public spending efficiency and its impact on various economic and social variables. These studies aim to analyze and evaluate how governments use their resources and the overall impact on society. Presenting these studies contributes to a better understanding of the factors influencing government spending efficiency and directs efforts toward improving overall government performance.

##### **Indicator 1: Seriousness and Willingness to Achieve Goals**

This indicator reflects the degree of support by the legislative authority for the executive government in achieving the goals set in the strategy. It can be calculated by dividing (estimated expenditures / planned expenditures) \* 100. The closer the result is to 100%, the more it indicates the seriousness and willingness of the legislative body to achieve the government's program objectives; conversely, a lower percentage suggests the opposite.

##### **Indicator 2: Execution Capability**

Once the public budget is approved, it becomes a law that must be executed. The government is expected to implement its spending policy according to what has been approved. This indicator reflects the government's ability to execute its public programs and planned objectives. It can be calculated by dividing (actual spending / approved spending) \* 100. When the result is greater than 100%, it indicates the government's capability to implement its approved programs in the public budget; conversely, a result lower than 100% indicates less capability.

##### **Indicator 3: Goal Achievement Efficiency**

This indicator assesses the alignment between what was planned in the strategy and what was actually implemented. It provides a clear picture of what the government intended to achieve with its public policy to meet its program objectives. This indicator can be calculated by dividing (actual spending / planned spending) \* 100.

The result of this calculation reflects the fundamental efficiency of government management in achieving its goals when sufficient financial resources are available. It also represents the efficiency of spending when the government begins to disburse funds. Government spending is considered efficient when the result of the calculation is close to 100%. Conversely, when the result is below 100%, the level of efficiency decreases as the result moves further from 100%. The further the result deviates from 100%, the weaker the spending efficiency.

#### **Fifth Axis: Study and Analysis of the Evolution of Iraqi Government Spending in Strategy and the Public Budget**

After the events of 2003, Iraq faced enormous challenges in various aspects of its political and economic life. All state institutions and key infrastructure were destroyed, leading to the disruption of many production and service facilities. Industrial plants ceased operations, which weakened the investment process and reduced job opportunities. The country became increasingly dependent on oil revenues to meet domestic needs, exacerbating structural problems in the Iraqi



economy. This excessive reliance on oil for financing the public budget distorted the structure of exports and made the Iraqi economy vulnerable to global oil price fluctuations. The challenges of rebuilding the country and reforming the economy were immense. For comprehensive recovery and economic stability, it was essential to improve the management of economic resources and direct them effectively to maximize social and economic benefits. This required deep structural reforms to diversify the economy, strengthen non-oil sectors, enhance resource management, and increase transparency while combating corruption.

The public budget is one of the most crucial tools for the government to implement its programs across various financial, economic, social, and political areas. Therefore, it is of significant importance during its preparation and should be based on a future strategy that reflects the state's challenges and future objectives. In this context, the relevant authorities in Iraq aimed to develop a three-year national strategy (2018-2020). This strategy was built under unstable economic conditions both locally and globally, including a decline in international oil prices and Iraq's exposure to security instability and the control of some territories by terrorist groups (Iraqi National Strategy, 2016: 9).

**The strategy relied on macroeconomic indicators from 2016 when it was prepared, focusing on variables such as public spending, which was 67,067.4 billion dinars, and the Gross Domestic Product (GDP), which was 203,869.8 billion dinars. By determining these indicators and using them as a basis, financial priorities and allocations for the coming years can be established, thus achieving the goals set in the national strategy.**

**Table 1** shows that the strategy set a trajectory for public spending during 2018-2020, which was downward. The spending level was set at 82,972.9 billion dinars in 2018 and then continued to decrease in 2019 and 2020, reaching 76,395.8 billion dinars and 73,118.7 billion dinars respectively, with negative change rates of -7.9% and -4.3% respectively.

This negative trend reflects the state of the Iraqi economy and the structural distortions it suffers from, as well as the heavy reliance on oil for funding development programs and economic growth rates. Consequently, the perspective of those responsible for this strategy and the expectations of international bodies were pessimistic about the economy.

**Table 1:** Evolution of Public Spending in Iraq between Planning, Financing, and Expenditure for the period 2018-2020

Year	Planned Expenditure (Strategy)	Change Rate	Estimated Expenditure (Legislative Budget)	Change Rate	Actual Expenditure	Change Rate
2018	82,972.9	-	104,158.2	-	80,873.2	-
2019	76,395.8	-7.9%	133,107.6	27.8%	111,723.5	38.1%
2020	73,118.7	-4.3%	133,107.6	0%	76,082.4	-31.9%

**Source:** Prepared by the researcher based on data from:

- Ministry of Finance, Accounting Department, Consolidation Section, State Account Consolidation System for Current and Investment Budgets for the years 2018-2020.
- Ministry of Finance, Strategic Plan for the years 2018-2020.
- Official Gazette of Iraq, Federal Public Budget Law of the Republic of Iraq for the years 2018 and 2019, various editions.
- Change rates calculated by the researcher.

It is evident from Table 1 that economic conditions were more stable during the implementation of the public budget compared to the preparation of the mentioned strategy. Global oil prices experienced a gradual recovery and stability at high levels, and the security situation stabilized following the declaration of victory at the end of 2017. As a result, public spending was high, influenced by these variables, and aligned with the goals of the strategy for the period 2018-2020. Public spending increased progressively from approximately 104,158.2 billion dinars in 2018 to about 133,107.6 billion dinars in 2020, with a positive change rate of 27.8% in that year. This increase in public spending levels reflected in the public budget was due to improved global oil prices and the urgent need to improve living standards and achieve developmental goals outlined in government programs.

The implementation of the national strategy for the years 2018-2020 and the related legislative budgets were affected by numerous economic, political, and health events that Iraq experienced during this period. In the last quarter of 2019, the country witnessed popular protests rejecting poor service conditions and rising rates of poverty and unemployment. Subsequently, the COVID-19 virus spread globally, prompting governments, including Iraq, to take urgent measures to address the pandemic. The Iraqi economy was significantly impacted by the COVID-19 pandemic, forcing the government to impose restrictions on citizens' movement, which negatively affected overall economic activity and its ability to implement development programs, especially investment ones. Managing the health crisis while protecting the





economy was extremely challenging, requiring the government to focus more on combating the pandemic and supporting essential sectors such as health, education, and the economy.

From Table 1, it is evident that the government's ability to implement its expenditure budgets during the study period showed a tendency towards increasing. Spending rose from approximately 80,873.2 billion dinars in 2018, out of the total budget allocated for that year of 104,158.2 billion dinars, with an expenditure rate of 77.6%, to about 111,723.5 billion dinars in 2019, out of the total budget allocated for that year of 133,107.6 billion dinars, with an expenditure rate of 73.9%.

The absence of a budget for 2020 had a significant impact on the Iraqi economy. Plans for economic development failed, investment projects stalled, and large amounts of public funds intended for public benefit were left unused. This had a major effect, leading to a decrease in the actual public spending, reaching 76,082.4 billion dinars in 2020, from a total of approximately 133,107.6 billion dinars allocated in the previous legislative budget (2019), based on the 1/12 rule.<sup>1</sup>

### **The Jordanian economy suffers from limited financial resources and a chronic budget deficit**

making it extremely difficult to provide the necessary funding to meet economic and social development needs. The government often relies on taxes, fees, external financial aid, and borrowing to finance its expenditures. Despite this, there has been an increase in government spending. Initially, budget estimates were inaccurate and based on a primitive method of applying a percentage increase over previous budgets, which hindered the government's ability to achieve its goals. However, with the General Budget Department taking over the task of estimating the budget, a realistic fiscal policy was adopted, focusing on accurately estimating revenues and expenditures. This policy emphasizes enhancing and developing domestic revenues, reducing reliance on external aid, and achieving expenditure balance. The aim is to boost economic and social growth. This policy also highlights efforts to raise the level of the Jordanian economy, enhance development and stability, and achieve social justice through a tax system and distributive policies. Funding development programs and improving the private investment environment contribute to increasing income levels and reducing economic fluctuations. The financial policy's efforts have shown success in achieving these goals, in coordination with other economic policies and the state budget as an effective tool for realizing fiscal policy objectives. From Table (2), it is evident that the strategy set a trajectory for public spending during the years 2018-2020 that trends upwards gradually. The spending level was set at 9,313.8 million Jordanian dinars in 2018, and continued to rise in 2019 and 2020, reaching 9,496.7 and 9,542.9 million Jordanian dinars, respectively, with positive change rates of 1.9% and 0.5%, respectively. This trend reflects the government's aspirations for achieving a future vision aimed at economic growth and diversifying national income sources.

Table (2): Trends in Public Expenditure in Jordan between Planning, Financing, and Spending for the Period 2018-2020 million JOD

Year	Planned Expenditure (Strategy)	Change Rate	Estimated Expenditure (Legislative Budget)	Change Rate	Actual Expenditure	Change Rate
2018	9,313.8	-	9,019.3	-	8,173.2	-
2019	9,496.7	1.9%	12,426	37.8%	8,812.7	7.8%
2020	9,542.9	0.5%	12,729	2.4%	9,211.3	4.5%

**Source:** Prepared by the researcher based on data from:

- Jordanian Ministry of Finance, General Budget Department, Annual Reports, 2018-2020.
- Jordanian Ministry of Finance, General Budget Department, General Budget Strategy 2017-2022.
- Rate of change calculated by the researcher.

It is evident from Table (2) that the economic conditions were more favorable for growth and development and an increase in Gross Domestic Product (GDP) compared to the conditions at the time of preparing the mentioned strategy. As a result, the level of public spending was high, influenced by these variables, and aligned with the objectives of the strategy for the period (2018-2020). Public spending showed a gradual increase from approximately (9,019.3) million Jordanian dinars in 2018 to approximately (12,729) million Jordanian dinars in 2020, with a positive change rate of (2.4%) in the same year. This increase in public spending levels listed in the general budget is due to improved

<sup>1</sup> The Iraqi legislator approved paragraph (3) of Article (13) of the Federal Financial Administration Law No. (4) of 2020, as amended, which allows the government to rely on the final financial data actually spent as a basis for the year in which the budget was not approved. According to this paragraph, the government can spend according to the previous year's budget within the limits of the amounts and expenditure rates that were applied in the past.



macroeconomic indicators, as well as the urgent need to improve living standards and achieve the developmental goals outlined in government programs.

The implementation of the strategy for the years 2018-2020 and the related legislative budgets were affected by many economic and health events that Jordan experienced during this period. In the last quarter of 2019, the country witnessed the global outbreak of COVID-19, which led governments, including Jordan, to take urgent measures to combat the pandemic. The economy was significantly impacted by the fallout from this crisis, as the government was forced to impose restrictions on citizen movement, which negatively affected overall economic activity and its ability to implement development programs, especially investment ones. Managing the health crisis while protecting the economy was extremely challenging, requiring the government to focus more on combating the pandemic and supporting essential sectors such as health and education.

From Table (2), it is evident that the government's ability to execute its budgetary allocations during the study period showed a trend towards decline. The total actual government expenditure was approximately (8,173.2) million Jordanian dinars in 2018 from the allocated budget for that year, with a spending rate of (90.6%), decreasing to a spending rate of (72.3%) in 2020, with actual spending reaching (9,211.3) million Jordanian dinars.

### **Section Seven: Analysis and Measurement of Government Spending Efficiency in Iraq and Jordan**

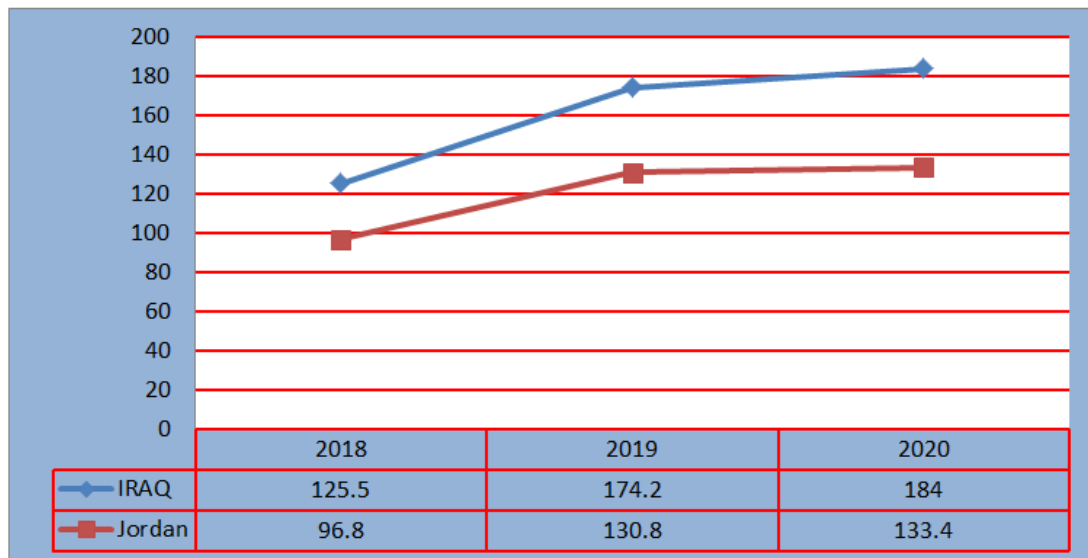
Achieving efficiency in government spending is crucial to ensure that the objectives of government programs are met with the lowest possible cost and the highest level of effectiveness and efficiency. Efficiency reflects the ability to use economic resources optimally, which is essential for the success of any government program. It is very important for the government to have the capability to manage economic resources effectively and use them in a way that achieves the maximum desired outcomes. The government should follow well-considered procedures and policies to ensure efficiency in public spending, including developing sustainable and appropriate financial strategies and plans.

By directing spending according to budget laws and the government's adherence to specified financial categories, it becomes possible to evaluate the efficiency of government performance in implementing financial programs. The executive authority must implement these programs according to established standards and adhere to approved financial principles, as well as demonstrate seriousness in executing the spending outlined in the general strategy and approved in the general budget law for the years 2018-2020. Achieving efficiency in government spending requires a focus on transparency and accountability, as well as enhancing oversight and meticulous monitoring of financial resource use. By achieving these goals, the government can improve its performance and achieve desired outcomes with maximum effectiveness and efficiency.

#### **Indicator 1: Commitment and Will to Achieve the Goal**

As shown in Figure (1), the legislative authority contributed to meeting the government's needs by approving its spending policy through the adoption of the general budget at a scale that allowed for fulfilling its spending requirements throughout the study period. This indicates the effectiveness of the budget strategy according to its expenditure estimates. This can be observed through the indicator of public expenditure in the legislative budget relative to the public expenditure in the strategy. It is evident that the ratio was much greater than 100% and showed an upward trend, with the value of this indicator rising from 125.5% and 96.8% in 2018 for Iraq and Jordan, respectively, to 184% and 133.4% in 2020, respectively. It is also observed that the indicator value was significantly higher than the standard ratio of 100%, indicating inaccuracies in the budget strategy's estimates of government spending.

**Figure (1): Evolution of the Commitment and Will to Achieve the Goal Indicator in Iraq and Jordan for the Period 2018-2020**

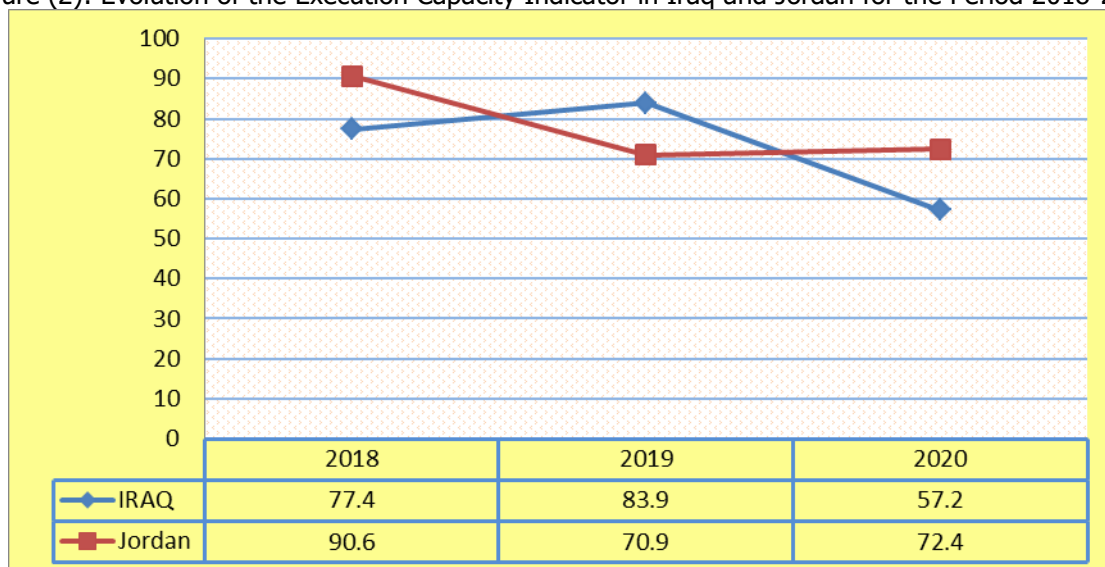


**Source: Prepared by the researcher based on the data from Table (1).**

**Indicator 2: Execution Capacity**

Figure (2) shows that the ability of the executive management to implement its spending policies, as approved in the general budget, reflects its effectiveness in achieving its overall objectives. This is observable through the indicator of actual expenditure versus approved expenditure in the legislative budget. It is evident that the value of this indicator decreased significantly during the study period, from approximately 77.4% and 90.6% in 2018 for Iraq and Jordan, respectively, to around 57.2% and 72.4% in 2020, respectively. These values were below the standard ratio of 100%. This indicates a significant weakness in government management when implementing the approved spending policies, which should have utilized resources to achieve the government program's objectives. The failure to fully implement the approved spending led to lost opportunities for development and economic growth, as well as wasted time that could have been used to advance various national projects. This issue is attributed to the double shock experienced by both Iraqi and Jordanian economies and the spread of the COVID-19 pandemic, which led to the imposition of lockdowns. These conditions caused a slowdown in existing production activities and halted investment projects due to the lack of a general budget for 2020 in Iraq (and a limited focus on operational rather than new investment projects in Jordan).

Figure (2): Evolution of the Execution Capacity Indicator in Iraq and Jordan for the Period 2018-2020



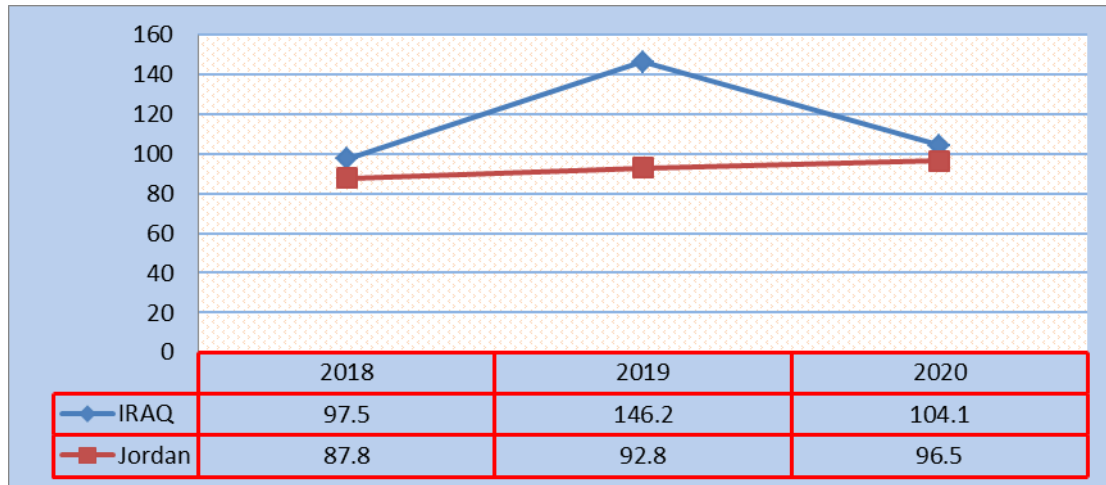
**Source: Prepared by the researcher based on the data from Table (1).**

To assess the efficiency of government spending and management, and the effectiveness of government administration in achieving its objectives, it is essential to evaluate whether the administration's expenditures align with the strategic



plan. This can be observed through the indicator of actual public spending versus the public spending set in the strategy. It is evident that this ratio was very close to 100% and showed an upward trend, with the value of this indicator rising from (97.5%) (87.8%) in 2018 in Iraq and Jordan, respectively, to (104.1%) (96.5%) in 2020, respectively. This indicates the efficiency of the government administration in achieving its objectives when provided with adequate financial resources. It also reflects the effectiveness of spending when the government commenced expenditures, thus demonstrating the efficiency of government spending.

**Figure (3): Development of Goal Achievement Efficiency Indicator in Iraq and Jordan for the period 2018-2020**



**Source: Prepared by the researcher based on the data from Table (1&2).**

### CONCLUSIONS

1. The research hypothesis has been confirmed that the public budget strategy significantly affects the efficiency of government spending in the countries of the sample, despite differences in the economic structures of these countries.
2. The preparation of the public budget strategy in Iraq and Jordan differed in terms of timing and the economic conditions prevailing during their preparation, which led to a lack of accuracy in the estimates of government spending in the sample countries.
3. The legislative authority supported the executive authority in achieving the objectives of its government program. However, due to the weakness in implementing the approved financial program and utilizing resources to achieve the program's goals, the desired outcomes were not achieved. This was despite the effectiveness in implementing what was planned in the strategy, as indicated by the goal achievement efficiency indicator in the sample countries.

### RECOMMENDATIONS

1. It is essential for the budget strategy to be based on a range of scenarios that encompass various trends and timeframes. This approach enhances its ability to adapt to changing challenges and emerging conditions.
2. It is crucial to adopt highly efficient and rapidly executable budget types, particularly in Iraq, such as program and performance budgeting and zero-based budgeting. There should be a gradual shift away from reliance on traditional line-item budgeting.
3. Adherence to the timelines related to the preparation of the public budget is necessary, starting from the executive agencies through to its approval.

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