



BOSNIA AND HERZEGOVINA  
COUNCIL OF MINISTERS  
MINISTRY OF FINANCE AND TREASURY



## STRATEGIC PLANNING AND MONITORING OF PUBLIC EXPENDITURES

Methodology, development and implementation of  
Public Investment Programme



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Capacity Development at Ministries of Finance at State and  
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EMBASSY OF SWEDEN

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## LIST OF ABBREVIATIONS

A	Approved Projects
B	Budget
BiH	Bosnia and Herzegovina
C	Capital projects
DEP	Directorate for Economic Planning
DS/SIS	Development Strategy and Social Inclusion Strategy
EU	European Union
FBiH	Federation of Bosnia and Herzegovina
FBP	Framework Budget Paper
G	Grant
I	Institutional
IBiH	Institutions of Bosnia and Herzegovina
IPA	Instrument for Pre-Accession Assistance
KM	Convertible Mark
L	Loans
MoFT	Ministry of Finance and Treasury
OF	Own Funds
OP	Operational Programme
PIMIS	Public Investment Management Information System
PIP	Public Investment Programme
RS	Republika Srpska
SMEs	Small and Medium Size Enterprises
UN	United Nations

## LIST OF DIAGRAMS

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## PIP AT A GLANCE

### WHAT IS PUBLIC INVESTMENT PROGRAMME?

The public investment programme is an instrument for identification, formulation and monitoring of projects funded from or with participation of public funds - budget, credits and donations.

### WHO PREPARES PUBLIC INVESTMENT PROGRAMME?

Responsible ministries of finance prepare public investment programmes for the BiH Institutions, Federation BiH, Republika Srpska and District Brčko. The BiH Ministry of Finance and Treasury consolidates the three PIPs into BiH PIP once a year.

### WHAT IS THE PURPOSE OF PUBLIC INVESTMENT PROGRAMME?

PIP has been extended with the new functionalities such as development and monitoring of the implementation of long-term and medium-term plans of the Council of Ministers and Entity Governments, monitoring of projects funded from credits through the public debt management system and identification of priority projects for financing from IPA or other donor programmes. This has been achieved through continuous development and creating synergies with strategic planning and budget management processes in BiH.

An important step in putting the results achieved by PIP development in practical use was enabled by the Decision of the Council of Ministers on the process of medium-term planning, monitoring and reporting in the Institutions of Bosnia and Herzegovina from August 2014. Official implementation for the Decision will commence in 2015.

### COMPONENTS OF PUBLIC INVESTMENT PROGRAMME

The PIP consists of Development-Investment Programme, which includes projects generating direct contribution to social or economic development and Programme for Administrative-Technical Capacity Building with no direct impact on socio-economic development.

### PUBLIC INVESTMENT MANAGEMENT INFORMATION SYSTEM - PIMIS

A special software package PIMIS (Public Investment Management Information System) was developed to facilitate management of public investments. The PIMIS provides interface for an on-line identification of projects in a standardized format. The information on projects is available to all interested users through internet via PIMIS web application ([www.mft.gov.ba](http://www.mft.gov.ba)).

## PLANS FOR FURTHER DEVELOPMENT OF PUBLIC INVESTMENT PROGRAMME

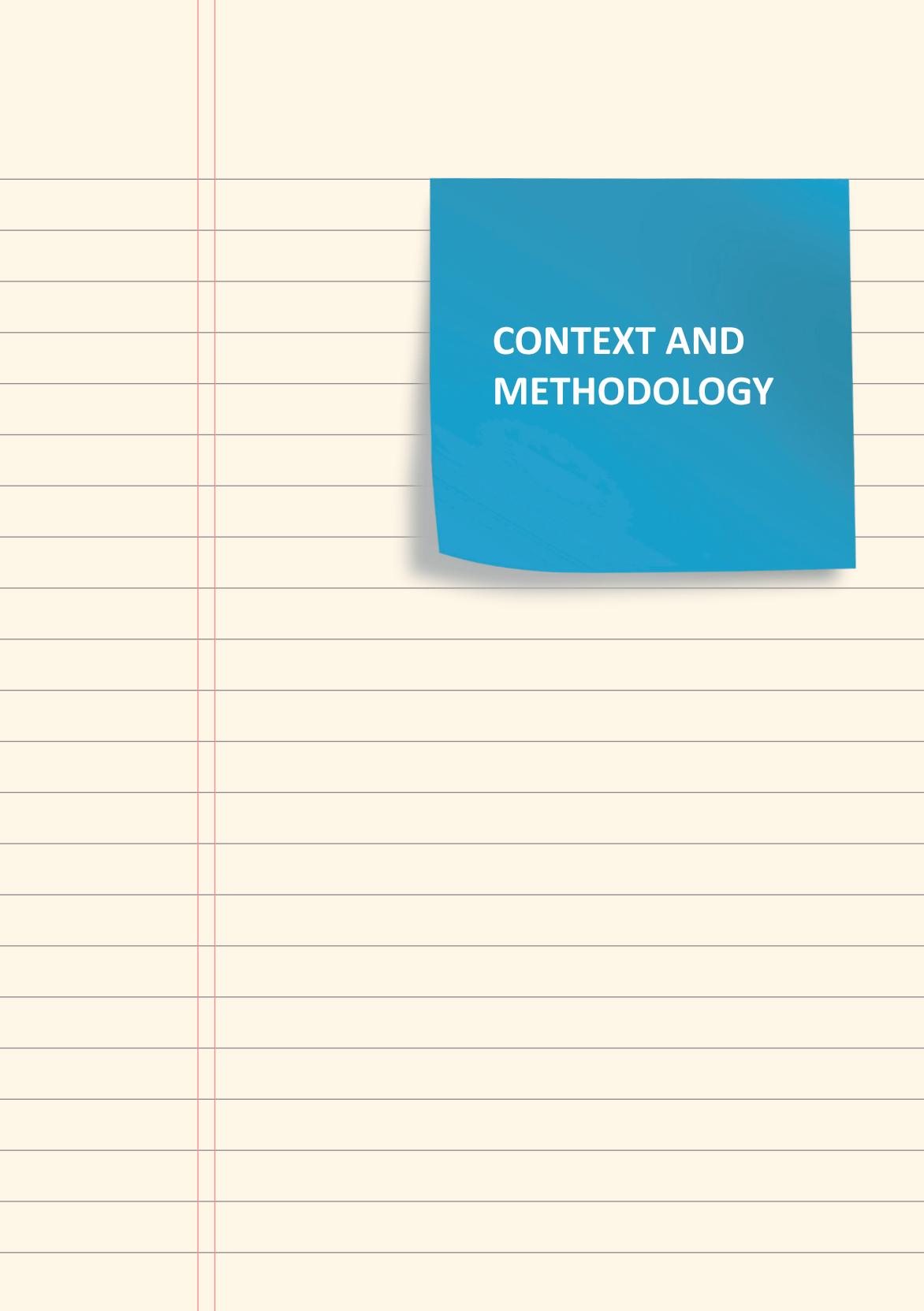
The further PIP development is directed towards building of harmonised system that supports development of result based medium-term plans and monitoring of the financial implementation of plans and strategies at state level.

The plan is that the Public investment programme will shortly include all projects that are using or planning to use public funds at all levels of government and to enable quality prioritization of projects and optimal allocation of funds.

## PARTNERS FOR DEVELOPMENT OF PUBLIC INVESTMENT PROGRAMME

The PIP is developed through dynamic cooperation between the ministries of finance at state and entity levels. Other important contributors include DEP, DEI, Federation BiH Institute for Development Programming, Ministry of Economic Relations and Regional Cooperation of Republika Srpska and the institutions of BiH District Brčko. Very useful cooperation was also established with complementary projects funded by EU and UNDP in the domain of public finance and strategic planning.

The importance of PIP development was recognized by BiH development partners who provided significant support through technical assistance (DFID and ADA) and software development (Kingdom of the Netherlands). Particularly important is the current support provided by the Swedish international development cooperation agency (SIDA), which enables simultaneous and synchronized PIP development in the Ministries of Finance at entity and state level and linking of PIP with strategic planning and medium-term planning processes.



## CONTEXT AND METHODOLOGY



## THE CONTEXT AND THE METHODOLOGY FOR DEVELOPMENT OF PUBLIC INVESTMENT PROGRAMME FOR BIH INSTITUTIONS

### Public Investment Programme and strategic development framework

Public Investment Programme for BiH Institutions (PIP for BiH Institutions) is prepared in the format of a development document in order to create conditions for gradual introduction of the system for medium-term planning of investments in line with strategic development plans and medium-term plans of the BiH Institutions and Council of Ministers.

In cooperation with Directorate for Economic Planning the structure of the development part of the PIP for BiH Institutions was adjusted to follow the structure of the strategic objectives of the Draft Development Strategy and Draft Social Inclusion Strategy (DS/SIS).

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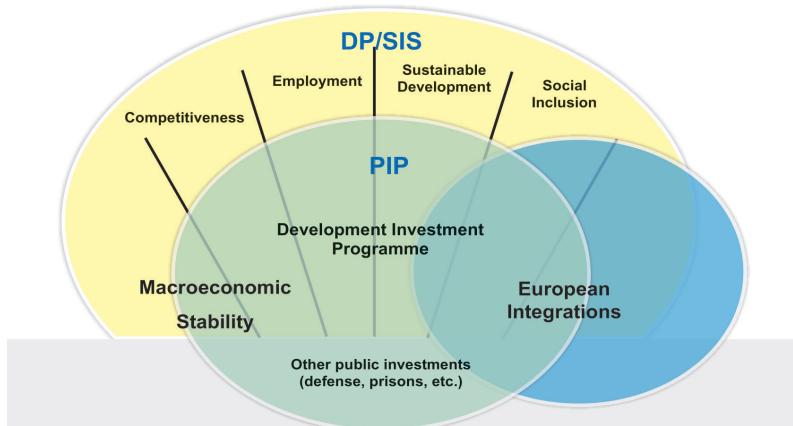
All PIP projects are classified by their contribution to economic and social development. In this way was possible to extract from PIP a more focused *Development Investment Programme* that includes projects with direct impact on social or economic development of Bosnia and Herzegovina.

Projects from PIP that do not directly contribute to economic and social development but enhance different aspects institutional improvement through investments in building of administrative and technical capacities, are addressed in the PIP document only at the aggregate level.

**PIP enables formulation and result based monitoring of projects in line with strategic development objectives**

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*Development Investment Programme* is based on the programme structure of 4 operational programmes,<sup>1</sup> which were defined in line with basic strategic objectives of the Draft DS/SIS (Diagram 1).



**Diagram 1: Programme approach of the Public Investment Programme and testing on the example of Draft DS/SIS**

<sup>1</sup>Competitiveness, Employment, Sustainable Development and Social Inclusion

Simultaneously with dividing the PIP in two programmes and upgrading its project identification and monitoring functions, the BiH Ministry of Finance and Treasury began activities on extending PIP to include all projects with public funding and developing it into an instrument for medium-term planning for the BiH Institutions.

Diagrams 2 and 3 are illustrating these two aspects of PIP development.

In Diagram 2 PIP serves only as an instrument for programming of public investments and other types of public spending are not included in the programme. In this way linkages of PIP with planning and budgeting process were established only for relatively small portion of the overall public spending

**New functions developed in PIP framework include medium-term planning, planning future demand for credits and prioritisation of donor assistance**

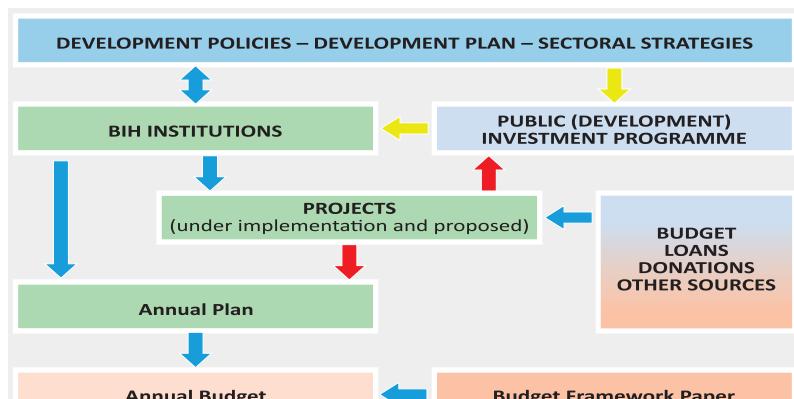


Diagram 2: Link between PIP and strategic planning and budgeting process – PIP as an instrument for public investments programming

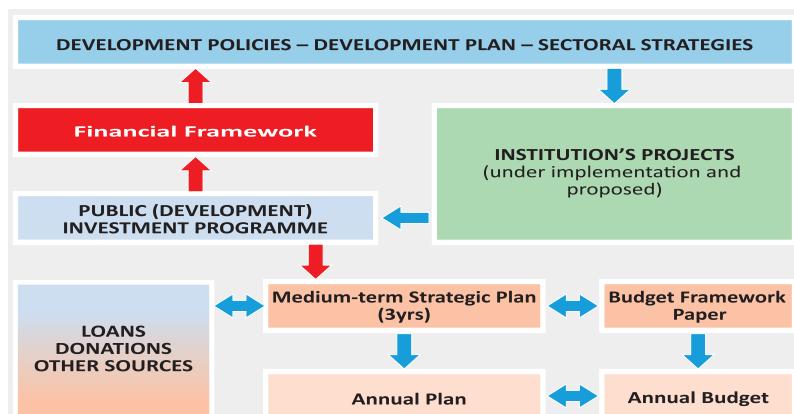


Diagram 3: Link between PIP and strategic planning and budgeting process – PIP becomes an instrument for medium-term planning

Diagram 3 shows the PIP developed as an instrument for medium-term planning with operational functions in the Institutions of BiH at two levels.

At the first level, all current and planned activities of the institutions are defined through projects in line with the structure provided in the PIP project identification form. The projects are defined to contribute to achievement of development objectives in accordance with BiH strategic development framework. Identified funding needs for realization of projects constitute the financial framework for implementation of the strategies.

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Once the information on projects is entered in PIP through specially designed software PIMIS, it becomes possible to monitor their implementation and in this way monitor implementation of strategies at different levels.

**By the  
Decision of  
CoM from  
August 2014,  
the PIP and  
PIMIS became  
the main  
instruments  
for  
development  
and  
monitoring of  
medium-term  
plans and  
programmes at  
the level of BiH  
institutions**

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In the medium-term planning horizon, PIP enables institutions to use the set of projects identified for realization of the long-term strategies to select priorities for implementation within a framework of their medium-term (three-year) plans. Through the budgeting process the medium-term development plans defined in this framework become fully harmonized with the Budget Framework Paper and other funding sources. Through PIMIS the PIP offers a consistent framework for preparation of medium-term plans and financial monitoring of their implementation.

Based on the medium-term plans the institutions define annual plans of operations. The implementation of these plans is monitored through the systems developed for budget management (such as BIMIS) and other systems for financial monitoring such as debt management or systems for programming and monitoring of donor assistance.

### **Implementation of instruments and procedures for medium-term planning at BiH Institutions**

The use of this model is now mandatory for the BiH Institutions in accordance with the Decision of the Council of Ministers on the process of medium-term planning, monitoring and reporting, passed in August 2014.

In line with the Decision, BiH MoFT was mandated to provide the expert assistance to the institutions for development of their medium-term plans using systems developed for public investments management. PIMIS was designated as the official information management tool for the medium-term planning. It provides all budget users with templates, data entering interfaces and automatic reports in a networked environment and in this way enables consistent and effective planning and monitoring process.

Introduction of the similar system to Federation BiH/Cantons is in progress. The foundations for its development are already incorporated in the drafts of new regulations on public investment management and strategic planning. In Republika Srpska the planning institutions are currently considering various options for introduction of medium-term planning including this model.

### Conclusion of The Council of Ministers of BiH

The Council of Ministers, at its 94<sup>th</sup> session held on May 09, 2014 adopted the Information on the establishment of the Public Investment Management Information System (PIMIS) and in relation to that has adopted the following conclusions:

- All budget users in Institutions of BiH have the obligation to plan and propose the projects on-line through electronic Form for identification, registration and monitoring of projects/programmes in PIMIS system.
- In parallel, all budget users i.e. Institutions of BiH have the obligation to input their projects in PIMIS system via the Form for projects in all categories, types, status and source of financing, and to regularly update the information.

**Specially developed PIMIS software enables, formulation and monitoring of development projects and other public spending in a single framework**

### About the PIMIS

As the information support to current and planned PIP functions, the BiH Ministry of Finance and Treasury in cooperation with the Ministry of Finance of Republika Srpska and the Federal Ministry of Finance has developed and introduced new information system for public investment management PIMIS<sup>2</sup> and new Form for identification, registration and monitoring of projects/programmes (IP Form). PIMIS is available at [www.mft.gov.ba](http://www.mft.gov.ba)

The Form for identification, registration and monitoring of projects/programmes is created in a way to satisfy the highest standards for planning of public/development investments. The Form enables collection of data, which are relevant for the strategic development planning process, European integration process and other processes requiring prioritisation of projects based on development priorities

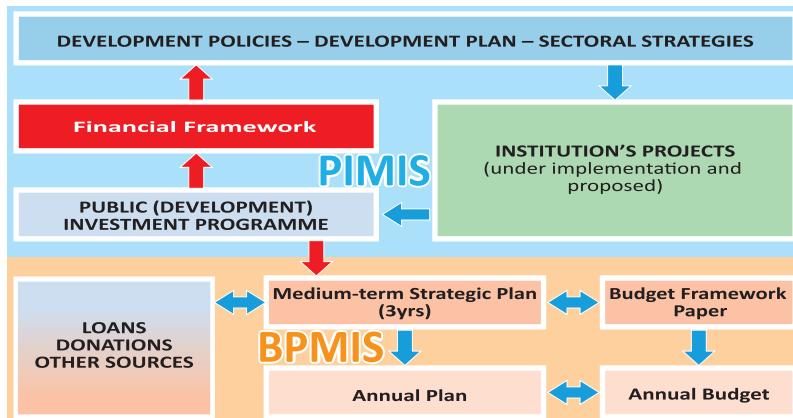
PIMIS enables standardized project presentation and prioritization within an institution, financial implementation monitoring and reporting in several standard and special users formats.

<sup>2</sup>Public Investment Management Information System

The new information system provides for the possibility for on-line completion of the Form for identification, registration and monitoring of projects/programmes. PIMIS has significantly improved the communication between budget users and Ministries of Finance, and thus the monitoring and control over the project information.

Linking of PIMIS with Budget Planning and Management Information System BPMIS<sup>3</sup> will ensure integration of project financial monitoring systems at all planning levels.

Diagram 4 illustrates connection between PIMIS and BPMIS.



**Diagram 4: Connection between PIMIS and BPMIS in integrated system for financial management of the strategy and plan implementation**

In further developments it would be possible to apply the same method for PIP preparation in the Entities, BiH District Brčko and Institutions of BiH. In this way the information on all current and planned development projects will be consolidated in the public investment programmes for Bosnia and Herzegovina. The consolidated information on investments in social and economic development segregated by strategic objectives of development will present solid basis for the transformation of the Public Investment Programme into a National Development Plan.

<sup>3</sup>Budget Planning and Management Information System

## Objectives and Methodology for PIP preparation

The preparation of PIP for BiH Institutions is to enable gradual achievement of the following objectives:

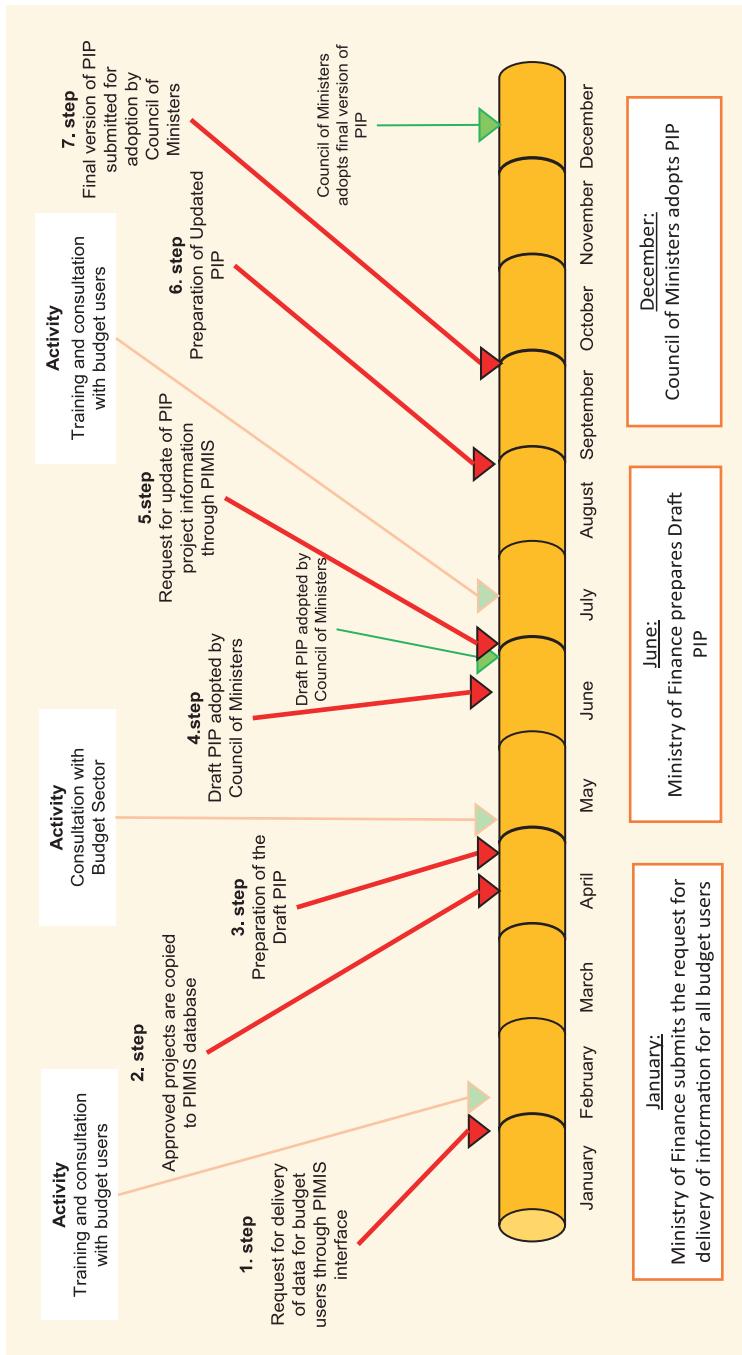
- Linking with macroeconomic and sector strategies and the translation of the agreed policies into programmes and projects;
- Coordination and steering of external funding sources into priority development areas;
- Better management of public finance through the harmonization with the budget planning process;
- Creation of the framework for project preparation, implementation and monitoring.

The main characteristics of the PIP of the Institutions of BiH are as follows:

**The PIP preparation is fully synchronized with the new medium-term planning requirements and the budget preparation calendar**

- The investment planning timeframe of 3 years in line with the period identified for the preparation of the Budget Framework Paper;
- Compatibility of the calendar for the preparation of the Public Investment Programme with the calendar for the preparation of Budget Framework Paper;
- Flexibility – prepared each year in line with the “rolling” principle;
- Classification of the projects in line with the funding certainty – separate presentation of the projects with approved funds and projects which reflect plans and future requirements of budget users for project financing;
- Synchronization of approved and planned projects with the funds envisaged by the Budget Framework Paper;
- The first year of the three-year period of BiH Institutions PIP includes only projects that are fully formulated and have secured funding;
- For other years the BiH Institutions PIP includes clearly identified projects which meet development and logical criteria;
- Provides a pilot case for linking between approved and proposed public investments projects with strategic objectives from the Draft DS/SIS and sector/institutional strategic plans;
- Provides a simple method project prioritization.

The framework for the preparation of PIP was defined through seven main steps illustrated in Diagram 5.



***Step 1:***

The Ministry of Finance and Treasury/Sector for International Economic Aid Coordination (hereinafter: the Ministry) each year until January 31 submits to the budget users the Request for delivery of information for the preparation of Proposal PIP of the Institutions of BiH. The form and the instructions for completion are an integral part of the PIMIS application and are available on-line.

Based on the Instructions for the completion of the Form, the Sector for International Economic Aid Coordination organizes a series of trainings and provides assistance to the budget users for the identification and registration of projects. The training are organized as joint workshops and as individual support to budget users.

***Step 2:***

Until April 15 the Ministry approves the submitted information on projects and gives the order for copying of projects into PIMIS.

***Step 3:***

On April 28 the Ministry starts with the preparation of the Proposal of the Public Investment Programme and conducts consultation with the Budget Sector in order to harmonize financial information on projects with the data from Draft Budget Framework Paper.

***Step 4:***

Until June 15 the Ministry submits the Proposal of the Public Investment Programme of the Institutions of BiH to the Council of Ministers for the adoption. Until June 30 the Council of Ministers adopts the Proposal of the PIP of the Institutions of BiH. The adopted Proposal of the PIP of the Institutions of BiH is then published on the web site of the Ministry of Finance and Treasury.

***Step 5:***

Until July 1, the Ministry delivers to the budget users the Request for the information update with the deadline to submit information up to August 1. In the course of the period the Ministry conducts additional consultations with budget users related to the update of the projects information.

***Step 6:***

On September 1, once all budget users provide the requests, in line with the budget preparation calendar, to the Sector for Budget of the Institutions of BiH and within the budget limitations, the Ministry starts with the preparation of the Updated proposal of the BiH Institutions PIP.

***Step 7:***

The Ministry presents the Updated proposal of the BiH Institutions PIP, as the final version, until October 1 to the Council of Ministers for its adoption.



**DIP**  
**DEVELOPMENT**  
**INVESTMENT**  
**PROGRAMME**



## DEVELOPMENT INVESTMENT PROGRAMME<sup>4</sup>

The Development Investment Programme is a part of the PIP that contains development projects for the realization of the strategic economic and social objectives. For the purpose of testing the PIP project framework the development projects are organized in line with strategic objectives from the Draft BiH Development Strategy and Draft Social Inclusion Strategy (DS/SIS). One Operational Programme (OP) is defined for each key strategic objective from the Draft DS/SIS. Hence, the Development Investment Programme consists of the following 4 Operational Programmes:

- OP 1: Competitiveness
- OP 2: Employment
- OP 3: Sustainable Development
- OP 4: Social Inclusion

Linking of the projects from PIP with the development strategic objectives enables the preparation of the preliminary Financial Framework for the Draft DS/SIS and creates the basis for the financial monitoring of the strategy implementation. A similar method can be applied to any other strategic document.

Moreover, the linking of the projects from BiH Institutions PIP with strategic plans contributes to the development of criteria for decision-making on future projects and allocation of development funds for the public investment programmes.

The content of the future National Development Plan, which is the basis for the development of the strategic framework for the use of IPA funds and progress of the European Integration process, could be based on the projects from the Public Investment Programme that are contributing to the realization of the strategic development objectives. In this context, the Public Investment Programme should be one of the key reference documents for the preparation of the National Development Plan.

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<sup>4</sup>Developed on the test basis in line with the proposed strategic objectives from the BiH Draft DS/SIS

## Operational Programme 1: Competitiveness

### *Programme features*

The Operational Programme Competitiveness includes four sub-programmes in line with the objectives and outcomes from the Draft DS/SIS:

1. Clusters
2. Human resources competency
3. Scientific-technological and business infrastructure
4. Single economic space

*The sub-programme “Clusters”* refers to the development of innovative technologies, employees’ skills, cluster map and defining of cluster development policies.

*The sub-programme “Human resources competency”* refers to the issues of insufficiently educated labour and improvement of the education system from the bottom to top level, through the increase of education participation, enhancement of education system performance and inclusion of BiH diaspora into development processes in the country.

*The sub-programme “Scientific-technological and business infrastructure”* refers to strengthening of the innovative technological activities and linking with companies, strengthening of the modern scientific and technological basis including the adequate financial investments.

*The sub-programme “Single economic space”* refers to the enhancement of the single economic space primarily through adoption of EU rules and standards, and inclusion of BiH into broader regional and EU market, thus overcoming the issue of the establishment of the single economic space within BiH. This would create prerequisites for stronger economic and social development in BiH and to overcome the problem of absorption capacities of very small and in monetary terms inferior market.

## Operational Programme 2: Employment

### *Programme features*

The Operational Programme Employment includes three sub-programmes in line with the objectives and outcomes from the Draft DS/SIS:

1. SMEs development and creation of new jobs
2. Labour market functioning and active employment measures
3. Enhancement of skills on labour market, vocational education and training

*The sub-programme “SMEs development and creation of new jobs”* refers to resolving the problem of unfavourable environment for entrepreneurship development and obstacles for fast SME development, underdeveloped entrepreneurship culture, low number of SMEs per capita in BiH, and the need to generate significant number of jobs through the SMEs development.

*The sub-programme “Labour market functioning and active employment measures”* contains projects that are impacting the creation of the flexible employment environment, development of the system for the active employment measures financing, and alleviation of long-term unemployment.

*The sub-programme “Enhancement of skills on labour market, vocational education and training”* refers to the need to increase the level of knowledge on entrepreneurship and development of entrepreneurship culture through all types of education.

### **Operational Programme 3: Sustainable Development**

#### *Programme features*

The Operational Programme Sustainable Development includes three sub-programmes in line with the objectives and outcomes from the Draft DS/SIS:

1. Agriculture, food production and rural development
2. Ecology and energy potential development
3. Transport and communication

*The sub-programme “Agriculture, food production and rural development”* includes the projects that are defining the future directions of the Sector development in line with the EU agriculture policies. The projects also refer to the development of agriculture on the basis of the utilization of competitive advantages, modernization of agriculture production with the aim to increase efficiency, competitiveness and the concept of the sustainable development of rural areas.

*The sub-programme “Ecology and energy potential development”* refers to the necessity to ensure economic growth together with improved quality of life. The environment issues are becoming more and more important in the process of BiH integration into European Union. This implies transposition of the *acquis* and adequate institutional capacities for the implementation of the changes in line with EU standards. Also, it is necessary to take into account the energy future from the perspective of security of supply and sustainable use of the existing energy sources.

*The sub-programme “Transport and communication” refers to the optimum development of all types of transport, harmonization with the EU transport policy, and in such a manner reaching the satisfactory level of all services and also achieving the promoted and practically applicable intermodal transport and intelligent transport systems (ITS) as the highest forms of modern and cost-effective transport. Moreover, it is necessary to steer the development of modern communication systems that are the infrastructure of the future for information and knowledge exchange, and this is the precondition for improvement of competitiveness and employment.*

Additionally, it is necessary to have in mind the energy future from the perspective of security of supply and sustainable use of the existing energy sources.

## **Operational Programme 4: Social Inclusion**

### *Programme features*

The Operational Programme Social Inclusion includes six sub-programmes in line with the objectives and outcomes from the Draft DS/SIS:

1. Social policy aimed at employment
2. Improvement of the situation of families with children
3. Improvement of education
4. Improvement of health care
5. Improvement of pension policy
6. Improvement of the situation of persons with disabilities

*The sub-programme “Social policy aimed at employment” refers to the social protection system reform and focuses on the development of the skills of individuals and provision of support in the process of finding employment and becoming economically independent. Social protection is linked to employment as the primary basis for social inclusion and active social protection.*

*The sub-programme “Improvement of the situation of families with children” refers to the improvement of the position of families with children as the platform for improvement of the social development of a child. The situation of children is considered in the context of poverty and different types of deprivations (nutrition, health care, education and security during childhood), activities of parents/caretakers (employed/unemployed), education level of parents, affiliation to national minority group (Roma population), disability of a child, lack of parental care, domestic violence, as this all may have long-term consequences of intergeneration transfer of poverty, criminal behaviour tendency and different types of addiction.*

*The sub-programme “Improvement of education”* refers to enhancement of competencies of the population and greater outreach of education through regular education, quality and available pre-school education, introduction and development of the life long learning concept.

*The sub-programme “Improvement of health care”* takes into consideration the unfavourable demographic trend (ageing of population and low population growth rate) and low formal employment rate, addresses the unfavourable ratio of the number of employed paying contributions and number of persons with health insurance in comparison to the countries in the region, unfavourable coverage of health insurance, significant differences between entities and cantons in the Federation BiH in terms of health insurance outreach, low level of expenditure per capita compared to the countries in the region, high level of participation in total spending for health services, and inadequate structure of the expenditures in health sector, where the expenditures for prevention programmes are very low and the expenditures for curative and rehabilitation services are high.

*The sub-programme “Improvement of pension policy”* refers to the need to create long-term sustainable pension and disability system, reach adequate level of pensions and better living standard of retired persons.

*The sub-programme “Improvement of the persons with disabilities”* refers to the provision of support to persons with disabilities, which in line with the UN Convention include the persons with long-term physical, mental, intellectual or sensory impairments which in interaction with various barriers may hinder their full and effective participation in society.

## Horizontal objectives of the strategy

The horizontal objectives of Draft DS/SIS are Macroeconomic Stability and European Integration. These objectives make horizontal contribution to the overall socio-economic development and due to that were not included in the Operational Programmes.

*The objective Macroeconomic Stability includes three outcomes:*

1. Financial Market Development
2. Foreign Sector
3. Public Finance

The outcome “Financial Market Development” refers to the need to maintain stability and ensure further development and diversification of the financial sector and financial instruments. This primarily pertains to development of non-commercial public bonds, modernization of financial regulators and supervision in line with international standards and with focus to strike the optimum balance between costs and benefits of the regulation process.

The outcome “Foreign Sector” refers to the need to build institutions and instruments to support export and import, adequate development of competencies as the prerequisite for the increase of export, as well as raising awareness of consumers in BiH on the need to reduce import dependency and on quality of domestic products as the contribution to reduction of foreign trade deficit.

The outcome “Public Finance” refers to the modernization of the tax administrations in BiH in line with EU standards with the aim to improve efficiency of the tax administrations’ operations, elimination of fiscal barriers, reduction of operational expenses and tax evasion, as well as costs reduction and compliance of taxpayers with tax regulation, since all this is extremely important for maintaining liquidity and competitiveness of companies.

### *European Integration Objective*

The public investments contributing to the objective *European Integration* of the Draft DS/SIS are integrated into the framework of the four Operational Programmes of the Development Investment Programme described above.

# PIP EVOLUTION



## KEY AREAS FOR FUTURE IMPROVEMENT OF THE PUBLIC INVESTMENT PROGRAMME

Due to further improvement of Public Investment Programme and its gradual transformation to an instrument for financial monitoring of long-term and medium-term programmes/operation plans and eventually into the National Development Plan, the PIP will increasingly reflect development investment priorities consistent with the medium-term operational programme of the Council of Ministers and operation plans of the Institutions of BiH, as well as the strategic framework in which the plans are defined (Diagram 3).

One of the main preconditions for the achievement of this objective is further enhancement of the strategic planning process and programme budgeting at the state and entity level, District Brčko and cantons, as well as the capacities of the institutions for quality identification and formulation of development projects and expenditure planning.

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### Development of PIP is directed towards building of the wider system for monitoring of public spending, preparation of medium-term development plans and monitoring of the financial implementation of plans and strategies

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The contribution to this process in the domain of the responsibilities of the three Ministries of Finance and the Directorate for Finance of District Brčko of BiH includes:

- Further improvement of strategic guidelines for investment planning and making of investment decisions;
- Development of detailed overview of the projects in line with strategic objectives of all levels of government in BiH and the analysis of past investment decision (in cooperation with competent institutions at the level of BiH and entities);
- Analysis of needs for additional funds for the implementation of strategic objectives (in cooperation with Budget Sectors of the Ministries of Finance);
- Development of the system for the prioritization of project ideas within the process of coordination of the preparation of medium-term plans of the institutions at the state and entity level;
- Further synchronization of the public expenditures planning process with the budget preparation process (in cooperation with Budget Sectors of the Ministries of Finance);
- Result based financial monitoring of the implementation of projects from the medium-term programme of operations of the Council of Ministers, entity governments and operation plans of institutions;
- Adjustment of the PIMIS and mechanisms for management of the process for identification, prioritization and monitoring of the projects in the domain of European Integration (in cooperation with the Directorate for European Integration);
- Further development of the capacities of the Ministries of Finance for public investment management and effective monitoring of overall public spending.;
- Further coordination of the development of the Public Investment Programme with the entities and District Brčko of BiH based on the jointly developed methodologies.



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BOSNIA AND HERZEGOVINA  
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**TRIPLELINE**  
CONSULTING