



Republic of Croatia

Ministry of Finance

CROATIAN EXPERIENCES ON THE DEVELOPMENT OF FMIS PLATFORMS AND THEIR IMPACT ON THE PFM PRACTICES

April, 2013.



CONTENTS

- Preparation, acquisition and implementation stages
- Architectures of the FMIS
- Second phase of the FMIS development – integration of FMIS of the State Treasury and budget users
- Budget preparation process supported by the FMIS
- Budget execution process supported by the FMIS
- Benefits and recommendations



ACQUISITION ISSUES

- 1996 - Government Decision on Procedures for Organizing and Carrying out the Project of State Treasury System
- Beginning 1997 – International tender launched and a contract with IBM (SAP application) signed
- Dec 1997 – Contract signed with IBM for SAP application
 - I. stage - Development of conceptual design, definition of requirements and analyses of drawbacks
 - II. stage – Implementation and modification of SAP/R3



OFF-THE-SHELF SYSTEM

- Off-the-shelf system chosen
- Reasons:
 - Lower risk
 - Rapidly implemented
 - No significant customization was needed to meet government requirements - all the major reforms were in front of us
 - Modules of same vendor are integrated



IMPLEMENTATION STAGE

- 1998-2001
 - Resistance of some departments within MoF – fear of losing control
 - Financial management users must drive the process
 - till 2001/2002 the process was driven by the consultant
 - Firm MoF enables easier implementation on line ministries' levels
 - No significant requirements on our side



IMPLEMENTATION STAGE

- 2001/2002
 - The reform of accounting system; series of other reforms have also been initiated; new Budget Act; the new dynamics of budgetary processes are introduced, the budgetary classification (including also the program classification); introduction of the system of internal financial control
 - New methodology; changes in business processes; problems with customization
 - Users started to drive the process – first problems with consultants



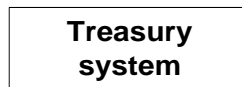
ARCHITECTURE OF THE FMIS

- Organizational view
- Technical view
- Application view

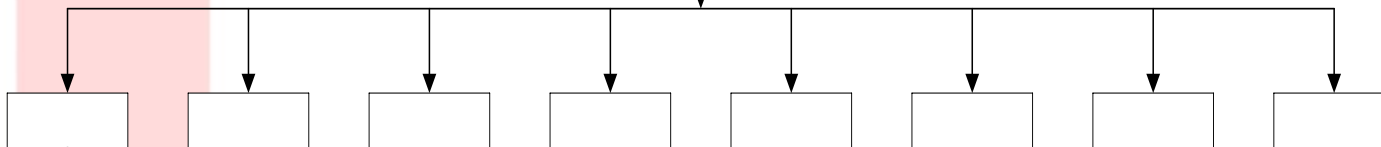


ORGANISATIONAL STRUCTURE

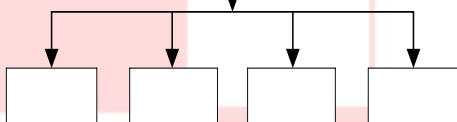
First layer - central system



Second layer - line ministries



Third layer - budget users

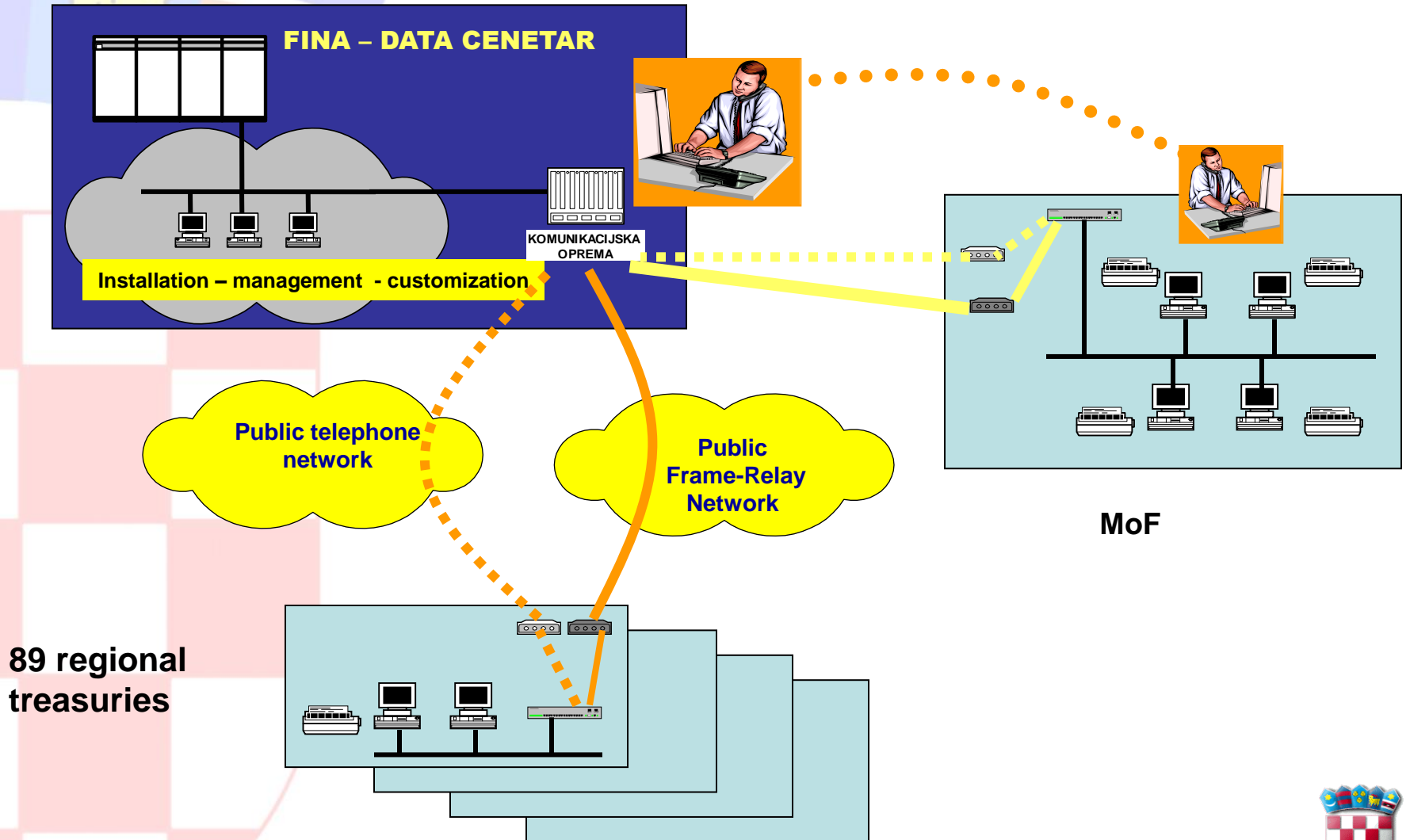


TECHNOLOGICAL ARCHITECTURE

- The main application software and associated databases reside at the MoF – State Treasury
- Budget users developed their own, stand alone IT systems for the purpose of accounting and financial management



TECHNICAL INFRASTRUCTURE

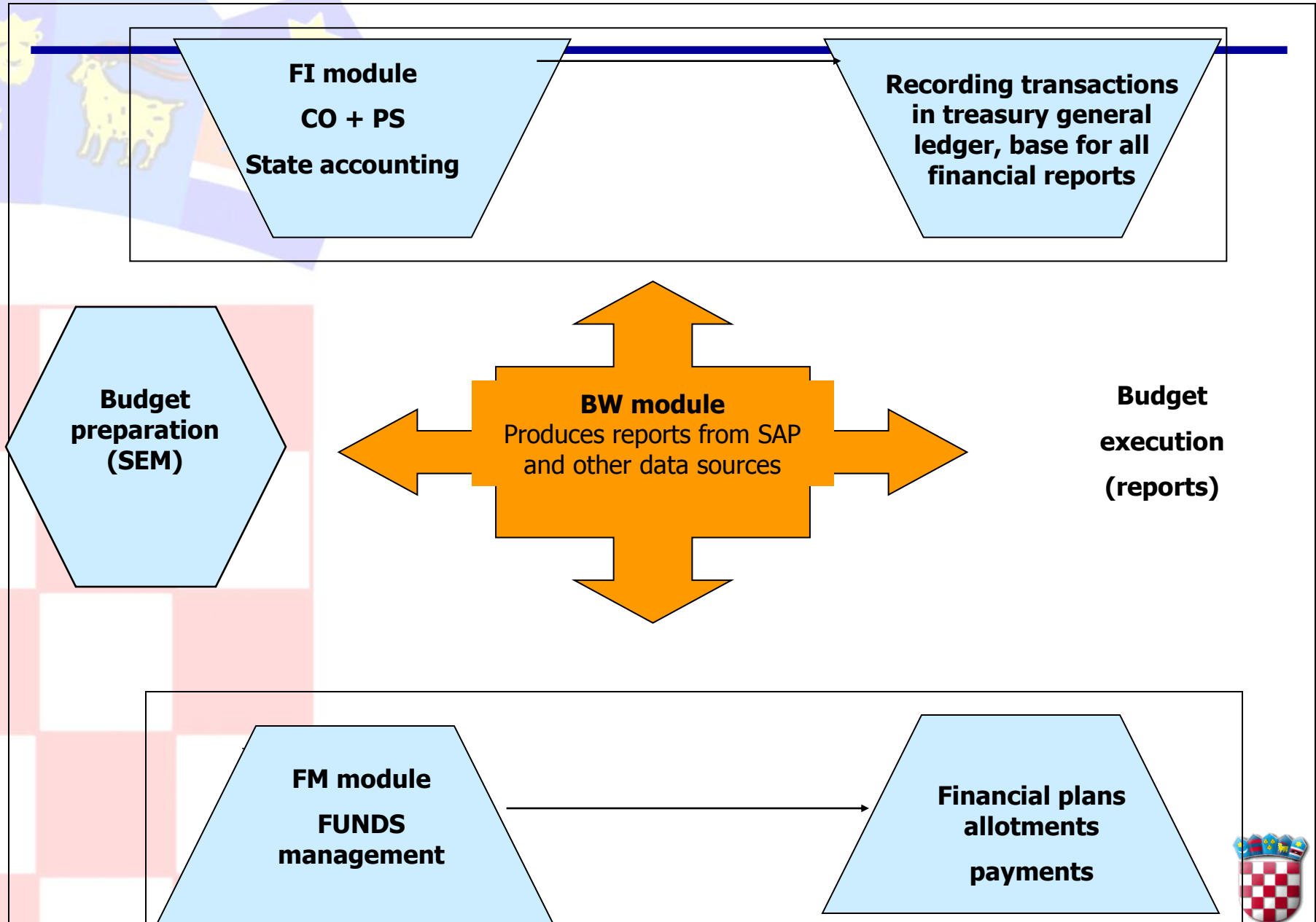


APPLICATION FRAMEWORK

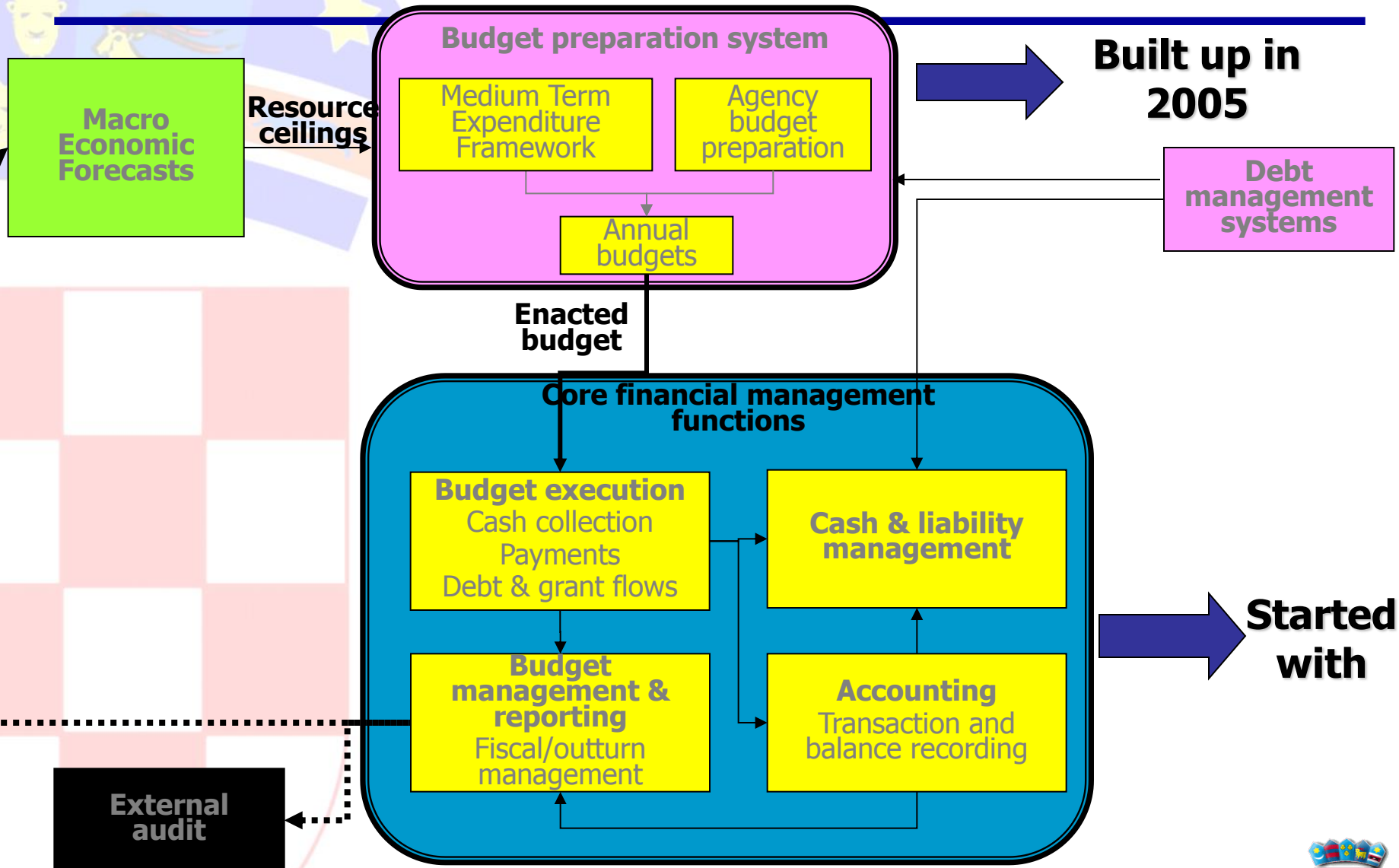
- SAP R/3 transactional system
 - budget execution, cash planning, accounting
- SAP BW/SEM BI Platform
 - multidimensional reporting, budget preparation process



KEY FUNCTIONAL MODULES



BUDGETARY PROCESSES SUPPORTED BY THE FMIS



II. FAZE OF THE FMIS DEVELOPMENT

- Strategy of the Development and Modernization of the State Treasury 2007-2011
- New Budget Act 2008



STRATEGY OF THE DEVELOPMENT AND MODERNIZATION OF THE STATE TREASURY 2007-2011

- Lays down goals for the modernisation of the State Treasury system and measures for their achievement
- The improvement is planned to be carried out on several levels
- **On the state level** - to ensure an overall fiscal discipline which is the basis of macroeconomic stability
 - requires the preparation of a multiannual budget framework to achieve the sustainability of existing programs and the public debt policy
- **On the inter-sectoral level (ministry level)** – ensuring an efficient inter-sectoral allocation of resources
 - an allocation of resources that is in line with the national strategic priorities
 - top-down budgeting and the development of the multiannual framework - basic institutional solutions and tools used to reinforce the strategic allocation of resources
- **On the program/managing level** – coordinate budgetary authorizations and operative effectiveness
 - it is necessary to strike the right balance between flexibility during the execution phase of the budget and budgetary restraint



NEW BUDGET ACT

- Creating of strategic plans and Government Program Strategy for the three-years period
- Multi-year budget framework - t+2
- Higher flexibility in budget execution



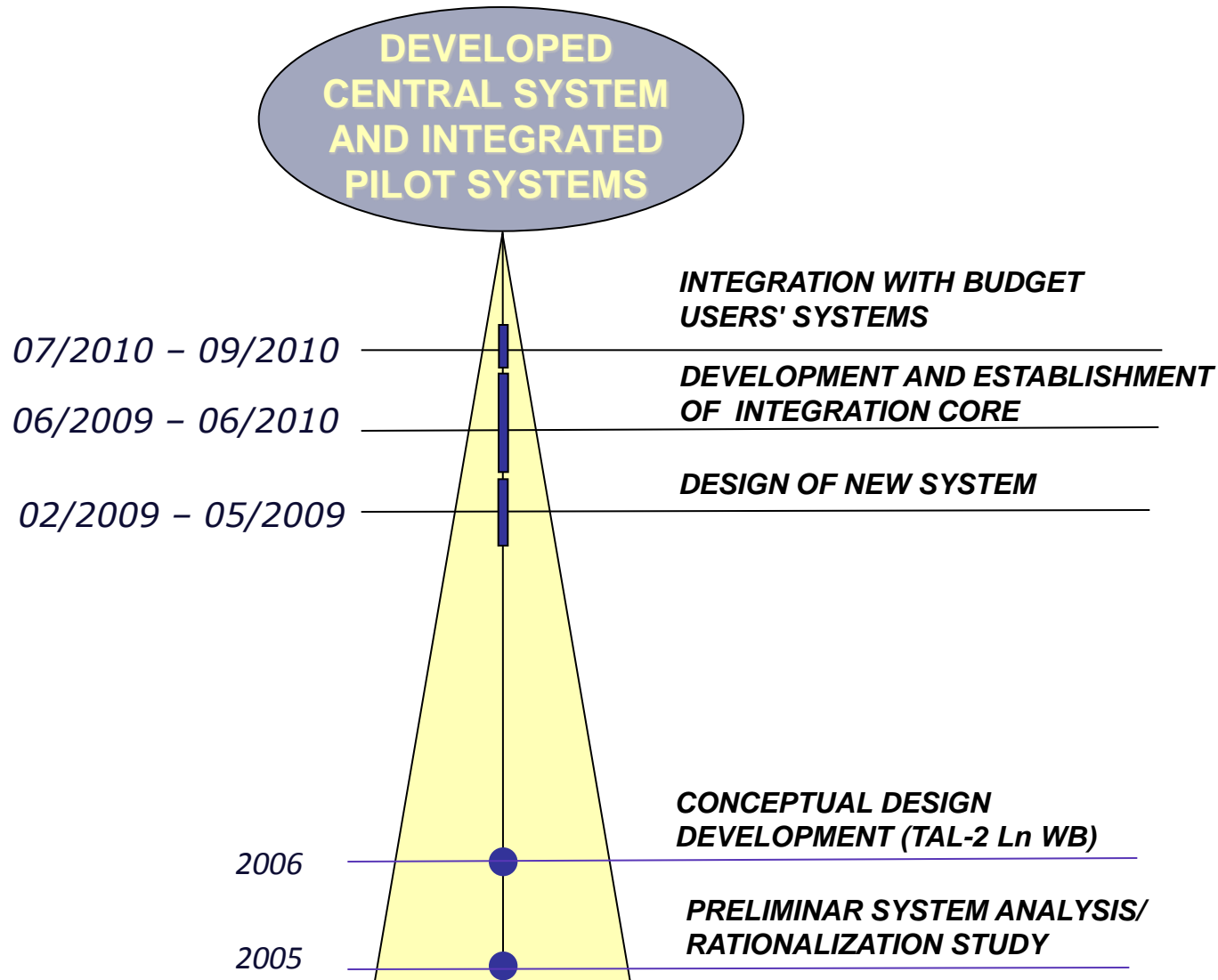
INTEGRATION OF THE FMIS OF THE STATE TREASURY AND BUDGET USERS

➤ Why to integrate?

- Lack of decision-making information
 - There is no complete data about budget users commitments in the State Treasury system
- Double entry of the same data
 - Accounting data is entered into the FMIS and the SAP so that invoice can be paid by the State Treasury via the Single Treasury Account
- It is required for consistent functioning of Single Treasury Account concept
- Enforcing business rules and discipline

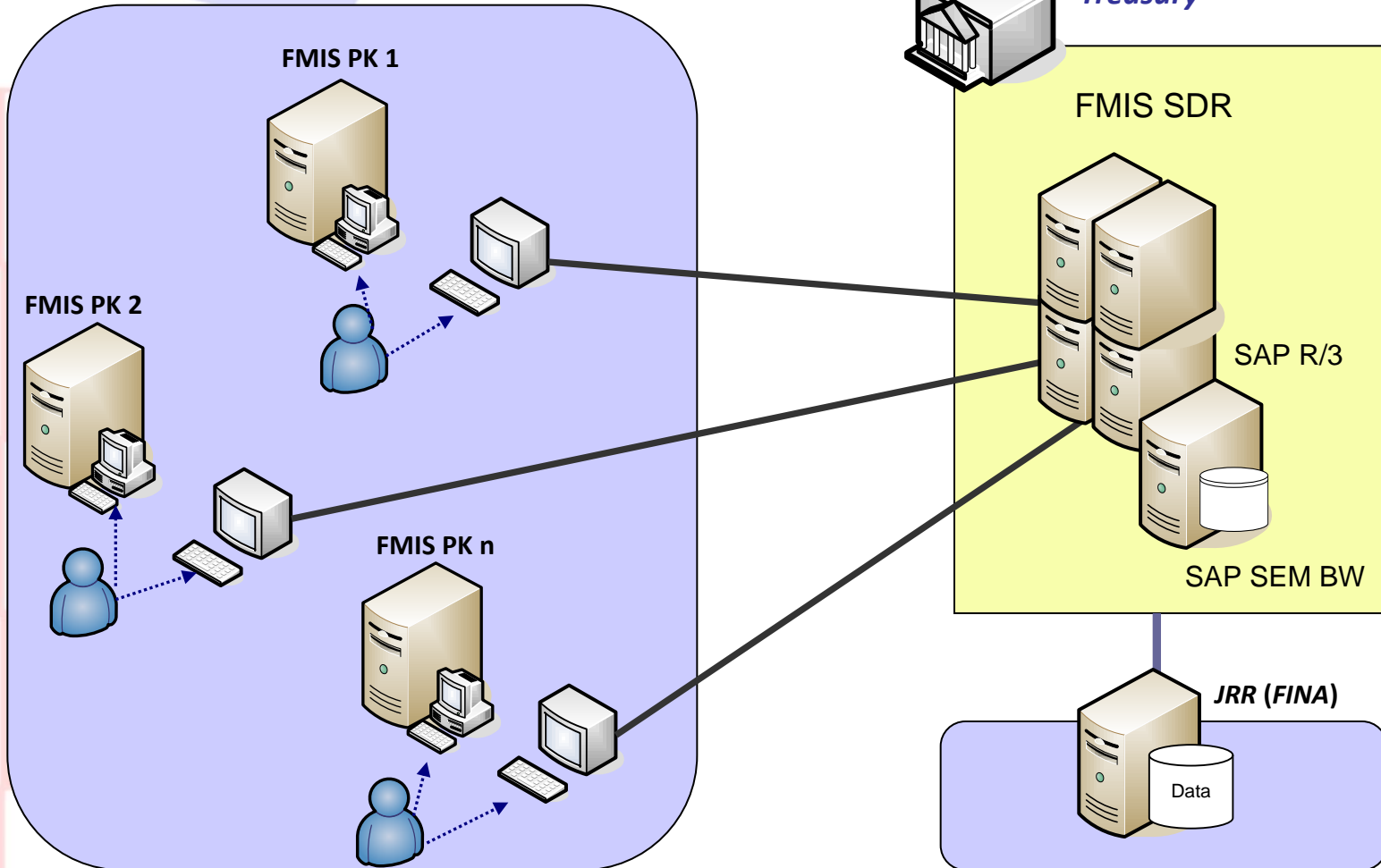


CHRONOLOGY FOR THE DEVELOPMENT OF CENTRAL SYSTEM

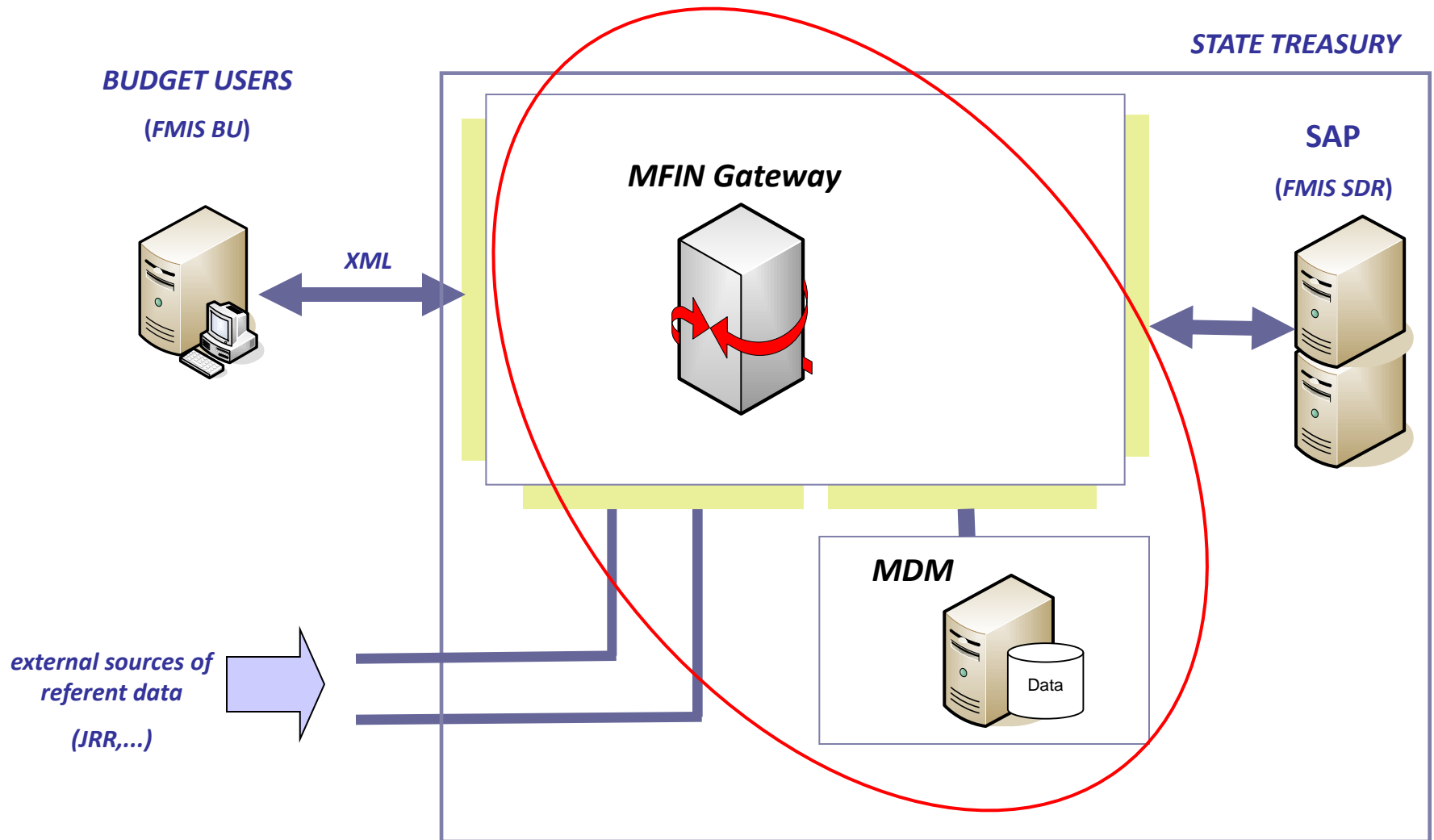


INITIAL STATE AT THE BEGINNING OF THE FMIS INTEGRATION PROJECT

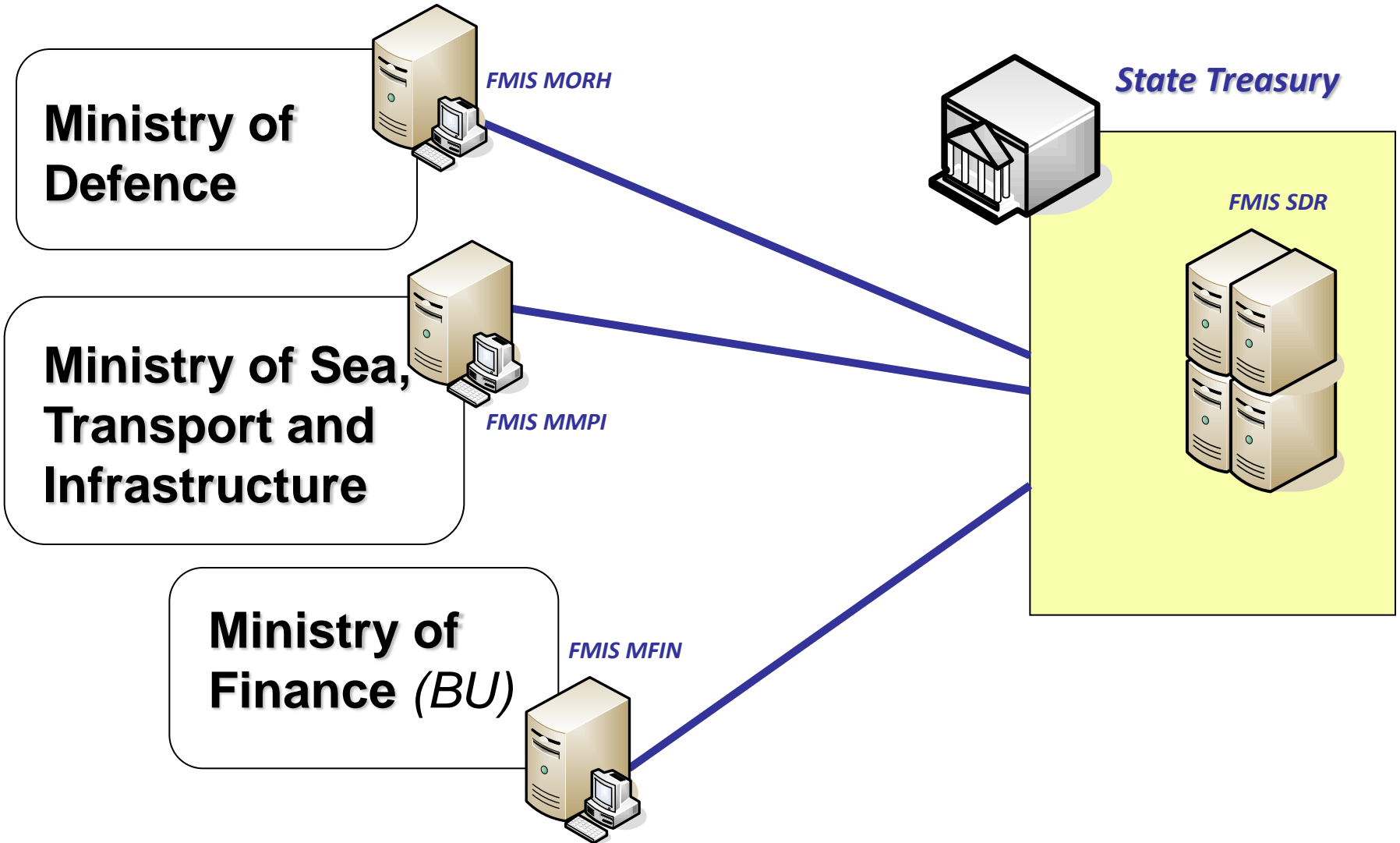
Budget users (89+)



CONCEPT OF THE FMIS INTEGRATION

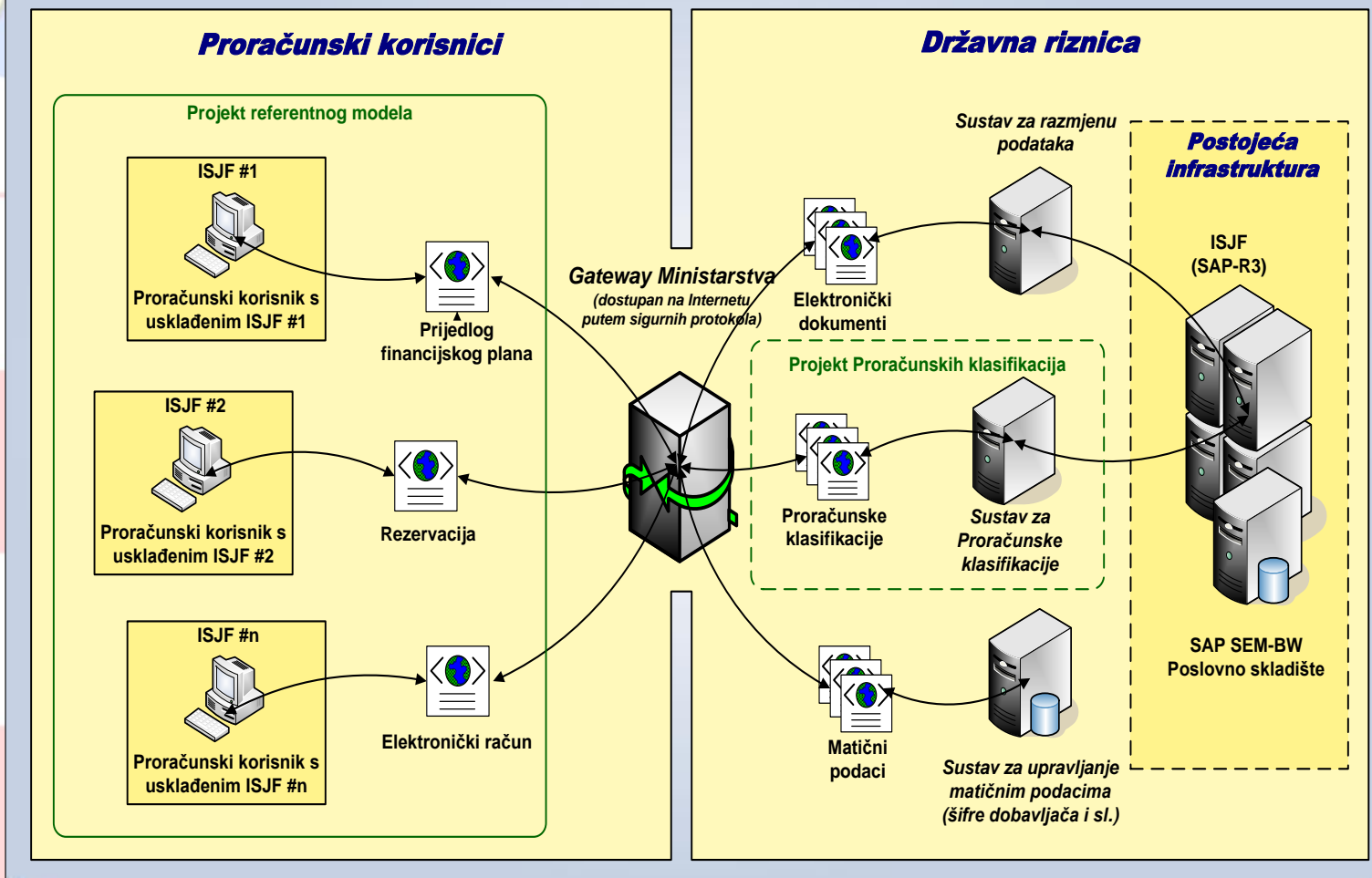


INTEGRATED BUDGET USERS FMIS (PILOT MINISTRIES)



INTEGRATED FMIS

Projekti Ministarstva financija i buduće stanje sustava



RESULTS

- Developed and implemented the electronic document exchange gateway between budget users and the State Treasury FMIS
- Established the central repository of master data (suppliers, banks...), available to all budget users
- Avoiding double manual entry of identical data in multiple FMIS
- Electronic transfer of documents and immediate data validation, reducing the risk of inaccurate data
- Support for the improvement of existing budget execution processes, allowing complete insight into commitments and payment terms
- Improved cash-flow planning and forecasting



FUTURE STEPS

- Integration of all budget users FMIS
- Shifting focus from the development to the management of complex IFMIS
- Implementation of applications for:
 - Incident management
 - Change management



BUDGET PREPARATION PROCESS SUPPORTED BY THE FMIS

- Top-down budgeting
- Medium – term budget framework
- Program budgeting and introduction of performance information (indicators)
- Budget classification
- Fiscal impact assessment of proposed acts, decrees and other regulations



APPLICATION FRAMEWORK

- SAP BW/SEM BI Platform
- Supporting Custom Web Applications
 - Budget classification
 - Budget justification
 - Fiscal impact assessment



BUDGET CEILINGS FOR LINE MINISTRIES

Direktorij planiranja Uredi Idi na Sustav Pomoć

Izvrši 1. Unos limita proračuna po razdjelima

Zatvori varijable

BUDGET USERS



Opis varijable	Karakteristika	Odabir	Naziv
Fiskalna godina	Fiskalna godina	2012	2012
Verzija proračuna	Verzija proračuna	2	Plan proračuna u B.
Grupa izvora sredstava	Skup. izvora sredst.	999	Grupe izvora 1, 2 i 8
Razred/skupina stavaka	Razred/skupina stav.	1	Razredi stavaka 3 i 4

Previous years' ceilings

Current years' ceilings



Razdjel (O1)		Prošlogod. limit za 2012.	Limit PF za 2012.	Prošlogod. limit za 2013.	Limit za 2013.	Limit za 2014.
001	Razdjel - nesvrstane glave	0	0	0	0	0
010	HRVATSKI SABOR	181.398.000	86.715.750	142.979.000	0	0
013	URED BIVŠEG PREDSEDNIKA REPUBLIKE HRVAT	1.346.000	257.180	1.348.000	0	0
015	URED PREDSEDNIKA REPUBLIKE HRVATSKE	55.128.000	10.118.103	55.371.000	0	0
017	USTAVNI SUD REPUBLIKE HRVATSKE	32.385.000	8.899.328	32.348.000	0	0
018	AGENCIJA ZA ZAŠTITU TRŽIŠNOG NATJECANJA	14.448.000	3.163.600	14.705.000	0	0
020	VLADA REPUBLIKE HRVATSKE	168.120.888	31.663.420	163.207.988	0	0
022	SREDIŠNJI DRŽAVNI URED ZA E-HRVATSKU	17.538.540	1.649.700	18.069.000	0	0
023	SREDIŠNJI DRŽAVNI URED ZA RAZVOJNU STRAT	16.155.913	3.347.170	15.574.439	0	0
024	SREDIŠNJI DRŽAVNI URED ZA UPRAVLJANJE DR	22.451.000	0	22.334.000	0	0
025	MINISTARSTVO FINANCIJA	16.334.159.895	3.175.573.096	16.673.511.088	0	0
027	RH SIGURNOSNO-OBAVJEŠTAJNA AGENCIJA	358.185.000	84.276.800	358.197.000	0	0
030	MINISTARSTVO OBRANE	4.727.405.000	971.332.660	4.504.074.000	0	0
040	MINISTARSTVO UNUTARNJIH POSLOVA	4.476.728.000	1.145.728.961	4.454.784.000	0	0
046	MINISTARSTVO OBITELJI, BRANITELJA I MEĐU	3.974.343.000	949.541.520	3.960.906.000	0	0
048	MINISTARSTVO VANJSKIH POSLOVA I EUROPSKI	542.837.000	112.977.230	530.118.000	0	0
050	MINISTARSTVO GOSPODARSTVA, RADA I PODUZE	38.660.476.437	9.448.615.899	39.638.822.396	0	0
055	MINISTARSTVO KULTURE	798.271.000	140.347.070	810.429.000	0	0
060	MINISTARSTVO POLJOPRIVREDE, RIBARSTVA I	4.283.722.000	574.257.730	3.322.984.714	0	0
062	MINISTARSTVO REGIONALNOG RAZVOJA, ŠUMARS	1.158.867.531	141.321.567	1.213.815.000	0	0
065	MINISTARSTVO MORA, PROMETA I INFRASTRUKT	6.054.239.234	1.054.416.020	6.099.507.471	0	0
075	MINISTARSTVO ZAŠTITE OKOLIŠA, PROSTORNOG	464.818.400	92.041.315	423.208.000	0	0
080	MINISTARSTVO ZNANOSTI, OBRAZOVANJA I ŠPO	11.360.026.000	2.748.006.429	11.267.365.000	0	0
090	MINISTARSTVO TURIZMA	205.786.000	47.883.000	201.569.000	0	0



BUDGET CLASSIFICATION



REPUBLIKA HRVATSKA
MINISTARSTVO FINANCIJA
DRŽAVNA RIZNICA
Katančićeva 5
Zagreb



		Execution 01.2010.- 12.2010. 1	Index 4 / 2 5	Budget proposal 2011. 2	Index 2 / 1 3	Budget proposal 2012. 4	Index 4 / 2 5
Ukupni rezultat		2.567.144.959,17	98,59	2.751.710.543	105,68	2.651.625.500	96,36
110	MINISTRY OF JUSTICE	2.567.144.959,17	98,59	2.751.710.543	105,68	2.651.625.500	96,36
11005	Ministry of justice	348.931.172,82	92,55	471.333.867	125,01	423.440.313	89,84
2801	COORDINATION AND ADMINISTRATION OF JUSTICE	162.275.980,10	100,17	166.717.070	102,91	145.421.630	87,23
A576237	MONITORING AND ANALYSIS OF THE PRACTICE OF THE EUROPEAN UNION	29.015,70	59,83	90.000	185,57	100.000	111,11
1	General revenue and receipts	29.015,70	59,83	90.000	185,57	100.000	111,11
11	General revenue and receipts	29.015,70	59,83	90.000	185,57	100.000	111,11
3213	Professional development of employee			40.000	4.000,00	30.000	75,00
3237	Intellectual and personal services	29.015,70	61,09	50.000	105,26	70.000	140,00
A576238	ALIGNMENT OF RH LEGISLATION WITH EU LAW	410.562,00	90,25	571.000	125,52	571.000	100,00
1	General revenue and receipts	410.562,00	90,25	571.000	125,52	571.000	100,00
11	General revenue and receipts	410.562,00	90,25	571.000	125,52	571.000	100,00
3211	Business travel	4.323,60	17,36	50.000	200,80	50.000	100,00
3213	Professional development of employee	11.760,00	39,20	50.000	166,67	50.000	100,00
3237	Intellectual and personal services	394.478,40	98,62	471.000	117,75	471.000	100,00
A576239	INTERNATIONAL COOPERATION OF THE MINISTRY OF JUSTICE	400.173,23	83,85	612.130	128,27	812.130	132,67

organizational
classification

program
classification

sources of
financing used in
the budget

economic
classifications



SOURCES OF FINANCING

- Classification of all revenues and receipts by the sources of financing and monitoring spending of funds by a particular type and purpose

1. General revenue and receipts
2. Contributions
3. Own revenues
4. Earmarked revenues
5. Aids
6. Donations
7. Revenue from nonfinancial assets
8. Earmarked receipts from borrowing

**FLEXIBILITY IN BUDGET
EXECUTION**



BUDGET CEILINGS FOR SOURCE OF FINANCING



Direktorij planiranja Urgdi Idi na Sustav Pomoć

Izvrši 3. Unos limita proračuna po izvorima

Zatvori varijable

Opis varijable	Karakteristika	Odabir	Naziv
Fiskalna godina	Fiskalna godina	2012	2012
Verzija proračuna	Verzija proračuna	2	Plan proračuna u BW
Razdjel	Razdjel (O1)	080	MINISTARSTVO ZNANOSTI, OBRAZOVANJA I ŠPORTA
Glava	Glava (O2)	08005	08005
Grupa izvora sredstava	Skup. izvora sredst.	000	Grupe izvora 1, 2 i 8
Razred/skupina stavaka	Razred/skupina stav.	1	Razredi stavaka 3 i 4

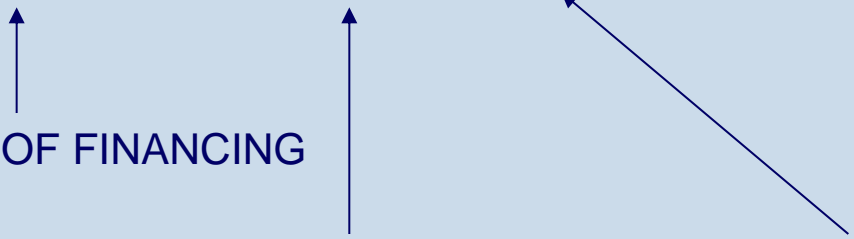
BUDGET USER

Izvor (I2)	Uklzn	Prošlogod. limit za 2012.	Limit PF za 2012.	Prošlogod. limit za 2013.	Limit za 2013.	Limit za 2014.
#	Neraspoređeno (izvor)	7.967.671.253	1.953.845.638	7.900.436.834	0	0
11	Opći prihodi i primici	7.871.102.404	1.914.115.638	7.807.554.185	0	0
12	Sredstva učešća za pomoći	31.518.381	39.730.000	25.279.747	0	0
13	Sredstva učešća za zajmove	65.050.468	0	67.602.902	0	0
14	Neurošena sredstva za financiranje pren	0	0	0	0	0
15	Proračunska pričuva	0	0	0	0	0
21	Doprinosi za mirovinsko osiguranje	0	0	0	0	0
22	Doprinosi za zdravstveno osiguranje	0	0	0	0	0
23	Doprinosi za zapošljavanje	0	0	0	0	0
81	Namjenski primici od zaduživanja	0	0	0	0	0
82	Namjenski primici od zaduživanja kroz re	0	0	0	0	0
83	Namjenski primici od inozemnog zaduživan	0	0	0	0	0

SOURCES OF FINANCING

Previous years' ceilings

Current years' ceilings



EXPENDITURES ESTIMATES



Direktorij planiranja Urgdi Idi na Sustav Pomoć

Izvrši 4. Unos plana rashoda proračuna

Zatvori varijable

Opis varijable	Karakteristika	Odabir	Naziv
Fiskalna godina	Fiskalna godina	2012	2012
Verzija proračuna	Verzija proračuna	2	Plan proračuna u BW
Razdjel	Razdjel (O1)	080	MINISTARSTVO ZNANOSTI, OBRAZOVANJA I ŠPORTA
Glava (O2)	Glava (O2)	08005	08005
Izvor (I2)	Izvor (I2)	11	11
Grupa izvora sredstava	Skup. izvora sredst.	999	Grupe izvora 1, 2 i 8
Razred/skupina stavaka	Razred/skupina stav.	1	Razredi stavaka 3 i 4

Budget user
Source of financing

Podprogram (P3) (p)	Stavka izd/prih (E4)	Funk. podr. (F4)	Plan 2011.	Angažirano 2012.	Privremeno financiranje 2012.	Projekcija 2012.
A577000	3111	0970	38.968.158	0,00	8.243.990	38.812.285
A577000	3121	0970	1.441.797	0,00	90.949	1.436.030
A577000	3132	0970	6.695.374	0,00	1.436.249	6.668.593
A577000	3133	0970	734.979	0,00	157.230	732.039
A577000	3211	0970	1.399.266	0,00	264.973	1.346.094
A577000	3212	0970	1.443.636	0,00	298.998	1.388.778
A577000	3213	0970	176.327	0,00	8.004	169.627
A577000	3214	0970	200.000	0,00	34.706	192.400
A577000	3221	0970	804.703	0,00	39.420	774.124
A577000	3223	0970	6.343.256	0,00	2.138.262	5.909.812
A577000	3224	0970	67.221	0,00	14.311	64.667
A577000	3225	0970	176.828	0,00	38.103	170.109
A577000	3227	0970	20.000	0,00	0	19.240
A577000	3231	0970	2.326.651	0,00	414.692	2.430.638

Glava (O2)	Izvor (I2)	Razred/skupina stav.	Limit 2012	Limit 2013	Limit 2014
08005	11	Razredi stavaka 3 i 4	1.914.115.638	0	0

Program classification

Functional classification

Economic classification

Previous years' Budget

Current years' Budget

Projection for current year

REVENUE PROJECTIONS

Direktorij planiranja Uredi Idi na Sustav Pomoć

Izvrši 1. Unos plana prihoda (PR)

Zatvori varijable

REVENUES



Opis varijable	Karakteristika	Odabir	Naziv
Fiskalna godina	Fiskalna godina	2012	2012
Verzija proračuna	Verzija proračuna	2	2
Autor plana	Autor plana	PR	Područna riznica
Izvor plana prihoda	Izvor (I2)	51	Pomoći EU
Glava	Glava (O2)	08005	Ministarstvo znanosti, obrazovanja i športa

Projection for previous year

Projection for current year



Stavka izd/prih (E4)		Plan 2011.	Projekcija 2012.	Privremeno financiranje 2012.
632111100	Tekuće pomoći od međunarodnih organizaci	0	0	0
632111200	Tekuće pomoći od međunarodnih organizaci	0	0	0
632111300	Tekuće pomoći od međunarodnih organizaci	0	0	0
632111400	Tekuće pomoći od međunarodnih organizaci	0	0	0
632111500	Tekuće pomoći od međunarodnih organizaci	25.179.754	28.691.756	2.800.000
632211100	Kapitalne pomoći od međunarodnih organiz	10.619.000	42.902.410	0
632211200	Kapitalne pomoći od međunarodnih organiz	0	0	0
632211300	Kapitalne pomoći od međunarodnih organiz	0	0	0
632211400	Kapitalne pomoći od međunarodnih organiz	0	0	0
632211500	Kapitalne pomoći od međunarodnih organiz	0	0	0
632311100	Tekuće pomoći od institucija i tijela EU	0	0	0
632311200	Tekuće pomoći od institucija i tijela EU	0	0	0
632311300	Tekuće pomoći od institucija i tijela EU	0	0	0
632311400	Tekuće pomoći od institucija i tijela EU	0	0	0
632311500	Tekuće pomoći od institucija i tijela EU	0	0	0
632311600	Tekuće pomoći od institucija i tijela EU	0	0	0
632411100	Kapitalne pomoći od institucija i tijela	0	0	0
632411200	Kapitalne pomoći od institucija i tijela	0	0	0
632411300	Kapitalne pomoći od institucija i tijela	0	0	0
632411400	Kapitalne pomoći od institucija i tijela	0	0	0
632411500	Kapitalne potpore od institucija i tijel	0	0	0
632411600	Kapitalne pomoći od institucija i tijela	0	0	0
Stavka izd/prih (E4)	Uklzn	35.798.754	71.594.166	2.800.000



WEB APPLICATION FOR BUDGET CLASSIFICATION

- Software package for managing the budget classifications
- On-line application for changing the budget classifications
- User authentication via tokens
- Access to the application via the internet browser (eg. Internet Explorer)
- Automatic data export to the SAP system via web service



INTRODUCTION OF PERFORMANCE INFORMATION

- Budget justification - new methodology from 2010
- Emphasis on program goals and **key performance indicators**
- Linking program goals with the specific goals of the Strategy of Government programs

Justification content

summary of the scope of work, feasibility of financial plan proposal and specificity

program description, objectives and performance indicators

estimates and the origin of funds required for significant activities and projects



WEB APPLICATION FOR BUDGET JUSTIFICATIONS

- Web application that allows preview, data entry and administration of the budget justifications
- Budget users use the application during budget planning and reporting on budget execution
- On-line application
- User authentication via tokens
- Access to the application via the internet browser (eg. Internet Explorer)



WEB APPLICATION FOR FISCAL IMPACT ASSESSMENT

- Fiscal impact assessment – important in budget preparation process
- Ensuring better control of future liabilities and fiscal risks management
- Web application enable budget users to enter data about fiscal impact assessment of proposed legal regulation on state budget (creating form)
- Application enable more effective cooperation between budget users and the MoF (approving form)
- Application is linked with the SAP system



Obrazac standardne metodologije za procjenu fiskalnog učinka
 Šifarnici **Obrazi** Prijenos Izvješća Odjava

- Podaci o propisu
- Povezanost propisa
- Lokacija
- Zaposlenici
- Rashodi i izdaci**
- Prihodi i primici
- Potencijalne obveze
- Učinak na dr. proračune
- Pokazatelji uspješnosti
- Obrazloženje predlag.
- Kontakt osoba predlag.
- Mišljenje Min. financ.

Rashodi i izdaci državnog proračuna											
Skupina rač. razr. 3, 4, 5	Naziv	Troškovi uspostave	Tr. provođenja u tek. godini	Ukupno	Odobrena sred. unutar drž.pror.	Promjena	Prerasp. iz dr. stavaka drž. pror.	Ukupna promjena	Prijedlog za sljedeću god. n	Prijedlog za god. n+1	
31	Rashodi za zaposlene										
32	Materijalni rashodi		10.245.000	10.245.000	10.245.000	0		0	9.203.580	8.660.333	
34	Financijski rashodi										
35	Subvencije										
36	Pomoći dane u inozemstvo i unutar općeg proračuna										
37	Naknade građanima i kućanstvima na temelju osiguranja i druge naknade										
38	Ostali rashodi										
41	Rashodi za nabavu neproizvedene dugotrajne imovine										
42	Rashodi za nabavu proizvedene dugotrajne imovine										
43	Rashodi za nabavu plemenitih metala i ostalih pohranjenih vrijednosti										
44	Rashodi za nabavu proizvedene kratkotrajne imovine										
45	Rashodi za dodatna ulaganja na nefinancijskoj imovini										
51	Izdaci za dane zajmove										
52	Izdaci za ulaganja u vrijednosne papire										
53	Izdaci za dionice i udjele u glavnici										
54	Izdaci za otplatu glavnice primljenih										

cost of implementing regulation in current year

approved funds in the current years' budget

projections for next two years

Expenditures



BUDGET EXECUTION-LEGAL FRAMEWORK

- Budget Act
- Budget Execution Act (adopted each year with the State Budget)
- Book of Rules on the Method and Terms of State Budget Execution Process
- Book of Rules on the Budget Classifications

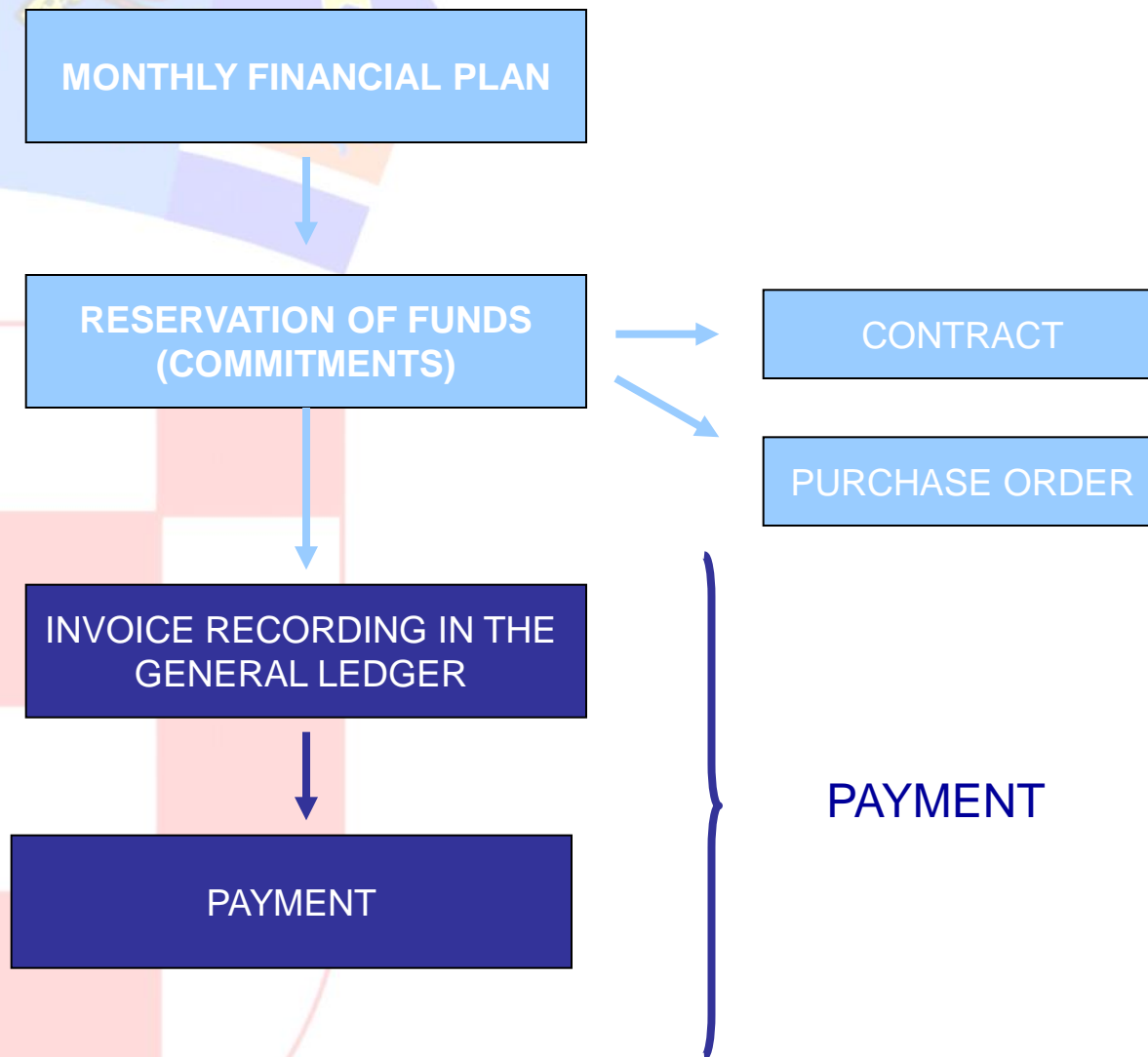


BUDGET EXECUTION PROCESS SUPPORTED BY THE FMIS

- Control and monitoring of commitments
- Flexibility in budget execution
- Carry over of unspent budget funds for projects to the next budgetary year



BUDGET EXECUTION PROCEDURE



RESERVATION OF BUDGET FUNDS

- The key role of reservation (commitments) system is to ensure:
 - that budget users enter only those procurement procedures for which there is coverage in the annual plan (current budget), or
 - the approval of the Government to create a multi-year budget commitments (projected for the next two years)



WAY OF RECORDING COMMITMENTS IN THE FMIS OF THE STATE TREASURY

- **Direct entry in the FMIS of the State Treasury**
 - Budget Users whose FMIS are not interfaced to the FMIS of the State Treasury announce their commitments by the system of reservations directly into the FMIS of the State Treasury
 - The same applies to invoices
- **Entry in the budget users FMIS through Gateway**
 - Budget Users whose FMIS are interfaced to the FMIS of the State Treasury recording reservations documents (commitments) in their information system automatically displayed the same documents in the State Treasury System
 - The same applies to invoices



RECORDING OF INVOICES IN THE GENERAL LEDGER

- Recording of INVOICES in the budget users` General Ledger (budget users FMIS) based on the accrual principle
- Recording of INVOICES in the State Budget's General Ledger based on the accrual principle
- Each invoice spends budget based on a maturity (budgeting is on the cash principle)
- The invoices that incur in the current year, but have maturity date in the following year, charge General Ledger of current year and spend the budget of the following years



PAYMENT REQUEST

- Payment request and Invoice are one document that changes status through special field
 - code status: Z for payment request, F for invoice



INVOICE / PAYMENT REQUEST

Tip dok. :	RT (Režijski troškovi) Standardni dokument				
Broj dokum.	377459	Šifra poduz.	DRRH	Fisk. god.	2011
Dat. dok.	09.12.2011	Dat.knjiž.	27.12.2011	Razd.	12
Izračunaj porez	<input type="checkbox"/>				
Ref.dok.	620302139-11				
Vit dokumenta	HRK				
Tekst ZagDok	000000-411-22411				

RT-OVERHEAD COSTS

St.	KK	Konto	Kratki tekst konta	Iznos	Fon	Kor.proz	St.Izd/P	FPod	MBS ele	Tekst
1	31	1004249	CROATIA OSIGURANJE D	6.164,00-		03005	2211100..			
2	40	329230000	Premije osiguranja z	6.164,00	11	030050	3292	0230	A545037	

ECONOMIC CLASSIFICATION-
EMPLOYEES INSURANCE
PREMIUM

SOURCE OF FUNDS-GENERAL
REVENUE AND RECEIPTS

FUNCTIONAL CLASIFICATION-
EXPENDITURE BY PURPOSE-
FOREIGN MILITARY AID

PROGRAM CLASSIFICATION-
ACTIVITY (PROJECTS)-COST OF
PEACE MISSION

NUMBER OF SUPPLIER IN THE SAP SYSTEM



FLEXIBILITY IN PROGRAMS EXECUTION IN RELATION TO SOURCES OF FINANCING

➤ Sources of financing that allow maximum flexibility in the execution:

➤ Earmarked revenues

➤ Aids

➤ Donations

➤ Earmarked receipts from borrowing

➤ Expenditure and expenses execution in amount of realized revenue and receipts

➤ Expenditure and expenses execution in amount of realized revenues and receipts although are not planned in the state budget

➤ Transfer of realized and unused revenues and receipts for spending in the next budget year



REPORT OF EXPENDITURES FROM THE SOURCE OF FINANCING EU AID FOR 2011 YEAR - MINISTRY OF REGIONAL DEVELOPMENT

Microsoft Excel - ZGIGA4_P2P3 Plan i izvršenje O102P2P3EE4

Za pomoć upišite pitanje

AF21	A	B	AA	AB	AC	AE	AF	AG	AH
1		ZGIGA4_P2P3 Godišnje izvješće 0102P2P3E4	Plan 2011 1	Plaćeno 01.2011 - 12.2011 2	Indeks (2/1) 3				
2		Dugi tekstovi							
3		Razdjel (01) - Tekući proračun	HRK	HRK	%				
4		Ukupni rezultat	201.457.851,00	126.532.118,78	62,81				
5	062	MINISTARSTVO REGIONALNOG RAZVOJA, ŠUMARSTVA I VODNOG GOSPODA	201.457.851,00	126.532.118,78	62,81				
6	51	Pomoći EU	201.457.851,00	126.532.118,78	62,81				
7	06205	Ministarstvo regionalnog razvoja šumarstva i vodnog gospodar	201.457.851,00	126.532.118,78	62,81				
8	2901	POTICANJE REGIONALNE INFRASTRUKTURE I GOSPODARSTVA	38.681.326,00	4.537.258,29	11,73				
9	A587034	PHARE 2005 CBC PROJEKT - SURADNJA HRVATSKE, SLOVENIJE I MAĐ.		-358.669,50	0,00				
10	A587036	PHARE 2005 CBC PROJEKT - SURADNJA IZMEĐU HRVATSKE I ITALIJE		-82.816,39	0,00				
11	K820022	IPA III C OPERATIVNI PROGRAM ZA REGIONALNU KONKURENTNOST	38.681.326,00	4.978.744,18	12,87				
12	2903	PREKOGRANIČNA I TRANSNACIONALNA SURADNJA	25.616.556,00	19.339.643,87	75,50				
13	A587024	CARDS 2004-SURADNJA U GRANIČNIM REGIJAMA		51.664,43	0,00				
14	A828007	PHARE 2006 CBS PROJEKT-PREKOGR. SURADNJA IZMEĐU HR I ITALIJE		-180.795,55	0,00				
15	K761040	IPA II 2009 PROGRAM PREKOGRANIČNE SURADNJE HRVATSKA-SRBIJA	5.173.000,00	473.560,80	9,15				
16	K761041	IPA II 2009 TRANSNACIONALNI PROGRAM MEDITERAN	1.167.300,00	788.515,81	67,55				
17	K819040	IPA II 2009 TRANSNACIONALNI PROGRAM SEE	2.708.000,00						
18	K819041	IPA II 2009 PREKOGRANIČNA SURADNJA HRVATSKA-BOSNA I HERCEGOV	1.393.000,00	596.880,00	42,85				
19	K819043	IPA II 2010 PROGRAM PREKOGRANIČNE SURADNJE HRVATSKA-CRNA GOR	2.332.000,00						
20	K820040	IPA II 2009. PROGRAM PREKOGRANIČNE SURADNJE HRVATSKA-CRNA GO	2.789.000,00	240.039,99	8,61				
21	K820041	IPA II 2010 PROGRAM PREKOGRANIČNE SURADNJE HRVATSKA-BOSNA I	592.000,00						
22	K820043	IPA II 2008 TRANSNACIONALNI PROGRAM SEE	340.000,00						
23	K821022	IPA II 2008 PROGRAM PREKOGRANIČNE SURADNJE HRVATSKA - SRBIJA	471.439,00	3.371.084,47	715,06				
24	K821024	IPA II 2007 TRANSNACIONALNI PROGRAM SEES	340.000,00	303.166,21	89,17				
25	K821040	IPA II 2008 TRANSNACIONALNI PROGRAM MEDITERAN		337.624,66	0,00				
26	K828008	IPA 2007 PROGRAM PREKOGRANIČNE SURADNJE HRVATSKA-CRNA GORA		1.629.661,67	0,00				
27	K828009	IPA II 2007 PROGRAM PREKOGRANIČNE SURADNJE HRVATSKA -SRBIJA		2.882.798,84	0,00				
28	K828010	IPA II 2007 PROGRAM PREKOGRANIČNE SURADNJE HRVATSKA-BIH		3.821.764,88	0,00				
29	K828011	IPA II 2007 PROGRAM PREKOGRANIČNE SURADNJE HRVATSKA-MAĐARSKA	1.068.077,00	0,00	0,00				
30	K828012	IPA 2007 PROGRAM PREKOGRANIČNE SURADNJE HRVATSKA-SLOVENIJA	1.306.100,00	591.582,81	45,29				
31	K828021	IPA 2008 PROGRAM PREKOGRANIČNE SURADNJE HRVATSKA - CRNA GORA	619.640,00	1.570.746,31	253,49				
32	K828022	IPA II 2008 PROGRAM PREKOG. SURADNJE HRVATSKA - BIH	581.000,00	2.861.348,54	492,49				
33	K828039	IPA II 2010 PROGRAM PREKOGRANIČNE SURADNJE HRVATSKA-SRBIJA	4.736.000,00						
34	3406	RAZVOJ SUSTAVA JAVNE ODVODNJE I ZAŠTITE VODA I MORA	134.199.969,00	102.655.216,62	76,49				
35	K650038	ISPA GRAD KARLOVAC	50.550.000,00	58.630.228,32	115,98				
36	K821042	IPA III B SISAK	21.900.000,00						
37	K828032	IPA III B - SLAVONSKI BROD	24.495.916,00	26.249.158,62	107,16				
38	K828033	IPA III B - DRNIŠ	12.915.696,00	6.338.746,61	49,08				
39	K828035	IPA III B - KNIN	23.948.357,00	10.227.610,30	42,71				
40	K828036	ISPA PRIPREMA PROJEKATA	390.000,00	1.209.472,77	310,12				
41	3508	RAZVOJ I UPRAVLJANJE VODOOPSKRBNIM SUSTAVOM	2.960.000,00						
42	K819037	IPA I KOMPONENTA - USKL.S DIREKTIVAMA O OPASNIM TVARIMA	2.960.000,00						

EXECUTION OF EXPENDITURES ABOVE PLAN

CARRY OVER OF UNUSED BUDGET FUNDS

		Preneseno iz prethodne god.	Uplaćeno 2011.	Utrošeno 2011.	Za prijenos u slijedeću godinu
Ukupni rezultat		612.303.703,71	3.594.611.986,36	3.594.352.575,16	612.563.114,91
41	Prihodi od igara na sreću	138.663.934,93	317.120.129,41	340.527.618,01	115.256.446,33
42	Prihodi od spomeničke rente	2.200.854,91	69.958.795,87	69.523.825,86	2.635.824,92
43	Ostali prihodi za posebne namjene	379.329.102,91	2.175.998.572,94	2.189.792.340,49	365.535.335,36
51	Pomoći EU	2.470.256,47	746.418.018,21	719.501.017,34	29.387.257,34
52	Ostale pomoći	13.421.173,87	133.213.835,43	91.719.555,62	54.915.453,68
61	Donacije	2.958.661,11	14.730.200,03	10.372.224,45	7.316.636,69
81	Namjenski primici od zaduživanja	73.259.719,51	137.172.434,47	172.915.993,39	37.516.160,59

type of source of financing

unused funds - carry over from 2010 to 2011

unused funds - carry over from 2011 to 2012



MAIN RECOMENDATIONS IN IMPLEMENTATION STAGE

- Step-by-step implementation approach
- Structured project management approach helps
- Develop realistic implementation plan and report regularly and transparently on implementation progress to all relevant stakeholders
- The implementation team should include individuals from functional areas and should not rely on IT staff alone
- Training and education should be a continuous process
- Senior management should be trained for using reporting system and report interpretation



MISTAKES MADE

- Control should rest firmly with the MoF; not with the outside consultants
- Ensure effective project managing and coordination
- FMIS project can be very complex and long-running
- As a long-running project, there is danger of becoming a 'never finished project', with additional requests and upgrades required before finishing a previous phase.
- Technology life cycle (2-4years) should be taken into account (new versions, releases etc.)
- Project should be decomposed into manageable phases with clear and manageable goals with measurable results
- Lack of technical documentation means that the original software provider may be required to support the system for a long time
- An integrated - not comprehensive system



BENEFITS

- Enhanced ability to manage cash, debt and liabilities
- Reduced financial transaction cost
- Use of budget as a management instrument
- Improvement of the use of public resources
- Access to timely and accurate budget information
- Management decisions made more efficiently
- Comparison of costs between units/activities and performance targets leading to greater efficiency

