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Pivola  
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## V. Konkurenčnost slovenskega agroživilstva

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## **IMPLICATIONS OF CURRENT BUSINESS ENVIRONMENT FOR FARM DEVELOPMENT AND MANAGEMENT IN BOSNIA AND HERZEGOVINA**

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### **ABSTRACT**

The characteristics of business environment are shaped by the applied public policies as well as by private policies within agri-food chain. Consequently, characteristics of business environment define effort necessary to manage farm and to ensure its development. Therefore, the aim of this paper was to identify total impact of public policies implemented to the competitive capacity of the sector in BH. Research was focused to selected productions with high level of export potential and/or to these ones which are extremely important for quality of life in rural areas (plum, apple, paprika, tomato, corn, milk and lamb meat). Impact of implemented public policies has been verified by set of sector protection indicators that are the most commonly used in literature (level of effective and nominal protection – NPR, EPR, and level subventions to producers SPR). The current structure of input market has been identified as one of the main constrains to apply modern technology and to improve productivity ensuring better position at the market and faster development. Impacts of output market structure were discussed as well. The research showed that analyzed productions have potential to grow and develop (DRC<1), that they are competitive, but the quality of business environment is limitation factor which prevents efficient realization of their potential.

*Key words: competitiveness, agribusiness, farm decision, effective and nominal protection*

## **POSLEDICE ZATEČENEGA POSLOVNEGA OKOLJA NA RAZVOJ IN UPRAVLJANJE KMETIJ V BOSNI IN HERCEGOVINI**

### **IZVLEČEK**

Značilnosti poslovnega okolja se oblikujejo skozi ukrepe javne politike in zasebne odnose znotraj agroživilske verige. Te značilnosti določajo angažiranost, ki je

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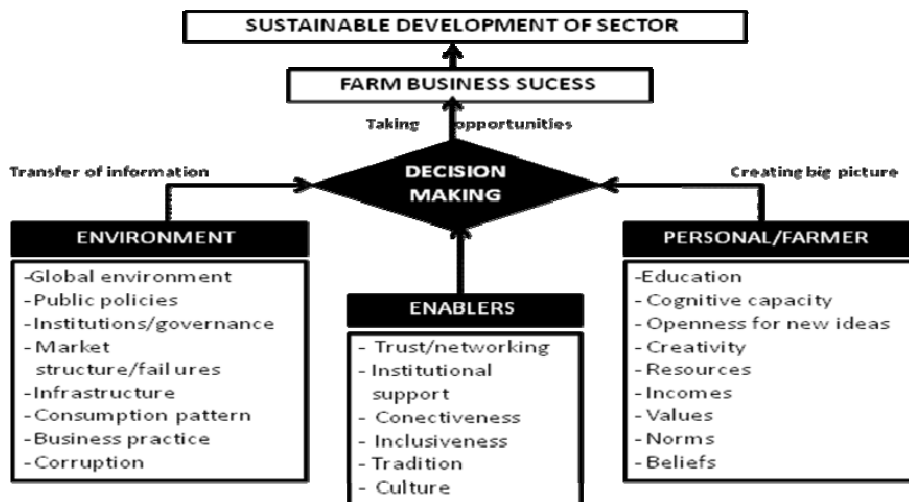
potrebna za vodenje kmetij in zagotavljanje njihovega razvoja. Namen prispevka je prikazati celoten vpliv vpeljanih javnih politik na konkurenčnost kmetijskega sektorja v Bosni in Hercegovini. Raziskava je osredotočena na izbrane usmeritve z visoko stopnjo izvoznega potenciala in na tiste usmeritve, ki imajo velik pomen za kakovost življenja na podeželju (slive, jabolka, paprika, paradižnik, koruza, mleko in jagnjetina). Učinki vpeljanih javnih politik so bili ocenjeni z nizom kazalnikov zaščite posameznih sektorjev, ki se najpogosteje pojavljajo v literaturi: stopnja realne (EPR) in nominalne (NPR) zaščite, stopnja podpore proizvajalcev (SPR). Trenutna struktura trga s proizvodnimi vložki je bila ugotovljena kot ena izmed ključnih omejitev za uporabo sodobne tehnologije in dviga produktivnosti, kar bi omogočilo boljši položaj na trgu in pospešilo nadaljnji razvoj. Vpliv strukture prodajnega trga je bil prav tako predmet proučevanja, analiza pa je pokazala, da imajo proučevani proizvodi potencial za rast in razvoj ( $DRC < 1$ ), da so konkurenčni, vendar pa je kakovost poslovnega okolja omejujoč dejavnik, ki preprečuje učinkovito izkoriščanje tega potenciala.

*Ključne besede:* konkurenčnost, agroživilstvo, odločanje na kmetijah, realna in nominalna zaščita

## 1 Introduction

Agriculture worldwide is currently in the era of significant change and adjustment (Jack and Jones, 2007) shaped by the process of globalization, which includes trade liberalization, change in consumers patterns, clear shift of power from manufacturers to an increasingly consolidated retail core that is driving innovation (Sohal and Perry, 2006), then also change in public/national governance and regulatory framework characterized by clear shift in power and policy in the last decade from a strong national strategy/weak local framework to a weak national strategy/strong local framework (Dimara *et al.*, 2003). This process provides very different »rules of game« for the government, but also for the agri-food business entities. Governments are forced to reduce all kind of direct support and to introduce public policies which will »power up« business entities to take full responsibilities for its business »destiny« ensuring detection and use of business opportunities and sustainable development of the sector and whole society.

Farmers have to be able to decode nature of such complex business environment characterized by speed and chaos and to operate under condition of organized anarchy (Panagiotou, 2008) ensuring long-term steady development, by position in the market and by developing superior performance to win over competitors). So, the sector development relay on the farmers ability to decode environment and make decision to ensure efficient utilization of market opportunities (Figure 1). As it could be seen at the Figure 1 and Figure 2 sector success depends on: (i) business environment and its changeability, which define needed level of farmers capability to cope with it; (ii) farmers managers skills and capabilities to take risk to process external pressures that urge farmers to undertake actions maximizing expected returns; and (iii) enabling factors, which define level of farmers isolation from its physical, social and cultural environment and ensure more efficient farmers – environment interaction.



Source: Adapted from Chen et al. (2008), and Zeng et al. (2013)

Figure 1: Model of decision making process at the farm level

As it could be seen at the Figure 2, the business environment structures farmers income, resource they own, the market they target, their negotiation power and define farmers cognitive capacity needed to cope with it. The greater the certainty of the environment the easier it is to define and formulate farms goals and objectives, that will lead to business success and development. This becomes more challenging as the environment shifts towards uncertainty. For example, time and cost constraints, or other factors, may not allow the gathering of the relevant data thereby creating gaps in information, or the data may be too much thereby creating overload of information (Chen and Mohamed, 2008), which confuse farmers constraining its ability to operate and ensure desired business performance and development. Therefore, this research is build on premise that that some of the »environmental factors« could be manipulate/improve to facilitate »power up« farmers ability to increase its competitiveness, which will ultimately improve its business performance and ensure sector sustainable development. Therefore the research objective is to determine »environmental factors« which should be improved in order to see faster and more efficient development of agribusiness in BH. To do so, the regulatory-institutional framework, public policy process in BH will be discussed. After that most important characteristics (failures) of input and output market will be defined. Beside the sector capability to utilize scarce domestic resources and to contribute to overall economic development will be presented.

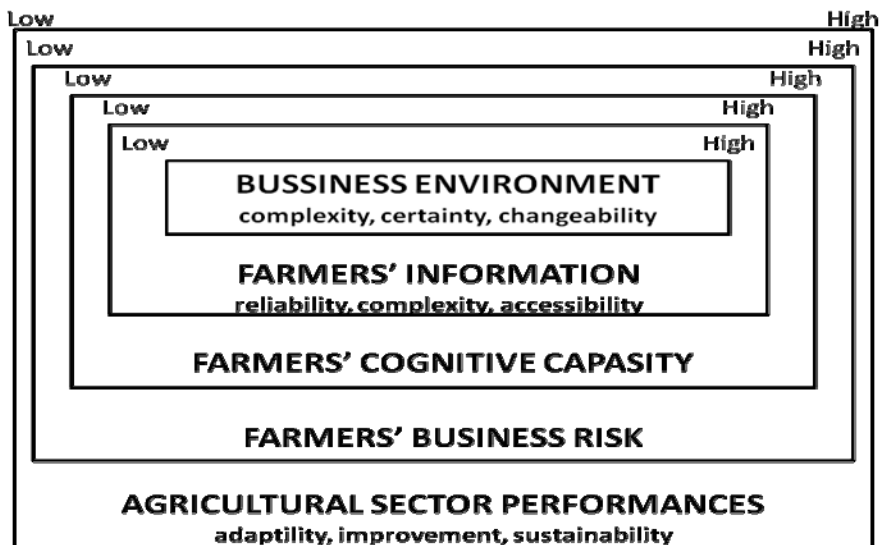


Figure 2: Model: Farmers- environment interaction as a basis for sector development

## 2 Method

Research attempts to analyze the complexity and interplay of structures relations determining the farmer's ability to face with continuously changing competitive terrain. In order to address this aim, a social ecology approach has been adopted. According to Dimara *et al.* (2003), social ecological analysis involves: »... the application of multiple levels and methods of analysis and theoretical perspectives to social problems, recognizing the dynamic and active nature of human-environment interactions and the social, historical, cultural and institutional contexts of people's lives ...« It means that research includes the macro level, the meso level and the micro level applied as it is presented at the Figure 1.

In order to outline farmers challenges to develop and manage production, the PAM (policy analysis matrix) was used. Policy Analysis Matrix – PAM is a method that was first developed by Monke and Pearson (1989), justified by Masters and Nelson (1995), and it is used to measure efficiency of resources' use, comparative and competitive advantages and the level of the government intervention. This method has been chosen as it had been proved itself as the most adequate approach for identification and measurement of comparative and competitive advantages with simultaneous determination of »bottle necks« or indicating policies' changes required to realize existing potential. Besides, it was used very often (Nikolic, 2008; Hein, 2007; Basima, 2007; Bajramovic *et al.*, 2006; Bojanec, Ferto, 2006; Bojnec, 2003; Guba, 2000).

Data collected within the Project »Economics of agricultural production and agricultural policy' measures in FB&H« of the Federal Ministry of Agriculture, water



management and Forestry of FB&H were used to form budgets for individual productions.

Economic prices of inputs are calculated in the manner that removed all influences of policies and market failures<sup>1</sup>. Domestic inputs, labour, machinery work, land, capital were taken in account separately. As the land isn't completely used and capital supply is very limited, it was assumed that economic and individual prices of these inputs were equal (there is no opportunity cost (Persons and Monk, 1998.) while the economic prices were reduced by VAT. For economic price estimation recommendations from literature were used (Guba, 2000; Basima 2007.) and it was estimated that various policies implemented on labour market caused deviation of economic prices by 15%. Border prices, calculated on the export/import data series (Bajramovic *et al.*, 2006) were used for output economic prices.

Table 1: General PAM framework

	Output	Inputs		Value added
		Tradable	Domestic	
Private prices (policies' impact included) )	A	B	C	D
Economic prices (policy impact and market failures excluded)	E	F	G	H
Transfers (differences - influence of policies and market failure)	I	J	K	L

Source: Adapted from Monke and Pearson, 1989; Pearsons *et al.*, 2003

Additionally, in order to measure level of international/regional integration, the Grubel-Lloyd index of intra-industry trade (GLIIT) was calculated. It appears that in all modern economies, tremendous amounts of similar product are often exported and imported, at the same time. This trade in the same product group is known in literature as intra-industry trade (IIT) and it differs of inter-industry trade (Grubel-Lloyd, 1975). So, the GLIIT index is often considered as an indicator of economic integration among countries with the similar factor endowments, like SEE countries.

The weighted Grubel-Lloyd index of intra-industry trade (GLIIT) is defined as:

$$GLIIT_i = 1 - \frac{\sum_j |X_{ij} - M_{ij}|}{\sum_j |X_{ij} + M_{ij}|} * 100$$

where  $X_{ij}$  and  $M_{ij}$  are values of exports and imports respectively of product  $j$  in product group  $i$ . (GLIIT is defined between 0% and 100%). GLIIT is equal 0% when all trade inside the product group is of inter-industry type (for example, only exports or only imports). GLIIT is equal 100% when all trade inside the product group is of intra-industry type (for example, export is equal to import).

<sup>1</sup> Real prices are reduced by VAT and other taxes, trade margin, custom if any.

Table 2: List of used indicators

ECONOMIC POTENTIAL OF SECTOR			
DRC (Domestic resource costs)	$DRC=G/(E-F)$	$DRC < 1$	How much domestic resource at economic price are needed to produce one additional unit of value added – determined by level of technological capacities
BUSINESS PERFORMANCE OF PRODUCERS			
PCB – Private cost benefit ratio	$PCB=(B+C)/A$	$PCB < 1$	How much domestic resource at private price are needed to produce one additional unit of value added – determined by level of technological capacities
SECTOR PROTECTION			
NRP (Nominal rate of protection)	$NRP = (A/E-1)*100$	$NRP > 0\%$ protected	Measures policy impacts only on output market
ERP (Effective rate of protection)	$ERP = ((A-B)/(E-F)-1)*100$	$ERP > 0\%$ protected	Complex and measures impacts on both output and input market Corden, 1971, recited Guba, 2000)
SRP (Subsidy rate to producers)	$SRP=L/E$	$SRP > 0$ protected	Measures total transfer to and from sector and shows total policy impact – very similar to OECD criterion Producer support estimate

Source: Adapted from Monke and Pearson, 1989; Pearsons *et al.*, 2003; Nikolic, 2008

Following productions were chosen for determination of public policies impact: apple, plum, lamb meat, milk, tomato, paprika, corn. All these products have either high level of export potential or have important influence on import substitution, or are important as input for traditional production (corn). Agro-environmental conditions are very favourable for all chosen productions, there is tradition in their production and they are encompassed by agricultural policy measures. Those were the reason for such a choice of production to be analyzed.

### 3 Discussion

#### 3.1 Regulatory and institutional framework

BH administrative structure is divided on four levels (State, Entity, Cantons, Municipalities). Division of responsibilities, work and process of communication and decision making between them is unclear fuelling corruption and slowing down the reforms and development of key institutions at the state level. Therefore, socio-economic growth is hindered by the complex and expensive political and administrative structure and weak institutional framework as it could be seen in table 3.

Table 3: Summary grades of institutions quality

	Development and perspective	Service availability
Veterinary office	2,1	1,2
Agency for food safety	1,7	1,0
Office for plant protection	1,6	1,0
Associations for consumers' protection	1,3	1,5
Referent laboratories	1,0	1,0
Inspectorates	2,3	2,0
System of authorized laboratories	1,0	1,5
Agency for intellectual property protection	1,9	1,7
Institute for accreditation	1,7	1,2
Institute of standardization	1,7	1,5
Institutions in charge of issuing documentation required for respecting regulative on raw material origin	1,2	1,0
Development of institutions for certification	2,5	2,0
Development of institutions for accreditation	1,7	1,3
State administration	2,4	1,7
Local administration	2,3	1,7
Institutes of agriculture	2,4	1,3
System of veterinary stations	3,2	2,2
Land market (ownership relations)	3,1	2,7
Tariffs	3,4	3,5
Statistics	3,9	4,7
Local development agencies	3,1	2,5
Fund for environment	1,2	1,0
Agency for environment protection	1,2	1,0
Total	2,1	1,7

Source: Nikolic, 2008

So, it is obvious that farmers »are left alone« and that BH government is not capable of adopting globally accepted »new rules of the game« and of providing indirect support to the farmers. Therefore, BH is under the risk to be captured into »new poverty trap«, which is according to Romano (2006) created by country inability to develop sophisticated institutional framework to utilise market opportunities opened up by globalisation process.

Beside, the governance and public decision making process is very weak. Public policies, including agricultural policy, are result of ad-hock decisions and processes

usually run by some »outside power« such as »we have to full fill obligation of EU integration process«. Additionally, there is no systematic policy monitoring or research to evaluate any policy impact, or to measure its effectiveness or efficiency. Agricultural policy, which impacts directly on farmers economic welfare (Collins and Mack, 1996) is not clearly connected with sector objectives and its implementation mechanisms (budget and selection of production to support) are changed each year (see table 4). Application procedure and criteria are unclear to farmers. All this increases business risk and decreases farmers' ability to improve business performances. Low efficiency of public policies is confirmed by the research results presented at the figure 4.

Table 4: Budgetary Transfer to Agro-food Sector in Bosnia and Herzegovina (2000-2008)

	Units	2002	2003	2004	2005	2006	2007	2008
Total budgetary expenditures	Mill. EUR	1134.9	1077.9	1079.4	1000.7	1144.1	1450.0	1665.5
<i>of which</i>								
Federation of Bosnia and Herzegovina	Mill. EUR	678.9	566.7	550.2	517.2	582.7	810.9	898.6
The Republika Srpska	Mill. EUR	455.0	511.2	529.2	483.5	561.4	639.1	766.9
Total budgetary transfer to agro-food sector	Mill. EUR	18.1	17.9	21.7	25.0	34.6	46.0	67.6
<i>of which</i>								
Federation of Bosnia and Herzegovina	Mill. EUR	7.2	5.3	7.6	8.1	14.3	19.3	26.77
The Republika Srpska	Mill. EUR	10.9	12.6	14.1	16.9	20.3	26.7	40.79
As share of total budgetary expenditures								
Federation of Bosnia and Herzegovina	%	1.06	0.94	1.38	1.57	2.45	2.38	2.98
The Republika Srpska	%	2.40	2.46	2.66	3.50	3.62	3.17	5.32
Bosnia and Herzegovina	%	1.59	1.66	2.01	2.50	3.02	3.17	4.06
As share of GDP								
Federation of Bosnia and Herzegovina	%	0.16	0.11	0.15	0.16	0.25	0.27	
The Republika Srpska	%	0.50	0.54	0.55	0.59	0.61	0.71	
Bosnia and Herzegovina	%	0.27	0.26	0.29	0.31	0.38	0.41	0.52

Note: The budgetary transfer to agro-food sector refers only on entity level and does not include separated additional support from cantonal ministries of agriculture and from government of municipalities. Sources: Ministries of Agriculture, Forestry and Water Management of Federation B&H and the Republika Srpska

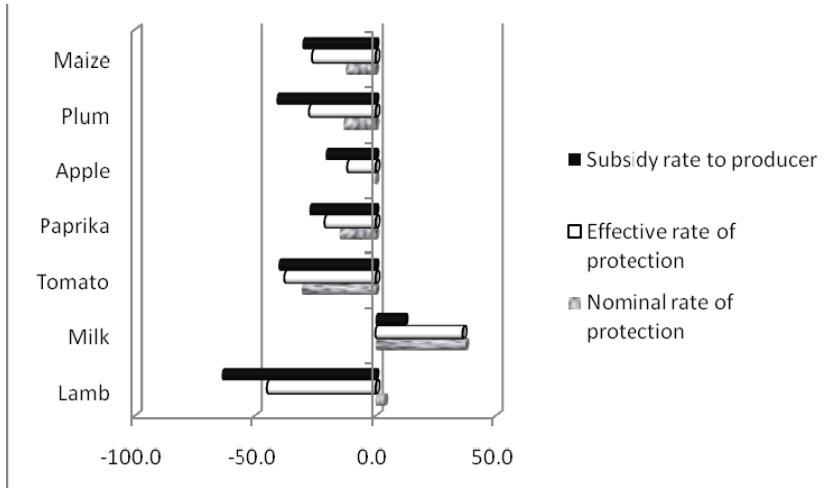
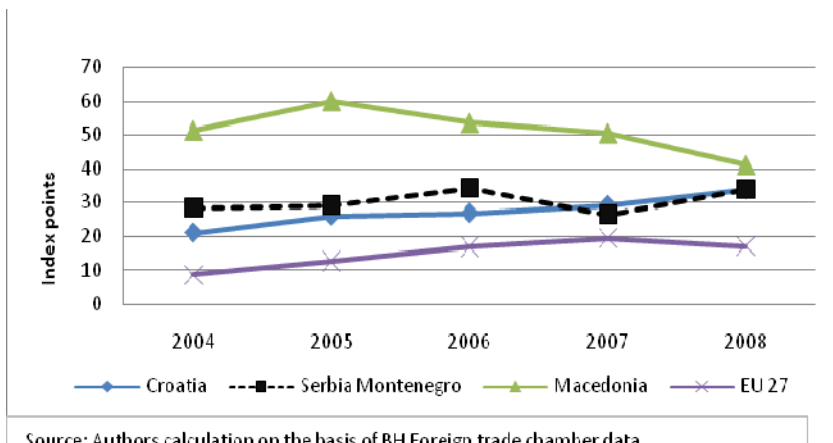


Figure 3: Indicators of public policy impacts on farming sector (in %)

The regulatory framework is not adapted to the farmers needs. Currently, for farmers, it is not easy to register as a legal entity and to become VAT tributary. In another word, farmers are paying VAT on inputs but they are not in position to get beck VAT difference. So, in the end big and successful farmers (wheal of development) are discriminated and their costs are higher and their returns are decreased (according to Nikolic, 2009 for one farm the VAT difference was 11,5% of his income or 46% of total realized value added).

At figure 4 values of Grubel Loyd indicator suggest very low level of sector integration within the international market (especially EU 27). It suggests that agri-food sector' transition will be painful and that adjustment costs, factor mobility and income distribution will be changed substantially (Bojnec *et al.*, 2006) during the EU integration process.



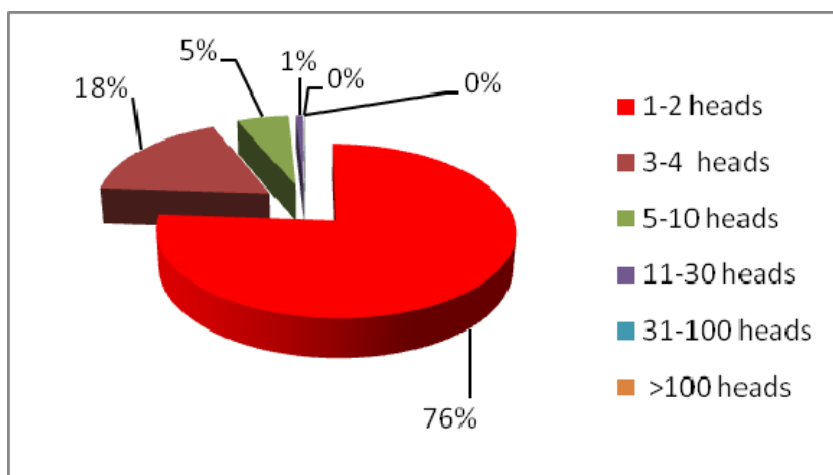
Source: Authors calculation on the basis of BH Foreign trade chamber data

Figure 4: GLIIT values for B&H agribusiness trade

### 3.2 Structure of input and output market

The complexity of situation at output market could be assessed by the nominal protection rate. As it could be seen at figure 3, all selected productions, except milk, have negative nominal protection rate. It means that sector is implicitly taxed, which send confusing and/or negative signals to farmers, discouraging their attempts to improve.

The unfavourable structure of sector, which decreases farmers' negotiation power is the main reason for such situation. As it could be seen at the figure 5, majority of BH farms are small, semi-substantial farms. It has negative impacts on productivity and production quality and quantity. Additionally, the infrastructure for proper post-harvest manipulation and storage is missing. So, producers are forced to sell products just after the harvest when price is the lowest one.



Estimation on the basis of Federal Ministry data

Figure 5: The structure of dairy farms according to the heard size

Additional problem is farmers' low motivation to join together and form different types of business, social and lobbying networks. BH farmers, as farmers in other countries, are among the least likely group to resort to political action (Collins and Mack, 1996). So, one can say that level of BH farmers isolation from their physical, social and business environment is very high, limiting their ability to develop.

Beside, retail prices of those products are significantly higher then farm gate ones (depending on season but in average they are at least doubled). It means that such situation is not bringing benefits to the customer and may have negative impact on future growth rates for these productions.

The effective rate of protection captures effects at input and output market. As it could be seen at figure 3 all productions, except milk, have negative values of this indicator, which are higher (lower) then nominal protection rate suggesting existence of market failures at input markets and also low level of farmers capability to manage costs. The reason behind is their low capability to access technology and

knowledge, which is, in broader sense, the market failure as well. The structure of input market shapes great part of farmers' ability to use new/adequate technology. Input market consists of few big (usually foreign) importers and big number of small retail units, which main role is »distribution of inputs«. They are too small to be able to finance input import (very high transaction costs - long and complicated BH import procedure, need to use foreign language, visa procedure, transport, ability to take loan etc). That is why input assortment is very narrow and outdated (no modern inputs such as inputs for organic or integral production) with questionable quality. In comparison with neighbouring countries prices are higher for the major part of inputs. Such agricultural input market structure limits capability of sector to innovate and apply modern production technologies, which has direct impact on productivity growth.

### 3.3 Sector economic viability

As it could be seen at following chart sector is able to utilise efficiently scarce domestic resource ( $DRC < 1$ ) and to contribute to the overall development. Also, all production, except lamb meat, are potentially able to provide private returns on scarce domestic resources (private cost benefit ratio  $< 1$ ). Therefore, major part of agricultural production is economically attractive. Those results suggest that explained market capabilities and unfavourable policies are most significant constrains of future BH agriculture development.

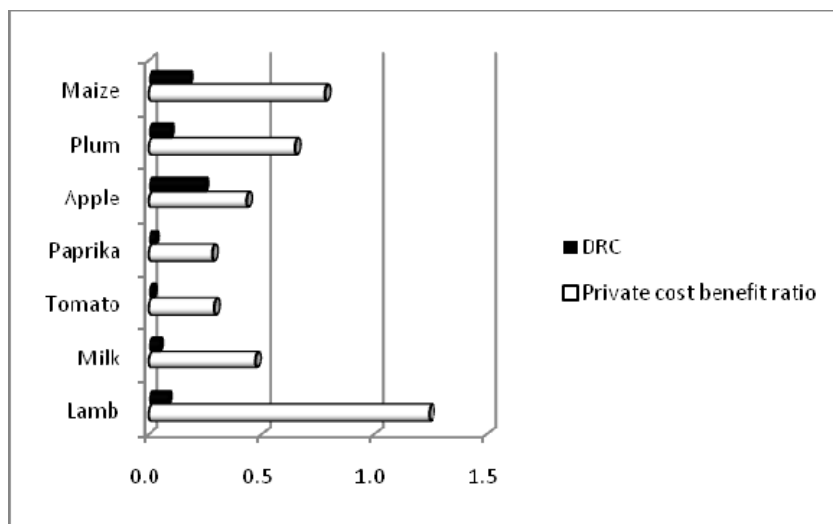


Figure 6: Indicators of economic efficiency of B&H agriculture

## 4 Conclusions and recommendations

Conducted analysis has pointed out the range of institutional weaknesses and serious market failures that should be removed in order to realize sector's potential effectively and efficiently.

Thus, for position of agricultural producers and for sector' competitiveness it is much more important to create a set of horizontal public policies that are very efficient in market' failures removal (Yap, 2004). In that sense, solution is in enhancing technological capacity and productivity and quality of public administration (Levy, 2007), removal of legislative obstacles (Ramniceanu *et al.*, 2007.) and corruption' reduction and improvement of trust between stakeholders. Civil society plays very important role in these issues, as it should catalyze the public policies' reform and enable B&H companies to take advantage given by globalization (Levy, 2007, Engstrom *et al.*, 2008.)

So, identified institutional and market failures (especially poor capability to access market and to get good inputs) should be focus of the future agricultural and rural development policies. Improvement in this area could have positive effects on quality of life, not only for producers, but for final consumers as well.

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