

STRATEGIC GOALS REALIZATION - NALED 2018

* Activities realized before the planned period

PROGRAM GOAL 1 - IMPROVEMENT OF REGULATORY AND INSTITUTIONAL FRAMEWORK FOR DOING BUSINESS				
STRATEGIC GOAL 1: REDUCED SHADOW ECONOMY AND IMPROVED TAX SYSTEM				
Indicators SG1: Shadow economy share in GDP reduced by 3.3% in 2020 compared to 2017 At least 10 parafiscal charges eliminated/modified by 2019 At least 20 administrative procedures optimized by 2021				
Results	Indicator	Activity	Status	Rationale
1. Improved efficiency in implementing the National Program for Countering Shadow Economy	70% of measures from the Action Plan for Countering Shadow Economy implemented until 2021	1.1 Providing expert and technical assistance to the Coordination Body for Countering Shadow Economy, which meets at least once a year	Realized	CB session held in March in the presence of the Prime Minister and members of the Expert Group when the revised draft of the National Program for Countering of the SE was adopted, along with a decision on changing the CB and the expert group structure. The President of the CB was Minister of Agriculture until August, who was appointed deputy in December 2018, while the Minister of Finance took over the role of the President
		1.2 Participation in the process of updating the National Program for Countering Shadow Economy, which is	Realized	NALED drafted the revised NP, adopted by the expert group.
		1.3 Integration of the Tax Administration Transformation Program into the National Program for Countering Shadow Economy in cooperation with the Tax Administration	Realized	A special objective 2 related to the Tax Administration / improvement of its work has been introduced into the draft National Program. At the end of the year, the Minister of Finance accepted NALED's proposals for priority activities to be carried out by the Tax Administration.
		1.4 Organizing at least two meetings a year of the Government's Expert Group for Countering Shadow	Realized	In February and March 2018
		1.5 Coordination of the development of Government's Annual Action Plan for Countering Shadow Economy	Realized	In 2018, the expert group voted priority measures and activities and made proposals for new activities for the 2019/20 which are integrated into the Action Plan 2019.
		1.6 Semi-annual monitoring of government institutions' performance regarding the implementation of the Action Plan for Countering Shadow Economy and reporting the effects to the Government, businesses and	Realized	An Implementation Report for 2017 submitted, the FCA adopted an annual work report with information on implemented measures and implemented projects, and a press release was issued.
		1.7 Developing at least 3 analyses and research papers a year, as means of supporting the implementation of the Action Plan measures (2018-2021)	Realized	A large number of analyses and policy briefs were performed: Reform of the employment system for seasonal workers in agriculture; An analysis of tax and non-tax burden to start-ups; Analysis of the fiscalization system; Analysis of the shadow economy scope; Opinion surveys on shadow economy; Subsidizing cashless payments.

2. Improved inspection oversight and processing of criminal acts in the sphere of shadow economy	At least 50% of republic inspections use the e-Inspector software by 2021	2.1 Supporting the Government's Coordination Commission for Inspection Oversight by establishing and managing the unit in charge of coordination of inspection oversight in the line ministry (MPALG) and participation in at least three groups established within the Commission	Realized	NALED's support unit for CC is operational: developing amendments to Law on Inspection Oversight (LIO), implementation of plea bargains, improvement of administrative and judicial control over inspection supervision, development of e-Inspector, preparation of two analyses of inspections capacity. The CC Unit coordinates the work of all working groups, NALED is active particularly in 2 - food safety and the suppression of illicit trade.
		Risk analysis module established within the e-Inspector software used by minimum four inspections by 2020	Realized	Info sheet presented at the CC meeting, at the round table with businesses, published on www.inspektor.gov.rs .
	Number of unannounced controls of registered entities reduced by 20% in 2021 compared to the first 12 analyzed months	2.2 Preparation and coordination with the Coordination Commission regarding the guidebook on the rights and responsibilities of businesses and inspections in inspection oversight	Realized	The Support Unit to CC and NALED coordinate the activities of the PM team engaged in software development with the ITE Office and pilot inspections.
	At least 2 inspections have introduced plea agreement by the end of 2019	2.3 Expert support for the development of e-inspector software, including the risk analysis module	Realized	General and individual guidelines with model acts prepared and adopted.
		2.4 Supporting the introduction of plea agreement model in the work of two inspections - labor inspection and market inspection, in cooperation with misdemeanor courts	Realized	Support to the Administrative Inspection and cooperation with the Administrative Court, developing amendments to the Law on Inspection Oversight.
		2.5 Preparing recommendations for improving the legal framework and the practice of line institutions in charge of supervising the inspections	Realized	
3. Improved awareness among citizens and businesses on the negative effects of shadow economy and motivation for compliance	Surveys indicate that more than 90% of citizens support the combat against shadow economy in 2021	3.1 Implementation of the national campaign on negative effects of shadow economy and the importance of tax culture, in cooperation with the Government – Fiscal Lottery and the Year of Countering Shadow Economy	Realized	Successfully implemented campaign with the support of FCA members, involving direct or indirect participation of 41% of citizens who sent 110 million fiscal receipt. A third of citizens said that the campaign encouraged them to take receipts.
		3.2 Implementation of a campaign and education program on tax reliefs for start-ups	Realized	6 info days were held for public officials and the measure was promoted in October in the presence of the Prime Minister.
	Tax collection rate increased by 10% in 2021 compared to 2018	3.3 Implementation of at least one campaign for promoting cashless payments as a mechanism for countering shadow economy *	Realized	Organized campaign within the prize game Get the Receipt to Win, citizens who use cards had double chances of winning prizes.
	The share of cashless payments increased by 20% in 2021 compared to 2018	3.4 Organization of annual conference on shadow economy	Realized	The conference was held in February 2019.
		3.5 Managing the national portal about shadow economy www.uzmiracun.rs	Realized	The national portal is regularly updated.
		3.6 Developing on-line trainings for start-ups titled "Start Legally" on www.uzmiracun.rs	Partially realized	Step-by-step guide published on the website, and due to the announced changes of regulations in December 2018, the workshops were postponed for 2019, as well as the online training

4. Improved predictability and reduced tax and non-tax burden	Law on Fees adopted, introducing transparency in non tax burden to business, by the end of 2019	4.1 Participation in drafting the Law on Fees for Use of Public Goods, as a member of the Government's working group within the Ministry of Finance	Realized	Active participation of NALED in the working group for drafting the Law in consultation with members. Several consultative and coordination meetings with the authorities responsible for individual fees were organized.
	Decisions on the amount of tax for lump sum taxpayers issued in 15 days as of the start of the business year or business registration until 2021	4.5 Developing a proposal for amendments to the Law on Income Tax and the Law on Compulsory Social Insurance aimed at implementing the tax exemption measures for start-ups	Realized	Created and subsequently modified to allow full application.
		4.11 Performing an analysis of the Serbian fiscalization system and recommendations for further improvements	Partially realized	An analysis with the sample of all companies, and additional analysis of the effects on the SME sector, were performed. There is a need to prepare a proposal for improvement.
	Average VAT refund time is 15 days by 2021	4.13 Initiating improvements of the lump sum taxation system *	Realized	The Government's Working group formed at the initiative of NALED and meetings are held regularly.

STRATEGIC GOAL 2: IMPROVED E-GOVERNMENT AND E-BUSINESS

Indicators SG 2:

At least 40% of citizens and 85% of businesses use e-Government services by 2018

Results	Indicator	Activity	Status	Rationale
1. Improved strategic and regulatory framework for the development and functioning of e-Government and e-Commerce	At least 70% of measures planned in the Action Plan for e-Government in Serbia implemented as per planned deadlines	1.1 Participation in strategic planning and monitoring of e-Government development, among other things, through participation in the Government's E-Government Coordination Council	Realized	The process of developing a three-year program started, NALED coordinates the development, project activities are carried out according to plan.
		1.2 Preparation and delivery of the Action Plan for establishing E-Government in Serbia to the Serbian Government	Partially realized	Work on the Action Plan has started. The deadline for the Coordination Council for IT is June 2019.
		1.3 Participation in the working group for drafting the Law on E-Government	Partially realized	NALED was not formally a member of the working group but was involved in consultations.
	Law on e-Government and by-laws adopted by mid 2019	1.4 Developing at least three proposals of by-laws related to the Law on e-Business	Realized	NALED has drafted 12 out of 17 by-law acts with active participation of the E-government Alliance and other key actors.
	At least one e-archive as a trust service established by mid 2019	1.6 Preparing analysis and recommendations for eliminating the use of seal, and advocacy through participation in the working group *	Realized	The Company Law was amended so as to abolish seals as means of authenticating documents, and provisions on the use of seals abolished in 117 regulations. NALED provides support through a contact center for reporting any requirement of stamps, in cooperation with the ITE Office.

		1.7 Coordination of the E-Government Alliance, which submits comments to draft laws relevant for e-Government and e-Commerce to the Government, as well as proposals for amending regulations	Realized	The Alliance meets regularly and submits comments.
2. New e-services relevant for businesses established and public administration capacities improved	Five e-services for businesses established by 2021 The share of entities paying for public services in cashless modes increased to 30% in 2021	2.1 Developing and submitting proposals to the Government for establishing at least five e-services significant for businesses *	Realized	Proposals for the digitization of six procedures prepared and submitted to line institutions: electronic certificates of paid taxes, procedure related to the Registry of Agricultural Households (e-Agrar), procedure related to entry into the Central Registry of Facilities for Food Operations, procedure related to the List of Medicines, Procedure for the formation of the highest price of medicines and the procedures for issuing the certificate on the quality control performed.
		2.2 Participating in the implementation of at least two projects for introducing e-services and systems in cooperation with the Office for e-Government *	Realized	e-Inspector and e-Counter for real estate.
		2.6 Performing education for local governments on information safety, personal data protection, and other topics significant for the development of e-Government *	Realized	Four seminars were held, a survey was conducted on a sample of 64 local governments, and PEN tests for local governments.
		2.7 Conducting workshops with public notaries and archivists on the use of e-documents *	Realized	Workshops with the topic of work in the digital environment were held within the GGF project.

STRATEGIC GOAL 3: PROGRESS IN RESOLVING PROPERTY ISSUES AND IMPROVEMENTS OF THE PLANNING AND CONSTRUCTION SYSTEM

Indicators SG3:

Electronic counter for registering property established by 2019+A57

E-system for spatial and urban planning established by 2020

The efficiency of construction permitting process in the City of Belgrade improved from 68% to 85% by 2020

Results	Indicator	Activity	Status	Rationale
1. Improved cadastre registration procedure	Average time for registering property in the cadastre reduced by 50% in 2021 compared to 2018	1.1 Participation in drafting the Law on Registration in the Real Estate and Utility Lines Cadaster, within the working group established by line ministry	Realized	The law adopted in June, implementation started from 1.7.2018. NALED participated in the working group for the drafting of the Law under the authority of the Ministry of Construction as well as in the working group for the implementation of the Law under the authority of the Government.
	Property registration performed in a single place - with public notaries by the end of 2018	1.3 At least 10 trainings organized regarding the legal framework for property registration in the cadastre *	Realized	Around 50 trainings were held.

2. Improved spatial/urban planning and construction	Urban planning process optimized by 2021 Streamlined procedure of electricity connection - improved Doing Business ranking from 96 to 50, in 2021	2.1 Participating in the working groups for amendments to the Law on Planning and Construction, and the preparation of by-laws set by this law	Realized	Numerous meetings of the WG for amendments to the Law on Planning and Construction were organized, as well as to relevant by-laws.
		2.2 Managing the national portal www.gradjevinskedomozvole.rs	Realized	Regular updating of the web portal with relevant regulations, questions and answers, statistics.
		2.3 Preparation of proposed reform related to improvement of electric grid connection system through amendments to the Rule Book on unified procedure and Regulations on location requirements	Realized	Adopted Regulation and Amendments to the Rulebook.
		2.4 Preparation of Instructions for line bodies for electricity connection through unified procedure in line with amended by-laws and conducting monitoring through CEOP *	Realized	A meeting was held with the ministry, instruction prepared and a delivery of standard contracts through the CEOP was tested.
		2.5 Organizing knowledge exchange on the existing planning systems in the region through study tours	Realized	Study visit to Macedonia was realized.
		2.8 Analysis of rural land consolidation effects in pilot municipalities	Realized	Analysis performed and published - Land Consolidation as an Unused Potential. The analysis was presented at a conference in November in the presence of the line minister and provincial secretary.
		2.9 Participation in the working group for urban land consolidation	Partially realized	Four meetings of the Working Group for Urban Land Consolidation were held. Adoption is expected in the coming period.
3. Improved regulatory framework for property management	Comprehensive registry of collaterals established by 2021 Electronic application for collateral registration established by 2019 Improved control of bankruptcy trustees and transparency of information in bankruptcy procedures by 2020	3.1 Preparation of draft amendments to the Law on Pledge of Movable Property and Rights *	Realized	NALED was a member of the Working Group for amending the Law, which will be adopted by the beginning of March 2019.
		3.3 Preparation of the draft amendments to the Insolvency Law *	Realized	The law was amended through urgent procedure in December 2018. NALED participated in the working group for amending the law.

STRATEGIC GOAL 4: IMPROVED CONDITIONS FOR THE DEVELOPMENT OF AGRICULTURE AND FOOD INDUSTRY				
Indicators SG4:				
Joint group of the Ministry established, as a mechanism of continuous dialogue with businesses, holding at least 2 meeting annually, 2019-2021				
Electronic system for registration of farms established until the end of 2019				
Electronic system for submission and processing of applications for at least three groups of incentives established by 2021				
Results	Indicator	Activity	Status	Rationale
1. Improved legal framework for agriculture and food industry	Amendments to the Law on Food Safety adopted	1.1 Coordinating the Food and Agriculture Alliance, which actively participates and initiates amendments to regulations, develops the content of opinions/positions/documents	Realized	The Alliance delivered opinions and proposals for amendments to several regulations, of which a significant number was adopted, two positions papers of the Alliance were defined, amendments were formulated to the Draft Law on Food Safety (umbrella law), a guide for the implementation of regulations was issued.
	Minimum 50% of NALED members' comments accepted	1.2 Advocacy and institutionalization of the public private dialogue in the food and agriculture sector	Partially realized	At the end of 2018, an Expert Working Group on Food and Agriculture was established within the Ministry of Agriculture, involving all other relevant state institutions (plus the representative of AP Vojvodina) and representatives of businesses.
2. Reduced administrative burden in agriculture	At least two procedures in the sphere of agriculture optimized by 2021 Average time between application for incentives and payment in the sphere of agriculture reduced by 30% in 2021 versus 2018	2.1 Developing a proposal for optimization of procedures in the field of agriculture, particularly the procedures related to the functioning of Registry of farms and the process of awarding incentives in the sphere of agriculture *	Partially realized	The proposal for optimization of procedures has been completed - the Central Registry of Food Facilities (CRO) and Registry of Agricultural Households (RPG). Optimization proposal for Registry of Households (further extended to incentives) was presented on the RPG working group. The optimization proposal for the CRO was prepared and should be presented to the Ministry of Agriculture in February 2019.
3. Improved conditions for the employment of seasonal labor	10000 seasonal workers employed through the streamlined system by the end of 2021	3.1 Comparative analysis of existing and proposed system of seasonal workers employment	Realized	Analysis completed and published.
		3.2 Participation in drafting the law on simplified employment of seasonal labor in agriculture	Realized	Law adopted in June 2018
		3.3 Software development for simplified registration of seasonal workers	Realized	The portal www.sezonskiradnici.gov.rs was released in January 2019.
		3.4 Organizing trainings for employers and local governments *	Realized	Finalized info days for employers, the first training of trainers held in December 2018, the following organized in February, and further training continues afterwards.
		3.5 Support in developing the seasonal labor database *	Realized	Web services established linking the National Employment Service with the portal www.sezonskiradnici.gov.rs .

STRATEGIC GOAL 5: IMPROVED CONDITIONS FOR THE DEVELOPMENT OF HEALTHCARE SECTOR

Indicators SG5:

Joint group of the Ministry of Health Care and Ministry of Economy established as a mechanism of continuous public private dialogue, holding at least 2 meetings annually during the 2019-2021 period

Results	Indicator	Activity	Status	Rationale
1. Improved legal framework related to healthcare	Adopted public health development strategy with the action plan, by mid 2019	1.1 Preparation of the Grey Book of HealthCare with at least 20 recommendations from businesses related to healthcare system improvements	Partially realized	Collected and processed nearly 50 proposals, meetings with the Alliance held to select and review the proposals to be included in the Healthcare Grey Book. The Book will be published in 2019.
	Adopted laws on healthcare, healthcare insurance and drugs, by the end of 2019	1.2 Coordination of Healthcare Alliance which provides proposals for amending regulations	Partially realized	Meetings of the Healthcare Alliance organized, meeting with the Minister of Health and the State Secretary. The priorities of the Alliance were presented at the coordination meeting with the Prime Minister in December.
	Minimum of 50% of NALED members' comments accepted			
2. Reduced administrative burden in the healthcare sector	Set of procedures for registration in the List of medicines optimized by 2021	2.1 Analysis and recommendations for optimizing procedures, including those for including a drug in the List of Medicines; request for forming the price for wholesale of drugs issued based on prescriptions; procedure of drug/medical equipment quality control certificate issuance *	Realized	Analyzes and proposals for the optimization of these procedures were completed: two of three analyzes were presented to the competent authorities, the third procedure was not presented due to the impossibility of scheduling a meeting with the ALIMS as the competent institution.

STRATEGIC GOAL 6: IMPROVED INTERNATIONAL COMPETITIVENESS AND REGIONAL COOPERATION

Indicators SG6:

Serbia's ranking in the 2021 World Banks' Doing Business Report is 30

Results	Indicator	Activity	Status	Rationale
1. Improved business environment in areas monitored by the Doing Business List	At least five regulations amended with the aim to improve business environment in 10 areas monitored by DB List by 2021	1.1 Preparing inputs for the Government's annual Action Plan for improving Serbia's position on the Doing Business List	Realized	The plan has been prepared, NALED participated in meetings with relevant ministries and prepared responses to all opinions and remarks.
		1.2 Participating in at least three sessions of the Joint Group in a year	Realized	We participated in more than three sessions of the Joint Group.
	In at least three areas monitored by the DB List, Serbia's ranking is improved for more than 10 places in the 2021 report compared to	1.3 Presentation of implemented reforms to contributors - minimum one meeting with each group of contributors	Realized	On February 18 and 19, roundtables with contributors in NALED took place.
		1.4 Organizing the annual conference on the Doing Business results	Realized	The conference was held on October 31st.

2. Successful implementation of BFC SEE Program in the regions	BFC SEE network has been strengthened with at least five partner institutions until the end of 2019 At least new country implements the BFC SEE standards by 2021 BFC certification program has been applied by at least 45 municipalities and cities in the region until 2021	2.1 Training and licensing institutions/organizations from BiH, Croatia, Macedonia, Montenegro and Serbia to conduct certification in their own countries as per new (III) edition of BFC SEE standards	Partially realized	Regional training for verifiers organized in November 2018.
		2.2 Automation and development of e-certification software and data filling for local governments, institutions and businesses *	Realized	BFC SEE software has been successfully implemented since 2018, which established the electronic implementation of the certification process in the SEE region.
		2.3 Introducing and informing public authorities, local governments, donors and businesses in the region on advantages of BFC SEE e-certification software	Realized	The e-certification software was promoted to local governments, and within the regional certificate award ceremony as part of the annual NALED Assembly.
		2.4 Maintaining NALED's registry of evaluators and verifiers for BFC SEE standards, with at least 70 trained and certified business friendly environment experts from the country and region	Realized	A Regional Registry of Evaluators and Verifiers has been established including the data of 87 trained experts from the country and the SEE region.
		2.5 Organizing annual consultations on improving the business friendly environment standards with institutions from at least five South East Europe countries	Realized	Consultations were held.
3. Successful practices of creating business friendly environment in the region have been replicated through strengthening and formalization of the Regional Network for Business Friendly Environment (BFE SEE)	Ensured institutional support for initiation of BFE platform in 5 countries in the region until the end of 2018 Regional BFE platform established until the end of 2019 At least three identified best practices in the work of public administration and/or LG in the region have been replicated in at least one country each until 2021	3.1 Strengthening sustainability of BFC SEE network as a platform for aligning the regulatory framework and exchange of best practices among South East Europe countries with the aim of creating a business friendly environment (BFE platform)	Realized	EBRD support ensured for environment analysis and for designing a model of network sustainability and formalization of the BFE platform, which will remain in focus in the coming years.
		3.2 Organizing regular BFE network/platform meetings	Realized	Meeting of the Regional Council organized in December, along with three meetings of representatives of the Technical Secretariats.
4. Improved	E-system for public procurements established Average number of bidders per public procurement grew	4.1 Participating in the process of amending the Law on Public Procurement and technical assistance for developing an e-system	Realized	NALED prepared the inputs during the drafting of the Law and forwarded subsequent comments to the Ministry of Finance.

general business environment affecting corporate competitiveness	procurement grew from 2 to 5 by 2020 Improved legal framework for trade and e-trade until 2020 Amendments to the Labor Law adopted by 2021	4.3 Participation in the Working group on the Law on Commerce and E-commerce	Realized	NALED is a member of the WG for the Law on Trade and E-Commerce.
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PROGRAM GOAL 2 - STRENGTHENING THE CAPACITIES AND RESPONSIBILITY OF PUBLIC ADMINISTRATION

STRATEGIC GOAL 1: IMPROVED KNOWLEDGE AND INSTITUTIONAL FRAMEWORK TO SUPPORT BUSINESSES

Indicators SG1:
At least 60% of surveyed business representatives are satisfied with the services and support provided by local governments and public administration, in 2021

Results	Indicator	Activity	Status	Rationale
1. Improved knowledge and skills of public servants in the sphere of economic development	At least 500 public servants, central and local level, have attended some form of professional training (trainings, study tours) on economic development by the end of 2021 At least 80% of activities planned in the National Public Administration Academy program implemented annually, between 2019- 2021	1.1 Going through the accreditation process and conducting trainings defined in the National Academy of Public Administration programs *	Realized	NALED successfully passed the accreditation process with its employees, and with the support of the Council of Europe held a training on the implementation of the Law on General Administrative Procedure and project preparation and implementation.
		1.2 Engagement in the work of Program Council of the National Academy of Public Administration *	Realized	The Executive Director was appointed member of the Program Council of the National Academy.
		1.3 Participating in the organization of international training programs for civil servants with the support of foreign embassies	Realized	NALED members had the opportunity to attend professional training programs in India, Israel, Taiwan.
		1.4 Organization of study tours and trainings, seminars and lectures for public administration representatives via projects/programs financed by international sources (2018-2021)	Realized	Organized study visits to Denmark, France, Croatia, Hungary, Macedonia, and a number of info days, lectures and training related to inspection oversight, construction permitting, eCounter for real estate, public procurement, etc.
		1.7 Organization of Business Environment Experts Forum on an annual basis	Partially realized	A workshop was organized for 40 experts from the region related to the III edition of the favorable business environment standard.
		1.8 Organization of international conferences and study tours on the topics of local economic development	Realized	In May, a study visit to Serbia was organized for representatives of municipalities and cities from Bosnia and Herzegovina in order to exchange knowledge and best practices with local governments from Serbia. In April, within the annual NALED Assembly, a regional BFC SEE conference was held for municipalities in the region.
		2.1 Engagement and education of local governments about certification program and BFC standards application	Realized	Training on the implementation of BFC SEE standards was organized in local governments and an additional 11 cities and municipalities opted to join the BFC SEE program.

2. Improved quality of information and services provided by local governments to businesses	At least 20 local governments in Serbia are certified within the Business Friendly Certification program South East Europe (BFC SEE) by 2021	2.2 Implementation of the certification program	Realized	The certification process under the new BFC SEE standard is implemented in nine cities / municipalities in Serbia, eight in the Federation of Bosnia and Herzegovina and seven in the Republic of Srpska.
		2.3 Promotion of certified municipalities	Realized	Promotion of business friendly cities and municipalities within the regional BFC SEE conference in April. Design and print new BFC SEE brochures and promotional materials for certified municipalities / cities (22 info sheets).
		2.5 Development of the business environment quality self-evaluation tool for local governments	Realized	A self-assessment questionnaire was published on BFC SEE website.

STRATEGIC GOAL 2: IMPROVED PROCESS OF ADOPTION AND THE QUALITY OF LEGISLATION

Indicators SG2:

Regulatory Index of Serbia improved by at least 25% in 2020/2021 versus 2016/2017

Local governments conduct 30% more consultations with businesses in the decision making processes as per BFC SEE certification indicator

Results	Indicator	Activity	Status	Rationale
1. Improved institutional accountability in decision making processes of significance for businesses	10% of the Grey Book recommendations for better business environment implemented annually on average, between 2018 and 2021	1.1 Development and publication of Grey Book and its delivery to the Government and line institutions	Realized	Grey Book was presented in February 2018, containing 100 recommendations by businesses for the reform of administrative procedures and evaluation of the work of ministries and relevant institutions on implementing the recommendations.
		1.2 Analyses of regulations significant for business environment aimed at advocating reforms and/or participating in regulatory processes (RIA, BIA)	Realized	The following impact analyses have been prepared: the effects of tax exemption for new business, the effects of the new law on engaging seasonal workers in agriculture, the effects of introducing online fiscalization on businesses, etc..
	The number of laws adopted with previous Regulatory impact assessment – RIA and Business impact assessment – BIA increased by 50% by 2021	1.3 Preparation and distribution of quarterly status reports on regulatory reform	Partially realized	An annual report on the status of regulatory reforms within the Grey Book was published, while notifications on the key law amendments were distributed ad hoc.
		1.4 Monitoring of the Government and Parliament as regards to legislation of significance for businesses and annual report - Regulatory Index of Serbia - RIS	Partially realized	NALED regularly monitors and inform members and the public on amendments to business-relevant regulations. In 2019, the RIS methodology should be adapted and a new report published.
	Number of by-laws adopted after legal deadlines reduced by 30% until 2021, as per NALED's By-Law Barometer	1.5 Updating on-line By-Law Barometer, providing insight in the status of by-law adoption for at least 20 crucial laws regulating business environment	Not realized	In 2019, this functionality should be developed on the NALED website.
		More than 70% of regulations related to business environment adopted through public discussions in line with the Rules of Procedure of the	2.1 Development of training program and methodology for public-private dialogue	Realized

2. Sustainable public-private dialogue about business environment improvements	Government in 2021	2.2 Organizing trainings and study tours for representatives of public administration, civil society organizations and businesses aimed at creating PPD	Realized	Within the PPD project, the following trainings were organized - assertive communication, pitching (for the private sector), negotiation, lobbying and facilitation (for the public and private sector). Two study tours were organized - introductory study tour on Public-Private Dialogue (Paris, France) and thematic tour on Organic Agriculture and Beekeeping (Copenhagen, Denmark).
	More than 70% of the Government's working groups for drafting/amending systemic regulations related to business environment include the engagement of business representatives and the expert public by 2021	2.3 Supporting small business associations (sectorial, professional) and NGOs in reform advocacy (2018-2020)	Realized	Three business associations were selected through an open call within the PPD project: Agro Cluster from Novi Sad, which is supporting the improvement of organic food production, the Association of Beekeeping Organizations of Serbia (SPOS), working on the prevention of bee poisoning and the Association for Entrepreneurship Development from Niš with which initiated the reform of the sum-limp taxation system. Sectoral and professional associations in NALED membership have been regularly consulted in preparing comments and proposals for standardizing relevant regulations.
	NALED is a member of at least 30 working groups for regulatory issues significant for business environment until the end of 2020	2.5 Ensuring premises and technical conditions for organizing public private dialogue (PPD Hub) used by the representatives of private sector, associations and public sector, for establishing / maintaining the dialogue	Realized	Offices and conference room have been ensures within NALED premises which regularly hosts meetings and dialogue of the private and public sector.
	Economic Caucus of the National Assembly meets the businesses at least three times a year with the aim to comprehend regulatory improvement needs between 2018 and 2021	2.6 Participation in at least 30 working groups for drafting regulations significant for business environment	Realized	NALED takes part in the work of more than 30 working groups for the preparation of relevant regulations.
	At least 30 local governments have established economic councils as a mechanism of consultation about local decisions by 2021	2.7 Providing expert and technical support to the Economic Caucus in the National Assembly of Serbia - organizing meetings of the caucus and support in drafting regulatory amendments as regards to issues of significance for business environment	Realized	Two sessions of Economic Caucus were held. Support was provided in drafting an amendment to the Law on General Purpose Goods, the Law on Food Safety, the Law on Cadastre Registration.
	Number of organizations/associations and public institutions participating in public-private dialogue increased by 30% by 2021	2.8 Organizing international conferences and other events aimed at promoting the dialogue between the public and private sector	Realized	An international conference titled "Public-Private Dialogue for Growth" was held In June , which was opened by US Ambassador Kyle Scott and World Bank Chief Economist William Maloney, which, besides our Government representatives, local governments and businesses, involved participation of international experts for public - private dialogue.
	NALED has supported the			

	public-private dialogue for six reform priorities of sectoral and professional associations by 2021	2.9 Organizing discussions between the businesses and civil sector, on one side, and public sector representatives, on the other (economic council sessions, public discussions about draft laws, round tables)	Realized	Organized large number of round tables and public debates regarding the Law on Inspection Oversight, Law on Food Safety, Law on Simplified Work Engagement of Seasonal Workers, Law on Real Estate and Utility Lines Cadaster Registration, Law on Traffic Safety, Law on E-Business, lump-sum taxation reform, tax exemption of new businesses etc.
STRATEGIC GOAL 3: EU ACCESS PROCESS CONTRIBUTES TO ECONOMIC COMPETITIVENESS				
Indicators SG3:				
European Commission's annual progress report indicate moderate/solid progress in fulfilling the economic criteria for EU membership and the membership-readiness in chapters relevant for business environment, 2018-2021				
Results	Indicator	Activity	Status	Rationale
1. EU membership negotiation process and regulatory alignment with the European legislation reflects recommendations from the public-private dialogue about business environment	At least 20% of recommendations provided through the working groups for chapters 8, 11, 12, 13, 16 and 20 are taken into account by line institutions, in the period 2018-2021	1.1 Coordination of the Working group for Competition Policy (chapter 8), within the National Convention on the EU- NCEU (2018-2021)	Realized	Two WG meetings were held, as well as a conference with the Commission for the Protection of Competition - Presentation of the retail market analysis. NALED is a member of the WG for the drafting of a new law. In cooperation with the Faculty of Law, training on the topic of protection of competition has been organized.
		1.2 Participation in meetings between the civil society and the Government within the NCEU working groups for chapters 16 (Taxes) and 20 (Entrepreneurship and Industrial Policy) (2018-2021)	Partially realized	NALED participated in a meeting for chapter 20.
		1.3 Participating in the NCEU working group for chapters 11, 12 and 13 (agriculture, fisheries and forestry)	Realized	NALED regularly attends WG meetings and prepares amendments.
		1.4 Participating in consultations about the Economic Reform Program - ERP (2018-2021)	Realized	NALED participated and made suggestions at the NCEU conference and submitted written comments. NALED's recommendation for the establishment of the Green Fund was included in the priority structural reforms.
2. Improved reporting of EU institutions on economic reforms	Annual progress report of the European Commission reflects 20% of comments provided by NALED	2.1 Holding briefings and meetings with representatives of EU Delegation in Belgrade, European Commission and other EU institutions	Partially realized	Meetings with representatives of the Delegation were held, participation at the briefing with the Head of the EU Delegation.
		2.3 Preparation of inputs for annual progress reports of the European Commission for Serbia for chapters 8 (Competitions), 16 (Taxes) and 20 (Entrepreneurship and Industrial Policy) (2018-2021)	Partially realized	Prepared inputs for Chapter 8 - Competition policy.
		2.4 Participation in conferences, seminars and discussion organized by EU institutions, as well as in events organized within the Berlin Process for the Western Balkans	Realized	Participation in the Western Balkans Digital Summit in Macedonia - a working lunch with the leaders of the Western Balkan countries and EU officials on regional exchange and cooperation through the BFE platform.

ORGANIZATIONAL GOAL - STRENGTHENING NALED'S CAPACITIES AND SUSTAINABILITY

STRATEGIC GOAL 1: STRENGTHENED MEMBERSHIP AND MANAGING BODIES			
Result	Indicator / Activity	Status 2018	Rationale
1. Increased number of accountable and committed members	1.2 Membership fee collection rate is 95% on annual basis	Realized	Collection rate 95%
	1.3 Average membership fee growth rate is 10% annually	Realized	13% increase of member support and average membership fee
	1.4 Members co-finance and support NALED's events in the amount of minimum 20,000 EUR on annual basis	Realized	Members supported the organization of events on road safety at the local level (AMSS), the regional BFC SEE conference (EIB), Champions of Local Development, Grey Book (Executive Board), September Gathering (multiple members), Protection of Data Privacy (e-Government Alliance).
	1.5 NALED implements at least one joint project per year with financial support of members	Realized	PEN testing of local governments, prize game Get the Receipt to Win (Fair Competition Alliance).
	1.6 At least 60% of members attend the Annual Assembly every year	Partially realized	The Assembly was attended by a total of 160 member representatives - approximately 50%.
	1.7 Membership drain is less than 7% annually	Realized	Membership drain is 4%.
	2. Members actively contribute to NALED goals	2.1 The Managing Board and NALED managing bodies meet at least once per quarter	Realized
2.2 The number of members engaging in the work of alliances is increased on an annual basis		Realized	113 members are currently involved in the work of alliances, ie. 38% of members.
2.3 Minimum 40% of members engage in the work of managing bodies and theme alliances *		Realized	125 members are involved in the work of managing bodies and alliances, which currently accounts for 41%.
2.4 Members of managing bodies include a minimum of 5% of new members, out of the total number of members on an annual basis		Realized	Members of managing bodies helped with joining 10% of new members.
3. Public recognizability and	3.2 Representatives of Managing and Executive Boards speak on behalf of NALED in at least 10 events a year	Realized	MB and EB representatives participated in at least 10 events, including the following: Road Safety Management on the Local Level; The Course of Reforms 2018 - Grey Book and Top Reformer; Way Out from Shadow Economy; XII Annual NALED Assembly; Working luncheon with Goran Trivan; International conference Public-Private Dialogue for Growth; The first lap time of the Year of countering shadow economy; Champions of Local Economic Development; The September Gathering; The Future of Rural Land Management.

credibility of the Managing Board and other NALED bodies as the proponents of positive reforms	3.3 Members of managing bodies and presidents of theme Alliances are represented in at least 200 media releases a year, on behalf of NALED	Realized	There were 597 releases for 14 members.
	3.5 50% of managing bodies' members take part in NALED's regular activities on an annual basis	Partially realized	In most of the key events such as the Assembly, the Top Reformer, the Grey Book, the September Gathering, more than 50% of the members of the governing bodies are present.
	3.6 Holding annual consultation meetings between the managing bodies and Government representatives	Realized	An annual coordination meeting was held with the Prime Minister in December.

STRATEGIC GOAL 2: MID-TERM SUSTAINABILITY OF NALED ENSURED

Result	Indicator / Activity	Status 2018	Rationale
1. Financial sustainability ensured through multi-year projects financed by EU and bilateral donors	1.1 Minimum 1.5 million EUR ensured through projects financed by EU and/or bilateral donors in the form of grants	Realized	A total of 23 projects were realized in 2018, 1.632.000 EUR worth.
	1.2 Minimum one multi-year project contracted by 2021 worth at least one million EUR *	Realized	A four-year public-private dialogue project was contracted, worth over 1.2 million Euros, funded by USAID.
	1.3 NALED funding sources are diversified: 20-30% from membership fees, 10-30% from services (tenders) and 40-70% from projects (grants), on annual basis	Realized	Funding structure in 2018: membership fees 27%, grants and tenders (projects) 73%.
2. The role of NALED as a partner in defining and/or implementing policies, strategies and regulations is formalized by acts issued by the Government or individual ministries (institutionalization)	2.1 NALED is a member of at least 30 working groups for amending regulations significant for business environment *	Realized	NALED has been appointed member of more than 30 working groups for the development of relevant regulations.

STRATEGIC GOAL 3: IMPROVED ORGANIZATIONAL, HUMAN AND TECHNICAL CAPACITIES OF THE EXECUTIVE OFFICE (EO)

Result	Indicator / Activity	Status 2018	Rationale
1. Organizational structure of Executive Office provides for optimal and sustainable operations	1.1 Executive Office successfully transitioned from functional to matrix workload distribution until the end of 2018	Partially realized	A new reorganization of the EO and a new systematization is in place, which is being implemented from 01.08.2018. A pilot team has been established following the horizontal cross-sectoral structure, but the practice has not been implemented in practice for other projects.

2. Structure and number of staff and employed in EO adequate for achieving the goals of the organization	2.1 Functional plan of employment and hiring consultants on annual basis	Realized	In addition to the plan of engagement of permanent consultants foreseen in the annual budget, procedures for engaging consultants are also regulated through the ROSTER list as needed.
	2.2 At least 80% of permanently employed in EO holding university degrees (including master and/or PhD)	Realized	Out of the 38 permanently employed, 31 have University education (81%).
	2.3 At least 50% of permanently employed in EO has more than 10 years of relevant experience	Realized	Out of the 38 permanently employed, 20 people have more than 10 years of work experience (52.6%).
	2.5 There is an up-to-date ROSTER list	Realized	The Roster list was updated at the beginning of 2018 and a regular record is kept of a new consultants who go through relevant procedures for entering the list. Currently, the list has over 160 consultants available to project teams.
3. Standing mechanism of personal and professional development and care of permanently employed in EO	3.1 EO has developed a human resources management function until the end of 2018 and there is a person in charge of human resources development	Partially realized	At the beginning of 2018, HR manager was hired, but due to her maternity leave, a temporary replacement should be found.
	3.2 All newly employed are subjected to the program of orientation and integration	Realized	All new employees are going through the integration program upon arrival in NALED. In addition to getting acquainted with other NALED teams and orientation meetings with the manager, the employee passes a short training on the procedures for using information systems and is getting familiar with the internal procedures rules.
	3.5 Annual satisfaction and/or permanent employees survey for EO and the action plans based on the survey results implemented	Partially realized	The satisfaction survey is carried out every year within the annual planning session (Staff Retreat), but there is no procedure for developing action plans.
	3.6 Undesirable fluctuations of permanently employed is 5% at most on annual basis	Partially realized	Unwanted fluctuation of employees was nearly 8%. Three out of 38 permanently employed are no longer engaged in EO.
4. Improved financial and project management through the electronic system with high level data and system protection	4.1 The information system for managing business operations and financial reporting (NICE software) is functional	Realized	NICE software is used for planning, monitoring and reporting on the financial operations of the organization.
	4.2 All project managers and directors are trained for NICE software until the end of 2018	Realized	Training for employees organized at the annual work planning (Staff Retreat) at the beginning of March and later through individual mentoring.
	4.3 Data and system protection person hired between 2019 and 2021*	Realized	A consultant was engaged who made an analysis of the current situation, submitted recommendations for improvement, and worked on the development of special procedures for systematic and data protection.
	4.4 Security procedures developed until the end of 2018	Partially realized	There are internal security procedures, but there is need for their improvement.
	4.5 Data backups ensured (local servers, cloud) as of 2018	Realized	In accordance with the recommendations by the hired consultant, smooth functioning of NALED's system is ensured with the procurement of new equipment and servers.

5. Office space of EO is functional and sustainable	5.1 Market analysis for office space lease on its own, in partnership with other civil society organizations and through grants until the end of 2018	Realized	A market analysis was performed and the plan of realization designed through three scenarios.
	5.3 Technical capacities and conditions for organizing public private dialogue and hosting civil society organizations in NALED premises ensured *	Realized	Equipped offices and conference room for public-private dialogue in NALED premises. In the coming period, expansion will be required.

STRATEGIC GOAL 4: IMPROVED RESEARCH-ANALYTICAL CAPACITIES OF THE EXECUTIVE OFFICE

Result	Indicator / Activity	Status 2018	Rationale
1. NALED regularly performs surveys and analyses of regulatory framework for doing business and publishes relevant policy briefs	1.1 At least 5 policy analyses and 10 policy briefs published annually starting from 2019	Realized	<ul style="list-style-type: none"> 1. Analysis of seasonal workers in agriculture (GIZ Season) 2. Analysis of the procedure for registering farms in the Registry of Agricultural Household (GIZ Procedures) 3. Analysis of the procedure for placing medicine into the list of medicines (GIZ Procedures) 4. Analysis of the procedure for forming the maximum drug price (GIZ Procedures) 5. Analysis of the registration procedure in the Central Registry of Facilities in Food Operations (GIZ Procedures) 6. Analysis of capacities of inspections on the local level (Embassy of Norway) 7. Analysis of capacities of the national inspections (Norwegians) 8. Policy brief - problems of poisoning bees in Serbia (USAID PPDG) 9. Policy brief - problems of organic producers in Serbia (USAID PPDG) 10. Policy brief - problems of lump sum entrepreneurs in Serbia (USAID PPDG) 11. Analysis of eGovernment status on the local level (UNDP) 12. Analysis of the eGovernment current development status in Serbia (eGovernment Program) 13. Twopager: Recommendations for solving the problem of stray dogs biting 14. Study: The state of public private dialogue development in Serbia (IPSOS - USAID PPDG)
	1.2 Established research / open data center modeled by most successful think tank organizations in the world is among the most visited sections of NALED's web site *	Realized	Established database of all NALED publications, research and analysis on the web site, which was envisaged for 2018.
	1.3 Cooperation with at least 5 faculties, institutes and other science institutions in the area of analyses and research *	Realized	Faculty of Political Sciences, Faculty of Organizational Sciences, Petnica Research Faculty, Faculty of Law joined NALED as Honorary Members. The Scientific Council was composed of professors Dušan Vujović, Gordana Matković and Branko Radulović.
2. NALED has built internal capacities and	2.4 NALED uses the existing methodology for performing policy research and analyses and quality control	Realized	NALED applies the methodology it has developed.

credibility as a think-tank organization in Serbia and internationally	2.7 NALED's experts present their analyses to at least 10 national, regional and international conferences	Realized	NALED experts presented their analysis in a number of conferences, including an international conference on information security organized by the Ministry of Interior, a conference on rural land consolidation, National conference on countering shadow economy, round table on tax exemption for start-ups
STRATEGIC GOAL 5: IMPROVED INTERNAL AND EXTERNAL COMMUNICATION			
Result	Indicator / Activity	Status 2018	Rationale
1. Developed strategic approach to building the desired image in public	1.1 New media and communication strategy developed	Partially realized	Communication strategies for individual projects have been prepared, but unified communication for the whole organization needs to be developed.
	1.2 New digital communication strategy developed	Partially realized	For some projects, digital communication strategies are being developed. It is necessary to develop a unified digital communication strategy for the entire organization.
	1.4 Annual allocation for NALED's promotional activities financed from membership fees and planned in the budget *	Realized	The Communications Department has prepared detailed inputs for the annual budget approved by the Board.
2. Improved existing and developed new real-time communication channels for members, partners and wider public	2.1 At least 100 conferences, round tables, professional meetings and seminars for members and partners on annual basis	Realized	A total of 114 events were organized: 14 info days, 13 conferences and working meetings, 17 round tables, 35 trainings, 7 workshops, 7 press conferences, 8 public drawings, 3 public debates, 9 study visits, 1 student competition.
	2.2 Participating as a partner in at least two events about business environment and economic development in the region (seminar, conference, debate) *	Realized	NALED participated as a minority partner in the organization of a regional conference - Digital Summit Western Balkans 6 in Skopje, where a panel on the BFC SEE program was organized in cooperation with ZELS. As a partner of GIZ, NALED participated in organizing a two-day conference in Kiev "Towards SDG 16 and EU Integration: Effective and Efficient Public Institutions as a Catalyst for Promoting Democracy and Stability?".
	2.3 New NALED website with improved functionalities and on-line services for members and up-to-date information	Realized	The new NALED web site was released live in the mid-2018 and according to Google Analytics data, it has recorded 102,809 views so far (most visits generated by homepage, the biographies of the governing bodies, the executive office and news). Alexa website for ranking websites, places naled.rs is among the 20,000 most visited websites in Serbia (19,761).
	2.4 Updating and improving CRM system functionality with the knowledge base of members and partners	Realized	CRM (contact database) is updated regularly; a system has been developed to create minutes / reports from meetings that are linked to the contact database. Further enhancement of functionality implies the introduction of an online registration for events to keep everything logged automatically in the system with the contacts.

	2.5 Video service launched - brief video news and stories from NALED	Partially realized	Equipment and software were purchased, and the first video testimonials were prepared within the GGF project Towards a Paperless Administration, as well as a video message from the President of the Board. During 2019, a unique intro and designed elements for NALED's video clips will be developed.
	2.6 Electronic newsletter about business environment sent to members, partners and media representatives as of mid 2018, at least quarterly	Realized	Since mid-2018, two editions of the designed electronic media newsletter have been sent to the members and the media, which resulted in more than 170 publications in the media worth over 75,000 euros.
3. Improved communication and information exchange between EO employees	3.1 There is a person(s) in EO who handles internal communication and information exchange in EO	Partially realized	HR function has been established and a relevant person was engaged, who took maternity leave in the meantime, so a new solution needs to be found.
	3.2 Regular mechanisms of internal communication and reporting established	Realized	The rule has been established that each team meeting is attended by one representative of other teams for the purpose of better information. The practice of team meetings before organizing large events has been introduced. Internal monitoring of the implementation of the strategic plan has been introduced. All meetings are scheduled in a shared calendar through Outlook. Calendar events is updated and distributed regularly. All press releases and invitations are sent to the entire EO.
4. Developed positive image of NALED as an expert, independent organization working for the public interest	4.2 At least 90% of media releases are positive or neutral	Realized	In 2018, NALED recorded 4,984 media releases, an increase of almost 50% (49.66%) compared to last year (3,330). Out of the total number, a negligible number (less than 20) of releases is in a negative context.