

STRATEGIC GOALS AND ACTION PLAN - NALED 2019-21

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	Year
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	2019, 2020, 2021
		1.2 Participation in the process of updating the National Program for Countering Shadow Economy, which is revised once in two years	2019, 2021
		1.3 Coordination of the development of Government's Annual Action Plan for Countering Shadow Economy	2019, 2020, 2021
		1.4 Semi-annual monitoring of government institutions' performance regarding the implementation of the Action Plan for Countering Shadow Economy and reporting on the effects	2019, 2020, 2021
		1.5 Performing at least three analyses and research a year, supporting the implementation of the Action plan measures	2019, 2020, 2021
		1.6 Developing recommendations for optimization of at least five administrative procedures burdening legal businesses	2019, 2020, 2021
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 managing the Support Unit for inspection oversight in the line ministry (MPALG) and participation in at least three groups established within the Commission	2019, 2020, 2021
		2.2 Expert support for the development of e-inspector software, including the risk analysis module	2019
		2.3 Supporting the introduction of plea agreement model in the work of two inspections - labor inspection and market inspection, in cooperation with misdemeanor courts	2019
	Risk analysis module established within the e-Inspector software used by minimum four inspections by 2020	2.4 Preparing recommendations for improving the legal framework and the practice of line institutions in charge of supervising the inspections	2019
		2.5 Establishing a contact center for submitting za complaints and files to state institutions	2019
	Number of unannounced controls of registered entities reduced by 20% in 2021 compared to the first 12 analyzed months	2.6 Special regulation of the position of inspectors in the system of public administration and public officers	2019
		2.7 Establishing a publicly available Database of acts on the implementation of laws and other national regulations	2020
	At least 2 inspections have introduced plea agreement by the end of 2019	2.8 Realization of at least four open sessions of the WG of Coordination Commission for inspection oversight for the media and business	2019
		2.9 Developing a guide on the implementation of the Law on Inspection Oversight for border inspections	2019

3. Improved awareness among citizens and businesses on the negative effects of shadow economy and motivation for compliance	<p>Surveys indicate that more than 90% of citizens support the combat against shadow economy in 2021.</p> <p>Tax collection rate increased by 10% in 2021 compared to 2018</p> <p>The share of cashless payments increased by 20% in 2021 compared to 2018</p>	3.1 Implementation of the national campaign for promoting an improved fiscalization system and the countering of shadow economy	2020
		3.2 Implementation of a campaign and education program on tax reliefs for start-ups	2019
		3.3 Implementation of a campaign for promoting cashless payments as a mechanism for countering shadow economy	2019
		3.4 Organization of annual conference on shadow economy	2019, 2020, 2021
		3.5 Managing the national portal about shadow economy www.uzmiracun.rs	2019, 2020, 2021
		3.6 Developing on-line trainings for start-ups titled "Start Legally" on www.uzmiracun.rs	2019
		3.7 Implementing a minimum of 10 trainings for new businesses on how to start a business and operate legally	2019
		3.8 Developed and realized media campaign on the importance of inspectors' profession	2019
4. Improved predictability and reduced tax and non-tax burden	<p>Law on Fees adopted, introducing transparency in non-tax burden to business, by the end of 2019</p> <p>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</p> <p>Average VAT refund time is 15 days by 2021</p> <p>Established online registry of non-tax fees by 2021.</p> <p>Improved transparency and efficiency of public procurements as estimated by at least one international institution by 2021.</p>	4.1 Developing recommendations for improving the Law on Fees for Use of Public Goods and elimination of at least 10 para-fiscal charges for businesses	2019
		4.2 Developing recommendations and participating in working groups for improving tax regulations	2019, 2020, 2021
		4.3 Inclusion of at least 50 local governments in NALED's online Calculator of local fees	2019
		4.4 Defining 10 models for local decisions as best practices in defining the local fees and charges	2020
		4.5 Performing an analysis of the Serbian fiscalization system and recommendations for improvements	2019
		4.6 Providing support in the implementation of Tax Administration Transformation program through membership in working groups	2019, 2020, 2021
		4.7 Participation in drafting by-laws to the Law on Fees	2019
		4.8 Performing analyses for simplified employment of seasonal workers for household chores	2019
		4.9 Developing an analysis and recommendations for improving the Labor Law	2020
		4.10 Developing a budget impact analysis of the healthcare financing system (elimination of contributions)	2019
		4.11 Participation in performing an analysis of business processes for the system of online exchange of invoices	2019
		4.12 Developing recommendations and participating in amendments to the Public Procurement Act	2019
		4.13 Providing support in establishing an electronic system of public procurement	2020
		4.14 Performing an analysis for unified collection of taxes and contributions for lump-sum taxpayers	2019

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	Year
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 Law on e-Government and by-laws adopted by mid 2019 At least one e-archive as a trust service established by mid 2019 Improved legal framework for trade and e-commerce by 2020.	1.1 Participation in planning and monitoring of e-Government development through participation in the Government's E-Government Coordination Council and working groups	2019, 2020, 2021
		1.2 Providing support to the Government and Office for IT and E-Government in developing the E-Government Development Program and the Action plan for the period 2019-21	2019
		1.3 Developing a unified Regulation on electronic validation and participation in consultative process for the remaining by-laws to the Law on E-Business (electronic delivery and electronic seal)	2019
		1.4 Participation in Government's WG for establishing cashless and electronic payments (preparing analysis of regulations and recommendations for abolishing provisions for proof of payments and enabling automatic recording of payments)	2019, 2020
		1.6 Participation in the Working group for reforming the Government's Regulation on office operations with the goal of designing a unified Regulation on office operations (Regulation on office operations, Regulation on electronic office operations and Regulation on the categories of registrar material with defined storage periods)	2019, 2020
		1.7 Participation in the working group for the Law on Trade and E-Commerce	2019
		1.8 Coordination of the E-Government Alliance, which submits comments to the Government to draft laws in the field of archiving, personal data protection and information safety	2019, 2020, 2021
		1.9 Supporting the Office for IT in establishing e-services (improving the authentication system for e-services, e-payments etc)	
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	2020
		2.2 Participating in the implementation of at least two projects for introducing e-services (e.g. e-space, e-public procurement) in cooperation with the Office for e-Government	2019
		2.3 Promoting the introduction and use of POS terminals at local government counters	2019
		2.4 Performing education for local governments on information safety, personal data protection, and other topics significant for the development of e-Government (2018-2021)	2019, 2020, 2021
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	Year
1. Improved cadastre registration procedure	Average time for registering property in the cadastre reduced by 50% in 2021 compared to 2018 Property registration performed in a single place - with public notaries by the end of 2018	1.1 Initiating and participating in the amendments to at least one regulation a year in the field of real estate cadaster registration, in line with NALED's legal analysis	2019, 2020, 2021
		1.2 Training at least 500 users for the implementation of legal framework for registering property in the Cadaster	2019
		1.3 Designing a Guide for Real Estate Cadaster registration and video instructions	2019
		1.4 Providing support in improving the electronic systems of RGA, Ministry of Justice, Tax Administration and Office for ITE with the aim of easier exchange and transfer of data	2019
		1.5 Organizing at least one round table with courts regarding the preparation for mandatory delivery of documents which will be applied starting from 2021.	2019
		1.6 Developing and maintaining a web portal for supporting citizens, businesses and entities in charge of delivery for Cadaster registration www.upisnepokretnosti.rs	2019, 2020
		1.7 Developing an impact analysis of the Cadaster reform after a year of law implementation with the aim of proposing further solutions for system improvements	2020
		1.8 Implementing an informative campaign for citizens and businesses for promoting the new Real Estate Cadaster registration procedure	2019
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 Developing recommendations for improving the Law on Planning and Construction and support in developing relevant by-laws	2019, 2020
		2.2 Managing the national portal for supporting construction permitting www.gradjevinskedomozvole.rs in line with the available resources	2019, 2020, 2021
		2.3 Preparation of proposal for optimization of the procedure for determining the conditions and connecting facilities to infrastructure through unified procedure	2020
		2.4 Preparation of proposal for optimization of the urban planning process and the development of Action plan for digitalization of procedure	2019, 2020
		2.5 Coordination of Property and Urbanism Alliance in preparing and submitting analyses / proposed measures to the Government for planning and construction, and property protection policies	2019, 2020, 2021
		2.8 Participation in the working group for the Law on Land Consolidation - preparing proposals in line with NALED's impact analysis of rural land consolidation	2019
		2.9 Participation in the working group for urban land consolidation	2019

3. Improved regulatory framework for property management	Comprehensive registry of collaterals established by 2021	3.1 Preparation of draft amendments to the Law on Pledge of Movable Property and Rights, with the aim of improving the Doing Business ranking	2019
	Electronic application for collateral registration established by 2019	3.2 Preparation of proposals for amending the Law on the Basics of Legal-Ownership Relations	2020
		3.3 Performed analysis of insolvency procedure with recommendations for cost reduction	2019
	Improved control of bankruptcy trustees and transparency of information in bankruptcy procedures by 2020	3.4 Performing a situation analysis related to Article 95 and 96 of the Law on Cooperatives from 1996 with proposed options for resolving these problems	2019
		3.5 Developing recommendations for improving the procedure of settling creditors' claims	2020
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	Year
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	2019, 2020, 2021
	Minimum 50% of NALED members' comments accepted	1.2 Participation in the work of Expert group for food and agriculture of the line ministry	2019, 2020, 2021
2. Reduced administrative burden in agriculture	At least two agricultural procedures optimized by 2021	2.1 Perform optimization of at least one procedure in the field of agriculture, in line with NALED's previous analysis	2020
	Average time between application for incentives and payment in the sphere of agriculture reduced by 30% in 2021 versus 2018	2.2 Participation in implementing the project e-Agrar - improving the Registry of Agricultural Households and applying for national incentive measures in agriculture	2019, 2020
3. Improved conditions for the employment of seasonal labor	10000 seasonal workers employed through the streamlined system by the end of 2021	3.1 Organizing trainings for employers and local governments for the implementation of the new Law on simplified work engagement of seasonal workers in agriculture	2019
		3.2 Supporting further development and functionalities of the web portal for registering seasonal workers www.sezonskiradnici.gov.rs	2019
		3.3 Developing a mobile application for registering seasonal workers in agriculture	2019
		3.4 Managing a contact center for supporting the implementation of the new Law on simplified work engagement of seasonal workers in agriculture	2019
		3.5 Exchanging experiences and presenting the new model of seasonal workers employment in the EU and the region as a best practice example	2019

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	Year
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	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	2019, 2020, 2021
	Minimum of 50% of NALED members' comments accepted	1.3 Implementing at least one project in the field of healthcare with the aim of improving business engagement in planning and implementing the healthcare system reform	2021
2. Reduced administrative burden in the healthcare sector	Set of procedures for registration in the List of medicines optimized by 2021	2.1 Support for optimization of at least one procedure related to the List of Medicines in line with NALED's previous analysis and recommendations	2019
3. Improved system of healthcare financing	At least 10 local governments have applied the proposed models for resolving the debts of healthcare institutions and pharmacies by 2020.	3.1 Support in defining the model for resolving debts of healthcare institutions and pharmacies on the local level	2019
	Amended regulations, which enable people with mandatory healthcare insurance to use healthcare services in private practice, are consistently applied by the end of 2020.	3.2 Prepared analysis and launched initiative for equalizing private and state healthcare service providers	2020
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	Year
1. Improved business environment in areas monitored by the Doing Business List	At least five regulations amended to improve business environment in 10 areas monitored by DB by 2021	1.1 Preparing inputs for the Government's annual Action Plan for improving Serbia's position on the Doing Business List	2019, 2020, 2021
		1.2 Participating in at least three sessions of the Joint Group in a year	2019, 2020, 2021
	In at least three areas monitored by the DB List, Serbia's ranking is improved for more than	1.3 Presentation of implemented reforms to contributors - minimum one meeting with each group of contributors a year	2019, 2020, 2021

	10 places in the 2021 report compared to 2018	1.4 Organizing annual conferences on the Doing Business results	2019, 2020, 2021
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	2019
		2.2 Further development of e-certification software and the module for automatic generation of reports about the local business environment	2019, 2020, 2021
		2.3 Informing public authorities, local governments, donors and businesses in the region on advantages of BFC SEE program and the promotion of analyses/statistics/reports generated from the software	2019, 2020, 2021
		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	2019, 2020, 2021
		2.5 Organizing at least two meetings a year of the Regional Council and Tehcnical secretariats of BFC SEE Network	2019, 2020, 2021
		2.6 Publishing an updated Guide for implementation of the III edition of BFC SEE standard	2019
		2.7 Revision of BFC SEE standard through consultation with partner institutions from the region and publishing a Guide for implementation of the IV edition	2021
3. Succesful 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 Analysis of legal framework, environment and models for formalization of the BFE SEE network as a platform for harmonizing and improving the business environment in South East Europe	2019
		3.2 Promotion and advocacy of models of institutionalization of BFE SEE platform	2019, 2020
		3.3 Registered BFE SEE platform as a regional organization with ensured operational funding and NALED as its secretariat	2021
		3.4 Identification and promotion of at least one best practice model in the work of public administration and local government in the region, on an annual basis through Doing Business and business friendly certification	2019, 2020, 2021
		3.5 Participating in the implementation of at least one regional project for replication / exchange of best practices in the work of public administration and local government	2021
		3.6 Participating in the implementation of at least one development partnership project between the private and public sector for improving the business environment with the support of GIZ DPP	2020
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	Year
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 The National Public Administration Academy implements at least five training programs for stimulating economic development in the period 2019-2020	1.1 Conducting trainings defined in the National Academy of Public Administration programs, where NALED has been accredited	2019, 2020, 2021
		1.2 Engagement in the work of Program Council of the National Academy of Public Administration	2019, 2020, 2021
		1.3 Participating in the organization of international training programs for civil servants with the support of foreign embassies	2019, 2020, 2021
		1.4 Organization of study tours and trainings, seminars and lectures for public administration representatives via projects/programs financed by international sources	2019, 2020, 2021
		1.5 Establishing an e-training center with on-line seminars on NALED website	2021
		1.6 Developing and submitting proposals for training of mayors to line institutions	2019
		1.7 Organization of Business Environment Experts Forum on an annual basis	2019, 2020, 2021
		1.8 Organization of international conferences and study tours on the topics of local economic development	2019, 2020, 2021
		1.9 Establishing and developing on-line library of knowledge about business environment on NALED website	2021
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	2.1 Engagement and education of local governments about certification program and BFC standards application	2019, 2020, 2021
		2.2 Implementation of the certification program	2019, 2020, 2021
		2.3 Promotion of certified municipalities	2019, 2020, 2021
		2.4 Positioning BFC certificate as an indicator / reference when awarding funds from state and international institutions, intended for local economic development	2019, 2020, 2021
		2.5 Developing new online tools for self-evaluation of business environment quality for local governments	2020
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	Year

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 (100 recommendations by businesses for cutting the red tape) and its delivery to the Government and line institutions	2019, 2020, 2021
	The number of laws adopted with previous Regulatory impact assessment – RIA and Business impact assessment - BIA increased by 50% by 2021	1.2 Analyses of regulations significant for business environment aimed at advocating reforms and/or participating in regulatory processes (RIA, BIA)	2019, 2020, 2021
		1.3 Preparation and distribution of quarterly status reports on regulatory reform	2019, 2020, 2021
		1.4 Monitoring of the Government and Parliament as regards to legislation of significance for businesses and annual report - Regulatory Index of Serbia - RIS	2019, 2020, 2021
		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	2019, 2020, 2021
2. Sustainable public-private dialogue about business environment improvements	More than 70% of regulations related to business environment adopted through public discussions in line with the GoS Rules of Procedure in 2021	2.1 Improvement and amendment of the training program and methodology for public-private dialogue developed by NALED	2019
		2.2 Organizing trainings and study tours for representatives of public administration, civil society organizations and businesses aimed at establishing PPD	2019, 2020, 2021
	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	2019, 2020, 2021
		2.4 Preparing and publishing a guide for PPD with models (e.g. Business Councils on the local level, Economic Caucus in the Parliament, Joint Groups in the Government)	2020
		2.5 Expansion and further equipment of premises for organizing public private dialogue (PPD Hub) used by the representatives of private sector, associations and public sector, for establishing / maintaining the dialogue	2019
	NALED is a member of at least 30 working groups for regulatory issues significant for business environment until the end of 2020	2.6 Participation in at least 30 working groups for drafting regulations significant for business environment	2019, 2020, 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	2019, 2020, 2021
	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	2.8 Organizing international conferences and other events aimed at promoting the dialogue between the public and private sector	2019, 2020, 2021
		2.9 Organizing discussions between businesses and civil sector with the public sector (economic council sessions, public discussions about draft laws, round tables)	2019, 2020, 2022
	At least 30 local governments have established economic councils as a mechanism of consultation about local decisions by 2021	2.10 Support in developing a new website of the National Public Policy Secretariat (RSJP) with a functional module for public private dialogue about regulations and public policies	2019
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	Year
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	2019, 2020, 2021
		1.2 Participation in meetings between the civil society and the Government within the NCEU working groups for chapters 16 (Taxes), 20 (Entrepreneurship and Industrial Policy) and 22 (regional policy and coordination of structural instruments)	2019, 2020, 2021
		1.3 Participating in the NCEU working group for chapters 11, 12 and 13 (agriculture, fisheries and forestry)	2019, 2020, 2021
		1.4 Participating in consultations about the Economic Reform Program - ERP (2018-2021)	2019, 2020, 2021
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	2019, 2020, 2021
		2.2 Preparing and submitting monitoring reports about the work of Government and Parliament to European institutions, as well as other inputs and materials about the business environment in Serbia and the region	2019, 2020, 2021
		2.3 Preparation of inputs for annual progress reports of the European Commission for Serbia for chapters 8 (Competitions), 16 (Taxes), 20 (Entrepreneurship and Industrial Policy) and 22 (regional policy and coordination of structural instruments)	2019, 2020, 2021
		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	2019, 2020, 2021
ORGANIZATIONAL GOAL - STRENGTHENING NALED'S CAPACITIES AND SUSTAINABILITY			
STRATEGIC GOAL 1: STRENGTHENED MEMBERSHIP AND MANAGING BODIES			
Result	Indicator / Activity		Year
1. Increased number of accountable and committed members	1.1 NALED has 400 members by 2021		2021
	1.2 Membership fee collection rate is 95% on annual basis		2019, 2020, 2021
	1.3 Membership fee collection rate is 75% during the first quarter		2020, 2021
	1.4 Average membership fee growth rate is 10% annually		2019, 2020, 2021
	1.5 Members co-finance and support NALED's events in the amount of minimum 20,000 EUR on annual basis		2019, 2020, 2021
	1.6 NALED implements at least one joint project per year with financial support of members		2019, 2020, 2021
	1.7 At least 60% of members attend the Annual Assembly every year		2019, 2020, 2021
2. Members actively contribute to NALED goals	2.1 Membership drain is less than 7% annually		2019, 2020, 2021
	2.2 The Managing Board and NALED managing bodies meet at least once per quarter		2019, 2020, 2021
	2.3 At least 6 functional alliances working on business environment improvements in specific spheres (shadow economy, e-government, agriculture, health care, property and urban planning)		2021
	2.4 Number of members involved in alliances increased on an annual basis		2019, 2020, 2021
	2.5 Minimum 40% of members engage in the work of managing bodies and theme alliances		2021
	3.1 Representatives of Managing and Executive Boards speak on behalf of NALED in at least 10 events a year		2019, 2020, 2021

3. Public recognizability and credibility of the Managing Board and other NALED bodies as the proponents of positive reforms	3.2 Establishing Steering Committees for a minimum of five key projects, involving members	2020
	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	2019, 2020, 2021
	3.4 50% of managing bodies' members take part in NALED's regular activities on an annual basis	2019, 2020, 2021
	3.5 Holding annual consultation meetings between the managing bodies and Government representatives	2019, 2020, 2021
STRATEGIC GOAL 2: MID-TERM SUSTAINABILITY OF NALED ENSURED		
Result	Indicator / Activity	Year
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	2019, 2020, 2021
	1.2 Minimum one multi-year project contracted worth at least one million EUR	2021
	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	2019, 2020, 2021
	1.4 NALED/Expose participates in at least 5 domestic and international tenders a year	2019, 2020, 2021
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 formally a member of at least 30 working groups for amending regulations significant for business environment	2020
	2.2 NALED is defined as the Government's partner in an act formalizing the regional network (establishing the regional platform) for business friendly environment	2020
	2.3 NALED activities for the public interest are recognized in at least one regulation	2021
STRATEGIC GOAL 3: IMPROVED ORGANIZATIONAL, HUMAN AND TECHNICAL CAPACITIES OF THE EXECUTIVE OFFICE (EO)		
Result	Indicator / Activity	Year
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	2019
2. Structure and number of staff and employed in EO adequate for achieving the goals of the organization	2.1 There is a functional plan of employment and hiring consultants on annual basis	2019, 2020, 2021
	2.2 At least 80% of permanently employed in EO holding university degrees (including master and/or PhD)	2019, 2020, 2021
	2.3 At least 50% of permanently employed in EO holding positions within the salary degree 4 (senior manager) and 5 (top manager) have more than 10 years of relevant experience	2019, 2020, 2021
	2.4 There is a list of key people and the plan of succession	2019, 2020, 2021
	2.5 There is an up-to-date ROSTER list	2019, 2020, 2021
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 and there is a person in charge of human resources development	2019
	3.2 All newly employed are subjected to the program of orientation and integration	2019, 2020, 2021
	3.3 Internship program for young professionals established, with 20 interns attending the program	2021
	3.4 At least 80% of development activities planned within the process of annual staff performance analysis are implemented	2019, 2020, 2021
	3.5 Establishing e-operations in line with the occupational health and safety and fire protection regulations	2019
	3.6 Annual satisfaction and/or permanent employees survey for EO and the action plans based on the survey results implemented	2019, 2020, 2021

	3.7 Undesirable fluctuations of permanently employed is 10% at most on annual basis	2019, 2020, 2021
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 and used	2019, 2020, 2021
	4.2 All project managers and directors are trained for NICE software until the end of 2018	2019
	4.3 Data and system protection person hired and security procedures developed	2019
	4.4 Data backups ensured (local servers, cloud) as of 2018	2019
5. Office space of EO is functional and sustainable	5.1 Market analysis conducted with opportunities for moving to new offices or adaptation of the existing premises	2019
	5.2 Improved technical capacities and conditions for organizing public private dialogue in NALED premises	2019
	5.3 Ensured long-term, functional solution for NALED's premises in the form of public private dialogue	2019
STRATEGIC GOAL 4: IMPROVED RESEARCH-ANALYTICAL CAPACITIES OF THE EXECUTIVE OFFICE		
Result	Indicator / Activity	Year
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	2019
	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	2020
	1.3 Active cooperation with at least five faculties, institutes and other science institutions in the area of analyses and research	2019, 2020, 2021
	1.4 Publishing and promotion of NALED's analytical products	2019, 2020, 2021
2. NALED has built internal capacities and credibility as a think-tank organization in Serbia and internationally	2.1 The EO has a functional research and analytics team with three researchers, providing support in the development of analytical/policy products	2019, 2020, 2021
	2.2 NALED is included in international think-tank organizations rankings	2021
	2.3 International institutions and think-tank organizations refer to NALED's analyses and publications in their reports	2021
	2.4 NALED uses the existing methodology for performing policy research and analyses and quality control	2019, 2020, 2021
	2.5 NALED has protected its methodologies for evaluation and improvement of business environment (intellectual property)	2020
	2.6 NALED employees and external associates publish at least three expert articles a year and participate as speakers in at least 10 national, regional or international conferences	2019, 2020, 2021
	2.7 EO has developed a monitoring and evaluation function	2020
STRATEGIC GOAL 5: IMPROVED INTERNAL AND EXTERNAL COMMUNICATION		
Result	Indicator / Activity	Year
1. Developed strategic approach to building the desired image in public	1.1 New media and communication strategy developed	2019
	1.2 New digital communication strategy developed	2019
	1.3 Annual allocation for NALED's promotional activities financed from membership fees and planned in the budget	2019, 2020, 2021
	2.1 At least 100 conferences, round tables, professional meetings and seminars for members and partners on annual basis	2019, 2020, 2021
	2.2 Participating as a partner in at least two events about business environment and economic development in the region (seminar, conference, debate)	2021
	2.3 Further development and updates to NALED website with improved functionalities and locked on-line services and databases for members	2019, 2020, 2021

2. Improved existing and developed new real-time communication channels for members, partners and wider public	2.4 New visual identity for NALED and promotional materials developed	2019
	2.5 Development and maintenance of at least five websites / web portals for the reform areas NALED works on	2019, 2020, 2021
	2.6 Updating and improving CRM system functionality with the knowledge base of members and partners	2019, 2020, 2021
	2.7 Video service launched publishing at least six video stories from NALED a year	2019, 2020, 2021
	2.8 Electronic newsletter about business environment sent to members, partners and media representatives at least quarterly	2019, 2020, 2021
	2.9 Developed and implemented at least one NALED interactive mobile application or IT platform for internal communication with members by the end of 2021.	2021
3. Improved communication and information exchange between EO employees	3.1 HR function established and developed - there is at least one person in EO who handles recruitment and selection, employee development and internal communication	2019
	3.2 Regular mechanisms of internal communication and reporting established	2019
4. Developed positive image of NALED as an expert, independent organization working for the public interest	4.1 At least 70 % of members and partners see NALED as an independent organization working for the public interest - survey conducted once in three years	2020
	4.2 At least 90% of media releases are positive or neutral	2019, 2020, 2021
	4.3 At least 50% of citizens who heard about NALED have a dominantly positive opinion - survey conducted once in three years	2020
	4.4 Realized at least two campaigns a year for promoting reforms	2019, 2020, 2021
	4.5 Realized at least one CSR campaign	2019, 2020, 2021
	4.6 Realized at least one campaign a year about NALED as an association investing efforts for a better business environment	2019, 2020, 2021
STRATEGIC GOAL 6: DEVELOPED AND STRENGTHENED NETWORK OF PARTNERS ON THE NATIONAL, REGIONAL AND EUROPEAN LEVEL		
Result	Indicator / Activity	Year
1. Improved and expanded cooperation with state institutions	1.1 Established cooperation on improving the business environment with at least two additional ministries and five state institutions	2021
	1.2 Improved partner cooperation with the National Public Policy Secretariat (RSJP) on developing a registry of administrative procedures and proposals for optimization	2019
	1.3 Established cooperation with council groups in the Parliament in line with NALED's Program goals	2019, 2020, 2021
2. Established and improved cooperation with similar local and international organizations in the country/region/EU	2.1 Established cooperation with at least five organizations from South East Europe and contacts with at least 20 international organizations and/or consulting companies as potential partners for project implementation, participation in open calls, tenders...	2021
	2.2 Membership in at least two regional and one European network/platform dealing with business environment and economic development	2021
	2.3 Participation in at least one peer to peer visit and fellow exchange a year	2019, 2020, 2021
	2.4 Achieved program cooperation in the field of public private dialogue with at least three relevant business associations such as the Serbian Chamber of Commerce, Standing Conference of Towns and Municipalities, AmCham, Foreign Investors Council, Serbian Association of Managers, Union of Employers, Association of Small and Medium Enterprises	2021