

NALED STRATEGIC GOALS 2022-2025

STRATEGIC AREA 1: IMPROVEMENT OF PUBLIC POLICIES AND SERVICES

Program goal 1: Improved quality and process of enactment of regulations

- 1.1 Improved institutional accountability and analytical basis for enactment of regulations
 - Improved regulatory reform monitoring through publishing Quarterly Reports
 - Improved transparency of the legislative process through the annual Regulatory Index of Serbia
 - Partially or fully implemented at least 10 Grey Book recommendations per year
 - At least one regulation per year improved based on NALED's ex ante analyses
 - NALED supports institutions in drafting at least five regulatory impact analyses yearly
- 1.2 Sustainable public-private dialogue established to improve conditions for doing business
 - Established Economic Caucus in the Parliament with NALED's support by 2023
 - NALED participates in at least 20 Government's joint groups for drafting regulations a year
 - NALED organizes dialogue on public policies with interested civil society organizations (CSOs) and political actors at least twice a year
 - NALED supports at least three sectorial associations and CSOs a year in setting up and managing public private dialogue
 - Improved training curriculum and online course on public private dialogue, available on NALED's website from 2023

Program goal 2: Curbed shadow economy

- 2.1 Established strategic and institutional framework for the suppression of informal economy
 - Government Program for Countering Shadow Economy adopted by the end of 2022
 - Support provided to the establishment and operations of the Government's Coordination Body and the Expert Group for Countering Shadow Economy from 2022
 - Monitoring of Program implementation secured through semi-annual reporting from 2023
- 2.2 Further Transformation of the Serbian Tax Administration supported
 - Software for seasonal workers engagement upgraded by the end of 2022
 - Consolidated collection of taxes for entrepreneurs introduced by the end of 2024
 - Risk analysis system based on e-Fiscalization upgraded by the end of 2025
 - Support provided to the implementation of at least one measure from the Program for Countering Shadow Economy a year
- 2.3 Improved conditions for cashless payments
 - Government's Coordination Body for improving the conditions for cashless payments adopted its Action Plan to be implemented from 2023
 - Subsidized 25,000 POS terminals for micro and small enterprises and institutions by the end of 2025

- The number of government authorities that accept cashless or electronic payment for their services increased by at least 200 by the end of 2025

2.4 Improved efficiency and cooperation of inspectorates with businesses

- Increased number of inspectorates using e-Inspector every year
- E-Inspector system integrated with at least one other electronic register by the end of 2024
- Consultations between businesses and inspectors organized at least once a year starting from 2023

2.5 Improved labor regulatory framework

- Law on work engagement on seasonal jobs expanded by the end of 2023
- Regulatory framework for flexible forms of labor improved by the end of 2025
- Proposal for improvements of the Labor Law developed by the end of 2025

2.6 Strengthened awareness of the importance and ways to fight the shadow economy

- At least one campaign aimed at citizens and/or businesses implemented per year

Program goal 3: Improved public finance

3.1 Ensured optimal implementation of e-Invoices

- Implemented at least 10 training sessions for public and private sector per year, during 2022 and 2023
- Improved software and/or law based on regulatory impact analysis and e-Invoice system implementation by the end of 2025

3.2 Improved public procurement system

- New (improved) Register of bidders developed by the end of 2023
- More than 1,300 contracting authorities and bidders trained to apply quality criteria in public procurement by the end of 2024
- Models for green public procurement criteria developed by the end of 2024
- Annual campaign for promoting responsible public procurement implemented by the end of 2022

3.3 Improved tax system

- Reduced tax burden on low wages by the end of 2025
- Improved VAT regulations by the end of 2024
- Improved implementation and/or at least one tax relief introduced by the end of 2024

3.4 Reduced parafiscal burden

- Improved calculation method for at least 10 non-tax levies by the end of 2024
- Improved transparency of non-tax levies through the online register by 2025
- Improved local ordinances on administrative fees in 5 pilot municipalities by the end of 2023

Program goal 4: Improved conditions for the development of e-government and e-commerce

4.1 Improved electronic services at the local level

- Local e-Government Development Index (LEI) established and published from 2022
- At least 100 local governments are ranked through LEI
- The ranked local governments improve the availability of eServices by at least 10% with NALED's support
- ChatBot for municipal services introduced as a pilot in at least two local governments in 2022

4.2 New electronic services developed and improved electronic identification

- Developed/improved at least one electronic service for businesses/citizens per year
- Amended at least one regulation per year to align it with the Law on e-Government and enable electronic delivery
- Enabled signing of both sides of electronic documents by means of a cloud-based digital signature by the end of 2023
- Enabled remote electronic identification by the end of 2023

4.3 Improved knowledge and awareness of e-Services

- The number of e-Government users among citizens and businesses is increasing by 10% per year
- At least 100 e-Services providers educated per year
- At least one awareness raising campaign organized per year
- At least 30 eGovernment services promoted by the end of 2023

Program goal 5: Improved conditions for entrepreneurship and innovation

5.1 Improved strategic and regulatory framework for developing entrepreneurship and innovation

- Action plan of the Digital Economy Council adopted and implemented from 2022
- The first Grey Book of Innovations published in 2022 and 2023
- At least 3 recommendations from the Grey Book of Innovations implemented per year
- At least one incentive measure for entrepreneurs introduced in line with NALED recommendations by the end of 2025

5.2 Support for entrepreneurs and innovators provided

- Grants worth up to a million USD per year for hi-tech and innovative local companies allocated by 2023
- Mentoring support provided for at least 30 innovators per year
- A standing mechanism for informing entrepreneurs through Small Business Informer established from 2022
- At least one social, youth or women entrepreneurship project supported a year

5.3 Improved conditions for research and development

- The practice of industry-related doctorates established by at least one University by 2023

- Specification for online database of scientific research infrastructure established by the end of 2023
- Simplified procedure for importing materials relevant for research and development by the end of 2023
- At least one more NALED's recommendation for improving the conditions for research and development implemented by the end of 2025

5.4 Improved conditions for the use of future mobility vehicles and supporting infrastructure

- Adopted Future Mobility Program by the end of 2023
- Improved regulatory framework for electric and hybrid vehicles in Serbia by the end of 2025

5.5 Promotion of innovation and entrepreneurship in Serbia performed

- At least one campaign for promoting innovation and innovators organized in the country and/or abroad per year, by the end of 2023
- At least one campaign for promoting social, youth and/or women entrepreneurship supported per year

Program goal 6: Improved conditions for investment and construction

6.1 Improved security of property rights

- Conversion fee abolished for persons who acquired the right to use in the process of privatization, bankruptcy and enforcement proceedings by the end of 2023
- More efficient implementation of the procedure of legalization of buildings by the end of 2025
- Improved efficiency of registration with the Cadastre by the end of 2024

6.2 Improved spatial and urban planning and construction

- A regulation streamlining spatial and urban planning adopted by the end of 2024
- Initiated development of a consolidated Electronic Spatial Planning System (eSpace) by the end of 2024
- Regulatory framework for the development of telecommunications infrastructure improved by the end of 2024
- At least 70% of local governments issue building permits within the statutory deadlines by the end of 2024

6.3 Improved conditions for investing in the energy sector and Mining

- Reduced duration of the procedure for connection to the electrical grid by the end of 2024
- Identified key barriers and proposed solutions for investing in renewable energy sources by the end of 2023
- More efficient procedure for obtaining permits in the field of energy and mining by the end of 2025

6.4 Improved international competitiveness of Serbia

- Updated Government Action Plan to improve the investment environment annually starting from 2023
- Supported implementation of at least two measures of the Action Plan per year

Program goal 7: Improved conditions for agriculture and food industry development

7.1 Improved regulatory framework and implementation of regulations concerning agriculture and food industry

- Updated plan for harmonization of regulations with EU legislation in cooperation with businesses annually
- At least one new flowchart for coordination of different inspectorates on an annual level developed and implemented
- Accepted at least 30% of comments provided by NALED's members on relevant regulations

7.2 Streamlining and automation of procedures in the agricultural sector

- Established regulatory and institutional framework for electronic entry in the Register of Agricultural Holdings (RPG) 2022
- Established electronic system for RPG and subsidies – e-Agrar by the end of 2023
- Enable more efficient implementation of the Field works record in practice by the end of 2023
- Digitalize at least one more procedure in the field of food and agriculture by the end of 2025

Program goal 8: Improved health services and availability of medicines

8.1 Streamlined health procedures and services

- Implemented at least 10% of recommendations provided in the Grey Book of Health 2023
- Amended regulations that govern placing medicines on the market in 2024
- Digitized procedures for putting medicines on the market in 2025
- Optimization of the central repository of medical data and its integration with the private sector data in 2025

8.2 Established strategic and institutional framework for automation of health data

- Prepared and adopted Action Plan for digitalization in private and public health sectors in 2022
- Methodology for monitoring the implementation of AP for healthcare digitalization developed and implemented from 2022
- At least three measures from the AP implemented with integration of the private sector by the end of 2025

8.3 Established conditions for encouraging innovation in biomedicine

- Regulatory framework for the use of artificial intelligence in health care established in 2023

- Integrated recommendations of the private sector in the development of the BIO4 campus platform 2025
- Optimized and digitized clinical trial procedures 2023

Program goal 9: Supported implementation of the Green Agenda

9.1 Improved strategic and regulatory framework for environmental protection and introduction of circular economy

- Adopted Circular Economy Development Program with its Action Plan 2022
- Implemented minimum 70% Measures provided in the Action Plan of the CE Development Program by the end of 2025
- Prepared and adopted Law on Amendments to the Law on Waste Management 2023

9.2 Established sustainable packaging waste management chain

- New Law on Packaging and Packaging Waste prepared and adopted 2023
- Increased quantities of collected packaging waste by an average of 15% for all materials by the end of 2025
- Increased quantities of collected packaging glass by at least 20% in selected pilot cities by the end of 2025
- Piloted system of a “smart” deposit return system of packaging waste during 2023

9.3 Improved conditions for collection and treatment of products that after use become special waste streams

- Defined business models for collection and treatment of at least two separate waste streams 2025
- Piloted collection of waste batteries and light bulbs at a minimum of 15 locations of public institutions by the end of 2023
- An incentive for waste battery collection introduced 2025
- Regulated food waste management through legal framework and inspection 2023
- Systematically resolved collection and treatment of waste motor oils by the end of 2025

9.4 Improved regulatory framework and capacities for wastewater management

- Joint Government’s working group tasked with wastewater management established by 2023
- The capacity for construction and management of wastewater treatment plants of at least 10 local governments strengthened by the end of 2025
- A system of tariffs for waste water established 2024

9.5 Public-private dialogue improved and citizens' awareness of environmental protection improved

- Joint Government Working Group established to improve the system of environmental fees by the end of 2023
- At least 10 workshops on proper collection and disposal of various waste streams conducted by the end of 2023

- At least two awareness-raising campaigns per year in cooperation with members and citizens conducted

STRATEGIC AREA 2: ENCOURAGING TERRITORIAL DEVELOPMENT AND EU INTEGRATION

Program goal 10: Improved conditions for local economic development

- 10.1 Strengthened capacities of local governments to support businesses and promote investment
- Organized at least one MasterClass per year for mayors and mayors in cooperation with the National Academy of Public Administration
 - At least 200 local officers trained a year on the topics of local economic development and implementing regulations relevant for businesses
 - Methodology developed and at least 10 local governments supported to develop their local development plans by mid-2023
 - Piloted system for digitalization of managing agricultural land in five local governments by the end of 2022 and offered to other local governments
- 10.2 Improved local business environment through BFC SEE program
- At least 20 local governments in Serbia have improved their conditions for doing business through the Certification of Business Friendly Municipalities (BFC SEE) program until 2025
 - The average progress that cities and municipalities achieve after the end of the process is at least 15% in relation to meeting the criteria at the beginning of the process
 - Established exchange of practice between mayors by holding at least three sessions of the BFC Club per year

Program goal 11: Improved and harmonized conditions for doing business in the Western Balkans

- 11.1 Improved regional cooperation and business environment standards through the BFE platform
- At least two Western Balkan economies joined the regional BFE Platform by the end of 2023
 - IV edition of BFC SEE standards for business friendly environment in the region adopted by the end of 2023
 - At least 100 cities and municipalities of the region took part in the certification process by BFC SEE standard by the end of 2025
- 11.2 Established mechanisms for monitoring and implementation of economic reforms in the region
- Established Business Environment Index for the Western Balkans, published from 2023
 - Analysis and key recommendations for improving the Open Balkan initiative published 2023
 - At least 5 cross-border / regional cooperation projects performed by the end of 2025
- 11.3 Promoted investment potentials of Serbia and the Western Balkans
- Organized the first regional “BFE week” to promote the investment potential of BFC SEE cities and municipalities 2022

- At least 10 cities and municipalities in the region included in the BFC SEE ranked in the list of Financial Times fDi Cities of the Future by the end of 2025

Program goal 12: Improved EU integration process and hence the areas of importance for businesses

12.1 Improved process of negotiations for EU membership

- At least two meetings of the working group for the Economic Reform Program within the NCEU organized annually
- At least 20% of the recommendations given through the National Convention on the EU (NCEU), for chapters 5, 11, 12, 13 , 16, 20, 22, 23, 25 and 27, is integrated into the plans of institutions on an annual basis
- Analysis performed and recommendations provided for improving the readiness to implement EU Regional Policy (Chapter 22) by the end of 2022
- Annual Progress Reports of Serbia reflects comments provided by NALED

12.2 Improved transfer of knowledge and best practices from EU member states

- Organized at least two study visits per year for public representatives and the private sector in EU member states
- At least 30 training sessions and meetings for knowledge exchange with EU institutions organized by the end of 2025
- At least six thematic workshops organized within the TAIEX program of support to local self-government by the end of 2023

12.3 Promoted importance and the benefits of EU integration for Serbian economy

- Provided support to public administration in promoting public administration reform with EU support 2022
- Importance of economic reforms on the EU path promoted within at least two conferences a year

STRATEGIC AREA 3: BUILDING THE CAPACITIES AND SUSTAINABILITY OF NALED

Organizational goal 1: Increased membership support for NALED activities and projects

1.1 Increased number of responsible and dedicated members

- At least 20 new selected members join NALED annually
- The percentage of membership fee collection is at least 90%
- The value of agreed membership fees grows by at least 5% per year

1.2 Members actively contribute to the goals and socially responsible initiatives of NALED

- At least 50% of members participate in the annual NALED Assembly
- At least 50% of members are involved in the work of governing bodies and associations
- Members co-finance at least five projects a year
- Members co-finance at least three socially responsible initiatives and / or NALED events per year

- CSR platform launched in cooperation with the businesses to support local communities by the end of 2023.

1.3 Members of governing bodies and alliances contribute to the visibility and credibility of NALED

- Members of governing bodies and alliances speak at at least 20 events and meetings with institution leaders annually
- Members of governing bodies and alliances support at least one NALED media campaign per year
- Leaders of governing bodies and unions are represented in at least 500 media outlets a year

Organizational goal 2: Mid-term financial sustainability of NALED ensured

2.1 Diversification and stability of funding sources ensured

- Funding for the work of the organization is provided through grants (40-50%), tenders and services (30-40%) and membership fees (10-20%)
- Contracted projects predominantly in the medium and / or long term in the amount of at least 3.5 million euros per year
- Obtained membership fees in the amount of at least 700,000 euros per year
- Formed liquidity reserve through cost optimization in the amount of 15% of annual business income

2.2 Improved access to funds and developed network of partners

- Established standards for budgeting and application procedures, which are updated annually
- Prepared and submitted at least 40 applications for projects per year in accordance with the strategic priorities and procedures of the organization
- Achieved cooperation with at least 20 consulting companies and NGOs from the country and the region when applying for projects annually
- Cooperation with at least five international donors per year on project implementation

2.3 Developed offer of educational and other services on commercial grounds in Serbia and the region

- A model of cooperation with IT companies in the field of reforming and digitizing public services by the end of 2025 has been established and implemented.
- Developed plan for the establishment of NALED Academy and the concept of providing educational and analytical services in 2024.
- Implemented at least one contract for the provision of services per year in the field of capacity building for the implementation of reforms in the countries of the region

Organizational goal 3: Ensured successful and efficient project and finance management

3.1 Empowered human resources and uniform practice in project management

- The Rulebook for project management has been adopted and is updated annually

- Enabled exchange of knowledge and best practices in accordance with the annual work plan of the Community of Project Managers
- Conducted at least two internal trainings per year for the implementation of the Rulebook on project management and the use of NICE software
- Functional project teams established in accordance with the RACI matrix on projects

3.2 Strengthened capacities for financial monitoring and reporting

- Financial reports for projects are prepared within 15 days after the end of the reporting period
- Automatic reporting on the level of realization of project activities through NICE software by the end of 2022 is enabled
- Monthly and annual reports on financial operations and liquidity prepared

3.3 Implemented projects and activities of the organization in accordance with the plan and budget

- At least 90% of the indicators for assessing the fulfillment of objectives on projects have been met
- Realization of at least 90% of the budget of planned projects on an annual basis
- Successfully conducted at least five internal and / or external project audits per year
- Successfully conducted an independent audit of the financial operations of the organization

Organizational goal 4: Human and organizational capacities aligned with the organization's needs

3.4 The organizational structure, profile and number of employees are appropriate

- Policy and procedure for hiring employees, interns and permanent consultants has been developed and has been in place since 2022 and updated as needed.
- An online recruitment and selection system and the 2023 Internship Exchange have been established.
- At least 80% of the annual plan for hiring new associates is being implemented
- A functional organizational structure has been established that is in line with changes in the internal and external environment

3.5 Improved human resource management

- The Human Resources Management Policy has been developed and is being implemented from 2023
- Inheritance plan and individual development plans are defined on an annual basis
- The employee remuneration policy, which has been in place since 2023, has been improved.
- Unwanted annual turnover of employees is mostly at the level of the average for comparable sectors

3.6 Strategic management and decision-making function established

- Improved decision-making procedure and division of competencies at the level of senior management, which has been applied since 2022.

- Established Councils of Directors for Program and Organizational Development within the Executive Office from 2022.
- Semi-annual monitoring of the implementation of the strategic plan at the level of departments and organizations has been introduced

3.7 Improved capacities, information and knowledge transfer within the Executive Office

- An annual training plan for employees for the development of knowledge and skills is being developed and implemented
- All new employees go through an onboarding program that is improved annually
- An annual internal communication plan is being developed and implemented with the introduction of at least one innovative approach or mechanism from 2023.
- An online database of best practices and at least two functional communities of practice has been established by the end of 2025.

3.8 NALED's organizational culture and values are recognized and accepted

- The values of the organization have been redesigned and incorporated into internal rules, procedures and trainings
- At least one workshop and / or team building activity of the Executive Office per year was conducted, especially aimed at promoting the values and organizational culture of NALED
- The Code of Conduct for Employees has been adopted and has been in force since 2022 and updated as necessary
- The annual plan for internal and external promotion of NALED as an employer has been implemented

Organizational goal 5: Technical and administrative capacities aligned with the organization's needs

5.1 Improved operational procedures and processes in line with international standards

- Developed procedures and processes within the Integrated Management System (IMS) that have been applied since 2022.
- Improved data security and protection procedures applicable from 2022.
- Digitization of processes and business documentation by the end of 2025.

5.2 Improved procurement function

- Revised internal procurement procedures in line with the growth of the organization, which have been applied since 2022.
- Strengthened capacities of the Procurement Unit in accordance with the employment and training plan
- Prepared procurement plans for key projects through NICE software
- A system of informing and training employees on internal and donor procurement procedures has been established by 2023.

5.3 Developed IT capacities for business and communication management

- There is a functional IT infrastructure (hardware and software) that is improved in accordance with the needs of the organization

- All employees attend at least one training per year to use internal IT systems (NICE, CRM, CMS) and Office 365 packages
- An integrated system for internal communication and information exchange online has been established and has been in force since 2023.
- A permanent team for IT support and development and data protection has been engaged since 2022.

5.4 Functional workspace provided for the Executive Office

- Developed procedures for the use of NALED offices in the hybrid work system that have been applied since 2022.
- Appropriate working conditions for employees in the hybrid system are provided
- A long-term solution has been provided for NALED premises by the end of 2025.

Organizational goal 6: Improved communication with target audiences

6.1 NALED takes a strategic approach to building the desired image as a professional and independent organization working in the general interest

- The communication strategy is updated annually with the realization of at least 90% of the budget for planned activities
- Improved crisis communication protocol applied from 2023.
- More than 70% of members and partners recognize NALED as an independent organization working in the general interest
- Most of the surveyed citizens and businesses who have heard of NALED have a positive opinion

6.2 Improved internal capacities and quality of communications

- Developed regulations for PR and branding that have been applied since 2023.
- Improved procedures for organizing events that have been applied since 2022.
- Implemented at least one internal training per year for the application of regulations and standards in communication
- NALED's internal database of templates and communication products has been established and is regularly updated from 2023.

6.3 NALED's campaigns and events support public-private dialogue and reforms

- At least 10 events a year involve leaders of the Government and the international community
- At least half of the members participate in the public-private dialogue organized by NALED at least once a year
- NALED organizes at least five advocacy campaigns a year that support reforms

6.4 Improved existing and developed new digital channels of communication with members, partners and the general public

- NALED's social networks achieve 30% growth in followers, with 50,000 views on Youtube per year

- NALED maintains at least five sites and portals that generate more than a million pageviews a year
- Launched e Bulletin for members and partners with a review of economic news from NALED, which is sent at least four times a year from 2023.
- An online education center has been established within the 2023 Members' Platform.
- Developed online application for members and partners by the end of 2025.

6.5 Developed and improved media relations

- Achieved at least 6,000 publications in the media annually
- At least 90% of publications in the media are positively or neutrally connoted
- Developed an online media center available on the NALED website from 2023.

Organizational goal 7: Improved capacities and credibility of NALED as a think-tank organization

7.1 Strengthened network of expert associates and quality analysis

- NALED annually publishes at least 30 analytical products developed in accordance with the adopted protocol and methodology
- Cooperation with at least five faculties, institutes, scientific and research institutions and international think-tank organizations in the preparation of analyzes and research annually
- The Scientific Council participates in the development and / or quality control of at least five key analytical products per year
- Organized at least one training per year for researchers and employees in the Program Departments for research and analysis

7.2 Improved visibility of NALED research and analysis at home and abroad

- NALED Annual Research and Analysis Plan shared with members
- The database of publications is among the five most visited online services of NALED
- At least 50% of analytical products are presented to domestic and international institutions
- The results of NALED research and analysis are cited in at least 10 relevant media per year
- Publications on the results of NALED research and analysis achieve a range of 100,000 views per year