

REPORT ON THE REALIZATION OF STRATEGIC GOALS AND ACTION PLAN - NALED 2019

* Activities realized before the planned period

Out of 228 activities defined for the period 2019-2021, there were 180 activities planned for 2019 (among these are also some repetitive activities which are being implemented continuously, year by year), which altogether makes 79% of all activities. Out of that number, 95% of activities were realized in 2019 (73% of activities completely, 22% partially realized), while 5% of activities planned for 2019 were not realized. On the other hand, 6% of activities planned for the next period (2020, 2021) were realized in advance.

PROGRAM GOAL 1 - IMPROVEMENT OF REGULATORY AND INSTITUTIONAL FRAMEWORK FOR DOING BUSINESS

Out of all activities defined for implementation in 2019 within the program goal 1 - Improving the regulatory and institutional framework for business, 95% of activities has been implemented (74% fully and 21% partially), while 5% of planned activities were not implemented. Additionally, 5% of activities planned for the period 2020-2021 were realized in advance, during 2019.

STRATEGIC GOAL P1 SG1: REDUCED SHADOW ECONOMY AND IMPROVED TAX SYSTEM

Indicators P1 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 of realization	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 and Expert Group for Countering Shadow Economy	2019, 2020, 2021	Realized	Six Expert group meetings were organized in 2019. At the beginning of the year, the expert group has drafted a revised National Program and the Action Plan for Countering Shadow Economy for 2019 and 2020. Solutions for flat-rate taxation and new public procurement ePortal were discussed at these meetings. Special meetings of expert group members were organized in order to implement activities requiring specific interdepartmental coordination.
		1.2 Participation in the process of updating the National Program for Countering Shadow Economy, which is revised once in two years	2019, 2021	Realized	The National Program for Countering Shadow Economy was updated by NALED experts through public-private dialogue and participation of businesses gathered in the Fair Competition Alliance, and as such it was adopted by the Government in April 2019, as a primary strategic document guiding institutions in the fight against shadow economy.
		1.3 Coordination of the development of Government's Annual Action Plan for Countering Shadow Economy	2019, 2020, 2021	Realized	NALED proposed the Concept of the Action Plan for Countering Shadow Economy, which was adopted by the Minister of Finance, the chairman of the Coordinating Body for Countering Shadow Economy. On the basis of this Concept, the Action Plan was developed and included all of NALED's and Fair Competition Alliance's defined priorities.
		1.4 Monitoring of government institutions' performance regarding the implementation of the Action Plan for Countering Shadow Economy and reporting the effects	2019, 2020, 2021	Realized	NALED monitors the implementation of the Action Plan on a quarterly basis and prepares consolidated implementation reports based on inputs and reports submitted by all responsible bodies.
		1.5 Developing at least 3 analyses and research papers a year, as means of supporting the implementation of the Action Plan measures	2019, 2020, 2021	Realized	Risk analysis, analysis of entrusted tasks for inspection bodies and analysis of businesses' and entrepreneurs' attitudes on the fight against shadow economy were developed.
		1.6. Development of proposals for optimization of at least five administrative procedures	2019, 2020, 2021	Realized	During 2019, a large number of proposals for the optimization of procedures were prepared, including proposals for: regulation of flexible forms of employment; expanding the scope of Law on Simplified Employment of Seasonal Workers; introduction of unified tax collection for flat rate entrepreneurs; introduction of a "one stop shop" for registry entries in Business Registers Agency; optimization and digitalization of the procedure for obtaining medications licenses; optimization of the procedure of entries in the Central Register of Facilities in the Food Business; optimization of procedures in foreign exchange operations etc.

2. Improved inspection oversight and processing of criminal acts in the sphere of shadow economy	<p>At least 50% of republic inspections use the e-Inspector software by 2021</p> <p>Risk analysis module established within the e-Inspector software used by minimum four inspections by 2020</p> <p>Number of unannounced controls of registered entities reduced by 20% in 2021 compared to the first 12 analyzed months</p> <p>At least 2 inspections have introduced plea agreement by the end of 2019</p>	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	2019, 2020, 2021	Realized	There were 14 sessions of the Coordination Commission for Inspection Oversight (CC) held in 2019 and 48 meetings of 11 working groups of the CC, which were chaired and coordinated by the Support Unit to the CC.
		2.2 Expert support for the development of e-inspector software, including the risk analysis module	2019	Realized	Support Unit to the Coordination Commission for Inspection Oversight has provided support in the development of phase 1 for eInspector software and the inclusion of 36 inspections in the eInspector. The risk analysis module is being developed during 2020. About 60 trainings were held for system users and they were supported in the way of entering their documentation into the system.
		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	Realized	For five inspections, guidelines were made for the implementation of the Agreement on the Recognition of Misdemeanors, prescribed by the laws governing inspection supervision, although initially 2 instead of 5 inspections were envisioned for having guidelines.
		2.4 Preparing recommendations for improving the legal framework and the practice of line institutions in charge of supervising the inspections	2019	Realized	All planned guidelines have been made, workshops were held, a study visit was made, recommendations for further activities were given, as well as module acts have been developed.
		2.5 Establishment of a Contact Center for submitting inquiries and complaints to state inspections	2019	Partially realized	During 2019, a project was planned for the establishment of a unique Contact Center for inspections within NALED's Inspection Support Unit. The Contact Center was established in March 2020 with the support of the EBRD.
		2.6 Special regulation of the Inspector's position and status in the public administration system	2019	Realized	The Regulation on the Classification of Jobs and Criteria for the Description of a Civil Servant Job was adopted so that all inspectors who meet conditions set forth in this regulation are entitled to the calling of Independent Advisor, whilst their job title is Inspector.
		2.7 Implementation of at least four open sessions of the Working Group for Media and the Economy of the Coordination Commission for Inspection Supervision	2019	Realized	Open sessions of the Working Group for the transport of passengers and goods were held, as well as two open sessions of the Working Group for catering and tourism. There was also an open session of the Coordination Commission for Inspection Supervision at which the eInspector software was officially launched.
		2.8 Development of a Guide on the Application of the Law on Inspection Supervision to Border	2019	Realized	The Guide was developed within the Working Group for food.

3. Raised awareness of citizens and businesses about the harmfulness of the shadow economy, as well as motivation to comply with regulations	According to the survey, more than 90% of citizens support the fight against shadow economy in 2021. The percentage of tax collection increased by 10% in 2021, compared to 2018. The share of cashless payments increased by 20% in 2021 compared to 2018.	3.1 Implementation of a campaign and education program on tax reliefs for start-ups	2019	Realized	Animated educational-promotional video for start-ups, a guide for tax exemption, promotional posters distributed to local governments for counter halls, promotional campaign on social media and key information posted on the uzmiracun.rs website. The competition of municipalities and cities "Champions of Entrepreneurship" launched in cooperation with the GoS in January 2020.
		3.2 Implementation of a campaign for promoting cashless payments as a mechanism for countering shadow economy	2019	Realized	Campaign "Champions of cashless payments" was conducted, with POS terminals for payment of fees, charges and taxes introduced at the counters of 60 local governments. Animated video and promo materials prepared and two promotional events.
		3.3 Organization of annual conference on shadow economy	2019, 2020, 2021	Realized	IV annual conference on shadow economy was organized in cooperation with the GoS in May 2019, following the adoption of the new NP for SE
		3.4 Managing the national portal about shadow economy www.uzmiracun.rs	2019, 2020, 2021	Realized	The contents of the National Portal on the shadow economy www.uzmiracun.rs are regularly updated.
		3.5 Developing on-line trainings for start-ups "Start Legally" on www.uzmiracun.rs	2019	Partially realized	Recordings of trainings for start-ups and educational materials available at www.uzmiracun.rs .
		3.6 Organizing a minimum of 10 trainings for start-ups on how to start a business and operate in accordance with the law	2019	Partially realized	Workshops were held in Belgrade, Novi Sad, Nis and Vrsac. There were 80 attendees.
		3.7 Designed and implemented media campaign on the importance of the profession of inspectors	2019	Realized	7 promotional videos for YouTube and the media were made, an e-newsletter on inspections was launched, and more than 300 media announcements on the topic of inspections were made.
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 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 Average VAT refund time is 15 days by 2021 Online calculator of local costs of doing business developed and updated annually from 2019 to 2021	4.1 Designing proposals for improvement of the Law on Fees and abolition of at least 10 parafiscal charges for businesses	2019	Partially realized	A project was launched in cooperation with KPMG and with the support of USAID to improve transparency and regulations governing non-tax charges and a draft analysis of environmental fees was prepared.
		4.2 Drafting a proposal for changes to the Law on Republic Administrative Fees - linking cash and non-cash payments	2019	Partially realized	A preliminary list of all republic administrative fees was made and the concept of changes to the law on Republic Administrative Fees prepared. The tax for eCertificate on tax settlement at the republic level has been abolished. Payments via the eGovernment Portal were matched.
		4.3 Development of proposals for improvement of the Law on Financing Local Self-Governments	2019	Not realized	Proposals for improvement will be developed in cooperation with local self-governments when the amendment to the law is initiated.
		4.4 Development of proposals and participation in working groups for the improvement of tax regulations	2019, 2020, 2021	Realized	Law on Property Tax was amended, abolish tax returns for the tax on the transfer of absolute rights and property taxes., The Law on Tax Procedure and Tax Administration was also amended. By amending the Regulation on Flat Rate Taxation, conditions and calculations for flat rate taxes were reformed
		4.5 Analysis of local parafiscal charges and development of proposals for improvement	2019	Partially realized	Data were collected on a sample of 20 local governments, the analysis will be ready in 2020.
		4.6 Involvement of at least 50 LGs in NALED's online Local Fee Calculator	2019	Not realized	Donor support is needed for implementation.
		4.7 Performing an analysis of the Serbian fiscalization system and recommendations for further improvements	2019	Not realized	The Ministry of Finance is expected to share the analyzes already done, and the new draft law, after which NALED will prepare recommendations for improvement.
		4.8 Providing support in the implementation of Tax Administration Transformation Program through membership in working groups	2019, 2020, 2021	Realized	Flat rate tax reform was successfully implemented and 300 tax inspectors no longer have to work on drafting tax solutions for flat rate taxes. Support was provided in digitization of other Tax Administration services, such as the e-certificates of paid taxes.
		4.9 Participation in the drafting of by-laws of the Law on Fees	2019	Realized	The Regulation on Environment Protection and Improvement Fee was drafted as a transitional solution enabling maintenance of status quo until the development of a more sustainable solution.
		4.10 Development of analysis for simplified engagement of seasonal workers in household	2019	Not realized	Realization planned for 2020.
		4.11 Preparation of a budget impact analysis of the health financing system reform (abolition of contributions)	2019	Partially realized	Preliminary calculations have been made on the basis of available data, and a comparative review of legislation in this area is underway.
		4.12 Development of business process analysis for the online invoice exchange system	2019	Not realized	Activities related to the introduction of electronic invoices are carried out by the Government independently in cooperation with the private sector.
4.13 Development of an analysis for consolidating the collection of taxes and contributions to flat-rate taxpayers	2019	Partially realized	A recommendation for consolidated billing was prepared. Depending on the decision and the ability of Tax Administration to implement recommendation in 2020, full analysis will be done.		

Additionally realized activities in the field of combatting gray economy and reform of tax system:

- The Action Plan has been prepared to prevent financing of terrorism through the non-governmental sector, which has contributed to the removal of RS from the FATF list.
- Reports have been developed for SBS Public Administration Reform, for the Economic Reforms Programme 2020, and for the Public Administration Reform Program
- Based on the analysis of the capacity of inspections in August 2019, the Conclusion of the Government on the implementation of the Action Plan for the employment of inspectors for 2020 and 2021 was adopted.

STRATEGIC GOAL P1 SG2: IMPROVED E-GOVERNMENT AND E-BUSINESS

Indicators P1 SG 2:

At least 40% of citizens and 85% of businesses use e-Government services by 2021.

Results	Indicator	Activity	Year of	Status	Rationale
1. Improved strategic and regulatory framework for the development and functioning of e-Government and e-Commerce	At least 70% of the measures in the Action Plan for the establishment of e-government in Serbia by 2021 have been implemented within the planned deadlines The Law on e-government and by-laws adopted by mid-2019. At least one e-archive has been established as a trust service by mid-2019. Improved legal framework for trade and e-commerce by 2020	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	2019, 2020, 2021	Realized	NALED is a member of the Coordination Council for eGovernment, working groups for open data, working groups for the development of the eGovernment Development Program, working groups for improving Serbia's position on the EU eGov Benchmark list and working groups for the state's electronic document management system processes.
		1.2 Providing support to the Government and the Office for IT and eGovernment in the development of the eGovernment Development Program and Action Plan for the	2019	Realized	All the necessary analyses have been developed, 4 workshops were realized. Program and the Action Plan together with the accompanying documentation have been prepared for the adoption by the Government. Support has
		1.3 Development of a unified Rulebook on electronic validation and participation in the consultation process on the remaining by-laws of the Law on e-business (electronic delivery and electronic timestamp)	2019	Realized	Electronic validation and timestamp are done, one consultative meeting of the eGovernment Alliance with Ministry of Trade, Tourism and Telecommunication on by-law for e-delivery was held and the first draft was made.
		1.4 Participation in working groups of the Government for the establishment of cashless and electronic payments, improvement of the authentication system for e-services	2019, 2020	Partially realized	Successful advocacy of matching payments together with the Ministry of the Interior.
		1.5. Participation in the Working Group for the Reform of document management processes of the Government of Serbia with the ultimate goal of drafting a unified Regulation on eDMS (combining Regulation on document management processes, Regulation on electronic document management and	2019, 2020	Realized	NALED participated in the drafting of the Regulation as a member of the Government Working Group during 2019. The Regulation was adopted in 2020, with the provision that this Regulation does not prescribe retention periods, but it will be the subject of a special by-law.
		1.6 Participation in the working group for the Law on Trade and e-Commerce	2019	Realized	Laws have been amended in mid-2019. NALED contributed through its participation in the working group of the Government.
		1.7 Coordination of the work of the eGovernment Alliance which submits comments on draft laws in the field of archiving,	2019, 2020, 2021	Realized	Meetings of the Alliance were held, as well as special meetings of the working groups that prepared recommendations for improving regulations.
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	2.2 Participating in the implementation of at least two projects for introducing e-services and systems (e.g. eSpace, ePublicProcurement) in cooperation with the Office for e-Government	2019	Partially realized	With the support of USAID and in cooperation with the Association of Bidders, a public-private dialogue was launched to improve the public procurement system. Prepared project proposal for e-space.
		2.2 Preparation of recommendations for the reform of the Payment Record System through the Treasury Department	2019	Partially realized	Recommendations have been presented within the workshops for the development of the eGovernment Development Program and at the meetings with the Ministry of the Interior.
		2.3 Promoting the introduction and usage of POS terminals at public administration counters	2019	Realized	The introduction and usage of POS terminals was promoted through the "Champions of Cashless Payment" competition in cooperation with Office for IT, MasterCard and Visa.
		2.4 Launching an initiative with the Ministry of Finance (Tax Administration) to establish a system for exchanging electronic invoices	2019	Realized	The Action Plan for Countering Shadow Economy envisions the introduction of the e-Invoice system for B2G and B2B, on which working group of the Ministry of Finance is working. The amendment to the Law on Accounting envisions the exclusion of paper invoices from 2021.
		2.5 Conducting education for local governments on information security, personal data protection and other topics important for the development of e-Government	2019, 2020, 2021	Realized	Trainings for 79 local governments and 4 trainings for system administrators from 56 local governments were conducted. A new analysis of local governments' information systems was done.

Additional activities in the field of eGovernment and eBusiness

- Detailed analysis of the effects of the eGovernment Development Strategy, Evaluation of the Action Plan 2015-2016, Evaluation of the Action Plan 2017-2018, Primary Ex-Post analysis of the eGovernment Development Strategy, Analysis of regulations affecting the development of eGovernment in the Republic of Serbia, Analysis of the eGovernment in Serbia - results of the consultation process, Analysis of international competitiveness lists.

- The new Law on Archive Material recognizes all the recommendations of NALED's eGovernment Alliance and businesses are free from the supervision of archives. A consultative meeting was organized with the CERTs and the MTTT on the occasion of the amendment of the Law on Information Security and comments were given on the Draft Law on Archive Material which were later adopted.

STRATEGIC GOAL P1 SG3: PROGRESS IN RESOLVING PROPERTY ISSUES AND IMPROVEMENTS OF THE PLANNING AND CONSTRUCTION SYSTEM

Indicators P1 SG3:

Electronic counter for registering property established by 2019

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 of	Status	Rationale
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 changes to at least one regulation per year in the field of registration of property rights in the cadastre in	2019, 2020, 2021	Realized	NALED has actively participated in the amendments to the Law on the Cadastre Registration Procedure.
		1.2 Train at least 500 users to apply the legal framework for registration of property rights in	2019	Realized	Users were trained through trainings that were realized with the support of the British GGF.
		1.3 Development of a Guide for registration in the cadastre and video instructions	2019	Realized	The guide and video tutorial were created and published on the website Upisnepokretnosti.com .
		1.4 Supporting the improvement of electronic systems of the Republic Geodetic Authority, the Ministry of Justice, the Tax Administration and the Office for IT in order to facilitate the	2019	Realized	4 softwares were connected and the exchange of data between the mentioned institutions was enabled, which contributed to the abolition of tax returns for taxes related to real estate transactions.
		1.5 Organize at least one round table with the courts in connection with the preparation for the mandatory submission of documents to	2019	Realized	NALED has organized round tables with judges who started delivering documents through the e-Counter on January 1, 2020.
		1.6 Development and maintenance of a portal for supporting citizens, businesses and taxpayers for registration in the cadastre	2019, 2020	Realized	The website is up and running and is updated on a regular basis.
		1.7 Preparation of an analysis of the effects of cadastre reform after one year of the law implementation in order to propose further improvements to the system	2020	Realized	An analysis of the financial effects of cadastre reform has been made.
		1.8 Campaign development for citizens and businesses in order to promote new procedure of property registration in the cadastre	2019	Realized	A campaign for registration in the cadastre was conducted, with the creation of infographics, video content, website, guides, and promotion in the media.
2. Improved spatial / urban planning and construction	Optimized urban planning process by 2021. Shortened procedure for electricity connection - improving Serbia's DB 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	2019, 2020	Realized	The Law on Planning and Construction was amended at the beginning of 2020, mostly in the part of issuing licenses to engineers. The plan is to completely change the Law and for NALED to be a part of the working group.
		2.2 Managing the national portal for supporting construction permitting process www.gradjevinskedomozvole.rs in line with available resources	2019, 2020, 2021	Partially realized	The website has been regularly updated during the existence of the Contact Center. The latest statistics on issuing permits are from 2018 and we are working on statistics for 2019. Questions and answers have passed on to the jurisdiction of Ministry of Construction.
		2.3 Preparation of proposals for the optimization of the urban planning process and development of an action plan for digitization of the procedure	2019, 2020	Partially realized	NALED has initiated this process and the ministry is ready to work on the introduction of eSpace, but it is necessary to secure the support of international donors first.
		2.4 Coordination of the work of the Property and Urbanism Alliance on the preparation and submission of analyzes / proposals of policy measures for planning and construction, and property protection to the Government of Serbia	2019, 2020, 2021	Realized	The Alliance meets regularly and actively participates in all initiatives, projects and media activities. The membership has increased and they are also active in initiatives for new projects. The Alliance acts on its voted priorities for the current year, via internal groups. Internal groups (focus groups) deal with proposals for regulations amendments and submit initiatives and comments on laws that are in the process of adoption.
		2.5 Participation in the working group for the Law on Land Consolidation - preparation of proposals in accordance with NALED's analysis of the effects of rural consolidation	2019	Realized	As a member of the working group for the Law on Land Consolidation, NALED prepared comments on the first draft of the Law with prior consultations with the Property Association. The proposals are in line with the analysis of rural consolidation made by NALED.
		2.6 Participation in the working group for urban land consolidation	2019	Realized	Intensive working group meetings were held in 2018/19. Since the establishment of the working group for the Law on Land Consolidation, the activities of this working group have been frozen. The draft of the regulation was prepared, NALED has given comments and suggestions and sent the initiative to the Ministry of Construction to improve and adopt the regulation.

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 for the purpose of advancement on the Doing Business list	2019	Realized	The law was amended in 2019 in cooperation with NALED. This was not reflected in the Doing Business list because the changes were delayed in relation to the reporting period observed by the World Bank.
		3.2 Preparation of the draft amendments to the Insolvency Law	2020	Realized	Insolvency Law was amended in line with NALED's proposals and Serbia has progressed on the Doing Business list in the last reporting period. According to the new Action Plan for the Doing Business, the Insolvency Law should be amended once again in order for Serbia to enter the top 10 countries. NALED has participated in the formulation of new measures to change the Insolvency Law and is a member of the working group for the bankruptcy of entrepreneurs.
		3.3 Analysis of the costs of bankruptcy proceedings with proposals for their reduction has been developed	2019	Realized	An analysis with recommendations for cost reduction was made and published. A policy brief on the reform of the bankruptcy procedure was published on NALED's website with a part of cost reduction which was discussed with the Ministry of Economy on several occasions.
		3.4 Launching an initiative towards Republic Geodetic Authority to conduct enrollment on the basis of free conversion	2019	Realized	The initiative was launched in 2019, and the Law regulating the conversion was amended in January 2020. Also, the Law on Planning and Construction and the Law on the Cadastre Registration Procedure were amended, which will provide a basis for automatic entries in free conversion.
		3.5 Preparation of an analysis on the current situation related to Articles 95 and 96 of the Law on Cooperatives from 1996 with a proposal of options for solving these problems	2019	Realized	The analysis has been done and published. The adoption of an authentic interpretation is awaited by the Government, and after the elections at the Assembly as well, in accordance with the recommendations from the analysis.
		3.6 Development of recommendations for improving the procedure for settling creditors' claims	2020	Realized	The Law on Enforcement and Security Interest was amended in 2019 according to the NALED's recommendations. The Alliance is negotiating a new project regarding the collection of bad claims of banks against individuals in order to enable the sale of these claims to agencies specializing in this purpose, if possible in countries in the region as well. The Law on the Protection of Users of Financial Services needs to be amended.

Additional activities in the field of property and planning and construction

- An interdepartmental working group has been formed in order to improve the procedure of property registration in the cadastre and harmonization of regulations related to this procedure. A working group with all relevant members gathered in November 2019 in Vrdnik to explain the announced changes to the Law on the Procedure of Property Registration in the Cadastre. NALED was actively involved in the formulation of the articles that were the subject of changes (i.e. the improvement of the delivery procedure, clarification of the entry of registration in the cadastre and registration of rights in the cadastre without a special decision - consolidation and legalization).
- In addition to the planned trainings for Republic Geodetic Authority officials, trainings were held for representatives of the local tax administrations, republic tax administration, public notaries, chambers of public executors, lawyers and courts, in connection with the Law on the Procedure of Property Registration in the cadastre and amendments to the Law on Property Taxes. In addition to the 500 planned representatives of the competent authorities, over 1500 representatives of the mentioned institutions were trained.
- In addition to the Cadastre Registration Guide, a Tax Guide and Instructions for Courts have been prepared.
- As of January 1, tax returns have been abolished and tax liabilities for the registration of real estate rights are determined by a public notary
- Four round tables were organized with judges, ie with officials who are directly involved in the delivery of documents through the e-Counter.
- Amendments to the Law on Planning and Construction were presented to the members of the Association at the Session held by the Assistant Minister on behalf of the Ministry of Construction and instructions were issued on the joint action of the two ministries regarding the procedure for the protection of cultural property.

STRATEGIC GOAL P1 SG 4: IMPROVED CONDITIONS FOR THE DEVELOPMENT OF AGRICULTURE AND FOOD INDUSTRY

Indicators P1 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 of realization	Status	Rationale
1. Improved legal framework for agriculture and food industry	Amendments to the Law on Food Safety adopted Minimum 50% of NALED members' comments accepted	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	Realized	Active participation in legislative activities - adopted amendments to the Law on Food Safety, participation in working groups for different regulations, submission of joint comments / positions of the Alliance in the process of drafting by-laws.
		1.2 Participation in the work of the Expert Group for Food and Agriculture of the relevant ministry	2019, 2020, 2021	Realized	NALED is a member of the Government's Expert Group for Food and Agriculture, but it was not active during 2019. In order to ensure public-private dialogue, and direct exchange of information on a number of topics in the field of food and agriculture, open meetings of the Alliance with representatives of institutions were organized, namely: with the Ministry of Agriculture, Ministry of Health, Directorate for Agrar Payments, Directorate for Veterinary Medicine, Ministry of Economy, inspections, etc.
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 Participation in the implementation of the e-Agrar project - improvement of the Register of Agricultural Holdings and applying for national incentive measures in agriculture	2019, 2020	Partially realized	NALED has prepared a functional analysis and recommendations for the introduction of the electronic Register of Agricultural Holdings system and the eAgrar system. Recommendations for optimization were adopted by the Working Group of the Ministry of Agriculture for the establishment of an electronic register of agricultural holdings. eAgrar entered the Economic Reforms Programme as a structural reform plan. The Ministry of Agriculture, via loan from the World Bank, provided funds for the purchase of software, and NALED is working intensively on the identification of donor funds for providing professional and technical support for its implementation.

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 Employment of Seasonal Workers in Agriculture	2019	Realized	The "Seasonal Workers 1.0" project was completed in October 2019, within which educational activities were implemented with the support of GIZ. From November 1, 2019 to October 31, 2020, a new regional project Seasons 2.0 is up and running. "Increasing opportunities for employment of seasonal workers in Southeast Europe", within which work is being done on further improvement of the system and transfer of experiences from Serbia to the surrounding countries.
		3.2 Support for further development of the portal for registration of seasonal workers www.sezonskiradnici.gov.rs	2019	Realized	The portal was handed over to the Tax Administration in October 2019. The development of the portal was coordinated by NALED with the support of GIZ and in cooperation with relevant institutions.
		3.3 Development of a mobile application for registration of seasonal workers in agriculture	2019	Realized	The mobile application was made and is in regular use for the Android operating system. It was handed over to the Tax Administration in October 2019.
		3.4 Running a Contact Center to support the implementation of the new Law on Simplified Employment of Seasonal Workers in Agriculture	2019	Realized	Until the end of the Seasonal Workers 1.0 project (October 2019), NALED regularly ran the contact center.
		3.5 Exchange of experiences and presentation of a new model of employment of seasonal workers in the region and the EU as the best practice examples	2019	Realized	The initial regional survey was conducted within the Seasonal Workers 1.0 project, while the continuation of regional activities is regularly conducted within the Seasonal Workers 2.0 project.

STRATEGIC GOAL P1 SG5: IMPROVED CONDITIONS FOR THE DEVELOPMENT OF HEALTHCARE SECTOR

Indicators P1 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 of realization	Status	Rationale
1. Improved legal framework related to healthcare	Adopted public health development strategy with the action plan, by mid 2019 Adopted laws on healthcare, healthcare insurance and drugs, by the end of 2019 Minimum of 50% of NALED members' comments accepted	1.1 Preparation of the Grey Book of HealthCare with at least 20 recommendations from businesses related to healthcare system improvements	2019	Realized	During 2019 wide consultations with private and public sectors (local self-governments) have been conducted within the Healthcare Alliance as well as with wider expert community, with an aim to identify key problems and recommendations for improvement of health sector. A special edition of NALED's Grey Book dedicated to the topic of health has been issued with 50 recommendations for improving the health sector in three segments: health services, capacities and financing health sector, and access to drugs.
		1.2 Grey Book of Health promotion at the ministry in charge, other national authorities and institutions, Parliamentary Committee and general public.	2019	Partially realized	Through the consultation process, the Grey Book has been promoted among the public during 2019. Official promotion was organized in partnership with the Ministry of Health on February 20th 2020. The roundtable involved participation of all relevant actors from the public and private sector from national health sector and international community.
		1.2 Coordination of Healthcare Alliance which provides proposals for amending regulations	2019, 2020, 2021	Realized	Within the Healthcare Alliance suggestion have been collected and formulated for improving two key laws - Law on Healthcare and Law on Healthcare Insurance. Commentaries for the laws were delivered to the decision-makers, with justification, however, they were not adopted in the final versions of the laws' texts. In the upcoming period, it is necessary to establish and institutionalize a mechanism for efficient public-private dialogue for law-making process in the healthcare sector.
		1.4 Implementation of at least 1 project in the field of health with an aim to improve private sector's participation in preparation and implementation of health sector reform*	2021	Realized	In 2019, NALED has been involved in a project for optimization of the network of healthcare institutions in Serbia, as part of the consortium composed of IBF from Belgium and Delta House from Croatia. The project was conducted within the framework of the Second Project for Healthcare Sector Development in partnership with the World Bank, and the client is the Ministry of Health in Serbia. The project aimed to define a network of healthcare institutions for the purpose of improving the quality, accessibility and efficiency of healthcare protection. It is expected that the discussions about the draft version of the optimization plan are organized in 2020.
2. Reduced administrative burden in the healthcare sector	Set of procedures for registration in the List of medicines optimized by 2021	2.1 Support to the organization of at least 1 procedure connected to the List of drugs in accordance with previous analyses and recommendations of NALED	2019	Partially realized	In cooperation with the State Secretariat for Public Policy and the support of GIZ, NALED has prepared recommendations for improving three procedures in the healthcare sector and optimization diagrams. A series of consultative meetings with the main actors has been organized. In the following steps, it is necessary to determine digitalization of specific procedures and ensure full dedication of institutions to the procedures' optimization.

3. Improved system of financing health protection	<p>At least 10 local self-governments have applied recommended models for resolving debt related problems of the health institutions and pharmacies by 2020</p> <p>Changed regulations which allow that those with compulsory health insurance are allowed to use the health services of private health institutions and private practices, are consistently implemented by 2020</p>	3.1 Support in defining the model for resolving debt related problems of the health institutions and pharmacies on the local level	2019	Partially realized	During 2019, RIHI has commenced direct payments to drugs suppliers as the first step towards resolving the debt related problems of pharmacies and other health institutions in accordance with the Grey Book of Health recommendations and the priorities defined in the Grey Book of Health.
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Additionally implemented activities in the Healthcare:
 Within the project Optimization of Healthcare Plan, more than 20 analyses were conducted with relevant chambers in the healthcare sector, private sector and citizens; focus groups with public, private and civic sectors were organized; wide consultations with healthcare institutions were organized. 232 visits to healthcare institutions, 6 regional meetings with healthcare institutions in Novi Sad, Kragujevac, Zajecar, Uzice, nis and Belgrade were organized, as well as 2 meetings with rehabilitation centers in Vrnjacka Banja and Gejzir spa, as special meetings with pharmacies and institutes for public health in Belgrade. Socio-economic analysis has been conducted and communication strategy has been developed.

STRATEGIC GOAL P1 SG6: IMPROVED INTERNATIONAL COMPETITIVENESS AND REGIONAL COOPERATION

Indicators P1 SG6:

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

Results	Indicator	Activity	Year of realization	Status	Rationale
1. Improved business environment in areas monitored by the Doing Business List	<p>At least five regulations amended with the aim to improve business environment in 10 areas monitored by DB List by 2021</p> <p>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 2018</p> <p>Transparency and efficiency of public procurement have been improved, according to at least one international institution, by 2021</p>	1.1 Preparing inputs for the Government's annual Action Plan for improving Serbia's position on the Doing Business List	2019, 2020, 2021	Realized	With the coordination and support of NALED, the Joint DB Group has prepared a draft of a new AP for entry into the top 10 countries, adoption by the Government is expected.
		1.2 Participating in at least three sessions of the Joint Group in a year	2019, 2020, 2021	Realized	NALED regularly participated in the sessions and prepared reports on the implemented activities.
		1.3 Presentation of implemented reforms to contributors - minimum one meeting with each group of contributors	2019, 2020, 2021	Realized	Round tables with contributors were organized.
		1.4 Organizing the annual conference on the Doing Business results	2019, 2020, 2021	Realized	In October, NALED, in cooperation with the World Bank, the International Finance Corporation (IFC) and the British Embassy, organized the third annual conference on the new World Bank Report - Doing Business 2019. On this occasion, Serbia's performance in 10 key areas was analyzed and dialogue on reforms launched on which NALED will continue to work with a special emphasis on the digital transformation of public administration.
		1.5 Preparation of recommendations and participation in the changes of the Law on Public Procurement	2019	Realized	NALED prepared recommendations, and the Law was amended in 2019. At the beginning of 2020, an amendment was prepared for the Assembly.
		1.6 Providing support in establishing an electronic public procurement system*	2020	Realized	The new Law on Public Procurement was adopted in December 2019, and the implementation will start on July 1, 2020. The most important improvement of the Law is the new Public Procurement Portal through which all communication, data exchange and publication of potential changes to public procurement contracts will be carried out electronically. duration and reasons for termination of the contract, which will significantly improve the transparency of the procedure.

2. Improved local business conditions through the implementation of the BFC SEE program	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	Partially realized	Due to the implementation of the EBRD BFE project and the potential establishment of a regional BFE platform, it was decided to wait with the accreditation of partners in the region and to approach it after the completion of the project. Accreditation of institutions in the region is accordingly planned for 2020/2021. Training of partner organizations to conduct edition III of the standard was conducted.
		2.2 Further development of e-certification software and modules for automatic generation of business environment reports at the local level	2019, 2020, 2021	Realized	During 2019, new functions within the software were introduced, which enable, among other things, automatic approval of reports by the Regional Council, generation of reports on the certification process, use of new modules, etc.
		2.3 Informing public authorities, local governments, donors and businesses in the region on advantages of BFC SEE e-certification software and promotion of analyses/statistics/reports generated by the software	2019, 2020, 2021	Realized	Within the project Technical Support to the Establishment of a Platform for a Favorable Business Environment (BFE SEE), meetings were held with state institutions, non-governmental organizations, business associations, associations of municipalities and the like. in the region and in Brussels, where the possibility of establishing a regional platform was presented, with the promotion of the certification program of municipalities tailored to the economy and the results and experiences so far.
		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	2019, 2020, 2021	Realized	This is a regular activity carried out by NALED as the Regional Technical Secretariat.
		2.5 Organizing at least two annual meetings of the Regional Council and the Technical Secretariats of the BFC SEE network	2019, 2020, 2021	Realized	During the last year, two meetings of the Regional Council were held, as well as a series of meetings of representatives of the Technical Secretariats.
		2.6 Publication of an updated Guide to the application of the III edition of the BFC SEE standard	2019	Realized	The guide has been developed and is available electronically on the regional website www.bfc-see.org.
3. Knowledge exchange and replication of best regulatory practices in South East Europe through the regional Business Environment Network (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 Regional BFE SEE platform established by the end of	3.1 Analysis of the legal framework, environment and model for the formalization of the BFE SEE network as a platform for harmonization and improvement of the	2019	Realized	The analysis was conducted as part of the EBRD technical support project for the establishment of the BFE platform.
		3.2 Promotion and advocacy of the model of institutionalization of the BFE SEE platform	2019, 2020	Realized	These activities are an integral part of the implementation of the EBRD technical support project for the establishment of the BFE platform.
		3.3 Identifying and promoting at least one model of best practice in the work of state administration and local self-government in the region, on an annual basis, through Doing	2019, 2020, 2021	Partially realized	Electronic registration of seasonal workers has been identified as a model of best practice, and a guide to this reform has been prepared.
		3.4 Participation in the implementation of at least one project of private and public sector development partnerships for the improvement of the business environment with the support of GIZ DPP *	2020	Realized	NALED is currently implementing 5 development partnership projects aimed at improving municipal services (introduction of weather stations, chat-bot for citizens, improving waste management, etc.), in cooperation with certified local governments and businesses, with the support of GIZ.

STRATEGIC GOAL P1 SC7 * NEW *: IMPROVED CONDITIONS FOR ENVIRONMENTAL PROTECTION

Detailed elaboration of this strategic goal through results, indicators and activities is envisaged within the periodic revision of the Strategic Plan for 2020/2021.

At the General Assembly of NALED in April 2019, the members launched an initiative to include the topic of environmental protection among the strategic priorities of the association, which was adopted. During 2019, several activities were implemented to establish internal capacities through the formation of an expert team - the Environmental Protection Unit within the Executive Office, and the establishment of a new alliance in NALED that deals with this topic with the support of as many as 35 founding members. NALED is involved in four working groups for amending regulations in the field of environmental protection, and drafting a Decree on the criteria for calculating the fee for environmental protection and improvement. The first project in this area was implemented with the support of GIZ "Towards better management of electrical and electronic waste", within which the NRIZ and the software for financial instruments of the Ministry of Foreign Affairs were improved. Four new project proposals in this area have been prepared and approved, with financial support from GIZ and UNDP. Part of the activities within the project "Responsible food waste management" was realized - an analysis of the food waste management system was prepared and a proposal for the Rulebook.

PROGRAM GOAL 2 - STRENGTHENING THE CAPACITIES AND RESPONSIBILITY OF PUBLIC ADMINISTRATION

When it comes to Program goal 2 - Strengthening the capacity and responsibility of public administration, of all activities defined for implementation in 2019, and activities that are repeated from year by year, 91% of activities have been realized (69% fully implemented, 22% partially), while 9% of planned activities have not yet been implemented in 2019.

STRATEGIC GOAL P2 SG1: IMPROVED KNOWLEDGE AND INSTITUTIONAL FRAMEWORK TO SUPPORT BUSINESSES

Indicators P2 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 of realization	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 Conducting trainings provided by the programs of the National Academy of Public Administration for which NALED is accredited	2019, 2020, 2021	Not realized	In 2019, there was no opportunity to involve NALED in the implementation of the National Academy's trainings.
		1.2 Engagement in the work of Program Council of the National Academy of Public	2019, 2020, 2021	Realized	NALED is a member of the Programme Council and participates regularly in the sessions.
		1.3 Participating in the organization of international training programs for civil servants with the support of foreign embassies	2019, 2020, 2021	Realized	NALED promoted free professional development programs for civil servants in cooperation with the Embassy of India and the Taiwan Representation, and provided support to those interested to apply.
		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	Realized	6 TAIEX workshops were held during the previous year, trainings within the CBC project on clusters, GGF project for cadastre, etc. Study visits with the support of donors and embassies on the topic of public-private dialogue (USA), inspection supervision (France), and waste management (Slovenia) were also realized.
		1.5 Development and submission to the competent institutions of training proposals for mayors and mayors	2019	Partially realized	Within the Program Council of the National Academy, NALED advocated the introduction of training for mayors on the development of leadership skills and encouraging local economic development.
		1.6 Organization of Business Environment Experts Forum on an annual basis	2019, 2020, 2021	Realized	In December, forums were organized on the topic of favorable business environment - a round table of mayors and heads of LED from Vojvodina with the President of the Provincial Government, and a round table of certified municipalities with the Minister of State Administration and Local Self-Government.
		1.7 Organization of international conferences and study tours on the topics of local economic development	2019, 2020, 2021	Realized	Swiss-Serbian GI Geographical Indication Forum, Korean-Serbian Smart Cities Forum, study visit to Berlin within the GIZ DPP project, BFC SEE Regional Conference in Montenegro, Smart city international seminar in cooperation with the Embassy of Finland, seminar on wastewater in cooperation with the Embassy of Israel.
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	Realized	During the previous year, trainings were held to meet international standards of a favorable business environment for more than 20 municipalities that have joined the certification program.
		2.2 Implementation of the certification program	2019, 2020, 2021	Realized	This is a regular activity carried out by NALED as the Technical Secretariat for Serbia.
		2.3 Promotion of certified municipalities	2019, 2020, 2021	Realized	A regional BFC SEE conference was held in October, at which representatives of municipalities from Serbia were awarded BFC SEE certificates, and a promotion was organized.
		2.4 Positioning of BFC certificate as an indicator / reference when allocating funds to state and international institutions, intended for local economic development	2019, 2020, 2021	Partially realized	During 2019, the BFC SEE standard was mentioned in important documents from the national level, such as the Urban Development Strategy of Serbia, where one of the indicators for the goal of "sustainable economic development" is the number of certified local governments according to BFC SEE methodology, as well as the Public Call for Proposals. LGU for the distribution of part of the funds from the budget fund for the LS program where the BFC is located within the part of the necessary documentation showing the effect of the improved business environment on the premises.

STRATEGIC GOAL P2 SG2: IMPROVED PROCESS OF ADOPTION AND THE QUALITY OF LEGISLATION

Indicators P2 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 of realization	Status	Rationale
1. Improved institutional accountability in decision making processes of significance for businesses	<p>10% of the Grey Book recommendations for better business environment implemented annually on average, between 2018 and 2021</p> <p>The number of laws adopted with previous Regulatory impact assessment – RIA and Business impact assessment - BIA increased by 50% by 2021</p> <p>Number of by-laws adopted after legal deadlines reduced by 30% until 2021, as per NALED's By-Law Barometer</p>	1.1 Development and publication of Grey Book (100 business recommendations for cutting the red tape) and its delivery to the Government and line institutions	2019, 2020, 2021	Realized	During November and December 2019, new proposals were collected for the needs of Gray Book 12. About 60 new proposals of NALED members were collected, of which 27 were included in SK12. The official promotion of the publication was organized in February 2020 in the presence of the leaders of the Government of Serbia and the international community.
		1.2 Analyses of regulations significant for business environment aimed at advocating reforms and/or participating in regulatory processes (RIA, BIA)	2019, 2020, 2021	Realized	In 2019, a large number of analyzes in priority areas were prepared. PROPERTY: Analytical basis for land consolidation on the territory of AP Vojvodina, Analysis of the application of Articles 95 and 95 of the Law on Cooperatives, Analysis of the effects of cadastre reform, Legal analysis of the implementation of the Law on Real Estate Cadastre. GRAY ECONOMY: Concept of flat tax reform, Draft analysis for the expansion of seasonal work, Analysis of the effects of the Law on Simplified Hiring of Seasonal Labor, Analysis of the effects of flat tax reform. E-GOVERNMENT: Capacities of local self-governments for eGovernment, <u>Analysis of the Law on Public Procurement</u> .
		1.3 Preparation and distribution of quarterly status reports on regulatory reform	2019, 2020, 2021	Partially realized	Individual analyzes and comments on the adopted and announced regulations have been prepared, and a unified annual overview of the status of regulatory reform has been given within the Gray Book. Practice of preparing and publishing reports on reform status at quarterly level continued in 2020.
		1.4 Monitoring of the Government and Parliament as regards to legislation of significance for businesses and annual report - <u>Regulatory Index of Serbia - RIS</u>	2019, 2020, 2021	Not realized	The preparation of RIS started in the first quarter of 2020. In 2019, RIS was not published.
		1.5 Updating on-line By-Law Barometer, providing insight in the status of by-law adoption for at least 20 crucial laws regulating	2019, 2020, 2021	Partially realized	The barometer was made for the first half of 2019, but it was not published on the website.
		2. Sustainable public-private dialogue about business environment improvements	<p>More than 70% of regulations related to business environment adopted through public discussions in line with the Rules of Procedure of the Government in 2021</p> <p>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</p> <p>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</p> <p>At least 30 local governments have established economic councils as a mechanism of consultation about local decisions by 2021</p> <p>Number of organizations/associations and public institutions participating in public-private dialogue increased by 30% by 2021</p>	2.1 Improvement and supplementation 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 creating PPD	2019, 2020, 2021			Realized	In 2019, a minimum of 10 trainings were organized: development of communication skills (assertive communication, pitching, public speaking), facilitation, strategic orientation and planning, preparation of project proposals according to EU guidelines, leadership, negotiation, public policies and advocacy, writing proposals practical policies, . In 2019, a study trip to the USA was organized within the USAID PPD project. In addition, a study trip to Slovenia for the environment and Paris for inspections was organized.
2.3 Supporting small business associations (sectorial, professional) and NGOs in reform advocacy	2019, 2020, 2021			Realized	Direct support provided to seven associations: Association for Entrepreneurship Development - flat rate alert reform, SPOS - protection of bees from poisoning, Agro cluster - improvement of conditions for organic production, Association of bidders - public procurement, Connecting - education for 4.0 revolution, Association 3E and Network inspectors - improvement of the wastewater system. Active support to the Ethno Network Association.
2.4 Expansion and additional equipping of public-private dialogue space (PPD Hub) used by representatives of the private sector, associations and the public sector to establish / <u>conduct dialogue</u>	2019			Realized	In 2019, the NALED lab was opened, which is actively used for holding round tables, press conferences, trainings, workshops and meetings.
2.5 Participation in the work of at least 30 working groups for drafting regulations relevant to business environment	2019, 2020, 2021			Realized	During 2019, NALED participated in more than 30 working groups.
2.6 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 business relevant issues	2019, 2020, 2021			Partially realized	Due to the difficulties in the work of the function, no meetings of the Caucus were organized, but in cooperation with individual deputies and members of the Caucus, amendments to the draft laws were prepared and submitted.
2.7 Organizing international conferences and other events aimed at promoting the dialogue between the public and private sector	2019, 2020, 2021			Realized	Organized events such as: Reformers of the Year and Gray Book, Doing Business Conference, Annual Meeting of NALED and AP Vojvodina
2.9 Organizing discussions between the businesses and civil sector, one one side, and public sector representatives, on the other (economic council sessions, public discussions about draft laws, round tables)	2019, 2020, 2021			Realized	Organized round tables within the Bee Protection Month campaign, presentation of Draft Regulation on Flat Taxation, meetings of the Coordinating Body for Suppression of the Gray Economy, presentation of the Law on Personal Income Tax, meetings of NALED alliances with state representatives, meetings of the Joint DB Group..

STRATEGIC GOAL 3: EU ACCESS PROCESS CONTRIBUTES TO ECONOMIC COMPETITIVENESS

Indicators P2 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 of realization	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	2019, 2020, 2021	Realized	In the previous year, 2 meetings were held and a smaller grant was received.
		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) and 22 (Regional Policy and Coordination of Structural Instruments)	2019, 2020, 2021	Realized	NALED took over the coordination of the WG for Chapter 16 Taxes and participated in the meetings of the WG for Entrepreneurship and Regional Policy.
		1.3 Participating in the NCEU working group for chapters 11, 12 and 13 (agriculture, fisheries and forestry)	2019, 2020, 2021	Not realized	Working group meetings were not initiated by the coordinator.
		1.4 Participating in consultations about the Economic Reform Program - ERP	2019, 2020, 2021	Realized	NALED has participated in proposing structural reforms, preparing programs, and now in monitoring ERP.
2. Improved reporting of EU institutions on economic reforms	Annual progress report of the European Commission reflects 20% of comments provided by NALED in the period 2019-2021	2.1 Holding briefings and meetings with representatives of EU Delegation in Belgrade, European Commission and other EU institutions	2019, 2020, 2021	Partially realized	Two meetings were held with the EU delegation to discuss the status of reforms.
		2.2 Preparation and submission to European institutions of monitoring reports on the work of the Government of Serbia and the National Assembly of the RS, as well as other inputs and contributions on the business environment in	2019, 2020, 2021	Partially realized	Key analyzes and reports on the status of regulatory reform in Serbia are regularly submitted to the EU Delegation to Serbia.
		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	Realized	Recommendations for the annual report for the chapters monitored by NALED have been submitted.
		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	Realized	Conference in Poznan, Digital Summit, EUSAIR, ERP, SIGMA, etc.