

STRATEGIC GOALS AND ACTION PLAN | NALED 2020-2021

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

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

Indicators P1 SC1:

Results	Indicator	Activity	Year
1. Improved efficiency in implementing the National Program for Countering Shadow Economy	60% of measures from the Action Plan for Countering Shadow Economy implemented until 2021	1.1 Providing expert and technical assistance to the Coordination Body for Countering Shadow Economy.	2020, 2021
		1.2 Participation in the process of updating the National Program for Countering Shadow Economy, which is revised once in two years	2020
		1.3 Coordination of the development of Government's Annual Action Plan for Countering Shadow Economy with special focus on mitigating the effects of COVID-19 on legal businesses.	2020, 2021
		1.4 Semi-annual monitoring of government institutions' performance regarding the implementation of the Action Plan for Countering Shadow Economy and reporting on the effects	2020, 2021
		1.5 Performing at least three analyses and research a year, supporting the implementation of the Action plan measures	2020, 2021
		1.6 Developing recommendations for optimization of at least five administrative procedures burdening legal businesses	2020, 2021
2. Improved inspection oversight and processing of criminal acts in the sphere of shadow economy	At least 75% of republic inspections use the e-Inspector software by 2021 Risk analysis module established within the e-Inspector software used by minimum four inspections by 2020 Number of unannounced controls of registered 20% in 2020, and 22% in 2021 At least 8 inspections have introduced plea agreement by the end of 2021	2.1 Supporting the Government's Coordination Commission for Inspection Oversight by managing the Support Unit for inspection oversight in the line ministry (MPALG) and participation in at least ten working groups established within the Commission.	2020, 2021
		2.2 providing expert support for the improvement of e-inspector software, including the risk analysis module and linking with SIPRES and eRecordsRoom.	2020, 2021
		2.3 Supporting the introduction of plea agreement model in three new inspections in cooperation with misdemeanor courts.	2020
		2.4 Amending the Law on Public Administration to enable assigning of inspection oversight tasks, and the Law on Civil Servants to introduce the profession of Inspector.	2021
		2.5 Establishing a comprehensive contact center for submitting complaints and files to national inspections with the aim of preventing misues and unfair competition during and after COVID-19.	2020
		2.6 Establishing a ChatBot application for automatization and improved work of the contact center for inspections.	2020, 2021
		2.7 Special regulation of the position of inspectors in the system of public administration and civil servants, and job systemization within the institutions they work in.	2020
		2.8 Establishing a publicly available Database of acts on the implementation of laws and other national regulations.	2020
		2.9 Realization of at least four open sessions of the WG of Coordination Commission for inspection oversight for the media and business	2020, 2021
		2.10 Amendments to the Law on Inspection Oversight (organization and position of inspectors, eInspector...) and developing a new Guide on the implementation of the Law on Inspection Oversight.	2020
		2.11 Informing the businesses and the public about the work of inspections - maintaining the portal inspektor.gov.rs, eNewsletter on inspections, media promotion.	2020, 2021
3. Improved awareness among citizens and businesses on the negative effects of shadow economy and motivation for compliance	Surveys indicate that, even after the crisis caused by COVID-19, at least 80% of citizens support the combat against shadow economy by the end of 2021 Tax collection rate increased by 4% in 2021 compared to 2018, in spite of the crisis caused by COVID-19	3.1 Implementation of the national campaign for promoting an improved fiscalization system and the countering of shadow economy	2021
		3.2 Organizing a conference on tax morale.	2020
		3.3. Promotion of cashless payments as a mechanism for countering shadow economy, and safer and easier payment method.	2020, 2021
		3.4 Organization of annual conference on shadow economy	2021
		3.5 Managing the national portal about shadow economy www.uzmiracun.rs	2020, 2021
		3.6 Supporting the promotion of the introduction of elnvoice system.	2021
		3.7 Performing surveys on shadow economy and cashless payments.	2020, 2021
4. Improved predictability of business environment and reduced tax and non-tax burden to businesses	At least 10 parafiscal charges for businesses abolished by 2021. Electronic registry of para-fiscal charges established by the end of 2021. Law on Fees introducing transparency into non-tax burden to businesses adopted by the end of 2020. Tax decisions for lump-sum tax entrepreneurs is issued 15 days since the start of a new business year or since a business is registered, by 2021. Tax burden to net salaries is reduced by 1%.	4.1 Developing a proposal for Draft Law on Fees.	2020
		4.2 Participation in development of by-laws related to the Law on Fees.	2020, 2021
		4.3 Participation in working groups and providing proposals for improving tax regulations and transformation of Tax Administration.	2020, 2021
		4.4 Developing a proposal for improving the Law on Republic Administrative Fees - abolishing the obligation of proof of payment.	2020, 2021
		4.5 Analysis of local tax and non-tax revenues and ensuring predictable and sustainable revenue sources for LGs, particularly in the light of crisis caused by COVID-19.	2020, 2021
		4.6 Performing impact analysis of the fiscal measures for mitigating the negative effects of COVID-19 on the economy.	2020, 2021
		4.7 Initiating online Registry of opinions issued by line authorities.	2021
		4.8 Performing analyses for simplified engagement of seasonal workers for house works.	2020
		4.9 Designing an analysis and recommendations for employment legal framework improvement (flexible employment forms, freelance etc).	2021
		4.10 Performing a budget impact analysis of the reform of healthcare financing (abolishing of healthcare contributions).	2020, 2021
		4.11 Established online system for providing legal assistance to businesses during COVID-19.	2020

5. Support to development of small and medium enterprises and entrepreneurship	Support program for SME business transformation initiated by the end of 2020.	5.1 Encouraging innovation in SMEs through financial and expert support program for business transformation in cooperation with PMI.	2020, 2021
	At least 1,000 entrepreneurs have started their business legally, using the tax exemption measure by the end of 2020.	5.2 Providing expert support to SMEs and entrepreneurs with implementation of regulations.	2020, 2021
		5.3 Developing a model for on-line Calculator of local fees for SMEs.	2021
		5.4 Supporting SMEs to introduce cashless payments and online sales.	2021
		5.5. Performing educational and promotional activities to support entrepreneurship on the local level and help entrepreneurs in starting their business legally.	2020

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

Indicators P1 SG 2:			
Results	Indicator	Activity	Year
1. Improved strategic and regulatory framework for the development and functioning of e-Government and e-Commerce	At least 70% of measures planned in the Action Plan for e-Government in Serbia implemented as per planned deadlines At least five process regulations aligned with the Law on eGovernment in terms of delivery procedure, by the end of 2021. Participation in amending regulations for optimizing at least two life events.	1.1 Participation in planning and monitoring of e-Government development through participation in the Government's E-Government Coordination Council and working groups	2020, 2021
		1.2 Providing support to the Government and Office for IT and E-Government in developing the E-Government Development Program and the Action plan for the period 2020-22 after the adoption.	2020, 2021
		1.3 Establishing public-private dialogue on the development of cashless payments in Serbia.	2020
		1.4 Preparing analysis and recommendations for abolishing the obligatory proof of payment and advocating the solutions.	2020, 2021
		1.5 Participation in Working group for reforming the GoS Regulation on office operations with the goal of establishing eRecordsRoom and electronic office operations in public administration.	2021
		1.6 Support establishment of a functional platform for exchanging invoices.	2021
		1.7 Coordination of the E-Government Alliance and its expert groups dealing with priorities.	2020, 2021
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% by the end of 2021. At least 60% businesses and 20% citizens have an account on the eGovernment portal by the end of 2021.	2.1 Developing and submitting proposals to the Government for establishing at least five e-services significant for businesses	2020, 2021
		2.2 Participating in the implementation of at least two projects for introducing e-services (e.g. e-space, e-public procurement) in cooperation with the Office for e-Government	2021
		2.3 Promoting the introduction and use of POS terminals and cashless payments at local government counters	2020, 2021
		2.4. Providing expert and technical support in making an inventory of services, with the aim of enabling matching of payments and abolishing the obligation of submitting proof of payment.	2020, 2021
		2.5 Providing support to the Office for IT and eGovernment during and after the emergency situation in developing electronic services in cooperation with businesses involved in NALED and E-Government Alliance.	2020
		2.6 Analysis of legal framework and creating proposed amendments to at least 10 regulations with the aim of enabling electronic delivery.	2020, 2021
		2.7 Developing and advocating recommendations for capacity building of public administration in the field of information security.	2020, 2021

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

Indicators SG3:			
Results	Indicator	Activity	Year
1. Improved cadastre registration procedure	Average time for registering property in the cadastre reduced by 50% in 2021 compared to 2018 Property registration performed in a single place - with public notaries by the end of 2018	1.1 Initiating and participating in the amendments to at least one regulation a year in the field of real estate registration, in line with NALED's legal analysis	2020, 2021
		1.2 Organizing at least 5 meetings and trainings for banks, public notaries, real estate cadaster and other relevant stakeholders, in line with amendments to specific regulations: Law on Mortgage, Law on Legalization, Law on Enforcement and Security, Law on Planning and Construction, process laws etc, regulation governing ex officio registration of property rights for construction land.	2020, 2021
		1.3 Development of ChatBot for supporting citizens and businesses with property registration za within the portal www.upisnepokretnosti.rs.	2020, 2021
		1.4 Coordination of activities among line institutions on implementing the improvement of property registration procedure (RGA, BRA, MCTI, Urbanism department, municipal administration).	2020, 2021
		1.5 Monitoring the application of ex officio delivery of property registration documents for courts and public notaries - at least one report a year.	2020, 2021
		1.6 Support for the establishment of eBulletinBoard in the Real Estate Cadaster and more efficient exchange of data among RGA, Ministry of Justice, Tax Administration and Office for IT.	2020
		1.7 Campaign for the promotion of new services related to cadaster registration - electronic mailbox, electronic registration in real estate cadaster (from January 2021), elimination of tax returns.	2020, 2021
		1.8 Prepared and published at least two analyses in the field of property and real estate registration (e.g. gender analysis, analysis of JIN number).	2020
		1.9 Updating and maintaining the web portal for supporting citizens, businesses and institutions www.upisnepokretnosti.rs - publishing the views of RGA through aligned Q&A.	2020, 2021

2. Unapređeno prostorno/urbanističko planiranje i izgradnja	Optimizovan proces urbanističkog planiranja do 2021. Skraćen postupak priključenja na struju - unapređenje ranga na Doing Business listi sa 96. na 50. mesto, u 2021.	2.1 Participation in working group and developing recommendations for the improvement of the Law on Planning and Construction, support in the development of adequate by-laws.	2020, 2021
		2.2 Preparing and presenting recommendations for MCTI for mitigating the negative effects of COVID-19 on construction and transport industries.	2020
		2.3 Preparing and presenting recommendations for amendments to the Law on Legalization and improved implementation, with the aim of accelerating the process of	2020, 2021
		2.4 Monitoring the implementation of the improved system for functional connection to electricity grid through unified procedure - preparation of reports.	2020
		2.5 Defining mechanisms enabling reliable identification of the holders of public authority that issue the conditions for project design and connection, within the unified procedure.	2020
		2.6 Supporting the development and implementation of the electronic system for urban planning - eSpace.	2020, 2021
		2.7 Coordinating the work of Property and Urbanism Alliance on preparing and submitting analyses - proposed measures, planning and construction and property protection policies to the Government of Serbia - at least 4 meetings a year.	2020, 2021
		2.8 Participation in the working group for the Law on Land Consolidation - preparing proposals in line with NALED's impact analysis of rural land consolidation	2020, 2021
		2.9 Participation in the working group for urban land consolidation and support in developing a Decree on urban land consolidation.	2019
		2.10 Maintaining the national web portal for supporting the construction permitting process www.gradjevinskedomozvole.rs in line with the available resources.	2020, 2021
3. Improved regulatory framework for property management	Uvedeno elektronsko podnošenje zahteva za registraciju zaloga do 2021. Comprehensive registry of collaterals established by 2021 Improved control of bankruptcy trustees and transparency of information in bankruptcy procedures by 2020	3.1 Preparation and advocacy of draft amendments to the Law on Pledge of Movable Property and Rights, with the aim of improving the Doing Business ranking	2020, 2021
		3.2 Preparation of proposals for amending the Law on Insolvency in cooperation with the Ministry of Economy.	2020
		3.3 Starting the dialogue and designing recommendation for improving the Law on the Protection of Financial Services Beneficiaries.	2020, 2021
		3.4 Supporting the implementation of measures for cutting the insolvency procedure costs in line with the analysis.	2020
		3.5 Launching an initiative to RGA for performing registration based on free-of-charge conversion.	2020
		3.6 Realization of the initiative for adopting an authentic interpretation of the National Parliament regarding the situation analysis related to Articles 95 and 96 of the Law on Cooperatives from 1996.	2021
		3.7 Designing recommendations for reducing the time needed to settle creditors' claims through court procedure.	2020

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

Indicators SG4:

Results	Indicator	Activity	Year
1. Improved legal framework for agriculture and food industry	At least 4 meetings a year of the Alliance with the representatives of public sector, in the form public private dialogue	1.1 Coordinating the Food and Agriculture Alliance, which actively participates and initiates amendments to regulations, develops the content of opinions/positions/documents; special focus on regulations in the field of food labeling (including implementation), regulation on the quality and alignment with EU legislation.	2020, 2021
		1.2 Participation in the Working group for food of the Coordination Commission for inspection oversight, working group of NKTOT, working group of the National Convention (Chapters 11, 12 and 13) and other meetings in the form of public private dialogue.	2020, 2021
1. Improved legal framework for agriculture and food industry	At least 3 positions of the Alliance prepared (policy paper, brief etc.), on an annual basis	1.3 At least one policy measure realized in the field of agriculture, previously identified through the Public Private Dialogue for Growth project.	2020, 2021
1. Improved legal framework for agriculture and food industry	Minimum 50% of NALED members' comments accepted by the end of 2021.	1.4 Promotion of the work of Food and Agriculture Alliance with the purpose of making the Alliance recognized as an expert body and advocating law amendments.	2020, 2021
		1.5. Advocating the improvement of legal framework for food donations (sectorial and tax regulations).	2020
2. Reduced administrative burden in agriculture and digitalization in the field of food/agriculture	At least two agricultural procedures optimized by 2021	1.6. Monitoring and reporting on new regulations in the field of healthcare, comparative analysis in relation to NALED's views and recommendations, reporting through Quarterly report and other publications.	2020, 2021
	Average time between application for incentives and payment in the sphere of agriculture reduced by 30% in 2021 versus 2018	2.1 Perform optimization of at least one procedure in the field of agriculture, in line with NALED's previous analysis	2020
		2.2 Advocacy for the introduction of e-Agrar system and support to its implementation - improving the Registry of Agricultural Households and applying for national incentive measures in agriculture.	2020, 2021
3. Improved and aligned conditions for the employment of seasonal labor in Serbia and the region	30 000 seasonal workers employed through the streamlined system by the end of 2021 At least one country in SEE adopted a decision on introducing simplified employment of seasonal worker based on Serbia's model by the end of 2020	2.3 Preparing and advocating recommendations for mitigating the negative effects of COVID-19 on agriculture.	2020
		3.1 Ex post analysis of implementation of the Law on Simplified Labor Engagement in Serbia.	2020
		3.2 Designing recommendations for further improving the system of simplified engagement of seasonal workers.	2020
		3.3 Regional exchange of experiences and presenting the new model of seasonal workers employment in Serbia as a best practice example.	2020
		3.4 Performing situational analysis of seasonal employment in Montenegro, North Macedonia and Albania, with recommendations for improvement.	2020
		3.5 Prepared policy/regulatory model of seasonal employment in at least 2 countries.	2020
3.6 Prepared functional specification for IT solution in at least one country.	2020		

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

Indicators SG5:			
Results	Indicator	Activity	Year
1. Improved public private dialogue and legal framework related to healthcare	5 recommendations from Grey Book of Healthcare implemented	1.1 Promotion of the Grey Book of HealthCare before line ministry, line institutions, Parliamentary board and the general public.	2020
		1.2 Coordination of Healthcare Alliance which provides proposals for amending regulations and defines the joint positions of the Alliance.	2020, 2021
	Established mechanism for public private dialogue in the field of healthcare	1.3 Implementing at least one project in the field of healthcare with the aim of improving business engagement in planning and implementing the healthcare system reform.	2021
		1.4 Advocacy and support in realization of recommendations from the Grey Book of Healthcare and monitoring their implementation on an annual basis.	2020, 2021
	Prepared at least 2 positions of the Alliance (policy brief, proposals for sectorial improvements etc.)	1.5 Preparing a set of urgent measures for better functioning of the healthcare system during emergency situation and communication towards the Crisis Unit, the Government and the general public.	2020
		1.7 Monitoring and reporting on new regulations in the field of healthcare, comparative analysis in relation to NALED's views and recommendations, reporting through Quarterly report and other publications.	2020, 2021
		2.1 Support for optimization of at least one procedure related to the List of Medicines in line with NALED's previous analysis and recommendations	2020
2. Optimization of procedures and reduced administrative burden to businesses	Improved IZIS by 2021	2.2 Support for the establishment of digital procedures in healthcare.	2020, 2021
	Optimization of a set of procedures related to the placement on a List of Medicines performed by 2021	2.3 Preparing recommendations and advocating proposed measures for a better response of the healthcare system during and after COVID-19.	2020
		3.1 Support in defining the model for resolving debts of healthcare institutions and pharmacies on the local level	2020
3. Improved financing and availability of healthcare	Adopted Optimization Plan for healthcare institutions network in 2020	3.2 Designing an analysis of the current healthcare financing system, with recommendations for improvement.	2020
		3.3 Prepared analysis and launched initiative for equalizing private and state healthcare service providers	2021
	Amended regulations, which enable people with mandatory healthcare insurance to use healthcare services in private practice, are consistently applied by the end of 2021.	3.4 Prepared proposal of the Optimization plan for the healthcare institutions network based on the analysis of current situation and needs, comparative analyses and best practices in the region and globally.	2020
		3.5 Prepared communication strategy and the plan of public private dialogue about the optimization of healthcare institutions network.	2020
		3.6 Public private dialogue about the proposed optimization of healthcare institutions performed - at least three round tables with all key stakeholders.	2020
		3.7 Digital campaign performed with the aim of informing and engaging the citizens with regards to the optimization plan.	2020
		3.7 Prepared Decree about the Network plan, the Regulation on Minimum Requirements for Performing Healthcare Services and designed draft by-laws in cooperation with the Second Healthcare Project and the Ministry of Health.	2020
		3.8 Support in implementing the optimization plan for the healthcare institutions network.	2021

STRATEGIC GOAL 6: IMPROVED INTERNATIONAL COMPETITIVENESS AND REGIONAL COOPERATION

Indicators SG6:			
Results	Indicator	Activity	Year
1. Improved business environment in areas monitored by the Doing Business List and other international competitiveness lists	At least five regulations amended to improve business environment in 10 areas monitored by DB by 2021	1.1 Preparing inputs for the Government's annual Action Plan for Serbia's progress to top 40 countries in the Doing Business List and aligning the Program and Action plan with the members of the Joint Group for DB.	2020, 2021
	In at least three areas monitored by the DB List, Serbia's ranking is improved by more than 10 places in the 2021 report compared to 2018	1.2 Preparing long-term recommendations for fostering Serbia's progress on the World Bank's Doing Business list.	2020
		1.3 Monitoring and support to line ministries and institutions in implementing recommendations and the Action plan with development of scenario analyses - at least 10 meetings a year.	2020, 2021
	Improved transparency and efficiency of public procurement system as estimated by at least one international institution	1.4 Participating in at least three sessions of the Joint Group in a year.	2020, 2021
		1.3 Presentation of implemented reforms to contributors - minimum one meeting with each group of contributors a year (total of 10 expert meetings).	2020, 2021
		1.6 Organizing annual conferences on the Doing Business results.	2020, 2021
	2. Improved local business conditions through implementation of the BFC SEE program	BFC SEE network has been strengthened with at least five partner institutions until the end of 2021.	2.1 Training and licensing institutions/organizations from SEE to conduct certification in their own countries as per new (III and IV) edition of BFC SEE standards.
2.2 Further development of e-certification software and the module for automatic generation of reports about the local business environment.			2020, 2021
At least one new country implements the BFC SEE standards by 2021.		2.3 Informing public authorities, local governments, donors and businesses in the region on advantages of BFC SEE program and the promotion of analyses/statistics/reports generated from the software.	2020, 2021
		2.4 Maintaining NALED's registry of evaluators and verifiers for BFC SEE standards, with at least 70 trained and certified business friendly environment experts from the country and region.	2020, 2021
BFC certification program has been applied by at least 60 municipalities and cities in the region until 2021 (according to the III and IV editions).		2.5 Organizing at least two meetings a year of the Regional Council and Tehcnical secretariats of BFC SEE Network.	2020, 2021
		2.6 Revision of BFC SEE standard through consultation with partner institutions from the region and publishing a Guide for implementation of the IV edition	2021
		2.7 Development and maintenance of the regional platform www.bfc-see.org - introducing a special section dedicated to COVID-19 for exchange of information and best practices among cities and municipalities in the region.	2020
		2.8 Designing a comparative analysis of the support measures in Serbia, the region and Europe, as a response to COVID-19.	2020

3. Exchange of knowledge and replication of best practices in South East Europe through the Regional Network for Business Friendly Environment (BFE SEE)	Ensured institutional support for initiation of BFE platform in 5 countries in the region until the end of 2021	3.1 Based on performed feasibility study in cooperation with EBRD, promote and advocate the idea of institutionalization of the regional platform for exchanging best regulatory practices, aligning and improving the business environment in South East Europe countries BFE SEE.	2020
	Regional BFE platform established until the end of 2021	3.2 Registered BFE SEE platform as a regional organization with ensured operational funding and NALED as its secretariat.	2021
	At least three identified best practices in the work of public administration and/or LG in the region have been replicated in at least one country each until 2021	3.3 Identification and promotion of at least one best practice model in the work of public administration and local government in the region, on an annual basis through Doing Business and business friendly certification.	2020, 2021
		3.5 Participating in the implementation of at least 5 regional project for replication / exchange of best practices and/or establishment of development partnership in the work of public administration and local government.	

STRATEGIC GOAL P1 SC7: IMPROVED CONDITIONS FOR ENVIRONMENT PROTECTION

Indicators P1 SC7:

Results	Indicator	Activity	Year
1. Improved conditions for the collection and treatment of products that turn into e-waste after use.	More than 95% taxpayers of the fee for special waste flows report to SEPA about the obligations, produced and imported amounts of products by the end of 2021	1.1. Preparing recommendations for improvement and supporting the development of NRPS system (National registry of pollution sources) and the system for financial instruments of the Ministry of Environment	2020, 2021
		1.2. Promotion and advocacy of the system of "collective operators" for managing special waste flows.	2020, 2021
2. Improved conditions for the collection and management of waste batteries and light bulbs.	Total amount of collected and treated batteries and light bulbs increased by 20% by the end of 2021.	2.1. Preparing situational analysis regarding the collection and recycling of batteries and light bulbs with recommendations for improvement and with major generators mapped.	2020, 2021
		2.2. Performed targetted campaign for raising awareness among waste generators, citizens and children in school.	2020, 2021
		2.3. Defining the optimal model for the collection of batteries and light bulbs and piloting in selected local governments.	2020, 2021
3. Improved conditions for the collection and treatment of food waste	Adopted regulation governing the collection and treatment of food waste by 2021	3.1. Preparing a proposal and advocacy for the adoption of the Regulation on proper management of food waste.	2020, 2021
		3.2. Raising awareness among generators about the importance of proper collection and management of food waste.	2020, 2021
		3.3. Piloting the model/equipment for collecting food waste in businesses and institutions.	2020, 2021
4. Establishing a sustainable glass waste management chain	The total amounts of collected and recycled glass increased by 15% by 2021	4.1. Performing an current situation analysis and examining the opportunities for introducing a depository system.	2020, 2021
		4.2. Developing municipal models and pilot implementation in at least two local governments with different characteristics.	2020, 2021
		4.3. Performing a model dissemination campaign in non-pilot local governments.	2020, 2021
		4.4. Defining a business model for the development of glass collection infrastructure.	2020, 2021
5. Introducing the concept of Circular economy into the legal framework	Adopted program and Action plan for Circular economy, by the end of 2021. The program involves the key areas - EE waste, packaging waste, bio waste,	5.1 Preparing a proposal for the Program sectio on circular economy (food waste, EE waste and packaging waste).	2020
		5.2. Environment Protection Alliance involved in the development of a comprehensive Program for introducing circular economy.	2020, 2021
6. Improving the legal framework for environment protection	At least one Government-to-business joint group for improving legislation in the field of environment established in 2020	6.1. Coordinating the work of the Environment Protection Alliance and its expert groups with the aim of defining policies and recommendations for improving regulations and practices in this area - at least 4 meetings a year.	2020, 2021
		6.2 Initiating the establishment of a working group for amnding regulations governing the fees in this area.	2020
	Amended Law on Fees for Use of Public Goods with improved criteria for defining 8 fees in the field of environment by the end of 2021.	6.3 Preparing and advocating the proposals and sustainable solutions for changing the fees in the field of environment, through dialogue among businesses, local governments and line institutions.	2020, 2021
		6.4 The Environment Protection Alliance publishes at least one analysis or policy brief a year.	2020, 2021

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

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

Indicators P2 SG1:					
Results	Indicator	Activity	Year		
1. Improved knowledge and skills of public servants in the sphere of local economic development	At least 500 public servants, central and local level, have attended some form of professional training (trainings, study tours) on economic development by the end of 2021. The National Public Administration Academy implements at least five training programs for stimulating economic development in the period 2020-21.	1.1 Supporting the work of the National Academy of Public Administration through participation in the Program Council and by performing trainings where NALED has been accredited.	2020, 2021		
		1.2 Organizing study tours, trainings, online seminars for public administration representatives in cooperation with embassies and through projects / programs financed from international sources.	2020, 2021		
		1.3 Maintaining and developing online database of international training programs for professional development of civil servants.	2020, 2021		
		1.4 Establishing an e-training center with on-line seminars on NALED website	2021		
		1.5 Organization of Business Environment Experts Forum on an annual basis	2020, 2021		
		1.6 Capacity building of LGs to use external funding sources (EU and bilateral funds, business donations etc.) to recover from the crisis caused by COVID-19.	2020		
		1.7 Participation in at least two international conferences on local economic development, as a partner or guest.	2020, 2021		
		1.8 Establishing and developing on-line library of knowledge about business environment on the bfc-see.org platform	2021		
		2. Improved conditions for local economic development	At least 30 local governments in Serbia have improved their business environment through Business Friendly Certification program South East Europe (BFC SEE) in the period 2020-21. Business friendly municipalities actively engage in developing local development policies in 2020-2021. Index and ranking of business friendly municipalities in Serbia is published 2021.	2.1 Engagement and education of at least 10 local governments a year about certification program and BFC standards application.	2020, 2021
				2.2 Evaluation of business environment and developing recommendations for municipalities taking part in the certification program.	2020, 2021
2.3 Promotion of certified municipalities in Serbia and the region.	2020, 2021				
2.4 Establishing an Alliance of Business Friendly Municipalities as a working body within NALED dealing with implementation and development of BFC standard, defining the measures for LG recovery from COVID-19, and improving the legal framework for local economic development.	2020, 2021				
2.5 Positioning BFC certificate as an indicator / reference when awarding funds from state and international institutions, intended for local economic development.	2020, 2021				
2.6 Developing and publishing an index of business friendly environment, to asses and rank local governments.	2020, 2021				
2.7 Developing new online tools for self-evaluation of business environment quality for local governments.	2021				
2.8 Supporting employment on the local level through public works, with the aim of mitigating the negative effects of COVID-19 on socially vulnerable groups.	2020				
2.9 Establishing online platform for donations to local governments and realization of at least one campaign a year - the focus of 2020 was the collection of funds from businesses and donors for countering COVID-19.	2020				
2.10 Developing recommendations for abolishing administrative obstacles for humanitarian and in-kind donations.	2020, 2021				

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

Indicators P2 SG2:			
Results	Indicator	Activity	Year
1. Improved institutional accountability in decision making processes of significance for businesses	10% of the Grey Book recommendations for better business environment implemented annually on average, between 2018 and 2021. At least five systemic reforms initiated based on NALED's research and analyses in the period 2018-2020. Government and Parliament efficiency and accountability in adopting regulations improved by 10% according to the Regulatory Index of Serbia in the period 2018-2021. Business satisfaction with the quality and the process of adopting regulations in Serbia has increased by at least 10% compared to 2018.	1.1 Development and publication of Grey Book (100 recommendations by businesses for cutting the red tape) and its delivery to the Government and line institutions	2020, 2021
		1.2 Development of a new special edition of Grey Book dedicated to a concrete sector.	2021
		1.3 Development of at least 50 analyses of regulations, research and policy briefs significant for business environment, with the purpose of reform advocacy and/or participation in the process of drafting regulations, on an annual basis.	2020, 2021
		1.4 Performing research and analyses about the problems faced by businesses and local governments due to COVID-19 and development of a set of priority recommendations for mitigating the negative effects of the pandemic.	2020
		1.5 Preparation and distribution of quarterly status reports on regulatory reform and distribution to decision-makers and interested parties from state institutions, international community and the media.	2020, 2021
		1.6 Preparation of COVID-19 mitigation contribution for the quarterly report on the status of reforms during the emergency situation.	2020
		1.7 Launching and regular updating of online database of NALED'd initiatives for amending regulations.	2020, 2021
		1.8 Monitoring of the Government and Parliament as regards to legislation of significance for businesses and annual report - Regulatory Index of Serbia - RIS	2020, 2021
		1.9 Updating on-line By-Law Barometer, providing insight in the status of by-law adoption for at least 20 crucial laws regulating business environment	2020, 2021

2. Improved conditions for local economic development	At least 30 local governments in Serbia have improved their business environment through Business Friendly Certification program South East Europe (BFC SEE) in the period 2020-21. Business friendly municipalities actively engage in developing local development policies in 2020-2021. Index and ranking of business friendly municipalities in Serbia is published 2021.	2.1 Engagement and education of at least 10 local governments a year about certification program and BFC standards application.	2020, 2021
		2.2 Evaluation of business environment and developing recommendations for municipalities taking part in the certification program.	2020, 2021
		2.3 Promotion of certified municipalities in Serbia and the region.	2020, 2021
		2.4 Establishing an Alliance of Business Friendly Municipalities as a working body within NALED dealing with implementation and development of BFC standard, defining the measures for LG recovery from COVID-19, and improving the legal framework for local economic development.	2020, 2021
		2.5 Positioning BFC certificate as an indicator / reference when awarding funds from state and international institutions, intended for local economic development.	2020, 2021
		2.6 Developing and publishing an index of business friendly environment, to asses and rank local governments.	2020, 2021
		2.7 Developing new online tools for self-evaluation of business environment quality for local governments.	2021
		2.8 Supporting employment on the local level through public works, with the aim of mitigating the negative effects of COVID-19 on socially vulnerable groups.	2020
		2.9 Establishing online platform for donations to local governments and realization of at least one campaign a year - the focus of 2020 was the collection of funds from businesses and donors for countering COVID-19.	2020
		2.10 Developing recommendations for abolishing administrative obstacles for humanitarian and in-kind donations.	2020, 2021

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

Indicators P2 SG2:

Results	Indicator	Activity	Year
1. Improved institutional accountability in decision making processes of significance for businesses	10% of the Grey Book recommendations for better business environment implemented annually on average, between 2018 and 2021. At least five systemic reforms initiated based on NALED's research and analyses in the period 2018-2020. Government and Parliament efficiency and accountability in adopting regulations improved by 10% according to the Regulatory Index of Serbia in the period 2018-2021. Business satisfaction with the quality and the process of adopting regulations in Serbia has increased by at least 10% compared to 2018.	1.1 Development and publication of Grey Book (100 recommendations by businesses for cutting the red tape) and its delivery to the Government and line institutions	2020, 2021
		1.2 Development of a new special edition of Grey Book dedicated to a concrete sector.	2021
		1.3 Development of at least 50 analyses of regulations, research and policy briefs significant for business environment, with the purpose of reform advocacy and/or participation in the process of drafting regulations, on an annual basis.	2020, 2021
		1.4 Performing research and analyses about the problems faced by businesses and local governments due to COVID-19 and development of a set of priority recommendations for mitigating the negative effects of the pandemic.	2020
		1.5 Preparation and distribution of quarterly status reports on regulatory reform and distribution to decision-makers and interested parties from state institutions, international community and the media.	2020, 2021
		1.6 Preparation of COVID-19 mitigation contribution for the quarterly report on the status of reforms during the emergency situation.	2020
		1.7 Launching and regular updating of online database of NALED'd initiatives for amending regulations.	2020, 2021
		1.8 Monitoring of the Government and Parliament as regards to legislation of significance for businesses and annual report - Regulatory Index of Serbia - RIS	2020, 2021
		1.9 Updating on-line By-Law Barometer, providing insight in the status of by-law adoption for at least 20 crucial laws regulating business environment	2020, 2021
		2. Sustainable public-private dialogue about business environment improvements	More than 70% of regulations related to business environment adopted through public discussions in line with the GoS Rules of Procedure in 2021. More than 50% 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. New functional convocation of Economic Assembly in the National Parliament established by the end of 2021. At least 50 local governments established business councils as a mechanism for consultation about local decisions by 2021.
2.2 Organizing at least three trainings and study tours a year for representatives of public administration, civil society organizations and businesses aimed at establishing PPD	2020, 2021		
2.3 Supporting small business associations (sectorial, professional) and NGOs in reform advocacy	2020, 2021		
2.4 Preparing and publishing a guide for PPD with models (e.g. Business Councils on the local level, Economic Caucus in the Parliament, Joint Groups in the Government)	2020		
2.6 Participation in at least 30 working groups for drafting regulations significant for business environment	2020, 2021		
2.7 Support for the establishment and work of a new convocation of the Economic Caucus in the National Assembly of Serbia - drafting at least 5 amendments a year to regulations significant for business environment	2020, 2021		
2.7 Including the University in Belgrade and relevant faculties into public private dialogue and the process of performing NALED's research, analyses and policy papers.			
2.8 At least 50% of conferences and round tables organized by NALED involves the representatives of public, private and civil sector.	2020, 2021		
2.9 Establishing and development of online platform for public private dialogue about problems faced by businesses due to COVID-19 and possible solutions for overcoming the negative effects of te pandemic on businesses and broader society - weekly communication of problems and solutions to the Crisis Unit and the Government during emergency situation.	2020		

STRATEGIC GOAL P2 SC3: IMPROVED EU INTEGRATION PROCESS IN AREAS SIGNIFICANT FOR BUSINESSES

Indicators P2 SG3:			
Results	Indicator	Activity	Year
1. EU membership negotiation process and regulatory alignment with the European legislation reflects recommendations from the public-private dialogue about business environment	At least 20% of recommendations provided through the working groups for chapters 8, 11, 12, 13, 16 and 20 are taken into account by line institutions, in the period 2018-2021.	1.1 Coordination of the Working group for Competition Policy (chapter 8), and Taxation (Chapter 16) within the National Convention on the EU- NCEU	2020, 2021
		1.2 Participation in meetings between the civil society and the Government within the NCEU working groups for chapters 16 (Taxes), 20 (Entrepreneurship and Industrial Policy) and 22 (regional policy and coordination of structural instruments)	2020, 2021
		1.3 Participation in the NCEU Working group for chapters 11, 12 and 13 (agriculture, fisheries and forestry).	2020, 2021
		1.4 Participating in consultations about Economic Reform Program - ERP.	2020, 2021
		1.5 Performing an independent monitoring report for ERP.	2020, 2021
		1.6 Development of at least three analyses or policy briefs related to chapters 8 and 16, coordinated by NALED.	2020
		1.7 Regular media promotion of the topics within chapters 8 and 16.	2020
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 2019-21	2.1 Holding briefings and meetings with representatives of EU Delegation in Belgrade, European Commission and other EU institutions	2020, 2021
		2.2 Preparing and submitting monitoring reports about the work of Government and Parliament (Regulatory Index of Serbia) to European institutions, as well as other inputs and materials about the business environment in Serbia and the region	2020, 2021
		2.3 Preparation of inputs for annual progress reports of the European Commission for Serbia for chapters 8 (Competitions), 16 (Taxes)	2020, 2021
		2.4 Participation in conferences, seminars and discussion organized by EU institutions, as well as in events organized within the Berlin Process for the Western Balkans	2020, 2021