

NALED STRATEGIC PLAN 2026-2030

May 2026

Vision

A responsible society based on knowledge and European values, where efficient institutions, a competitive economy and engaged citizens jointly contribute to sustainable development, the prosperity of local communities and a better life for all.

Mission

Improving the competitiveness of the economy and economic integration with the EU through the active participation and cooperation of the private, public and civil sectors.

Strategic Goals (SG)

SG1: Strengthening the capacity of the economy for responsible, sustainable and innovative business

- ✓ **Innovation, digital transformation and the application of AI in the economy supported**
- ✓ Green transformation of the economy and agriculture supported
- ✓ Small businesses, women's entrepreneurship and social entrepreneurship supported
- ✓ Integration of the economy into the European market and supply chains supported
- ✓ Capacities of the economy and CSOs to apply regulations and use eServices improved

SG2: Modernization of public administration and the regulatory framework for business

- ✓ Reform process and EU integration improved
- ✓ Sectoral public policies improved in line with EU standards
- ✓ Accessibility and security of eServices and the application of AI improved
- ✓ Fair competition and public finances improved
- ✓ Property rights security and construction conditions improved
- ✓ Sustainable development policies and implementation of the Green Agenda improved
- ✓ Conditions for local development and regional cooperation improved

Action Plan and Success Indicators

SG 1: Strengthening the capacity of the economy for responsible, sustainable and innovative business

Program Goal 1: Innovation, digital transformation and the application of AI in the economy supported

Indicator of goal achievement by 2030	
At least one new institutional instrument for linking business and science has been established and is operational (Applied Science Forum, S2B portals, etc.)	
At least EUR 1 million in grant support secured for innovation development	
Specific Goal 1.1: Direct support to innovators provided	
Activity	Deadline
At least two grant award cycles implemented for innovation development and the digital transformation of the economy	2030
At least five trainings in the field of innovation conducted	2030
Mentoring support provided to at least 10 grantees annually	2029
Participation of grantees in at least one fair/international event annually supported (e.g. EXPO 2027, Biotech Future Forum, GITEX, VivaTech Paris), to connect them with markets, funding sources and partners for implementing innovation projects	2030
Specific Goal 1.2: Capacities and cooperation between the research sector and the economy improved	
Activity	Deadline
Science-Business Cooperation Council established, meeting at least four times a year	2030
Support provided to research organizations and the economy for the use of B2B and S2B portals	2030
At least five industrial doctorates launched by linking companies with research organizations	2030
At least two co-creation workshops organized for the development of joint projects in innovation and science	2028
An online education program for open innovation established	2027
At least two cycles of the “Innoleaders in the Economy” program implemented to educate companies on innovation management and cooperation with the research sector	2030
Organization of at least two Biotech Future Forum - AI for Life events supported	2030
Specific Goal 1.3: Integration into the European Innovation Area supported	
Activity	Deadline

NALED's mandate as the national contact point for the European Institute of Innovation and Technology (EIT) extended and the continuity of the EIT Hub in Serbia ensured	2026
At least four events and 10 posts annually organized/published on EIT calls for support to the domestic innovation ecosystem	2030
At least two activities organized/supported to connect companies with potential partners through the EIT Hub and cooperation with the EEN network	2030
At least two trainings/info days held annually for the economy on opportunities to participate in Union programs (e.g. Horizon Europe, Digital Europe, etc.)	2030
At least two transnational projects prepared and submitted annually under EU calls, in partnership with the economy and the research community	2030
Strategic partnership established with at least one EU-level organization/network in the field of innovation	2030
Innovative business projects supported through the EIT Food network and connection with European partners for new product development through at least one initiative annually	2029
Specific Goal 1.4: Business capacities for digital transformation, the use of AI and defense against cyberattacks improved	
Activity	Deadline
A practical guide with examples of good practices in applying digital solutions developed and at least five workshops held to exchange experience among SMMEs and entrepreneurs	2027
Capacities of SMEs and entrepreneurs strengthened through dissemination and promotion of information security guidelines	2027
At least 20 trainings held for entrepreneurs and SMEs in the field of digital transformation	2028
At least three trainings held for the economy in the field of information security	2028
At least 200 agricultural producers trained to use digital tools and AI solutions for more precise production	2028
Development and promotion of two digital solutions/platforms for optimizing processes in food production	2028

Program Goal 2: Green transformation of the economy and agriculture supported

Indicator of goal achievement by 2030	
CO2 emissions reduced by one third by 2030	
Specific Goal 2.1: Capacities for circular and low-carbon practices strengthened	
Activity	Deadline

At least five trainings held on circularity and decarbonization of production processes	2027
Capacities of at least 150 waste generators strengthened through dissemination and promotion of sustainable circular practices (trainings, guides, roadmaps)	2028
At least five models developed and presented for establishing sustainable practices for the collection of special waste streams	2028
Specific Goal 2.2: Regenerative agriculture supported	
Activity	Deadline
Two functional Regenerative Agriculture Districts (RADs) established by connecting supply-chain actors, with a focus on the placement of sustainable products	2028
Technical support program implemented for at least 30 companies and farms to transition to sustainable (regenerative/organic) production models	2029
At least one roundtable or training for the economy organized annually on sustainable resource management (water, land, waste) and implementation of the Farm to Fork Strategy	2030
Specific Goal 2.3: Business capacities to apply EU environmental regulation improved	
Activity	Deadline
The economy supported in applying ESG standards with a focus on the environment through at least three trainings/roundtables annually	2030
Implementation of the EU Packaging and Packaging Waste Regulation (PPWR) supported through at least one educational activity annually (podcast, brochure, info day)	2030
Business knowledge of ways to comply with CBAM requirements improved through presentation of a regulatory framework blueprint	2026
At least two study visits to EU Member States implemented on the implementation of waste management regulations	2029

Program Goal 3: Small businesses, women’s entrepreneurship and social entrepreneurship supported

Indicator of goal achievement by 2030	
At least 1,000 small businesses informed and actively involved in public policy-making	
Support program for the development of social entrepreneurship adopted, with regular annual calls for financial programs	
Share of social public procurement increased, as well as the number of contracts awarded to women-owned enterprises	
Specific Goal 3.1: Capacities of small businesses improved	
Activity	Deadline

An operational Portal for the economy and small businesses established to inform them and involve them in research and the public policy-making process	2028
At least three trainings held annually for small businesses and appropriate informational and educational materials published to facilitate doing business	2030
Support provided to 11,000 small businesses for introducing cashless payments under more favorable than market conditions	2029
Specific Goal 3.2: Capacities of social and women-owned enterprises improved	
Activity	Deadline
At least two trainings conducted annually to strengthen the capacities of social enterprises	2028
Expert support provided for the marketing design of the offer of at least 10 social enterprises	2028
At least three annual events or matchmaking initiatives organized to connect social enterprises and companies for integration into supply chains	2028
At least one women's entrepreneurship project/initiative supported annually	2030

Program Goal 4: Integration of the economy into the European market and supply chains supported

Indicator of goal achievement by 2030	
At least 50% of SMEs using the ESG Hub services have improved their sustainable business performance	
Participation of the domestic economy in EU programs and financial instruments increased	
Exports to the EU market increased by 15% compared to 2025	
Specific Goal 4.1: Alignment of the economy with European sustainability standards supported	
Activity	Deadline
Operational digital platform - ESG Hub established by the end of 2026, with a continuous annual 10% increase in the number of SME users	2030
Existing ESG Hub services improved and new services developed continuously in line with amendments to, and adoption of, new EU sustainability policies (ESG, CBAM, CSRD, EUDR, EU Taxonomy, etc.)	2030
A new service developed in cooperation with commercial banks and/or international partners to directly support companies in aligning with ESG standards	2030
At least two trainings and one event held annually on ESG and/or EU sustainability policies	2030

Analysis of at least two supply chains carried out on exposure to ESG standards, with recommendations, and trainings held for specific industries/sectors	2030
An annual coordination roundtable on current ESG topics held with international partners, banks, academia, civil society and the economy, to exchange and align activities and priorities	2030
Specific Goal 4.2: Business capacities to participate in EU programs and financial instruments improved	
Activity	Deadline
At least one info session, workshop or training organized annually for companies to increase participation in EU programs	2030
At least two projects applied for annually in cooperation with the economy under EU calls	2030
Specific Goal 4.3: Business capacities for entering the EU market improved	
Activity	Deadline
Analysis of the effects of global and European trade policy on Serbia's economy and exports prepared and presented	2027
Ten trade caravans organized for the economy to present conditions for entering the EU market	2028
At least 10 events, workshops or trainings on trade promotion organized in cooperation with the competent institutions of EU Member States	2028
Academic exchange organized with EU Member States and at least two guest lectures on sustainable trade delivered at faculties in Serbia	2028
The economy informed about current global developments and foreign trade news through bimonthly trade bulletins	2028
At least one B2B meeting organized annually to strengthen the position of the domestic food industry in regional and European supply chains	2030
Specific Goal 4.4: Business capacity to implement the EU Common Agricultural Policy (CAP) improved	
Activities	Deadline
At least five trainings held on EU food regulation (safety, traceability, ESG reporting) for export-oriented companies	2030
At least one roundtable/consultation organized annually on the EU CAP	2030

Program Goal 5: Capacities of the economy and CSOs to apply regulations and use eServices improved

Indicator of goal achievement by 2030	
At least 30% of companies from NALED membership participate in trainings and info days	
Competition in public procurement increased through an annual rise in the average number of bids per procurement procedure	

Number of active bidders participating in public procurement procedures increased	
Specific Goal 5.1: Business capacities to apply regulations, procedures and eServices improved	
Activity	Deadline
At least two info days/trainings conducted annually to improve the application of sectoral regulations in line with business needs	2030
At least five trainings conducted annually on the use of digital systems in healthcare (eHealth Record, eReferral, eSick Leave, ePrescription, etc.)	2030
Public procurement eLearning platform improved through continuous updating of modules and content for bidders, with at least 1,000 business users	2028
At least 100 companies trained annually on different aspects of public procurement	2028
At least one national and/or local promotional campaign for the use of eServices conducted	2028
Specific Goal 5.2: Capacities of the civil sector for using eServices and digital inclusion improved	
Activity	Deadline
At least 120 participants from CSOs trained to support vulnerable groups in using digital tools and services	2028
At least 120 participants from CSOs trained in the ethical and responsible use of AI	2028
At least three events/activities organized to promote the digital inclusion of vulnerable groups	2028
At least nine grants awarded to selected CSOs to support inclusive digital transformation and the establishment of local contact centers	2028
Educational materials on digital rights, personal data protection and online safety developed and distributed	2028
At least 25 mentoring visits to local CSOs organized	2029

SG 2: Modernization of public administration and the regulatory framework for business

Program Goal 6: Reform process and EU integration improved

Indicator of goal achievement by 2030	
At least 20 Gray Book recommendations fully or partially implemented	
Serbia Regulatory Index improved by 10% compared to 2025	
Reform steps from Serbia’s Reform Agenda implemented in accordance with deadlines, in the part related to the business environment and private-sector development	
Specific Goal 6.1: Monitoring and advocacy of public policies and EU integration improved	
Activity	Deadline
At least two reports on the status of regulatory reform published annually	2030
Annual analysis and assessment of the legislative process conducted through the Serbia Regulatory Index	2030
Annual edition of the Gray Book prepared and published, containing 100 recommendations for better business conditions, highlighting recommendations relevant to EU integration	2030
NALED portal established for research and collection of business opinions on regulations	2027
Negotiation process supported through participation in National Convention on the EU (NCEU) working groups for at least four negotiation chapters and coordination of two cross-sectoral working groups (Chapter 16 and the Reform Agenda)	2030
At least 10 analyses, reports or studies prepared annually (e.g. analysis of the World Bank Business Ready report, ex-ante and ex-post analyses, CEOP analysis, Standard Cost)	2030
Inputs prepared and submitted for the European Commission’s annual report	2030
Activities carried out continuously to inform the public and advocate reforms from NALED’s program documents (press releases, press conferences and briefings, podcasts, digital campaigns, etc.)	2030
Specific Goal 6.2: Public-private dialogue and the regulatory framework for business improved	
Activity	Deadline
The economy involved in drafting regulations and strategies through NALED’s participation in at least 10 Government working groups annually	2030
At least 20 meetings/roundtables of the private and public sectors organized annually on the regulatory framework for business (e.g. Alliance sessions)	2030
Specific Goal 6.3: Public-sector capacities for alignment with EU policies improved	
Activity	Deadline

At least five trainings and/or study visits organized annually for state institutions for learning and exchange of experience on implementing specific EU policies	2030
At least five trainings and/or study visits organized for local governments on understanding EU policies and practices at the local level	2030
At least two projects implemented annually aimed at introducing good practices in the application of EU policies at the local level (e.g. smart cities, energy and green transition, digitalization)	2030

Program Goal 7: Sectoral public policies improved in line with EU standards

Indicator of goal achievement by 2030	
Average waiting time for trucks at borders with the EU reduced	
eHealth Record established with private-sector integration and enabling secondary use of data for research and public health development	
At least six recommendations from the Innovation Gray Book fully or partially implemented	
Serbia advanced from the “Emerging Innovator” category to the “Moderate Innovator” category on the European Innovation Scoreboard	
All reform steps from the Reform Agenda related to agriculture and rural development implemented	
Specific Goal 7.1: Conditions for trade with the EU and integration with the Single Market improved	
Activity	Deadline
At least two analyses with recommendations prepared to facilitate foreign trade procedures (monitoring implementation of the SAA and analysis of international reports in the field of trade)	2030
Organization of at least three meetings of the National Trade Facilitation Coordination Body (NTFCB) supported on concluding the ACAA (Agreement on Conformity Assessment and Acceptance of Industrial Products) between Serbia and the EU	2027
At least three meetings of NTFCB and competent institutions organized, with two expert documents prepared to support the establishment of mutual recognition of phytosanitary, veterinary and health certificates with the EU	2030
An initiative (at least one analysis) prepared and presented to reduce truck waiting times at border crossings with the EU	2028
An initiative (a set of analyses with recommendations) prepared and presented to improve the single-window system and digitalization of customs and trade procedures	2030
Specific Goal 7.2: Efficient healthcare system established through improvement of the regulatory framework and digitalization of healthcare	
Activity	Deadline

At least five recommendations/analyses prepared annually to improve the regulatory framework and procedures in healthcare	2030
Drafting of laws, bylaws and strategic documents that improve healthcare procedures supported through participation in at least two working groups annually	2030
At least three pilot healthcare digitalization projects launched and implemented in cooperation with competent institutions (e.g. eSick Leave, eHealth Record, genetic data register, clinical trials register)	2030
Proposals prepared to improve at least three regulations governing medicines, medical devices and clinical trials	2028
Specific Goal 7.3: Policies and institutional framework for innovators and R&D improved	
Activity	Deadline
Two editions of the Gray Book of Innovation prepared and published, containing at least 40 recommendations for improving conditions for innovative and high-tech entrepreneurship	2029
At least one proposal for regulatory amendments prepared and submitted annually to competent institutions to improve business conditions for innovation entities and research organizations	2030
Initiative for liberalizing foreign exchange operations and introducing new alternative financing models developed and submitted to competent institutions	2028
At least two analyses prepared and published annually with a focus on removing regulatory and institutional barriers in the innovation and/or research system	2030
Specific Goal 7.4: Conditions for the development of agriculture, the food industry and rural areas improved	
Activity	Deadline
Guidelines for regenerative agriculture prepared and advocacy conducted for their integration into the subsidy system	2028
Elements for establishing a national certification scheme in regenerative agriculture prepared and presented to standardize the process	2030
Comparative legal analysis prepared with a proposed solution for establishing a VAT-free food donation system, and preparation of regulations supported through active participation in the Ministry of Finance working group	2029
At least two workshops/trainings organized for local self-government units to strengthen capacities for applying measures for rural infrastructure development	2028
At least three roundtables/consultative meetings organized to advocate digitalization of procedures in agriculture (e.g. submission of applications for incentives, electronic register of agricultural incentives, improvement of eAgrar)	2028

At least two public consultations organized and proposals prepared to improve rulebooks on food declaration, labeling and advertising, with alignment to EU regulation and business needs	2027
Initiative prepared and launched to remove regulatory barriers to the production and trade of products for which Serbia has a comparative advantage (specific varieties, premium products), with continuous advocacy	2030
Proposal of measures prepared and participation in the working group ensured to improve the system of quality and geographical origin labels, to better position domestic products on foreign markets	2030
At least three public-private consultations organized within the process of adopting the National Program for Agriculture, the National Program for Rural Development and the Generational Renewal Program in the Country Side (2026-2030)	2028
At least two proposals prepared and presented to improve the legal framework in the areas of the socio-economic position of farmers (e.g. resolving pension and disability insurance debts, social protection, labor rights) and strengthening agricultural cooperatives/producer organizations	2030

Program Goal 8: Accessibility and security of eServices and the application of AI improved

Indicator of goal achievement by 2030	
Position of the Republic of Serbia improved on the UN E-Government Development Index (EGDI)	
National average of local-level eGovernment development increased by 10% according to the Local E-Government Index (LEI)	
Position of the Republic of Serbia maintained in the Top Tier category of the Global Cybersecurity Index	
Specific Goal 8.1: Public administration capacities for developing user-oriented eServices improved	
Activity	Deadline
At least 150 civil servants trained for eService development	2028
A practical guide with examples of good practices in applying digital solutions developed and at least five workshops organized to exchange experience among institutions	2027
At least one user satisfaction survey on eServices conducted and results published with recommendations for improvement	2028
At least two cycles of LEI research conducted, with roundtables organized to present results and recommendations	2029
Support provided in developing at least one new electronic service on the eGovernment portal - preparation of an analysis with recommendations and/or functional specification (e.g. Digital Wallet, change of residence, certificate recognition)	2030

Continuous cooperation established with the Office for IT and eGovernment in implementing projects and initiatives to improve and promote eServices (at least three joint activities annually)	2030
Specific Goal 8.2: Development and improvement of modern digital and smart infrastructure at the local level	
Activity	Deadline
Support to implementation of the project for developing broadband infrastructure in rural areas through improved stakeholder coordination, application of the regulatory framework and communication with the public	2027
Smart City plans prepared and presented for at least five local self-governments	2028
Pilot smart solutions applied in at least five local self-governments	2028
National guidelines for smart cities prepared and presented	2028
At least 50 civil servants trained in smart city management and the use of smart solutions	2028
Specific Goal 8.3: State capacities for defense against cyberattacks improved	
Activity	Deadline
Recommendations developed and presented for improving the regulatory framework in the field of information security	2027
Expert support provided for drafting at least two bylaws in the field of information security	2027
At least three trainings organized for 60 public servants in the field of information security	2028
At least one joint initiative implemented with the Office for Information Security	2028
Analysis of the resilience of information systems to cyberattacks (PEN testing) conducted and presented in at least 50 local self-governments, with recommendations for improvement	2028
Specific Goal 8.4: Responsible use of artificial intelligence in public administration improved	
Activity	Deadline
Drafting of the Law on Artificial Intelligence supported through participation in the working group, organization of public-private dialogue and submission of comments	2027
Proposal prepared and presented for the responsible application of AI tools to improve at least one electronic public service	2028
Implementation of at least one pilot AI solution in public administration supported	2029
Development of a strategy for protecting digital sovereignty and applying AI in the public sector supported through organization of public-private dialogue and submission of comments	2030

Program Goal 9: Fair competition and public finances improved

Indicator of goal achievement by 2030	
At least 75% of planned measures from the Program for Combating the Shadow Economy 2026-2030 implemented	
Electronic register of non-tax charges established and at least 20% of identified parafiscal charges abolished	
Share of public procurement procedures with environmental and social criteria doubled compared to 2025, with at least 12 procurement items for which the application of environmental criteria is mandatory	
Transparency data from regular surveys on attitudes toward public procurement show a 20% increase in trust in the public procurement system among contracting authorities and bidders	
At least three regulations adopted to improve tax treatment and/or sources of financing for entrepreneurs	
Specific Goal 9.1: Systemic fight against the shadow economy supported	
Activity	Deadline
Establishment and work of the Government Coordination Body and expert group for combating the shadow economy supported through regular consultations, organization of at least two roundtables annually and one national conference	2030
Support provided in developing the Program for the Countering the Shadow Economy 2026-2030 through organization of a workshop and drafting of the proposed document, with broad public-private dialogue	2026
Support provided in developing Action Plans for combating the shadow economy and monitoring their implementation on an annual basis	2030
Analytical basis improved for defining measures or monitoring indicators to evaluate the effects of the Program for the Countering the Shadow Economy through at least one study/economic analysis annually	2030
Implementation of at least one measure supported annually to strengthen capacities and coordination of inspections (e.g. eInspector), with a special focus on market inspection	2030
Implementation of at least one measure to strengthen the Tax Administration's capacities supported	2030
Implementation of at least one campaign annually supported to strengthen tax culture and encourage cashless payments (e.g. the "Take the Receipt to Win" prize game, educational videos), with regular maintenance of the national portal for combating the shadow economy, www.uzmiracun.rs	2030
Specific Goal 9.2: Tax framework and incentive measures for legal business and entrepreneurship development improved	
Activity	Deadline

Expert support provided for drafting at least three tax regulations to align with EU policies, through participation in the Ministry of Finance working group (VAT Law, Excise Law, etc.)	2027
Proposal for regulatory amendments prepared and submitted to competent ministries to improve the tax treatment of entrepreneurs	2028
Proposal of support measures for entrepreneurs developed and officially submitted, with a focus on specific instruments for women entrepreneurs (e.g. special incentives, equalizing the rights of women entrepreneurs with employed women for pregnancy and maternity leave)	2029
Advocacy for the adoption of, and support for implementation of, the Social Entrepreneurship Development Program, which includes various reliefs and incentives	2027
Specific Goal 9.3: Regulatory framework for work engagement and labor taxation improved	
Activity	Deadline
Reform package for mini-jobs prepared and submitted to the competent ministry, including an assessment of fiscal effects, a proposal for regulatory amendments and a technical specification for software	2027
Initiative submitted and support provided to the Ministry of Labor for the digitalization of at least one labor-law procedure/document	2030
Improvement of the legal framework and platform for the legal engagement of seasonal workers supported, with expansion to at least one additional activity (e.g. household help)	2030
Legal analysis conducted with recommendations for aligning the regulatory framework with the EU Pay Transparency Directive	2030
Specific Goal 9.4: Predictability of non-tax charges improved and parafiscal burden on the economy reduced	
Activity	Deadline
At least 300 public administration employees trained to use the ePay system	2027
Drafting of the Law on Electronic Administration supported, prescribing the obligation of state bodies to enable electronic payment	2026
Drafting of the Regulation on the Unified Register of Non-Tax Revenues supported, further regulating how it is populated and maintained	2026
Mentoring support provided to at least 200 public administration bodies to enter their fees and charges into the Unified Register of Non-Tax Revenues	2028
Electronic payment enabled for at least 1,000 procedures from the Register of Administrative Procedures through the Pay system	2028
Initiative submitted to competent institutions to introduce incentives for cashless payment at institutional counters, with an assessment of budget effects	2028
Analysis of parafiscal charges prepared and presented with recommendations for their reform	2029

Specific Goal 9.5: Competition, transparency and performance of public procurement improved	
Activity	Deadline
Commission for Protection of Competition supported through at least one professional development activity annually, as well as development of one internal tool/system for detecting bid rigging in public procurement	2028
Public procurement eLearning platform improved through continuous updating of modules and content for contracting authorities, with at least 2,500 public-sector users	2030
Improvement of the regulatory framework for applying sustainability aspects in public procurement supported through preparation of at least three analyses or bylaws	2028
Market research conducted and proposal prepared to expand the list of procurement items subject to mandatory application of green criteria	2028
At least three models of tender documentation, guidelines and tools developed annually for applying green and social criteria in public procurement and published on the eLearning platform	2028
Institutional capacities improved through organization of at least four educational activities (trainings, study visit) annually for sustainable public procurement	2028
At least 30 contracting authorities trained annually on different aspects of public procurement	2028
At least three analyses/reports with recommendations for improving the public procurement system prepared annually	2028
At least two communication activities or campaigns conducted annually to raise awareness of public procurement (e.g. media briefings, roundtables, media appearances, digital campaign)	2028

Program Goal 10: Property rights security and construction conditions improved

Indicator of goal achievement by 2030	
Efficiency and transparency of the urban planning process improved by establishing the Central Register of Planning Documents and the eSpace system	
Efficiency index for issuing construction permits in BFC Club member cities and municipalities increased compared to 2025	
One million cadastre cases resolved thanks to improvement of the legal framework for land consolidation and property rights registration	
Specific Goal 10.1: Regulatory framework for construction improved	
Activity	Deadline

Analysis of key challenges in the construction permitting system prepared, including CEOP functionality, with at least three recommendations for improvement defined	2027
Proposals for amendments to the Law on Planning and Construction prepared and submitted to the competent ministry	2028
At least two workshops held on simplifying procedures and shortening deadlines for issuing electricity connections, with recommendations prepared	2027
Three thematic sessions held within the BFC Club to exchange good practices in issuing construction permits	2030
Specific Goal 10.2: Transparency and efficiency of spatial and urban planning improved	
Activity	Deadline
Action Plan prepared for broader use of digital tools for spatial planning in local self-government units, and expert support provided to interested LSGs	2028
Concept prepared for introducing the central eSpace system, as well as draft bylaws, with at least two workshops/consultative meetings organized with relevant institutions	2028
Public campaign conducted to establish the Central Register of Planning Documentation through advocacy of recommendations from NALED's Analysis of Spatial Plan Coverage	2029
Specific Goal 10.3: Property rights security and asset disposal improved	
Activity	Deadline
At least three workshops organized and initiative submitted to introduce a model of universal validation for registering de facto holders of property rights	2028
Advocacy conducted for further digitalization and automation of management and disposal of public property, and support provided in piloting one digital tool (e.g. BIM-GIS model, eAuctions)	2030
Best Practice Manual on conducting expropriation created to improve procedural efficiency and protection in expropriation proceedings	2029
Analysis of the implementation of the Own on Your Own reform prepared and results promoted with proposals for improvement	2027
Proposal prepared for introducing a new academic program in areas relevant to real estate management, urbanism and property rights, and submitted to competent institutions	2027

Program Goal 11: Sustainable development policies and implementation of the Green Agenda improved

Indicator of goal achievement by 2030	
Reform steps envisaged by Serbia's Reform Agenda relating to the Green Agenda fully implemented	

At least 70% of measures from the Circular Economy Development Action Plan implemented	
Deposit return system introduced for single-use beverage packaging	
Share of energy from renewable sources in total consumption increased	
Specific Goal 11.1: Framework for sustainable resource management through circular economy principles improved	
Activity	Deadline
Two new models developed and presented for food waste management and end-of-life vehicle management	2030
Legal analysis and draft bylaws prepared for alignment with EU CBAM requirements	2026
At least five public-private consultations organized on models for introducing circular economy principles, with a focus on packaging waste and the introduction of a deposit return system	2030
Strengthening the system of waste collection, sorting and recycling through piloting at least three solutions at the local level	2028
At least three roundtables and/or trainings organized to advocate further digitalization in the field of environmental protection (e.g. waste movement document, water management and digitalization of water utilities, environmental fees)	2030
Implementation supported and report prepared on the implementation of at least three measures from the Circular Economy Development Program	2030
Specific Goal 11.2: System of economic instruments and practices in environmental protection improved	
Activity	Deadline
At least three models prepared for sustainable financing of waste management at the local level (e.g. food waste, vehicles, glass packaging)	2028
At least five public-private consultations organized to advocate re-establishment of the Green Fund	2030
Model prepared for establishing a fund for the decarbonization of the economy, financed from CBAM and other eco-taxes	2030
Analysis conducted of existing capacities and investments in wastewater treatment systems, with recommendations for improvement	2030
Analysis and proposal prepared for improving environmental fees	2030
Specific Goal 11.3: Access to green energy and management of energy resources improved	
Activity	Deadline
Analysis conducted and recommendations developed to improve the regulatory framework for applying state aid measures in the energy sector	2027
Analysis conducted and recommendations developed to improve the regulatory framework and practice in the field of electricity storage	2028
Research conducted to map illegal energy infrastructure, with recommendations for improving the situation	2028

Draft rulebook prepared regulating the criteria and procedure for issuing green building certificates	2027
Expert working team formed and meetings held with competent authorities and companies to align rules for concluding PPA (Power Purchase Agreements)	2028
Draft Regulation on conditions for electricity delivery and supply prepared, establishing a favorable regulatory framework for implementing the active customer model, energy storage, PPA contracts and energy communities	2028
Two educational workshops implemented in the field of renewable energy use, with representatives of Western Balkan local governments, including at least one local government from BFC Club membership	2027
One study visit to an EU Member State implemented to exchange practices in the field of energy transition	2027
Proposal prepared to improve conditions for private investment in renewable energy sources and at least one public-private consultation organized	2028

Program Goal 12: Conditions for local development and regional cooperation improved

Indicator of goal achievement by 2030	
Local governments in Serbia and the region improved the business environment by an average of 15% through the BFC SEE certification process	
At least 10 BFC SEE certified municipalities ranked on the Financial Times FDI Magazine lists	
At least five good practices or reforms introduced as a result of regional exchange	
Specific Goal 12.1: Local business environment improved through the BFC SEE Program and regional exchange	
Activity	Deadline
Concept of the BFC SEE program redefined and the 5th edition of the BFC SEE standard adopted	2028
Support model designed for local economic councils in BFC municipalities	2028
At least 20 LSGs in Serbia and 40 LSGs in the region BFC (re)certified	2030
Specific Goal 12.2: Regional exchange improved through the Partnership for a Competitive Region (CORE Partnership)	
Activity	Deadline
Strategic Council of the CORE Partnership formed - composed of established European and regional institutions/organizations	2027
At least three joint projects for exchanging best practices in the region prepared and submitted, with replication of at least one from Serbia (e.g. ESG Hub, Regional Open Innovation Platform, StarTech Balkans, Regional Inspection Hub)	2030
At least three initiatives implemented that contribute to improving business conditions within the Common Regional Market - CRM (e.g. in the areas of	2030

Unofficial translation

inspection oversight, combating the shadow economy, improving the labor market, trade facilitation)	
Cooperation established between the CORE Partnership and at least one new partner from EU candidate countries (e.g. Ukraine, Moldova)	2030
Annual regional CORE Days conferences regularly organized	2030
Specific Goal 12.3: Readiness for EU regional policy improved and local capacities for absorption of EU funds in Serbia strengthened	
Activity	Deadline
At least one training held annually for local governments on EU project management	2030
Analysis and recommendations prepared for establishing systemic support to local governments for the use of EU funds and implementation of the partnership principle at the local level	2027
At least two project proposals submitted annually for financing from EU funds in partnership with local governments	2030
Cooperation established with regional development agencies to build local government capacities for implementing EU cohesion policy	2030
Initiative launched to establish a fund for pre-financing and co-financing EU projects and to introduce measures for developing and retaining staff working on EU jobs at the local level	2028