

REPORT ON IMPLEMENTATION OF STRATEGIC GOALS AND ACTION PLAN FOR 2020/21.

NALED's Program goals defined 195 activities for the period 2020-2021. Out of this number, by mid-2021 when this report has been prepared, 79% activities have been fully realized, 19% partially, and 2% of the planned activities were not realized.

PROGRAM GOAL 1 - IMPROVING THE REGULATORY AND INSTITUTIONAL FRAMEWORK FOR DOING BUSINESS					
Out of a total of 148 activities defined for the period 2020-2021 within Program goal 1, 78% activities have been fully realized, 19% partially, while 3% of the planned activities were not realized.					
STRATEGIC GOAL P1 SG1: REDUCED SHADOW ECONOMY AND IMPROVED TAX SYSTEM					
Indicators P1 SC1: Shadow economy share in GDP reduced by 2% in 2021 compared to 2017 At least 10 parafiscal charges eliminated/modified by 2019 At least 15 administrative procedures optimized by 2021					
Result	Indicator	Activity	Year	Status	Rationale
1. Ensured continuity 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	Partially realized	NALED monitored the implementation of the National Programme for Countering Shadow Economy (NP), prepared the NP Implementation Report 2019-2020 and conducted an impact analysis of the NP implementation with recommendations for improvement, based on the concept of the new NP. In January 2021, a new Coordination body was formed; one session of the Coordination Body in the new convocation has been organized (February 2021) as well as one session of the Expert Group (May 2021), presenting the Report on Implementation and concept of the new NP.
		1.2 Participation in the process of updating the National Program for Countering Shadow Economy, which is revised once in two years	2020	Realized	The national program was updated in April 2019 covering a two-year period 2019-2020. In late 2020, the NP Implementation Report for 2019-2020 was drafted, and work has been initiated on the development of a new NP for the period 2021-25.
		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	Realized	During 2020, NALED has prepared 50 recommendations and proposals of measures to address the negative consequences of the pandemic and support legal business, and submitted them to the Government of Serbia and crisis headquarters. In early 2021, a new National Program and Action Plan (AP) has entered into preparation, and it is planned for adoption in the autumn of 2021.
		1.4 Quarterly monitoring of government institutions' performance regarding the implementation of the Action Plan for Countering Shadow Economy and reporting on the effects	2020, 2021	Realized	Due to the circumstances caused by the pandemic, monitoring the work of state authorities on implementing the Action plan was performed on a six-month basis, in agreement with the Ministry of Finance.
		1.5 Performing at least three analyses and research a year, supporting the implementation of the Action plan measures	2020, 2021	Realized	In 2020, 5 analyses have been conducted: Analysis of the effects of seasonal employment reform in agriculture, Analysis of sales of non-own products in green markets, Expansion of simplified engagement of workers in temporary and part-time jobs, Ex post analysis of measure Start legally, Impact analysis of the National program for countering shadow economy. In addition, similar analyses have been conducted for Montenegro and Albania, as well as discussion paper for value added tax.
		1.6 Developing recommendations for optimization of at least five administrative procedures burdening legal businesses	2020, 2021	Realized	In 2021, proposals were made to optimize the 4 life events that businesses undergo, covering a total of 80 individual procedures. A life event is defined as a set of individual procedures that occur successively or depend on each other, that need to be completed by a company in order to exercise a right or fulfill its obligation to the state. These are the following life events: 1. Placing a drug on the market, 2. Business operations of companies in the field of food 3. Regular business operations - Hiring of workers, 4. Regular business operations - Payment of financial obligations. Additionally, the 13 th edition of Grey Book included 13 new recommendations for optimizing the administrative burden to businesses.

2. Improved inspection oversight and processing of criminal acts in the sphere of shadow economy	<p>At least 75% 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 20% in 2020, and 22% in 2021</p> <p>At least 8 inspections have introduced plea agreement by the end of 2021</p>	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	Realized	In 2020, there were 8 sessions of the Coordination Commission for Inspection Oversight, as well as 22 meetings of 11 working groups within the Coordination Commission involving NALED. In 2020, the Working Group for Food Labeling and the Working Group on Entrusted Tasks have finalized their work. A new Working Group has been formed to curb the spread of the COVID-19 virus, which has initiated and coordinated over 600,000 inspections across the country.
		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	Partially realized	Additional training was held for all inspections included in the eInspector system. The eInspector and SIPRES systems have been connected. For full implementation of SIPRESA, an Action Plan monitored by the Unit has been developed. ePisarnica is not yet functional and this connection is pending. Alternatively, until then, eInspector generates its own numbers that are switched with numbers from the administrative office where necessary.
		2.3 Supporting the introduction of plea agreement model in three new inspections in cooperation with misdemeanor courts.	2020	Realized	A plea agreement for misdemeanors has been introduced in the Market Inspection, Labor Inspectorate, Tax Administration, Tourist Inspection. In the coming period, work needs to be done to improve implementation, in terms of strengthening the capacity of the inspections (more people) and coordination with the courts because it has been observed that courts impose sentences that are less than the agreement stipulated, so the system is not very effective.
		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	Not realized	The Working group for Entrusted Affairs made a set of recommendations for entrusting inspection jobs. Capacity analysis indicated the need to analyze the possibility of introducing a special official title for inspectors. Both activities became part of the AP for inspection reform adopted by the Coordination commission. Further implementation depends on the Ministry of Public Administration and Local Government.
		2.5 Establishing a comprehensive contact center for submitting complaints and files to national inspections with the aim of preventing misuses and unfair competition during and after COVID-19.	2020	Realized	The Contact Centre for Republic Inspections was established in March 2020 with the support of EBRD. During 2020 it received close to 16,000 appeals (by phone and electronically - through the www.inspektor.gov.rs website), 96% of which were resolved within the scheduled timeframe. Most appeals referred to Tax Administration, Market Inspection, Labour Inspectorate. In addition, a business support centre has been established to help businesses comply with the measures for COVID-19 prevention https://inspektor.gov.rs/legalsupport .
		2.6 Establishing a ChatBot application for automatization and improved work of the contact center for inspections.	2020, 2021	Realized	ChatBot application IVA (Inspection Virtual Assistant) to improve the work of the Contact Center started operating from March 1, 2021. Thanks to IVA, businesses and citizens can report problem to inspections 24h a day, 7 days a week, via their mobile phone or computer. 8% of all entries coming to the Contact Center for inspections go via IVA.
		2.7 Special regulation of the position of inspectors in the system of public administration and civil servants, and job systemization within their institutions.	2020	Realized	It is possible to classify inspectors in titles without restriction through change of regulation. Systematizations have been made in all 45 inspections which also took into account the necessary number of inspectors under the Action Plan for hiring inspectors 2019-2022.
		2.8 Establishing a publicly available Database of acts on the implementation of laws and other national regulations.	2020	Partially realized	The first version of the Book of Inspection Practice was drafted, which includes, among other things, the acts on the application of regulations. After two updates, it will be publicly available on inspektor.gov.rs .
		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	Partially realized	Businesses participate in the work of all 11 working groups within the Coordination Commission for Inspection Oversight. Due to the pandemic, this activity has been significantly reduced, but substituted with the Working group for COVID-19, which also initiated the Centre for Covid Measures where businesses can ask questions about working conditions during the pandemic, and receive an answer within 24 hours.
		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	Not realized	All activities have been stopped for now. The new deadline for amendments to the Law on General Administrative Procedures is autumn 2021. Agreement needed between MPALG and the RS government on the scope of changes and defining the institutional form for further coordination of inspections (establishment of the Office for Coordination of Inspection Supervision).
		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	Realized	The website of the Coordination Commission for Inspection Oversight is regularly updated with the most important innovations in the world of inspections. The site has been redesigned in 2020 to make it easier to use both by businesses and inspections - each inspection has its own subsection on the site, where laws, checklists, annual monitoring plans and annual reports of all inspections are included. eNewsletters on the most important news from the world of inspections are sent monthly. Promotional films for 5 inspections and the importance of inspection supervision reform have been made. Businesses participate in the work of working groups within the Coordination Commission for Inspection Oversight.

3. Improved awareness among citizens and businesses on the negative effects of shadow economy and motivation for compliance	<p>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</p> <p>Tax collection rate increased by 4% in 2021 compared to 2018, in spite of the crisis caused by COVID-19</p> <p>The share of cashless payments increased by 20% in 2021 compared to 2018</p>	3.1 Implementation of the national campaign for promoting an improved fiscalization system and the countering of shadow economy	2021	Realized	In the first half of the year, the new system was promoted through the Get the Receipt to Win 2021 prize game, and a roundtable was organized with the Ministry of Finance and NALED alliances on the introduction of a new digital fiscalization system.
		3.2 Organizing a conference on tax morale.	2020	Realized	In November 2020, with the support of GIZ, NALED organized online conference "Way Out of Shadow Economy – New Solutions for a New Time" on tax culture. The conference marked the start of the student debate competition Stick or Carrot, in which teams from universities from Belgrade, Novi Sad and Kragujevac debated on both incentive and repressive measures as mechanisms for strengthening tax morale. The final conference on tax morale held in December 2020.
		3.3. Promotion of cashless payments as a mechanism for countering shadow economy, and safer and easier payment method.	2020, 2021	Realized	Promoting non-cash payments through two cycles of prize game Get the Receipt to Win in 2020 and 2021. Production and broadcasting on RTS of video reports on the benefits of non-cash payment. Making educational posters and promoting instant payments in cooperation with the NBS on the national portal uzmiracun.rs
		3.4 Organization of annual conference on shadow economy	2021	Partially realized	A conference is planned for the new National Program for Countering Shadow Economy in 2021.
		3.5 Managing the national portal about shadow economy www.uzmiracun.rs	2020, 2021	Realized	The national portal is regularly maintained and has made close to 1.5 million pageviews in 2020.
		3.6 Supporting the promotion of the introduction of elnvoice system.	2021	Realized	Cooperation with the Ministry of Finance has been established, a plan for implementation and promotion of the elnvoice system has been defined, which will be implemented in 2021 and 2022. In May, the first roundtable for businesses was organised in the presence of the finance minister.
		3.7 Performing surveys on shadow economy and cashless payments.	2020, 2021	Realized	In April 2020, the findings of citizens' survey on shadow economy and non-cash payments were presented at the online conference. Also, in December 2020, an opinion survey on the impact of COVID 19 on business and grey economy was conducted. New research is planned in 2021.
4. Improved predictability of business environment and reduced tax and non-tax burden to businesses	<p>At least 10 parafiscal charges for businesses abolished by 2021.</p> <p>Electronic registry of para-fiscal charges established by the end of 2021.</p> <p>Law on Fees introducing transparency into non-tax burden to businesses adopted by the end of 2020.</p> <p>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.</p> <p>Tax burden to net salaries is reduced by 1%.</p>	4.1 Developing a proposal for Draft Law on Fees.	2020	Realized	As part of the compensation reform analysis, which was drafted in early 2020, a proposal was made to amend the Law on Fees. This proposal was sent to the Ministry of Finance and the Ministry of Environmental Protection and meetings were held with representatives of the two ministries where the analysis was presented and discussed.
		4.2 Participation in development of by-laws related to the Law on Fees.	2020, 2021	Realized	NALED participated in the preparation of the Regulation defining the calculation of the fee of the Environment Protection and Improvement Fee in 2020. Year. In 2021, analysis and inputs were prepared to improve the Law on Fees presented to competent institutions.
		4.3 Participation in working groups and providing proposals for improving tax regulations and transformation of Tax Administration.	2020, 2021	Realized	In November 2020, a working group was formed to expand simplified work engagement in the activities of household and auxiliary businesses, tourism and catering and construction, which has held dozens of meetings by the time this report is made. In 2021, NALED is a member of RG for the Development strategy of start-up ecosystems, which will also deal with the tax aspect of start-up business. NALED has nominated representatives for the WG for freelancers working with a foreign employer, which is yet to initiate activities. NALED participated in consultations regarding the new law on elnvoices and digital fiscalization.
		4.4 Developing a proposal for improving the Law on Republic Administrative Fees - abolishing the obligation of submitting proof of payment.	2020, 2021	Realized	Within the Grey Book, a proposal was made to abolish the mandatory delivery of evidence on the payment of administrative fees.
		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	Realized	In 2020, an analysis of LG revenues and expenditures was conducted with a focus on non-tax revenues. The results were presented and discussed with LGs, at a meeting in September 2020. The analysis is part of a broader Analysis of Administrative Fees on the local level, listing local administrative, local utility fees and contributions for land management for 40 LGs, (close to 6,000 tariff lines), proposals for systemising and systemic regulation of these fees have been made.
		4.6 Performing impact analysis of the fiscal measures for mitigating the negative effects of COVID-19 on the economy.	2020, 2021	Realized	In March 2021, an analysis of the effects of economic measures introduced to mitigate the consequences of the Covid-19 crisis was published.
		4.7 Initiating online Registry of opinions issued by line authorities.	2021	Partially realized	Although the register of opinions has not been established, NALED is working to analyse the frequency of issuing opinions on regulations as well as to analyse the regulations for which opinion is most often sought. The publication of the analysis is planned for July 2021. NALED continues to advocate the introduction of the Registry in order to improve transparency of regulations and predictability of the business environment.
		4.8 Performing analyses for simplified engagement of seasonal workers for house works.	2020	Realized	In October 2020, the findings of the Analysis for the expansion of simplified engagement of workers in the household and auxiliary sectors, tourism and catering, construction and collection of secondary raw materials were presented.
		4.9 Designing an analysis and recommendations for employment legal framework improvement (flexible employment forms, freelance etc).	2021	Realized	NALED has drafted an analysis and recommendations for improving the legal employment framework, it was presented to the RSJP in January 2021, its elements were also included in the Ministry of Finance decision in April 2021.
		4.10 Performing a budget impact analysis of the reform of healthcare financing (abolishing of healthcare contributions).	2020, 2021	Partially realized	The first draft analysis of the effects of reforming the health funding system (abolition of contributions) has been drafted. Finalisation of the analysis and launch of the initiative towards the GoS, Ministry of Finance and the Ministry of Health is planned for the next period.
		4.11 Established online system for providing legal assistance to businesses during COVID-19.	2020	Realized	An online legal aid platform was established that received hundreds of queries during and immediately after the state of emergency, and 45 frequently asked questions and answers were published on www.naled.rs/covid19-primenapropisa.

5. Support to development of small and medium enterprises and entrepreneurship	Support program for SME business transformation initiated by the end of 2020. At least 1,000 entrepreneurs have started their business legally, using the tax exemption measure by the end of 2020. Number of SMEs that introduced cashless payments is raised by 5% 2020-2021.	5.1 Encouraging innovation in SMEs through financial and expert support program for business transformation in cooperation with PMI.	2020, 2021	Realized	Backed by the PMI, a \$5m support for innovation and digital transformation of the economy in Serbia has been launched, of which \$3.5m relates to granted financial and professional support to entrepreneurs and small and medium-sized enterprises. In March 2021, the first call was launched, in which about 30 grants worth \$15,000 to \$100,000 will be awarded.
		5.2 Providing expert support to SMEs and entrepreneurs with implementation of regulations.	2020, 2021	Realized	In 2020, we responded to the entrepreneurs' queries regarding the implementation of the Start Legally and Presumptive Taxation Regulation. In March 2020, a webinar was held in cooperation with KPMG on the topic of applying the Test of Autonomy for Presumptive Tax Entrepreneurs. A training programme for SMEs for participation in public procurement procedures (preparation of tender documentation, protection of rights, use of digital solutions) is under way and will be provided through a project supported by Swedish Agency for International Cooperation and Development.
		5.3 Developing a model for on-line Calculator of local fees for SMEs.	2021	Partially realized	NALED has developed an online Presumptive Tax Calculator model that allows calculations four years in advance. The calculator is available on https://jpd.rs/kalkulator-poreza , as well as on the Tax Administration website that has embraced this model. As part of the para-fiscal reform project, hundreds of local decisions have been analysed and a proposal for systematisation and simplification has been made. NALED will continue to advocate the introduction of a comprehensive online calculator of local taxes and fees.
		5.4 Supporting SMEs to introduce cashless payments and online sales.	2021	Partially realized	Support programme designed through a long-term project initiated with German Development Cooperation, Visa and Mastercard, planned from 2021 to 2024.
		5.5. Performing educational and promotional activities to support entrepreneurship on the local level and help entrepreneurs in starting their business legally.	2020	Realized	In the period January - March 2020, three educational workshops on starting and running a businesses were held in Bor, Sremska Mitrovica and Kragujevac. In cooperation with the RS government and the RSJP, a national competition, Champions of Entrepreneurship 2020, was organised to encourage LGs to actively engage in promoting entrepreneurship and supporting new businesses. Within the StarTech project in the period March - May 2021, info days were held in 5 local governments (Belgrade, Novi Sad, Nis, Cacak, Kragujevac) to present opportunities for entrepreneurs and beginners to finance their innovative ideas or digital transformation of their business, through grants from 15,000 to 100,000 USD.

STRATEGIC GOAL P1 SC2: IMPROVING E-GOVERNMENT AND E-BUSINESS

Indicators P1 SC2:

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

Result	Indicator	Activity	Year	Status	Rationale
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	Realized	NALED is a member of the eGovernment Coordination Council, working group on open data, a working group on improving Serbia's position on international competition lists in the field of eGovernment and the working group for the Law on Electronic Communications.
		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	Realized	NALED provided assistance to the Government, the Office for IT and eGovernment and MPALG throughout the process of creating and adopting the Program and AP. NALED monitors the implementation of all activities and measures of the Program and AP. Implementation information is shared with members of the eGovernment Alliance.
		1.3 Establishing public-private dialogue on the development of cashless payments in Serbia.	2020	Realized	The Working Group on Electronic Payments within the eGovernment Alliance monitors the development of non-cash payments. During the preparation of the non-cash payment initiative, cooperation with relevant institutions was initiated, including GIZ, the Office for IT and eGov, MFIN, NBS, as well as Vis and MasterCard. In 2021, a working group is planned to address this issue.
		1.4 Preparing analysis and recommendations for abolishing the obligatory proof of payment and advocating the solutions.	2020, 2021	Realized	From the very beginning, the eGov Alliance focuses on the priority of establishing electronic and non-cash payments without the need to submit proof of payment. Now ePay system is enabled for all services of the Ministry of Interior on the eGov portal without the need to submit proof of payment. In the coming period, the Alliance will insist and advocate this solution for other services on the eGov Portal for which it is possible to establish e-Payment.
		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	Realized	The office operations regulation was adopted in 2020. In 2014, the need for this working group ceased. NALED has been actively involved in the adoption process of the regulation from the very beginning. In 2021, changes to the regulation delaying the implementation of certain provisions, in the first row, establish ePisarnica and eArchive, which is expected in 2022. NALED will continue to monitor the activities of establishing ePisarnica, eDMS and eArchive and providing professional support in this process.
		1.6 Support establishment of a functional platform for exchanging eInvoices.	2021	Realized	Cooperation with the MFIN was established, a joint conference was organised announcing the introduction of eInvoices and displaying the demo system. NALED will organize promotional and educational activities - round tables with the economy, IT sector, accounting and accounting sector, the Alliance for eGovernment and the Alliance for Fair Competition, and training for coaches will be organised by the end of the year, followed by training for system users. Support is planned in the form of establishing public-private dialogue and in drafting bylaws.
		1.7 Coordination of the E-Government Alliance and its expert groups dealing with priorities.	2020, 2021	Realized	Regular meetings of the Alliance are held as well as three working groups - WG for electronic payments, WG for cloud, data and information security, as well as WG for trusted services. Members are regularly informed and take active part in regulation through commentary, suggestions and suggestions. A roundtable is planned to be held before the Election Assembly, where new priorities for the coming period will be determined and voted on.

2. New e-services relevant for businesses established and public administration capacities improved	<p>Five e-services for businesses established by 2021.</p> <p>The share of entities paying for public services in cashless modes increased to 30% by the end of 2021.</p> <p>At least 60% businesses and 20% citizens have an account on the eGovernment portal by the end of 2021.</p>	2.1 Developing and submitting proposals to the Government for establishing at least five e-services significant for businesses	2020, 2021	Realized	32 proposals have been made for the establishment of new electronic services, i.e. for digitisation of administrative procedures. The proposals have been sent to the Office for IT and eGovernment, while some proposals are already being worked on as part of various projects implemented by the NALED Executive Office in cooperation with ITE.
		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	Realized	With the support of the Swedish Agency for International Development and Cooperation- Sida, a project has been launched to improve competition in public procurement procedures, among other things, through improving the functionality of the electronic procurement portal and the bidder registry. Through a project implemented in cooperation with ITE and funded by EBRD, work is being done to establish electronic delivery of acts in different procedures, as well as registering citizens on the eGov Portal in order to increase the number of users of e-government services. Other Alliances (HIP, Healthcare, Property and Investments...) are also working on establishing new eServices in cooperation with the Office for IT and eGov - eSpace, health digitization, eAgrar.
		2.3 Promoting the introduction and use of POS terminals and cashless payments at local government counters	2020, 2021	Realized	The introduction and use of POS terminals in local governments has been promoted through the Cashless Payments competition Champions in cooperation with ITE Office, and Mastercard and Visa. The most successful cities and municipalities were also visited during the eID caravan, when the counter for registering citizens on the eGov Portal was opened in these local governments. In 2021, a new project to promote non-cash payments is planned to support the introduction of POS terminals at institution counters.
		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	Realized	The eGovernment Alliance provides professional and technical assistance in connection with the initiative to abolish the obligation to submit proof of payment. Now ePay system is enabled for all services of the Ministry of Interior on the eGovernment portal without the need to submit proof of payment. In the coming period, the Alliance will advocate this solution for other services on the eGovernment Portal for which e-Payment can be established.
		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	Realized	NALED and the eGovernment Alliance are participating in several different initiatives for establishing new electronic services together with the Office for IT and eGovernment. In addition, 32 proposals have been submitted as part of the EBRD-funded project to establish new electronic services, i.e. to digitise administrative procedures. Recommendations have also been made for changes to different regulations to enable electronic delivery.
		2.6 Analysis of legal framework and creating proposed amendments to at least 10 regulations with the aim of enabling electronic delivery.	2020, 2021	Realized	As part of the EBRD-funded project, a comprehensive analysis of regulatory framework has been conducted, recommendations have been made for improving regulation, as well as proposals to amend 15 identified regulations to enable electronic delivery. The proposals were presented to all relevant institutions, as well as to the IT and eGovernment Office, which accepted seven proposals and agreed to jointly advocate changes to these regulations in order to establish e-delivery. Currently, we have highest expectations from the amendments to the Law on Litigation, where NALED takes part in the Working group, as well as the Law on Companies and the Law on Registration Procedure in BRA, which NALED has repeatedly advocated, and meetings with M.Economy and BRA have been organized. NALED provided professional and technical assistance in establishing a new electronic delivery – delivery of the RGA decision on registration of property rights over real estate in the Electronic Mailbox on the eGovernment Portal.
		2.7 Developing and advocating recommendations for capacity building of public administration in the field of information security.	2020, 2021	Realized	An analysis of information systems and information security in local governments in Serbia has been conducted, and presented to all relevant institutions. As part of the analysis, seven relevant recommendations for improving information security were made. The recommendations have been repeatedly advocated in meetings with representatives of the competent ministry. As part of the public discussion and during the drafting of the Initial Draft of the Development Strategy on Information Society and Information Security 2021-2026 as well as the AP for implementation of the Strategy 2021-2023, all recommendations of the analysis were again emphasised and sent as suggestions for supplementing the text of the Strategy and the accompanying AP.

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

Indicators SG3:

Electronic counter for registering property established by 2019

E-system for spatial and urban planning established by 2021

The efficiency of construction permitting process in the City of Belgrade improved from 68% to 85% by 2020

Result	Indicator	Activity	Year	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 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	Partially realized	NALED has actively participated in amendments to the Law on Cadastre Registration Procedure, which were adopted in 2020, amendments to the Law are expected and in 2021. A working group including NALED representatives has been formed.
		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	Realized	Six sessions of the Property and Investment Alliance held, presenting relevant participants (members including banks, chamber of notaries, chamber of enforcers, BRA, RGA, companies, LGs) with amendments in the field of cadastre registration, planning and construction, enforcement and security, registration procedures, payment rights, etc. There were two meetings with the Minister of Construction and his team regarding improving the legalization, conversion and registration of rights in the cadastre. A meeting was held with the Minister of Justice and her team to improve the enforcement procedures. At the end of 2020, as part of masterclass training for newly elected mayors in cooperation with NAPA, a lecture on planning and construction and enrollment in the cadastre was held.
		1.3 Development of ChatBot for supporting citizens and businesses with property registration za within the portal www.upisnepokretnosti.rs.	2020, 2021	Partially realized	NALED held a meeting with Saga and RGA regarding the development of the idea for the introduction of ChatBot. The website www.upisnepokretnosti.com includes frequently asked questions and answers that may serve as the basis for developing a chatBot scenario.
		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	Realized	NALED initiated and participated in a series of meetings that focused on the implementation of legal solutions such as tax returns through notaries where NALED conducted a survey among local governments on the problems they face in practice, as well as research on the achieved and future effects of changes to the Law on Property Taxes in 2020, in terms of tax application through notaries. There were two meetings with RGA and Post office regarding the improvement of the delivery of the cadastre registration decision through the postal operator. Meeting was held with the RGA, MCTI and representatives of the Prime Minister's office to promote delivery through the eGovernment Portal.
		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	Realized	NALED conducted a monitoring on the delivery of RGA documents, and issued a statement on improved e-Delivery procedures, as well as challenges in respecting legal deadlines by postal operators regarding the delivery of written documents, initiating meetings with the Post Office of Serbia and the RGZ to resolve the issue. The problem was found to have occurred in misguided typical envelopes between RGA and Post Office and steps were agreed to overcome the problem.
		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	Realized	NALED has negotiated amending the law and establishing an electronic bulletin board and connecting to the eMailbox. Thanks to the latest amendments to the Law on Cadastre Registration Procedure, an electronic bulletin board has been established to publish all RGA solutions immediately after the decision is issued https://www.rgz.gov.rs/usluge/ekatastar/elektronska-oglasna-tabla . Thus, the problem of failed delivery is solved by posting on the eBulletin board. In the coming period it is necessary to enable visibility of published solutions even after the 30-day deadline.
		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	Realized	NALED prepared promotional and educational materials for registration in the cadastre (brochure, infographic) distributed in local governments. Instructions for filling out tax data within the PRONEP application, instructions for use of the PRONEP application, instructions for submitting decisions of courts for registration in the real estate cadastre and lines have been drafted. At a session of the Property and Investments Alliance in May 2021, in cooperation with the representative of the Prime Minister's Office in charge of IT, a presentation of the functionality of the eGov Portal and how to register, was organized for NALED members from different sectors.
		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	Realized	NALED conducted research on the legislative process, analysis on land conversion with a fee, analysis of the conditions for setting up base stations. Gender analysis of real estate ownership in Serbia, Analysis on JIN number and Analysis of calculating the cost effects of the new law regulating the registration procedure in the Real Estate Cadastre and the Law on Amendments to the Law on Property Taxes, have been published during 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	Realized	The website is updated regularly and answers to questions are uploaded. So far, more than 700 questions have been answered through the Contact Centre for citizens, businesses and taxpayers http://upisnepokretnosti.rs/najcesca-pitanja.php?tip=gradjani-privreda

2. Improved spatial/urban planning and construction	Optimized urban planning process by 2021. The procedure for getting electricity simplified - improved Doing Business rank from 96 to 50 in 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	Realized	NALED held a series of meetings with relevant decision-makers from the MCTI, the secretary of state participating in the Alliance's September 2020 session, where the topics included the most important changes to the Law on Planning and Construction, but the working group has not yet been formed. The Regulation on Location Conditions (Sl.gl. 115/2020) was adopted and the Rulebook on the procedure of implementing unified procedure electronically was drafted, with professional contribution and participation of NALED.
		2.2 Preparing and presenting recommendations for MCTI for mitigating the negative effects of COVID-19 on construction and transport industries.	2020	Realized	The Property and Investment Alliance prepared and submitted 20 recommendations to the Ministry of Construction to assist the construction industry and transport during the state of emergency, and presented them through a press release. The key recommendations adopted concerned financial support for carriers, as well as enabling faster passage of trucks at border crossings.
		2.3 Preparing and presenting recommendations for amendments to the Law on Legalization and improved implementation, with the aim of accelerating the process of legalization and resolving the ongoing problems (insolvency and enforcement).	2020, 2021	Partially realized	NALED conducted the survey at the end of 2020 on the status of legalization in Serbia, recording a series of problems and referred the initiative to both the minister and the prime minister for resolving the effectiveness of the legality process itself. The Minister of Justice was presented with an initiative for registration of rights in the real estate cadastre, a single registry of the pledge right on movable items and rights, and harmonisation of delivery procedures in court proceedings.
		2.4 Monitoring the implementation of the improved system for functional connection to electricity grid through unified procedure - preparation of reports.	2020	Realized	NALED conducted a survey and research on the process of obtaining a connection to the power grid, after which a meeting with the Minister of Energy was held and a working group was formed within the Min. of Energy, including NALED to improve this procedure. NALED regularly monitors the implementation of the plug-in system on the power grid and tracks statistics for all LGs.
		2.5 Defining mechanisms enabling reliable identification of the holders of public authority that issue the conditions for project design and	2020	Partially realized	NALED initiated and held a series of meetings with MME and EPS to improve the connection process. The WG has prepared a scheme for improved connection process and is working on optimizing it.
		2.6 Supporting the development and implementation of the electronic system for urban planning - eSpace.	2020, 2021	Partially realized	NALED has been advocating the introduction of an electronic urban planning system for several years, both with decision-makers in the government and the international community. In 2021, cooperation was established with the Swedish Agency for International Development and Cooperation, with the aim of developing an analysis for the introduction of eSpace.
		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	Realized	Alliance meetings are held at least 4 times a year, where a special guest from the state is present at every meeting, depending on the current initiatives we advocate: During 2020, the guests in Alliance sessions were: Assistant Minister of Construction, Assistant Minister of Justice, Secretary of State for Construction, Superintendent for II degree in RGA. In 2021, 2 sessions involving guests: advisers to the Minister of Energy and Mining, as well as the Prime Minister's IT adviser. The Alliance has submitted several initiatives for: filing a tax statement through a notary, resolving the efficiency of the legalization process, passing an authentic interpretation of Article 95 of the Law on Cooperatives, introduction of eSpace in the process of developing planning documents, improving the process of getting electricity, implementation of the registry of debts, drafting an analysis of the legal framework and economic effects for the introduction of personal bankruptcy, improvement of the regulatory framework for base stations for mobile phone communication.
		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	Realized	NALED was actively involved in the work of the working group for the Law on Land Consolidation. The Draft Law is expected to be ready for public debate in 2021.
		2.9 Participation in the working group for urban land consolidation and support in developing a Decree on urban land consolidation.	2020	Partially realized	NALED is in regular communication with the expert team of the Ministry in charge of urban land consolidation. The decree will be drafted after the umbrella law on land consolidation is adopted.
		2.10 Maintaining the national web portal for supporting the construction permitting process www.gradjevinskedozevole.rs in line with the available resources.	2020, 2021	Realized	NALED updates the website with relevant regulations and provides hosting and technical maintenance of the site, which makes close to 600,000 visits a year.

3. Improved regulatory framework for property management	Comprehensive Registry of pledges established by 20210	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	Partially realized	As part of the Joint Group for Doing Business, NALED advocated changes to the Law to improve conditions in the area of getting credit (out-of-court collateral sales, new types of collateral registration and implementation of the to-do registry). In early 2021, a meeting was held with the Minister of Justice and NALED sent an initiative to amend the Law.
		3.2 Preparation of proposals for amending the Law on Insolvency in cooperation with the Ministry of Economy.	2020	Realized	Several meetings were held with the deputy minister of economy and his team working to amend the Law. During the public discussion, we gave several comments on amendments to the Law on Bankruptcy that were largely accepted. It is expected to be adopted in 2021.
		3.3 Starting the dialogue and designing recommendation for improving the Law on the Protection of Financial Services Beneficiaries.	2020, 2021	Partially realized	The project is planned to develop an analysis of the legal framework and economic effects for the introduction of personal bankruptcy. Meetings were held with representatives of the Property and Investments Alliance, potential experts who would conduct the analysis and the Association Efektiva, which supported the initiative. A meeting with the assistant justice minister gave support to the initiative. This topic was discussed at the Alliance Session with members.
	Electronic application for registering pledges introduced by 2021	3.4 Supporting the implementation of measures for cutting the insolvency procedure costs in line with the analysis.	2020	Realized	NALED's proposals were largely accepted by the Ministry of Economy and implemented in the draft Law on Bankruptcy. Following the adoption of the Draft Law on Bankruptcy, bankruptcy costs are expected to be reduced and progressed on the Doing Business List.
	Improved control over the work of bankruptcy trustee and transparency of information in insolvency procedures by 2020	3.5 Launching an initiative to RGA for performing registration based on free-of-charge conversion.	2020	Realized	The implementation of property registration based on free conversion has been voted one of the priorities of the Property and Investment Alliance. Based on the conducted Local Government Survey, a report on the registration of property rights on land with a fee has been conducted. NALED has launched an initiative towards both competent institutions and the media. By 2021, it will work on analysing the problem and suggesting a solution to complete the property transformation of land in Serbia.
		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	Partially realized	In 2020 and 2021 NALED held a series of meetings with all relevant institutions, including the Ministry of Economy, the Ministry of Agriculture and the Prime Minister's Office. It was agreed that line ministries would jointly submit an initiative for authentic interpretation to the government.
		3.7 Designing recommendations for reducing the time needed to settle creditors' claims through court procedure.	2020	Realized	NALED has drafted a series of recommendations for improving court proceedings as part of the Joint Working Group on Business. In early 2021, a meeting was held with the Ministry of Justice where a proposal was put forward for automation of the work of the courts and to limit the postponement of the hearing. Grey Book formulated recommendations 6.2 "Enable the implementation of court proceedings based on submissions and evidence provided in electronic format and specifically recommendation 6.4 "Introduce digital communication between the participants of the executive procedure".

STRATEGIC GOAL P1 SC4: IMPROVED CONDITIONS FOR THE DEVELOPMENT OF AGRICULTURE AND FOOD INDUSTRY

Indicators SG4:

Joint group of the Ministry established, as a mechanism of continuous dialogue with businesses, holding at least 2 meeting annually, 2019-2021

Electronic system for registration of farms established until the end of 2019

Electronic system for submission and processing of applications for at least three groups of incentives established by 2021

Result	Indicator	Activity	Year	Status	Rationale
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 At least 3 positions of the Alliance prepared (policy paper, brief etc.), on an annual basis Minimum 50% of NALED members' comments accepted by the end of 2021.	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	Realized	Active participation in legislative activities – participation in working groups for regulations (Rulebook on fruit and vegetable quality, Rulebook on quality of fish products, etc.), delivery of unified comments and views of the Alliance in the process of drafting bylaws. In total, six alliance meetings and subgroups of the Alliance were held during 2020 and one meeting during 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	Realized	By 2020, two meetings of the Working group for Food of the Coordination Commission for Inspection Supervision were held, with NALED representatives participating. NALED organised a joint session of NCEU working groups for chapters 8, 11, 12, 13, 16 and 20. presenting the impact analysis of allocated state aid in the food industry
		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	Realized	Through the public-private development dialogue project, NALED and partners intervened in the drafting of regulations on the production and trade of small amounts of plant-origin food, the area for performing these activities, as well as excluding, adapting or deviation from food hygiene requirements.
		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	Realized	The Alliance's work has been promoted through NALED's newsletter, press releases and news on NALED's website.
		1.5. Advocating the improvement of legal framework for food donations (sectorial and tax regulations).	2020	Realized	NALED is participating in a working group to improve the legislative framework for donating surplus food, which is working on a draft rulebook on food donation. NALED, together with the Coalition for Benefancy in April 2020, has presented an initiative to extend VAT exemptions on goods and services donated to the public sector and humanitarian organisations. As part of an analysis of Alternative Funding of Local Initiatives in Serbia project, an analysis was conducted with recommendations focused on improving the framework for food donation conducted in May 2021 prepared by GIZ, LoudCrowd and NALED.
		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	Realized	In 2020, four quarterly reports were released, and another one in April 2021, informing members and stakeholders from state institutions, the international community and the media on changes to regulations in the agriculture sector and other areas, with an impact analysis.
		2. Smanjenje administrativnog opterećenja u poljoprivredi i digitalizacija u sektoru hrane/poljoprivrede	Sprovedena optimizacija najmanje dve procedure u oblasti poljoprivrede do 2021. Prosečno vreme od podnošenja zahteva do isplate podsticaja u poljoprivredi je smanjeno za 30% u 2021. u odnosu na 2018. godinu	2.1 Perform optimization of at least one procedure in the field of agriculture, in line with NALED's previous analysis	2020, 2021
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			Realized	ToR has been prepared for the introduction of the eAgrar system. The reform was advocated by the Ministry of Agriculture and the Administration for Agrarian Payments, the World Bank, the European Bank for Reconstruction and Development and in public through media statements and visits by NALED representatives.
2.3 Preparing and advocating recommendations for mitigating the negative effects of COVID-19 on agriculture.	2020			Realized	In April 2020, the Food and Agriculture Alliance has formulated a set of five urgent measures to help farmers and beekeepers so they can carry out upcoming work as efficiently as possible. Of the five emergency measures made by NALED, three were accepted: a) financial assistance was provided to agricultural landlords – two decrees allowing financial assistance to agricultural landlords totalling RSD 2.6 billion were issued, as well as a decree that stipulated the purchase of surplus of cattle worth 236 million dinars; b) work in the fields during the state of emergency was enabled with permission, for which farmers could apply electronically; and c) a portal of eMarkets has been launched which has established a registry of agricultural producers for a start.

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	3.1 Ex post analysis of implementation of the Law on Simplified Labor Engagement in Serbia.	2020	Realized	An ex-post analysis was prepared and presented in October 2020 . at the hybrid conference. During November and December with the support of GIZ, NALED conducted additional informational- educational activities for seasonal workers in agriculture, with the aim of implementing recommendations from analysis, and improving software in the reporting area. The total number of registered workers through the portal by May 2021 is 10,000. 46,697, with 2,092,320 hirings by 498 employers.
		3.2 Designing recommendations for further improving the system of simplified engagement of seasonal workers.	2020	Realized	As part of The Analysis from Activities 3.1, recommendations have been made to improve the way workers and employers are informed locally about the possibilities provided by the Law, more efficient monitoring in the field and better use of the Seasonal Workers' Log.
		3.3 Regional exchange of experiences and presenting the new model of seasonal workers employment in Serbia as a best practice example.	2020	Realized	Intensive cooperation with line ministries and working groups in Albania, Montenegro and Northern Macedonia was established, held a series of meetings with competent institutions and partner organisations.
		3.4 Performing situational analysis of seasonal employment in Montenegro, North Macedonia and Albania, with recommendations for improvement.	2020	Realized	Preparation of situational analysis of seasonal employment with recommendations in cooperation with partner organizations - Chamber of Commerce of Montenegro, CRPM in N. Macedonia and CoPlan Institute in Albania. The following areas were analysed: tourism and catering in Montenegro, agriculture in N. Macedonia and tourism, catering and agriculture in Albania.
		3.5 Prepared policy/regulatory model of seasonal employment in at least 2 countries.	2020	Realized	A policy model of seasonal employment in the relevant sectors in Albania, Montenegro and Northern Macedonia has been prepared.
		3.6 Prepared functional specification for IT solution in at least one country.	2020	Realized	Functional specification prepared for IT solution in Montenegro for seasonal employment in tourism.

STRATEGIC GOAL P1 SC5: IMPROVED CONDITIONS FOR THE DEVELOPMENT OF HEALTHCARE SECTOR					
Indicators SG5:					
Joint group of the Ministry of Health Care and Ministry of Economy established as a mechanism of continuous public private dialogue, holding at least 2 meetings annually during the 2019-2021 period					
Result	Indicator	Activity	Year	Status	Rationale
1. Improved public private dialogue and legal framework related to healthcare	5 recommendations from Grey Book of Healthcare implemented Established mechanism for public private dialogue in the field of healthcare Prepared at least 2 positions of the Alliance (policy brief, proposals for sectorial improvements etc.)	1.1 Promotion of the Grey Book of HealthCare before line ministry, line institutions, Parliamentary board and the general public.	2020	Realized	The official promotion of the Grey Book of Health was organised in cooperation with the Ministry of Health on 20 January 2020. All relevant stakeholders from the public and private sectors of health care and the international community, including the World Bank, participated in the roundtable.
		1.2 Coordination of Healthcare Alliance which provides proposals for amending regulations and defines the joint positions of the Alliance.	2020, 2021	Realized	At the initiative of NALED, a Coordination Body for Healthcare Digitalization has been established, which includes representatives of the Health Alliance. NALED launched the initiative at the end of 2020 to enable a strategic approach to the development of eHealth and adequate dialogue between all stakeholders, including the private sector. In addition, two Working Groups have been established - WG to develop the Programme and Action Plan for Digitisation of Health care and WG for the establishment of a single electronic health card.
		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	Realized	In 2020 and early 2021, the project for optimization of health care institutions network was implemented with the support of the World Bank. The project Beyond recovery towards economic resilience/ Serbia at Your Fingertips – Digital Transformation for Development (eHealth) has begun, with the support of the UNDP. The project is primarily aimed at developing a Programme and Action Plan for Digitisation in the health care system.
		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	Realized	In September 2020, open session of the Health Alliance was organized, attended by state secretary of the Ministry of Health, representative of the prime minister's office and representative of ALIMs. In October 2020, a meeting was organized with ALIMs representatives presenting proposals for optimizing the procedures prepared by NALED, as well as recommendations of the Grey Book of Health regarding procedures implemented by ALIMs. Analysis of the procedures for placing a drug on the market has been done, with the support of the Republic Secretariat for Public Policy. Based on the analysis, an optimum initiative has been submitted to the PM's office. In May 2021, a meeting related to the implementation of eSickLeave in private healthcare was organised with a representative of the prime minister's office.
		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	Realized	In March 2020, NALED's Health Care Alliance defined the proposal of 15 emergency measures for the functioning of the health system during COVID-19 and delivered them to the Crisis Headquarters and competent institutions. Of the 15 emergency measures, the following were implemented: a) the decision to ban the export of medicines was abolished, allowing smooth supply of previously planned quantities of medicines to countries in the region, and avoiding shortages of medicines, especially those untouched by COVID-19 conditions; b) It is possible to automatically extend expired prescriptions for patients with chronic diseases (so-called electronic therapies) through the ePrescription application, noting that there have been certain technical difficulties in practice; c) Electronic application for the movement of vehicles for the delivery of medicines and medical supplies during the curfew is enabled.
		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	Realized	In 2020, four quarterly reports were published, and another in April 2021, informing members and stakeholders from state institutions, the international community and the media on changes to regulations in the health care sector and other areas.

2. Optimization of procedures and reduced administrative burden to businesses	Improved IZIS by 2021 Optimization of a set of procedures related to the placement on a List of Medicines performed by 2021	2.1 Support for optimization of at least one procedure related to the List of Medicines in line with NALED's previous analysis and recommendations	2020	Realized	In 2021, two analyses were conducted in which recommendations were made for optimization of drug-related procedures – Legal Analysis within the work of the Health Digitization Coordination Body, and Analysis of the Life Event of Putting the Drug on the Market. On the basis of the results of the analysis, initiatives were submitted to the competent institutions (Ministry of Health, ALIMIS, RFZO).
		2.2 Support for the establishment of digital procedures in healthcare.	2020, 2021	Realized	NALED participates in working groups for the development of the Health Care Digitization Program and Action Plan and for the establishment of a single electronic health care card, through which it advocates optimization and digitization of procedures in healthcare. In 2020 and 2021, NALED thoroughly analyzed and made recommendations for optimizing the procedures drug manufacturers must undergo in order for their drug to be on the market in Serbia. Based on the analysis, an initiative has been launched to optimize procedures with ALIMIS and the Ministry of Health. Conducting analyses with membership, NALED has contributed to the creation of an ePrescription system whose implementation is planned for 2021. year, as well as optimization of work of private dental practices.
3. Improved financing and availability of healthcare	Adopted Optimization Plan for healthcare institutions network in 2020 Amended regulations, which enable people with mandatory healthcare insurance to use healthcare services in private practice, are consistently applied by the end of 2021.	3.1 Support in defining the model for resolving debts of healthcare institutions and pharmacies on the local level	2020	Realized	Proposals to address pharmacy debt problems were drafted in the Health Care Network Optimization Plan, where it was proposed that the state take ownership of pharmacy facilities now owned by local governments. Additional proposals were made in the Grey Health Book and Grey Book 13.
		3.2 Designing an analysis of the current healthcare financing system, with recommendations for improvement.	2020	Partially realized	The first draft analysis of the way the health care system is funded with the proposal for reform (abolition of contributions) and the effects on the budget has been done during 2019 and 2020. Finalisation of the analysis is expected in the coming period.
		3.3 Prepared analysis and launched initiative for equalizing private and state healthcare service providers	2021	Realized	As part of Grey Book 13, as well as the Grey Health Book, a recommendation has been made to equalise private and state health care providers. Within the work of the Health Digitisation Coordination Body, ways of inclusion of the private sector and information sharing between the public and private sectors are being processed.
		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, 2021	Realized	In April 2021, a proposal for optimization of the network of health care institutions was adopted, based on analyses conducted by a consortium of Delta House, IBF and NALED, within the project of the Ministry of Health. Among other things, a new Regulation on the Network of Health Care Institutions, expected to be adopted, has been prepared.
		3.5 Prepared communication strategy and the plan of public private dialogue about the optimization of healthcare institutions network.	2020, 2021	Realized	NALED conducted more than a dozen opinion surveys and focus groups with citizens, business and public sectors for the needs of the Ministry of Health, which involved all relevant health institutions and professional chambers, which served as a basis for a comprehensive communication strategy and a public-private dialogue plan on optimization of the network of health care institutions.
		3.6 Public private dialogue about the proposed optimization of healthcare institutions performed at least three round tables with all key stakeholders.	2020, 2021	Realized	8 workshops and several lectures were organized on the topic of health optimization within the Annual Advisory Chamber of Health Institutions of Serbia in Vrnjacka Banja, which brought together more than 500 participants from the health system. A roundtable with businesses was organized to discuss the directions of optimization and improvement of health care. The project team toured 278 health care institutions and held 13 regional meetings with health care institutions from all regions in Serbia. Consultations were held with other relevant organisations in the health sector, institutions and professional chambers. Additionally, the optimization proposal was presented to the general public within the public presentation and through the website optimizacijazdravstva.rs
		3.7 Digital campaign performed with the aim of informing and engaging the citizens with regards to the optimization plan.	2020, 2021	Realized	Website optimizacijazdravstva.rs developed and presented to the public, online public presentation of optimization plan, collected suggestions and comments via contact form. The website recorded close to 60,000 visits between January and June 2021.
		3.8 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	Realized	A proposal to optimize the network of health care facilities has been prepared and adopted in April 2021. In accordance with the adopted proposal, a new Regulation on the Network Plan, has been prepared and is expected to be adopted.
		3.9 Support in implementing the optimization plan for the healthcare institutions network.	2021	Not realized	Although a proposal for optimization of the network of health care institutions has been adopted in 2021, the changes have not yet been implemented, i.e. a new Regulation on the Network of Health Care Institutions has not yet been enacted.

STRATEGIC GOAL P1 SC6: IMPROVED INTERNATIONAL COMPETITIVENESS AND REGIONAL COOPERATION

Indicators SG6:

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

Result	Indicator	Activity	Year	Status	Rationale
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 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 Improved transparency and efficiency of public procurement system as estimated by at least one international institution 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	Realized	NALED, as a member of the Joint Group for improving Serbia's position on the Doing Business List, actively participated in the formulation of measures for action plan 2020-23 adopted in 2020 by the Government.
		1.2 Preparing long-term recommendations for fostering Serbia's progress on the World Bank's Doing Business list.	2020	Realized	NALED has held a series of meetings with the holders of activities in the Action Plan for Doing Business, some of which require long-term planning and implementation, such as the introduction of a new registry of debts towards utilities, mobile operators and tax authorities, which was agreed to be prepared and run by the NBS. One of the long-term recommendations for improving the one-stop-shop cadastre registration system is to allow notaries the ability to directly enter changes to the cadastre. NALED also launched an initiative to improve the process of connecting to the power grid after conducting research among its members, after which the competent ministry formed a working group to optimize the procedure.
		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	Realized	NALED has expressed full support for the implementation of measures in the Action Plan, many of which have been initiated to be launched from a deadlock. Regular meetings (more than 10 a year) with the Ministry of Economy, RGA, Ministry of Justice, Ministry of Finance, NBS, Office for IT and eGov, etc. regarding changes to the bankruptcy framework, merging records of actual owners and registering companies, improving delivery in the cadastre registration process, eliminating tax returns, introducing eAuction and eBulletinBoards, improving electricity connection procedures, NALED gives an opinion from the point of view of improving the position on the Doing Business List to all the regulations submitted, and reports to the Joint Group of Government and the general public on the status of implementation of the Action Plan.
		1.4 Participating in at least three sessions of the Joint Group in a year.	2020, 2021	Realized	NALED participated in all sessions of the Joint Group and had the role of presenter of implemented activities. NALED's role is also reflected in initiating priority reforms for the coming period, such as shortening the duration of tax filings, automating the work of courts, correcting procedures in property registration questionnaires, etc.
		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	Realized	IN 2020, NALED organized round tables with contributors for areas evaluated by the World Bank. Additionally, in order to inform the public about the activities conducted between the two reporting periods, NALED has prepared a report for all 10 areas and published it on its website.
		1.6 Organizing annual conferences on the Doing Business results.	2020, 2021	Partially realized	In 2020 and 2021 due to the Corona epidemic and the World Bank's review of methodology, the Doing Business Report was not published. For these reasons, there were no conditions to organise the annual conference, but sessions of the Joint Group and round tables with contributors were held. NALED initiated preparations with the Ministry of Mining and Energy, which heads the Joint Group, regarding event organization if and when a new DB report is published according to the revised methodology. Serbia is expected to advance in the rankings after the report is published in the areas of tax payments, contract enforcement, getting electricity and credit, where NALED has actively worked to reform regulations and practices.

2. Improved local business conditions through implementation of the BFC SEE program	<p>BFC SEE network has been strengthened with at least five partner institutions until the end of 2021.</p> <p>At least one new country implements the BFC SEE standards by 2021.</p> <p>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).</p>	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.	2020, 2021	Partially realized	Training of partner organizations within the BFC SEE network for implementation of BFC SEE standards III has been implemented according to the planned deadlines. A feasibility study project has been launched to establish an EBRD-backed regional BFE (Business Friendly Environment) platform, and a decision has been made to approach the planned revision and accreditation of partners in the region for the implementation of the BFC SEE Standard IV edition upon completion of the project. Objective circumstances led by the COVID-19 pandemic caused the activities to be postponed. In the coming period, GIZ is expected to support the project, which would cover the next review of BFC SEE standards, the adoption of the IV edition and the accreditation of partners in the region during 2021/22.
		2.2 Further development of e-certification software and the module for automatic generation of reports about the local business environment.	2020, 2021	Realized	New features have been introduced within the BFC SEE software, which enable, among other things, automatic approval of reports by the Regional Council, generating reports on the certification process, new modules, etc.
		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	Partially realized	In November 2020, a meeting was held with the new Minister of Public Administration and Local Government, Marija Obradovic, presenting the international BFC SEE certification programme. BFC SEE standard was also presented at the Masterclass training for newly elected mayors, held in 2020 in cooperation with NAPA. In 2021, a series of meetings were held with mayors and mayors of municipalities to present the BFC SEE programme (Valjevo, Kikinda, Zrenjanin, Kraljevo, Smederevo). The Financial Times magazine fDi Cities of the Future (Foreign Direct Investment- Cities of the Future) for 2020/2021 ranks 8 cities and municipalities that are certified according to BFC standard or were previously part of the certification: Novi Sad, Leskovac, Nis, Subotica, Zrenjanin and Kragujevac in the category of cost efficiency; Nis and Sabac in the foreign direct investment strategies category, while Srem district and the Nis area are ranked in the cost efficiency category.
		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	Realized	NALED as regional technical secretariat has established a regional registry of evaluators and verifiers, and in cooperation with competent Technical Secretariats from the region conducts regular activities to update and monitor the performance and competence of engaged licensed checkers. The registry currently includes 74 trained and licensed checkers (evaluators and verifiers). In accordance with the procedures defined by the BFC SEE standard, in cooperation with partners, training and testing will be organized for checkers in the SEE region who will be licensed to implement the BFC SEE standard IV edition.
		2.5 Organizing at least two meetings a year of the Regional Council and Tehcnical secretariats of BFC SEE Network.	2020, 2021	Realized	Two meetings of the BFC SEE Network Regional Council were held, while consultations and communication between technical secretariats take place continuously within regular activities, usually through online platforms and email correspondence.
		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	Not realized	The audit process, the adoption of the BFC SEE standards IV edition, as well as the drafting of the Guide, have been postponed until 2021/2022 due to planned activities within the project to be supported by EBRD and GIZ.
		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	Partially realized	Planned activities have been implemented to introduce a special section that would enable exchange of information and best practices among municipalities and towns in the region regarding the COVID-19 pandemic. The page was not put into operation as there were not sufficient capacities in the competent Technical Secretariats as well as local governments, which could not respond to all requests due to the introduction of extraordinary measures and difficult functioning. A comparative analysis of support programmes in the region and Europe has been published.
		2.8 Designing a comparative analysis of the support measures in Serbia, the region and Europe, as a response to COVID-19.	2020	Realized	A comparative review has been conducted of economic measures taken by EU countries as well as Western Balkan countries to support the economy and job preservation as mitigation of consequences caused by the COVID-19 pandemic.
3. Exchange of knowledge and replication of best practices in South East Europe through the Regional Network for Business Friendly Environment (BFE SEE)	<p>Ensured institutional support for initiation of BFE platform in 5 countries in the region until the end of 2021</p> <p>Regional BFE platform established until the end of 2021</p> <p>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</p>	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	Realized	The analysis and consultations/ promotion of the establishment of the BFE platform were conducted as part of the EBRD technical support project during 2019. Year. In 2020 and 2021, consultations were conducted with potential donors to support its establishment (EBRD, GIZ), and further steps were discussed at a meeting of the Regional Council in December 2020.
		3.2 Registered BFE SEE platform as a regional organization with ensured operational funding and NALED as its secretariat.	2021	Partially realized	An analysis was conducted and model prepared for establishing and formally registering the BFE platform, but due to the COVID-19 pandemic and the delay in donor support for its establishment, these activities have been postponed. Until the formalization of the regional network, NALED performs the role of regional secretariat for the Business Friendly Certification program (BFC SEE).
		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	Realized	Electronic registration of seasonal workers has been identified as a best practice model and a guide has been prepared for this reform, and organised exchanges with countries in the region.
		3.4 Participating in the implementation of at least 5 regional projects for replication / exchange of best practices and/or establishment of development partnership in the work of public administration and local government.	2020, 2021	Realized	In cooperation with certified local governments and businesses, and with the support of GIZ and the EU, NALED has implemented more than 5 regional projects aimed at improving municipal services – introduction of weather forecast stations and land management software, development of chat bots for citizens and businesses, improvement of waste management, CBC project for cluster development, dissemination of electronic application of seasonal workers.

STRATEGIC GOAL P1 SC7: IMPROVED CONDITIONS FOR ENVIRONMENT PROTECTION					
Indicators P1 SC7: Improved system for managing special waste flows, packaging waste and food waste.					
Improved and adopted strategic framework for managing the environment, waste management strategy, Circular economy program and better defined fees in the field of environment protection					
Result	Indicator	Activity	Year	Status	Rationale
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	Realized	Within the Analysis of the State of Management of EE Waste, recommendations have been prepared for improving the data collection system and issuing solutions for collecting fees for special waste flows. Through our financial and operational support, the Ministry of Environment software for financial instruments is connected to the database of BRA registered business entities while the National Registry of Polluters IT system is connected to customs administration data.
		1.2. Promotion and advocacy of the system of "collective operators" for managing special waste flows.	2020, 2021	Realized	The need for the introduction of the system of "collective operators" was expressed through published Analysis, advocacy of this system in "Grey Book" and a visit to Slovenia on this topic was organized, attended by representatives of the Ministry of Finance and the Ministry of Environmental Protection. The topic has been communicated in the media, and we will continue to advocate it through the newly formed Working Group for Amendments to the Law on Waste Management.
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	Realized	A situational analysis has been published, as well as a Policy Brief, which defines all key recommendations for system improvement in Serbia. Waste generators and selected institutions for piloting models for collecting batteries and light bulbs have been mapped.
		2.2. Performed targeted campaign for raising awareness among waste generators, citizens and children in school.	2020, 2021	Partially realized	The campaign has been developed and adapted to concrete institutions, its full implementation expected in the second half of 2021.
		2.3. Defining the optimal model for the collection of batteries and light bulbs and piloting in selected local governments.	2020, 2021	Realized	Piloting was initiated at the faculties of Belgrade University and in the public institutions of the city of Kragujevac, piloting began in April 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	Realized	A proposal of the Rulebook on proper management of food waste has been prepared, establishing the obligation of large food waste generators to hand over this waste to the operator. A meeting was held on this topic with representatives of the Ministry of Environment who agree in principle with the initiative, but due to the impact of the COVID-19 hospitality sector, the adoption has been postponed until next year.
		3.2. Raising awareness among generators about the importance of proper collection and management of food waste.	2020, 2021	Realized	There were three events with media and large food waste generators, a competition for media coverage on food waste was launched, a campaign was conducted on social media and more than five thematic texts were published, the project's website (otpadodhrane.rs) was created.
		3.3. Piloting the model/equipment for collecting food waste in businesses and institutions.	2020, 2021	Partially realized	The Challenge for collecting 1000t of food waste and reducing 750t CO2 has been announced, open for catering facilities and other waste generators that can hand over their food waste to the operator.
4. Establishing a sustainable glass waste management chain	The total amounts of collected and recycled glass increased by 15% by 2021	4.1. Performing a current situation analysis and examining the opportunities for introducing a depository system.	2020, 2021	Realized	Analysis of the current state of glass collection was developed based on available data. It is currently being supplemented with information obtained from the field through system piloting. Examination of the possibility of introducing a deposit system is done through another study (for which a special consulting firm has been contracted) which will include the testing and modeling of the deposit system for all potential waste flows, not just glass packaging waste.
		4.2. Developing municipal models and pilot implementation in at least two local governments with different characteristics.	2020, 2021	Realized	Municipal models have been developed and the system is currently being piloted in 14 local governments in the region, 4 of them in Serbia, with the potential to expand to two more municipalities.
		4.3. Performing a model dissemination campaign in non-pilot local governments.	2020, 2021	Partially realized	Activity is in preparation and is planned for 2022.
		4.4. Defining a business model for the development of glass collection infrastructure.	2020, 2021	Partially realized	Business models will be defined based on field results from April 2021 until April 2022.
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, green public procurement, energy efficiency	5.1 Preparing a proposal for the Program section on circular economy (food waste, EE waste and packaging waste).	2020	Realized	A part of the Circular Economy Program for three areas was prepared and presented to the Alliance: 1. Food Waste 2. Electronic and electrical waste and 3. Packaging waste with a focus on plastic. The program was prepared in full compliance with the Law on the Planning System with the proposed General Objective, Special Objectives, Measures and Concrete Activities committed into a three-year Action Plan. The document was presented to WG for the Circular Economy, and during the course of preparation of the Action Plan for implementation of the Industrial Policy Strategy, where NALED is known as a partner institution, primarily in the part of measures related to the promotion of the concept of the Circular Economy.
		5.2. Environment Protection Alliance involved in the development of a comprehensive Program for introducing circular economy.	2020, 2021	Realized	A public invitation to draft the official programme was issued in May 2021. NALED is a formal member of WG for the introduction of the concept of circular economy. The plan is to adopt the program by the end of 2021 and NALED's Environmental Alliance will be involved in the consultation process at every stage of Program drafting.

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 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.	6.1. 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	Realized	There were four alliance meetings and a new presidency with a two-year term was elected in 2020. An Action Plan for 2021 has been prepared, and the members are regularly informed about the progress. The alliance has grown to 50 members with increased number of projects in this area. Two subgroups were formed: 1. Subgroup for waste (with a focus on packaging) and 2. Subgroup for fees. A meeting of the presidency and line minister was held, as well as a large number of meetings with secretaries of state and assistants within regular activities. Executive Office is involved in three WGs for amendments to regulations. As of May, a regular newsletter with information in the area of the environment is sent to Alliance members.
		6.2 Initiating the establishment of a working group for amnding regulations governing the fees in this area.	2020	Realized	The plan and program stipulate amending the Law on Fees for the Use of Public Goods and as part of the consultation we presented our proposal for environmental reforms (integration of Environment Protection and Improvement fee into the Pollution Fee, and integration of local utility fees for keeping motor vehicles with taxes paid for registration) with income neutrality of the republic and local budgets.
		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	Realized	An analysis of environmental instruments has been prepared within the Alliance's subgroup for fees. Dialogue with businesses and local governments on the proposals made in the analysis was enabled at the Alliance meeting. Two meetings were held with representatives of the Ministry of Finance and the Ministry of Environmental Protection, presenting proposals for improving regulations.
		6.4 The Environment Protection Alliance publishes at least one analysis or policy brief a year.	2020, 2021	Realizovano	Situational analysis of wastewater management was conducted and presented on 4 webinars (businesses, local governments, reference laboratories and inspections). A guide for businesses on planning and construction of wastewater treatment plants is being prepared.

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

Out of a total of 47 activities defined for the period 2020-2021 within Program goal 2, 81% activities have been fully realized, while 19% were partially realized

STRATEGIC GOAL 1: 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

Result	Indicator	Activity	Year	Status	Rationale
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	Realized	NALED has been an active member of the NAPA program council since its establishment. In late 2020, NALED has designed and implemented MasterClass training for newly elected mayors on the topic of local economic development and the role of municipal leadership in this process.
		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	Realized	In 2020, there were nearly 70, and by mid-2021 more than 90 online workshops, trainings and seminars for public administration representatives on topics: e-government (training for service providers, EBRD), water protection (for national reference laboratories and reporting obligations, USAID PPD), standard cost model, impact analysis of regulations, negotiation, digital marketing, assertive communication, facilitation, media and PR (USAID PPD) innovative approaches to public advocacy, ChatBot for LGs (GIZ DPP), crowdfunding (GIZ), agricultural production monitoring software (AgroLife - GIZ), treatment of food waste (GIZ DPP), eAuction, cadastral registration (GGF), health care of marginalized groups (GIZ). Due to the pandemic situation, no study visits were organized. The identification of LGs support priorities through the EUROPEAN Union's TAIEX instrument is under way.
		1.3 Maintaining and developing online database of international training programs for professional development of civil servants.	2020, 2021	Realized	After a break during an emergency, and reorganization of the model of international training, the Database of Trainings is regularly updated with information on the possibilities of attending online training organized by institutions from India and Israel. 20 training sessions have been announced in 2020 and 25 in 2021.
		1.4 Establishing an e-training center with on-line seminars on NALED website	2021	Realized	In 2020, NALED has organized close to 70 online trainings and seminars available to members and the general public on NALED's YouTube channel and website. Among other things, webinars were organized on instructions for the application of the test of autonomy, on implementation of the Law on Public Procurement, on the treatment of food waste, on water contamination and new reporting obligations, on the role of the diaspora in local development, on crowdfunding, on education for the digital age (project teaching), on the plan for optimization of the network of health institutions, the e-invoice system, etc. groups, as well as providing concrete policies and tools in each step of the process. The course will be developed by October 2021.
		1.5 Organization of Business Environment Experts Forum on an annual basis	2020, 2021	Realized	Within the BFC SEE certification programme, two all-day trainings were organized for 15 representatives of local governments, i.e. members of certification teams, on the topic "How to reach international BFC SEE certification standards". The possibility of participating in the trainings was staffed in the departments for LER, urbanism, finance, social activities and others. Cities and municipalities whose representatives participated in the trainings are: Sombor, Subotica and Paracin.
		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	Realized	In collaboration with GIZ, in 2020 NALED organized 3 webinars and info sessions for representatives of local governments and businesses on the possibilities of using alternative sources of financing under the DeveloPPP programme and a public call from the German Federal Ministry for Economic Co-operation and Development. Additionally, in the first half of 2021, three regional online workshops on crowdfunding and opportunities for alternative financing of local initiatives were organized.
		1.7 Participation in at least two international conferences on local economic development, as a partner or guest.	2020, 2021	Realized	NALED participated in several international conferences that paid attention to local economic development, among other things - e.g. the fifth and sixth annual forums under the EU Strategy for the Adriatic-Lionsian Region, held online in January and May 2021. In 2013, the organization of competent institutions of Serbia and Slovenia, respectively; EU week dedicated to industry organized by northern Greece region held in March 2021, etc.
		1.8 Establishing and developing on-line library of knowledge about business environment on the bfc-see.org platform	2021	Partially realized	The platform contains basic information about BFC-certified cities and municipalities, as well as an investor base, while in the coming period, a special page will be developed with examples of best practices identified in BFC SEE towns and municipalities as part of the update process.

2. Uspostavljen održiv javno-privatni dijalog za unapređenje uslova poslovanja	<p>Više od 70% propisa kojima se uređuje poslovno okruženje se donosi uz javnu raspravu, u skladu sa Poslovnikom o radu Vlade do 2021.</p> <p>Više od 50% radnih grupa Vlade za izradu / izmenu sistemskih propisa u oblasti ekonomije i poslovnog okruženja uključuju predstavnike privrede i stručne javnosti do 2021.</p> <p>Uspostavljen novi funkcionalan saziv Ekonomskog kokusa Narodne skupštine do kraja 2021.</p> <p>Najmanje 50 lokalnih samouprava uspostavilo je privredne savete kao mehanizam konsultacija o lokalnim odlukama do 2021.</p> <p>Broj organizacija/udruženja i javnih institucija koje učestvuju u javno-privatnom dijalogu povećan za 10% do 2021.</p>	2.1 Improvement and amendment of the training program and methodology for public-private dialogue developed by NALED	2020	Realized	As part of the PPD project, a training programme has been developed for both the private and public sectors. Training spans the development of soft skills, as well as technical skills tailored to the public and private sectors (legislative process, public policies, cost calculation for businesses). All trainings have been implemented as of 2020.
		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	Realized	In 2020 and 2021, through the PPD project, over ten trainings for public and private sector representatives were implemented on the following topics: legislative process, impact analysis of regulations, content and rules for creating public policy documents, standard cost model, change management, fascination, negotiation, digital marketing, media training, etc. Study visits are planned for realization in the second half of 2021, depending on the epidemiological situation.
		2.3 Supporting small business associations (sectorial, professional) and NGOs in reform advocacy	2020, 2021	Realized	Within the PPD project, direct support has been provided in advocating reforms for 7 business associations and civil society organizations: Association for Development of Entrepreneurship - Reform of the Presumptive Taxation System, 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 of Inspectors - Wastewater treatment
		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	Partially realized	The finalization of the Public-Private Dialogue Guide, which is scheduled for publishing in October 2021, is under way. The Guide contains key elements, forms, and steps in a public-private dialogue with practical examples and models.
		2.6 Participation in at least 30 working groups for drafting regulations significant for business environment	2020, 2021	Realized	In 2020 and 2021, NALED was formally a member of more than 20 working groups for drafting regulations relevant to the business environment, and contributed through consultation to a number of regulations.
		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	Partially realized	Due to the COVID-19 pandemic and irregular work of the Assembly, the Economic Caucus was not established, although NALED participated in the drafting of amendments to the Law on Energy, the Law on Public Procurement, the Law on Post-Registration in the Cadastre.
		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.	2021	Realized	In the student debate competition Stick or Carrot in October 2020, Professor of the Faculty of Law participated in the work of the professional jury, at the recommendation of the Rector's Office. Also, the Dean of the Faculty of Electrical Engineering joined NALED's laboratory of innovative public policies, as well as an assistant and PhD student at the Faculty of Law. Professors from the Faculty of Law and the Faculty of Economics, Finance and Administration are included in the work of NALED's Scientific Council. The University of Belgrade and all faculties involved in NALED honorary membership have the opportunity to participate in the work of NALED's Alliances and defining policy briefs.
		2.8 At least 50% of conferences and round tables organized by NALED involves the representatives of public, private and civil sector.	2020, 2021	Realized	IN 2020, NALED organized 15 round tables and conferences that included representatives of the Government and/or state institutions and/or local governments, businesses, associations/NGOs, as well as close to 80 workshops and trainings or meetings of working groups that in most cases included participants from all three sectors of society. By the end of 2021, a series of round tables on the topic of improving the public procurement system.
		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 the pandemic on businesses and broader society - weekly communication of problems and solutions to the Crisis Unit and the Government during emergency situation.	2020	Realized	In the first weeks of the emergency, an online platform was established to report problems faced by businesses and to suggest solutions www.naled.rs/covid19-resenja . The platform highlighted 85 problems and solution proposals. On a weekly basis, NALED was in contact with the Crisis Headquarters, which addressed the most pressing administrative problems of businesses to enable smooth functioning during and after the state of emergency.

STRATEGIC GOAL 2: 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 by 2021.

Result	Indicator	Activity	Year	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>At least five systemic reforms initiated based on NALED's research and analyses in the period 2018-2020.</p> <p>Government and Parliament efficiency and accountability in adopting regulations improved by 10% according to the Regulatory Index of Serbia in the period 2018-2021.</p> <p>Business satisfaction with the quality and the process of adopting regulations in Serbia has increased by at least 10% compared to 2018.</p>	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	Realized	In February 2021, Grey Book 13 was promoted, containing 100 recommendations for cutting the red tape, of which 13 are new recommendations.
		1.2 Development of a new special edition of Grey Book dedicated to a concrete sector.	2021	Realized	In February 2020, the Grey Book of Health was promoted as a special edition of a sector grey book. In May 2021, business and citizens opinion surveys were performed, and their findings are to be used to design recommendations for the first Grey Book of Innovations, scheduled for December 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	Realized	In 2020, 50 analyses of importance for the business environment in Serbia were drafted. In 2021, 20 analyses were made, while another 25 analyses are expected during the year. All analyses are available to members and partners in NALED's Database of Publications https://naled.rs/baza-publikacija
		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	Realized	In 2020, NALED drafted 10 analyses/policy briefs dealing with the impact of the COVID-19 crisis on business in Serbia, as well as recommendations for mitigating the consequences of the pandemic. The business opinion survey on the impact of COVID-19 was conducted in March 2020 and November 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	Realized	In 2020, 4 quarterly reports were released, and another one in April 2021, which were available to decision-makers and stakeholders from state institutions, the international community and the media via website and LinkedIn.
		1.6 Preparation of COVID-19 mitigation contribution for the quarterly report on the status of reforms during the emergency situation.	2020	Realized	The report from activities 1.5 encompasses important regulations adopted during the and in connection with the COVID 19 pandemic are included, in the form of separate chapters.
		1.7 Launching and regular updating of online database of NALED'd initiatives for amending regulations.	2020, 2021	Partially realized	NALED keeps track of the initiatives nominated in the Grey Book and Grey Book of Health, and publishes all key initiatives in the News section of the website. A special module is being drafted - an online base of all initiatives.
		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	Realized	In December 2020, the annual publication Regulatory Index of Serbia 2019/2020 was promoted. Release of the report for 2020/2021 is planned for July 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	Partially realized	Although the online Barometer database has not been created, the Barometer of Regulations is regularly updated as part of the development of the Regulatory Index of Serbia - RIS.

2. Sustainable public private dialogue for improving business conditions established	<p>Više od 70% propisa kojima se uređuje poslovno okruženje se donosi uz javnu raspravu, u skladu sa Poslovnikom o radu Vlade do 2021.</p> <p>Više od 50% radnih grupa Vlade za izradu / izmenu sistemskih propisa u oblasti ekonomije i poslovnog okruženja uključuju predstavnike privrede i stručne javnosti do 2021.</p> <p>Uspostavljen novi funkcionalan saziv Ekonomskog kokusa Narodne skupštine do kraja 2021.</p> <p>Najmanje 50 lokalnih samouprava uspostavilo je privredne savete kao mehanizam konsultacija o lokalnim odlukama do 2021.</p> <p>Broj organizacija/udruženja i javnih institucija koje učestvuju u javno-privatnom dijalogu povećan za 10% do 2021.</p>	2.1 Improvement and amendment of the training program and methodology for public-private dialogue developed by NALED	2020	Realized	As part of the PPD project, a training programme has been developed for both the private and public sectors. Training spans the development of soft skills, as well as technical skills tailored to the public and private sectors (legislative process, public policies, cost calculation for businesses). All trainings have been implemented as of 2020.
		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	Realized	In 2020 and 2021, through the PPD project, over ten trainings for public and private sector representatives were implemented on the following topics: legislative process, impact analysis of regulations, content and rules for creating public policy documents, standard cost model, change management, fascination, negotiation, digital marketing, media training, etc. Study visits are planned for realization in the second half of 2021, depending on the epidemiological situation.
		2.3 Supporting small business associations (sectorial, professional) and NGOs in reform advocacy	2020, 2021	Realized	Within the PPD project, direct support has been provided in advocating reforms for 7 business associations and civil society organizations: Association for Development of Entrepreneurship - Reform of the Presumptive Taxation System, 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 of Inspectors - Wastewater treatment
		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	Partially realized	The finalization of the Public-Private Dialogue Guide, which is scheduled for publishing in October 2021, is under way. The Guide contains key elements, forms, and steps in a public-private dialogue with practical examples and models.
		2.6 Participation in at least 30 working groups for drafting regulations significant for business environment	2020, 2021	Realized	In 2020 and 2021, NALED was formally a member of more than 20 working groups for drafting regulations relevant to the business environment, and contributed through consultation to a number of regulations.
		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	Partially realized	Due to the COVID-19 pandemic and irregular work of the Assembly, the Economic Caucus was not established, although NALED participated in the drafting of amendments to the Law on Energy, the Law on Public Procurement, the Law on Post-Registration in the Cadastre.
		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.	2021	Realized	In the student debate competition Stick or Carrot in October 2020, Professor of the Faculty of Law participated in the work of the professional jury, at the recommendation of the Rector's Office. Also, the Dean of the Faculty of Electrical Engineering joined NALED's laboratory of innovative public policies, as well as an assistant and PhD student at the Faculty of Law. Professors from the Faculty of Law and the Faculty of Economics, Finance and Administration are included in the work of NALED's Scientific Council. The University of Belgrade and all faculties involved in NALED honorary membership have the opportunity to participate in the work of NALED's Alliances and defining policy briefs.
		2.8 At least 50% of conferences and round tables organized by NALED involves the representatives of public, private and civil sector.	2020, 2021	Realized	IN 2020, NALED organized 15 round tables and conferences that included representatives of the Government and/or state institutions and/or local governments, businesses, associations/NGOs, as well as close to 80 workshops and trainings or meetings of working groups that in most cases included participants from all three sectors of society. By the end of 2021, a series of round tables on the topic of improving the public procurement system.
		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	Realized	In the first weeks of the emergency, an online platform was established to report problems faced by businesses and to suggest solutions www.naled.rs/covid19-resenja . The platform highlighted 85 problems and solution proposals. On a weekly basis, NALED was in contact with the Crisis Headquarters, which addressed the most pressing administrative problems of businesses to enable smooth functioning during and after the state of emergency.

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

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

Result	Indicator	Activity	Year	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), and Taxation (Chapter 16) within the National Convention on the EU- NCEU	2020, 2021	Realized	In 2020, NALED organized four sessions of working groups for competition policy (Chapter 8) and taxation (chapter 16), and produced 4 policy products in these areas: the organizational model of the state aid commission, analysis of the effects of allocated state aid in the food industry, excise on strong alcoholic beverages and VAT.
		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	2020, 2021	Realized	For negotiation chapter 16, NALED submitted policy brief on excise and VAT to the Ministry of Finance. There was a meeting with representatives of the Ministry of Finance in May 2021. As a member of the NCEU, we participated in all the meetings of the presidency with the RS government.
		1.3 Participation in the NCEU Working group for chapters 11, 12 and 13 (agriculture, fisheries and forestry).	2020, 2021	Realized	In April 2020, NALED organised a joint session of WGs of NCEU for chapters 8, 16 and 20, and in December 2020, it will hold a joint session of the WGs of NCEU for chapters 8, 16 and 20. joint session of WGs of NCEU for chapters 8, 11, 12, 13, 16 and 20.
		1.4 Participating in consultations about Economic Reform Program - ERP.	2020, 2021	Realized	In September 2020, NALED organized a working breakfast with the media on the topic of ERP, attended by the Assistant Minister of Finance and director and assistant director of the PPS.
		1.5 Performing an independent monitoring report for ERP.	2020, 2021	Realized	In December 2020, independent monitoring of the report for the ERP has been published.
		1.6 Development of at least three analyses or policy briefs related to chapters 8 and 16, coordinated by NALED.	2020	Realized	Prepared policy briefings on the topics: Organizational Model of the Commission for Control of State Aid, and the Equal excise burden on strong alcoholic beverages. Discussion Papers - Analysis of allocated state aid in the food industry, and a comparative review of VAT regulations in the EU and Serbia with analysis of the administrative problem in the application of regulations.
		1.7 Regular media promotion of the topics within chapters 8 and 16.	2020	Realized	Media placement - Today, Telegraph, guest appearance on N1.
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	Realized	NALED participated in meetings with EC representatives (REGIO, NEAR, ECFIN), including consultation meetings in the process of drafting progress reports, the use of financial instruments, etc.
		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	Realized	In April 2021, NALED prepared a contribution for the RS Progress Report prepared by the European Commission. In December 2020, NALED prepared and promoted the Regulatory Index of Serbia 2019/2020.
		2.3 Preparation of inputs for annual progress reports of the European Commission for Serbia for chapters 8 (Competitions), 16 (Taxes)	2020, 2021	Realized	As part of the NCEU's activities, NALED prepared inputs for the Annual Book of Recommendations in Negotiation Chapters 8 and 16, which are published in 2020.
		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	Realized	NALED participated in events organized by the European Commission (EC) and its services. In October 2021, as coorganiser together with the EC, Directorate General for regional policy, NALED will organize a workshop within the European Week of Regions and Cities.