

# TOOLKIT FOR THE NATIONALISATION OF SUSTAINABLE DEVELOPMENT GOALS





Government  
of the Republic of Moldova



United Nations  
MOLDOVA

Implementing partner:



# TOOLKIT FOR THE NATIONALISATION OF SUSTAINABLE DEVELOPMENT GOALS

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Mainstreaming the Sustainable Development Goals  
in the national strategic framework by 2030



**March, 2017**

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## **ACRONYMS**

<b>MTBF</b>	Medium-Term Budgetary Framework
<b>ICSP</b>	Inter-Ministerial Committee for Strategic Planning
<b>NCCSD</b>	National Coordination Council for Sustainable Development
<b>SDGs</b>	Sustainable Development Goals
<b>GAP</b>	Government Action Plan
<b>SDP</b>	Strategic Development Plan
<b>NDS</b>	National Development Strategy

## FOREWORD

In September 2015, the UN member states, including the Republic of Moldova, adopted the Declaration of Sustainable Development Summit by which have committed to implement the 2030 Agenda for Sustainable Development. Thus, during the next 15 years, countries will have to mobilise their efforts to eradicate all forms of poverty, to combat inequalities and to address the climate change problems, making sure that no one is left behind.

The 2030 Agenda for Sustainable Development is complex, including 17 Sustainable Development Goals and 169 targets that cover all the key-aspects of the development: (i) economic, (ii) social, and (iii) environmental. Thus, the 2030 Agenda has a universal applicability for all states, irrespective of their level of development and their priorities. The next step to make after being adopted globally, the Agenda has to be adapted (*nationalised*) to the priorities and to the specific context of each country in order to make it conclusive, feasible and efficient.

In the Republic of Moldova, the first stage of 2030 Agenda nationalisation took place during July 2016 – March 2017 by: (i) identifying the relevance of SDGs (*goals and targets*) and by analysing the correlation between the 2030 Agenda and the national policy priorities; (ii) adapting (*formulating*) the goals and targets of the 2030 Agenda according to the national priorities and needs, and identifying policy papers that are to be mainstreamed; (iii) defining the data ecosystem necessary for monitoring and evaluation of the SDGs implementation.

Further, Sustainable Development Goals and their targets adapted at the national level should be integrated in the strategic planning papers in order to be implemented, monitored and evaluated. This is a complex and iterative exercise, involving various stakeholders from the public administration and which takes significant time. The Toolkit for the Nationalisation of Sustainable Development Goals was developed in order to standardise and simplify this process.

## WHAT IS THE GOAL?

The goal of this toolkit is to provide methodological support to all stakeholders, especially to central public administration authorities, to mainstream Sustainable Development Goals in the national system of strategic planning by describing the strategic planning stages, as well as its regulatory and institutional framework.

## WHAT IS THE TARGET AUDIENCE?

The main target audience of these Guidelines are the policymakers at the national level, including the Government stakeholders (*State Chancellery, Ministry of Finance, sectoral ministries and other central administrative authorities, National Bureau of Statistics, public institutions*). At the same time, this toolkit could be also used by experts and practitioners which represent development partners, international organisations, civil society, academia and business community in the process of developing policy papers, supporting thus the partners from the public administration.

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<sup>1</sup> For details on this stage, please consult Expert-Grup report on “Adapting the 2030 Agenda on Sustainable Development to the context of the Republic of Moldova” of March 2017.



## HOW IS THE TOOLKIT USED?

First, the Toolkit is the reference document used by the State Chancellery to coordinate the process of SDG nationalisation, especially by planning and endorsing the sector policy papers, and the strategic planning process generally. Secondly, the central public administration authorities will use the Toolkit to develop policy papers.

Once the reform of strategic planning system will advance, it is recommended to include the provisions of this document referring to SDGs in the Government's methodology that will describe the national strategic planning process, as set out in the Public Administration Reform Strategy for the years 2016-2020. At the same time, the text of this Toolkit will be adjusted to the new regulations on strategic planning as being reformed.

The State Chancellery, being the coordinating institution the SDGs nationalisation and monitoring process, will make sure that the Toolkit is enforced and adapted, whenever needed.

## 1. NATIONAL STRATEGIC PLANNING FRAMEWORK

The success in implementing the SDGs largely depends on the method of their integration in the national strategic planning framework by respecting all related stages, but at the same time it depends on the operationality and sustainability of the strategic planning system. The Republic of Moldova needs a strategic planning framework based on three elements in order to be able to efficiently implement the 2030 Agenda. First, it needs a long-term national vision paper, linked to the nationalized priority targets of 2030 Agenda. Second, the sectoral planning papers of central public administration authorities must be simplified, evidence-based, formulated according to strict requirements and principles; they must include all the policies from a certain sector, contain clear objectives, measurable and specific impact and progress indicators, with the focus on ensuring that the targets of the National Agenda for Sustainable Development are implemented. Third, the medium-term budgetary framework should be fully linked to the National Strategy for Sustainable Development and to sectoral planning papers to ensure that achievement of targets is sustainable financially.

According to the Public Administration Reform Strategy for 2016-2020, there are too many policy documents, which often overlap and contradict each other, are not integrated in the budgetary planning process, are not properly monitored, are not evaluated in most of the cases, and the responsibilities are not clearly shared between implementation partners. Therefore, the national system of strategic planning is envisaged to be reformed over the next period. Nonetheless, the institutional framework and the main strategic planning documents will remain in force; their interaction will be optimised and the number and the structure of sectoral policy documents will be streamlined.

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### **Three elements are essential in implementing the 2030 Agenda:**

- 1. Long term vision paper – National Development Strategy*
- 2. Evidence-based sectoral planning papers that include the priorities of the whole sector*
- 3. Medium-Term Budgetary Framework fully correlated with NDS and with sectoral planning papers*



Before describing the stages and the role of each institution in the SDGs nationalisation process, it is important to understand the whole institutional framework and the types of strategic planning documents. The interaction between the elements of strategic planning system is shown schematically in Annex 2.

## **Institutional Framework of the Strategic Planning Process**

### **Parliament of the Republic of Moldova<sup>2</sup>**

By its legislative, budgetary, Executive oversight and dialogue with citizens functions, the Parliament can give major importance and make the 2030 Agenda binding for the administrative processes from the Republic of Moldova which is essential in ensuring its implementation. Particularly, the Parliament adopts the national development strategies, thus laying the foundation of strategic planning system and setting the national development priorities. In addition, the Parliament can include necessary draft laws necessary to implement SDGs in the annual legislative plan, can examine the draft laws from the perspective of their correlation with SDGs and can prioritise allocation of the financial resources for sustainable development policies. At the same time, the MPs can exercise the parliamentary control over law enforcement and over the implementation of relevant policies in the context of SDGs by the Government. Last, but not least, the MPs can increase the level of public information and raise awareness regarding the importance of Agenda for Sustainable Development, which would significantly facilitate the bottom up pressure on SDGs implementation.

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#### **Parliament:**

- *Adopts the NDS correlated with SDGs*
- *Adopts the necessary laws for SDGs implementation*
- *Approves the financial resources in accordance with SDGs priorities*
- *Supervises the SDGs implementation by the Government*
- *Informs the public about the importance of SDGs*

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### **Government of the Republic of Moldova<sup>3</sup>**

The Government ensure the implementation of the domestic and foreign policy of the State, governs the public administration and is accountable to the Parliament. Thus, the Government has a key role in planning, coordinating, approving, implementing and monitoring the national policies according with the nationalised SDGs priorities . For this purpose, the Government approves and submits to the Parliament draft laws, endorses legal initiatives, sets the framework for strategic planning and for policy documents development, approves intersectoral and sectoral policy documents, the Medium-Term Budgetary Framework and the regulatory acts of the Government, develops and submits the State Budget to the Parliament.

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<sup>2</sup>Law No 797 of 02.04.1996 on the Parliament's Standing Rules.



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### **Government:**

- *Approves intersectoral and sectoral policy papers correlated with SDGs*
  - *Approves regulatory acts and draft laws correlated with SDGs*
  - *Approves MTBF correlated with SDGs*
  - *Develops the State Budget correlated with SDGs*
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## **National Coordination Council for Sustainable Development<sup>4</sup>**

NCCSD is the main platform for high level coordination and monitoring of the adaptation and integration of SDGs in national policies. The Council is made up of Government members, representatives of State Chancellery, of academia and of associative sector, being chaired by the Prime Minister. Sectoral groups, established in the public authorities involved in strategic planning, operate under the Council. The Council has the following duties in coordinating and monitoring the mainstreaming of Sustainable Development Goals:

- 1.** Ensure the localisation process of the SDGs included in the 2030 Agenda for Sustainable Development;
- 2.** Ensure the coordination and monitoring process of adaptation and implementation of SDGs targets at national level;
- 3.** Coordinate the assessment of efficiency, effectiveness and impact of SDGs localisation in national policy documents;
- 4.** Collaborate with development partners in order to raise awareness of importance of SDGs from the 2030 Agenda for Sustainable Development, to involve the entire society, and to implement these objectives in the Republic of Moldova;
- 5.** Approve the composition of sectoral working groups from public authorities that participate in developing sectoral and regional plans, programs, concepts and strategies, other sectoral policy documents approved by the Government, and in performing other national and international commitments related to SDGs implementation.

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### **NCCSD:**

- *Coordinates and monitors the nationalisation of SDGs*
  - *Coordinates and monitors the implementation of SDGs*
  - *Coordinates the assessment of the efficiency, effectiveness and impact of SDGs localisation in policy documents.*
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<sup>3</sup> Law No 64 of 31.05.1990 on Government.

<sup>4</sup> Government Decision No 912 of 25.07.2016 on National Coordination Council for Sustainable Development.





## **Inter-ministerial Committee for Strategic Planning<sup>5</sup>**

The Committee is established in order to optimise the strategic planning. According to its mandate, the Committee has a wide range of duties for ensuring a coherent national strategic planning system, correlated with financial resources and with the European integration agenda. Its main role during the nationalisation of SDGs is to approve the development priorities for national policy documents, Medium-Term Budgetary Framework and official development assistance. More exactly, ICSP ensures the correlation between the strategic priorities stipulated in policy documents and the actions taken by central specialised public administration authorities to achieve them; coordinates the development and monitors the implementation of the Activity Program of the Government, National Development Strategy and other strategic documents; monitors the activity of the Group Coordinating the Development of Medium-Term Expenditure Framework, the National Council for Regional Development and other Government committees involved in strategic planning; ensures the correlation of the developed policies with the commitments undertaken by the Government, especially with the European integration agenda; ensures the correlation of foreign assistance programs with the identified strategic priorities; ensures that central public authorities develop sectoral and intersectoral policies from the perspective of a balanced regional development.

### **ICSP:**

- *Approves the development priorities for national policy papers*
- *Approves the MTBF priorities*
- *Approves the priorities of official development assistance*
- *Monitors the national policy documents*

## **State Chancellery**

### ***(Policy Coordination and External Assistance Unit)<sup>6</sup>***

The State Chancellery is responsible to establish the general framework defining the Government priorities, to provide methodological and organisational support to the public policy planning, development and implementation system at the level of ministries and other central administrative authorities. The Policy Coordination and External Assistance Unit operates under the State Chancellery, key functions of which are to define priorities of the Government; analyse and ensure the alignment of policy documents and regulatory acts with the country's strategic priorities; establish a methodological and organisational framework for the public policy planning, developing and implementing system at the level of ministries and other central public authorities; harmonise the national strategic documents and the action plans implementing them, Medium-Term Budgetary Framework and other policy papers and commitments, so that they may provide to the Government and to the central public administration authorities a clear understanding of priorities; manage the entire cycle of programming

<sup>5</sup> Government Decision No 838 of 09.07.2008 Establishing the Inter-Ministerial Committee for Strategic Planning.

<sup>6</sup> Government Decision No 657 of 6 November 2009 Approving the Regulations on the Organisation and Functioning of the State Chancellery.



the foreign assistance and harmonize it with the budgetary cycle and with policy planning. In order to perform these duties, the Unit monitors the National Development Strategy and the Activity Program of the Government, develops and monitors the Government Action Plan, coordinates the preparation of strategic development programs by the authorities, endorses policy documents. Simultaneously, the Unit coordinates the nationalisation, implementation and monitoring of SDGs, and performs the duties of NCCSD secretariat. Thus, the State Chancellery, through the Policy Coordination and External Assistance Unit, has the role of filter in aligning the policy documents and the public policies with the SDGs before the Government approves them, monitoring at the same time the SDGs implementation at the national level.

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#### **State Chancellery:**

- *Defines the Government's priorities based on SDGs commitments*
- *Elaborates national planning policy documents*
- *Endorses sectoral policy documents*
- *Monitors the national policy documents*
- *Monitors the SDGs' implementation*

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### **Ministry of Finance**

The Ministry of Finance develops and submits the Medium-Term Budgetary Framework to the Government for approval, which has a key role in strategic planning process because it links the policy framework to the resources framework. Thus, the Ministry endorses all policy documents in terms of resources planned for their implementation; organises and coordinates the MTBF development; determines the expenditure limits by sectors; reviews the sector expenditure strategies; coordinates the distribution of sectoral expenditure limits by components of national public budget and by central public authorities; develops the MTBF, consults, and submits it to the Government for approval. To regulate and standardise the complex process of budgetary planning according to the development priorities, the Ministry of Finance develops detailed methodological rules on preparing, approving and amending the budget, which should be followed by central administrative authorities. As a result, it is necessary to make references to the Sustainable Development Goals at every stage described in the methodological rules in order to mainstream the SDGs in the budget process.

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#### **Ministry of Finance:**

- *Coordinates the development of MTBF*
- *Determines the expenditure limits by sectors*
- *Reviews the sector expenditure strategies*
- *Monitors the national policy papers*
- *Monitors the SDGs implementation*



## **Local Public Authorities<sup>7</sup>**

Planning is a complex process, performed at all levels of central public administration mandated with the right to develop public policies. In order to fulfil their mission, the central administrative authorities develop, implement, monitor, and evaluate public policies, submits budget proposals to the Ministry of Finance, and ensure the fulfilment of the international commitments within their remit. Thus, the central public authorities are directly responsible for nationalising and mainstreaming SDGs in the sectoral and intersectoral policy documents, and for implementing and monitoring the SDGs. At the level of central public authorities, the public policies and the policy documents are developed and coordinated by the internal subdivisions in charge of the corresponding policy areas. These subdivisions should mainstream the commitments undertaken through the 2030 Agenda in the sectoral policies. At the same time, the Policy Analysis, Monitoring and Evaluation Units, which were established in each ministry, have an important role in this process. They provide methodological support during the development of policies, align the public policies under development with the national policy documents, and correlate the developed public policies with the framework of available financial resources. According to their mandate, the Policy Analysis, Monitoring and Evaluation Units are responsible at the institutional level for mainstreaming SDGs in sectoral policy documents, and subsequently for monitoring their implementation. Like in the case of the State Chancellery, the Policy Analysis, Monitoring and Evaluation Unit are aimed to ensure the coherence between sectoral policy documents developed by authorities, the national priorities, budgetary framework and the international commitments, such as the 2030 Agenda for Sustainable Development.

## **STRATEGIC PLANNING DOCUMENTS**

### **National Development Strategy**

The National Development Strategy has a major importance for the nationalisation of Sustainable Development Goals because it presents the vision and sets the long term development priorities that will serve as basis for all intersectoral and sectoral policy documents, for the budgetary cycle and for the activity of central administrative authorities.

NDS “Moldova 2020” , approved in 2012, is the first long term strategic planning document aimed to provide a general vision on how the Republic of Moldova will look like by 2020. The Strategy started to be developed by performing an analysis of constraints, which reflected the most important impediments to economic growth of the country compared with the states in the region. Unlike the previous national strategic planning documents, the priorities from NDS “Moldova 2020” were defined narrowly, and the Government focused its efforts on the most critical problems. “Moldova 2020” is implemented through the Government Action Plan, which comprises actions from the Activity Program of the Government, from sectoral policy documents and from international commitments.

However, the Strategy was developed and approved before the approval of the 2030 Agenda for Sustainable Development and before signing the EU-Moldova Association Agreement, and thus does not include the commitments undertaken by these. Thus, taking into account the

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<sup>7</sup> Law No 98 of 04 May 2012 on Specialised Central Public Administration.



new long term priority agendas mentioned above, it is extremely important to revise the National Development Strategy “Moldova 2020” by amending its basic concept and priorities and by extending its implementation period until 2030.

## **Sectoral Policy Documents**

Based on the National Development Strategy, the ministries develop sectoral and intersectoral policy documents. The current system of public policies is characterised by the existence of four types of different public policy papers, which are interconnected at the same time:

- **Concept** – a system of general ideas aimed to multilaterally treat/interpret the economic, social, legal, scientific, technical, and other problems; it reflects the perception or a set of opinions, ideas on problems regarding the development of one or several areas or sectors as a whole.
- **Strategy** – policy paper that contains the indicative direction of activity for a mid-term period (3-5 years) or for a long term period (6-15 years) and is aimed to identify the organisational mechanism and the manner to achieve the objectives related to the addressed problem.
- **Program** – a succession of concrete operations serving as a tool for implementing policies, containing clearly defined objectives, the necessary resources, pre-set target groups and deadlines.
- **Action plan** – a programming document, containing concrete short term tasks in a certain area, developed according to policy documents, including the Government Program.

The drafting rules and the unified requirements for policy documents were approved in 2007, but they are rudimentary and perfunctory because they do not provide a methodological approach, but are rather limited to key concepts. Sectoral strategies do not contain any cost estimates, stating that the policy will be implemented within the budget allocations and, therefore, they are not aligned with the Medium-Term Budgetary Framework leading to a low implementation of policy documents. The monitoring system, which should provide information on the results of Government activities, is not fully operational. The quality of the evidence-based policies is not coherent, because the analyses are still weak.

Therefore, an “inflation” of policy documents was noted over the years because sometimes the decision to develop such documents seems to be the simplest “solution” for specific challenges. In certain sectors there are more than 10 documents that overlap, and sometimes contain divergent visions. Certain documents are perpetuated from one period to another.

Taking into account the large number of policy papers, in 2008 and 2012 some of them were “eliminated” due to their low relevance. A number of 200 policy documents were repealed. Nonetheless, an excessive number of policy documents are currently in force – around 200, and their number is increasing. Only in 2016 the Government approved 14 strategies, 17 plans and 21 programs.

<sup>8</sup> Law No 166 of 11.07.2012 approving the National Development Strategy “Moldova 2020”.

<sup>9</sup> Government Decision No 33 of 11.01.2007 on the Drafting Rules and the Unified Requirements for Policy Documents.



The sectoral and intersectoral policy documents are the main tools implementing the Sustainable Development Goals. The targets adapted at national level will be integrated in the policy papers during their development and adjustment. As a result, it is very important to reform the planning system at sectoral level, and simultaneously develop the NDS “Moldova 2030” in order to ensure that the policy documents are qualitative, evidence-based, connected with the budget process, and that they contain all the policies in a certain sector.

## **Government Action Plan**

Since 2010, the Government Action Plan has been developed in its actual form, entitled also “the consolidated action plan of the government” because it represents a single planning platform developed on the basis of the Activity Program of the Government, National Development Strategy, sectoral strategies, European integration priorities and other international commitments. The State Chancellery develops the Government Action Plan on the basis of the public authorities’ proposals. During the development, the State Chancellery must ensure that all important public policies (*including the inter-sectoral ones*) that are to be developed/amended are reflected in the Plan. In this way, the regulatory acts and the actions necessary for implementing the SDGs, especially their monitoring indicators, are included in the short term planning document of the Government.

## **Strategic Development Programs**<sup>10</sup>

The Institutional Development Plan (*IDP*) was introduced in 2008 at the level of ministries and central administrative authorities (*in 2011 it was renamed in Strategic Development Program*) as the main document for the medium-term managerial and strategic planning (*3 years*) at the level of central administrative authorities. The SDP is the underlying document that describes the institution’s activity directions and focuses on mid-term public policy priorities approved by the Government; plans the mid-term activity of the institution by describing how the public policy priorities set out in the national intersectoral and sectoral strategic documents for which the authority is responsible; reflects the gaps in terms of capacities of authorities to accomplish its mission and proposes the method of their remedy. Thus, the SDGs and the corresponding targets, which the authority is responsible of and around which their activity will be organised for period of three years, will be described in the SDP.

## **Medium-Term Budgetary Framework**<sup>11</sup>

The MTBF has a key role in the strategic planning because it links the public policy framework to the medium-term resources framework. The Ministry of Finance develops the medium-term budgetary framework for a period of 3 years and updates it each year. During MTBF development, the financing needs identified in the National Development Strategy must be firstly taken into account, even though MTBF contains information on all public expenses and not only on those estimated in the National Development Strategy. This way, the prioritisation and allocation of the financial resources will be ensured with the SDGs integration in the NDS.

<sup>10</sup> Government Decision No 176 of 22.03.2011

approving the Central Public Administration Authorities’ Strategic Development Program Development Methodology.

<sup>11</sup> Government Decision No 82 of 24.01.2006 on Developing Medium-Term Expenditure Framework and Draft Budget.



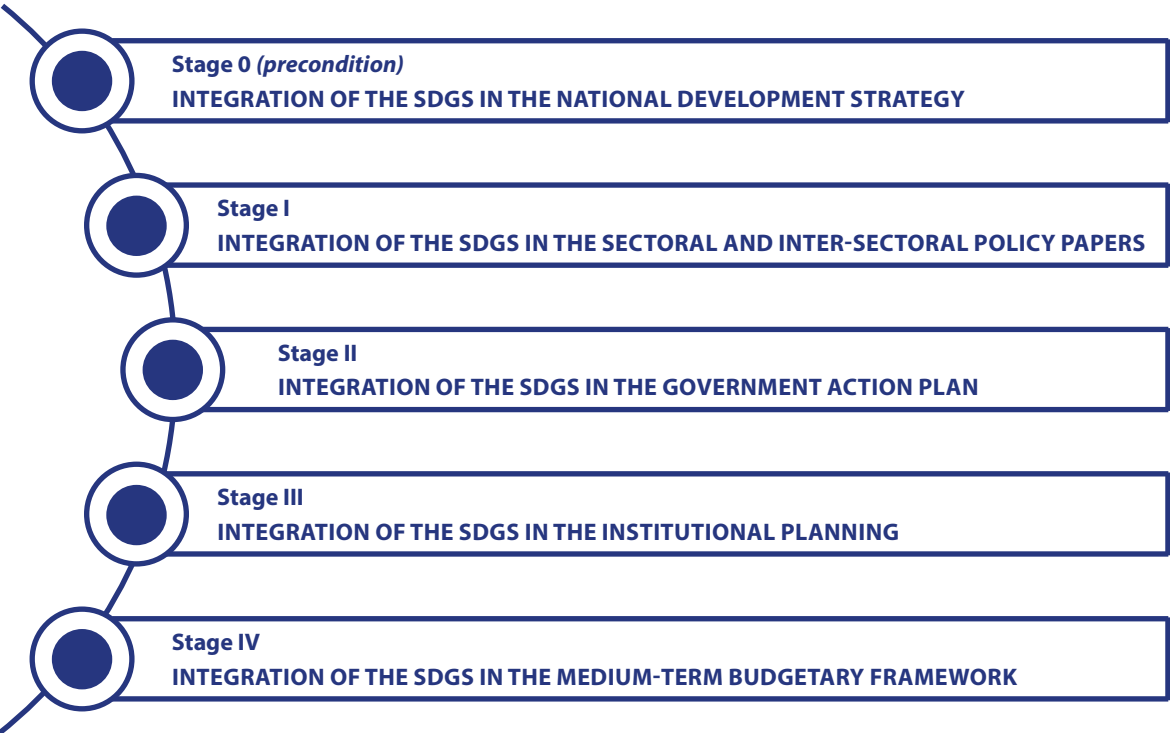
At the same time, the sectoral priorities are included in the sectoral strategic expenditure plans, developed by the authorities on the basis of priorities resulting from the sectoral policy documents. Thus, financial resources necessary to implement the nationalised priorities of the 2030 Agenda for Sustainable Development will be secured with the integration of SDGs and related targets in the sectoral policy documents. The draft MTBF is discussed in the Inter-Ministerial Committee on Strategic Planning and approved by the Government.

## 2. STAGES OF SUSTAINABLE DEVELOPMENT GOALS NATIONALISATION

After describing the main national stakeholders involved in the strategic planning process, nationalisation, implementation and monitoring of the Sustainable Development Goals and related strategic planning documents, the main stages to be completed in order to integrate the Sustainable Development Goals in the national strategic planning framework will be further presented.

Each stage is described briefly, along with the presentation with the main authority in charge of coordinating the stage, the steps to be taken for the entire process and the institutions in charge, respectively.

Central administrative authorities will pass through all stages iteratively for each exercise of planning and policy documents development and for each budgetary cycle, except for stage 0, which can be applied only once, which is a precondition for the implementation of the 2030 Agenda and its integration in the national processes.



## Stage 0 (precondition):

### Integration of the Sustainable Development Goals in the National Development Strategy

The main precondition necessary to ensure the SDGs integration in the national policies is to include them in the National Development Strategy "Moldova 2030", that should be developed until the end of 2017. The most important challenge at this stage is to set the priority areas, objectives and targets that should be included in the NDS, as well to establish the correlation between them, preceded by a wide exercise of social-economic forecasting and development of the country's long-term development scenarios. At this stage, it is essential to establish exactly the sustainable development priorities and to avoid inclusion in the NDS of irrelevant commitments, objectives and actions, those with a low importance and a minor impact on the long-term sustainable development agenda.

The entire set of Sustainable Development Goals, targets adapted at the previous stage and the monitoring indicators will be approved as Annex to the Law on the National Development Strategy "Moldova 2030", appointing authorities in charge of coordinating, implementing and monitoring each goal. Subsequently, the strategic planning and policy development will be organised, the sectoral policy documents will be developed and the SDGs monitoring will be established according to NDS and this annex.

STEPS	HOW?	WHO?
1	Initiate the draft NDS "Moldova 2030" by establishing the organisational and temporal framework	STATE CHANCELLERY
2	Develop the long-term development scenarios that will form the basis for formulating NDS priorities	STATE CHANCELLERY
3	Approve NDS priorities that will form the basis for developing the strategy itself	INTER-MINISTERIAL COMMITTEE FOR STRATEGIC PLANNING
4	Create the sectoral working groups to formulate the text of the strategy according to the priorities	CENTRAL ADMINISTRATIVE AUTHORITIES
5	Coordinate the development and the participatory process of NDS	STATE CHANCELLERY
6	Approve the draft NDS and submit it to the Parliament	ICSP, NCCSD, GOVERNMENT
7	Approve the NDS "Moldova 2030" by law	PARLIAMENT

<sup>12</sup> According to the Expert-Group study "Adapting the 2030 Agenda on Sustainable Development to the context of the Republic of Moldova" of March 2017.



## Stage I:

### Integration of the Sustainable Development Goals in the sectoral and inter-sectoral policy papers

The central administrative authorities will develop the sectoral and inter-sectoral policy papers in accordance with the priorities set out by the National Development Strategy “Moldova 2030” and according to the annex on the Sustainable Development Goals. The policy documents will include and will detail the priorities included in the NDS, including the SDGs priority targets as well as all other nationalised SDG targets. Similarly, the policy document will include all monitoring indicators relevant to the SDGs.

It is recommended that a single policy document should be developed for a policy sector or area, regardless of the number of the institutions directly responsible, so that the coherence, synergy and efficiency of interventions could be ensured, as well the correlation between SDGs relevant to a certain area. Development of policy documents for narrow fields that doubles the sectoral policy documents provisions should be avoided.

STEPS	HOW?	WHO?
1	Notify the State Chancellery on starting to develop the policy document	CENTRAL ADMINISTRATIVE AUTHORITY <i>(unit initiating the public policy)</i>
2	Set up the inter-ministerial working group to develop the policy paper	CENTRAL ADMINISTRATIVE AUTHORITY <i>(unit initiating the public policy)</i>
3	Describe the current situation ( <i>establish evidences</i> ), formulate objective, actions, monitoring indicators and estimate necessary resources	CENTRAL ADMINISTRATIVE AUTHORITY <i>(unit initiating the public policy)</i>
4	Provide methodological support to ensure the alignment of the public policies developed with the provisions of the national public policy documents, Sustainable Development Goals and the Association Agreement	CENTRAL ADMINISTRATIVE AUTHORITY <i>(Policy Analysis, Monitoring and Evaluation Unit)</i>
5	Endorse the final version of the policy document on the necessary financial resources	MINISTRY OF FINANCE
6	Endorse the final version of the policy document on its alignment with the national priorities	STATE CHANCELLERY
7	Approve the policy document	GOVERNMENT





## Stage II:

### Integration of the Sustainable Development Goals in the Government Action Plan

The Government Action Plan, a short-term planning paper, has an important role in establishing the main activities of the Government at operational level. The State Chancellery develops the Plan on the basis of the public authorities' proposals. During the development, the State Chancellery must ensure that all the important public policies (*including the inter-sectoral ones*) that are to be developed/amended are reflected in the Plan.

The Government Action Plan is developed on the basis of the Activity Program of the Government and contains the commitments undertaken by the Government in the strategic documents, such as the National Development Strategy, Sustainable Development Goals, the Association Agreement, other national and sectoral policy documents, as well as the programs negotiated with the International Monetary Fund, the World Bank, the US Government and the European Commission.

STEPS	HOW?	WHO?
1	Develop the template, reference papers ( <i>NDS, SDG, Association Agreement, etc.</i> ) and the instructions for the submission of proposals by authorities	STATE CHANCELLERY
2	Formulate objectives, actions, deadline, responsible and submit them to the State Chancellery	CENTRAL ADMINISTRATIVE AUTHORITY ( <i>Policy Analysis, Monitoring and Evaluation Unit</i> )
3	Adjust and prioritise proposals; finalize the Action Plan	STATE CHANCELLERY
4	Approve the Government Action Plan	GOVERNMENT



## Stage III:

### Integration of the Sustainable Development Goals in the institutional planning

Authorities perform the institutional planning using strategic development programs, which are their basic documents that describe the activity directions and focus on medium-term public policy priorities, approved already by the Government. SDP has an important role for the nationalization of SDGs because it reflects all the authority's commitments as provided by its mission, implicitly all SDGs the authority is in charge of.

At the same time, SDP reflects the gaps in terms of authority's capacity to accomplish its mission and proposes how to remedy them. Thus, this paper should set all the necessary measures for the institutional strengthening, which will facilitate the SDGs implementation.

STEPS	HOW?	WHO?
1	Set up the working group in charge of SDP development, which will have an representative of the State Chancellery	CENTRAL ADMINISTRATIVE AUTHORITY <i>(Policy Analysis, Monitoring and Evaluation Unit)</i>
2	Develop SDP taking over the authority's public policy priorities from the national strategic papers ( <i>NDS, sectoral policy documents</i> ) and the international commitments ( <i>Sustainable Development Goals, Association Agreement</i> )	CENTRAL ADMINISTRATIVE AUTHORITY <i>(unit initiating the policy, Policy Analysis, Monitoring and Evaluation Unit)</i>
3	Endorse the draft SDP	STATE CHANCELLERY
4	Approve SDP	AUTHORITY'S COLLEGIAL BODY



## Stage IV:

### Integration of the Sustainable Development Goals in the Medium-Term Budgetary Framework

Medium-Term Budgetary Framework allows planning the medium-term public revenue and expenditures, forecasts the resources framework and connects the public policies to the public expenditures. The need to plan expenditures for medium term is justified by the fact that most policies last more than one year and the annual planning (*annual budget*) cannot guarantee the connection between them and the necessary resources. MTBF contains information on all the public expenditures, not only on those estimated in the NDS. However, the financing needs identified in the NDS must be prioritised during the MTBF development. Thus, a direct link between the SDGs priority targets set in the NDS and the medium-term resources framework will be ensured.

Strategic planning is an ongoing process. Some context changes (*economic, social, etc.*) or the availability of resources (*particularly the financial ones*) can lead to the need to modify certain priorities. Respectively, the development/change of the priorities, in general, and the public policies, in particular, must be closely correlated to the financial programming.

STEPS	HOW?	WHO?
1	Formulate policy priorities for a new MTBF cycle, which will reflect the NDS priorities and SDGs	STATE CHANCELLERY
2	Approve the policy priorities in relation to MTBF	ICSP
3	Develop sector expenditure strategies, which will reflect the sectoral priorities, including in relation to SDGs implementation	SPECIALISED PUBLIC ADMINISTRATION AUTHORITIES
4	Examine the sector expenditure strategies	MINISTRY OF FINANCE, STATE CHANCELLERY
5	Develop the MTBF document, correlated to the NDS and the SDGs	MINISTRY OF FINANCE
6	Endorse the MTBF document	STATE CHANCELLERY, SPECIALISED PUBLIC ADMINISTRATION AUTHORITIES
7	Approve the MTBF document	GOVERNMENT



# ANNEX 1. SUSTAINABLE DEVELOPMENT GOALS



**SDG 1:** End poverty in all its forms everywhere

**SDG 2:** End hunger, achieve food security and improved nutrition and promote sustainable agriculture

**SDG 3:** Ensure healthy lives and promote well-being for all at all ages

**SDG 4:** Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all

**SDG 5:** Achieve gender equality and empower all women and girls

**SDG 6:** Ensure availability and sustainable management of water and sanitation for all

**SDG 7:** Ensure access to affordable, reliable, sustainable and modern energy for all

**SDG 8:** Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all

**SDG 9:** Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation

**SDG 10:** Reduce inequality within and among countries

**SDG 11:** Make cities and human settlements inclusive, safe, resilient and sustainable

**SDG 12:** Ensure sustainable consumption and production patterns

**SDG 13:** Take urgent action to combat climate change and its impacts

**SDG 14:** Conserve and sustainably use the oceans, seas and marine resources for sustainable development

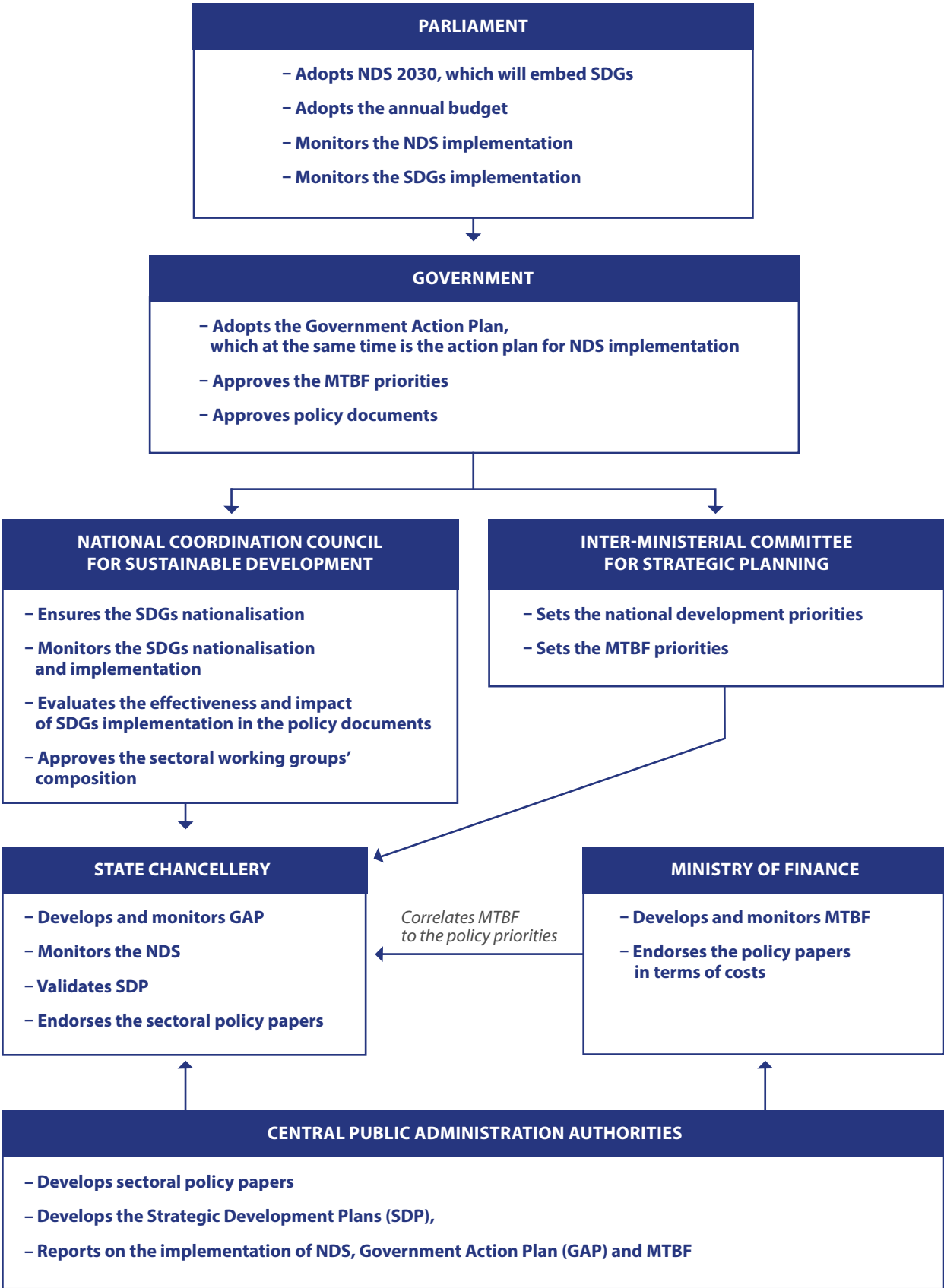
**SDG 15:** Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss

**SDG 16:** Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels

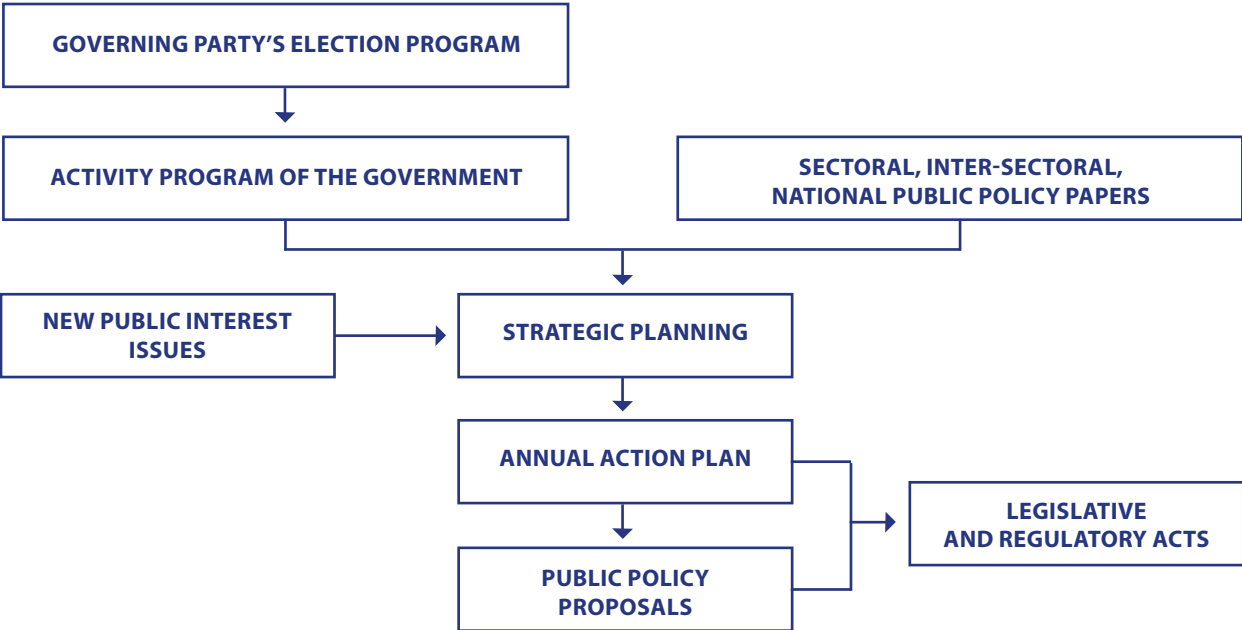
**SDG 17:** Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development



# ANNEX 2. AUTHORITIES' INTERACTION IN THE STRATEGIC PLANNING PROCESS



# ANNEX 3. STAGES OF THE PUBLIC POLICY PLANNING PROCESS



# ANNEX 4. NATIONAL PLANNING, MONITORING AND REPORTING FRAMEWORK IN ACCORDANCE WITH THE NATIONAL DEVELOPMENT STRATEGY

