

Towards a PCSD Roadmap and Monitoring Framework for Romania's National Action Plan to support the implementation of the NSDS of Romania

This report provides guidance (a Roadmap) on how to align the implementation of the NAP with OECD principles and tools for policy coherence for sustainable development (PCSD), including ten Action Fiches intended to support the responsible ministries. It also identifies the various parts of the PCSD logic model that are covered by the NAP and presents a questionnaire that enables the Romanian Government to use the existing NAP indicators to assess their contribution towards enhanced PCSD (a Monitoring Framework).

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Executive summary

The National Action Plan (NAP) for the implementation of Romania's National Sustainable Development Strategy (NSDS) *Romania 2030* is an operational framework for public policy makers to concentrate resources for the implementation of the NSDS. Through its four priority directions, 12 Specific Objectives (SOs) and 22 Actions, the NAP supports an integrated and multidimensional approach to sustainable development.

The Policy Coherence for Sustainable Development (PCSD) Roadmap is intended as a planning and governance tool to guide the NAP implementation process in line with international standards on PCSD (Chapter 1). It has been elaborated according to two levels: the coordination level (Chapter 2); and the policy cycle level (Chapter 3).

The Department for Sustainable Development (DSD) is the public authority responsible for coordinating, at national level, the activities for the implementation of the NSDS. While DSD has the mandate to develop guidance for implementing all NAP Actions, ten Actions target the Department itself (4, 5, 6, 7, 8, 9, 14, 15, 16 and 19).

To inform its work, the DSD has established and collaborates closely with the network of the Hubs for Sustainable Development (SD Hubs) in Line Ministries and Agencies, who are targeted by ten Actions (1, 10, 11, 12, 13, 17, 18, 20, 21 and 22). One key recommendation for the success of the NAP is to regulate the status of the SD Hubs, by law, and ensure that they are part of their Ministry's cross-departmental working group(s) on strategic planning and budgeting.

This should be coupled by strengthening the link between the NSDS and NAP governance and implementation process to the annual budget and strategic planning process more broadly. Mapping the 22 NAP Actions along the policy cycle indicates that Actions related to *Engagement* and *Implementation* are implemented, on track or under development; while NAP Actions related to *Strategy, policy and regulatory formulation, Planning and Budgeting*, and *Monitoring and evaluation* are lagging behind. The Department for Sustainable Development is encouraged to engage in a regular dialogue with the main actors responsible for these policy cycle steps and to consult them on the potential and usefulness of policy coherence tools. Such tools, e.g. *Coherence Matrices* and *Coherence Fiches*, could then be developed in collaboration with the SD Hubs.

The Ministry of Finance, another important actor in the implementation of the NAP, can be seen to have one "external" and one "internal" role in the implementation of the NAP. First, the Ministry is responsible for two Actions (2 and 3) that will support Romania with the overall implementation of the 2030 Agenda, namely the development and implementation of the national framework for planning and SDG budgeting; and second, the Ministry is well placed to have a leading role, together with the DSD, in planning and coordinating the financing of all NAP Actions.

For the Roadmap to be fully operational, the government needs to define the NAP's deliverables, timelines and related resources for operational actions. This is the intended purpose of the *PCSD Action Fiches*, which represent the backbone of the PCSD Roadmap.

The report also suggests a way for the government to track if and how the implementation of the NAP contributes to enhanced PCSD (Chapter 4). According to the PCSD Theory of Change, PCSD mechanisms (inputs and processes) deliver three policy outputs:

- At political level, clear and defined sustainable development policy goals, which can guide the actions of the whole government toward the achievement of the SDGs.
- At technical level, the creation and use of a set of evidence-based policy tools to integrate and monitor the effect of PCSD in policymaking activities and into the budgetary cycle.
- At operational level, awareness of PCSD among decision-makers, including at local level, and stakeholders, which should then help informing policy choices.

Ultimately, these outputs generate two critical outcomes that contribute to enhanced PCSD in Romania: better management of policy interactions; and the design of policies, by assessing their policy effects 'here and now', 'later' and elsewhere', that are in line with the SDGs.

PCSD outputs – policy goals, an evidence-based framework and PCSD awareness – contribute to the achievement of its objective by generating two outcomes: better management of policy interactions and the production of policies in line with the SDGs (by assessing their policy effects). While – from a logical point of view – outputs come before outcomes, in the practical implementation of the PCSD, both outputs and outcomes can sometimes be pursued simultaneously.

Lastly, the report concludes with a number of recommendations and guidance to line ministries for implementing the NAP in line with PCSD principles. They aim to leverage further the strong institutional mechanisms put in place by the government over the past couple of years.

1 Context and purpose

1.1 Introduction

This Implementation Roadmap builds on the 2022 ‘Stocktaking Report on progress made in enhancing policy coherence for sustainable development (PCSD) in Romania’ (OECD, 2022). The Stocktaking Report identified possible bottlenecks that could potentially hamper an effective and coherent implementation of Romania’s new National Action Plan (NAP) for Implementing Romania’s National Sustainable Development Strategy (NSDS) *Romania 2030*. These include:

- Limited use of governance tools for SDG implementation throughout the policy cycle.
- Large disparities in SDG implementation at local level and few mechanisms for vertical coherence.
- Limited correlation and monitoring of Romania’s many sectoral policies to inform the implementation of the NSDS.

The report also indicated three cross-cutting challenges for the NAP’s 12 Specific Objectives:

- Limited human resources.
- Limited technical expertise/capacity.
- Limited funding.

The Stocktaking Report outlines a number of recommendations to address each of these challenges. The purpose of this document is to **concretise those recommendations** and feed the development of a PCSD Roadmap, which in turn should help the Department for Sustainable Development (DSD) to define **responsibility, timeline and related resources for operational actions**. For this, the Action Fiches have been designed. Ultimately, the PCSD Roadmap will serve as a planning tool to guide the process of implementing the 22 NAP actions with the help of relevant PCSD tools.

This document is structured as follows:

Chapter 1 presents the principles enshrined in the OECD Recommendation of the Council (“**PCSD Recommendation**”) as the governance approach to implement policies that are aligned with the Sustainable Development Goals (SDGs). It also shows examples of how PCSD can inspire interventions at different stages of the policy cycle. The chapter ends with a brief overview of implementation challenges in the institutional implementation framework for sustainable development.

Chapter 2 clarifies **roles and responsibilities** of the main internal and external actors.

Chapter 3 links the 22 NAP Actions to the steps of the **policy cycle** and suggests practical ways forward for each step to support effective implementation through the use of PCSD tools.

Chapter 4 proposes a **monitoring framework** aimed at tracking each Action’s contribution toward enhanced PCSD, accompanied by one ready-to use questionnaire (Annex B) and one forward-looking questionnaire should there be scope to mainstream the indicators further in the future (Annex C).

Chapter 5 concludes with **recommendations and guidance** to the DSD for implementing the NAP Actions for which engagement of Ministries or other actors, beyond the central coordination body DSD, is essential.

This guidance should be complemented by the completion of a number of **action fiches** (Annex C), which are to be used to gather information from the Ministries about how the Actions are proceeding and what they consider to be the main challenges and opportunities.

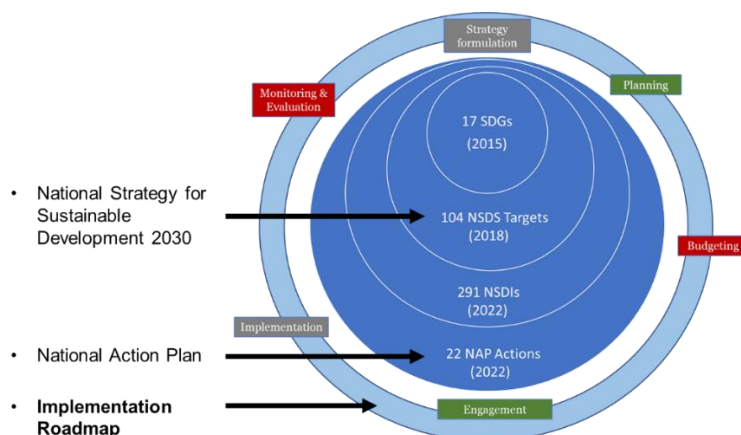
1.2 The Roadmap as a management plan

The National Action Plan (NAP) for the implementation of Romania's NSDS is an **operational framework** for public policy makers at all levels to concentrate resources for the implementation of the NSDS. Through the four priority directions and the 12 Specific Objectives (SOs), the NAP supports an integrated and multidimensional approach to sustainable development. It does this by promoting a coordinated and collaborative process between the DSD, the line ministries and other key actors.

The Implementation Roadmap will be an important planning and governance tool that is intended to guide the implementation process in line with PCSD principles¹. It leverages two levels:

- The activities and roles for the Department for Sustainable Development (DSD) regarding the **overall coordination**, support, monitoring, receiving feedback, review etc. A clear and transparent formulation of how DSD sees its role and the role of other actors is useful for all ministries, agencies, institutions and all other partners involved in the implementation of the NAP and can prevent stagnation of implementation. Action 22 of the NAP specifically mandates the DSD to develop guidance with recommendations to the public authorities responsible for implementing the NAP's 12 Specific Objectives, linking them with the 104 NSDS targets.
- The **policy cycle steps** (Figure 1.1) where coordination with responsible authorities is important, including how the responsible authorities (represented by their focal points ('SD Hubs')) can do their part of the coordination of efforts (and what are their tools, including when and how they should contact DSD when there is a problem, etc.).

Figure 1.1. Relations between the NSDS, NAP, PCSD Roadmap and policy cycle steps



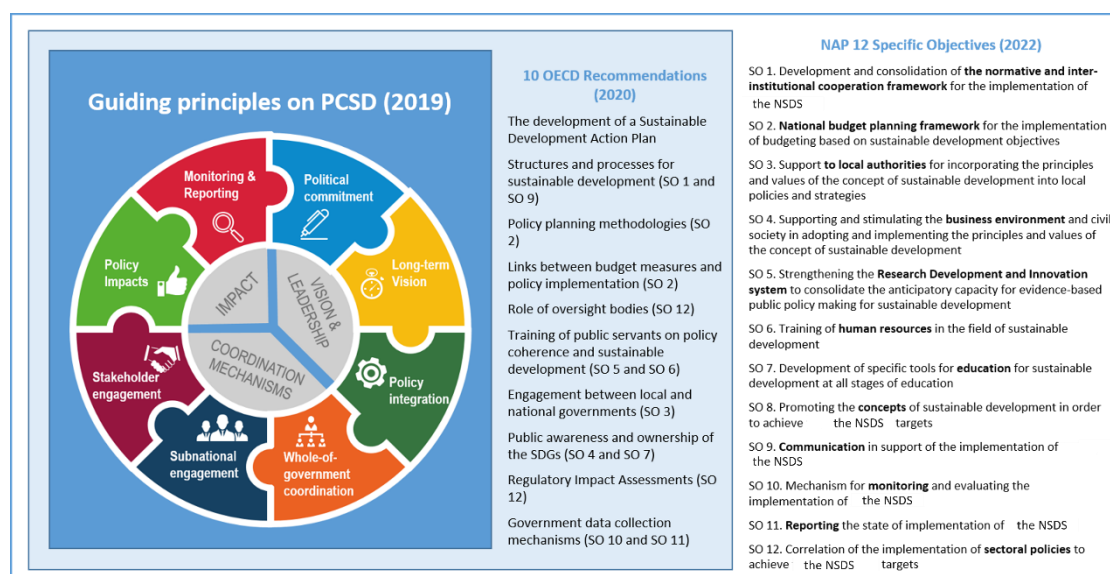
Source: Authors' elaboration.

¹ To make sure that the draft Roadmap addresses the commitments, suggestions and challenges of the Ministries and Agencies involved, nine informal interviews were held with key actors in ministries and agencies: the Secretariat-General of the Government; the Ministry of Economy; the Ministry of Environment; the Ministry of Labour; the Ministry of Transport; the Ministry of Agriculture; the Ministry of Regional Development and Public Administration; the Ministry of Culture; and the National Agency for Civil Servants.

1.3 The guiding Principles of Policy Coherence for Sustainable Development

The Roadmap is a planning and governance tool to help managing the implementation of the 22 NAP actions. The OECD Recommendation on Policy Coherence for Sustainable Development (PCSD) provides a comprehensive standard to help countries equip policymakers and key stakeholders with the necessary institutional mechanisms and policy tools to enhance PCSD, address integrated economic, social and environmental goals, and accelerate progress towards the SDGs (<https://legalinstruments.oecd.org/en/instruments/OECD-LEGAL-0381>). Figure 1.2 illustrates how the principles have been “translated”, with support from the OECD, into Romania’s NAP.

Figure 1.2. Operationalising PCSD principles in Romania



Source: OECD (2022).

The eight guiding principles also offer a systemic approach for linking policy (“the what”) and governance (“the how”) (OECD 2023. Driving Policy Coherence in Times of Crisis: Practices and Tools to Accelerate Progress on the SDGs), as highlighted in Figure 1.3

Figure 1.3. Governance of the NAP is guided by the eight PCSD principles



Adapted from: Meuleman, L. (2023). Towards a common quality protocol for applying indicator SDG 17.14.1 on policy coherence for sustainable development (PCSD) in EU Member States. Introduction at online workshop 3 March 2023. PS4SD, Brussels.

1.4 Generating whole-of-government engagement and buy-in

Creating an engaging process is as important as creating rules, tools and guidance documents. A crucial part of this is to ensure that the representatives or teams who are appointed as Hubs in their organisation have sufficient resources, and access to relevant decision-making steps, for their tasks.

In order to create and maintain ownership of the NAP among those in the various ministries and institutions who will be responsible, DSD and the Hubs could **link the NAP actions with existing work priorities** by creating synergies and identify possible trade-offs between NAP actions, NSDS targets and other priorities. An open mind and active engagement around such trade-offs, which is also a key aspect for understanding PCSD, can help prevent that the NAP actions are seen as an (administrative) burden.

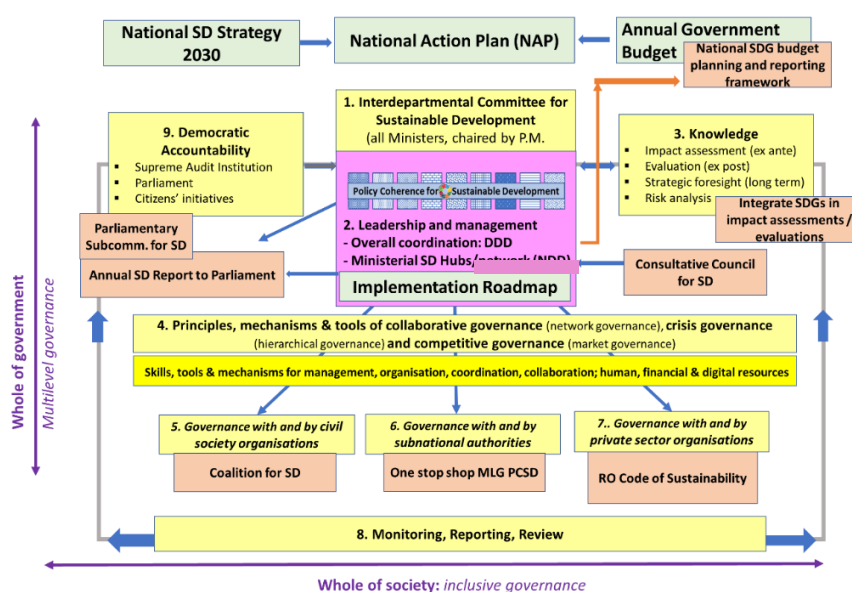
Moreover, government officials involved in the implementation of the NAP actions need to be equipped with the **skills and capacity** to actively generate synergies and to turn trade-offs into results with mutual gains. Ongoing training of Sustainable Development Expert as well as the establishment of a Centre of Excellence for Public Administration in the Field of Sustainable Development (CExDD) will contribute to this. It could also be encouraged be that difficult trade-offs are highlighted and backed by **evidence and data** (e.g. by correlating relevant National Sustainable Development Indicators) in regular meeting with the Hubs and then addressed in more detail by the responsible Hubs in their respective specialists in the ministries. Chapter 3 presents a methodology that can support this exercise.

2 Roles and responsibilities

After setting the scene in Chapter 1, this chapter describes coordination mechanisms and responsibilities across the 22 Actions. As a starting point, Figure 2.1 presents a flow diagram of the NSDS and NAP governance and implementation process, once again underlining the importance of linking this to the Annual Budget and strategic planning process. This is followed by sections corresponding to the main implementation actors:

The Interdepartmental Committee for SD **(1)** has the overall political lead, whereas the administrative lead and daily management and coordination lies with DSD **(2)**, in collaboration with the network of Hubs for Sustainable Development (SD Hubs). DSD prepares reports to the Parliament, and maintains a good relationship with the Consultative Council for SD. Regulatory impact assessment and evaluations are crucial tools to make policies informed with the best available evidence **(3)**. DSD seeks to ensure that the principles and tools for different styles of governance (collaborative, crisis, and competitive) **(4)** are being used in effective combinations, and that sufficient skill, tools and resources are available. Effective governance for sustainable development cannot be done by Government alone and needs active involvement of civil society **(5)**, local authorities **(6)** and the private sector **(7)**, supported by specific mechanisms and tools such as, respectively, the Coalition for SD, the One stop shop for multi-level governance and PCSD, and the Romanian Code for Sustainability. Monitoring, evaluation and review **(8)** should be a permanent activity: the current world is so dynamic, complex and unpredictable that strategies need continuous 'strategising', informed by foresight. **(9)** The implementation process needs democratic accountability (9) through the Romanian Court of Accounts, Parliament (Subcommittee for Sustainable Development) and citizens initiatives.

Figure 2.1. NSDS and NAP governance and implementation process



Source: Authors' elaboration

2.1 The role of the Department for Sustainable Development and the network of Sustainable Development Hubs

The Department for Sustainable Development (DSD) is the public authority responsible for coordinating, at national level, the activities for the implementation of the National Strategy for Sustainable Development (NSDS). While DSD has the mandate to develop guidance with recommendations to the public authorities responsible for implementing all NAP Actions and for linking them with the NSDS targets, **ten Actions target the Department itself**:

- *Action 4.* Develop communication and information tools to facilitate the integration of the SDGs into local policies and strategies
- *Action 5.* Elaboration and operationalization of the Romanian Code of Sustainability (CRS)
- *Action 6.* Communication and information campaigns to facilitate the integration of the SDGs into business and civil society
- *Action 7.* Establishment of the Center of Excellence for Public Administration in the Field of Sustainable Development (CExDD)
- *Action 8.* Development of training programs for the acquisition of knowledge and competences in the field of sustainable development
- *Action 9.* Training of "sustainable development experts" for public administration staff
- *Action 14.* Realization and promotion of the elements of visual identity regarding the sustainable development in Romania
- *Action 15.* Organization of the National High-Level Forum for Sustainable Development (NHLF)
- *Action 16.* Organize conferences, forums, debates for sustainable development
- *Action 19.* Elaboration and presentation to the Romanian Parliament of the Annual Report on the state of implementation of NSDS 2030.

As mentioned earlier, to inform its work, the DSD has established and collaborates closely with the **network of Hubs for Sustainable Development** (SD Hubs). The Hubs usually consist of a small team (two to 12 people per ministry), with one or two of the team members representing the Ministry in the meetings with DSD.

Project interviews with SD Hubs in Ministries and Agencies show that the coordinating role of DSD is appreciated. Interviewees commended the inclusive organisation of the preparation of Romania's 2023 Voluntary National Review (VNR) on the 2030 Agenda.

Regular meetings between DSD and the Hubs are important platforms for coordination and exchange of vital information, and could be organised more frequently in the future, for example monthly. This is important to make this coordination network a place of mutual exchange and learning, which will contribute to the implementation of the NAP.

The DSD is advised to encourage a relatively **open membership approach** of the Hubs network: Ministries can attend meetings with more than one participant, and the invitation could also be extended to others that are currently not included. The National Agency for Civil Servants (NACS) is an example, as it is a core organisation for the quality, including the skills, of the staff (human resource management). However, NACS is not a ministerial SD Hub, as it belongs to the Ministry of Regional Development and Public Administration.

It will be important to stimulate political engagement and involving other ministries, business, and civil society to make them more aware and develop their ownership of implementation. The following sections describe how this can be achieved in practice.

2.2 Involvement and roles of Line Ministries and Agencies

The NAP is in the first place a management tool for DSD, but all Ministries and relevant Agencies who have an SD Hub assigned will have a role in its implementation. There are **ten Actions that specifically target ministries and institutions**:

- *Action 1*: Regulating the Status of the Hubs for Sustainable Development (SD Hubs)
- *Action 10*. Development of educational applications, tools and platforms for sustainable development education in pre-university education
- *Action 11*. Development of tools for educational programs for sustainable development in university education, as well as adult education and learning
- *Action 12*. Implementation of the Program for communication and promotion of sustainable development concepts
- *Action 13*. Carry out opinion barometers on the perception of awareness of the principles and values of the concept of sustainable development and the progress made in achieving the SDGs
- *Action 17*. Monitoring and evaluation of indicators for sustainable development 2030
- *Action 18*. Realization, publication and promotion of the Dashboard with INDD on Romania's progress in achieving the 2030 targets
- *Action 20*. Voluntary National Report on the progress of the implementation of the 2030 Agenda at national level
- *Action 21*. Monitoring legislation and strategies related to the field of sustainable development
- *Action 22*. Formulation of recommendations on specific actions in accordance with the NSDS 2030 targets for updating or developing strategic documents

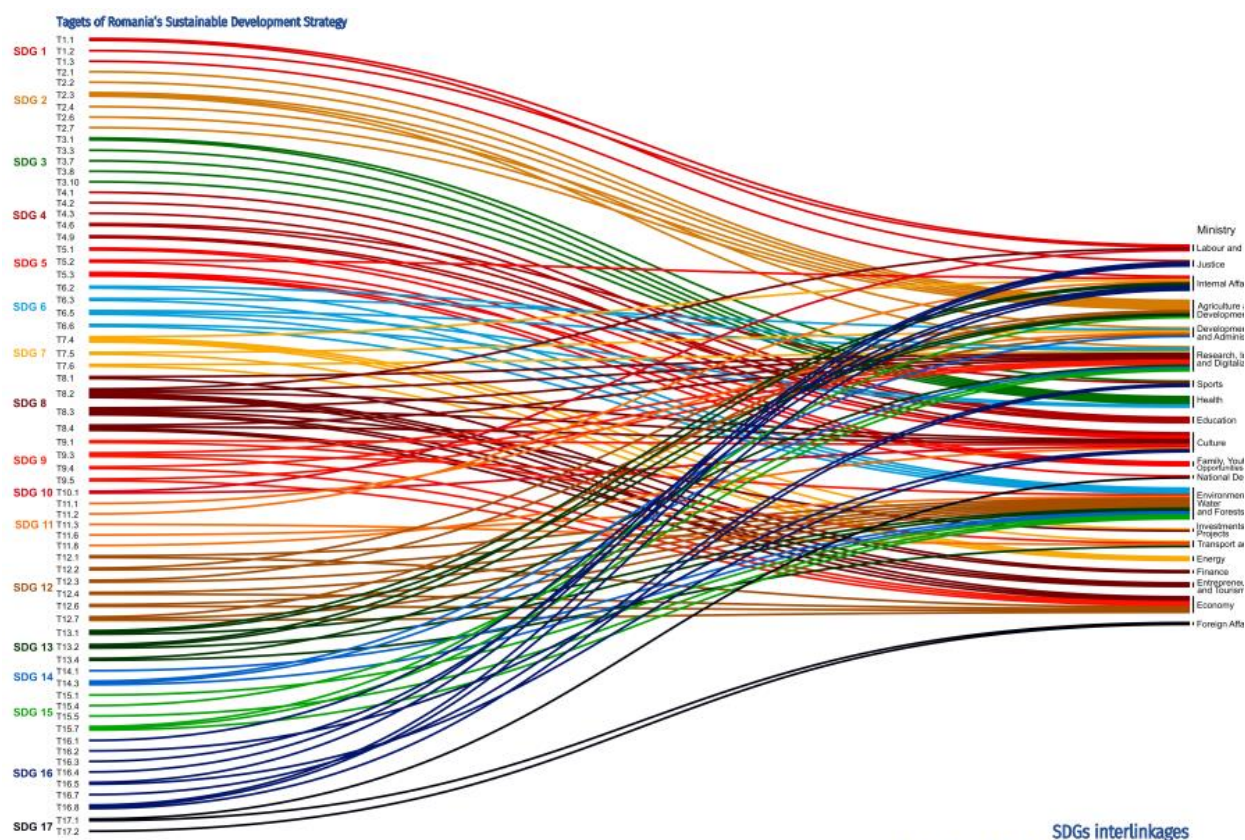
One of the strongest conclusions from the interviews with Ministries and Agencies is the crucial role of the **annual strategic planning and budgeting cycle**. It is essential for the success of the NAP that all Hubs are part of their Ministry's cross-departmental working group(s) on strategic planning and budgeting. This is not only necessary to ensure a sufficient level of mainstreaming of sustainability, but also to ensure a level playing field between the Ministries. In most Ministries this is already the case, but not in all of them.

The interviews with the SD Hubs also illustrated a great awareness of the **interconnectedness of the SDGs**. This was also highlighted in the 2022 training of sustainable development experts with 150 participants across all Ministries.

Although most Ministries are focusing their work only on one or a few SDGs, they all mentioned important relations and collaboration with other ministries. This might be a sign that cross-ministerial collaboration on implementation of the 2030 Agenda could become the good practice example of how to bridge organisational silos within the government. This silo-bridging aspect could also be used in new or existing training: any training on cross-sectoral co-operation could benefit from taking the SDGs as the example to learn from.

The complexity of SDG interlinkages and responsibilities is illustrated in Figure 2.2. It is based on a network analysis of Romania's NSDS targets by ministries.

Figure 2.2. The SDGs and responsibilities by line ministry



Source: Romania 2023 Voluntary National Review, Implementing the 17 SDGs.

2.3 Role of the Ministry of Finance

The Ministry of Finance can be seen to have one “external” and one “internal” role in the implementation of the NAP.

First, **the Ministry is responsible for two Actions** that will support Romania with the overall implementation of the 2030 Agenda:

- *Action 2.* Development of the national framework for planning and ODD budgeting reporting
- *Action 3.* Implementation of the budget reporting framework for each SDG based on the identification of budget allocations and executions for each target NSDS 2030

Second, the Ministry of Finance could have a leading role, together with the DSD, in **planning and coordinating the financing of all NAP Actions**. Section V of the NAP stipulates that “the actions provided in the National Action Plan for the implementation of NSDS will be supported by:

- Annual budget allocations of the Department for Sustainable Development, through the General Secretariat of the Government.
- Projects to be carried out under the National Reform and Resilience Plan.
- Projects to be carried out in the Financial Framework 2021-2027.
- Projects with direct funding from the European Commission (TSI DG-Reform, SSRS, DG-Research, ERA-NET, HORIZON 2020, INTERREG, etc.).
- Projects financed by other mechanisms (EEA-Norway Funds, Swiss Funds, etc.).

Given the necessity to plan and assess resource needs and availability for the implementation of the NAP, regular meetings between the DSD and the Ministry of Finance are encouraged.

2.4 Mainstreaming sustainability at local level and in vertical coherence

An integrated implementation of the SDGs requires high degrees of policy coherence across different levels of governments to identify and address potential trade-offs between international commitments, national priorities and local needs. Such vertical coherence implies aligning local-to-national levels and national-to-global levels in delivering on the SDGs.

NAP Specific Objective 3 deals specifically with the support given to local authorities for the incorporation of sustainable development values and principles in local policies and strategies. It includes Action 4, which aims at developing communication instruments to facilitate the integration of the SDGs in local strategies. This includes guidelines, manuals, procedures, training sessions, workshops on national and European regulations dedicated to sustainable development and good administrative practices at local level. Vertical coherence will also be strengthened by the appointment and training of “sustainable development experts” at the local level before 2025 (NRRP target no. 415) and the creation of an online “One-stop shop to support the territorial approach of the SDG”.

In interviews, the Ministries for Labour and Environment, and the National Agency for Civil Servants mentioned the importance of supporting local implementation of the SDGs (e.g., by territorial level indicators), and that in certain policy areas like employment, the implementation has a decentralised dimension (county agencies, local strategies).

However, accelerated local SDG implementation is dependent on the availability of timely, reliable data on the barriers and opportunities facing local governments and other stakeholders operating at the local level. In this context, the government could consider utilising online platforms as tools to support the inclusion of local authorities reporting data, with innovative data collection methods such as big data from cities, citizen-led and slum-dweller data, and data from businesses in formal SDG reporting processes.

2.5 Engagement of non-governmental actors

The engagement of business, civil society, academia is critical to the successful implementation of the NAP. Several actions under the responsibility of the DsD aim to ensure that non-government actors contribute to benefit from the NAP:

- *Action 5.* Elaboration and operationalisation of the Romanian Code of Sustainability (RCS)
- *Action 6.* Information campaigns and training sessions to facilitate the integration of the SDGs into business and civil society
- *Action 12.* Implementation of the Program for communication and promotion of sustainable development concepts
- *Action 13.* Carry out opinion barometers on the perception of awareness of the principles and values of the concept of sustainable development and the progress made in achieving the SDG
- *Action 14.* Realisation and promotion of the elements of visual identity regarding the sustainable development in Romania
- *Action 15.* Organization of the National High-Level Forum for Sustainable Development (NHLF)
- *Action 16.* Organize conferences, forums and debates for sustainable development

Most of these actions are on track for being delivered through collaborative efforts between the DSD and its non-government partners.

3 Sequencing of actions

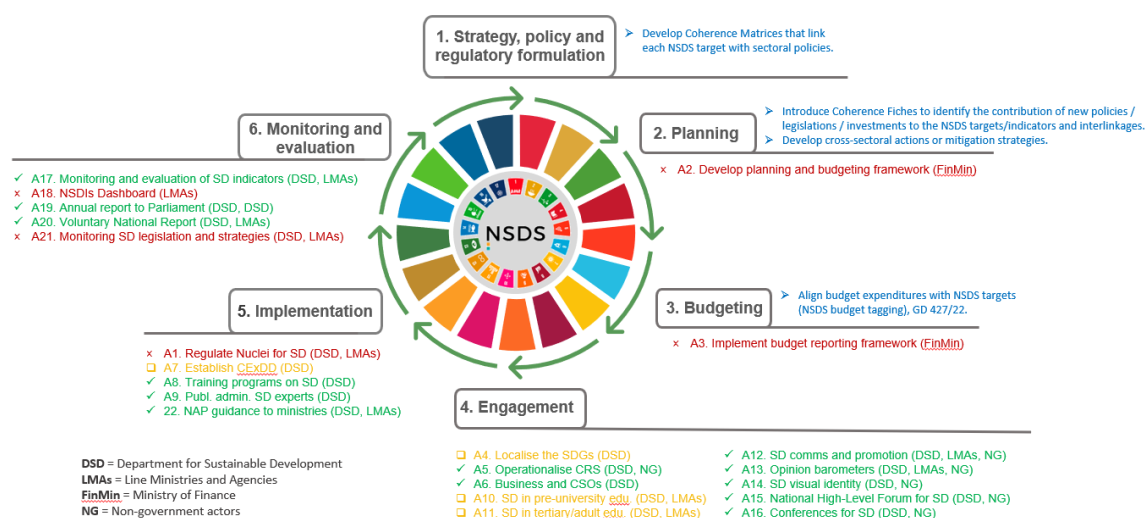
This chapter suggests a process for engagement along the policy cycle by the responsible government bodies, guided by PCSD principles, and with suggested governance and implementation tools for each step. The added value of **combining the eight PCSD principles and the policy cycle steps** is primarily to ensure important linkages between the different actions, to identify synergies and to help dealing with trade-offs.

3.1 The policy cycle

Romanian Ministries have adopted a variety of policies and legal acts in support of the NSDS implementation. These policies and rules come into effect in different phases of preparation or execution: policymaking is a continuous, dynamic and cyclical process. Some policies may still be at the beginning of the **policy cycle**, while others may already be under evaluation. This means that the management and coordination of the NSDS implementation needs to look at all different steps in the policy cycle at the same time.

Given the NAP's role as a cross-cutting tool to accelerate the implementation of the NSDS, it makes sense to sequence the NAP Actions in a similar fashion. Figure 3.1 tentatively positions the 22 NAP actions along the policy cycle. Their placement is *tentative* because real-life policymaking and implementation is more complex than any simplified structure can completely convey. Importantly, the figure also indicates those actions that are already implemented or on track (in green); under development (in yellow); and not yet in place (in red). Lastly, it positions entry points for PCSD tools (in blue) along the policy cycle as appropriate.

Figure 3.1. Supporting NAP implementation through greater use of PCSD tools in policy making



Source: Authors' elaboration.

The figure suggests that NAP Actions related to *Engagement* and *Implementation* are implemented, on track or under development; while NAP Actions related to *Strategy, policy and regulatory formulation*, *Planning and Budgeting*, and *Monitoring and evaluation* are lagging behind. This is **where policy coherence tools would be particularly useful**. It also requires identifying the main actors responsible for Strategy, policy and regulatory formulation, Planning and Budgeting, and Monitoring and evaluation, and engage these in a regular dialogue with DSD. They need to be consulted on the potential and usefulness of policy coherence tools, which could then be developed in collaboration with the SD Hubs.

The following sections go through each policy cycle step in more detail.

Step 1. Agenda-setting, policy and regulatory formulation

Of the 22 NAP Actions, **Action 1** (Regulating the Status of Hubs for Sustainable Development) calls for a clear and appropriate status of the Hubs, backed by a formal job description and incentives for carrying out this role. This would help to ensure that the officials responsible for sustainable development coordination in the Ministries have a similar position, which includes access to information and to key processes in their Ministry, and are allocated sufficient resources to carry out their tasks. This will require a **formal rule/directive/instruction**.

The 2023 Voluntary National Review (VNR) of Romania analyses synergies and trade-offs between sectoral strategies, and how these strategies support the implementation of the SDGs. The plan is to repeat such a policy coherence analysis every year, linking all (major) policies with the NSDS and the NAP. For this, DSD with the Hubs could develop a government-wide **policy coherence matrix**. This was explored in a peer-learning workshop with Italy in November 2022 (Box 3.1). Section 3.2 outlines a **methodology** for replicating or adapting this process to Romania's specific needs, priorities and context.

Box 3.1. Learning from Italy's Coherence Matrix and Coherence Fiche

Italy's *Coherence Matrix* is a living document compiling the linkages across existing policies' objectives, targets and indicators relevant for long-term sustainable development, to be used by line ministries, regions and local authorities. The matrix is intended as a tool for analysing how different sectoral policies are contributing to Italy's Strategic Choices for sustainable development and for highlighting common key policy indicators for each Strategic Choice. The Coherence Matrix should be used: during policy formulation, whereby each ministry, region, or local authority will use it as a basis of information for filling in the coherence fiche for new investments and policies; and during ex ante and ex post assessments to provide data that might be useful for the existing ex ante screening of investments and policies and their evaluations.

A complementary new tool, the *Coherence Fiche*, identifies new policies/legislation/investments' contribution to the NSDS targets/indicators and interlinkages. It shows the contribution of the policy proposal in relation to the indicators of the NSDS Strategic Choices and targets/indicators therein. It also identifies potential trade-offs and synergies, transboundary impacts of the proposed policy with other relevant strategies identified in the Coherence Matrix, as well as interactions with other policy sectors. The estimated costs associated to the actions are associated to their positive and negative contributions to the NSDS (tagging). This initiates the process to sketch potential mitigation strategies or cross-sectoral actions to balance interactions with existing strategies.

Source: [https://www.oecd-ilibrary.org/docserver/54226722-](https://www.oecd-ilibrary.org/docserver/54226722-en.pdf?expires=1658758173&id=id&accname=ocid84004878&checksum=DFC10F0ED4488EE3F9E5380AB105859C)

[en.pdf?expires=1658758173&id=id&accname=ocid84004878&checksum=DFC10F0ED4488EE3F9E5380AB105859C](https://www.oecd-ilibrary.org/docserver/54226722-en.pdf?expires=1658758173&id=id&accname=ocid84004878&checksum=DFC10F0ED4488EE3F9E5380AB105859C)

Ex ante policy and regulatory impact assessments (RIA) are crucial to increase policy coherence, because already in the phase of developing policy or regulatory options, incoherence will become clear and can be

discussed. The foreseen new **RIA guidance** will be important to ensure that critical trade-offs and synergies to spur NSDS priorities are part of all policymaking processes. This was discussed in a peer-learning workshop with the Czech Republic in February 2023. Experience from other countries shows that applying RIA is often hampered because of the lack of time and other resources, and because such a structured and rational way of developing policy options is sometimes considered as limiting policy options.

Steps 2. and 3. Planning and Budgeting

In the Planning step, **Action 2** (Develop the national SDG budget planning and reporting framework) is crucial. This Action also overlaps with step 3, Budgeting. It concerns ensuring that the budget helps deliver results in relation to NSDS targets.

To implement this Action, it is critical for the **Ministry of Finance** to develop a methodology for how this might be introduced in the Romanian strategy and budgeting cycle.

As a rule of thumb, an approach where NSDS targets are fully integrated is likely more effective overall than a separate sustainability budget line: mainstreaming sustainable development through all policies and budgets should be the objective.

A key consideration will be how to develop an understanding around the impact of budget measures on the NSDS targets. In this context, the Ministry of Finance could require **policy coherence fiches** alongside budget proposals, to provide evidence on how new policies/legislations/investments' contribute to the NSDS targets/indicators and interlinkages. This information then can be used to help inform budget decisions, with a view to improving the effectiveness of the budget in delivering results.

To stimulate maximal engagement of the **Parliament** in the budget discussions, the draft budget could be accompanied by an SDG budget statement outlining how the budget supports the implementation of the NSDS, drawing on information from the policy coherence fiches..

Action 3 is more specific (Implement the budget reporting framework for each SDG based on the identification of budget allocations and executions corresponding to each 2030 NSDS target). Part of this is the establishment of an "ISP dashboard" reporting system, which will provide information on budgets, including those obtained by accessing national and European funds, with an impact on the NSDS 2030 targets. Furthermore, the Ministry of Finance could be encouraged to undertake an SDG mapping exercise to improve transparency on how public spending contributes to the different Goals and Targets (OECD, 2020. Romania: Linking Policy Planning and Budgeting to Support the Implementation of the SDGs). Summary information from this exercise could also be presented in the SDG budget statement.

Step 4. Engagement

Step 4 covers ten NAP Actions on the engagement of different groups of actors. PCSD principles related to **horizontal** (cross-sectoral) and **vertical** (with local authorities) **co-ordination and co-operation**, and stakeholder participation are guiding this.

There are several already existing or to-be-established coordination and engagement mechanisms that can support these actions. The SDG Hubs in the Ministries should make sure that engagement challenges in their policy areas are discussed with DSD and at the meetings of DSD and Hubs. This could become an **'early warning' mechanism for policy incoherence**. Main issues can be 'escalated' to the Inter-Departmental Committee for Sustainable Development.

As an expert body, the Consultative Council for Sustainable Development could advise on the effectiveness of activities to increase engagement.

Increased collaboration with local authorities is a high priority (**Action 4**. Develop communication and information tools to facilitate the integration of the SDGs into local policies and strategies). Without this,

there is no whole-of-government approach: national and subnational authorities are part of the same democratic system.

The OECD's Stocktaking Report of December 2022 produced a number of recommendations aimed at making the engagement of and with local authorities stronger. These included:

- Consider assigning a staff member in the DSD to actively monitor and advance progress on vertical policy coherence for sustainable development throughout Romania.
- Systematically involve local-level authorities in the Regulatory Impact Assessment (RIA) cost-benefit analysis (below): they are closer to the impacted citizens. The one-stop-shop could facilitate this.
- Provide training to (local) civil servants and assign Sustainable Development Hubs in local and regional authorities.
- Encourage and support, e.g., through targeted training, the preparation of Voluntary Local Reviews (VLRs) to be presented to the UN High-Level Political Forum and integrate the main findings into the VNR.

Economic operators are targeted by **Action 5** (Elaboration and operationalization of the Romanian Code of Sustainability (CRS)), whereas **Action 6** (Information campaigns and training sessions to facilitate the integration of the SDGs into business and civil society) also concerns civil society. The NGO umbrella Coalition for Sustainable Development should be an important partner for the Actions under step 4 on Engagement.

Education organisations are aimed at by **Action 10** (Development of educational applications, tools and platforms for sustainable development in pre-university education (including vocational and technical education) and **Action 11** (Development of tools for educational programs for sustainable development in tertiary education, as well as adult education and learning).

All stakeholders and the general public are targeted by **Action 12** (Implementation of the Program for communication and promotion of sustainable development concepts), **Action 14** (Realization and promotion of the elements of visual identity regarding the sustainable development in Romania) and **Action 16** (Organize conferences, forums, debates for sustainable development).

These are all areas where Romania has already made significant progress, and for which it is important to maintain momentum.

Step 5. Implementation

Because the NAP is in the first place a management tool to foster implementation of the NSDS, it has itself not a strong focus on implementation; only five Actions focus on this step in the policy cycle, but they are important accelerators of implementation.

Action 7 results in the establishment of a Center of Excellence for Public Administration in the Field of Sustainable Development (CExDD). This will foster the development of training programs for the acquisition of knowledge and skills in the field of sustainable development (**Action 8**), and the continuation of the successful training (started in 2022) of "sustainable development experts" for public administration staff (**Action 9**).

Finally, **Action 22** (Make recommendations on specific actions in line with NSDS 2030 targets for updating or developing strategic documents) is something that DSD can coordinate only effectively with the involvement of the Hubs, and inputs from the other co-ordination and dialogue mechanisms.

Step 6. Monitoring and evaluation

The NAP as management tool for the NSDS requires real-time – where possible – monitoring to get feedback, and evaluation to underpin course corrections. Five of the NAP Actions are focused on this, each covering different aspects of this policy cycle step.

Action 13 (Carrying out opinion barometers on the perception of awareness of the principles and values of the concept of sustainable development and the progress made in achieving the SDGs) should stimulate better data on how citizens perceive sustainable development. **Action 15** (Organization of the National High-Level Forum for Sustainable Development (NHLF)) offers a dialogue mechanism that should benefit from the data collected through Action 13.

Monitoring and evaluation of indicators for sustainable development 2030 (**Action 17**) requires setting up a system that balances requirements for international comparability with sufficient national specificity with regard to indicators. While indicators need to be robust and result in reliable data to remain credible, there is also virtue in daring to use qualitative indicators, such as on citizen's perceptions.

Strong and close co-operation with the National Institute of Statistics (INS) is crucial, as they have the expertise to understand and validate data. There is more experience (also at Eurostat and UNSTAT) with sustainability indicators on policy targets than on indicators for effective governance for sustainable development.

Action 21 (Monitoring legislation, strategies and funding mechanisms related to sustainable development) requires a monitoring mechanism, that includes carrying out, publishing and promoting the Dashboard with INDD on Romania's progress towards achieving the 2030 targets (**Action 18**) and elaboration and presentation to the Romanian Parliament of an Annual Report on the state of implementation of NSDS 2030) (**Action 19**).

One of the best ways to learn from other countries – and let other countries learn from Romania – is the periodical preparation of Voluntary National Reports (VNRs) on the progress of the implementation of the 2030 Agenda at national level a (**Action 20**). Romania presented its second VNR in July 2023. It is recommended to repeat this exercise every 2-3 years.

3.2 A methodology for linking strategic and programmatic documents with Romania's NSDS targets

The SDGs are aspirational in nature, with each country encouraged to set their own targets that correspond to the national context. Romania's NSDS sets 104 national targets for implementing the SDGs. These are monitored by 291 National Sustainable Development Indicators (NSDIs), 99 of which are mandatory and 192 are additional. Data collection is done by the National Institute of Statistics (NIS), with the support of DSD and the involvement of SD Hubs and others responsible for providing statistical data.

An important challenge to policy coherence lies in the difficulty in correlating strategic documents with each other and in linking them to the NSDS targets. Romania has as many as 110 different sectoral strategies, with a multitude of linkages between them. However, these linkages are not necessarily known or articulated to the civil servants that are responsible for their implementation. This risks causing either fragmentation or duplication, both of which undermine policy coherence (OECD, 2022).

The following sections propose a methodology for mapping existing and new policies and strategies, as well as EU programmatic documents, against the NSDS targets, with a view to identify synergies that could be further exploited through the design of cross-cutting actions. The methodology is inspired by Italy's Coherence Matrix and the discussion held at the peer learning workshop in November 2022. Similar to the workshop, the methodology is here applied to SDG 12 for purposes of illustration.

Step 1. Compilation of Coherence Matrices

In an initial exercise, the Sustainable Development Hubs work together to map existing strategies and policies (measures) against the NSDS targets. Table 3.1 provides a simplified matrix for SDG 12.

Step 2. Completion of Coherence Fiches

Establish a process to systematically identify, for each new measure, if and how it contributes to a specific NSDS target. Guiding questions include:

- Which are the relevant national indicators for SDG 12 included in the NSDS and other existing sectoral policies?
- Is the new measure policy considering the same set of indicators as the ones included in the NSDS?
- Is the new measure contributing to the NSDS targets? Are there other policy measures aligned with the targets included in the NSDS?
- Potential trade-offs? Potential transboundary impacts?
- Potential Synergies? What Cross-cutting measure could be designed?
- Budget split according to the different policy interventions?
- Which level of government is in charge?

Step 3. Adapt the new measure or develop mitigation measures

If the new measure is identified to contribute to the national SDG 12 Target, agree on one of the following actions:

- Adapt internally the policy in order to balance the trade-off and synergies with existing measures or to contribute more significantly to NSDS; or
- Develop cross-sectoral measures through inter-ministerial consultations.

Step 4. Approve the new measure

The new measure is approved by a Government Decision, with the Coherence Fiche annexed to it for further reference in the future.

Step 5. Identify, align and report on relevant budget expenditures

In collaboration with the Ministry of Finance, identify and align relevant budget expenditures that contribute to the national SDG 12 Target and present the evidence in the Annual Report to Parliament on the implementation of the NSDS. In the absence of performance budgeting in Romania, this step would need to be preceded by an SDG tagging exercise.

Table 3.1. Simplified SDG 12 Coherence Matrix

SDG 12 NSDS Targets	Existing and new strategies and programmatic documents (non-exhaustive)							
	NSDIs	A. NRRP Component 3. Waste mgt: Reform 1. Improving waste mgt governance to accelerate the transition to the circular	B. EC- Romania Partnership Agreement 2021-2027 [Policy Objective 2] (ERDF+CF+E MFAF)	C. National Circular Economy (CE) Strategy	D. National Waste Management Plan County Waste Management Plans Bucharest Municipality Waste	E. Energy Strategy of Romania 2016-2030, with a perspective of 2050	G. Strategy for development of the agri- food sector in the medium and long term 2020- 2030	H. National Strategy for Green Jobs 2018-2025

		economy			Management Plan			
1. Gradually transition to a new development model [...]	TMW1211 - Environment - Internal consumption of materials, of which biomass TNA1211 - Environment - Amount of waste generated NTB1212 - Environment - Share of renewable energy in gross final consumption of energy by sector [...]	Reform 1. Improving waste management governance to accelerate the transition to the circular economy Adoption of the National Circular Economy Strategy by Government Decision Adoption of the Action Plan for the National Circular Economy Strategy by Government Decision [...]	Policy Objective 2 - Circular Economy actions relate to: Improving the way municipal waste is managed in order to ensure the transition to the circular economy, in accordance with the needs identified in PNGD and PJGDs (e.g. separate collection, expansion/development of recycling capacities, etc.) [...]	Objective 3. Responsible and sustainable sourcing of raw materials [Indicators] Objective 5. Preservation, conservation and sustainable use of natural resources [Indicators]	[...]	[...]	[...]	[...]
2. [...]								
3. [...]								
4. [...]								
5. [...]								
6. [...]								
7. Implement sustainable green public procurement practices [...]								

Note: The government has been provided with a more complete matrix in Excel format.

Source: Authors' elaboration.

4 Monitoring framework

This chapter presents a proposal for a framework to monitor the implementation of Romania's National Action Plan (NAP) for the implementation of the National Sustainable Development Strategy (NSDS) Romania 2030, in line with principles of policy coherence for sustainable development (PCSD). As such it complements the government's existing NAP monitoring framework. The chapter is structured as follows:

- Section 1 presents a methodological framework and theory of change for monitoring PCSD.
- Section 2 maps the NAP Actions against the PCSD methodological framework.
- Section 3 provides a questionnaire based on the PCSD methodological framework to monitor the NAP.
- Section 4 suggests a revised list of indicators and questionnaire that could be useful should there be an opportunity for further mainstreaming of the indicators in the future.

4.1 Methodological framework and theory of change for PCSD

A core objective of PCSD is to improve country performance in implementing the 2030 Agenda 2030 for Sustainable Development. To achieve this, PCSD improves or promotes the use of different institutional mechanisms, corresponding to the eight principles enshrined in the OECD Recommendation on PCSD (see also Chapter 1):

- Political commitment and leadership, to foster whole-of-government action for PCSD,
- Strategic and long-term vision, to support policy coherence and orient the government and stakeholders towards SDGs.
- Policy integration, to capitalise on synergies and benefits across economic, social and environmental policies.
- Whole-of-government coordination, to mitigate divergencies between sectoral priorities and policies.
- Subnational engagement, to promote coordinated actions and enhance coherence across levels of governments.
- Stakeholder engagement, to sustain broader support for PCSD and its implementation.
- Policy and financing impacts, to inform decision-making, increase positive impacts and avoid potential negative impacts.
- Monitoring, reporting and evaluation, to collect qualitative and quantitative evidence on the impact of policies and financing, and report progress on PCSD.

In other words, PCSD aims to promote better accounting and management of policy interactions across various domains and goals, including introducing additional geographical and temporal dimensions into policymaking (including on future generations and third countries). This should enable a better scrutiny of sustainability impacts of domestic policies and should make governments accountable for sustainability actions in every sector and at every political level.

PCSD is a holistic approach, meaning that all PCSD institutional mechanisms should be put in place for the it to be effective. Some of these mechanisms, corresponding to the enabler ‘strategic vision’, represent an input to policymaking; these include the creation of political commitment and leadership for PCSD, the adoption of a long-term vision, and the integration of PCSD into the domestic sustainable development strategy and other policy and finance processes.²

Other institutional mechanisms concern policy processes, such as whole-of-government coordination, (local) stakeholder engagement, and the introduction or refinement of policy requirements and methodologies for regulatory impact analysis, monitoring, evaluation and reporting. These mechanisms correspond to the second and third enablers of PCSD, i.e. governance mechanisms and tools for assessing policy effects.

PCSD outputs – policy goals, an evidence-based framework and PCSD awareness – contribute to the achievement of its objective by generating two outcomes: better management of policy interactions and the production of policies in line with the SDGs (by assessing their policy effects). While – from a logical point of view – outputs come before outcomes, in the practical implementation of the PCSD, both outputs and outcomes can sometimes be pursued simultaneously.

As for outcomes, policy interactions can be defined as “channels through which policies influence each other’s performance and objectives.”³ Managing policy interactions means that synergies and trade-offs across policy areas (e.g. economic, social and environmental policies) are assessed and considered during policy formulation, implementation and evaluation, and finance allocation. The same goes for possible interactions – again, positive or negative – between different SDGs, and between policies supporting the achievement of different SDGs (e.g. food security and biodiversity). Accounting and managing policy effects means that policy formulation and finance allocation should take into account both local and present effects on sustainable development (‘here and now’), as well as effects on future generations (‘later’) and other countries and world regions (‘elsewhere’).

The achievement of PCSD outcomes and its effective working can be limited by a number of contextual factors, or ‘systemic conditions’.⁴ Four contextual factors seem particularly relevant:

- A pre-existing institutional culture of working in “**institutional silos**”, i.e. the tendency of ministers and levels of government to work separately and independently. The more this culture is limited or has been countered in the past, the more PCSD mechanisms are likely to be effective.
- The lack of certain **Better Regulation tools** – such as consultation mechanisms, regulatory impact analysis or monitoring frameworks, in which PCSD tools can be usefully plugged in and which could allow stakeholders to participate in the policymaking process.
- The tendency of political systems to focus only on the ‘here’ and ‘now’ policy outcomes, i.e. policy **presentism and localism**. Though this is a common feature of any political system, the significance of this risk depends on various factors, e.g. the functioning of the political cycle and system, or whether jurisdictions are used to engaging in long-term policy and finance planning.
- Policy effects about later and elsewhere may become less salient in times of **political and economic crises**. Events such as the COVID-19 pandemic or the war in Ukraine force

² The PCSD policy framework defines inputs as “institutional factors such as resources, including knowledge, expertise and capital assets that feed into the policy making process”. This definition is broader than the one provided here for the theory of change, and would also include policy processes. Cf. OECD (2016), *Better Policies for Sustainable Development 2016: A New Framework for Policy Coherence*, p.88.

³ *Idem*.

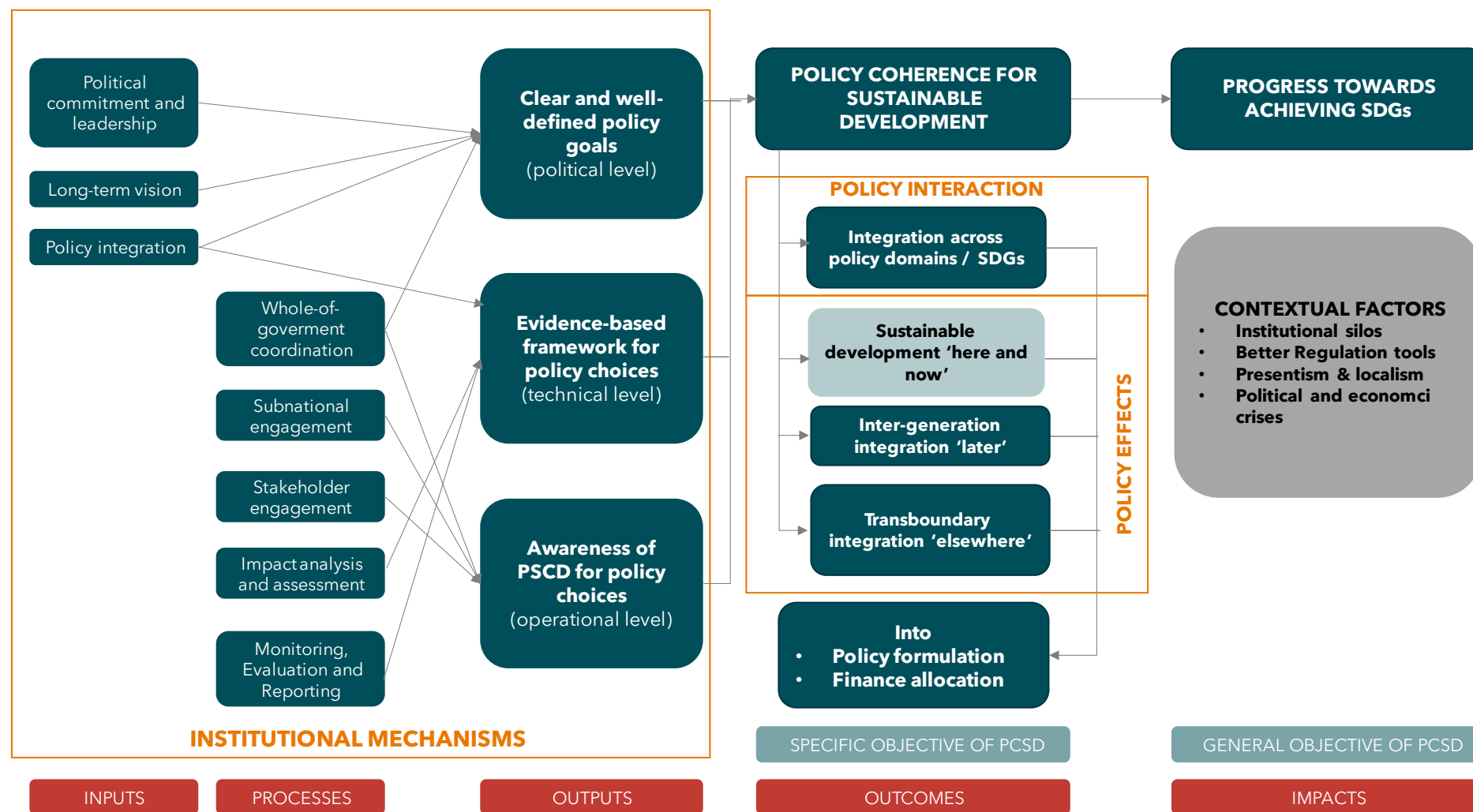
⁴ These are defined as “the set of social, political, economic, environmental and institutional conditions at the national and international levels that affect sustainable development and have a significant influence in policy performance and outcomes.” *Idem*.

policymakers to focus on current domestic needs, reducing the consideration for long-term or elsewhere effects.

Other contextual factors include regulatory inefficiency or a bad regulatory environment, poor monitoring systems for public administration (e.g., insufficient incentives for merit-based action and a failure to promote the monitoring of inputs and spending rather than outputs and outcomes), inefficient and overlapping administrative processes, red-tape, lack of data-driven culture in policymaking.

Together, the above shapes the theory of change for PCSD, depicted in full in Figure 4.1.

Figure 4.1. PCSD Theory of change



Source: Authors' elaboration.

4.2 Mapping Romania's National Action Plan and the PCSD Theory of Change

The NAP, adopted by Government Decision 754/2022, is the key document for steering the implementation of the NSDS. The plan is articulated into four priority action lines, twelve specific objectives and 22 actions (Table 4.1). The aim of mapping the 22 actions and the Theory of Change developed for PCSD is to **identify the various parts of the PCSD logic model that are covered, and thus will be monitored, by the NAP** to check whether they are in line with the overall approach for measuring PCSD, and to identify possible gaps for future revisions.

Table 4.1. NAP for NSDS Priorities, Objectives and Actions

Priorities	Objectives	Actions
PAL 1. Strengthen and expand the governance framework for sustainable development	Specific Objective 1. Development and consolidation of the normative and inter-institutional cooperation framework for the implementation of RSDS 2030.	Action 1. Regulating the Status of Hubs for Sustainable Development (NDD).
	Specific Objective 2. National budget planning framework for the implementation of budgeting based on sustainable development objectives.	Action 2. Development of the national framework for planning and SDG budgeting reporting.
		Action 3. Implementation of the budget reporting framework for each SDG based on the identification of budget allocations and executions for each target RSDS
	Specific Objective 3. Support to local authorities for incorporating the principles and values of the concept of sustainable development into local policies and strategies.	Action 4. Develop communication and information tools to facilitate the integration of the SDGs into local policies and strategies.
	Specific Objective 4. Support- and stimulation of the business environment and civil society to adopt and implement the principles and values of the concept of sustainable development.	Action 5. Elaboration and operationalization of the Romanian Code of Sustainability (RCS).
		Action 6. Information campaigns and training sessions to facilitate the integration of the SDGs into business and civil society.
	Specific Objective 5. Strengthening the Research Development and Innovation system to consolidate the anticipatory capacity for evidence-based public policy for sustainable development.	Action 7. Establishment of the Center of Excellence for Public Administration in the Field of Sustainable Development (CExDD).
PAL 2. Supporting the implementation of RSDS 2030 through education and training programs for sustainable development.	Specific Objective 6. Training of human resources in the field of sustainable development.	Action 8. Development of training programs for the acquisition of knowledge and skills in the field of sustainable development.
		Action 9. Training of 'sustainable development experts' for public administration staff.
	Specific Objective 7. Development of specific tools for the introductions of education for sustainable development in secondary (including vocational and technical) and tertiary education	Action 10. Development of educational applications, tools and platforms for sustainable development education in pre-university education (including vocational and technical education).
		Action 11. Development of tools for educational programs for sustainable development in tertiary education, as well as adult education and learning.
PAL 3. Promoting the principles and values of the concept of sustainable development.	Specific Objective 8. Promoting the concepts of sustainable development in order to achieve the RSDS 2030 targets.	Action 12. Implementation of the Program for communication and promotion of sustainable development concepts.
		Action 13. Carry out opinion barometers on the perception of awareness of the principles and values of the concept of sustainable development and the progress made in achieving the SDG.
	Specific Objective 9. Communication in support of the implementation of RSDS 2030.	Action 14. Realization and promotion of the elements of visual identity regarding the sustainable development in Romania.
		Action 15. Organization of the National High Level Forum for Sustainable Development (NHLF).

		Action 16. Organize conferences, forums, debates for sustainable development.
PAL 4. Monitoring and evaluating implementation of RSDS 2030.	Specific Objective 10. Mechanism for monitoring and evaluating the implementation of RSDS 2030.	Action 17. Monitoring and evaluation of indicators for sustainable development 2030.
	Specific Objective 11. Reporting the state of implementation of RSDS 2030.	Action 18. Carrying out, publication and promotion of the Dashboard with NDD on Romania's progress towards achieving the 2030 targets.
		Action 19. Elaboration and presentation to the Romanian Parliament of the Annual Report on the state of implementation of RSDS 2030.
		Action 20. Voluntary National Report on the progress of the implementation of the 2030 Agenda at national level.
	Specific Objective 12. Correlation of the implementation of sectoral policies to achieve the RSDS 2030 targets.	Action 21. Monitoring legislation, strategies and funding mechanisms related to sustainable development.
		Action 22. Make recommendations on specific actions in line with the RSDS 2030 targets for updating or developing strategic documents.

Source: National Plan of Action for the implementation of RSDS 2030, GD No. 754/2022.

While the NAP covers all parts of the PCSD Theory of Change (including partly on outcomes), most attention is given to inputs and processes concerning whole-of-government coordination and the engagement of stakeholders and subnational authorities. This is achieved via three types of actions:

- Training and education for public authorities and for the stakeholders involved, including the creation of dedicated programmes;
- Creation of communication and information tools for local authorities and the civil society;
- Creation of the High-level Forum for Sustainable Development and organisation of related events.

As for the political inputs – namely political commitment, leadership and long-term vision, one action focuses on the need to update the existing strategies and tools in the future. Three more actions in this area deal with keeping track of the public opinion on sustainable development, in order to re-orient priorities and measure change in the society, as well as with implementing an effective communication programme concerning the NSDS to build consensus. The focus is not on setting up institutions and the appropriate legal framework, which already exist in Romania.

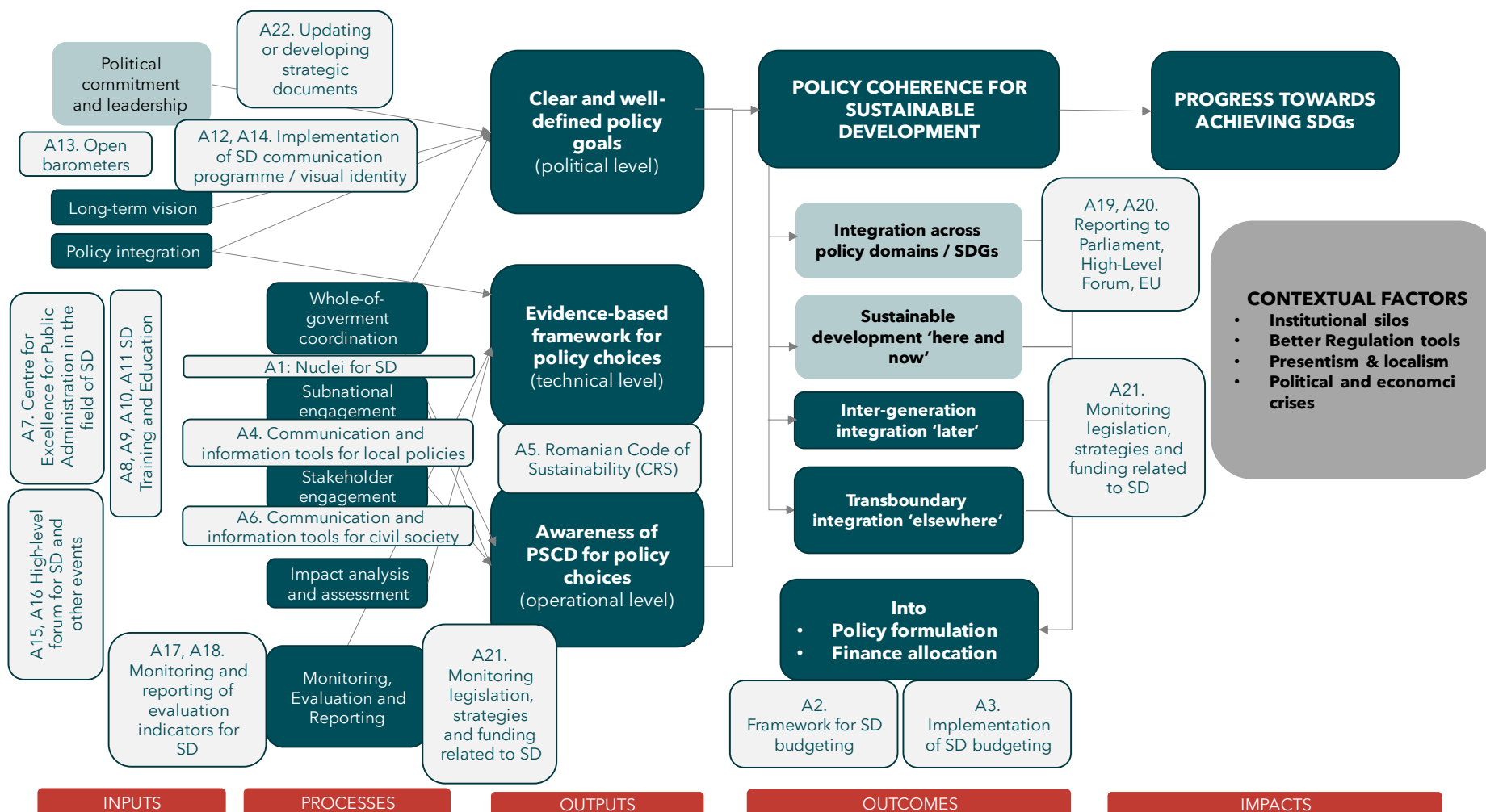
With respect to outcomes, two actions focus on sustainable development budgeting, and in particular on the creation and implementation of a sustainable development budgeting framework. This would allow managing policy integration and future effects on future generations and third countries within the budgetary cycle, thus steering finance allocation towards the achievement of the SDGs. Then, two more actions aim at improving policy integration within the existing policy-making activities, by introducing tools for monitoring legislation, strategies and funding related to SD.

The only major gap identified is the **lack of reference to existing or specific tools for policy integration**. For example, albeit regulatory impact assessment (RIA) falls under Action 21 on monitoring legislation, strategies and funding,⁵ it is never mentioned in the NAP. As highlighted in Chapter 4, the creation of other tools, such as checklists, fiches, matrixes, could help tracking whether policies proposed or adopted take into due account their contribution to the SDGs and policy integration across domains, time, and space. The Romanian government could review whether its existing policy tools are already sufficient to ensure the implementation of its PCSD commitment, or additional ones should be designed to this purpose.

⁵ OECD (2022) Taking stock of progress in enhancing policy coherence for sustainable development in Romania - Opportunities and challenges in NAP implementation.

Figure 4.2 provides for the visual representation of how the Romanian NAP corresponds to the PSCD Intervention Logic.

Figure 4.2. Romanian NAP correspondence to PCSD Intervention logic



Source: Authors' elaboration.

4.3 Questionnaire design

The backbone of the monitoring strategy is a monitoring questionnaire that enables DSD to track the indicators included in the NAP to assess the deployment of the actions envisaged therein, and consequently the achievement of its objectives. It complements the list of achievement/output and result indicators that already exists for the NAP. For each indicator, one or more questions have been designed, creating **a monitoring questionnaire that captures the PCSD dimension**.

Moreover, the questionnaire does not overlap with the proposed NAP action fiches presented in Annex C. The latter has been designed to create awareness and collect contributions from line ministries about their roles, contributions, synergies, trade-offs and hurdles with respect to certain actions of the NAP.

The monitoring questionnaire presented here has a different purpose: to track progress with the deployment of all actions. For most of its questions, the NAP monitoring questionnaire does not require the collection of information from other ministries and departments. Therefore, unlike the fiches, the questionnaire has been designed as **a tool handled and completed directly by the DSD**. At the same time, for the actions covered by the fiches,⁶ the information collected via question '4 *What has already been achieved on Action X?*' could represent a first set of information for measuring the indicators associated, at least in the first monitoring year.

The questionnaire, has been designed based on the following overarching principles:

- *Temporal approach.* The questionnaire includes questions that should be discussed in the first year of iteration (activation questions), as well as questions in the subsequent iterations, separately identified.
- *Ease of compilation.* The questionnaire consists mostly of closed questions, hence reducing the time for data collection, filing, and analysis, and easing the comparability of the information received across time.
- *Re-usability of the information.* In the database, the questions will be mapped against the OECD Recommendation on PCSD (and in particular its eight principles) and the guidelines by the United Nations Environment Programme (UNEP) on the methodology for global SDG indicator 17.14.1 *Number of mechanisms in place to enhance policy coherence for sustainable development*. Hence, the information could be used to respond to requests for information from both international organisations.
- *Flexibility of the format.* The questionnaire is presented in Annex A as a **Word document**, for easier review by the Romanian Government. However, it is also complemented by an **Excel database**, including: (i) question numbering; (ii) text of the question; (iii) possible answers; (iv) timing of the question (first vs. subsequent iterations); (v) relation to NAP Objectives and Actions; (vi) OECD classification; and (vii) UNEP classification. The Romanian Government can use the questionnaire as a whole or focus on certain actions only.
- *Validation.* Given that the questionnaire is designed to be completed by the DSD itself, the questionnaire does not include validation questions. Only for actions 21 and 22, instances of policies which incorporated sustainable development principles and recommendations could be supported by links or official references (assuming that other ministries will be involved to identify best practices).

The DSD is responsible for monitoring and evaluating the NAP, including the preparation of an annual monitoring report. For this purpose, **a set of achievement/output and result indicators already exist**

⁶ Actions covered by the fiches are actions 1, 10, 11, 12, 13, 17, 18, 20, 21 and 22.

for each NAP action. These are reported in Table 4.2, numerated for ease of connection with the questionnaire provided in Annex A.

Table 4.2. National Action Plan indicators

Priorities	Strategic objectives	Actions	Output indicators	Result indicators
DP1	SO1	A1	1.01 Normative act for regulation of NDD status	1.11 Nr. NDD / working conventions and communication between INS, SGG-DSD and ministries-NDD
	SO2	A2	2.01 National framework of budgeting reporting	2.11 Online reporting platform 2.12 Nr. budget reports for SD
		A3	3.01 Budget statements for SDG	3.11Nr. budget executions / declarations of target budget / SDG
	SO3	A4	4.01 Good practices identified 4.02 Tools Elaborated	4.11 Nr. good practices, 4.12 Nr. local authorities at which they were broadcast / disseminated, 4.13 Nr. communication tools, 4.14 Nr. workshops, 4.15 Nr. training sessions, 4.16 Nr. entities participating in the workshop-training sessions
	SO4	A5	5.01 Romanian Code of Sustainability Implementation guide 5.02 Platform for publishing CSR statements	5.11 Nr. non-financial statements from entities required to report 5.12 Nr. non-financial statements from entities that report voluntarily
		A6	6.01 Communication plan and information	6.11 Nr. organized workshops 6.12 Nr. training sessions 6.13 Nr. Entities participating in the workshop-training sessions
	SO5	A7	7.01 CExDD 7.02 Regional branches of CExDD 7.03 Virtual hub (digital platform) for SDG location	7.11 Nr. regional branches of CexDD, 7.12 Nr. entities associated with subsidiaries regional CexDD, 7.13 Nr. partnerships with the economic environment 7.14 Nr. specific projects developed 7.15 Nr. joint reports in the field of SD 7.16 Value of funding attracted 7.17 Nr. public debates in the field of DD
DP2	SO6	A8	8.01 Terms of reference for the training programme in the field of SD	8.11 Nr. entities authorized for training professional SD experts
		A9	9.01 Training programs 9.02 Methodology 9.03 Trainer database	9.11 Nr. of training programmes for SD experts 9.12 Nr. people trained as SD experts
	SO7	A10	10.01 Educational tools/platforms	10.11 Nr. educational resources developed 10.12 Number of page views 10.13 Nr. Participating schools 10.14 Nr. participating students
		A11	11.01 Educational programmes at university level 11.02 Training programmes for adults	11.11 Nr. accredited universities 11.12 Nr. undergraduate courses 11.13 Nr. Master and doctoral programmes 11.14 Nr. training providers for adults accredited 11.15 Nr. field training programmes approved 11.16 Nr. course participants
DP3	SO8	A12	12.01 Platform of communication 12.02 Annual programme for communication	12.11 Nr. of users accessing pages on the platform 12.12 Incidence of SD terms in searches on platform 12.13 Nr. communication tools 12.14 Nr. communication actions (TV shows, articles published online) 12.15 Nr. targeted groups 12.16 TV audience 12.17 Nr. social media page views 12.18 Incidence of SD terms in the analysis of content of multimedia materials
		A13	13.01 Annual sociological studies	13.11 Nr. opinion barometers 13.12 Nr. semi-structured interviews
		A14	14.01 Visual identity manual 14.02 Promotion strategy	14.11 Nr. entities that integrate visual and verbal identity 14.12 Incidence of SD visual identity in the content of media materials
	SO9	A15	15.01 Organisation of the NHLF	15.11 Nr. present institutions

DP4			sustainability statement event	15.12 Nr. High-level personalities participating 15.13 Impact on the national and international press
		A16	16.01 Annual program of events	16.11 Nr. national events 16.12 Nr. international events 16.13 Nr. participating institutions and organizations
	SO10	A17	17.01 Annual assessment of National Indicators for SD	17.11 SDG progress report
	SO11	A18	18.01 Annually update of the NDD scoreboard on the DSD website	18.11 Nr. web page hits 18.12 Nr. citations 18.13 Nr. Press Releases
		A19	19.01 Annual report to Parliament	19.11 Progress report in implementation of NSDS 2030
		A20	20.01 National Voluntary Report	20.11 Country progress report on the implementation of the 2030 Agenda
	SO12	A21	21.01 Annual report to Interdepartmental Committee for Sustainable Development	21.11 Report on the number of strategies / national action plans / updated institutional plans and funding mechanisms
		A22	22.01 Recommendations for sector-specific actions for achieving RSDS 2030 targets	22.11 Nr. national strategies / plans for action that incorporates recommended sector specific actions

Source: National Plan of Action for the implementation of RSDS 2030, GD No. 754/2022.

4.4 Forward-looking analysis and monitoring

In addition to the questionnaire for the current set of indicators, this section presents **a proposed revised list of indicators, should there be an opportunity to further streamline the existing indicator list.** This new list is accompanied by a corresponding *Questionnaire 2.0* (Annex B).

The proposed revisions to the list of indicators include a more harmonised formulation, limited additions (indicated in bold) and the simplification of a number of indicators which could result in duplicated questions. This was the case for:

- Actions concerning **communication tools**, for which several indicators were designed, often measuring the same aspect (outreach) from different angles. In these cases, the most relevant indicator was retained. Also, a clear distinction between indicators concerning communication and training activities was introduced.
- Actions concerning **events**, for which information was often sought on correlated aspects.
- Indicators for which the DSD could not easily have **access** to the information required. When collecting the necessary information was deemed unfeasible or too complex, the indicators were dropped (e.g. number of entities adopting the visual entity, audience reached by certain communication actions).
- Indicators for **policy-oriented actions** (Actions 21 and 22). Lighter touch indicators were considered more appropriate for these actions, for two reasons. First, these actions involve sovereign institutions (e.g. the Parliament), which may freely decide to incorporate SD principles or not in their acts; secondly when accounting for the inclusion of SD considerations into policymaking, it is hard to distinguish between cases in which SD should have been considered and has not been, and cases in which SD was not relevant. For these reasons, indicators for these actions only aim at collecting and describing instances or best-practices in which SD was integrated into policymaking and the legislative activities.

In total, 78 indicators are proposed, compared to the 95 in the original list; of those retained, 26 are achievement/output indicators and 52 are result indicators. The revised list of indicators is reported in Table 4.3.

Table 4.3. Proposed revised list of indicators for monitoring the Romanian NAP for the NSDS

Priorities	Strategic objectives	Actions	Achievement/Output indicators	Result indicators
DP1	SO1	A1	1.01 Legislative act for the regulation of NDD status	1.11 # of NDDs 1.12 # working conventions with NDDs 1.13 # meetings of the national network of NDDs 1.14 # participants to meetings of national network of NDDs
	SO2	A2	2.01 national framework for SD budgeting and reporting	2.11 Online reporting platform 2.12 Operation of the online reporting platform
		A3	-	3.11 Use of the SD framework in the annual budget cycle
	SO3	A4	4.01 Elaboration of SDG communication and information tools for local authorities	4.11 # tools elaborated 4.12 # local authorities to which they were disseminated,
	SO4	A5	5.01 Implementation Guide of the Romanian Code of Sustainability 5.02 Platform for publishing RCS statements	5.11 # non-financial statements from entities required to report 5.12 # non-financial statements from entities that report voluntarily
		A6	6.01 Elaboration of communication and information tools on the RCS	6.11 # workshops and training sessions organized 6.12 # participants to workshops and training sessions 6.13 # Entities participating to the workshop and training sessions
	SO5	A7	7.01 Institution of the Centre of Excellence for Public Administration in the Field of Sustainable Development (CExDD) 7.02 Institution of regional branches of CExDD 7.03 Virtual hub (digital platform) for SDG location	7.11 Budget of the CExDD and its regional branches 7.12 Personnel headcount of the CExDD and its regional branches 7.13 # regional branches of CexDD, 7.14 # entities associated with CExDD, including with regional branches 7.15 # partnerships signed with economic operators 7.16 # projects developed by CExDD (including regional branches)
DP2	SO6	A8	8.01 Design of training programmes in the field of SD	8.11 # entities authorized for training professional SD experts 8.12 # programmes activated 8.13 # SD experts trained
		A9	9.01 Design of training / educational programmes in the field of SD for public administrations* *if different from programmes designed under A8	9.11 # entities authorized for training civil servants as professional SD experts* 9.12 # programmes activated for civil servants* 9.13 # civil servants trained as SD experts
	SO7	A10	10.01 Design of educational applications, tools and platforms for SD in secondary and tertiary education	10.11 # Educational applications, tools and platforms developed 10.12 # Secondary and tertiary schools using the applications, tools and platforms 10.13 # Secondary and tertiary students trained
		A11	11.01 Design of educational programmes on SD at university level 11.02 Design of educational programmes on SD for adults	11.11 # universities adopting the educational programme 11.12 # undergraduate, graduate and post-graduate courses incorporating educational programmes on SD 11.13 # undergraduate, graduate and post-graduate students enrolled in such programmes 11.14 # entities authorised for delivering educational programmes on SD adults 11.15 # educational programmes for adults operational 11.16 # adults trained
DP3	SO8	A12	12.01 Creation of the Platform for communication and promotion of SD	12.11 # Users accessing the platform 12.12 # Number of communication actions (e.g. on

			12.02 Adoption of the annual programme of communication and promotion of SD	TV, online) 12.13 # Budget for communication <i>Other indicators may be defined based on the annual programme of communication and promotion of SD</i>
		A13	-	13.11 Publication of opinion barometers on SD (at least annual) 13.12 # citation of opinion barometers in sociological and other academic studies
		A14	14. 01 Design of visual identity manual 14.02 Publication of visual identity guide	-
	SO9	A15	15.01 Organization of the National High-Level Forum for Sustainable Development	15.11 # Participants to the event 15.12 # High-level personalities participating to the event 15.13 # Number of mentions in national / international press
		A16	16.01 Definition of an annual programme of events	16.11 # events taking place 16.12 # participants
	SO10	A17	17.01 Annual assessment of National Indicators for SD	-
DP4	SO11	A18	18.01 Annual update of the NDD scoreboard on the DSD website	18.11 # Users accessing the platform 18.12 # Page views
		A19	19.01 Presentation of the annual SD report to the Parliament	-
		A20	20.01 Submission of voluntary country report to HLPF	20.11 Country progress report registered in the implementation of the Agenda 2030
	SO12	A21	21.01 Presentation of the annual report to the Interdepartmental Committee for SD	21.11 Instances of strategies / plans which mention SD 21.12 Instances of primary and secondary acts which mention SD (including in preparatory work) 21.13 Instances of public funding arrangements, mechanisms and programmes which mention SD
		A22	22.01 Issuance of recommendations for sector-specific actions for achieving the goals of RSDS 2030	22.11 Instances of national strategies / plans for action that incorporates recommendations

5 Guidance to line ministries

Action 22 of the National Action Plan (NAP) to implement Romania's National Sustainable Development Strategy (NSDs) calls for the “formulation of **recommendations on specific actions in accordance with the NSDS 2030 targets** for updating or developing strategic documents”. In response, this chapter proposes a number of practical ways forward for the Department for Sustainable Development (DSD) to support line ministries in the implementation of the ten Actions targeting them (Actions 1, 10-13, 17-18, 20-22). These recommendations should be considered in conjunction with the methodology presented in Section 3.2 and two companion information sources:

- The information collected through the NAP *Action Fiches* (Annex C).
- The proposed actions for each SDG, stemming from multistakeholder workshops organised by the DSD in 2021.

5.1 Introducing the NAP Action Fiches

The NAP Action Fiches are the backbone of the NAP Implementation Roadmap. The fiches will be used to track progress on the NAP Actions. For the Actions where the Department for Sustainable Development (DSD) is central, DSD will support in keeping them up to date. For the other Actions, the fiches will be sent out to the ministries/agencies who are (co-)responsible, with questions to be filled in.

The fiches contain five basic questions:

1. How do you see the role and contribution from your Ministry to Action x (as concrete as possible)?
2. Do you see or expect synergies / difficult trade-offs between this NAP action and your Ministry's work (other sectoral action plans) on implementing the NSDS (e.g., policies, activities)?
3. Do you have any further suggestions/recommendations to make sure that Action x will be successful?
4. What has already been achieved on Action x?
5. Anything else that you would like to share/comment on?

Annex 1 presents the 10 NAP Action Fiches for which **information from ministries/agencies is essential in order to operationalise the PCSD Roadmap**. They have been prefilled with available background information. They have also been linked to the relevant PCSD principles, with a view to enable line ministries to easily make use of available (OECD) guidance for each action.

5.2 Practical ways forward

Action 1: Regulating the Status of Hubs for Sustainable Development (SD Hubs)

- Ensure adequate financial and human resources across the government, through legal decisions, if necessary, to back the commitments made in the NAP.

- Prepare and adopt a formal rule/directive/instruction regulating the status of the Hubs for sustainable development.
- Empower the Hubs through the development of a “job description” and an online platform for regular communication and exchange amongst the Hubs.
- Promote that the SDGs with their linkages are used as cases/examples in all training aimed at improving multi-sector, multi-actor and multi-level co-operation.
- Make synergies and trade-offs a standing agenda item in all meetings of DSD and the Hubs and, as appropriate, in meetings of the Interdepartmental Committee for Sustainable Development
- Involve all SD Hubs in their Ministry’s strategic planning and budgeting cycle and working group. This could be facilitated by a Government Decision/Instruction.
- Organise frequent meetings (partially online), at least once every 6 weeks, of DSD and all Hubs, to learn from each other, to have an ‘early warning system’ when things may be sub-optimal. Consider organising at least once per year a team-building day to reflect and exchange experiences.

Action 10. Development of educational applications, tools and platforms for sustainable development education in pre-university education

- Ask all Ministries (through the Hubs) to contribute with information, stories and data for education programmes, explaining to non-experts how sustainable development is becoming reality in the sectors and policy areas they are governing, and what are concrete action perspectives.

Action 11. Development of tools for educational programs for sustainable development in university education, as well as adult education and learning

- Ask all Ministries (through the Hubs) to contribute with information, stories and data for education programmes, explaining for students in tertiary education how sustainable development is becoming reality in the sectors and policy areas they are governing, and what are the main challenges.

Action 12. Implementation of the Program for communication and promotion of sustainable development concepts

- Initiate an engagement process that aims to combine implementing the six NAP Actions on engagement with empowerment through stimulating non-government actors to take own initiatives, carry responsibility for them, and share experiences with others. The government could support these initiatives e.g. by taking away barriers, offering communication support, or maybe awards and grants.

Action 13. Carry out opinion barometers on the perception of awareness of the principles and values of the concept of sustainable development and the progress made in achieving the SDGs

- Maintain regular sociological studies to measure the perception and impact at the institutional level and among the population, through quantitative and qualitative methods, and continue making the results publicly available.

Action 17. Monitoring and evaluation of indicators for sustainable development 2030

- Continue to strengthen the capacities of the Court of Account to undertake performance audits (move away from a traditionally “punishing role” of the Court) and prepare the ground for introducing SDG auditing, e.g., through ongoing peer learning with the Netherlands.

- Consider becoming part of the coalition of countries in the Community of Practice on the PCSD indicator 17.14.1, and begin collecting data on this indicator. This exercise could benefit from using the existing self-assessment tool with the proposed quality protocol.⁷

Action 18. Realization, publication and promotion of the Dashboard with NSDI on Romania's progress in achieving the 2030 targets

- Link all sectoral strategies and policy outcomes with the new set of National Sustainable Development Indicators.
- Finalise and implement across the government the new ISP dashboard, with information and periodic reporting data on strategic objectives, programmes, budgetary measures and indicators corresponding to the planning levels.

Action 20. Voluntary National Report on the progress of the implementation of the 2030 Agenda at national level

- The importance of the **VNR** (2023) lies as much in the engaged process as in presenting a report. To maintain the commitment and momentum it is recommended to **repeat this exercise every 2-3 years**.
- **Localisation of the SDGs** is a good way to mobilise and engage local authorities, at least the medium to large cities. Engage the JRC of the European Commission to scale up their localisation of SDGs project in Spain to include Romania (this could be TSI-financed project).⁸

Action 21. Monitoring legislation and strategies related to the field of sustainable development

- Add an annex to the Budget statement highlighting linkages of the NSDS 2030 targets with budgets, including to support green financing/ procurement (starting with the 2025 budget).

Action 22. Formulation of recommendations on specific actions in accordance with the NSDS 2030 targets for updating or developing strategic documents

- Make it an **obligation** for Ministries to **specify** in all strategic documents at central level (strategies, sectoral action plans, institutional strategic plans, etc.) **how the NSDS 2030 targets are reflected**, in line with the Methodology in section 2.3.
- Create an **annual award** for the ministerial strategy or plan with the best/most innovative integration of sustainable development.

5.3 Conclusion

The implementation of the NAP requires sustained commitment and ownership by all government actors, supported by other key stakeholders. This must be underpinned by sufficient resources, both human and financial. A greater application of PCSD tools, particularly in the early stages of the policymaking process, could help to leverage the institutional structures already in place and designed in line with PCSD principles. Tracking progress will be key for identifying areas for improvement. Mapping the 22 Actions against the PCSD methodological framework and theory of change allows the government to identify what parts of the PCSD logic model that are covered, and thus can be monitored, through the NAP.

⁷ Meuleman, L. (2023, forthcoming). Waking up a Sleeping beauty? Towards a Quality Protocol for Indicator SDG 17.14.1 on Policy Coherence for Sustainable Development (PCSD). European Commission, Directorate-General for Structural Reform Support.

⁸ https://knowledge4policy.ec.europa.eu/event/localisation-sdgs-europe-local-regional-indicators-multilevel-governance_en

Annex A. Questionnaire

This Annex presents the draft **questionnaire for monitoring the National Action Plan for implementing the NSDS, in line with PCSD principles**. The questionnaire consists of 101 questions, which correspond, on average, to 4.6 questions per action, and 1.09 questions per indicator. Considering the number of indicators to be covered, the number of questions has been kept very close to the minimum possible (i.e. one question per indicator).

For each question, the following information is provided:

- **Number of the action** to which it refers;
- **Question numbering**. The first figure identifies the action; the second figure is 0 for performance indicators and 1 for result indicators, and the third figure provides the progressive numbering;
- **Type of answers**:
 - Yes/No questions. These may refer to durable elements (e.g. the adoption of the legislative act to establish the NDD status) or to annual actions (e.g. the adoption of the annual communication programme for SD);
 - Annual figure. These require the respondent to measure the actions taken in a given year (e.g. number of SD-related events);
 - Figure. These require the respondent to measure the situation as it stands at the end of the year monitored (e.g. number of universities having activated an SD educational programme) or the cumulative figures since the implementation of the NAP (e.g. number of educational tools developed);
 - Qualitative. Few qualitative questions are introduced, when the indicator concerns a detailed analysis (e.g. use of visual identity in communication materials) or instances of plans, programmes or funding mechanisms aligned with SD.
- **Timing**. The questionnaire is designed assuming that the first monitoring will take place in 2024 (identified as t1, based on 2023 data), with two more monitoring rounds every two years (2026 and 2028). A number of questions are only asked in the subsequent iterations (identified as t2 and t3), and these especially concern actions which first require the design and the creation of tools and platforms, and then their use or attendance. The timing remains flexible. For instance, the DSD could launch the monitoring in 2025 (based on 2024 data); or, the frequency of the monitoring can be made annual rather than biennial.

Table A.1. Monitoring questionnaire for the NAP linked to PCSD

Action	Number	Question	Answers	Timing
1	1.01	Has the normative act to regulate the NDD status been adopted / is it in force?	Yes/No	t1, t2, t3
	1.11a	How many NDDs have been established in line ministries and other institutions?	Figure	t1, t2, t3
	1.11b	How many NDDs are operational in line ministries and other institutions? (<i>at least one meeting / action in [YEAR]</i>)	Figure	t1, t2, t3
	1.11c	How many working conventions are in force between DSD and NDDs?	Figure	t1, t2, t3
	1.11d	How many meetings of the network of NDDs have taken place in [YEAR]?	Annual figure	t1, t2, t3
2	2.01	Has the framework for SD budgeting and reporting been adopted?	Yes/No	t1, t2, t3
	2.11a	Has the online reporting platform for SD budgeting and reporting being created?	Yes/No	t1, t2, t3
	2.11b	Was the online reporting platform for SD budgeting and reporting operational in [YEAR]?	Yes/No	t1, t2, t3
	2.12	How many budget reports for SD have been prepared in [YEAR]	Annual figure	t1, t2, t3
3	3.01	Has the framework for SD budgeting and reporting been used in the budget cycle	Yes/No	t1, t2, t3

		of [YEAR]?		
	3.11	What is the number of budget executions / declarations of budget by target SDGs in [YEAR]?	Annual figure	t1, t2, t3
4	4.01	Have good practices for integrating SDGs into <u>local policies and strategies</u> been identified during [YEAR]?	Yes/No	t1, t2, t3
	4.02	Have SD information and communication tools for <u>local authorities</u> been elaborated / are they available?	Yes/No	t1, t2, t3
	4.11	How many good practices for integrating SDGs <u>into local policies and strategies</u> been identified during [YEAR]?	Annual figure	t1, t2, t3
	4.12	To how many <u>local authorities</u> have the information and communication tools been disseminated?	Figure	t1, t2, t3
	4.13	How many information and communication tools for local authorities are available?	Figure	t1, t2, t3
	4.14	How many workshops on SD for <u>local authorities</u> have been organised in [YEAR]?	Annual figure	t1, t2, t3
	4.15	How many training sessions on SD for <u>local authorities</u> have been organised in [YEAR]?	Annual figure	t1, t2, t3
	4.16	How many local authorities have participated to the workshops and training sessions on SD in [YEAR]?	Annual figure	t1, t2, t3
5	5.01	Has the Implementation Guide of the Romanian Code of Sustainability been adopted / is it available?	Yes/No	t1, t2, t3
	5.02a	Has the online platform for publishing RCS statements been created?	Yes/No	t1, t2, t3
	5.02b	Was the online platform for publishing RCS statements operational in [YEAR]?	Yes/No	t1, t2, t3
	5.11	How many entities subject to mandatory RCS reporting have published the RCS statements on the platform in [YEAR]?	Annual figure	t2, t3
	5.12	How many entities not subject to mandatory RCS reporting have voluntarily published the RCS statements on the platform in [YEAR]?	Annual figure	t2, t3
6	6.01	Has the information and communication plan <u>on the RCS</u> been elaborated / is it available?	Yes/No	t1, t2, t3
	6.11	How many workshops on RCS have been organised in [YEAR]?	Annual figure	t1, t2, t3
	6.12	How many training sessions on RCS have been organised in [YEAR]?	Annual figure	t1, t2, t3
	6.13	How many entities attended workshops or training sessions on CRS in [YEAR]?	Annual figure	t1, t2, t3
7	7.01a	Has the CExDD been established?	Yes/No	t1, t2, t3
	7.01b	Was the CExDD operational in [YEAR]? (<i>e.g. in terms of human resources, budget and activities</i>)	Yes/No	t1, t2, t3
	7.02a	Have regional branches of CExDD been established?	Yes/No	t1, t2, t3
	7.02b	Were any regional branches of the CExDD operational in [YEAR]? (<i>e.g. in terms of human resources, budget and activities</i>)	Yes/No	t1, t2, t3
	7.03a	Has the virtual hub (digital platform) for SDG location being created?	Yes/No	t1, t2, t3
	7.03b	Was the virtual hub (digital platform) for SDG location operational in [YEAR]?	Yes/No	t1, t2, t3
	7.11	How many regional branches of the CExDD were operational in [YEAR]? (<i>e.g. in terms of human resources, budget and activities</i>)	Annual figure	t1, t2, t3
	7.12	How many entities are associated with the CExDD (including its regional branches)?	Figure	t2, t3
	7.13	How many partnerships have been established between the CExDD (including its regional branches) and economic operators, federations and businesses?	Figure	t2, t3
	7.14	How many specific projects have been developed by the the CExDD (including its regional branches) in [YEAR]?	Annual figure	t2, t3
	7.15	What was the value of the funding attracted by the CExDD (including its regional branches) in [YEAR]?	Annual figure	t1, t2, t3
8	8.01	Have terms of reference for the training programmes in the field of SD been designed?	Yes/No	t1, t2, t3
	8.11	How many entities are authorised for training SD experts?	Figure	t2, t3
9	9.01	Have training programmes for public administrations in the field of SD been designed?	Yes/No	t1, t2, t3
	9.02	Has the methodology for the training programmes for public administrations in the field of SD been designed?	Yes/No	t1, t2, t3
	9.03	Has the database for trainers in the field of SD been set up / is it operational?	Yes/No	t1, t2, t3
	9.11	How many training programmes for SD experts were operational in [YEAR]? (<i>i.e. courses delivered to trainees</i>)	Annual figure	t2, t3
	9.12	How many people have been trained in [YEAR] as SD experts?	Annual figure	t2, t3

10	10.01	Have educational tools and platforms for SD in pre-university education been designed?	Yes/No	t1, t2, t3
	10.11	How many educational resources for SD in pre-university education have been developed?	Figure	t1, t2, t3
	10.12	In [YEAR], how many pages have been viewed on online educational tools and platforms for SD in pre-university education?	Annual figure	t1, t2, t3
	10.13	In [YEAR], how many schools have been using the educational tools and platforms for SD?	Annual figure	t1, t2, t3
	10.14	In [YEAR], how many students have been using the educational tools and platforms for SD?	Annual figure	t2, t3
	10.15	In [YEAR], how many pre-university students have been using the educational tools and platforms for SD?	Annual figure	t2, t3
11	11.01	Have educational programmes at university level in the field of SD been designed?	Yes/No	t1, t2, t3
	11.02	Have training programmes for adults in the field of SD been designed?	Yes/No	t1, t2, t3
	11.11	How many universities have activated or have been using SD educational programmes?	Figure	t2, t3
	11.12	How many undergraduate courses have incorporated the educational programmes reported on SD in their curricula?	Figure	t2, t3
	11.13	How many master and doctoral courses have incorporated the educational programmes reported on SD in their curricula?	Figure	t2, t3
	11.14	How many training providers for adults are available?	Figure	t2, t3
	11.15	How many field training programmes on SD have been approved?	Figure	t2, t3
	11.16	How many students and adults have attended the educational programmes for universities and adults in [YEAR]?	Annual figure	t2, t3
12	12.01a	Has the platform for communication and promotion of SD been created?	Yes/No	t1, t2, t3
	12.01b	Is the platform for communication and promotion of SD operational? (<i>online, accessible, updated at least once per year</i>)	Yes/No	t1, t2, t3
	12.03	Has the annual programme of communication and promotion of SD been adopted in [YEAR]?	Yes/No	t1, t2, t3
	12.11	How many unique users have accessed platform for communication and promotion of SD in [YEAR]?	Annual figure	t1, t2, t3
	12.12	What is the share of SD terms in searches on the platform?	Annual figure	t1, t2, t3
	12.13	How many communication tools on SD have been designed?	Figure	t1, t2, t3
	12.14	How many communication actions implementing the annual programme of communication and promotion of SD have been carried out (e.g. TV shows, articles published online) in [YEAR]?	Annual figure	t1, t2, t3
	12.15	How many groups have been targeted by communication tools on SD in [YEAR]?	Annual figure	t1, t2, t3
	12.16	How many viewers were reached via TV shows in [YEAR]?	Annual figure	t1, t2, t3
	12.17	How many pages were viewed on social media in [YEAR]?	Annual figure	t1, t2, t3
	12.18	What is the incidence of SD terms in multimedia materials?	Qualitative	t2, t3
13	13.01	Have the annual sociological studies on the perception or awareness of the SD have been published in [YEAR]?	Yes/No	t1, t2, t3
	13.11	Has at least one opinion barometer on SD been published in [YEAR]?	Yes/No	t1, t2, t3
	13.12	How many semi-structured interviews were carried out in the context on the opinion barometers on SD in [YEAR]?	Annual figure	t2, t3
	14.01	Is the visual identity manual for SD available online?	Yes/No	t1, t2, t3
14	14.02	Has the promotional strategy for SD visual identity been designed?	Yes/No	t1, t2, t3
	14.11	How many entities have integrated the visual and verbal identity on SD in their own communication?	Figure	t2, t3
	14.12	What is the incidence of SD visual identity in the content of media materials in [YEAR]?	Qualitative	t2, t3
	15.01	In [YEAR], has the National High-Level Forum for Sustainable Development taken place?	Yes/No	t1, t2, t3
15	15.02	In [YEAR], was the declaration of sustainability adopted in the National High-Level Forum for Sustainable Development?	Yes/No	t1, t2, t3
	15.11	In [YEAR], how many institutions have attended the High-Level Forum for Sustainable Development?	Annual figure	t1, t2, t3
	15.12	In [YEAR], how many high-level participants have attended the High-Level Forum for Sustainable Development?	Annual figure	t1, t2, t3

	15.13	In [YEAR], how many times was the High-Level Forum for Sustainable Development mentioned in the press (national and international)?	Annual figure	t1, t2, t3
16	16.01	In [YEAR], has an annual programme of SD-related events been designed?	Yes/No	t1, t2, t3
	16.11	In [YEAR], how many SD-related events with Romanian participants only have taken place?	Annual figure	t1, t2, t3
	16.12	In [YEAR], how many SD-related events with international participants have taken place?	Annual figure	t1, t2, t3
	16.13	In [YEAR], how many institutions and organisations have attended the SD-related events?	Annual figure	t1, t2, t3
17	17.01	In [YEAR], has the progress over the National Indicators for Sustainable Development been measured?	Yes/No	t1, t2, t3
	17.11	In [YEAR], has the SDG progress report been published?	Yes/No	t1, t2, t3
18	18.01	In [YEAR], has NDD Scoreboard been updated on the DSD website?	Yes/No	t1, t2, t3
	18.11	How many web page hits did the Dashboard had in [YEAR]?	Annual figure	t1, t2, t3
	18.12	How many times was the Dashboard mentioned in the press in [YEAR]?	Annual figure	t1, t2, t3
	18.13	How many press releases were published on the Dashboard in [YEAR]?	Annual figure	t1, t2, t3
19	19.01	Has the annual SD report been submitted to the Parliament in [YEAR]?	Yes/No	t1, t2, t3
	19.11	Has the Progress Report on the implementation of NSDS 2030 been adopted?	Yes/No	t1, t2, t3
20	20.01	Has the voluntary country report been submitted to the HLPF in [YEAR]?	Yes/No	t1, t2, t3
	20.11	Has the country report on the progress of the implementation of the Agenda 2030 been prepared in [YEAR]?	Yes/No	t1, t2, t3
21	21.01	Has the annual report being submitted to the Interdepartmental Committee for SD in [YEAR]?	Yes/No	t1, t2, t3
	21.11	Please provide instances of strategies, plans, funding mechanisms relevant to SD (including links or official references).	Qualitative	t1, t2, t3
22	22.01	Have the recommendations for section-specific actions for achieving the goals of RSDS 2030 been issued?	Yes/No	t1, t2, t3
	22.11	Please provide instances of strategies or plans adopted by the Romanian government or ministries which incorporate or reflect such recommendations (including links or official references).	Qualitative	t1, t2, t3

Source: Authors' elaboration.

Annex B. Questionnaire 2.0

This annex presents the questionnaire for the revised list of indicators. The same conventions as described in Annex B apply.

Table B.1. Revised questionnaire to monitor the Romanian NAP for RSDS based on the new list of indicators

Action	Number	Question	Answers	Timing
1	1.01	Has the legislative act to establish and regulate the NDD status been adopted / is it in force?	Yes/No	t1, t2, t3
	1.11a	How many NDDs have been established in line ministries and other institutions?	Figure	t1, t2, t3
	1.11b	How many NDDs are operational in line ministries and other institutions? (<i>at least one meeting / action in [YEAR]</i>)	Figure	t1, t2, t3
	1.12	How many working conventions are in force between DSD and NDDs?	Figure	t1, t2, t3
	1.13	How many meetings of the network of NDDs have taken place in [YEAR]?	Annual figure	t1, t2, t3
	1.14	How many participants attended meetings of the network of NDDs have taken place in [YEAR]?	Annual figure	t1, t2, t3
2	2.01	Has the framework for SD budgeting and reporting been adopted?	Yes/No	t1, t2, t3
	2.11	Has the online reporting platform for SD budgeting and reporting being created?	Yes/No	t1, t2, t3
	2.12	Was the online reporting platform for SD budgeting and reporting operational in [YEAR]?	Yes/No	t1, t2, t3
3	3.11	Has the framework for SD budgeting and reporting been used in the budget cycle of [YEAR]?	Yes/No	t2, t3
4	4.01	Have SD information and communication tools for <u>local authorities</u> been elaborated / are they available?	Yes/No	t1, t2, t3
	4.11	How many information and communication tools for <u>local authorities</u> are available?	Figure	t1, t2, t3
	4.12	To how many local authorities have the information and communication tools been disseminated?	Figure	t1, t2, t3
5	5.01	Has the Implementation Guide of the Romanian Code of Sustainability been adopted / is it available?	Yes/No	t1, t2, t3
	5.02a	Has the online platform for publishing CRS statements been created?	Yes/No	t1, t2, t3
	5.02b	Was the online platform for publishing CRS statements operational in [YEAR]?	Yes/No	t1, t2, t3
	5.11	How many entities subject to mandatory CRS reporting have published the CRS statements on the platform in [YEAR]?	Annual figure	t2, t3
	5.12	How many entities not subject to mandatory CRS reporting have voluntarily published the CRS statements on the platform in [YEAR]?	Annual figure	t2, t3
6	6.01	Have information and communication tools <u>on the CRS</u> been elaborated / are they available?	Yes/No	t1, t2, t3
	6.11	How many workshops and training sessions on CRS have been organised in [YEAR]?	Annual figure	t1, t2, t3
	6.12	How many participants attended workshops and training sessions on CRS in [YEAR]?	Annual figure	t1, t2, t3
	6.13	How many entities attended workshops and training sessions on CRS in [YEAR]?	Annual figure	t1, t2, t3
7	7.01a	Has the CExDD been established?	Yes/No	t1, t2, t3
	7.01b	Was the CExDD operational in [YEAR]? (<i>e.g. in terms of human resources, budget and activities</i>)	Yes/No	t1, t2, t3
	7.02a	Have any regional branch of CExDD been established?	Yes/No	t1, t2, t3
	7.02b	Were any regional branch of the CExDD operational in [YEAR]? (<i>e.g. in terms of human resources, budget and activities</i>)	Yes/No	t1, t2, t3
	7.03a	Has the virtual hub (digital platform) for SDG location being created?	Yes/No	t1, t2, t3
	7.03b	Was the virtual hub (digital platform) for SDG location operational in [YEAR]?	Yes/No	t1, t2, t3
	7.11	What was the annual budget of the CExDD (including its regional branches) in [YEAR]?	Annual figure	t1, t2, t3

	7.12	What was the personnel headcount (in fulltime equivalent) of the CExDD (including its regional branches) in [YEAR]?	Annual figure	t1, t2, t3
	7.13	How many regional branches of the CExDD were operational in [YEAR]? (<i>e.g. in terms of human resources, budget and activities</i>)	Annual figure	t2, t3
	7.14	How many entities are associated with the CExDD (including its regional branches)?	Figure	t2, t3
	7.15	How many partnerships have been established between the CExDD (including its regional branches) and economic operators, federations and businesses?	Figure	t2, t3
	7.16	How many projects have been developed by the the CExDD (including its regional branches) in [YEAR]?	Annual figure	t2, t3
8/9	8.01a	Have training programmes in the field of SD been designed?	Yes/No	t1, t2, t3
	9.01a	Have training programmes for public administrations in the field of SD been designed?	Yes/No	t1, t2, t3
	8.01b	How many training programmes in the field of SD have been designed?	Figure	t1, t2, t3
	9.01b	How many of the training programmes reported in question 8.02 are specific for or can be attended by personnel of public administrations?	Figure <i>Equal/lower than 8.02</i>	t1, t2, t3
	8.11	How many entities are authorised for training as SD experts?	Figure	t2, t3
	9.11	How many of the entities reported in question 8.11 can also train personnel of the public administrations?	Figure <i>Equal/lower than 8.11</i>	t2, t3
	8.12	How many training programmes for SD experts were operational in [YEAR]? (i.e. course delivered to trainees)	Annual figure	t2, t3
	9.12	How many of the training programmes reported in question 8.12 were attended by personnel of the public administrations?	Annual figure <i>Equal/lower than 8.12</i>	t2, t3
	8.13	How many people have been trained in [YEAR] as SD experts by attending the programmes reported in question 8.12?	Annual figure	t2, t3
	9.13	How many members of the public administrations have been int trained in [YEAR] by attending the programms reported in question 8.13?	Annual figure	t2, t3
10	10.01	Have educational applications, tools and platforms for SD in secondary and tertiary education been designed?	Yes/No	t1, t2, t3
	10.11	How many educational applications, tools and platforms for SD in secondary and tertiary education have been designed?	Figure	t1, t2, t3
	10.12	In [YEAR], how many secondary and tertiary schools have been using the educational applications, tools and platforms for SD reported in question 10.01?	Annual figure	t2, t3
	10.13	In [YEAR], how many secondary and tertiary students have been using the educational applications, tools and platforms for SD reported in question 10.01?	Annual figure	t2, t3
11	11.01a	Have educational programmes at university level in the field of SD been designed?	Yes/No	t1, t2, t3
	11.01b	How many educational programmes at university level in the field of SD have been designed?	Figure	t1, t2, t3
	11.02a	Have educational programmes for adults in the field of SD been designed?	Yes/No	t1, t2, t3
	11.02b	How many educational programmes for adults in the field of SD have been designed?	Figure	t1, t2, t3
	11.11	In [YEAR], how many universities have activated or have been using the educational programmes reported in question 11.01?	Annual figure	t2, t3
	11.12	In [YEAR], how many undergraduate, graduate or post-graduate courses have incorporated the educational programmes reported in question 11.01 in their curricula?	Annual figure	t2, t3
	11.13	In [YEAR], how many students attended the undergraduate, graduate or post-graduate courses reported in question 11.12?	Annual figure	t2, t3
	11.14	How many entities are authorised for delivering educational programmes for adults in the field of SD?	Figure	t2, t3
	11.15	How many educational programmes for adults were operational in [YEAR]? (i.e. course delivered to trainees)	Annual figure	t2, t3
	11.16	How many adults attended in [YEAR] the educational programmes reported in question 11.15?	Annual figure	t2, t3
12	12.01a	Has the platform for communication and promotion of SD been created?	Yes/No	t1, t2, t3

	12.01b	Is the platform for communication and promotion of SD operational? (<i>online, accessible, updated at least once per year</i>)	Yes/No	t1, t2, t3
	12.02	Has the annual programme of communication and promotion of SD been adopted in [YEAR]?	Yes/No	t1, t2, t3
	12.11	How many unique users have accessed platform for communication and promotion of SD in [YEAR]?	Annual figure	t2, t3
	12.12	How many communication actions implementing the annual programme of communication and promotion of SD have been carried out in [YEAR]?	Annual figure	t2, t3
	12.13	What is the budget for communication actions implementing the annual programme of communication and promotion of SD in [YEAR]?	Annual figure	t2, t3
13	13.11	Has at least one opinion barometer on SD been published in [YEAR]?	Yes/No	t1, t2, t3
	13.12	How many times were the opinion barometers on SD been cited in sociological and other academic studies in [YEAR]? (<i>based on Google Scholar</i>)	Annual figure	t2, t3
14	14.01	Have the elements of the visual identity for SD been designed?	Yes/No	t1, t2, t3
	14.02	Is the guide for the visual identity for SD available online?	Yes/No	t2, t3
15	15.01	In [YEAR], has the National High-Level Forum for Sustainable Development taken place?	Yes/No	t1, t2, t3
	15.11	In [YEAR], how many participants have attended the High-Level Forum for Sustainable Development?	Annual figure	t1, t2, t3
	15.12	In [YEAR], how many high-level personalities have attended the High-Level Forum for Sustainable Development?	Annual figure	t1, t2, t3
	15.13	In [YEAR], how many times was the High-Level Forum for Sustainable Development mentioned in the press?	Annual figure	t1, t2, t3
16	16.01	In [YEAR], has an annual programme of SD-related events been designed?	Yes/No	t1, t2, t3
	16.11	In [YEAR], how many SD-related events mentioned in the annual programme have taken place?	Annual figure	t1, t2, t3
	16.12	In [YEAR], how many participants have attended the SD-related events mentioned in the annual programme?	Annual figure	t1, t2, t3
17	17.01	In [YEAR], has the progress over the National Indicators for Sustainable Development been measured?	Yes/No	t1, t2, t3
18	18.01	In [YEAR], has NDD Scoreboard been updated on the DSD website?	Yes/No	t1, t2, t3
	18.11	How many unique users have accessed the NDD Scoreboard [YEAR]?	Annual figure	t2, t3
	18.12	How many webpages have been viewed on the NDD Scoreboard in [YEAR]?	Annual figure	t2, t3
19	19.01	Has the annual SD report been adopted in [YEAR]?	Yes/No	t1, t2, t3
20	20.01	Has the voluntary country report been submitted to the HLPF in [YEAR]?	Yes/No	t1, t2, t3
	20.11	Has the country report been registered in the implementation of the Agenda 2030 in [YEAR]?	Yes/No	t1, t2, t3
21	21.01	Has the annual report being submitted to the Interdepartmental Committee for SD in [YEAR]?	Yes/No	t1, t2, t3
	21.11	Please provide instances of strategies or plans adopted by the Romanian government or ministries which mention SD. (<i>including links or official references</i>)	Open question	t1, t2, t3
	21.12	Please provide instances of primary and secondary acts which mention SD (<i>including in preparatory work</i>). (<i>including links or official references</i>)	Open question	t1, t2, t3
	21.13	Please provide instances of public funding arrangements, mechanisms and programmes which mention SD. (<i>including links or official references</i>)	Open question	t1, t2, t3
22	22.01	Have the recommendations for section-specific actions for achieving the goals of RSDS 2030 been issued?	Yes/No	t1, t2, t3
	22.11	Please provide instances of strategies or plans adopted by the Romanian government or ministries which incorporate or reflect such recommendations (<i>including links or official references</i>).	Open question	t1, t2, t3

Annex C. Ten pre-filled Action Fiches

Action	Responsibility	Partners
A1 Reglementarea statutului Nucleelor pentru Dezvoltare Durabilă (NDD) <i>(Regulating the Status of Hubs for Sustainable Development)</i>	DSD Department of Sustainable Development	INS, All Ministries
Background information		
➤ Priority Direction 1	Strengthening and extending the Governance Framework for Sustainable Development	
➤ Specific Objective 1	Development and consolidation of the normative and inter-institutional cooperation framework for the implementation of NSDS 2030	
➤ Description of Action 1	At the level of public authorities, with responsibilities in the field of sustainable development, the Hubs for Sustainable Development, organized in the national network of SD Hubs, will be strengthened, in order to pursue the achievement of SDGs in the field of activity of the institution and to ensure the link liaisons between their institutions and the Secretariat General of the Government (SGG) - DSD and the National Institute of Statistics (NIS). At the level of public authorities, SD Hubs experts will be nominated and trained as "sustainable development experts", according to COR 242232	
➤ Possible deliverables	A1.D1 Appointment of Hubs for sustainable development, organized in the national network of SD Hubs, on the basis of a legal document outlining the tasks, time and other resources available, and access to key policy processes such as the annual planning & budget cycle. A1.D2 Nomination and training the members of SD Hubs as "sustainable development experts", according to COR 242232	
➤ Relation with PCSD Principles	Pillar II Policy Interactions: SGG and DSD are responsible for regulating the status of SD Hubs through strengthening ministries' activities of SDGs implementation and capacity building of SD Hubs experts. Pillar II Policy Interactions: Development and consolidation of the normative and inter-institutional cooperation framework for the Strategy implementation.	
➤ Indicator of achievement	Normative act for regulation of the SD Hubs status	
➤ Result indicators	Nr. of SD Hubs / working conventions and communication between INS, SGG-DSD and ministries	
Question 1. How do you see the role and contribution from your Ministry to Action 1 (as concrete as possible)?		
➤ Role / contribution from your Ministry? How much time do you have available and is this sufficient?		
Question 2. Do you see or expect synergies / difficult trade-offs between this NAP action and your Ministry's work (other sectoral action plans) on implementing the NSDS (e.g. policies, activities)?		
➤ Comments/suggestions/examples?		
Question 3. Do you have any further suggestions/recommendations to make sure that Action 1 will be successful?		
➤ Comments/suggestions/examples?		
Question 4. What has already been achieved on Action 1?		
➤ Results until now, in your view? For example: does the SD Hubs network already help connect		

better to colleagues in other Ministries?	
Question 5 Anything else that you would like to share/comment?	
➤ Comments/suggestions/questions?	

Action	Responsibility		Partners
A10	Realizarea de aplicații, instrumente și platforme educaționale pentru DD în învățământul preuniversitar (inclusiv în învățământul profesional și tehnic) <i>(Development of educational applications, tools and platforms for SD in pre-university education (including vocational and technical education))</i>	SGG-DSD: General Secretariat of the Government, the Department of Sustainable Development	Ministry of Education (Ministerul Educației și unitatile de învățământ) and the educational units and other ministries which develop educational tools (related to Health, Environment protection, Citizen rights, etc.)
Background information			
➤	Priority Direction 2	Supporting the Implementation of NSDS 2030 through Education and Training Programs for Sustainable Development	
➤	Specific Objective 7	Development of specific tools for the introduction of education for sustainable development in secondary (including vocational and technical) and tertiary education	
➤	Description of Action 10	The action creates the opportunity to provide education for the sustainable development of children and young people through applied learning activities, through direct interaction in activities carried out with physical presence or online in real time, with tools adapted to each age category or learning cycle, in agreement with school curricula.	
➤	Possible deliverables	A10.D1 Education for the sustainable development of children and young people is provided through applied learning activities, through direct interaction in activities carried out with physical presence or online in real time, with tools adapted to each age category or learning cycle, in agreement with school curricula.	
➤	Relation with PCSD Principles	Pillar II Policy Interactions: Develop specific tools for the introduction of education for sustainable development in secondary (including vocational and technical) and tertiary education. DSD is responsible for making educational applications, tools and platforms for SD in pre-university education (including vocational and technical education). This action creates the opportunity to provide education for sustainable development to children and young people through applied learning activities, direct interaction in activities carried out with physical presence or online in real time, with tools adapted to each age category or learning cycle, in accordance with school programs	
➤	Indicator of achievement	Tools / platforms for pre-university education	
➤	Result indicators	Nr. of educational tools Nr. of educational platforms Nr. of fields and specializations Nr. of school units Nr. of participating students	
Question 1. How do you see the role and contribution from your Ministry to Action 10 (as concrete as possible)?			
➤	Role / contribution from your Ministry? Do you have, or will you provide, education tools for sustainability in your policy area? How much time do you have available and is this sufficient?		
Question 2. Do you see or expect synergies / difficult trade-offs between this NAP action and your Ministry's work (other sectoral action plans) on implementing the NSDS (e.g. policies, activities)?			
➤	Comments/suggestions/examples?		
Question 3. Do you have any further suggestions/recommendations to make sure that Action 10 will be successful?			
➤	Comments/suggestions/examples?		
Question 4. What has already been achieved on Action 10?			
➤	Results until now, in your view?		

Question 5 Anything else that you would like to share/comment?

➤ Comments/suggestions/questions?

Action	Responsibility	Partners
A11 Dezvoltarea de instrumente destinate programelor educaționale pentru DD în învățământul terțiar, precum și educația și învățarea în rândul adulților <i>(Supporting the Implementation of NSDS 2030 through Education and Training Programs for Sustainable Development)</i>	CNR prin universități, centre de formare profesională, DSD: National Council of Rectors through universities and professional training centers, the Department of Sustainable Development	MIPE: Ministry of Investments and European Projects

Background information

➤ Priority Direction 2	Supporting the Implementation of NSDS 2030 through Education and Training Programs for Sustainable Development
➤ Specific Objective 7	Development of specific tools for the introduction of education for sustainable development in secondary (including vocational and technical) and tertiary education
➤ Description of Action 11	The action aims at the support provided by DSD and CExDD to universities and vocational training centers to develop educational programs for sustainable development (university courses, masters, doctorates, postdoctoral programs, etc.) and adult training.
➤ Possible deliverables	<p>A11.D1 Universities and vocational training centers have developed educational programs for sustainable development (university courses, masters, doctorates, postdoctoral programs, etc.) and adult training;</p> <p>A11.D2 DSD/CexDD supports the SD educational programmes through an annual peer learning and exchange event with all involved organisations</p>
➤ Relation with PCSD Principles	<p>Pillar II Policy Interactions: Develop specific tools for the introduction of education for sustainable development in secondary (including vocational and technical) and tertiary education</p> <p>CNR is responsible for developing tools for SD education programs in tertiary education and adult education and learning</p> <p>This action aims at the support given by DSD and CExDD to universities and vocational training centers to develop educational programs for sustainable development (university courses, masters, doctorates, postdoctoral programs, etc.) and training among adults.</p>
➤ Indicator of achievement	Tools / platforms for pre-university education
➤ Result indicators	<p>Nr. of educational tools</p> <p>Nr. of educational platforms</p> <p>Nr. of fields and specializations</p> <p>Nr. of school units</p> <p>Nr. of participating students</p>

Question 1. How do you see the role and contribution from your Ministry to Action 11 (as concrete as possible)?

➤ Role / contribution from your Ministry. For example: Do you have, or will you provide, education tools for sustainability in your policy area? How much time do you have available and is this sufficient?

Question 2. Do you see or expect synergies / difficult trade-offs between this NAP action and your Ministry's work (other sectoral action plans) on implementing the NSDS (e.g. policies, activities)?

➤ Comments/suggestions/examples?

Question 3. Do you have any further suggestions/recommendations to make sure that Action 11 will be successful?

➤ Comments/suggestions/examples?		
Question 4. What has already been achieved on Action 11?		
➤ Results until now, in your view?		
➤		
Question 5 Anything else that you would like to share/comment?		
➤ Comments/suggestions/questions?		
Action	Responsibility	Partners
A12 Realizarea Programului de comunicare și promovare a conceptelor de dezvoltare durabilă <i>(Implementation of the Program for communication and promotion of sustainable development concepts)</i>	DSD Department of Sustainable Development	All ministries; INS, NDD, CCDD, CExDD, CoRS, parteneri media
Background information		
➤ Priority Direction 3	Promoting the Principles and Values of the Concept of Sustainable Development	
➤ Specific Objective 8	Promoting the concepts of sustainable development in order to achieve the NSDS 2030 targets	
➤ Description of Action 12	The action aims to coordinate the implementation of the annual program of communication and promotion of sustainable development concepts from NSDS 2030 to all stakeholders	
➤ Possible deliverables	A12.D1 Annual Program of communication and promotion of sustainable development concepts A12.D2 Progress report on the implementation of the annual Program of communication and promotion of sustainable development concepts from NSDS 2030 to all stakeholders	
➤ Relation with PCSD Principles	Pillar II Policy Interactions: Promoting the concepts of sustainable development in order to achieve the NSDS 2030 targets. DSD is responsible for implementing the Program for communication and promotion of sustainable development concepts. This action aims to coordinate the implementation of the annual program for communication and promotion of sustainable development concepts from NSDS 2030 to all interested parties.	
➤ Indicator of achievement	➤ Platform of Communication Program; annual communication	
➤ Result indicators	Nr. accessing pages on the platform Incidence of DD terms in searches on platform Nr. communication tools Nr. communication actions (TV shows, articles published online) Nr. interested groups TV audience Nr. social media page views Incidence of DD terms in the analysis of content of multimedia materials	
Question 1. How do you see the role and contribution from your Ministry to Action 12 (as concrete as possible)?		
➤ Role / contribution from your Ministry?		
Question 2. Do you see or expect synergies / difficult trade-offs between this NAP action and your Ministry's work (other sectoral action plans) on implementing the NSDS (e.g. policies, activities)?		
➤ Comments/suggestions/examples?		
Question 3. Do you have any further suggestions/recommendations to make sure that Action 12 will be successful?		

➤ Comments/suggestions/examples?	
Question 4. What has already been achieved on Action 12?	
➤ Results until now, in your view?	
Question 5 Anything else that you would like to share/comment?	
➤ Comments/suggestions/questions?	

Action	Responsibility	Partners
A13 Realizarea de barometre de opinie privind percepția cu privire la gradul de conștientizare a principiilor și valorilor conceptului de DD și a progreselor înregistrate în atingerea ODD <i>(Carrying out opinion barometers on the perception of awareness of the principles and values of the concept of SD and the progress made in achieving the SDG)</i>	DSD Department of Sustainable Development	NDD, CCDD, CExDD, CoRS

Background information	
➤ Priority Direction 3	Promoting the Principles and Values of the Concept of Sustainable Development
➤ Specific Objective 8	Promoting the concepts of sustainable development in order to achieve the NSDS 2030 targets
➤ Description of Action 13	The action aims to conduct sociological studies to measure the perception and impact at the institutional level and among the population, through quantitative and qualitative methods, in order to identify awareness of the principles and values of the concept of SD and to substantiate strategic directions in public policy
➤ Possible deliverables	A13.D1 Publication of the first (annual?) opinion barometer on the perception of awareness of the principles and values of the concept of SD and the progress made in achieving the SDG, by November 2024 (for example)
➤ Relation with PCSD Principles	<p>Pillar II Policy Interactions: Promoting the concepts of sustainable development in order to achieve the NSDS 2030 targets.</p> <p>DSD is responsible for realization of opinion barometers regarding the perception of the degree of awareness of the principles and values of the SD concept and the progress made in achieving the SDGs. This action aims to carry out sociological studies, to measure the perception and impact at the institutional level and among the population, through methods quantitative and qualitative, with the aim of identifying the degree of awareness of the principles and values of the concept of SD and for substantiating the strategic directions of public policies.</p>
➤ Indicator of achievement	➤ Sociological studies annual
➤ Result indicators	Nr. opinion barometers Nr. semi-structured interviews

Question 1. How do you see the role and contribution from your Ministry to Action 13 (as concrete as possible)?	
➤ Role / contribution from your Ministry.	
Question 2. Do you see or expect synergies / difficult trade-offs between this NAP action and your Ministry's work (other sectoral action plans) on implementing the NSDS (e.g. policies, activities)?	
➤ Comments/suggestions/examples?	

Question 3. Do you have any further suggestions/recommendations to make sure that Action 13 will be successful?	
➤ Comments/suggestions/examples?	
Question 4. What has already been achieved on Action 13?	
➤ Results until now, in your view?	
Question 5 Anything else that you would like to share/comment?	

Action		Responsibility	Partners
A17	Monitorizarea și evaluarea indicatorilor pentru dezvoltare durabilă 2030 (Monitoring and evaluation of indicators for sustainable development 2030)	DSD, INS: National Institute of Statistics	NDD
Background information			
➤ Priority Direction 4	Monitoring and Evaluation of the Implementation of NSDS 2030		
➤ Specific Objective 10	Mechanism for monitoring and evaluating the implementation of NSDS 2030		
➤ Description of Action 17	The action aims at monitoring the national indicators for sustainable development established for measuring and evaluating the progress in the implementation of NSDS 2030. The data collection is done by INS, with the support of DSD, with the involvement of NDD and others responsible for providing statistical data. The action aims at dynamically linking sustainable development indicators with developments at European and international level and, where appropriate, updating them in a process coordinated by the DSD, with the involvement of the INS, NDD, CCDD and other stakeholders; attention will be paid to industry standards.		
➤ Possible deliverables	A17.D1 Having in place a concrete mechanism and allocated resources to linking sustainable development indicators dynamically with developments at European and international level and, where appropriate, updating them in a process coordinated by the DSD, with the involvement of the INS, NDD, CCDD and other stakeholders.		
➤ Relation with PCSD Principles	Monitoring, evaluation of implementation and revision of NSDS 2030 (same for actions 16-22) Pillar III Impact Mechanism for monitoring and evaluating the implementation of NSDS 2030 Pillar III Impact Correlating the implementation of sectoral policies to achieve the 2030 NSDS targets Pillar III Impact: Reporting the state of implementation of NSDS 2030		
➤ Indicator of achievement	➤ Annual evaluation of National Indicators for Sustainable Development		
➤ Result indicators	SDG progress report		
Question 1. How do you see the role and contribution from your Ministry to Action 17 (as concrete as possible)?			
➤ Role / contribution from your Ministry.			
Question 2. Do you see or expect synergies / difficult trade-offs between this NAP action and your Ministry's work (other sectoral action plans) on implementing the NSDS (e.g. policies, activities)?			
➤ Comments/suggestions/examples?			
Question 3. Do you have any further suggestions/recommendations to make sure that Action 17 will be successful?			
➤ Comments/suggestions/examples?			
Question 4. What has already been achieved on Action 17?			
➤ Results until now, in your view?			
Question 5 Anything else that you would like to share/comment?			

➤ Comments/suggestions/questions?		
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Action	Responsibility	Partners
A18 Realizarea, publicarea și promovarea Tabloului de Bord cu INDD privind progresul României în atingerea țintelor 2030 <i>(Carrying out, publishing and promoting the Dashboard with INDD on Romania's progress towards achieving the 2030 targets)</i>	DSD	INS, NDD, CCDD, ExDD, CoRS, media partners

Background information	
➤ Priority Direction 4	Monitoring and Evaluation of the Implementation of NSDS 2030
➤ Specific Objective 11	Reporting the state of implementation of NSDS 2030
➤ Description of Action 18	The action aims at developing and updating the “Sustainable Romania” platform, which provides the necessary information, in its dynamics, for the annual analysis of the progress registered in the implementation of NSDS 2030, based on the national indicators for sustainable development and the opinion barometer on sustainable development, realization and publication. ODD Dashboard on the DSD website (http://dezvoltaredurabila.gov.ro/) and dissemination to all stakeholders. Defining integrated indicators and priority indicators for sustainable development.
➤ Possible deliverables	A18.D1 Preparation, publication and promotion annually of the Dashboard with INDD on Romania's progress towards achieving the 2030 targets A18.D2 Start a process to defining integrated indicators and priority indicators for sustainable development
➤ Relation with PCSD Principles	Monitoring, evaluation of implementation and revision of NSDS 2030 (same for actions 16-22) Pillar III Impact Mechanism for monitoring and evaluating the implementation of NSDS 2030 Pillar III Impact Correlating the implementation of sectoral policies to achieve the 2030 NSDS targets Pillar III Impact: Reporting the state of implementation of NSDS 2030
➤ Indicator of achievement	➤ Annual evaluation of National Indicators for Sustainable Development
➤ Result indicators	SDG progress report
Question 1. How do you see the role and contribution from your Ministry to Action 18 (as concrete as possible)?	
➤ Role / contribution from your Ministry.	
Question 2. Do you see or expect synergies / difficult trade-offs between this NAP action and your Ministry's work (other sectoral action plans) on implementing the NSDS (e.g. policies, activities)?	
➤ Comments/suggestions/examples?	
Question 3. Do you have any further suggestions/recommendations to make sure that Action 18 will be successful?	
➤ Comments/suggestions/examples?	

Question 4. What has already been achieved on Action 18?

- Results until now, in your view?

Question 5 Anything else that you would like to share/comment?

- Comments/suggestions/questions?

Action	Responsibility	Partners
A20 Raport Național Voluntar privind progresul implementării Agendei 2030 la nivel național <i>(Voluntary National Report on the progress of the implementation of the 2030 Agenda at national level)</i> <i>This Action has been completed with the publication of the VNR 2023; the questions below are for feedback and follow-up (the action is about regular reporting)</i>	DSD	CIDD, NDD, MAE: Interdepartmental Committee for Sustainable Development, Nucleus for Sustainable Development, and Ministry of Foreign Affairs

Background information

➤ Priority Direction 4	Monitoring and Evaluation of the Implementation of NSDS 2030
➤ Specific Objective 11	Reporting the state of implementation of NSDS 2030
➤ Description of Action 20	The action aims to <u>report regularly</u> to the UN High-Level Political Forum on Sustainable Development (HLPF), but also to the European Union, on Romania's progress towards implementing the 2030 Agenda for Sustainable Development, active participation in the new European and global consensus on sustainable development. DSD is responsible for preparing the necessary documents for these reports, with the opinion of CIDD.
➤ Possible deliverables	A20.D1 Regular report to the High Level Policy Forum on Sustainable Development (HLPF) and to the European Union, on Romania's progress towards implementing the 2030 Agenda for Sustainable Development, and active participation in the new European and global consensus on sustainable development. VNR: July 2023. Next report: 2025?
➤ Relation with PCSD Principles	Monitoring, evaluation of implementation and revision of NSDS 2030 (same for actions 16-22) Pillar III Impact Mechanism for monitoring and evaluating the implementation of NSDS 2030 Pillar III Impact Correlating the implementation of sectoral policies to achieve the 2030 NSDS targets Pillar III Impact: Reporting the state of implementation of NSDS 2030
➤ Indicator of achievement	➤ Annual evaluation of National Indicators for Sustainable Development
➤ Result indicators	SDG progress report

Question 1. How do you see the role and contribution from your Ministry to Action 20 (as concrete as possible)?

- Role / contribution from your Ministry.

Question 2. Do you see or expect synergies / difficult trade-offs between this NAP action and your Ministry's work (other sectoral action plans) on implementing the NSDS (e.g. policies, activities)?

- Comments/suggestions/examples?

Question 3. Do you have any further suggestions/recommendations to make sure that Action 20 will be successful?		
➤ Comments/suggestions/examples?		
Question 4. What has already been achieved on Action 20?		
➤ Results until now, in your view?		
Question 5 Anything else that you would like to share/comment?		
➤ Comments/suggestions/questions?		
Action	Responsibility	Partners
A21 Monitorizarea legislației, strategiilor și a mecanismelor de finanțare în legătură cu domeniul dezvoltării durabile <i>(Monitoring legislation, strategies and funding mechanisms related to sustainable development)</i>	SGG-DCPP: Policy and Priorities Coordination Directorate	DSD, MIPE, CCR, Subcomisia parlamentară pentru dezvoltare durabilă: Department of Sustainable Development, Ministry of European Investments and Projects, The Court of Accounts of Romania, and the Parliamentary Subcommittee on Sustainable Development
Background information		
➤ Priority Direction 4	Monitoring and Evaluation of the Implementation of NSDS 2030	
➤ Specific Objective 12	Correlation of the implementation of sectoral policies to achieve the NSDS 2030 targets	
➤ Description of Action 21	The action will lead to highlighting and making transparent the SDG budgeting and framing the classification of public finance indicators in the NSDS 2030 targets, including to support green financing/ procurement, including, as an annex, in the budget statement. The publication of MDG budget documents will be in line with existing good practice in the European Union.	
➤ Possible deliverables	A21.D1 Updated structure of databases (SGG, ministries, etc.) to highlight the dynamics of external conditionality, changes in legislation, strategies and implementation plans with a direct impact on sustainable development. A21.D2 Increased role of the Parliamentary Subcommittee on Sustainable Development and the involvement of the Romanian Court of Accounts in correlating the implementation of sustainable development policies	
➤ Relation with PCSD Principles	Monitoring, evaluation of implementation and revision of NSDS 2030 (same for actions 16-22) Pillar III Impact Mechanism for monitoring and evaluating the implementation of NSDS 2030 Pillar III Impact Correlating the implementation of sectoral policies to achieve the 2030 NSDS targets Pillar III Impact: Reporting the state of implementation of NSDS 2030	
➤ Indicator of achievement	➤ Annual report to Committee; Interagency for Sustainable Development	
➤ Result indicators	Ratio of the number of strategies / plans national action plans / plans updated institutional arrangements and mechanisms funding	
Question 1. How do you see the role and contribution from your Ministry to Action 21 (as concrete as possible)?		

➤ Role / contribution from your Ministry.	
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Question 2. Do you see or expect synergies / difficult trade-offs between this NAP action and your Ministry's work (other sectoral action plans) on implementing the NSDS (e.g. policies, activities)?

➤ Comments/suggestions/examples?	
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Question 3. Do you have any further suggestions/recommendations to make sure that Action 21 will be successful?

➤ Comments/suggestions/examples?	
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Question 4. What has already been achieved on Action 21?

➤ Results until now, in your view?	
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Question 5 Anything else that you would like to share/comment?

➤ Comments/suggestions/questions?	
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Action	Responsibility	Partners
A22 Formularea de recomandări privind acțiuni specifice în acord cu țintele NSDS 2030 pentru reactualizarea sau dezvoltarea de documente cu caracter strategic <i>(Make recommendations on specific actions in line with NSDS 2030 targets for updating or developing strategic documents)</i>	DSD	CIDD, NDD, MAE: Interdepartmental Committee for Sustainable Development, Nucleus for Sustainable Development, and Ministry of Foreign Affairs

Background information

➤ Priority Direction 4	Monitoring and Evaluation of the Implementation of NSDS 2030
➤ Specific Objective 12	Correlation of the implementation of sectoral policies to achieve the NSDS 2030 targets
➤ Description of Action 22	The action aims at integrating the principles and values of the concept of sustainable development and harmonizing the specific objectives and actions of the strategic documents at central level (strategies, sectoral action plans, institutional strategic plans, etc.) with NSDS 2030 targets. the guide with recommendations for specific actions associated with each NSDS 2030 target to the responsible public authorities.
➤ Possible deliverables	A22.D1 Preparation and dissemination of a Guide for integrating the principles and values of the concept of SD and harmonizing the specific objectives and actions of the strategic documents at central level (strategies, sectoral action plans, institutional strategic plans, etc.) with NSDS 2030 targets.
➤ Relation with PCSD Principles	Monitoring, evaluation of implementation and revision of NSDS 2030 (same for actions 16-22) Pillar III Impact Mechanism for monitoring and evaluating the implementation of NSDS 2030 Pillar III Impact Correlating the implementation of sectoral policies to achieve the 2030 NSDS targets Pillar III Impact: Reporting the state of implementation of NSDS 2030

➤ Indicator of achievement	➤ Recommendations for specific sectoral actions for achieving goals NSDS 2030
➤ Result indicators	Nr. national strategies / plans for action that incorporates actions recommended sector specifics
Question 1. How do you see the role and contribution from your Ministry to Action 22 (as concrete as possible)?	
➤ Role / contribution from your Ministry.	
Question 2. Do you see or expect synergies / difficult trade-offs between this NAP action and your Ministry's work (other sectoral action plans) on implementing the NSDS (e.g. policies, activities)?	
➤ Comments/suggestions/examples?	
Question 3. Do you have any further suggestions/recommendations to make sure that Action 22 will be successful?	
➤ Comments/suggestions/examples?	
Question 4. What has already been achieved on Action 22?	
➤ Results until now, in your view?	
Question 5 Anything else that you would like to share/comment?	
➤ Comments/suggestions/questions?	