



Government of St. Lucia

**OFFICE OF THE DIRECTOR OF AUDIT
PERFORMANCE AUDIT REPORT
ON
ST. LUCIA'S PREPAREDNESS TO IMPLEMENT
THE SUSTAINABLE DEVELOPMENT GOALS (SDGs)**



JULY 2018

The Saint Lucia Constitution Order No. 12 of 1978 and the Audit Act establishes the role, mandate and responsibilities of the Director of Audit.

The Office of the Director of Audit conducts its audits under the authority of the Revised Laws of Saint Lucia Ch. 15:19. (Audit Act)

This audit was an independent, objective, and systematic assessment of how well St. Lucia has prepared for the implementation of the Sustainable Development Goals agreed to in the UN 2030 Agenda.

The Office of the Director of Audit has prepared this report for presentation to the Parliament of Saint Lucia.



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OUR MISSION

The Office of the Director of Audit exists to assist Parliament in holding the Government to account for its management of the country's finances and Public Service. We do this by monitoring and reporting on whether monies appropriated by Parliament were applied as appropriated; whether expenditure conforms to the authority that governs it; and on the efficiency, economy, and effectiveness of Government's operations.

AUDIT AT A GLANCE

WHY THE AUDIT WAS CONDUCTED

Supreme Audit Institutions (SAIs) exist to contribute value and benefits for the citizens of their countries. This audit was conducted with the view of contributing to the national efforts to track/monitor implementation and identify improvement opportunities across the full set of SDGs.

AUDIT OBJECTIVES

To determine whether the government had:

- Adapted the 2030 agenda into its national context;
- Identified and secured the resources and capacities needed to implement the 2030 agenda; and
- Established a mechanism to monitor, follow-up, review and report on progress towards the implementation of the 2030 agenda.

AUDIT TOPIC

Performance audit on Saint Lucia's preparedness for implementation of the SDGs.

AUDIT SCOPE

The audit covered the period September 1, 2015 to March 31, 2018.

METHODOLOGY

Our methodology included:

- Interviews with senior managers from selected government agencies;
- Examining relevant documentation, including the entity's policies, procedures, guidelines and internal reports; and
- Conducting a focus group and a survey to get the views of stakeholders.

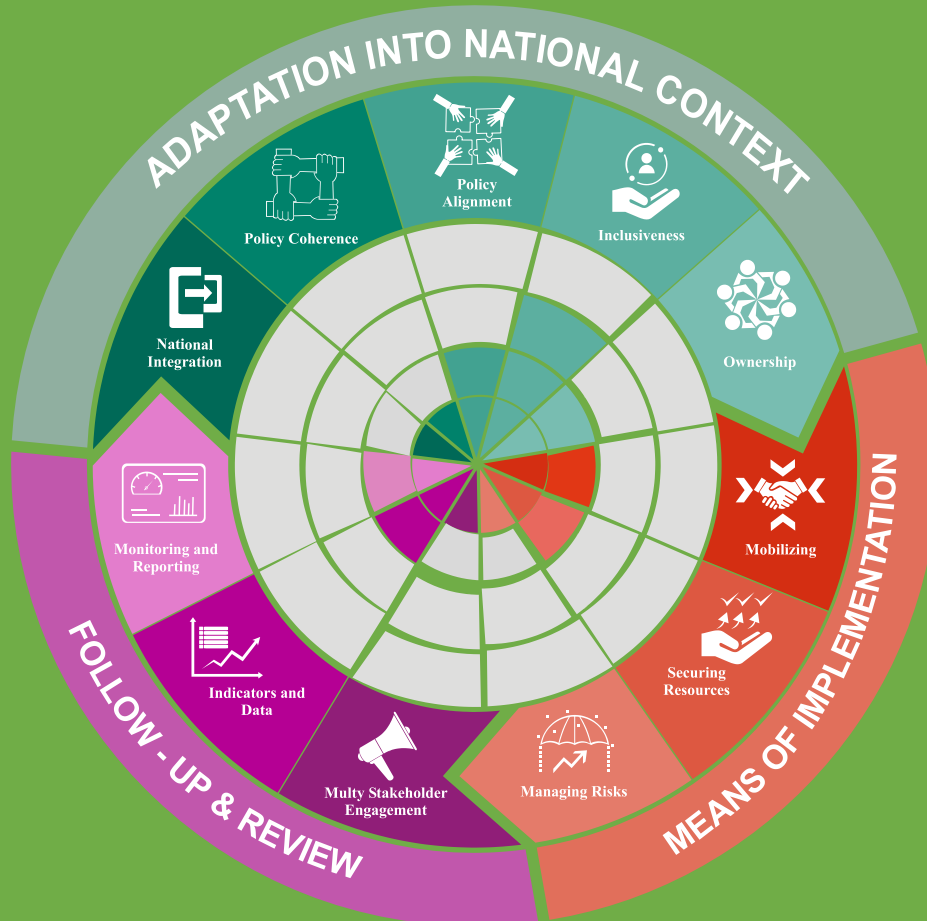
KEY DATA

- The Sustainable Development Goals National Coordinating Committee (SDGNCC) was established in February 2017 to guide implementation of the SDGs (Cabinet Conclusion No. 202 and 500).
- Cabinet Sub Committee (CSC) was established in June 2017 to coordinate and implement SDGs (Cabinet Conclusion No. 501).
- Rapid Integration Assessment (RIA) was conducted in January 2018 to determine alignment of the country's sectoral plans to the SDGs.

MAIN FINDINGS

- Government established a coordinating committee almost two years after adopting the 2030 agenda.
- The majority of the Saint Lucian public does not know or have a proper understanding of the SDGs and the 2030 agenda.
- The SDGNCC has not assessed the resources and capacities that will be needed to implement the 2030 Agenda in Saint Lucia.
- The SDGNCC has yet to develop a mechanism for monitoring, reviewing, reporting and following-up on the progress of implementation of the 2030 agenda.

SDG RADAR



CONCLUSION AND RECOMMENDATIONS

We concluded that the government of Saint Lucia has undertaken some activities to prepare for implementing the 2030 Agenda, but the country is not fully prepared at present to implement the Agenda.

We recommend that:

- The SDGNCC develop relations with community-based groups and organizations to have them assist with the sensitization of the SDGs to all levels of society so that no one is left behind.
- The SDGNCC needs to identify the potential resources and capacity gaps that may affect the implementation of the 2030 agenda through collaboration with the Ministry of Finance and any other relevant ministry or agency that may be able to assess these resources and capacities.
- The SDGNCC needs to plan for comprehensive review of its implementation of the 2030 Agenda at the national, regional (if necessary) and international level, and commit to making those reviews happen.

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List of Acronyms Figures and Tables

AAAA	Addis Ababa Action Agenda
CDB	Caribbean Development Bank
CSC	Cabinet Sub-Committee
CSOs	Civil Society Organizations
DOS	Department of Statistics
HLPF	High-Level Political Forum
INTOSAI	International Organization of Supreme Audit Institutions
ISSAIs	International Standards for Supreme Audit Institutions
MAPS	Mainstreaming, Acceleration, and Policy Support
MDAs	Ministries, Departments and Agencies
MDGs	Millennium Development Goals
PI	Performance Indicator
PS	Permanent Secretary
RIA	Rapid Integrated Assessment
SAIs	Supreme Audit Institutions
SAMOA	SIDS Accelerated Modalities Action
SDGs	Sustainable Development Goals
SDGNCC	Sustainable Development Goals National Coordinating Committee
SIDS	Small Island Developing States
UN	United Nations
UNCT	United Nations Country Team
UNDG	United Nations Development Group
UNDP	United Nations Development Programme
UNITAR	United Nations Institute for Training and Research

List of Acronyms Figures and Tables

VNR		Voluntary National Review
VRCP		Vulnerability Resilience Country Profile
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The vision of the United Nations (UN) is to see a world in which extreme poverty ends, the planet is protected and there is prosperity for all. This vision is embodied in the seventeen (17) SDGs of the 2030 Agenda adopted by Saint Lucia and 192 other countries in September 2015.

We conducted a performance audit to assess Saint Lucia's preparedness to implement the SDGs for the period September 1, 2015 to March 31, 2018. In making this assessment we examined whether the Government of Saint Lucia:

- Adapted the 2030 agenda into its national context;
- Identified and secured the resources and capacities needed to implement the 2030 Agenda; and
- Established a mechanism to monitor, follow-up, review and report on progress towards the implementation of the 2030 Agenda.

The implementation of SDGs at the national level calls for an institution or framework to coordinate and integrate SDGs into the country's legislation, policies, plans and programmes. Adaptation at the national level also requires the sensitization and involvement of all levels of government and stakeholders (private sector, public, civil society).

There have been some efforts to adapt the 2030 Agenda to the national context. The Cabinet of Ministers established the SDGNCC and a CSC to guide and coordinate the implementation of SDGs. The SDGNCC comprised representatives from government agencies, private sector, academia and civil society. There is a need, however, to consider the level of representation, since not all representatives of the SDGNCC are at the top levels within their agencies to effect the required changes for successful implementation. Additionally, the role that the CSC plays in relation to the SDGNCC and the 2030 Agenda is not clearly defined, as to date (April 2018), the SDGNCC has not reported to or interacted with the CSC.

The SDGNCC has conducted an RIA to determine alignment of the country's planning documents, including the draft Medium-Term Development Strategy 2012-2016 with the SDGs. To date (April 2018) the SDGs have not been integrated into the country's legislation, policies, plans and programs. Currently, MDAs carry out SDG related activities in silos without the knowledge and guidance of the SDGNCC. There is a high risk that there will be lack of coordination among stakeholders, particularly the MDAs.

Ownership of the SDGs at the national level is not evident, as the majority of the public has not been involved in or sensitized about the SDGs. Sixty-two percent (62%) of the individuals surveyed in February 2018, indicated that they were not aware of the SDGs, and ninety-seven percent (97%) of these individuals said that government had not done enough to sensitize everyone about the SDGs.

To achieve the SDGs by 2030, Saint Lucia needs to assess current resources and capacities to determine additional resources and capacities required.

Resources and capacities (financing capacity, development needs, data and statistics, knowledge sharing, technology and partnership) required have not been assessed. The SDGNCC is awaiting the development of the roadmap which will assist with this assessment.

Although, the SDGNCC has indicated that an assessment of resources and capacities will be done with the development of the road map, we are aware that another ministry has planned an assessment of resources and capacities. The Permanent Secretary of the Ministry of Finance indicated that a consultant was hired to assess the resources and capacities for the government with a focus on SDGs. It is evident that there is no collaboration between the two entities with the two assessments planned independent of each other. This may result in duplication of effort, prolonging the process and contributing to additional costs to government.

To assess progress of implementation of the SDGs it was necessary that the SDGNCC:

- develop a process for monitoring, reviewing, reporting and following-up on the progress of implementation of the 2030 Agenda at the national level and regional levels;
- establish baselines, national targets, means of measurement for targets or periods for review and reporting on the implementation of the 2030 agenda; and
- perform an assessment of the country's data collection framework.

The SDGNCC has not put in place any of the above requirements necessary to assess progress of implementation but indicated that these requirements would be put in place with the development of the roadmap.

It can be concluded that the Government has undertaken some activities to prepare for implementing the 2030 Agenda. However, the country is not fully prepared to implement the Agenda. The pace of preparing for implementation is slow. At present, the SDGNCC is faced with a number of challenges. Some of which are:

- Lack of a champion to drive the process;
- Disconnect between the CSC and SDGNCC;
- SDGNCC may not have the autonomy to drive the process;
- Lack of coordination between MDA's – work in silos;

This may result in:

- Poor planning;
- Lack of sensitization of stakeholders;
- Implementation being slow and incomplete;
- Focusing on SDGs that may not be a priority;
- SDGs not being nationally owned;

To improve the efficiency and effectiveness of implementation of the SDGs in Saint Lucia, the drivers of this process could consider the recommendations that are contained in this report. Some of which are:

1. The SDGNCC should develop relations with the community based groups and organizations (youth groups, religious groups, LGBTQ, schools, sport organizations, etc.)

to have them assist with the sensitization of SDGs to all levels of society so that no one is left behind.

2. The SDGNCC should collaborate with, and draw knowledge from the different groups, which make up its structure in preparing for implementation of the SDGs.
3. The Heads of Departments with representatives on the SDGNCC should consider their representation on the committee or make sure that representation is at an appropriate level to effect change.
4. The SDNCC needs to identify the potential resource and capacity gaps that may affect the implementation of the 2030 Agenda through collaboration with the Ministry of Finance and any other ministry or agency that may be able to assess these resources and capacities.
5. The government needs to take responsibility for the SDGs at the highest levels of the country and to have the monitoring and review of the SDGs begin with them. The Prime Minister, Cabinet and Parliament should take interest in the progress of the 2030 Agenda and demand and review reports at those high levels.

We provided a draft copy of this report to the Department of Sustainable Development for their comments. The comments are included in chapter 6 of this report.

The Director of Audit gratefully acknowledges the kind assistance, support and cooperation of the management and staff of the Department of Sustainable Development, Department of Economic Affairs, Department of Statistics and SDGNCC.

The Director also, extends her sincere appreciation to the audit team and to other staff members who contributed towards this audit.

Chapter One: Introduction

This Performance Audit of Saint Lucia's Preparedness for Implementation of the Sustainable Development Goals, sought to determine what actions were taken by the Government of Saint Lucia since September 2015 to prepare for implementation of the 2030 Agenda. We verified the actions which have been taken at the national level to prepare for implementation of the 2030 Agenda. But, we did not analyze what the level of implementation of the SDGs was within the country.

We pictured this audit as one of our SAIs first responses in contributing to SDG implementation, follow-up and review through providing independent oversight on the government's efforts in the early stages of implementation of the SDGs. We hoped that our involvement at this stage would add some value to the implementation process.

The 2030 Agenda for Sustainable Development and the seventeen (17) SDGs constitute an ambitious and long-term plan of action to eradicating poverty and ensuring sustainable development. The outcome document of the INCOSAI, the Abu Dhabi Declaration, stresses the need and demand for effective public audit and scrutiny of the implementation of the SDGs at the country level.

We looked at the government's preparations for hosting this agenda and developed the following three objectives and eight questions for our audit.

Has the government taken any action to adapt the 2030 agenda into its national context?

- ❖ Has government identified a framework or an institution, with persons at the right organizational level to affect the required changes, for coordination and integration of the SDGs?
- ❖ Has the coordinating body assigned explicit responsibilities to institutions and government agencies for achieving national goals or SDGs that reflect the nation's highest priorities?
- ❖ What specific efforts have been planned for integrating the SDGs into the country's legislation, policies, plans and programs; as well as sensitizing and involving stakeholders including national and local government, legislative bodies, the public, civil societies and the private sector?

Has the government identified and planned how to secure the resources and capacities (means of implementation) needed to implement the 2030 Agenda?

- ❖ Has the government identified the potential resource and capacity gaps that may affect its implementation of the 2030 Agenda?
- ❖ Has the government identified how the additional resources that it needs to implement the 2030 Agenda (financing and capacity development, data and statistics, knowledge sharing, ICT, and partnerships) will be secured?

Has the government established a mechanism to monitor, follow-up, review and report on progress towards the implementation of the 2030 Agenda?

- ❖ Has the government identified performance indicators and baselines for all SDGs, and set milestones for monitoring and reporting in its implementation of the 2030 Agenda?
- ❖ Is there an institution charged with the responsibility, and a mechanism developed for monitoring, follow-up, review and reporting on the progress of the implementation of the 2030 Agenda?
- ❖ Has the government assessed the statistical agencies to determine whether they have the capacity to collect and disseminate complete, credible, relevant, accurate and timely data?

Audit Scope

The audit covered the period September 01, 2015 to March 31, 2018 and the International Standards of Supreme Audit Institutions (ISSAI) issued by the International Organization of Supreme Audit Institutions (INTOSAI) guided how we conducted the audit.

The audit sought to determine the actions taken by the Government of Saint Lucia since September 2015 to prepare for the implementation of the 2030 Agenda. The audit verified what actions the government took at the national level and did not analyse the level of implementation of SDGs within the country.

In planning and conducting our audit, we used a combination of the system and the result-oriented approaches. This fusion of approaches was necessary, due to the integrated and complex nature of the 2030 agenda, and of the SDGs.

For this audit, we also made use of the whole of government approach. We focused some of our questions on leadership and its ability to effect changes in the behaviour of individuals involved in sustainable development, the culture of the agencies of government and the direction (output to outcomes) of the services that government offers. Our enquiries focused on vertical integration activities (integration of activities among the different government ministries and departments). Given that the country has one level of government, there was no need to probe horizontal integration activities.

Criteria

We based our audit on the following criteria:

ADOPTION INTO THE NATIONAL CONTEXT

- Stakeholders have collectively made the calls for governments to create spaces and mechanisms for engagement (UNDP 2015)
- Formalized institutional mechanisms in the form of inter-agency coordinating bodies with the involvement of the highest-level offices in the government (Auditing Preparedness for Sustainable Development Goals: Guidance for Supreme Audit Institutions).
- Countries need to take stock and review existing strategies and plans at the national, sub-national, local and sectoral levels and compare them against the global SDGs and targets to ascertain how well aligned they are in content and ambition with the comprehensive scope to the SDGs, to identify gaps, to establish criteria and recommend changes for enhancing national plans.
- Countries must take stock of the array of financing mechanisms available for implementing the 2030 Agenda and transform their national budgeting processes to support the result-based nature of the SDGs (UNDP 2015).
- Our journey will involve governments as well as parliaments; the United Nations system and international institutions; local authorities; indigenous peoples; civil society; business and private sector; and the scientific and academic community (UN Resolution A70/1, para. 52).

RESOURCES AND CAPACITIES

- The SDGNCC is responsible to mobilize resources for, inter alia, roadmap development, data collection, public consultations, monitoring and evaluation (Terms of Reference)

- There is a recognition that significant additional domestic public, supplemented by international assistance as appropriate, will be critical to realize sustainable development and achieve the SDGs (Addis Ababa Action Agenda, paragraph 22).

MONITORING, FOLLOW-UP, REVIEW AND REPORTING

- Paragraph 48 of the UN Resolution A/70/1 states that quality, accessible, timely and relevant disaggregated data will be needed to help with the measurement of progress and to ensure that no one is left behind.
- The 2030 Agenda (A/RES/70/1, Para. 23) People who are vulnerable must be empowered. Those whose needs are reflected in the Agenda include all children, youth, persons with disabilities (of whom more than 80 per cent live in poverty), people living with HIV/AIDS, older persons, indigenous peoples, refugees and internally displaced person and migrants.

Sources of Criteria

Our criteria came from the following sources:

- Cabinet conclusions 202, 500 and 501 of 2017
- The UN Resolution (A/RES/70/1) signed by St. Lucia
- Reports from conferences and meetings on the SDG's
- Signed treaties and agreements
- Estimates of Saint Lucia 2015, 2016, 2017
- Best practice

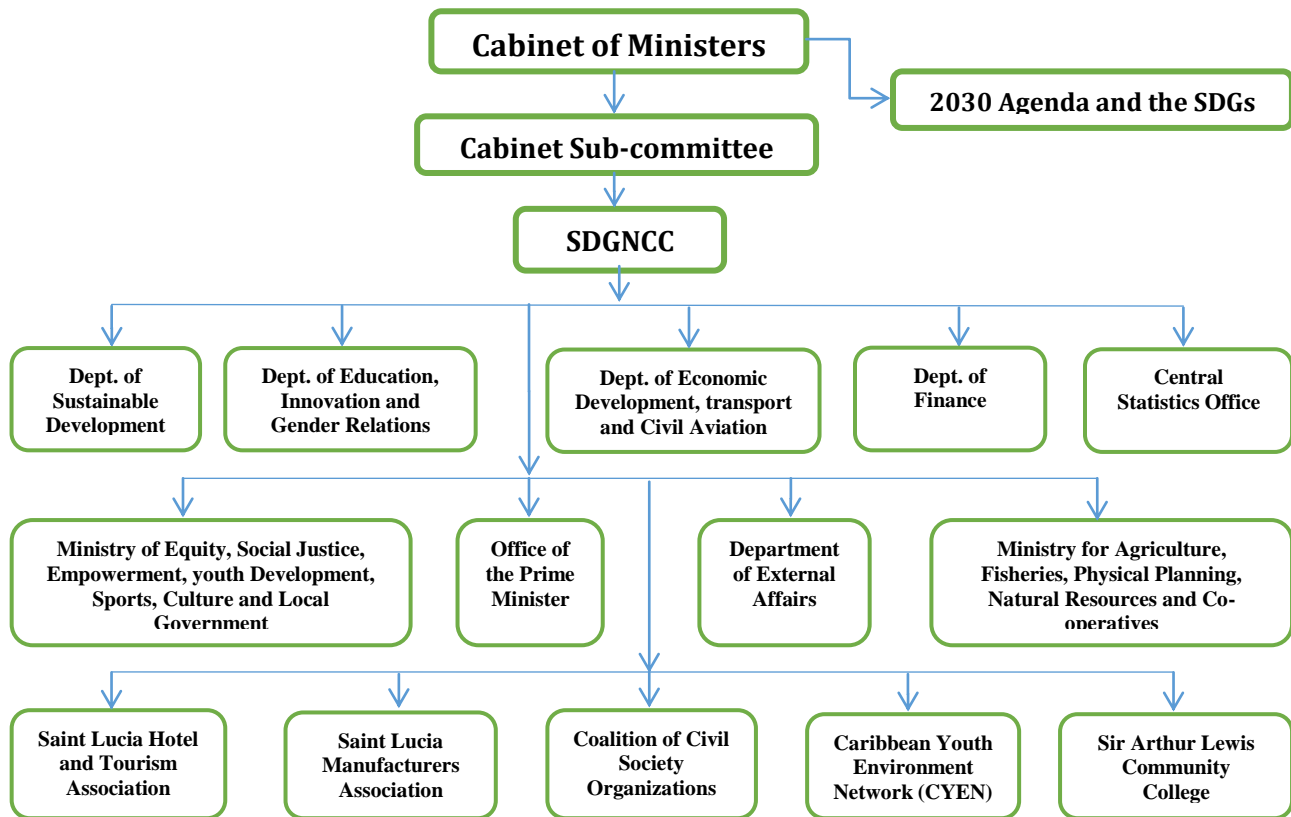
Methodology

In order to achieve these audit objectives, we gathered the necessary evidence. Our methodology included:

- Interviews with senior managers from selected government agencies;
- Examining relevant documentation, including the entity's policies, procedures guidelines and internal reports when they were available; and
- Conducting a focus group and survey to get the views of the stakeholders involved in this process.

The Office of the Director of Audit assessed Saint Lucia's preparedness for the implementation of the SDG's. Preparation to implement the SDG's in the country involved the participation of a wide range of stakeholders. Some of the stakeholders involved in the process are indicated in the chart below:

Figure 1: Lines of responsibility for the 2030 Agenda in Saint Lucia



Cabinet of Ministers

The Prime Minister of Saint Lucia in September 2015 adopted the 2030 Agenda with the view to implementing the SDGs in the country. In February 2017, Cabinet appointed the SDGNCC to guide the implementation and coordination of the SDGs. In June 2017, Cabinet formed the CSC with responsibility to coordinate and implement the SDGs.

Cabinet Sub Committee

The CSC came into existence by Cabinet Conclusion No 501 dated June 2017. The CSC has responsibility for the co-ordination and implementation of the SDGs, with the following members:

1. Minister for Sustainable Development (Chairperson);
2. Minister for External Affairs;
3. Minister for Equity, Social Justice and Empowerment;
4. Minister for Finance; and/or

5. Minister for Economic Development

Department of Economic Affairs

The Department organized national consultations of the Agenda and prioritized the SDGs into six pillars of National Development. It was anticipated that at the end of that process the country would have an official National Development Plan.

Department of Sustainable Development (DSD)

In 2013, the Post 2015 Millennium Development Goals (MDG) consultations were held in Saint Lucia. These consultations aimed to identify key development priority areas for the country to replace or enhance the MDGs which ended in 2015. The consultation gathered information from interest groups from residents in the political constituencies in the north and south of the island and identified key stakeholder groups. The stakeholders included youth groups, the elderly, health sector experts, education sector experts, persons with disabilities, lesbians, gay, bisexual and transgender (LGBT), faith groups and made specific efforts to identify gender issues. The outcome of face to face interviews, radio and television presentations, workshops and consultations produced key national recommendations for the post 2015 Agenda now known as Agenda 2030 for Sustainable Development.

The key recommended areas for Agenda 2030 Planning identified the need to:

- Reform the education system and promote education for human development.
- Promote decent jobs and incentives for self-employment and job creation.
- Foster more inclusive governance structures and strengthen the government's capacity for the provision of more efficient services.
- Improve the quality and accessibility of health services.
- Promote environmentally responsible planning in the pursuit of sustainable development.
- Increase access and quality services to improve the care and protection of disadvantaged persons – poor children, older persons, persons with disability and female single heads of households.
- Provide a safe and secure environment for citizens to function optimally in their communities.
- Reduce poverty, increase income equality and promote social cohesion in Saint Lucian society.

On June 16, 2016, the Department of Sustainable Development conducted a stakeholder consultation to discuss the way forward for Saint Lucia in monitoring and implementing the SDGs.

SDNGCC

SDGNCC has the responsibility to guide the implementation and monitoring of SDGs in Saint Lucia. The chair of the SDGNCC is the Department of Sustainable Development and the Department of Economic Development, Transport and Civil Aviation served as the Co-Chair. The Department of Sustainable Development serves as the Secretariat of the SDGNCC.

The duties and responsibilities of the SDGNCC:

The duties and responsibilities of the SDGNCC are to communicate with relevant agencies without prejudice to the legal authority or responsibility of these agencies. Additionally the SDGNCC has the mandate to:

- Spearhead the development of an SDGs Roadmap for Saint Lucia;
- Mobilize resources for inter alia roadmap development, data collection, public consultations, monitoring and evaluation;
- Establish as required, working groups to assist with the mandate of the SDGNCC;
- Provide recommendations on ways to align the SDG implementation process with other national processes;
- Provide to the Cabinet Ministers periodic updates;
- Keep abreast of international, regional and local processes (Agenda/programmes/decisions/events) which may influence the SDG implementation;
- Inform and sensitize key agencies and the general public on the critical international, regional and local processes (Agenda/programmes/decisions/events) which will impact on national development;
- Determine the composition of working groups needed to support the work of the SDGNCC;
- Monitor the progress of Saint Lucia in meeting the SDGs.

The Department of Sustainable Development through the SDGNCC are in consultation with the UNDP. A draft Terms of Reference to engage the UNDP have been developed.

The Saint Lucia National Trust

A “National Views on the Sustainable Development Goals and the Small Islands Developing States (SIDS) Accelerated Modalities of Action (SAMOA) Pathway” was convened from 29th-30th November, 2016. The consultation focused on Civil Society Organisations (CSOs) with the overarching themes of People, Planet, Prosperity, Peace and Partnership under which the seventeen (17) SDGs are clustered. Additionally it allowed participants to debate the targets under each goal before ranking the SDGs in order of importance to their organization. In the end the top three goals identified by the CSOs are as follows:

1. Goal 2: End hunger, achieve food security and improved nutrition and promote sustainable agriculture;
2. Goal 4: Ensure inclusive and quality education for all and promote lifelong learning; and
3. Goal 6 : Ensure availability and sustainable management of water and sanitation for all.

The Forestry Division of the Ministry of Agriculture, Fisheries, Physical Planning Natural Resources and Co-operatives

The Forestry Division of the Ministry of Agriculture, Fisheries, Physical Planning, Natural Resources and Co-operatives held an inception workshop on SDG 15 on Land Degradation Neutrality (LDN) on 20th January, 2017. This workshop engaged stakeholders related to this goal to inform them of LDN and determine the linkages between the LDN concept and their work programme areas. Saint Lucia has committed to set national LDN targets by becoming part of the Global Mechanism (GM) LDN Target Setting Programme. This programme will place special emphasis on target 15.3 of Goal 15. Target 15.3 states ‘ By 2030, combat desertification, restore

degraded land and soil, including land affected by desertification, drought and floods, and strive to achieve a land degradation-neutral world’.

UNDP

The objective of the UNDP is to help government to formulate a UNDP/UNCT support strategy and SDG implementation roadmap. The UNDP was engaged to give Saint Lucia support and to assist with the development of a roadmap. UNDP has developed a tool to help countries assess their level of preparedness for the implementation of the SDGs, the RIA analysis. This analysis constitutes the first step in building a national SDG road map or action plan. The UNDP’s response to the SDGs is MAPS: Mainstreaming, acceleration and Policy support.

In 2018, the UNDP assisted the SDGNCC in conducting a RIA, which involved the review of the alignment of the national planning framework of Saint Lucia with the SDGs. A draft report of the RIA was submitted to the government in January 2018.

Permanent Secretaries Committee

In October 28, 2015, a subcommittee of the Permanent Secretaries met to discuss the SDGs. The goals and targets were reviewed to determine which goals were applicable to each ministry. Upon conclusion of the review, it was determined that there was a need to:

- Know the status of Saint Lucia reference MDGs 2015. This can be undertaken by reviewing existing reports submitted to UNDP, 2010 Census data and the new Country Poverty Assessment;
- Devise a framework for monitoring and evaluation for the SDG; and
- Develop a coordinating mechanism amongst ministries for reporting on SDGs.

Chapter Three: Integration of the 2030 Agenda into the National Context

The government has identified SDGNCC to guide implementation of SDGs, however, persons are not all at the right organizational level to effect the required changes for coordination and integration of the SDGs. There is a need to assign explicit responsibilities to individuals, institutions and government agencies; to integrate the SDGs into the country's legislation, policy, plans and programs and to sensitize and involve the public in SDG activities.

Identification of institutional framework for coordination and integration of the SDGs

- ***Government established a coordinating committee almost two years after adopting the 2030 agenda***

Government should have begun its drive to timely and efficient implementation of the 2030 Agenda by putting in place an appropriate structure to coordinate the process, staffed with people possessing the appropriate authority to make policy changes.

The UNDP suggested, in 2015, that governments create spaces and mechanisms for engagement. In some countries, these spaces had been institutionalized as a formal multi-stakeholder council or a similar body.

St Lucia officially established the SDGNCC in February of 2017 and a CSC in June 2017, nearly two years after adopting the 2030 Agenda.

Between the adoption of the 2030 Agenda in 2015 by Saint Lucia and the appointment of the committees in 2017, the country:

1. Through the initiative of the Permanent Secretary Committee in November of 2015, had mapped all the goals to applicable ministries and made recommendations relating to implementation of the SDGs in Saint Lucia.
2. Prepared for and focused on campaigning for elections in 2015-2016.
3. Had a change of government in June 2016.
4. In November of 2016, through the Coalition of CSOs of Saint Lucia conducted consultations with civil society, which included the ranking of the SDGs and its targets and advocating that national government cannot do it alone.
5. Under the direction of the Ministry of Economic Development conducted two Vulnerability Resilience Country Profile (VRCP) meetings in December 2016 where stakeholders selected priority areas of the SAMOA Pathway.

Implication and risk

Despite all of these valuable efforts, these different agencies have operated in silos. The strategies developed lacked coordination, and were not integrated in order to articulate common interests across sectors (vertical integration) and to mobilize support from each other.

Recommendation(s):

- ✚ ***The SDGNCC should collaborate with, and draw knowledge from the different groups which make up its structure in preparing for implementation of the SDGs.***
- ***Persons on the committee may not be at the right organizational levels to effect the required changes***

The formalized institutional mechanisms instituted by some countries, usually in the form of inter-agency coordinating bodies, were strategically selected to promote vertical and horizontal policy coherence, integration and partnerships for SDG implementation. These institutions involved the highest-level offices in government (i.e., Prime Ministers and President’s offices, Cabinet Offices, Permanent Secretaries, Deputy Permanent Secretaries, Directors, etc.) in order to have the political leverage and influence to make meaningful change, and break down the silos existing within their governments.

The government established the SDGNCC with responsibility to guide implementation and monitoring of SDGs in Saint Lucia, but did not specify the levels at which individuals should be to serve on the coordinating committee.

The listing below shows the positions of the individuals on the committee and the organizations to which they belong.

Table 1: Composition of the SDGNCC

1. Department of Sustainable Development (Chair)	Permanent Secretary (PS)
2. Department of Economic Development (Co-chair)	Economist I (Ag)
3. Department of External Affairs	Foreign Service Officer (III)
4. Office of the Prime Minister	Programme Manager
5. Sir Arthur Lewis Community College	Professor
6. Department of Statistics	Statistician III
7. Department of Education	Deputy PS
8. Department of Agriculture	Chief Extension Officer
9. Department of Equity	Policy & Programme Officer III
10. Department of Finance	Economist II (Ag)
11. Coalition of Civil Society (CSO)	Member of CSO
12. St Lucia Hotel and Tourism Association	Chief Operations Officer
13. St Lucia Manufacturer’s Association	Executive Director

Not all representatives were at the right organizational level. Of particular note, was the representative of the Department of Economic Affairs who served as co-chair of the Committee from September 2017 to January 2018. This officer was at the level of Economist 1, but as the representative of that Department became the co-chair of the SDGNCC. The officer chaired the meeting of the Committee held on November 23, 2017 since the PS of Sustainable Development (the Chair) was then on pre-retirement leave.

We conducted interviews with five of the Heads of the Departments named above and most of them were of the view that government's intention was for senior government officers to lead the process. They, however, have delegated their line and supervisory staff as representatives on the committee because of the high demand of their jobs.

Further, during a focus group session and through interviews with the Heads of Departments who had representatives on the SDGNCC we observed that there was lack of communication of vital information between the representatives on the SDGNCC and their Heads of Departments. This was evident as we observed that Heads of Departments were not privy to the information coming out of the SDGNCC meetings.

Implication and risks

If this current trend continues the required decisions necessary to effect changes for implementation of the SDGs in an efficient and effective manner may not be achieved in time, or may not be achieved at all.

Recommendation(s):

- ✚ ***The Heads of Department with representatives on the SDGNCC should seriously consider their representation on that committee or make sure that representation is at a high level.***
- ✚ ***In addition, where the representative on the SDGNCC is not the Head of Department, there should be communication of important information (minutes of meetings) to the Head.***

- ***The SDGNCC has not assigned roles and responsibilities to individuals and entities***

Assigning roles and responsibilities to individuals and/or entities is an efficient and productive way to achieve specific objectives. When persons do not have clear understandings of their roles the project tasks become vague, unclear and often result in incomplete outcomes. Persons would need to have an idea of what they are working on with clear understanding of their tasks so that they can develop timelines for completion.

We examined the terms of reference of the committee to determine what roles were given to individuals and entities in achieving the 2030 Agenda. We noted that it did not include specific roles and responsibilities for individuals and institutions. The SDGNCC informed us that those terms of reference were developed prior to it being formed.

The coordinating committee had not assigned roles to the different agencies or stakeholders in achieving coherent implementation of the 2030 Agenda. For instance, the SDGNCC has not given the responsibility of monitoring to any stakeholder. The Department of Sustainable Development indicated that it was awaiting the findings of the RIA and the MAPS exercises to begin to identify roles and responsibilities for members of the SDGNCC, and other institutions in achieving its mandate.

Implication and risks

Without clearly defined roles and responsibilities, duties may not be performed or may not be performed to satisfaction. Stakeholders may not realize the importance and the magnitude of

their task as they may not be aware of the true role of the committee as the driving force behind the success or failure of the SDG implementation.

Recommendation:

The Department of Sustainable Development should try to expedite the process of the RIA and MAPS so that roles and responsibilities of the relevant stakeholders can be identified.

Integration of the SDGs into the national planning strategies, policies and processes

• ***The SDGs have not been integrated into the country's plans, policies and processes***

Countries need to take stock of and review existing strategies and plans at the national, sub-national, local and sectoral levels and compare them against the global SDGs and targets to ascertain how well aligned they are in content and ambition with the comprehensive scope of the SDGs, to identify gaps, to establish criteria and recommend changes for enhancing national plans.

UN Resolution A70/1, paragraph 55 of encourages each Government to decide how to incorporate the global targets into their national planning processes, policies and strategies. It is important for countries to recognize the link between sustainable development and other relevant ongoing processes in their economic, social and environmental fields.

The SDGNCC has conducted the first step in integrating the SDGs into the national strategies, policies and process. The SDGNCC conducted an RIA, which involved comparing the sectoral plans of the Ministries and Departments and the draft Mid-term Development Strategy of 2012-2016 to the SDGs. They conducted this assessment to determine the level of coverage and alignment of these documents with the SDGs at the target level. We noted that many of the plans used to conduct the RIA were not official as they were still in draft.

The next steps after making the assessment is to make recommendations based on the gaps identified, so as to align the existing national plans, policies and process with SDGs and to implement the recommendations made. This has not been done. We are aware that Saint Lucia does not have a national development plan (a long-term plan spanning a 20 – 30 year cycle and laying out the country's vision). The Department of Economic Affairs is currently in the process of developing a mid-term development strategy for 2019-2022.

Implication and risks

The current method of linking existing strategies to the SDGs may be ineffective, as those strategies may not cover all of the sustainable development work undertaken within the country. The RIA, with its use of those sectoral plans may not take into account existing programs and activities that are SDG related, and therefore the result may not be a true representation of the efforts made by the country.

Recommendation:

- ✚ ***The SDGNCC needs to make recommendations to incorporate the SDGs into the country's plans, policies and programs as well, to implement the recommendations made.***
- ✚ ***The Government of Saint Lucia should have a national plan for the country.***
- ✚ ***The PS, Cabinet or other relevant authority should approve all plans (sectoral, medium term and national).***

Alignment of budgets, policies and programmes

- **Budgets, policies and programmes have not yet been aligned with the SDGs**

Countries must take stock of the array of financing mechanisms available for implementing the 2030 Agenda and transform their national budgeting processes to support the result-based nature of the SDGs (UNDP 2015)

We note that the country's budgets post adoption of the 2030 Agenda includes SGD related activities coordinated by various ministries and departments. However, the country's budgets, policies and programmes have not been aligned with the SDGs.

Implication and risks

To date (April 2018), SDG related activities continue to be undertaken in silos and there was little attention paid to aligning the country's budgets, policies and programmes with SDGs.

Recommendation:

- ✚ ***The Minister of Finance should align the country's budgets, policies and programmes with the SDGs to achieve successful implementation of SDGs within the country.***

Creating ownership and engaging stakeholders in integrating the SDGs into the national context inclusiveness and leaving no one behind.

- **The majority of the public does not know or have a proper understanding of the 2030 Agenda**

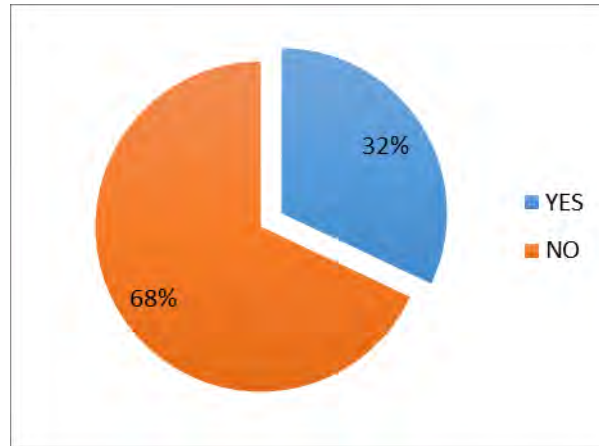
The UNDP in 2015 stated that public awareness of the SDGs at the country level should be raised in the context of each country's existing or forthcoming national development vision and plan in order to ensure that this is a nationally-owned process.

UN Resolution A70/1, paragraph 52 states that "Our journey will involve Governments as well as parliaments, the United Nations system and other international institutions, local authorities, indigenous peoples, civil society, business and the private sector, the scientific and academic community – and all people. Millions have already engaged with, and will own, this Agenda. It is an Agenda of the people, by the people and for the people – and this, we believe, will ensure its success."

We conducted a survey in February 2018 in Saint Lucia to determine the level of awareness of the public to the SDGs. We found that the majority of the public has not been involved or

sensitized about the 2030 Agenda. Sixty eight percent (68%) of the people surveyed were not aware of the term SDGs as shown in the chart below.

Figure 2: Public awareness of the term SDGs

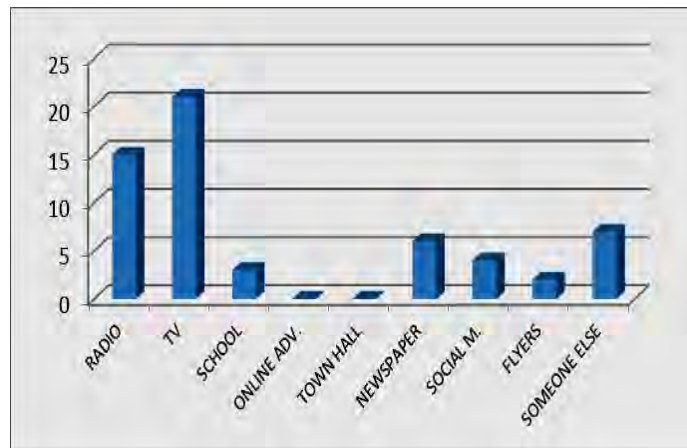


Source: Office of the Director of Audit

Out of the persons who were aware of the SDGs, seventy eight percent (78%) indicated that they did not obtain a proper understanding of the SDGs, they could not name any of the 17 goals and were not aware of any preparation initiated by the government for the SDGs. This is an indication that the aim of the sensitization drive was not fulfilled.

As can be seen in the chart below persons who heard about the 2030 Agenda got their information mostly from the television and radio.

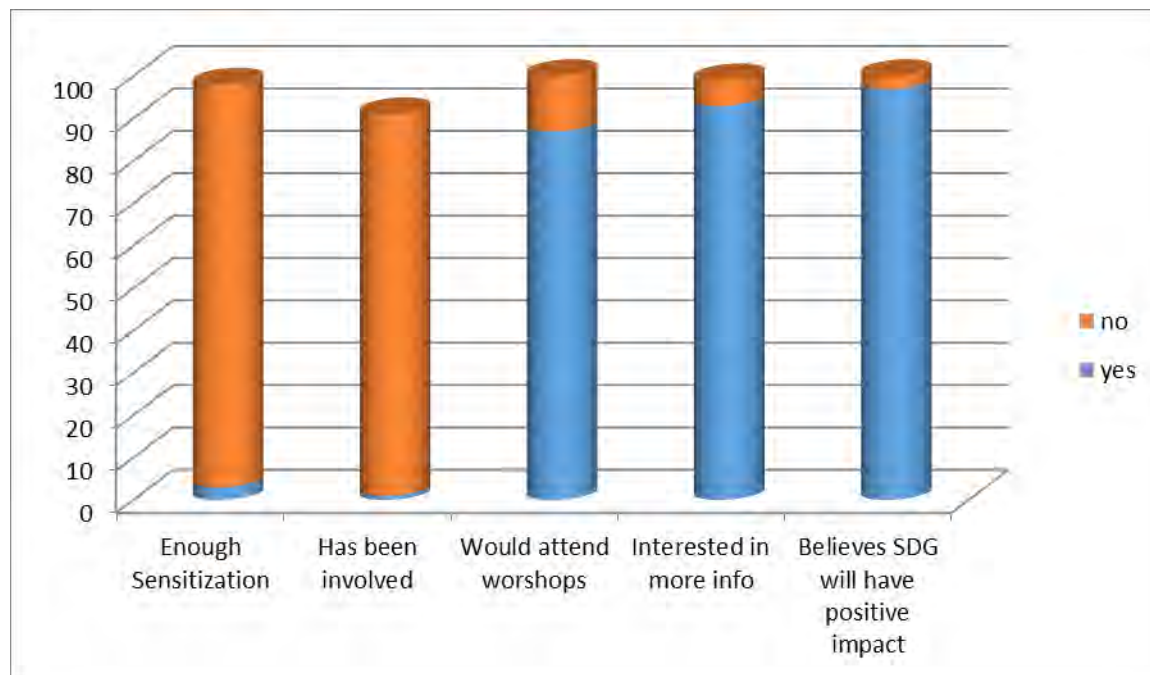
Figure 3: Public’s sources of information on SDGs



Source: Office of the Director of Audit

Ninety five percent (95%) of the public does not believe that the government has done enough to sensitize everyone about the 2030 Agenda and ninety percent (90%) say they have not been involved in the preparations to implement the SDGs as shown below.

Figure 4: Public's involvement in implementation of SDGs



Source: Office of the Director of Audit

Despite the fact that the majority of the public was not sensitized and involved in SDGs the survey revealed that the public is interested in SDGs. This was evident since eighty seven percent (87%) indicated that they would attend meetings and workshops aimed at informing them about the goals and ninety three percent (93%) indicated their interest in getting more information. Also, ninety seven percent (97%) believe that the SDGs will have a positive impact on the citizens of St. Lucia.

Further, citizens stated that the most important goals to them were Good Health and Well Being, No Poverty, Quality Education, Decent Work and Economic Growth and Zero Hunger. This is shown in the pie chart.

Figure 5: Citizens' rank of SDG importance to Saint Lucia



Source: Office of the Director of Audit

In discussions with senior managers of government at interviews and focus group meetings it was stated that the sensitization of the public could be ranked between 1 and 3 on a scale of 1-10.

Implication and risk

The majority of the public does not have a good understanding of and have not been involved in activities relating to the SDGs. They have not been involved in process of preparation for implementation and therefore, do not feel a sense of ownership of it. Given this, there is the risk that one of the core principles of the 2030 Agenda of 'no one is left behind' will not be fulfilled as well as the SDGs not becoming nationally owned by Saint Lucia.

Recommendation(s):

- ✚ ***The SDGNCC should develop relations with community based groups and organizations to have them assist with the sensitization of the SDGs down to all levels of society so that no one is left behind (Youth groups, religious groups, LGBTQ, schools, sports organizations, etc.) In addition, they should have other drives to reach persons who are not in any organized groups.***

Chapter Four: Resources and Capacities for Implementing the 2030 Agenda

The SDGNCC has not undertaken an assessment of current resources and capacities required to implement the SDGs. Thus, the government is currently unable to take advantage of opportunities for cooperation and partnerships available for SDG implementation. The SDGNCC has not undertaken identification of the risk and risk mitigating strategies to secure resources.

Identification of needs and of the required resources and capacities for implementing the SDGs

- **No assessment of current resources and capacities has been conducted**

The 2030 Agenda advised countries to take stock of and review their existing strategies and plans, and compare them against the global SDGs and targets, in order to ascertain how well aligned they are in content and ambition with the comprehensive scope of the SDGs. These activities will help countries to identify gaps in their financing requirements for the 2030 Agenda, and also help to establish criteria and recommend changes for enhancing national plans.

According to section 3.3 (ii) of the terms of reference of the SDGNCC, the Committee has responsibility to mobilize resources for, inter alia, roadmap development, data collection, public consultations, monitoring and evaluation.

The SDGNCC with responsibility to guide and coordinate the implementation of SDGs has not identified the resources and capacities needed to implement, monitor and report on the 2030 Agenda. Specifically they have not described what capital, human, financial and other resources that are currently applied to achieve the country's sustainable development agenda.

The Permanent Secretary of the Ministry of Finance stated that the Ministry has started to consider assessing the resources that are needed with the formation of a new unit, which will be charged with national planning across sections. The planning will be aligned to the indicators of the SDGs. Likewise, the Department of Sustainable Development stated that the UNDP would assist in assessing the resources and capacities required for implementation with the development of the roadmap.

Our concern is that the two entities may be planning these assessments independent of each other. This lack of collaboration between the Ministry of Finance and the Department of Sustainable Development goes against the theme of the 2030 Agenda, and may result in duplication of efforts at additional cost to the government.

Implication and risks

The government is unaware of the resources and capacities that are currently used for SDG related activities as well as the additional resources and capacities that may be needed to implement the SDGs.

Recommendation:

✚ *The SDGNCC needs to identify the potential resource and capacity gaps that may affect the implementation of the 2030 Agenda through collaboration with the Ministry of Finance, and any other ministry or agency that may be able to assess these resources and capacities.*

- **Government has activities that align with SDGs**

We examined the Budget of Saint Lucia for programmes and activities that related to the country’s sustainable development agenda. We identified a number of activities in the Government’s Budget for the three-year period of 2016-2018 that the government devoted to sustainable development. The figure below shows the different ministries and departments that carry out activities that can link to the SDGs.

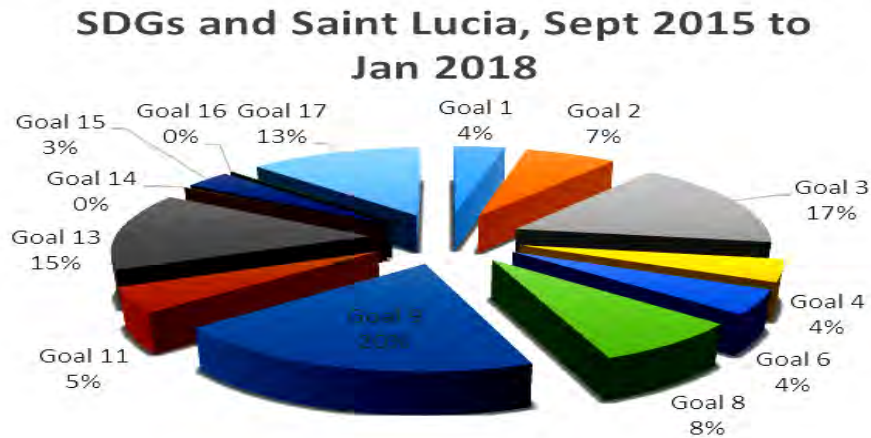
Figure 6: Government agencies with SDG-linkable activities



Source: Office of the Director of Audit

Our analysis of the budget revealed that for the three-year period the government’s priority was to Goal 9 (Innovation & Infrastructure), which had the highest share of the budget at 20% (\$135,583,720). Second, was Goal 3 (Good Health with 17%); third, Goal 13 (Climate Action with 15%), and fourth was Goal 17 (Partnerships to achieve the Goals with 13%).

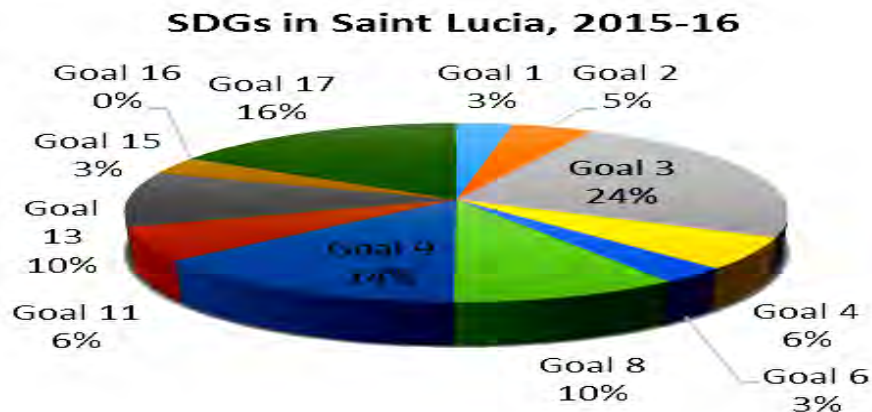
Figure 7: Analysis of Government’s Planned Expenditures



Source: Office of the Director of Audit

In 2015-2016, Government’s priority was towards Goal 3 (Good Health and Well-being) as it allocated most of the SDG related budget towards this goal. Goal 3 amounted to \$68,744,235.00, or 24% of the total budget. This was followed by Goal 17 (Partnership to achieve the goal), Goal 9 (Innovation and Infrastructure) amounting to 17%, and 14% respectively.

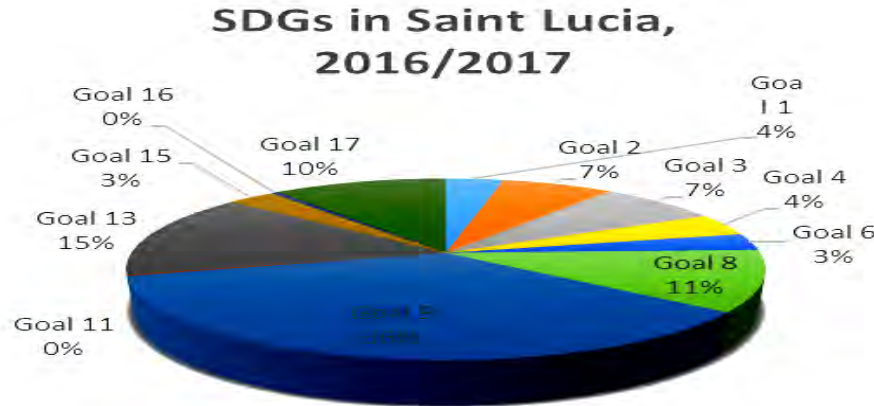
Figure 8: Analysis of Government’s Planned Expenditures for 2015-16



Source: Office of the Director of Audit

In 2016-2017, Government had shifted most of SDG-related budget towards Goal 9 (Innovation & Infrastructure). Spending on Goal 9 amounted to \$67,279,335.00, which was 29% of the total SDG related budget for 2016-2017. Goal 6 followed (Clean Water and Sanitation) and then Goal 13 (Climate Change) with 20% and 12% respectively.

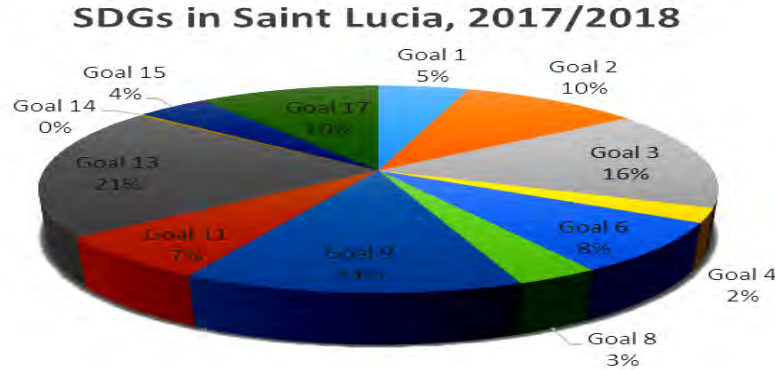
Figure 9: Analysis of Government’s Planned Expenditures for 2016-17



Source: Office of the Director of Audit

In the 2017-2018 year of income, Government’s spending moved towards Goal 13 (Climate Change) amounting to \$43,294,799.00, which was 21% of the total SDG-related budget. Goal 3 (Good Health and Well-being) and Goal 9 followed (Industry, Innovation and Infrastructure) with 16% and 14% respectively.

Figure 10: Analysis of Government’s Planned Expenditures for 2017-18



Source: Office of the Director of Audit

Mobilizing partnerships

- **Cooperation and partnership opportunities have not been identified**

Paragraph 22 of the Addis Ababa Action Agenda states that there is a recognition that significant additional domestic public resources, supplemented by international assistance as appropriate, will be critical to realizing sustainable development and achieving the SDGs. As such, we are of the view that it will be necessary that countries, particularly small islands developing states, cooperate and form partnerships with each other.

Currently, the SDGNCC are not able to identify cooperation and partnership opportunities for obtaining the required resources and capacities since an assessment of resources needed have not be undertaken.

Thus, the SDGNCC has not:

- ✚ Recognised multi-stakeholder partnerships as vehicles for mobilizing and sharing knowledge, expertise, technologies and financial resources for the implementation effort; and
- ✚ Shown the different ways that they will use technology to facilitate joint interactions and implementation activities, such as online tools [information sharing websites, integrated electronic reporting processes and procedures] or other resources or determined whether participating institutions have compatible, technological systems.

Implication and risks

The government may miss opportunities of cooperation and partnership (financial and technical assistance) offered by regional and international agencies for SDG implementation.

Recommendation

- ✚ ***The SDGNCC should accelerate the development of the roadmap so that the government can benefit from partnerships and cooperation that are available for SDGs.***

Managing risk

- **Currently risks and risk mitigating strategies cannot be identified**

Risks and risk mitigating strategies should be identified in securing resources and capacities. These risks and risk mitigating strategies cannot be identified currently since the government has not determined the resources and capacities required. Thus, the SDGNCC has not initiated any policies or plans in relation to the mitigation of risks to implementation of the 2030 Agenda.

Implication and risk

The government may miss opportunities for assistance with securing resources and capacities.

Recommendations:

- ✚ ***The SDGNCC needs to accelerate the MAPS that should include an assessment of what risks exist to prevent the country from achieving the 2030 Agenda.***
- ✚ ***The SDGNCC should try not to limit its analyses to the traditional methods of financing employed by the country, but should look at new and innovative methods of financing the Agenda that could include government collaborating with different stakeholders for SDG implementation.***

The SDGNCC has not prepared to monitor, follow-up, review and report on its progress of implementation of the 2030 Agenda as it has not designed a framework within which these activities would happen. For instance, it had not given the responsibility for performing any of these activities to any stakeholder to the 2030 Agenda.

The SDGNCC has not performed any assessments of the country's data collection framework. The committee has not given the Department of Statistics (DOS) the task of producing national indicators for the sustainable development agenda. The DOS compiles and reports all of Saint Lucia's statistical information, and relies on several other government and private agencies for data in doing so.

Responsibilities, mechanisms and processes for monitoring, follow-up, review and reporting

- *A mechanism for monitoring, reviewing, reporting and following-up on the progress of implementation has not yet been developed*

Governments were expected to support accountability to their citizens by providing for systematic follow-up and review at various levels, as set out in the 2030 Agenda and the Addis Ababa Action Agenda (AAAA). The high-level political forum of the United Nations under the guidance of its General Assembly and the Economic and Social Council had the central role to oversee follow-up and review of implementation at the global level while governments had to come up with review and monitoring mechanisms at their local and regional levels, according to their needs and circumstances.

Figure 11: A depiction of the 2030 Agenda's suggested review framework



Source: UNITAR (2016)

The Government of Saint Lucia identified that the SDGNCC would be responsible for monitoring and reporting on the progress of Saint Lucia in meeting the SDGs. Cabinet approved a work plan for the SDGNCC that required it to report to Cabinet biannually. It was expected that the CSC with responsibility for coordinating implementation of the SDGs, would likely oversee the work of the SDGNCC.

The SDGNCC has not developed a regular process for monitoring, reviewing, reporting and

following-up on the progress of implementation of the 2030 Agenda at the national and regional levels. At the local level, the SDGNCC has not defined what these activities would entail or determined their timeframes. The SDGNCC has not entered into partnerships or commitments, political or technical, which could help to foster reviews of the country's implementation efforts by its regional or sub-regional partners.

The Committee plans to do a Voluntary National Review (VNR) of its implementation efforts at the High-Level Political Forum (HLPF) of the UN in 2019. It is currently on the list of countries that plan to present those findings to the High Level Political Forum (HLPF) or the Economic and Social Council (ECOSOC) of the United Nations.

The SDGNCC has submitted its first report on implementation to the Cabinet, but the committee has not formalised relations with the CSC, which it only became aware of, with the introduction of this audit.

The SDGNCC has begun efforts to produce a plan (roadmap) for coordinating implementation of the 2030 Agenda. This roadmap will incorporate the development of a mechanism for monitoring and reviewing of the progress of the 2030 Agenda. The UNDP helped with the first part of the process (the RIA) in January 2018, The SDGNCC will soon be engaged on the second part of the exercise (the MAPS) which it says will end in a plan for implementation of the 2030 Agenda in Saint Lucia. It is also important that the SDGNCC decide how it will include the different stakeholders in the review process.

Implication and risk

Without an established structure for monitoring implementation of the 2030 agenda, it could be difficult for the country to review and report on its implementation activities during these initial years following the adoption of the 2030 Agenda. In addition, accountability may be low, as the SDGNCC have not assign roles and responsibilities and thus no one would complete activities under the 2030 Agenda.

If the country bypassed those review processes (especially the regional reviews and multi-stakeholder reviews), it could lead to political appropriation of the country's developmental agenda, ending in a biased process.

Recommendation(s):

- ✚ The government needs to take responsibility for the SDGs at the highest levels of the country and to have the monitoring and review of the SDGs begin with them. The Prime Minister, Cabinet and the Parliament should take interest in the progress of the 2030 Agenda and demand and review reports at those high levels.***
- ✚ The SDGNCC needs to plan for comprehensive reviews of its implementation of the 2030 Agenda at the national, regional (if necessary) and international level, and commit to making those reviews happen. This multi-tiered system of review, as well as the involvement of other stakeholders such as academia and civil society in the review process, will ensure that it is transparent and effective.***

Performance indicators and data

- **Statistical agencies has not been assessed to determine their ability to collect and disseminate complete, credible, relevant, accurate and timely data**

Paragraph 48 of UN Resolution A/70/1 says that quality, accessible, timely and reliable disaggregated data will be needed to help with the measurement of progress and to ensure that no one is left behind. These data are the key to decision-making.

The Resolution advises countries to use, where possible, data and information from existing reporting mechanisms. Nations should commit to developing broader measures of progress to complement gross domestic product.

Figure 12: The process for National Ownership of the 2030 Agenda



Source: UNITAR (2016)

The agencies that generate data for Saint Lucia's development agenda have several weaknesses. The Director of Statistics acknowledged that his department has difficulties with getting quality data from some of the agencies that collect and disseminate it.

The SDGNCC has not carried out an assessment of these agencies to determine their capacity and ability to generate the quality, disaggregated data that is required during implementation of the 2030 Agenda.

A review of, and a subsequent upgrade of the system of data collection should enhance the process of national ownership of the 2030 Agenda in Saint Lucia. Quality data and statistics are important in every stage of the process (as seen in figure above). Thus, this step should be a central part of any plan developed by the SDGNCC for implementation of the 2030 Agenda.

Implication and risk

Without an assessment, the possibility exists that other agencies (private and public) are collecting data which the SDGNCC is unaware of. There could be a doubling of efforts if the SDGNCC expends resources to redevelop data already compiled by these private and public agencies. This could lead to wastage of government funds and efforts. It is important to note that while the SDGNCC has not decided which SDG indicators and targets to focus on, the Ministries

and Departments of government are moving ahead with projects that influence the SDGs. The entities may not properly collect, record or store data generated during this period for satisfying future reporting requirements.

Also, If regional and international funding institutions (CDB, the World Bank, etc.) begin including the themes and visions of the 2030 Agenda into their processes (loan and grant funding, cooperation agreements, technology transfers) Saint Lucia may have a hard time obtaining resources for further development if they do not have scientific proof of their development.

Recommendation(s):

✚ **The SDGNCC has to identify what goals, targets and indicators it wants the country to focus on and determine:**

- ❖ **Whether the statistics currently generated are aligned to the SDG indicators;**
- ❖ **the gaps between the data that is collected and what that is required; and**
- ❖ **whether the country has the capacity to bridge the gaps.**

- **The SDGNCC has not established measures of performance for the 2030 Agenda**

Paragraph 48 of UN Resolution A/70/1 calls for states to have quality, accessible, timely and reliable disaggregated data to help them with their measurements of progress of implementation of the 2030 Agenda, to successfully achieve the themes embedded within the Agenda, and to assist their decision making processes.

Figure 13: An outline of the “MAPS” process developed by the UN



Source: UNDG

Performance indicators (PIs) evaluate the success of an organization or of a particular activity (such as projects, programs, products and other initiatives) in which it engages. In the 2030 Agenda success can be defined in terms of making progress toward the strategic development goals. Accordingly, choosing the right PIs relies upon a good understanding of what is important to the country.

The SDGNCC has not established baselines, national targets, and means of measurement for SDGs that they had prioritised for the country. In fact, the SDGNCC had not decided which aspects of the SDGs they would focus on.

There were no timelines set for periodic review of, or for reporting on the implementation of the 2030 agenda. The SDGNCC has not planned the key indicators that will define their performance and the performances of other agencies centrally involved in the implementation process.

The SDGNCC expected that with the creation of the roadmap the following activities would be undertaken:

- defining the national targets to be achieved against each SDG
- establishing the data available for each of the SDG indicators
- deciding the statistics to be collected from the national statistical and vital records systems
- Determining the ability of the national records systems to collect and disseminate quality and disaggregated data

Implication and risks

With no suitable baselines and performance measures Saint Lucia may be unable to compare its development situation to the global agenda. Additionally, ministries and departments may be unaware of the data which should be collected to satisfy the reporting requirements for Saint Lucia.

Recommendation:

- ✚ ***The SDGNCC needs to collaborate with the Department of Statistics in adopting or developing suitable criteria and indicators to measure the country's sustainable development situation, and to inform the country's implementation of the 2030 Agenda.***

Communication to stakeholders

- **No communication plan developed by the SDGNCC**

The 2030 Agenda, (A/RES/70/1, Para. 23), says that people who are vulnerable must be empowered. Those whose needs are reflected in the Agenda include all children, youth, persons with disabilities (of whom more than 80 per cent live in poverty), people living with HIV/AIDS, older persons, indigenous peoples, refugees and internally displaced persons and migrants.

We expected that with these requirements of the Agenda for inclusion, partnerships, as well as the involvement of many stakeholders, the SDGNCC would develop a communication strategy. The strategy would provide ongoing and meaningful opportunities for communication with and input from all stakeholders. This would give them the opportunity to contribute as experts in

their field, have their issues heard, and help them contribute to the decision-making process. Some of the benefits for the SDGNCC would be a greater understanding of some complex issues within the agenda and the avoidance of possible misunderstandings.

The SDGNCC has convened three meetings but the senior managers of some of the represented agencies were not aware, at times, of what had transpired at those meetings.

The SDGNCC has not actively sought the views of all the groups, and incorporated it into their attempts at implementing the 2030 Agenda. The Department of Economic Development carried out a consultation when they were leading implementation but there was no indication that the SDGNCC was making use of the findings and recommendations from that consultation in their present work.

The SDGNCC has to develop a vision for sustainable development that has not been established within the country. There is no plan to manage the country's sustainable development agenda and the current difficulty with getting the 2030 Agenda up and running suggests this.

Implication and risk

Without a communication strategy, representatives of the agencies that make up the SDGNCC are not returning to report to their management on what transpires at meetings. In addition, some agencies that are centrally important to the implementation of the 2030 Agenda, such as the Department of Statistics, are not being included enough in the planning. This could lead to conflict and confusion in the future.

Recommendations:

- ✚ The SDGNCC needs to develop a communication plan as part of its plan for implementing the 2030 Agenda.***
- ✚ The SDGNCC needs to foster a more formal relationship between itself and the Department of Statistics.***

RECOMMENDATIONS	MANAGEMENT RESPONSES
CHAPTER THREE - INTEGRATION INTO THE NATIONAL CONTEXT	
1. The SDGNCC should collaborate with, and draw knowledge from the different groups which make up its structure in preparing for implementation of the SDGs.	Agreed.
2. The Heads of Department with representatives on the SDGNCC should seriously consider their representation on that committee or make sure that representation is at the high level.	Disagreed It is not practical to have members from management and senior levels such as Permanent Secretaries/ Director or Chiefs. The technical officers now making up the committee are best placed to provide their technical expertise to the process and they are now responsible for disseminating this information to their offices and heads of departments
3. In addition, where the representative on the SDGNCC is not the Head of Department, there should be communication of important information (minutes of meetings) to the Head.	Agreed Committee meeting minutes are shared with the members for onward submission to their heads of departments Committee members' work is governed by a cabinet approved terms of reference and workplan. Other roles and responsibility concerning the SDGs is left to the agency and their heads of departments in relation to their agency's focus areas.
4. The Department of Sustainable Development should try to expedite the process of the RIA and MAPS so that roles and responsibilities of the relevant stakeholders can be identified.	Disagreed. The MAPS process completion is dependent on an interagency relationship and therefore expediting the MAPS is out of the remit of the Department of Sustainable Development
5. The SDGNCC needs to make recommendations to incorporate the SDGs into the country's plans, policies and programs as well, to implement the recommendations made.	Agreed The SDGNCC can make recommendations to Cabinet and agencies to encourage them to incorporate the SDGs into the country's plans, programmes and policies however, SDGNCC has no control over actual acceptance and integration of recommendation.
6. The Government of Saint Lucia should have a national plan for the country.	agreed

RECOMMENDATIONS	MANAGEMENT RESPONSES
7. All plans (sectoral, medium term and national) should be approved by the Permanent Secretary, Cabinet or any other relevant authority.	Agreed Clarification is however needed on the weighting of a plan approved by a Permanent Secretary against that approved by Cabinet. Cabinet seems to have highest authority.
8. The Minister of Finance should align the country's budgets, policies and programmes with the SDGs so as to achieve successful implementation of SDGs within the country.	agreed
9. The SDGNCC should develop relations with community based groups and organizations to have them assist with the sensitization of the SDGs down to all levels of society so that no one is left behind (Youth groups, religious groups, LGBTQ, schools, sports organizations, etc.) In addition they should have other drives to reach persons who are not in any organized groups.	Agreed. More financing to the committee would also assist in this process. There is no dedicated budget for public awareness.
CHAPTER FOUR - RESOURCES AND CAPACITIES	
1. The SDGNCC needs to identify the potential resource and capacity gaps that may affect the implementation of the 2030 Agenda through collaboration with the Ministry of Finance, and any other ministry or agency that may be able to assess these resources and capacities.	Disagreed Gaps identified in the RIA Agencies need to identify the resources they will require to implement their prioritized SDGs. Silo- approach by Finance in procuring Consultant to identify constraints does not help the situation.
2. The SDGNCC should accelerate the development of the roadmap so that the government can benefit from partnerships and cooperation that are available for SDGs.	Disagreed. The MAPS process completion is dependent on an interagency relationship and therefore expediting of the MAPS is out of the remit of the Department of Sustainable Development
3. The SDGNCC needs to accelerate the MAPS that should include an assessment of what risks exist to prevent the country from achieving the 2030 Agenda.	Disagreed. The MAPS process completion is dependent on an interagency relationship and therefore expediting of the MAPS is out of the remit of the Department of Sustainable Development

RECOMMENDATIONS	MANAGEMENT RESPONSES
<p>4. The SDGNCC should try not to limit its analyses to the traditional methods of financing employed by the country, but should look at new and innovative methods of financing the Agenda that could include government collaborating with different stakeholders for SDG implementation.</p>	<p>Disagree. While the Committee through the roadmap development will seek to identify potential sources of financing for Agenda implementation, agencies through their existing or new bilateral arrangements can do same. It should not be seen as the sole responsibility of the Committee</p>
CHAPTER FIVE - MONITORING, FOLLOW-UP, REVIEW AND REPORTING	
<p>1. The government needs to take responsibility for the SDGs at the highest levels of the country and to have the monitoring and review of the SDGs begin with them. The Prime Minister, Cabinet and the Parliament should take interest in the progress of the 2030 Agenda and demand and review reports at those high levels.</p>	<p>Agreed</p>
<p>2. The SDGNCC needs to plan for comprehensive reviews of its implementation of the 2030 Agenda at the national, regional (if necessary) and international level, and commit to making those reviews happen. This multi-tiered system of review, as well as the involvement of other stakeholders such as academia and civil society in the review process, will ensure that it is transparent and effective.</p>	<p>Agreed. The committee intends to report to the High Level Political Forum in 2019</p>
<p>3. The SDGNCC has to identify what goals, targets and indicators that it wants the country to focus on and determine:</p> <ul style="list-style-type: none"> ❖ Whether the statistics currently generated are aligned to the SDG indicators; ❖ the gaps between the data that is collected and what is required; and ❖ whether the country has the capacity to bridge the gaps. 	<p>Agreed</p>

RECOMMENDATIONS	MANAGEMENT RESPONSES
4. The SDGNCC needs to collaborate with the Department of Statistics in adopting or developing suitable criteria and indicators to measure the country's sustainable development situation, and to inform the country's implementation of the 2030 Agenda.	Agreed
5. The SDGNCC needs to develop a communication plan as part of its plan for implementing the 2030 Agenda.	Agreed
6. The SDGNCC needs to foster a more formal relationship between itself and the Department of Statistics.	Agreed

We conclude that the government of Saint Lucia has undertaken some activities on its way to implement the 2030 Agenda, but the country is not fully prepared at present to implement it. The government began the process by appointing a multi-stakeholder group (SDGNCC) to lead implementation and monitoring of the 2030 Agenda, albeit almost two years after adopting it. Further to this, government formed a Cabinet Subcommittee (CSC) intended to oversee the work of that group.

However, the government did not give any specific terms to the work of the CSC. This means that the relationship between the SDGNCC and the CSC is not clear and the two bodies have not yet interacted with each other. The SDGNCC has reported directly to the Cabinet on its activities.

Having been in existence for such a short time, the coordinating body has not gotten into the more important aspects of its work. The SDGNCC has not begun:

- ✚ assigning explicit responsibilities to institutions and government agencies for achieving national goals or SDGs;
- ✚ planning specific efforts for integrating the SDGs into the country's legislation, policies, plans and programs;
- ✚ sensitizing and involving all stakeholders in the process of implementation; and
- ✚ assessing the additional resources that the country will need to implement this Agenda

We base our conclusion on the following additional findings:

- There has not been an assessment of current resources and capacities to determine resources and capacities gaps for SDG implementation.
- A mechanism for monitoring, reviewing, reporting and follow-up on the progress of implementation of the SDGs has not been developed.
- Baselines, targets, means of measurement and timeframes for the implementation of the 2030 Agenda have not been established.
- An assessment of statistical agencies to determine their capacity to collect and disseminate complete, credible, relevant, accurate and timely data has not been undertaken.
- A number of SDG related activities are currently being undertaken but have not been coordinated.
- The majority of the public is not aware of and involved in the process of SDGs.

The progress of preparation for implementation is at slow pace and this has resulted in some important activities necessary for efficient and effective implementation not being undertaken.

Chapter Eight: Recommendations

<p>Has the government taken any action to adapt the 2030 agenda into its national context?</p>	<p>The SDGNCC should collaborate with, and draw knowledge from the different groups which make up its structure in preparing for implementation of the SDGs.</p>
	<p>The Heads of Department with representatives on the SDGNCC should seriously consider their representation on this committee or make sure that representation is at a high level.</p>
	<p>The Department of Sustainable Development should try to expedite the process of the RIA and MAPS so that roles and responsibilities for the relevant stakeholders can be identified.</p>
	<p>The SDGNCC needs to make recommendation to incorporate the SDGs into the country's plans, policies and programs as well as, to implement the recommendations made.</p>
	<p>The Government of Saint Lucia should have a national development plan.</p>
	<p>The PS, Cabinet or other relevant authority should approve all plans (sectoral, medium term and national).</p>
	<p>The Minister of Finance should align the country's budgets, policies and programmes with the SDGs to achieve successful implementation of SDGs within the country.</p>
	<p>The SDGNCC should develop relations with community-based groups and organizations to have them assist with the sensitization of the SDGs down to all levels of society so that no one is left behind (Youth groups, religious groups, LGBTQ, schools, sports organizations, etc.) In addition, they should have other drives to reach persons who are not in any organized groups.</p>
<p>Has the government identified and planned how to secure the resources and capacities (means of implementation) needed to implement the 2030 Agenda?</p>	<p>The SDGNCC needs to identify the potential resource and capacity gaps that may affect the implementation of the 2030 Agenda through collaboration with the Ministry of Finance and any other ministry or agency that may be able to assess these resources and capacities.</p>
	<p>The SDGNCC should accelerate the development of the road map so that the government can benefit from partnerships and cooperation available for SDGs.</p>
	<p>The SDGNCC needs to accelerate the MAPS that should include and assessment of what risks exists to prevent the country from achieving the 2030 Agenda.</p>
	<p>The SDGNCC should try not to limit its analyses to the traditional methods of financing employed by the country, but should look at new and innovative methods of financing the Agenda that could include government collaborating with different stakeholders for SDG implementation.</p>
<p>Has the government established a mechanism to monitor, follow-up, review and report on progress towards the implementation of the 2030 Agenda?</p>	<p>The government needs to take responsibility for the SDGs at the highest level of the country and to have the monitoring and review of the SDGs begin with them. The Prime Minister, Cabinet and Parliament should take interest in the progress of the 2030 Agenda and demand and review reports at those high levels.</p>
	<p>The SDGNCC needs to plan for comprehensive reviews of its implementation of the 2030 Agenda at the national, the regional (if necessary) and the international level, and commit to making those reviews happen. This multi-tiered system of review, as well as the involvement of stakeholders such as academia and civil society in the review process, will ensure that it is transparent and effective.</p>
	<p>The SDGNCC has to identify the goals, targets and indicators that it wants the country to focus on and determine:</p> <ul style="list-style-type: none"> ❖ Whether the statistics currently generated are aligned to the SDG indicators; ❖ The gaps between the data that is collected and what is required; and ❖ Whether the country has the capacity to bridge the gaps.
	<p>The SDGNCC needs to collaborate with the Department of Statistics in adopting or developing suitable criteria and indicators to measure the country's sustainable development situation, and to inform the country's implementation of the 2030 Agenda.</p>
	<p>The SDGNCC needs to develop a communication plan as part of it plan for implementing the 2030 Agenda.</p>
	<p>The SDGNCC needs to identify the potential resource and capacity gaps that may affect the implementation of the 2030 Agenda through collaboration with the Ministry of Finance and any other ministry or agency that may be able to assess these resources and capacities.</p>

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Terms of Reference – SDGNCC

Brief on the Sustainable Development Goals

A. Scoring for key findings shown in Infographic

Leveling	Description
Level 1	Any efforts not started yet to initiate the process
Level 2	Some efforts have been made
Level 3	Considerable efforts have been made
Level 4	All efforts performed completely