

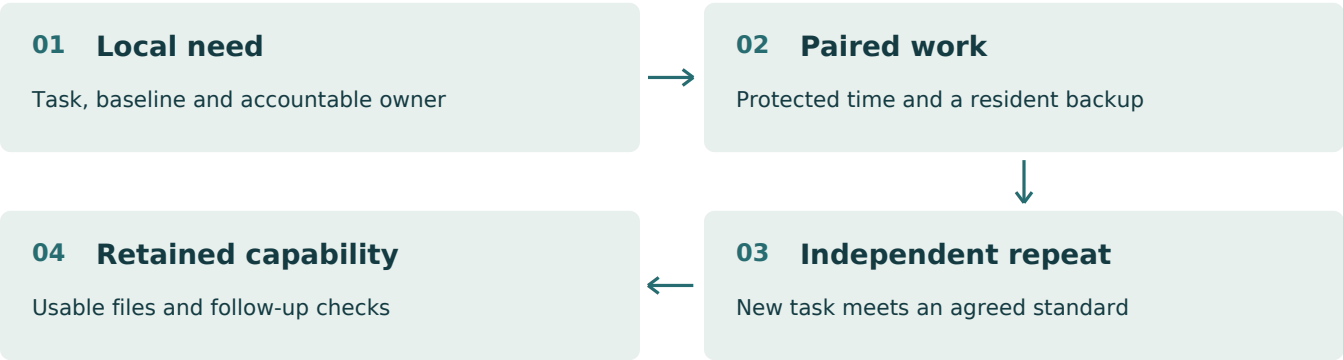
Skills abroad. Capability at home.

A diaspora delivery compact for Saint Lucia

Saint Lucia Policy Analysis | Edited by Kevin L. Michel | 21 October 2026

Saint Lucia should test a small, locally requested diaspora assignment that leaves a resident team able to repeat a useful task. The receiving organisation would define the problem, protect staff time, approve the work and retain the tools. A diaspora specialist would work alongside that team. Completion would require a demonstrated handover and later checks that the capability remains usable.

The immediate decision is to prepare one bounded assignment, compare credible ways to meet the need, and authorise delivery only after the receiving conditions are confirmed. A national recruitment campaign or new platform would create obligations before this basic delivery question has been answered.



Proposed delivery sequence. Every transition needs evidence and an owner.

This is an SLPA proposal for discussion and testing. It does not establish a funded programme, an available placement or a commitment by any government office, community organisation or diaspora association. The first test should be small enough to repair or close responsibly.

The starting source is Ireland's Diaspora Strategy 2020-2025, recovered from the earlier resource register. Saint Lucia's own skills-mapping work and current policy discussions give the idea a specific local setting. The central test is what a resident team can do after the assignment ends.

01 What the evidence supports

An older strategy supplies a useful design lesson

Ireland's 2020-2025 strategy places the welfare of people abroad alongside economic ties, culture, inclusion and connections with younger generations. It names coordination through an interdepartmental committee and support through the Emigrant Support Programme. Its business and return sections connect expertise with networks, information and practical barriers. [1]

For Saint Lucia, the transferable lesson is reciprocal engagement with an operating mechanism behind it. A skills programme should sit alongside welfare, cultural and consular relationships. The Irish document is a historical comparator; its commitments do not prove delivery or establish a model that Saint Lucia can import at the same scale.

Saint Lucia already has a starting point

EUDiF's UK exercise worked with the Diaspora Affairs Office and the Saint Lucia High Commission to develop skills-profiling capability. A government announcement recorded completion of the exercise. [2, 3] The resulting 2023 report distinguishes 504 submissions, 473 admissible responses and a cleaned analytical sample of 440. Its voluntary sample was not representative of the whole diaspora. [4, p.12]

Those records establish a research and engagement foundation. They do not establish who is available now, whether qualifications remain current, or whether a receiving organisation has funded work ready. Historical willingness must be renewed through consent and a specific offer. A contact in a register is several decisions away from an assignment that creates durable capability.

A current opening for delivery design

IOM's account, published on the UN site on 20 May 2026, describes the draft National Migration Policy launched on 18 May. It includes diaspora engagement and identifies finalisation, adoption and a costed implementation and monitoring framework as next steps. [5] The UK High Commission also invites diaspora input into national development planning. [6] These are opportunities to specify delivery; this review has not established final policy adoption or an approved programme budget.

The research gap is operational: current demand, counterpart time, full cost, acceptance and retained ability. A first assignment can create evidence on these questions without presenting an old survey as a current national supply estimate.

02 A complete assignment agreement

Begin with a request from a receiving organisation and the people responsible for its work. Translate that request into a short agreement before recruiting. The illustrative case below is a community organisation learning to prepare a grant activity report. It is a proposed demonstration using invented or properly redacted records, with no actual partner implied.

Agreement field	Illustrative entry
Local problem and baseline	The organisation describes how it currently records activity, checks spending and prepares a report. Observe one practice task and record time, errors and help required.
Responsible people	A named local supervisor accepts the work. A resident lead and backup receive protected learning time. One specialist supports them within an agreed scope.
Bounded output	A simple report template, instructions, evidence checklist and completed practice report. No financial audit opinion, eligibility decision or access to bank accounts.
Paired work	Agree sessions, time zones, accessibility, preparation time, payments or expenses, and a fallback for absence or connection failure.
Acceptance test	The resident lead independently prepares a new practice report. The backup explains the steps and retrieves the files. A reviewer checks a pre-agreed rubric.
Ownership and exit	The organisation controls its files and accounts. Agree permission to reuse the teaching material, an export, a help limit, correction route and closure date.
Retention checks	At 30 and 90 days after closure, check whether the team can still perform the task and whether its use improved the relevant work. Record missing follow-up separately.

Select the specialist through published criteria suited to the task, with evidence of relevant competence, references, conflicts and availability. Verify any required professional authorisation before regulated work. For this first case, keep clinical, legal, safeguarding and statutory decisions outside the assignment.

The local supervisor should be able to refuse an unsuitable match or stop work that exceeds the agreement. A diaspora coordinator could help find candidates and resolve communication problems, subject to confirmed authority and resources. Coordination must not transfer the receiving organisation's decision rights to an external volunteer.

03 Five readiness questions

Institutional Intervention Readiness begins with the arrangement that already performs the work. A new assignment can consume supervision time, interrupt established routines or bypass useful informal checks. Assess the five gates separately. The assessments below are requirements still to be established for a proposed test, not certified findings about an existing institution. [7]

Bounded causal account

Specify the task, users, existing process and expected mechanism of improvement. Establish whether the constraint is skill, time, equipment, authority or a combination. More instruction cannot solve a missing approval or a permanently understaffed office. Record what would happen without the assignment and what outcome lies outside its control.

Legitimacy and rights separation

Confirm authority, voluntary participation, fair access, payment terms, confidentiality and a usable complaint route. Benefits should not depend on political affiliation, personal connections or willingness to share unrelated personal information. Keep a learning assessment separate from employment sanctions and service eligibility. Participants must understand the permitted uses of their work and records.

Dependency and alternative symmetry

Map the shared staff, finance, devices, connectivity and approval routes. Compare diaspora assistance, local training, a local contractor and a modest improvement to current practice using the same cost, quality, rights and continuity tests. Record who would lose time or business under each option. A well-connected overseas offer should not receive lighter scrutiny.

Function coverage and transition integrity

Protect routine service while learning occurs. Name the lead, backup, supervisor and source of release time or replacement cover. Maintain the current reporting route until the new one works. Confirm where records will be stored, how an absent specialist is replaced and how participants obtain accessible instructions. Unfunded local labour is a real constraint.

Learning and recovery

Approve the acceptance rubric, baseline, review dates and an owner with authority to repair, pause or close. Preserve recoverable files and record failures without blaming participants for missing resources. A rights failure stops the affected activity; an absent backup or unprotected staff time requires redesign before launch. No average score can compensate for a failed gate.

The decision record should state each gate's evidence, unresolved issue, owner and next action. Proceeding with conditions is credible only when those conditions have deadlines and an explicit consequence if they remain unmet.

04 Follow the consequences through four orders

RIPPLE-4 asks how a direct intervention changes behaviour, moves through connected systems and alters the conditions inherited later. The following pathways are hypotheses to investigate. They are not estimates of realised programme effects. [8]

Direct incidence

The specialist and local team spend time. The receiving organisation may gain a workable process, while travel, connectivity and supervision consume resources immediately. Measure the staff hours protected and used, cash spending, outputs checked and disruption to ordinary work. Record donated hours separately so a low cash bill does not conceal the true resource requirement.

Adaptation

Managers may submit clearer requests when they see a credible route to help. They may also favour visible projects, select already confident staff or shift paid work to volunteers. Participants may demonstrate a task for a reviewer without adopting it. Check who applies, who is selected, reasons for rejection, role changes and whether staff actually choose to use the new process.

Propagation

Several assignments can compete for the same supervisor, bookkeeper or technical officer. One successful report may increase grant applications and then expand reporting obligations. A new digital tool can create a dependency on an administrator outside Saint Lucia. Review the whole receiving workload, the age of outstanding work and shared account access before adding assignments.

Inherited state

A trained lead and backup, reusable instructions and locally controlled files can leave the organisation more capable. Alternatively, a polished output can hide dependence on a person who is no longer available. The 30-day and 90-day checks should therefore examine independent performance, access to tools, staff continuity and the cost of sustaining the result.

For the illustrative grant-reporting task, the causal chain is specific: protected time enables paired practice; a second task tests independent use; a backup and owned files support continuity; repeated reporting may reduce errors or delays. Each connection can fail. Grant awards and household welfare depend on many further factors and cannot be attributed to this small assignment from a simple before-and-after comparison.

A useful review records both the intended improvement and the strongest adverse pathway. If routine services deteriorate because the same staff now support visiting specialists, the programme must reduce or reschedule its demands even when participant feedback is positive.

05 Choose the option and count its full cost

Sovereign Option Theory judges feasible choices after readiness and consequences are examined. The valuable legacy here is a course of action Saint Lucia can actually use later, with authority, people, support and resources behind it. Portable files alone do not create that option if nobody has time or permission to use them. [9]

Option	Question before selection
Improve current practice	Can a clearer template, protected staff time and peer review solve the problem with the existing team?
Local training or contractor	Can a resident provider deliver the capability with stronger availability, contextual knowledge or follow-up?
Diaspora paired assignment	Does the offered expertise add value after coordination, time zones, verification and continuity costs are included?
Defer and repair conditions	Would starting now displace essential work or create a dependency that the organisation cannot sustain?

Keep the first commitment bounded. Authorise discovery and rehearsal before live delivery, and expand only when the repeat-performance and continuity evidence supports it. An initial remote format can reduce travel commitments where the task allows; it still needs reliable access and protected local time. Choose visits when their additional value can be explained.

A worksheet without invented prices

Total resource cost equals specialist time plus resident learning time plus supervision and replacement cover plus travel and access costs plus tools, verification, safeguarding and follow-up. For each line record quantity, rate or valuation method, payer, cash cost, contributed time and uncertainty. Use current quotes and approved rates before authorisation; this paper supplies no estimated budget.

Report cash expenditure and the value of contributed resources separately. Avoid counting the same salaried hour twice: distinguish the staff time diverted to the assignment from any additional cover paid to maintain service. Record what work was delayed even when no money changed hands. Apply the same worksheet to the local alternative.

A useful efficiency measure is total resource cost per assignment that passes acceptance, followed by a separate retained-capability result. Publish the number of accepted assignments and the number due for follow-up beside any ratio. A small denominator or missing follow-up can make the result unstable. Neither low cost nor a completed deliverable overrides a failed rights or continuity condition.

06 A bounded test and a useful record

The proposed 90 days cover preparation, rehearsal and a short assignment if readiness is established. Retention reviews occur 30 and 90 days after that assignment closes, so the full learning period can extend beyond day 90. If an approval or safeguard remains unresolved, stop the delivery clock and publish the reason.

Period	Work and decision
Days 1-20	Confirm one local need, observe the baseline, consult affected staff and compare alternatives. The receiving supervisor owns the problem statement.
Days 21-40	Complete the assignment agreement, costs, selection, data rules and independent review. Rehearse with invented records. Authorise only after each readiness gate is addressed.
Days 41-75	Run the bounded assignment, record staff time and exceptions, and check routine work for displacement. Pause if rights, safety or service continuity is compromised.
Days 76-90	Test independent performance, confirm the backup and file handover, settle obligations and close or repair. Publish an aggregate decision record.
After closure	At 30 and 90 days, repeat the capability check and review actual use, costs and complaints. Decide whether to maintain, adapt, expand or end the approach.

Measure transitions with honest denominators

Track requests received, requests screened, assignments approved, assignments started, assignments closed and assignments accepted as distinct counts. Record reasons for delay or withdrawal. A closed assignment can have failed acceptance; neither should disappear from the record.

Acceptance rate is the number passing the pre-agreed independent task divided by all assignments reaching their scheduled acceptance date. Show postponed, failed and unassessed cases separately. Retention is reported among accepted assignments whose 30-day or 90-day check is due, with completed checks and missing checks displayed separately. Do not treat missing evidence as success.

Record protected and used counterpart hours, cost by funding source, current access to files, backup availability, complaints and routine-service delays. Publish only aggregates that cannot expose individuals or sensitive cases; suppress or combine very small groups. A small first test can establish feasibility and reveal failure mechanisms. It cannot establish a national causal effect.

07 Protect trust and keep the capability usable

Participation should be fair and reciprocal

A public call should explain who can request help, what selection criteria apply and how a decision can be challenged. Reach beyond familiar associations and personal networks, including younger people, smaller communities and people who need accessible or offline contact. No person owes unpaid professional work as a condition of belonging to the diaspora.

Welfare, culture and consular assistance have value independently of economic contribution. Keep those relationships open for people who cannot offer money, travel or specialist time. Within a skills assignment, recognise local expertise, agree credit and payment terms, and avoid replacing a recurring paid role with an indefinite volunteer expectation.

Keep personal records under clear control

Collect only contact and competence information needed for selection and delivery, with a stated retention period and withdrawal or correction route. Separate public project descriptions from private participant records. Before any cross-border access, confirm the applicable legal basis, security, access permissions and professional obligations. Rehearsal can use invented records while those decisions are resolved.

The receiving organisation should hold administrative control of its accounts, usable exports and the right to continue using agreed materials. Confirm permissions for pre-existing intellectual property before copying or publishing it. At exit, revoke unnecessary access, return or delete records as agreed, settle expenses and identify who handles corrections. A backup should be able to recover the workflow without the original specialist.

Connect the work without overstating readiness

SLPA's land and services study highlights the need to connect evidence with lawful decisions and practical services. The household recovery study asks whether several dimensions of life have improved. The youth-prevention study follows support through to receipt and follow-up. This diaspora proposal adds the capability needed to sustain such work. Possible assignments must still arise from a willing organisation and pass their own checks.

PITONS provides the decision record around the proposal: public purpose, readiness, total consequences, alternatives, delivery and learning. Its legality, resilience and future-option gates remain separate. [10] A carefully recorded small test could inform national planning without being presented as PITONS certification or proof of programme success. The decision to expand should follow evidence that people can continue the work, with a funded and accountable route for doing so.

08 Sources and publication note

Evidence reviewed on 21 October 2026. Source descriptions identify what each record establishes. SLPA's assignment design, readiness conditions, cost worksheet and test schedule are analytical proposals.

1. Government of Ireland. Global Ireland: Ireland's Diaspora Strategy 2020-2025. Historical comparator; printed pp.3-5, 10-11 and 16-17. [Open source](#).
2. EUDiF. Saint Lucian skills mapping in the UK. Project account of profiling support and institutional participants. [Open source](#).
3. Government of Saint Lucia. Skills profiling exercise for UK diaspora complete. Official announcement, 2023; completion of the exercise does not establish subsequent outcomes. [Open source](#).
4. Tittel-Mosser, F. and Preville-Findlay, M. (2023). Saint Lucian diaspora in the UK: a skills profile. EUDiF / ICMPD. Printed p.12 for the 504 / 473 / 440 sample sequence and representativeness limits. [Open source](#).
5. IOM / United Nations in Barbados and the Eastern Caribbean (20 May 2026). Saint Lucia launches draft National Migration Policy grounded in data and diaspora engagement. Reports the 18 May draft launch and next steps toward adoption and implementation. [Open source](#).
6. Saint Lucia High Commission in the UK. Diaspora consultation for the development of the National Development Plan and Medium-Term Development Strategy. Undated consultation notice, accessed 21 October 2026. Planning dates in the title are not treated here as approved horizons. [Open source](#).
7. SLPA. Institutional Intervention Readiness. Five separate readiness gates. [Open source](#).
8. SLPA. RIPPLE-4. Direct incidence, adaptation, propagation and inherited state. [Open source](#).
9. SLPA. Sovereign Option Theory. Choosing and sequencing ready options under uncertainty. [Open source](#).
10. SLPA. The PITONS Standard. A decision record with separate legality, resilience and future-option gates. [Open source](#).

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Read the interactive guide: <https://saintluciapolicy.org/research/diaspora-skills-to-delivery>