SAINT LUCIA POLICY ANALYSIS

# Saint Lucia National Development Plan

*2027 to 2050*

An independent proposal for national adoption

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Evidence, policy choices, delivery and technical appendices

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# Executive judgement

Saint Lucia can become a country in which a healthy child has a strong chance of becoming a capable adult, useful work earns a good living, enterprise can grow without privileged access, and public services remain dependable through economic and environmental shocks. By 2050, prosperity should be visible in the security of households, the quality of communities and the productive capability of the nation. This plan proposes a practical route toward that future.

The economic ambition is sustained average real growth of 3 percent a year from 2027 through 2050. On an end 2026 base of 100, that would take real output to 203.3 by 2050. It is an ambition and a conditional scenario, not a forecast or an estimate of what the programmes in this document will cause. Achieving it requires a lasting improvement in productivity, successful investment, export earnings and the ability of residents to participate in work. The national test is broader than GDP: rising real household incomes, more reliable essential services, less avoidable illness and violence, stronger learning, and a fairer distribution of opportunity.

The first strategic choice is to make everyday systems work. A water interruption can close a business, disrupt a school and increase household costs. An untreated illness can reduce wellbeing and working time. Delayed payment can undermine a viable local supplier. Inadequate childcare can prevent a skilled parent from accepting work. These are connected constraints. The plan gives priority to interventions that remove several constraints together, with spending tied to reliable services, stronger capabilities and measurable gains for residents.

The second choice is to increase the income and productive capability that residents gain from external demand. Tourism, foreign investment and international partnerships should help expand local enterprise, skills, technology and reinvestment. Competitive accommodation, food, guiding, creative services, maintenance and professional services can widen participation in the visitor economy. Export services and selected food and marine value chains can diversify earnings. The objective is better quality, reliable delivery and greater resident benefit within an open economy.

The third choice is disciplined implementation. Sovereign Option Theory supplies the central decision approach: commit to the public purpose and essential protections, then increase exposure to particular instruments as evidence and capacity justify it. Institutions must be able to complete a decision, deliver a functioning service and change course when results require it. A project that preserves useful skills and maintainable assets after an unsuccessful trial can leave the country better prepared for its next choice. [1]

The National Development Plan covers 2027 to 2050. The accompanying Medium Term Development Strategy covers 2027 to 2031 and translates this direction into thirteen programmes, a first year delivery sequence, resource ceilings and review decisions. Together

they are an independent Saint Lucia Policy Analysis proposal for national adoption. They establish proposed policy rather than announcing government commitments. Kevin L. Michel is the author. Evidence is assessed through 7 November 2026; sources retain their own observation dates and statistical vintages.

The proposed first period envelope is EC$630 million for programmes plus an EC$63 million controlled contingency, expressed in constant 2026 prices. It combines possible reassignment of existing expenditure with conditional grants and additional domestic revenue. None of those resources is assumed to be secured. Individual allocations are ceilings for prioritisation and appraisal, not engineering estimates or permission to spend. Detailed pilot designs sit within the ceilings; subsequent expansion requires demonstrated demand, capacity, finance and results.

This envelope is not the cost of the whole government or the country's existing infrastructure pipeline. It must be reconciled with current commitments before adoption. Applying assumed recurrent shares to its full 2031 ceilings gives EC$94.95 million a year. This is an indicative carry forward; commissioned services require itemised operating budgets beyond the first strategy. A separate debt stress test shows that stronger primary balances, sustained growth and protection against shocks are essential. Revenues assigned to new services cannot also be counted in full as debt reduction.

The first year should establish clinical follow through in primary care, practical support for foundational learning, an appraised care service pilot, measured water reliability zones, an essential asset maintenance queue, supplier and export pilots, and a single public record for important delivery decisions. It should also complete the fiscal and workforce reconciliation on which expansion depends. Baseline work must accompany urgent improvements, not postpone known safety and maintenance duties.

By 2031, the country should have evidence of which interventions deserve national expansion, an operating system that can sustain them and a prepared investment pipeline for the next period. By 2041, successful approaches should be embedded in ordinary institutions. By 2050, the result should be an economy capable of supporting a good life across ages and communities, with sufficient fiscal, ecological and institutional room to meet the next generation's needs.

# 1 The national ambition

## A prosperous country with dependable foundations

The vision is a Saint Lucia in which people can build secure lives through learning, useful work, enterprise, care and participation in community life. National greatness should be expressed in competence and generosity: institutions that perform their duties, businesses that earn trust, public places that are maintained, and a society in which talent can develop regardless of family resources or location. A successful plan must improve the conditions under which people make daily choices.

The country should aim to become a highly capable small state with strong services, competitive firms and a distinctive natural and cultural environment. Its size makes some activities expensive to provide nationally. It also makes coordination, rapid learning and visible accountability possible. Regional and international cooperation should supply specialised capabilities when that offers better value, while domestic institutions retain the ability to make informed choices and operate essential systems.

Economic expansion is necessary to support better incomes, public services and resilience. Its composition matters. Construction can expand GDP while creating maintenance obligations; tourism can generate foreign exchange while placing pressure on water and housing; digital services can earn export income while changing skill requirements. The plan evaluates growth by its contribution to resident wellbeing and future productive capacity. It does not presume that all investment, domestic ownership or government spending produces the same result.

## Five enduring commitments

The first commitment is that essential services should work for the people who depend on them. Safety, continuity and fair access should be designed into health, water, education, transport and public administration. The second is that effort should encounter a credible opportunity: a learner receives useful instruction; a worker can acquire recognised skills; a supplier can compete and be paid; an investor can understand the rules.

The third commitment is to increasing domestic capability through an open economy. Partnerships should help people and firms learn, earn and reinvest. The fourth is to stewardship of public money, land, natural assets and institutional trust. The fifth is to evidence and correction. Government should publish what it intended, what it delivered, what changed and what it will do next, including when a favoured instrument has not worked.

These commitments support a stable national direction while leaving room for democratic disagreement over instruments. Successive administrations should be able to revise programmes through transparent appraisal. A durable plan cannot depend on the permanent

authority of one minister, consultant, technology supplier or political coalition. It needs a shared public purpose, a credible budget process and institutions that retain records and operating capability.

## The meaning of prosperity

The national scorecard will distinguish real GDP, real income reaching households, productive employment, service reliability, health, learning, safety and the condition of natural assets. GDP measures production within the country. Gross national income reflects income accruing to residents after cross border primary income flows. Household disposable income and consumption describe different parts of lived prosperity. None can substitute fully for the others.

The plan's proposed distributional ambition is for median real equivalised household disposable income to rise at least 10 percent by 2031 and 75 percent by 2050 from a harmonised 2027 survey baseline. These are policy targets, not model outputs. Measurement should include taxes and transfers consistently, publish income and consumption separately where available and show the bottom 40 percent as well as the median. If survey comparability changes, publish a bridge rather than reporting an artificial improvement.

Poverty reduction should be assessed using a published national standard, with food insecurity and severe material deprivation measured alongside money. The proposed first period ambition is a 30 percent relative reduction in the national poverty rate from the verified 2027 baseline by 2031. The 2050 aim is to eliminate persistent extreme deprivation and make hardship support reliable. Earlier survey estimates and internationally modelled poverty paths cannot supply a new observed national baseline. [2]

## A clear set of priorities

The plan concentrates early effort on five connected priorities: healthy and capable people; reliable services and safer communities; productive enterprises that earn repeat income; places where housing, work and services fit together; and a state that can finance, execute and learn. Each priority has value on its own. Their combination is intended to make more economic opportunities feasible.

The first medium term strategy gives these priorities programme boundaries. Later strategies should retain the outcomes while adapting the mix of instruments. A 2050 vision should guide land and infrastructure decisions with long consequences, but it should not freeze twenty four years of budgets or assume knowledge of future technologies, markets and climate events.

# 2 The starting point and the growth requirement

## A baseline that can be reconciled

The current Central Statistical Office annual tables carry a source date of 04 September 2026 and report 2025 GDP of EC$7,437.8 million at current prices. Their constant price series records 2025 growth of 0.6 percent. The Economic and Social Review 2025 contains an earlier preliminary estimate of EC$7,172.4 million and a 0.6 percent contraction. Both records exist; this plan uses the newer CSO annual series for its national accounts baseline. [3; 4; 5]

The December 2025 public debt bulletin reports approximately EC$5,440.47 million of central government and government guaranteed debt. The October 2026 World Bank outlook reports a broader and differently timed debt ratio of 77.5 percent, including payables and overdrafts or central bank advances. Its GDP vintage also differs. A revised denominator can change a debt ratio without changing debt service or retiring debt. The fiscal framework must retain the numerator, institutional coverage, date and denominator together. [6; 2]

The World Bank's October outlook projects real growth of 1.1 percent in 2026, 2.1 percent in 2027 and 1.9 percent in 2028. These forecasts describe the outlook under their assumptions. They do not establish that a sustained 3 percent path has already been achieved. The IMF's January 2026 assessment identifies a medium term potential rate of about 1.5 percent, which this plan uses as a slow growth comparator rather than a universal forecast. [2; 7]

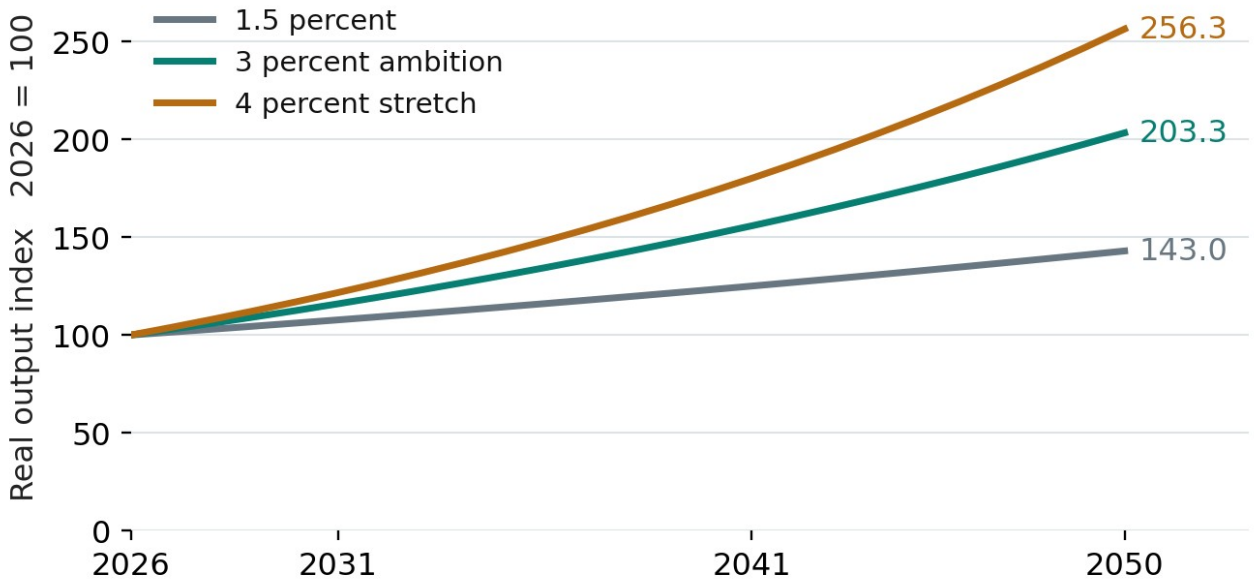
| Measure | Selected record | Interpretation |
|---|---|---|
| Nominal GDP | EC$7,437.8m in 2025 | Revised CSO annual series [3] |
| Real GDP growth | 0.6 percent in 2025 | Latest CSO annual table; earlier vintages differ [4] |
| Public debt stock | EC$5,440.47m at December 2025 | Central government and guaranteed debt [6] |
| Stay over arrivals | 426,676 in 2025 | Visitors, not income or value added [46] |
| Raised blood pressure or treatment | 39.4 percent of adults aged 18 to 69 in 2019 | Historical STEPS survey definition [20] |
| CSEC mathematics | About 42 percent in 2025 | Candidate examination result, not all young people [5] |
| Population benchmark | 180,510 in 2026 | UN based model stock, not the domestic estimate [8] |

## The arithmetic of ambition

The plan models three constant real growth paths from an end 2026 index of 100. There are twenty four annual changes from 2027 through 2050. At 1.5 percent growth, the index reaches 143.0. At 3 percent it reaches 203.3. At 4 percent it reaches 256.3. These scenarios show the

consequences of sustained growth differences. They assign no probabilities and estimate no causal impact of public expenditure.

**Figure 1 Conditional real output paths**




SLPA arithmetic. End 2026 equals 100; 24 annual changes through 2050. No probabilities or programme effects are estimated.

| Real growth assumption | 2031 index | 2041 index | 2050 index |
|---|---|---|---|
| 1.5 percent comparator | 107.7 | 125.0 | 143.0 |
| 3 percent ambition | 115.9 | 155.8 | 203.3 |
| 4 percent sensitivity | 121.7 | 180.1 | 256.3 |

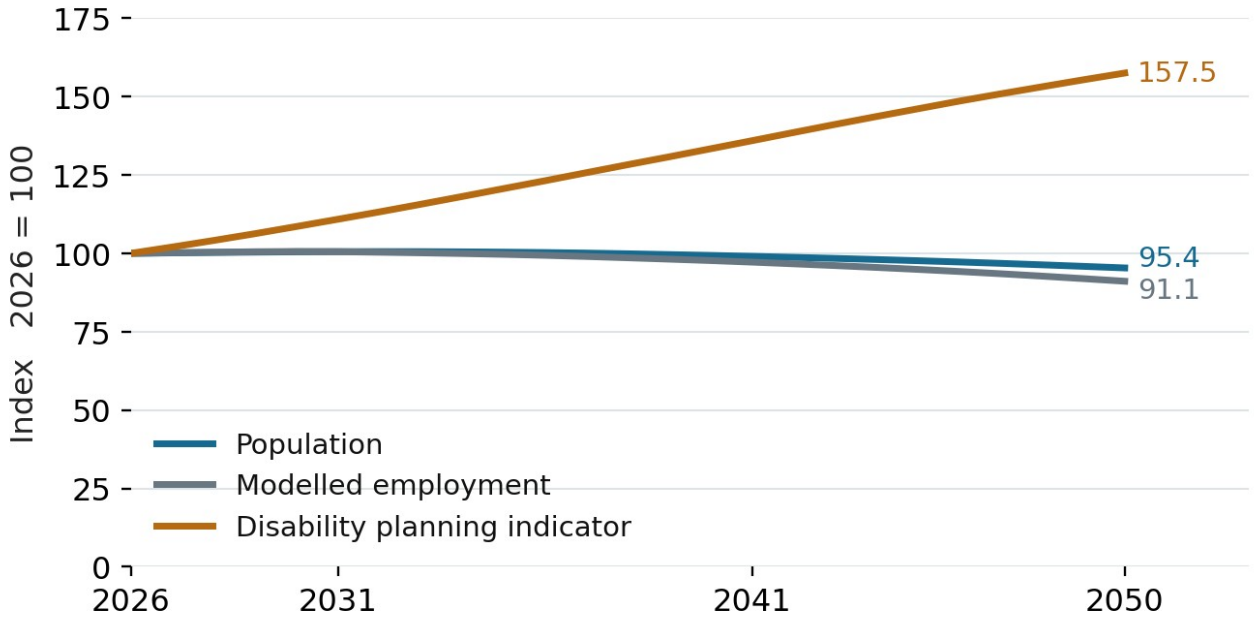
The central ambition would require a substantial improvement in the economy's performance. It should be pursued through higher output per hour, useful capital, learning, better organisation, innovation and more reliable access to markets. Increasing working hours alone is not a sufficient national strategy. Household care responsibilities and health must be included when assessing additional labour supply.

Michel's population benchmark applies fixed 2022 census employment rates to projected age and sex groups. Between 2026 and 2050, modelled employment falls from about 90,965 to 82,873. If that conditional employment path occurred while real GDP followed the 3 percent path, output per modelled worker would need to rise by about 123.1 percent, or 3.40 percent a year. This is an accounting requirement. It is not a productivity forecast, an estimate of worker effort or a claim that fewer workers are inevitable. [8]

The demographic model and the latest labour survey measure different things. The former holds employment behaviour fixed to isolate age structure; the latter estimates observed labour market conditions. Participation, migration, unemployment, hours and skills can all

change. The plan must update the requirements as those changes occur. It must also ensure that higher paid work does not simply transfer an unmeasured care deficit onto families.

**Figure 2 Different demographic pressures**




Michel population benchmark [8]. Employment holds census rates fixed; the disability indicator is not a count of people needing care or a staffing requirement.

Population totals are only one planning input. The same benchmark has more residents at older ages and a stronger disability based planning signal. That indicator does not measure clinical severity or care hours. The strategy therefore finances direct assessment of care requirements, workforce vacancies and service coverage. Productivity growth can increase resources; staff, time and clinical or care competence must still be provided.

## The productive activities behind the ambition

Growth will depend on firms and workers finding customers, increasing the value of their work and investing in capabilities that remain useful. The first route is to earn more from the visitor economy through competitive accommodation, food, tours, cultural and marine services, and reliable supply relationships with existing businesses. The second is to upgrade export services by combining trained people, accountable supervision and useful technology in work that overseas customers will pay to renew. The third is to develop selected food, marine, specialty and creative exports whose quality, price and delivery can sustain repeat orders. Chapter 5 specifies these routes and the public contribution to each.

The enabling investments should follow the obstacles that prevent those activities from succeeding. A firm with customers but unreliable water needs service continuity; a producer losing shipments needs quality control and logistics; a skilled parent unable to accept work may need dependable care. Useful public action can raise the return to private effort by resolving these constraints together. Enterprise assistance must also establish whether demand is additional or has shifted from another Saint Lucian firm.

Domestic activity contributes to growth as well. Better repairs, logistics, housing services, health and administration can release resources or improve what those resources produce. Export earnings help finance necessary imports, while competitive domestic production can reduce some import requirements. Both should be assessed after their own imported inputs, financing and operating costs. The aim is higher productivity and resident income within a well-connected economy.

The contribution of each route will change over time. During 2027 to 2031, the strongest immediate opportunities are better performance by existing firms, reliable essential services, effective maintenance and customer-linked skills. During the following decade, sustained learning, healthier working lives, stronger suppliers and commissioned infrastructure should support more complex activity. By the 2040s, successive cohorts and a broader base of capable firms should carry a larger share of growth. This sequence requires continued investment and adaptation; a temporary construction surge cannot sustain the full national ambition.

## The labour and productivity bridge

Real output can be expressed as employed people multiplied by average hours per employed person and real output per hour. Employment depends on participation, unemployment and migration as well as population structure. Hours depend on working arrangements, health and care responsibilities. Output per hour depends on useful capital, skills, organisation, technology and the allocation of people to productive work. The plan seeks gains across these channels while protecting health and time for care.

| Period | End-period GDP index | End-period employed input | End-period output per worker index | Required annual gain per worker |
|---|---|---|---|---|
| 2027 to 2031 | 115.9 | 91,444 | 115.3 | 2.89 percent |
| 2032 to 2036 | 134.4 | 90,397 | 135.2 | 3.24 percent |
| 2037 to 2041 | 155.8 | 88,422 | 160.3 | 3.46 percent |
| 2042 to 2046 | 180.6 | 85,704 | 191.7 | 3.65 percent |
| 2047 to 2050 | 203.3 | 82,873 | 223.1 | 3.87 percent |

The table holds employment behaviour at the population study benchmark and reports the output per worker required to support the 3 percent growth path. Required growth in output per worker rises across successive periods as the benchmark workforce ages. These are conditional requirements, not sector forecasts or assumed effects of the thirteen programmes. Keeping the 2050 employed headcount at its 2026 benchmark would mean about 8,092 more employed people than the fixed-rate 2050 path, and would reduce the required average growth in output per worker to 3 percent. That comparison sets no immigration or employment quota; it shows the importance of participation, retention, productive investment and planning for care. [8]

By 2031, the 3 percent path is 7.6 percent above the 1.5 percent comparator, measured from the same end 2026 output base. Finance and the statistical authorities should report whether investment, productive hours and output per hour are closing that gap. A sector account should attribute each gain once, using consistent real value added, with taxes on products and subsidies reconciled to GDP. Programme evaluations can explain particular contributions, but national performance must remain visible even when attribution is uncertain. Appendix C supplies the accounting and calculation method.

## Learning from other small economies

Comparative experience supports attention to institutions, human capital, openness and productive investment, while warning against mechanical imitation. The 2026 World Bank assessment of Mauritius describes an earlier export transformation followed by slower productivity, ageing and skill mismatches. Statistics Mauritius reports average whole economy labour productivity growth of 2.2 percent during 2016 to 2025. Definitions and circumstances differ, but this is a useful challenge to a Saint Lucian requirement above 3 percent. [9; 10]

Saint Lucia must test its own constraints: customer demand, operating capability and reliable public services. Every five year review should compare investment, employment, hours and productivity with the ambition, revising instruments and the expected path where needed while protecting wellbeing and opportunity.

# 3 Sovereign Option Theory as the decision discipline

## Firm purposes and staged instruments

Sovereign Option Theory asks whether a decision advances public value, protects essential conditions and preserves or expands feasible future choices. Its Lewisian development perspective examines how external income and investment become domestic capability through learning, retention, reinvestment and productive links. It is an analytical framework developed by Kevin L. Michel, not a calibrated growth model or an established numerical multiplier. [1]

This plan applies the theory through six responsibilities: define the mission; set viability boundaries; stage commitments; observe the right signals; specify decision triggers; and assign responsibility. The national mission is broad, but the mission of a programme must be concrete enough to test. For a water programme it may be safe and more continuous supply in specified service zones. For enterprise support it may be repeat profitable orders and stronger capabilities among eligible firms.

Viability boundaries identify outcomes that cannot be traded away for a larger average benefit. They include rights, clinical and physical safety, essential service continuity, public debt and liquidity constraints, and irreversible ecological harm. A promising project that cannot meet these conditions must be redesigned, deferred or rejected. A favourable aggregate score cannot erase an unresolved critical failure.

Staging concerns exposure, not indecision. A government can commit firmly to reliable water while testing alternative repair and pressure management methods. It can pursue a cleaner electricity system while making geothermal construction conditional on resource evidence and affordable terms. It can commit to higher learning achievement while comparing different forms of instructional support. Each stage must have a budget, a decision date and a credible route to scale or closure.

## One record for a consequential decision

Institutional Intervention Readiness examines the transition from the present arrangement to the proposed one: its causal account, rights and legitimacy, dependencies, coverage of essential functions and ability to recover. RIPPLE 4 follows direct effects, responses by participants, propagation across systems and the conditions inherited by future decisions. PITONS keeps the appraisal, authorisation, procurement, operation and review in one continuing decision record. The Logic Engine supplies checks on claims, evidence and reasoning throughout. [11; 12; 13; 14]

The frameworks should reduce confusion rather than create parallel bureaucracies. A routine purchase needs a short proportionate record. A major asset, legal change or digital registry needs deeper scrutiny. The responsible ministry should maintain one dossier with a stable identifier, linked to the budget and procurement process. Published versions should protect

legitimate personal and commercial information while exposing the public purpose, material commitments, delivery status and reasons for decisions.

RIPPLE 4 provides transparent profiles of serious risks and dependencies. Use these profiles to compare credible alternatives, with the deciding authority recording the relevant trade-offs, supporting evidence and reasons for its judgement.

| Discipline | Required decision record |
|---|---|
| Mission | Define the public outcome, users, baseline and responsible institution. |
| Viability boundaries | State rights, safety, service continuity, fiscal and ecological conditions. |
| Staged commitment | Specify the first affordable action and the next exposure it enables. |
| Sensing | Choose measures and an observation period that can change the decision. |
| Triggers | Approve scale, adapt and stop conditions before the trial begins. |
| Responsibility | Name the lawful decision maker, review date and transition duty. |

## A portfolio that protects future choices

The national portfolio should contain three types of commitment. Essential continuing services receive protected operating attention and verified maintenance. Prepared improvements receive finance when their design, operating institution and delivery chain are ready. Exploratory programmes receive bounded resources to resolve uncertainty that matters for a later decision. The types may coexist within a sector, but their spending authority and success criteria differ.

For example, primary care medicine continuity is an essential service duty. A tested recall and case management improvement is a prepared intervention. A new service delivery model may begin as a bounded experiment. Failure of the experimental model must not interrupt medicines or ordinary care. Similarly, unsuccessful geothermal exploration must not halt feasible efficiency, grid or solar work.

Procurement should preserve useful choices through modular contracts where appropriate, transferable records, enforceable maintenance and support obligations, open interfaces and practical training. A cheap initial system with expensive dependence can diminish national capability. A foreign specialist with effective domestic counterpart training can strengthen it. The appraisal should compare total service cost and future operating choices rather than rely on a supplier's location as a proxy.

## Public investment and compounding benefits

A sound public investment can improve several conditions at once. Safe water supports health and operating continuity. Foundational learning improves the ability to acquire further skills. Dependable care releases time while protecting the person receiving support.

Prompt payment can strengthen working capital, and safe routes improve access to work, school and shops. The size of these benefits depends on the whole service functioning. A clinic needs medicines and follow-up capacity; a trained supplier needs customers; a new asset needs an operator and maintenance.

International research supports attention to both the composition and efficiency of public spending. Country structure and financing also affect the short-run response: some expenditure purchases imports, some uses otherwise idle capacity, and some competes for scarce workers and materials. Historical ECCU evidence reinforces the need to assess domestic supply conditions rather than assume a large demand stimulus. Imported equipment can nevertheless create valuable future productive capacity. Each appraisal must distinguish these effects. [15; 16]

The plan uses separate accounts for additional domestic value added, resident income, public cash flow and wider social benefits. A fiscal GDP multiplier relates additional output to an expenditure change over a stated period. A social benefit-cost ratio can include valued health, safety and time. Neither establishes the amount of cash available to the Treasury. The value of a healthier life can justify an intervention even when it produces no fiscal saving.

Each major proposal should identify the affected groups, its full costs, its financing source and the evidence for the expected change. Reassigning expenditure also changes the service from which it is taken. Lower bills, wages, profits and time savings should be reconciled so that the same gain is counted once. Baselines, delivery failure, displaced activity, distribution and recurring costs belong in the assessment. An appraisal should show how its conclusion changes under weaker uptake or results and higher costs.

Small recurring improvements warrant an explicit place in the investment queue. Reliable stock ordering, repaired school sanitation, working drainage, clear application requirements and timely invoice decisions can improve existing services without a new institution. Behavioural measures such as reminders and simpler instructions should be tested within functioning systems. Evidence from government trials supports measuring actual effects at delivery scale, including null results and the cost of implementation. [17]

Useful combinations should be tested at a manageable scale. A market-area improvement might join drainage, accessible walking routes, lighting and waste collection with predictable loading arrangements and trading rules. Record changes in access, merchant margins, resident use and maintenance, alongside nearby displacement and rent pressure. Public-space research provides mechanisms and evaluation methods, while local conditions determine the design. [18; 19]

SOT keeps the public mission stable while allowing the instrument to improve. Ordinary competent maintenance should proceed with proportionate oversight. Uncertain commercial support should begin with limited exposure and a defined market test. Expansion requires evidence that the service or business works, that benefits reach intended users, and that staff and finance can sustain the next stage.

# 4 Healthy capable and secure lives

## The national choice

Saint Lucia should make the ability to live well, learn, work and care for others a central source of national wealth. Its development strategy should give residents dependable conditions in which effort produces progress: good health, strong basic skills, safe homes, reliable services and a clear route from training to useful work. The resulting gains can accumulate over decades. A child who reads confidently can learn more independently; a parent with dependable childcare can accept predictable working hours; a person whose chronic illness is controlled can participate more fully in family, community and economic life.

These connections justify coordinated investment. They do not justify counting the same benefit repeatedly. A programme may improve health, earnings and school attendance through overlapping pathways. Its evaluation must identify additional outcomes, the resources used and who receives the gain. Public services also have value for residents unable to work. The national plan should measure wellbeing and dignity alongside productive capacity.

The immediate priority is to strengthen everyday delivery across existing institutions. Health centres need medicines, working equipment, sound records and follow-up. Teachers need usable materials, practical coaching and time to respond to pupils who fall behind. Carers need predictable employment, supervision and safe workloads. Employers need workers with relevant competence and reliable transport. A small administration can achieve more by making these systems dependable than by multiplying programmes with separate forms, offices and reporting requirements.

Productive capacity grows when residents can use their time and capabilities consistently. Completed treatment can protect working days and reduce family care burdens; dependable appointments can reduce repeated travel and disrupted shifts. Better learning supports safer work, more accurate decisions and adoption of useful technology. These channels operate at different speeds. The first five years should demonstrate functioning services and improvements in health, learning and family experience. Gains in adult skills and sustained employment can follow; the full contribution of early childhood investment emerges as successive cohorts reach adulthood. Eligibility for essential care should depend on need, independent of employment.

## The evidence that determines the priorities

The 2019 Saint Lucia STEPS survey reported overweight or obesity in 65.0% of adults aged 18-69 and raised blood pressure or current treatment in 39.4%. Among the latter group, 14.1% were previously diagnosed, taking medication and controlled under the survey definition.

These are dated survey estimates, not a measurement of the population in 2027. The biochemical results had response limitations and should not be used as a precise current national diabetes baseline. [20]

A local HEARTS implementation study provides a useful operational warning. In six demonstration facilities during 2020-2021, hypertension registration improved but recorded blood pressure control was 36.5% at 24 months. It was an implementation study without a randomized comparison, conducted during the pandemic. Its strongest planning lesson concerns equipment, documentation, standardized practice and management follow-through. [21]

There is capacity on which to build. A November 2026 official notice describes the i-Screen application operating in 30 primary health centres and integrated with the Saint Lucia Health Information System. The accompanying report of more than 23,000 people screened is an activity measure; it does not establish unique long-term patients, blood pressure control or fewer complications. [22] TaiwanICDF lists the associated metabolic disease project as running through 1 March 2027. Continuity of maintenance, local ownership and clinical follow-up therefore needs an explicit transition arrangement. [23]

The Economic and Social Review 2025 records a CSEC mathematics pass rate of about 42% and English Language of 85.1%. Examination results describe participating candidates; they do not measure all young people's competence or the cumulative qualifications gained before leaving school. The same review records 10,097 public secondary pupils in 2024/25. Together these findings point toward learning quality and progression as priorities. [5]

Michel's population research indicates a changing service mix under its UN benchmark: roughly 35,100 people aged 65 and over by 2050, compared with 18,700 in 2026. Its age-weighted disability indicator rises about 58%, while preserving modelled output per resident at its 2026 level would require about 3,900 additional workers at unchanged output per worker, or 4.7% more output per worker at the benchmark employment level. These are conditional calculations using fixed census rates. The disability indicator is not a clinical caseload; the employment calculation is not a forecast of jobs. [8]

## A reliable health service close to home

By 2050, every resident should be able to identify the primary care team responsible for their continuing care, obtain essential services without avoidable financial hardship and receive an intelligible explanation of referrals and treatment. The first medium-term period should prioritize cardiovascular risk, diabetes complications, maternal and child health, vaccination, mental health and emergency readiness within a clearly financed service package.

Each health region should maintain an active patient panel using SLUHIS and existing i-Screen integration. The panel should distinguish people screened once, confirmed diagnoses, current treatment, missed follow-up and measured control. It should support recall of overdue patients, medication reconciliation and specialist referral. Patient access should

remain available by telephone and in person. A digital record is useful only when it reduces duplicated work and supports a clinical decision.

Give patients a clear appointment time, preparation instructions and an easy way to rearrange care. Offer consent-based reminders with telephone alternatives, and investigate repeated missed visits for transport, cost or access barriers. Randomized hospital research shows that reminder design can affect attendance. [24] Local tests should measure completed care, patient waiting and staff time. Pair reminders with available clinicians, medicines and referral slots; otherwise better attendance simply lengthens queues.

The Ministry of Health should appoint a responsible clinical lead for each region and give teams quarterly improvement reviews. Standard treatment protocols, calibrated equipment and reliable essential medicines should precede expansion of screening campaigns. Screening creates a duty to complete diagnosis and offer appropriate care. The national procurement function should monitor stock-out days and reconcile consumption with expected patient needs; pooled regional purchasing should be used where it improves quality and continuity.

WHO's 2024 NCD recommendations support attention to established prevention and treatment measures, including tobacco and alcohol policy, healthier diets, physical activity and cardiovascular risk management. Their international cost-effectiveness ranking supplies a starting point for appraisal; local prices, delivery constraints and distributional effects determine the actual Saint Lucia choice. [25] The plan should therefore combine clinical continuity with affordable drinking water in schools and public facilities, nutrition standards for publicly funded meals, practical food preparation education and safer opportunities for everyday walking.

Physical activity policy should make regular movement convenient across ages and abilities. Priorities include shaded walking routes to schools and services, accessible recreation spaces, school activity time and supervised opportunities for older people. Begin with maintained routes and existing facilities that residents can reach from home, school or work. Local maintenance schedules, lighting, drainage and safety matter as much as launching a sports event. WHO guidance covers activity across the life course, including people with chronic conditions and disabilities; programmes should adapt participation rather than impose one competitive model. [26]

The health service should publish a dependable essential benefits package before promising additional entitlements. Its cost should include staff, medicines, laboratories, referral transport and administration. Low-income patients need protection from charges that interrupt necessary care. Expansion of pooled financing must be matched to the capacity to deliver the covered services. Specialist equipment and hospital expansion should proceed only with funded operating plans and the workforce needed to use them safely.

The Ministry's January 2026 health review describes expanding universal coverage, facility repairs and the establishment of a Director of Mental Health Services during 2025. It also identifies mental health policy and legislation work. Those measures provide an institutional

starting point, while the document itself is an administrative account rather than an independent evaluation. [27]

Mental health support should be available through primary care and schools with specialist supervision, confidential referral and clear escalation arrangements. A stepped service would offer brief evidence-based help for appropriate common conditions, specialist care for complex illness and practical support after violence, bereavement or disaster. Employers should receive general guidance on healthy working conditions, without gaining access to individual clinical records. WHO's mhGAP guidance supports trained non-specialist provision within an organized care system. [28] A randomized primary care trial in Zimbabwe found benefits from a culturally adapted, supervised problem-solving intervention; it supports a carefully evaluated local adaptation, not an assumption that a particular programme or effect size transfers unchanged. [29]

Emergency improvement should connect the entire pathway from call to definitive care. Map dispatch coverage, ambulance readiness, transfer delays, blood availability, emergency unit triage and referral agreements. WHO's emergency care framework explicitly treats scene care, transport and receiving facilities as connected functions. [30] Implement suitable Basic Emergency Care training, triage processes, resuscitation checklists and structured handover with simulation and clinical audit. These tools are part of WHO's Emergency Care Toolkit. [31] Purchasing ambulances without crew availability, maintenance or a functioning receiving service should fail the investment appraisal.

## Strong foundations and ambitious learning

Saint Lucia should aim for a generation that reads with understanding, reasons with numbers, writes clearly, evaluates evidence and applies knowledge to practical problems. Schools should develop attention, persistence and good working habits through consistent teaching and meaningful practice. The education system should make those expectations achievable through predictable timetables, useful feedback, support for disability and a school environment in which pupils are safe.

The first reform should be a national foundational learning guarantee. Conduct short, age-appropriate reading and mathematics assessments at agreed stages, with accessible formats and safeguards against public ranking of individual children. Teachers should receive results quickly enough to change instruction. Learners needing help should receive a defined cycle of small-group teaching followed by reassessment. Parents should receive a plain explanation of what their child can do, what comes next and how home reading and practice can help.

Curriculum materials should support systematic literacy instruction, conceptual understanding of number, frequent practice and applications relevant to daily life. English proficiency and respect for Kwéyòl should reinforce each other through carefully designed language support. Coaching should include classroom observation, demonstration and feedback, with paid time for teachers to improve their practice. The GEEAP synthesis

identifies structured teaching support, instruction matched to learning level and quality early childhood programmes as promising high-priority uses of constrained education budgets. [32] This is grounds for local implementation and evaluation, not permission to import a curriculum without adaptation.

Secondary education should offer routes to university, skilled employment and enterprise with strong common foundations. Technical learning needs mathematics, communication, digital competence and safety. Academic learning needs practical application, research and teamwork. A pupil's portfolio should include a sustained project with documented sources, a budget or measurement task and an explanation of how errors were corrected. Libraries, debating, science activities, arts and supervised community projects can provide repeated opportunities to practise thoughtful work and responsibility.

Artificial intelligence should be taught as a tool whose outputs require checking. Procurement should require teacher preparation, accessibility, safeguarding, transparent data practices and evaluation of learning. Devices and subscriptions should be financed alongside their maintenance and replacement. Assessment should retain opportunities for independent writing, oral explanation and practical demonstration so that qualifications continue to represent the learner's own competence.

Existing investment requires coordination. CDB's Programme for Education Realignment and Transformation supports school infrastructure, early childhood development, special education and teacher development. Its procurement notice lists activities through September 2029, including TVET facilities and reading assessment training. [33] The Ministry should reconcile the learning guarantee with these commitments before adding a second training or assessment system. Every new classroom or laboratory should have a teacher development plan, consumables, maintenance funding and a timetable of actual use.

Children with disabilities and learning difficulties need early identification and reasonable support within a range of appropriate settings. Allocate specialist time according to assessed need rather than a school's success in writing applications. Protect transport access and accessible sanitation. Measure participation, progress and family experience alongside examination attainment.

Early childhood support should integrate responsive caregiving, nutrition, developmental review and high-quality play. A Jamaican randomized intervention followed into adulthood offers Caribbean evidence that intensive early stimulation can produce durable benefits for a disadvantaged group. Its small selected sample and original delivery conditions limit generalization. [34] Saint Lucia should test an adaptation through existing services, protect supervision and assess the quality of interaction rather than count visits alone.

Plan for the different generations already in the system. Older pupils need routes into further learning and work within this strategy period; younger children need foundations that support later progression. By 2031, judge early-years provision through developmental progress, participation and family experience. Track later schooling and employment as

cohorts mature toward 2050. Preserve effective teaching and care through transitions between services so that early gains have opportunities to develop.

## Skills and opportunity across working life

The employment service should make it easier for residents to move into work with better pay and progression. It should connect vacancy information, skills assessment, short remedial courses, apprenticeship places and support for care or transport. Each participant should have one practical plan and a named contact. Participation should lead toward real opportunities and avoid repeated training with no employment destination.

Employers, SALCC and accredited providers should agree occupational standards for a limited first set of priority roles. Selection should follow demonstrated vacancies and the national investment programme: health and care, construction maintenance, water and energy systems, hospitality management, food quality, digital business services and other sectors established by the economic chapters. Training contracts should include paid practical experience, recognized credentials and tracking of employment and earnings after completion. Payment should reward quality and sustained outcomes while adjusting for participants with greater barriers, so providers cannot improve results simply by selecting the easiest candidates.

The World Bank's Human Capital Resilience Project was approved at US$20 million to improve labour-relevant skills and social protection. [35] The CSO describes a 2024 Labour Market Needs Assessment intended to inform a shift toward demand-responsive training. [36] The first 2027 task is to obtain the results and completion evidence, then use them to consolidate provision. A new national programme should inherit useful systems and rectify demonstrated gaps.

Adult learning should remain available through short, stackable modules delivered around working hours. Recognize prior learning through credible practical assessment. Support workers to complete basic qualifications and progress to supervisory and technical roles. Public employment services should publish placement, retention and real earnings outcomes, with a clear denominator and follow-up period.

Within enterprise courses, teach practical financial routines: separate household and business cash, reconcile records and compare the full cost of borrowing. A randomized study of microentrepreneurs found benefits from simplified financial training. [37] Test local usefulness through record accuracy, arrears and business results, alongside access to suitable financial services.

Workplaces contribute to health and performance. Occupational safety, reliable wage payment, predictable schedules, fair supervision and access to appropriate protective equipment should accompany productivity measures. The ILO's 2025 Saint Lucia engagement identifies occupational safety, skills and policy support as current areas of cooperation. [38]

Government should use its role as employer and purchaser to demonstrate these standards and strengthen enforcement according to risk.

Where fatigue is a documented concern, trial more predictable shifts and assess sleep quality, errors and staff wellbeing. Experimental sleep research shows that outcomes depend on the intervention and setting; local evaluation should guide adoption. [39]

## Retirement security and intergenerational responsibility

The social protection strategy should protect retirement income while keeping promises affordable. During 2027, the National Insurance Corporation and the responsible public pension administrators should publish the latest available actuarial and financial position, with clear coverage and valuation dates. By 2028, obtain updated independent assessments of contribution income, benefit obligations, investment risk, longevity, migration and coverage gaps. Present adequacy as well as sustainability, including residents with interrupted contributions or informal work.

Any proposed change to contributions, benefit design, eligibility or retirement arrangements should show its distributional effects, transition protections and compatibility with employment and care policy. Do not presume that a higher national GDP path automatically repairs a pension fund or that a larger investment portfolio removes liquidity and governance risks. Strengthen record accuracy, collection, investment oversight and accessible contribution histories while the policy options are assessed. The fiscal framework should disclose public obligations and contingent exposure without treating pension assets as a general source for programme finance.

## Care family security and inclusion

The care system should support both people who need help and those providing it. Begin with a national assessment of functional needs, unmet support, unpaid care time and existing service hours. Distinguish help with daily activities from nursing and specialist treatment. The Ministry of Health, the department responsible for equity, SSDF and training providers should agree roles, escalation routes and safeguarding standards. A care worker's certification should describe what they are trained and authorized to do.

Saint Lucia already has a substantial home-care programme. An October 2025 government notice records 667 providers receiving permanent employment. [40] This establishes a workforce base, not a measure of sufficient service coverage. The medium-term strategy should improve scheduling, supervision, competence and continuity, then add respite and weekend support according to assessed gaps. Expansion should be measured in delivered hours and client outcomes, with checks for missed visits and worker overload.

Affordable childcare should cover the hours when parents actually work, including school holidays and where justified evening or weekend shifts. Subsidies should follow safe, inspected services with published fees and transparent eligibility. A Chilean randomized

after-school evaluation found increased maternal labour participation but substantial substitution from existing care; it also showed that arrangements for siblings matter. [41; 42] The Saint Lucia response should therefore test whole-household barriers, monitor additional employment and avoid treating every subsidized place as a new job created.

Dependability matters as much as service hours: a carer can accept a shift or finish a qualification only when agreed cover is likely to arrive. Assess additional earnings after fees and travel, while recording rest, choice and family wellbeing in their own right.

Family support should make it easier to choose stable lives in Saint Lucia. Affordable serviced housing, access to jobs, reproductive healthcare and dependable childcare have value whatever their effect on births. Fertility should not be a performance target imposed on individuals. Housing policy should prioritize safe sites, drainage, water, transport and secure occupancy; home adaptations can sometimes meet needs more efficiently than institutional care. Detailed housing investment belongs in the infrastructure programme, with care and accessibility requirements included from design.

Retention and return should concentrate on capability. Publish vacancies, turnover and reasons for departure in priority occupations. Improve working conditions and career development, then recruit fairly for remaining shortages. Returning residents should have predictable qualification recognition and practical information about housing and schools. International recruits should receive equal labour protections and a realistic route to integration. ILO guidance on migrant care workers emphasizes rights, qualification recognition and fair treatment. [43] Additional population alone is not evidence of additional fiscal capacity; employment, service needs and retention determine the result.

Social protection should stabilize households during illness, disability, unemployment and disaster while keeping routes into work open. Eligibility and appeals should be understandable, benefit withdrawal should avoid sudden losses when earnings rise and accessible non-digital channels should remain. Saint Lucia's National Social Protection Policy 2022-2030 provides an existing framework, and a 2025 government notice describes related monitoring work. [44; 45] A 2031 successor should be informed by evaluated coverage, adequacy, exclusion errors and administrative performance. Pension decisions require current actuarial evidence and public explanation of distributional effects; the demographic scenarios alone cannot establish contribution rates or retirement ages.

# 5 A productive economy that benefits residents

## A productive economy that increases residents' incomes

Saint Lucia should build an economy in which a growing share of residents can earn dependable incomes from skills, enterprise, productive assets and well-run services. Tourism remains an important source of external demand and investment. Its next stage should create more opportunities for local firms to supply, own and manage useful parts of the visitor experience, alongside a wider range of exports and competitive services for residents. The central economic test is whether additional activity increases real incomes and useful productive capacity after allowing for imported inputs, public support, environmental costs and the demands it places on workers and infrastructure.

The growth route has three commercial priorities. First, earn more resident income from the visitor economy through competitive accommodation, food, experiences and supplier relationships. Second, build on existing outsourcing relationships to sell more skilled, dependable business services. Third, develop selected food, marine and creative products through repeat orders at prices that cover full costs. These routes should reinforce one another: a firm that learns to meet a hotel's specifications may later serve a regional buyer; a digital team can improve local business operations while developing an export service; a producer can use visitor sales to learn what customers will buy again abroad.

Health, learning, care, reliable utilities and efficient public administration support these commercial routes and also improve domestic production and wellbeing directly. External earnings help finance the imports a small economy needs. Imported equipment and expertise can, in turn, expand local productive capability. The plan should pursue higher value added and real earnings across the economy, with public support directed toward constraints that firms and households cannot efficiently resolve alone. Private investment, workers' skills, resident enterprise and international partnerships must carry much of the expansion.

The Central Statistical Office's current tourism table records 426,676 stay-over arrivals in 2025, compared with 435,659 in 2024. Its total of 1,136,111 arrivals includes 668,086 cruise passengers and 41,349 yacht arrivals. These categories have different spending patterns and infrastructure demands; adding them together provides an arrivals count, not an economic benefit measure. The table is the selected statistical vintage for these figures. Earlier publications contain different totals and should not be combined into one series without reconciliation. [46]

The January 2026 IMF assessment identifies weak productivity, concentrated trade relationships and reliance on tourism as structural constraints. Its 2025 growth figure was a forecast and is not used here as a final outturn. That distinction matters when a plan aims to improve performance against a measured starting point. [47]

By 2050, the plan should have achieved three durable changes. First, businesses should reliably turn labour, capital, technology and natural assets into higher real earnings. Second, residents should participate more widely in the ownership and supply relationships through which those earnings are distributed. Third, a larger group of firms should sell successfully beyond Saint Lucia, spreading exposure across customers, markets and services. The precise mix will evolve. Five-year reviews should allow capital and skills to move toward opportunities supported by actual demand.

The government should support this change through reliable infrastructure, effective competition, skills, standards, market access and carefully selected shared services. It should publish the cost and results of business assistance, including unsuccessful cases. Public support is warranted where a barrier prevents a worthwhile investment or learning process and where a feasible intervention can remove it. A proposal must identify the buyer, the obstacle, the responsible institution and the evidence that would justify expansion.

## Tourism that creates more opportunity within Saint Lucia

The opportunity for smaller accommodation and community enterprise is already substantial. The World Bank's February 2025 accommodation study reports a 2024 inventory of 5,584 rooms in the unregistered sector, mostly short-term rentals, against 4,449 in the hotel sector. These are estimates of different accommodation categories, not an ownership census. A property advertised through an international platform may be resident-owned, externally owned or managed by a local intermediary. The evidence supports measuring this segment properly and improving its quality; it does not establish its net contribution to resident incomes or its effect on housing costs. [48, printed pp. 28-35]

Tourism policy should therefore measure domestic value added and residents' earnings as well as visitor expenditure. The tourism satellite-account framework distinguishes expenditure, production, direct value added, employment and investment within the national accounts. [49] Supplier payments should be analysed for their imported content, while wages and profits should be assigned consistently to avoid counting the same income repeatedly. A national income-retention study should estimate resident labour income, resident-owned business earnings and taxes, with transparent treatment of foreign ownership and imported services. It must remain distinct from GDP and gross visitor receipts.

Kevin L. Michel's 2026 paper *When Arrivals Recover but Paid Nights Do Not* provides a specific research foundation for this task. It reconciles arrivals, published paid accommodation nights and industry production within a common source vintage, and explains why their divergence does not identify a national resident-income growth rate. Build on that research through a linked account of paid nights, tourism production, resident wages, local business earnings and imported inputs, with coverage gaps and uncertainty published alongside the results. [50]

SLPA proposes three initial community visitor districts selected through a published assessment of demand, resident support, housing capacity, environmental constraints and

delivery readiness. A district would combine small accommodation, restaurants, food shops, cultural activities, guiding, transport and public space. Its public investment would improve streets, lighting, drainage, waste collection, pedestrian access, emergency response and wayfinding for residents and visitors together. Services should connect to the ordinary public-service network so that benefits extend beyond the participating businesses.

Each district should have a documented product proposition and a full operating plan. A safe coastal walking area with independent restaurants has different needs from a heritage village or an inland agricultural experience. Business owners would receive assistance to meet safety, insurance, sanitation and booking requirements, publish honest prices and cancellation terms, and accept reliable payments. Operators should be able to use several booking channels and maintain direct customer relationships. A public project should avoid creating dependence on a single platform or commissioning another national marketplace before demonstrating that an existing service cannot meet the need.

Commercial development should start with a bookable offer that residents can deliver well: suitable accommodation connected to dependable food, transport and activities at a clear total price. Participating firms should test offers with paying visitors, learn from complaints and cancellations, and build repeat custom. Longer stays, marine services and cultural experiences deserve support where demand and operating capability are demonstrated. Their profitability depends on actual occupancy, seasonality, staffing, supplies and public-service demands. Improving the product and the ease of purchasing it should precede a larger promotional campaign.

Saint Lucia already has institutions and collaborations to build upon. Community tourism agreements involving Fond St Jacques and Laborie were signed in October 2025, and a SALCC programme certified twelve accommodation entrepreneurs in August 2025. These records establish activity and institutional experience; they do not yet establish sustained sales or profitability. [51; 52] The proposed districts should use the Community Tourism Agency, existing local organizations and training providers, while testing commercial outcomes with baseline accounts and follow-up evidence.

Housing protections belong in the district design from the start. Participating areas should record long-term rental availability, advertised rents, conversion of occupied homes, resident complaints and worker travel costs before promotion or capital grants begin. Assistance should favour genuine additions to safe accommodation and improvements to existing operations, subject to planning approval. A local housing impact review should be triggered when growth in visitor accommodation is accompanied by persistent displacement or falling access to long-term rentals. Any limits, registration fees or land-use changes require appropriate legal authority and public consultation. Rent changes alone cannot establish that short-term letting caused them.

Investors of different sizes can contribute to the same destination. Large hotels can anchor demand for food, maintenance, software, training and cultural services. Small properties can widen the range of price points, locations and experiences. Public concessions should be

appraised against their full fiscal cost and additional public value, with commitments, review dates and lawful recovery provisions where appropriate. Resident ownership should grow through viable businesses, fair access to finance and investable opportunities. Households should not be encouraged to concentrate retirement savings in a single property or tourism venture.

The proposed 2031 test is whether the three districts show sustained commercial activity and improved services without unacceptable resident housing or environmental costs. Track collected revenue, resident wages, owner earnings, supplier purchases and maintenance alongside visitor nights, utility demand and rental access. Establish whether sales are additional or largely transferred from another Saint Lucian business, and whether residents' gains exceed the costs they bear. Expansion after 2031 should depend on net gains, not the number of districts declared. By 2050, community tourism should form a normal, competitive part of the national destination, supported by capable enterprises and ordinary public services.

## Supplier capability and enterprise productivity

A domestic supplier wins lasting business by delivering suitable quality at a competitive total cost. Saint Lucia should make that outcome easier through a supplier-development service shared by Commerce, Export Saint Lucia, standards bodies, lenders and major buyers. Government and private buyers would publish forward demand where commercially and legally possible, explain specifications and payment terms, and offer appropriately sized trial opportunities. Local firms would receive diagnosis and targeted assistance with costing, quality, production scheduling, record keeping, cybersecurity, packaging or certification.

This approach extends Kevin L. Michel's analysis in *The next order. A better living.* The useful unit of analysis is a commercially viable order: a paying customer, workable terms, reliable delivery, cash through the production cycle and a repeat sale worth making. It allows the public service to identify the specific constraint rather than send every business through the same package. A repair firm or childcare provider can improve household prosperity without exporting, while a supplier to a hotel can participate indirectly in external demand. [53]

International evidence supports exploring buyer linkages but does not justify assuming a Saint Lucian multiplier. A Central Bank of Costa Rica study using transaction-level administrative records found persistent gains after firms began supplying multinational companies, including expansion of employment and productivity. Its event-study design and country setting differ from a randomized local programme. [54] A World Bank reassessment of business-training studies also finds positive average effects alongside substantial variation. [55] The proposed service should therefore combine practical assistance with paid market tests and follow-up accounts, measuring where the intervention works and where it adds little.

The 2027-2031 programme should assist an initial 300 firms, with support intensity based on the diagnosed obstacle. Commercial co-financing should rise with ability to pay. Small firms with limited cash may contribute time or receive a higher support share, subject to transparent criteria. Assistance should be time-limited. A company should not receive repeated equipment grants merely because it has learned to navigate application processes. New entrants and firms outside established networks need straightforward access, published selection criteria and an appeals route.

Procurement can create a credible learning market. Proposed reforms include a forward procurement pipeline, simpler standard documents, proportionate qualification requirements, lawful division of suitable contracts into manageable lots, bidder information sessions, prompt resolution of accepted invoices and transparent award and performance records. These should preserve fair competition, safety and value for money. Nationality alone does not establish beneficial ownership, domestic value added or delivery capability. Statutory-body purchasing must be included in the monitoring framework, particularly following the 2026 procurement amendments. [56] Any preference scheme requires review against current national law and regional or international obligations before adoption.

Supplier development should be paired with payment discipline. Government should publish the age of valid, undisputed invoices and reasons for delays, while major private buyers should be encouraged to disclose payment standards. Late payment can turn an otherwise profitable order into expensive debt. Public agencies should improve their own invoice acceptance and dispute processes before offering credit as the solution to arrears they create.

## Finance that supports viable growth

Saint Lucia already participates in regional guarantee arrangements. Bank of Saint Lucia's published MSME Growth Guarantee product lists a loan ceiling of EC$50,000, an 80 percent guarantee ceiling and no collateral or equity requirement for that specific product, together with eligibility and documentation conditions. A guaranteed loan remains repayable borrowing; the guarantee is a contingent liability, and the terms of other guarantee products differ. [57]

The plan should improve use of existing finance before establishing another public lending institution. Firms need affordable bookkeeping, cash-flow forecasts, digital records, suitable transaction accounts and assistance comparing total borrowing costs. Lenders should use these records to assess viable cash flows, with appropriate consumer and data protections. A working-capital facility should match the order cycle, while long-lived equipment needs a suitable repayment period. Disaster insurance, business interruption planning and cash reserves should accompany highly exposed investments.

Guarantee programmes should report approvals, disbursements, additional lending, defaults, recoveries and fiscal exposure. A guaranteed amount is a contingent liability, not current programme expenditure; expected losses and administrative costs require separate budget

treatment. Guarantees should not cover every risk or remove a lender's incentive to assess borrowers. Gender, geography and disability-disaggregated access measures can reveal obstacles, but the policy objective is sustained financial capability and fair treatment rather than a prescribed volume of household debt.

Existing grant instruments also need to be mapped. In October 2025 the OECS reported 28 awards across three participating states under UBEC, with the cited grant window offering US$5,000-25,000. Those are regional awards and grant terms, not evidence of Saint Lucia-wide outcomes. [58] The proposed productivity service should direct eligible applicants toward existing instruments and record each firm's combined public support. This reduces duplicate funding and improves the ability to calculate the cost of successful outcomes.

## Food production and fisheries that earn income and improve resilience

Saint Lucia should compete in food products where climate, skills, quality, freshness or logistics give producers a credible advantage. The relevant comparison is the reliable delivered cost and quality of a local product, including water, energy, storage, losses and public support. Reducing imports is useful when the replacement improves national welfare and resilience. Importing machinery or specialized inputs can increase future domestic output. A target to reduce the gross import bill regardless of purpose would misdirect investment.

There is substantial room to strengthen the domestic export base. CSO records EC$81.4 million of domestic merchandise exports in 2025, compared with EC$87.1 million in 2024; re-exports accounted for a further EC$162.7 million in 2025. These goods statistics exclude services and do not reveal individual products' profitability. [59] The strategic opportunity is to build more firms with reliable quality, worthwhile margins and customers beyond a single market.

FAO and the government selected pork and ginger for value-chain work in 2023 after considering several products. [60] The Seven Crops Project has focused on heavily imported fruit and vegetables and had a second phase scheduled through December 2026. [61] These initiatives supply practical starting points for appraisal; the plan should assess their results before expanding or replacing them. Crop choice should consider water availability, storm exposure, pest pressure, input dependence, market size and the cost of seasonal shortfalls. A publicly supported livestock project should account for imported feed and veterinary risk when estimating net foreign-exchange savings.

The first intervention should be a repeatable production and delivery agreement among growers, aggregators and buyers. It would specify volumes, grades, delivery windows, price-setting arrangements, rejection procedures and prompt payment. Extension officers should help groups plan planting and stagger harvests against actual demand. Hotels, supermarkets, schools and healthcare facilities can contribute purchasing forecasts where their rules allow. Those forecasts must not be presented as guaranteed sales unless a contract creates that obligation.

There is a local history of linking farmers and hospitality buyers through the SLHTA's Virtual Agricultural Clearing House. Its 2016 launch used a relatively simple information mechanism and explicitly did not guarantee crop sales or take responsibility for pricing and delivery. [62] The next investment decision should establish where the present system fails: information, quality, aggregation, transport, refrigeration, working capital or purchasing discipline. A digital application alone cannot repair a weak physical supply chain.

Specialty exports should follow the same discipline. Sea moss, cocoa-based products and other existing food or beverage lines should enter support through a named buyer's specification and an accepted, paid shipment. The Bureau of Standards' 2025 sea-moss work identifies food-safety and export-compliance needs; the associated STDF project-preparation record provides an institutional starting point. [63; 64] Begin with traceability, suitable testing, hygienic handling, packaging and dependable payment. Compare selling a compliant ingredient, using regional testing or contract manufacturing, and processing locally. Additional processing should increase net producer and enterprise earnings after labour, losses, imported inputs, logistics and finance are paid. A higher retail price alone does not establish that result.

SLPA proposes up to three shared food logistics or quality investments during the first strategy period, selected only after buyer commitments and independent operating-cost appraisal. Possible assets include a packing and grading service, a viable refrigerated route or a specialist testing arrangement. These are options, not predetermined construction projects. Facilities should have named operators, maintenance funding, open and transparent access charges and a plan for sufficient year-round use. Purchased testing and logistics services should be compared with owning a facility. A dedicated laboratory or processing plant should proceed only when throughput, competence, operating finance and customer requirements justify it. Public support should purchase a specified public benefit or resolve a demonstrable coordination problem; it should not sustain a building without customers.

Fisheries should prioritize safety, product quality, ecosystem health and earnings per unit of effort. The FAO's July 2025 launch describes FISH-ADAPT as a five-year, US$16.7 million initiative with a major Green Climate Fund contribution and government co-financing. [65] The programme is an existing investment to integrate, not an additional amount to add to the plan's new spending. The distribution of 42 ice bins under UBEC in December 2024 provides another concrete example of work already undertaken. [66] The plan should track whether such assets remain operational and improve safe handling, losses and realized prices.

More boats or fishing effort should not be treated as an automatic route to prosperity. Investment decisions require stock information, habitat protection and credible management of access. Improvements in handling, traceability and marketing may raise value without increasing pressure on vulnerable fisheries. Alternative income and training should support fishers when conservation measures restrict activity. Aquaculture and sea moss expansion require site suitability, water quality, storm resilience, market and ecological assessment before scaling.

## Export services and reliable trade

Saint Lucia should make export-service upgrading a leading route to diversification. Existing outsourcing operations provide experience in serving overseas customers, organising teams and delivering work to contractual standards. Invest Saint Lucia's March 2023 account documents established operators and an employment base exceeding 3,000 at that time; a current establishment and workforce baseline should guide expansion. [67] The next step is to win more valuable responsibilities within customer relationships and develop additional buyers, including in regional and North American markets.

Begin with processes that clients already purchase and local teams can deliver reliably: customer-account administration, supervised bookkeeping preparation, software and customer-support quality assurance, and industry-specific exception handling. Providers should secure a paying trial, agree its acceptance criteria and identify the skills needed before training places are commissioned. Regulated healthcare, legal and security services require suitable professional competence, supervision, data protection and liability arrangements. Their development should follow those capabilities.

Artificial intelligence should help teams produce accepted work more accurately and efficiently. Evaluate each workflow's output per paid hour, errors, escalations and customer satisfaction, alongside worker training and supervision. ILO's task-based research identifies potential job transformation rather than a predetermined country employment path. [68] Contracts and courses should therefore adapt as tasks and prices change. Gains become durable local prosperity when firms retain customers, improve earnings and reinvest in capability. Lower production time can also lead buyers to demand lower prices, so a technical improvement needs a commercial test.

Regional digital investments provide a foundation. The World Bank's April 2025 results account describes broadband, certification, business support and classroom investments across several countries; its aggregated job and employment figures cannot be assigned to Saint Lucia or treated as causal estimates for this plan. [69] Saint Lucia also advertised work on government ICT standards and national digital policies in September 2025. [70] Any new programme should begin by checking delivered systems, connectivity, training capacity and legal arrangements so that infrastructure is used and maintenance responsibilities are clear.

The proposed first cohort is 250 participants over five years, receiving employer-informed technical training, supervised paid assignments and support with contracts, payments, data protection and portfolio evidence. Training should combine communication, numeracy, domain knowledge and digital tools. Expansion should follow repeat paid work and a credible route to continuing without public support for the same task. Commercial accounts must include supervision, recruitment, idle time, software and cloud charges, connectivity, equipment renewal, security, rework and payment delays. Shared workspaces should be funded only where reliable connectivity, quiet working conditions or equipment are a

demonstrated barrier. Women, people with disabilities and residents outside the main employment centres need accessible participation arrangements.

Creative services offer a complementary route through commissioned design, audiovisual production, editing, music production and event services. Music Saint Lucia supplies an existing export platform; its participation requirements include a current catalogue, business preparation and rights registration. [71; 72] Support should help producers convert that foundation into paid briefs, licensing agreements and recurring customers. Measure performance fees, production-service income and royalties separately, after rights payments, distribution, travel and development costs. Build original intellectual property selectively where creators control the necessary rights and have a credible route to audiences. A national studio complex or broad film rebate should wait for evidence that additional resident earnings justify its public cost.

Freight-based exporters also need predictable clearance and shipment. Saint Lucia completed a Time Release Study in 2022, establishing process mapping at Castries Seaport. [73] A December 2025 notification recorded legislation and capacity-building work for customs advance rulings. [74] The next strategy should measure the full time from a complete submission to cargo availability, including other agencies and private handling, and publish both typical and delayed cases. Digital forms should reuse verified information and allow applicants to see the cause of delay. Risk-based inspection must protect revenue and safety while reducing unnecessary repeated checks.

By 2031, the programme should produce a verified cohort of firms and workers earning repeat export revenues, evidence of more predictable border processes, and a clear account of which support deserves expansion. From 2032 onward, successful firms should move toward higher-skill work and more diversified customers. The 2050 ambition is an economy where internationally competitive capability is distributed across many enterprises, with reliable local services supporting the quality of life that attracts and retains skilled people.

## How the productive economy should change after 2031

During 2032-2036, scale capabilities that demonstrate repeat demand and rising real earnings. Stronger tourism suppliers should reach additional properties, institutions and regional clients. Successful export-service teams should move from individual assignments to managed services with quality assurance, secure delivery and recurring contracts. Producers should consolidate profitable shipment routes and dependable quality before expanding processing capacity. Repairs, building efficiency, water management and other practical capabilities can lower domestic operating costs while creating possibilities for regional trade. Public investment should follow this evidence, with separate assessments of labour, land, water, infrastructure and finance requirements before expansion.

During 2037-2041, the objective should be deeper commercial capability: more local supervisory and technical leadership, firms able to serve several customers, stronger product

development and distribution, and income from proprietary services, brands or creative rights where commercially viable. Firms should obtain a growing share of their investment from retained earnings and commercial finance. The 2041 review should test whether diversification has reduced dependence on particular buyers and whether productivity gains have reached workers and households.

Across these periods, business ownership should become more accessible through transparent succession finance, employee ownership arrangements where viable, and professionally governed investment vehicles permitted under the applicable securities framework. Participation should be voluntary and accompanied by clear risk disclosure and diversified savings options. Returns to residents will also come through better wages and skilled employment; a household does not need to become a business owner to share in national prosperity. Tax administration should remain predictable, and investment concessions should be reviewed against their demonstrated additional benefits.

During 2042-2046, renew the skills, technology and infrastructure that support these businesses, adapting work and services to an older population. During 2047-2050, consolidate an economy able to renew its products and capabilities without continuous emergency support. Training institutions should work with employers on emerging needs while preserving broad foundational learning. A productive local enterprise should be capable of using international investment, expertise and technology on terms that improve its own competence. The government should maintain competition, infrastructure, fair rules and the capacity to assess new strategic options.

Each five-year review should publish a portfolio of opportunities being expanded, tested, redesigned or closed. Selection should consider expected net national benefit, exposure to common shocks, capacity to deliver, environmental limits and the cost of keeping an option available. A small, testable investment that preserves a valuable capability can be worthwhile even before it becomes a large export sector. It must nevertheless have a stated purpose, a cost ceiling and a review date. The national objective is a resilient stream of rising incomes, with the freedom to adapt as technology, markets and climate change.

# 6 Reliable infrastructure and a resilient environment

## The development choice

By 2050, a household should be able to depend on safe water, electricity, communications and a practical route to work, learning and healthcare. Businesses should be able to plan around published service standards, predictable connections and competent maintenance. A storm should trigger practiced continuity arrangements and a funded recovery sequence. These are foundations for a wealthier country: they protect productive time, reduce the cost of doing business, preserve public assets and widen the places in which people can earn a good living.

The central infrastructure choice is to purchase dependable service over the life of an asset. Every significant investment should identify its operating owner, maintenance workforce, spare parts, replacement cycle, electricity demand, environmental conditions and recurring funding before construction starts. Public appraisal should compare extending an asset's useful life, improving operations, managing demand and building additional capacity. A smaller intervention can deserve priority when it removes a constraint affecting several sectors at once.

This discipline can build on an existing national institution. The 2024 Public Asset Management Regulations provide for asset plans, condition assessments, maintenance schedules, resource requirements and a central registry. Government began further training on its Public Asset Management System in February 2026. The plan should strengthen that system with useful service records and funded work orders. Each clinic, school, drain and public building needs an accountable custodian who can obtain a timely repair. [75, 76]

Water illustrates the mechanism. A clinic, school, food processor and accommodation business may all lose productive time when the same network fails. Better water operations can therefore support health, learning and earnings together. The national accounts may register some gains in several sectors; the appraisal must avoid adding overlapping estimates as though each were an independent national benefit. The development plan should fund the enabling service, then measure changes in service reliability and users' actual activity.

Saint Lucia enters this plan with substantial programmes already underway. Their delivery is a first obligation. The country also has an adaptation framework extending through 2028, reinforced by the Climate Change Act of 2024. The government's 2026 progress report identifies uneven information and stretched institutional resources and recommends simpler coordination and monitoring. The first medium-term strategy should carry the useful work into a costed successor adaptation programme rather than create another competing reporting structure. [77]

## Reliable water and safe sanitation

The water mission is continuous, safe and affordable service, with explicit protection for essential facilities and vulnerable households. A connection count alone cannot demonstrate

that standard. NURC's 2026 consultation fact sheet reports historical non-revenue water of 47-58 percent of production. This is a broad diagnostic range, not a verified November 2026 islandwide measurement. Total non-revenue water includes physical losses and commercial or measurement losses; reducing a billing error does not release the same usable water as repairing a leak. [78]

The first operational programme should establish measured supply zones, starting where source stress, interruption burden and critical users overlap. Record input volumes, billed volumes, pressure, supply hours, water-quality failures and repair times. Bulk and customer meter tests should identify uncertainty in the balance. A deterioration in continuity can lower water delivered and make a loss percentage look better. Therefore every loss result must be read alongside volume, pressure and continuity.

WASCO should run an integrated maintenance and repair programme: asset mapping, critical spares, planned valve operation, pressure management, leak detection, service-connection renewal and a staffed response roster. NURC should agree attainable service standards and an independent verification method. The June 2026 final tariff notice already requires quarterly information from WASCO, audited annual financial statements and publication of the Service Standards Agreement when completed. A public service account can build on these duties through an appropriately authorised disclosure process. [79]

Kevin L. Michel's *Reliable Water at a Fair Cost* provides a useful starting design for connecting household protection, utility finance and service obligations. Its worked bills are calculations from published schedules; its household examples and programme allowances are explicit planning scenarios. The national strategy should carry that distinction forward and validate household circumstances before targeting assistance. [80]

Affordability should include the bill, purchased water, storage costs and time spent coping. Shared-meter households require particular attention because an account may move into higher usage blocks even when each household uses modest quantities. Any subsidy should have a funded appropriation, eligibility and reimbursement rules, a review date and a measurable effect on hardship. Keeping the utility solvent and protecting basic household access are joint requirements. Changes to tariffs or automatic credits must follow the applicable legal process.

Water Safety Plans should connect source protection, treatment, distribution and customers' premises, with clear operational limits and incident response. WHO's 2023 manual provides an adaptable method that incorporates climate resilience and equity. The Ministry responsible for health should independently verify water safety; utility operational monitoring should not substitute for public-health surveillance. [81]

At schools, clinics, emergency shelters and care facilities, storage and backup power should be sized to an assessed continuity requirement. Each installation needs a named custodian, cleaning and testing schedule, safe plumbing separation and a recorded supply arrangement. A tank is an asset, not evidence of safe water. Household and business rainwater systems can supplement supply when their design and use protect health and avoid contamination of the network.

The Ninth Water Project should be integrated into one northern-system delivery schedule. CDB's September 2026 announcement identifies five kilometres of raw-water pipeline replacement, US$22.83 million of external financing and US$7.16 million in government and WASCO counterpart funding. These disclosed rounded components imply approximately US$29.99 million in total; the external package alone is not the all-in cost. Benefits remain expected until commissioning and sustained service are verified. [82]

Theobalds and Patience improvements also require a reconciled schedule showing scope, finance, remaining procurement, service zones and commissioning tests. The government's July 2025 announcement identifies US$4.2 million of concessional finance for Theobalds and US$781,000 of supplementary finance for Patience. WASCO's Patience project page contains differing completion references and a separate original cost. These records should not be added without reconciling their scope and financing dates. [83, 84]

For 2027-2031, the priority is to extract usable service from these investments while protecting customers during construction. Interim arrangements should include timely outage information, restoration estimates, essential-site backup and a log of emergency deliveries. Contractors should coordinate excavation with road access, drainage and utility work. Completion should include engineering acceptance, water-quality clearance, a sustained operating trial and a benefits review through a wet and dry season.

Additional sources should enter a staged appraisal. Watershed repair, storage recovery, leak reduction, demand management and safe reuse should be compared with groundwater, new storage or modular desalination at the point where a measured shortfall remains. Desalination should face explicit tests for power supply, brine disposal, coastal effects, maintenance skills, replacement membranes, storm exposure and lifetime water cost. Preserving the ability to add capacity later has value; postponing an indispensable source also has a cost. The decision should turn on measured service risk and the time needed to deliver each option.

The World Bank disclosed initial project and environmental-and-social documents for the Saint Lucia Water Security and Caribbean Regional Water Improvement Project, P519578, on 29 October 2026. These establish a preparation-stage entry in the investment register. The plan assigns no approved financing or available fiscal resources to that entry. Its eventual scope must be reconciled with existing water and sanitation investments before any new financing is counted. [85, 86]

Saint Lucia should be ready to secure outside capital and operating expertise on terms that improve national service. Compare public delivery, bounded performance contracts and longer partnerships using the same demand, service and financing assumptions. Publish the tariff and subsidy implications, exchange-rate and refinancing exposure, minimum-payment obligations, termination compensation and asset condition required at handback. A privately financed investment still needs customers, the utility or government to repay its cost. Any performance payment should use independently checked continuity, safety and physical-loss measures, with maintenance and customer protection specified. Credible public records and capable contract management make stronger investment terms possible.

Sanitation belongs in the same water strategy. Inspecting household septic systems, regulating desludging, ensuring safe transport and treatment of septage, protecting receiving waters and upgrading sewerage in dense areas should be appraised as one service chain. A capital project that collects more sewage without a reliable treatment and disposal arrangement merely relocates the problem. GGGI reports a feasibility estimate of approximately US$86 million for expansion of the Castries wastewater system, including a 15,000 cubic metre per day treatment plant. This is a project-development estimate, not a financing commitment or an independently tendered price. [87]

The experience of New Providence in The Bahamas supports disciplined diagnosis and repair. An IDB case study records substantial loss reductions after a programme combining verified water balances, pressure control, service-connection replacement and active leak repair. It also identifies high contract costs and remaining financial challenges. The transferable lesson is to procure a measured service improvement with maintained assets and competent oversight. Its effects and costs should not be copied into a Saint Lucia forecast. [88]

## Affordable and dependable energy

Saint Lucia should progressively reduce exposure to imported fuel while protecting electricity reliability and the affordability of the transition. The plan should use a least-cost power-system assessment updated at regular intervals and after major changes in technology, fuel costs or geothermal evidence. Compare solar, storage, efficiency, demand response, firm generation, grid reinforcement and any viable geothermal resource as a complete system. Installed renewable capacity, renewable electricity actually delivered and greenhouse-gas reduction are different measures.

The February 2025 third NDC sets conditional energy and transport emission reductions of 14.7 percent by 2030 and 22 percent by 2035 against 2010; a successful geothermal resource could raise the latter reduction to 32 percent. It estimates US$247 million for mitigation commitments, plus US$178 million for a productive geothermal plant and US$84 million for grid upgrades. These are planning estimates with conditions, not secured funding. They overlap with the investment pipeline and must not be added again to national costs. [89]

The proposed 2050 ambition is at least 90 percent renewable annual electricity generation, with progressively lower imported-fuel exposure and resilient essential services. This is a planning ambition subject to reliability and lifecycle cost tests, not an engineering forecast. By December 2027, the energy authorities should publish a costed and attainable 2031 renewable generation milestone after reconciling the grid assessment, procurement schedule and financing. The target must carry a reliability constraint, a lifetime-cost test and a funded transmission and distribution programme. A numerical ambition without dispatch, reserve, storage and maintenance arrangements would be an incomplete electricity plan.

The first investments should include audited public-building efficiency, efficient cooling, appropriate shading and ventilation, efficient pumps, rooftop solar where suitable and protection of essential loads. The Caribbean Efficient and Green Energy Buildings Project already allocates US$30 million of IDA financing and a US$1.791 million GEF grant to Saint

Lucia. Its regional target of approximately 500 buildings and at least 20 percent energy reduction must not be presented as a Saint Lucia-only achieved result. Domestic building-level baselines and measured savings should govern expansion. [90]

The approved Caribbean Resilient Renewable Energy Infrastructure Investment Facility offers another route through regional procurement, grid reinforcement, storage and risk-sharing. The Saint Lucia IDA instrument, IDA-77500, records US$29.1 million of original financing. The regional headline is not a national allocation, and intended private investment remains conditional. Reconcile the facility, CEGEB, geothermal exploration and utility spending at asset and contract level. [91, 92, 93]

A national electricity investment account should show dependable energy delivered, curtailment, storage losses and replacement, reserve capacity, storm protection and financing over the full operating life. The useful comparison is the cost of serving demand reliably under several fuel, interest-rate and resource scenarios. For a building, record avoided purchased energy, the capital and maintenance bill and the resulting cash flow separately. For the economy, count imported equipment, software, finance and replacement parts as well as reduced fuel exposure. Publish a break-even energy saving before procurement and verify performance afterwards; anticipated savings should not finance an obligation before they materialise.

Household support should prioritise measures that reduce bills and protect health for those least able to finance improvements themselves. Appliance replacement schemes require verified disposal, suitable products, protection against inflated prices and a calculation of lifetime cost. Rooftop generation programmes should include renters and households without suitable roofs through lawful shared or community arrangements where economic and technically feasible. The regulator should test who pays for network services as some consumers reduce net purchases.

Geothermal exploration offers a potentially valuable option. The World Bank's January 2026 procurement notice describes financing of US$34.6 million for the Renewable Energy Sector Development Project and exploration of three wells. Exploration does not establish a commercial resource. The published funding components in that notice do not sum exactly to its headline, so the current financing agreements should govern the fiscal register. [94]

The development plan should require a sequence from resource evidence to feasibility, environmental and social approval, bankable allocation of risks and competitive procurement. Before a generation commitment, disclose tested output, resource uncertainty, delivered power cost, ownership and offtake terms, contingent public liabilities and the cost of failure. An unsuccessful resource result should permit an orderly stop while the solar, efficiency and grid programme continues. Local apprenticeships, supplier participation and engineering experience should be built into the work from the outset, with performance requirements applied consistently.

Fuel-price relief should be assessed against targeted household support and efficiency investment within an explicit fiscal envelope. Electricity bills depend on financing, operating costs, regulatory treatment, fuel prices, demand and network investment as well as

generation technology. Public communication should explain which part of a promised saving is within the control of each institution.

## Settlements and mobility that widen opportunity

Land, housing and transport decisions should be made together. The location of a home affects its resident's commuting cost, flood exposure, access to care and ability to accept work. The location of development determines the future expense of roads, drains, water and public services. The national spatial framework should identify areas suitable for additional homes and enterprise, areas needing upgrading, strategic agricultural and ecosystem assets and sites where additional exposure should be avoided.

The first task is a common mapping base linking parcels, hazards, infrastructure capacity, public assets and essential services. Existing communities should participate in identifying walking routes, drainage failures, access barriers and land disputes. Investment should consider both the number of people affected and the depth of disadvantage. District averages can conceal isolated households and cannot automatically be transferred to electoral constituencies.

A serviced-land and neighbourhood renewal programme should favour safe infill, repair of usable housing and mixed-income development near employment and transport where feasible. Resolve title and access constraints, publish allocation and valuation rules and measure total housing-plus-transport costs. Tourist accommodation and other commercial expansion should contribute fairly to infrastructure demands and comply with safety, waste and neighbourhood rules. Planning decisions should consider displacement and rental availability alongside visitor income.

Start with places where modest improvements open a dependable route to a school, clinic, bus stop or trading area. Repair unsafe housing where repair is technically sensible; connect existing streets and paths where lawful access is available; provide drainage, lighting and accessible crossings as a maintained service. Price the cost of land, retaining works and utility relocation before promising a route. A completed package should identify who cleans the drain, replaces the lamp and responds to a blocked path, with an operating allocation attached. Private housing repair should include a recipient maintenance agreement and practical support for households unable to maintain essential adaptations.

For areas facing severe coastal or slope hazards, establish an adaptation pathway: maintain protection where defensible, limit additional exposure, identify future thresholds and develop fair voluntary relocation options where protection cannot remain viable. An engineering structure may protect one site while transferring floodwater or erosion elsewhere. Appraisals must include the affected catchment or coastline, public access, livelihoods and maintenance over time. Compensation, tenure and receiving-site services should be resolved before relocation is implemented.

The World Bank's approved US$25 million Urban Resilient Flood Investment Project focuses on Castries, Anse La Raye and their river basins, combining engineered and nature-based measures. Its intended 66,400 beneficiaries are a project target. The national strategy should

carry its works, maintenance commitments and evidence into the broader catchment programme, and evaluate actual reductions in interruption and loss. [95]

Transport policy should improve access to opportunity through reliable public transport, safe walking and well-maintained roads. Government's transport-policy terms of reference identify the interaction between land use, congestion, road safety and service access. Those terms establish recognised problems and an intended policy process; they are not proof that the final policy has been adopted or delivered. [96]

The first five years should establish route and passenger data, scheduled service standards on selected corridors, safer and accessible stops, clear information and reliable evening connections where demand supports them. Work with existing operators through transparent service contracts or other lawful agreements. Any subsidy should purchase an explicit service obligation and record cost per passenger, reliability and access gains. Introduce electric buses or shared fleets through route-specific trials that include terrain, charging, maintenance, battery replacement and duty-cycle requirements.

Road investment should begin with a condition and criticality inventory, culvert and drainage maintenance, landslide protection, bridge inspections and pedestrian safety around schools, clinics and commercial centres. Rank disruptions by the essential access they sever. New road capacity should pass an alternatives test that considers junction management, bus priority, freight timing and land-use changes. A national road programme needs credible maintenance funding after the construction contract ends.

Airport and port investment should be tested through resilient access, throughput, safety and total logistics costs. Trade facilitation and reliable cargo handling can help local producers without requiring a new large facility at every bottleneck. Coastal passenger transport remains an option to test against demand, weather downtime, safety regulation, terminal access, insurance and operating subsidy. Its expansion should follow demonstrated service economics.

## Digital systems and the capacity to operate them

Digital connectivity should reduce the time and uncertainty required to access public services and run a business. The Caribbean Digital Transformation Project supplies an existing platform. Its June 2025 additional-financing paper explains that US$5.567 million was redirected from unspent Human Capital Resilience Project funds after procurement delays. Planned systems include social protection, training information, land information and government infrastructure. This record makes implementation capacity a substantive development constraint. [97]

The plan should establish a service owner for each digital product, map the underlying administrative process, remove unnecessary repeat submissions and provide an assisted route for people unable to transact online. Procure modular systems with usable data exports, documented interfaces, maintainable code or enforceable support rights, security controls and tested recovery. Critical registries require access logging, data minimisation, correction

procedures and proportionate independent oversight. A digital identity or data-sharing facility should have clear lawful purposes and protection against exclusion or misuse.

Public institutions should test continuity during loss of electricity, internet or a supplier. Shared regional expertise can strengthen cybersecurity, procurement and recovery while domestic teams retain the ability to administer services. Local firms should have fair opportunities to compete for suitable components, with evaluation based on competence, price, maintainability and service performance. Procurement should pay for useful capability transfer and demonstrated handover.

## Nature and disaster readiness as productive assets

Catchments, beaches, reefs, mangroves and agricultural soils support livelihoods and reduce some physical risks. Protecting them should be treated as a practical service obligation with inspection, enforcement and financing. Restoration should specify a measurable ecological function and survival or condition measures over time. Tree planting totals alone do not demonstrate watershed recovery; visitor fees alone do not establish protection of a site.

The 2024 OECS Country Climate and Development Report examines infrastructure and natural assets together and shows the financing trade-off between rapid retrofitting and a longer investment period. Its estimates are scenario-based, use defined price years and include public and private capital; they are not a single ready-to-spend government budget. The plan should use this evidence to order projects and examine fiscal exposure rather than import a regional aggregate as Saint Lucia's spending requirement. [98]

Waste policy should prioritise reliable collection, safe disposal, drainage protection and commercially workable recovery streams. Separate hazardous, biomedical and electronic waste; control illegal dumping through accessible disposal, enforcement and accountable contractors. Food-waste collection or composting should begin where clean feedstock and dependable users exist. Waste-to-energy proposals require rigorous tests of feedstock volume and composition, emissions, storm resilience, maintenance capability, offtake terms and long-term fiscal exposure. A national plan should not depend on an unproven large plant to solve routine collection failures.

Every community should know how to receive warnings, assist people who need help and reach a safe shelter. Essential institutions should practice continuity and recovery, with verified contact lists, equipment and supply arrangements. Finance should distinguish annual prevention and maintenance, emergency liquidity, insurance and reconstruction finance. A contingent credit line is available liquidity under its terms; drawing it creates debt. Insurance reduces some losses but does not replace physical preparation or cover every household and hazard.

Saint Lucia already has an approved US$20 million World Bank disaster-risk operation with a Catastrophe Deferred Drawdown Option. Its credit can support response following an eligible declaration under the financing terms; it is not routine P12 maintenance funding. The associated programme document records a Disaster Risk Financing Strategy approved in

December 2024. The next strategy should operationalise this foundation through a published annual financing map. [99, 100]

That map should match frequent repairs and modest events to budgeted maintenance and readily accessible reserves, larger short-term liquidity needs to appropriately priced contingent finance, and selected severe losses to insurance where coverage offers value. It should identify exclusions, deductibles, trigger uncertainty, premiums, drawdown conditions and debt service, followed by a reconstruction financing plan. Test a storm, prolonged drought and combined tourism-revenue shock against the time needed to restore water, health services and access. Funds that arrive after the critical response period cannot substitute for immediately usable liquidity. Review the recovery sequence with utility and community responders, and keep the plan's project contingency separate from national disaster financing.

Maintenance should become a reliable local service market. Publish recurring work packages for drains, public grounds, minor building defects and suitable road repairs, with trained crews, clear specifications, independent checks and prompt payment. Select work by risk to service and asset condition; inspect a sample after rainfall or sustained use. Record recurrent failures and improve the underlying design when another repair would only postpone renewal. This creates demand for competent local firms while preserving the roads, schools and water systems on which other businesses depend.

# 7 Effective institutions safety and partnerships

## Government that turns decisions into reliable services

Saint Lucia's development institutions should make it easier for people to build a life, invest, cooperate and solve problems. A predictable payment, a complete permit application, a timely hearing and a repaired public asset are economic achievements. Their value includes the productive time they release and the confidence they create. This plan therefore places administrative capability alongside infrastructure and skills as a foundation of sustained prosperity.

The starting point is an existing public administration with established responsibilities. The Department of Economic Development's published planning terms of reference cover national and medium-term development planning, the Public Sector Investment Programme, capital budgeting, resource mobilisation and project development. The same terms require sector diagnosis, stakeholder validation and funding concept notes. This plan should connect to those functions through a common programme register and decision calendar. [101]

The proposed delivery arrangement is deliberately small. Cabinet should appoint a responsible minister and permanent secretary for each national mission, supported by a compact coordinating secretariat jointly connected to the Cabinet Secretary, Economic Development and Finance. The secretariat should identify conflicts over staff, money, land and sequencing, prepare decisions, and maintain the published record. Accounting officers retain responsibility for expenditure. Procurement authorities retain their legal functions. The judiciary, Director of Public Prosecutions and independent oversight bodies retain their independence. The secretariat would have no authority to direct case outcomes, award contracts or create spending commitments.

For 2027, provide eight full-time-equivalent coordinating capabilities: programme leadership; fiscal and investment appraisal; delivery management; procurement and commercial analysis; data engineering; evaluation; public-service design; and reporting and stakeholder liaison. These may combine existing posts, secondments and recruitment. Sector delivery teams remain in their responsible institutions. A staffing assessment must show what work stops or who covers a seconded officer's former duties. Moving names between organisation charts does not create additional capacity.

Every priority programme should receive a stable identifier linking its problem statement, budget, procurement, asset, operating plan and results. Kevin L Michel's PITONS Standard provides an appropriate appraisal structure: a continuing record of public purpose, readiness, total consequences, options, delivery and learning, with separate tests of legality, resilience and the ability to adapt or recover. Its proposed status must remain explicit until competent authorities adopt an implementation instrument. [13] In the first year, use this structure on a small set of contrasting decisions: a water rehabilitation project, a primary-care

improvement, a learning programme, a community enterprise initiative and a digital public service. Simplify duplicate forms as the record becomes usable.

The delivery rhythm should be practical. Teams review obstacles monthly. Cabinet receives a quarterly exception report showing which decisions require action, why milestones moved and what the revised exposure is. Parliament and the public receive an annual account of outcomes, expenditure, contingent liabilities and learning. An administration taking office during the plan should publish its proposed changes and their consequences. Parliamentary appropriations and lawful democratic choices remain decisive. Continuity comes from visible evidence, credible commitments and useful institutions.

By 2031, all material development programmes should have an operating owner, a funded maintenance or service plan, a recorded assessment of alternatives and a published results schedule. Materiality should depend on consequences as well as money: a small contract handling sensitive health information may warrant closer review than a larger routine supply order. Do not judge a programme by the number of forms completed. Check whether a resident can actually obtain the intended service.

## One decision record through the public financial system

PITONS should become a working discipline within the established planning and financial system. One versioned programme record should carry the purpose, evidence, options, dependencies, authorised exposure and operating results. Its identifier should connect the Public Sector Investment Programme (PSIP), budget submission, procurement plan, contract and purchase order, commitment ledger, invoice, asset register and service review. Documents can remain in their legally required systems; the common record links their identifiers and preserves who approved what. Sensitive case records and confidential bids remain in controlled repositories.

The statutory connection is concrete. Regulation 3 of the Public Finance Management Regulations, SI 52/2023, connects the medium-term expenditure framework to fiscal policy and requires a PSIP database. Regulation 9 addresses commitments in draft estimates. Section 47 of the Public Finance Management Act governs commitments, including the authorisation and recording of multi-year obligations. The plan's proposed expenditure ceiling cannot itself authorise a contract or guarantee. [102; 103; 104]

IIR identifies the functions that must remain available during a proposed change, including the people and temporary arrangements needed to preserve them. RIPPLE-4 examines how affected people and firms may respond and how consequences propagate through connected systems. SOT uses that evidence to choose the next commitment, its limits, the information that would justify expansion and the circumstances requiring correction. PITONS holds those judgements together with delivery records. These are complementary parts of one appraisal, with proportionate depth; they do not create four competing approval committees. [1; 11; 12; 13]

| Decision stage | Evidence in the common record | Connection to existing authority |
|---|---|---|
| Define and prepare | Public problem; present service; IIR function map; realistic alternatives including repair or process change; preliminary RIPPLE-4 pathways | Sponsoring agency prepares the proposal; Economic Development links eligible development work to PSIP and identifies related projects |
| Select the next commitment | SOT stage and maximum exposure; unresolved evidence; distributional effects; staffing; procurement readiness; operating and exit costs | Finance tests the fiscal-year submission against the medium-term framework; Cabinet and Parliament exercise their respective budget powers |
| Specify and procure | Outcome specification; acceptance tests; market evidence; lawful lots; service continuity; evaluation criteria; current approved procurement documents | Procuring entity and competent procurement authority approve the applicable procedure; accounting officer verifies commitment authority and available appropriation |
| Deliver and pay | Signed commitment; approved variations; delivery evidence; acceptance; invoice receipt, validation and payment dates; defects | Contract manager verifies delivery; authorised financial officers approve and process payment through existing controls |
| Operate and decide again | Service owner; asset and maintenance record; outcome and adverse-effect evidence; unresolved complaints; SOT review trigger | Agency reviews delivery; Finance updates costs and commitments; lawful authorities decide continuation, redesign, expansion or funded closure |

Consider a clinic appointment improvement. The record first identifies missed follow-up and the patients least well served. IIR establishes which telephone, walk-in and urgent-care functions must continue. RIPPLE-4 examines staff workload, patient travel, privacy, medicine supply and whether easier booking creates demand that the clinic cannot safely absorb. SOT defines an affordable initial clinic group and the conditions for expansion. The approved service specification then purchases usable appointment and follow-up functions, training and continuity arrangements. Payment depends on accepted deliverables. Expansion depends on reliable follow-up and access, with staff workload and missed care visible. A software installation alone does not satisfy the decision.

The Procurement Administration Unit (PAU), Treasury and Economic Development should jointly maintain the mapping to the current administrative forms. PAU's published responsibilities include standard documents, training and procurement reporting. [105] The April 2025 manual identifies procurement planning, procedure approval, evaluation and acceptance documents, but its form schedule contains incomplete listing instructions. It should guide the document map while PAU confirms the controlled version, approval

authority and effective date of each form, read with the 2026 amendment. An older PSIP manual may offer historical design lessons; its forms do not acquire current authority through citation. [106; 56]

The five initial applications should each have one responsible record owner. The owner prepares an exportable summary for existing budget, procurement and reporting requirements and keeps an audit trail when assumptions change. Begin with a small data dictionary and links to existing files; commission integration only where manual copying creates a demonstrated burden or error. Publish a concise public record and retain protected annexes where disclosure would harm privacy, procurement integrity or security. No composite score may override a failed legal, rights, safety or essential-service condition.

## A fiscal framework that protects the ability to act

Development promises must remain affordable during a bad tourism year, a natural disaster or a refinancing squeeze. The IMF's January 2026 assessment identified high public debt and refinancing needs and recommended a stronger medium-term fiscal framework. Its later regional report described Saint Lucia as having no explicit national fiscal responsibility framework in place. These are dated assessments, rather than confirmation of the position after every subsequent budget decision. [7; 107]

The Public Finance Management Act and its 2023 Regulations already provide the fiscal-policy, budget, commitment and reporting architecture. [108; 102; 103; 104] The first task is to make these requirements support one reconciled decision process. Before each annual budget, publish a rolling fiscal outlook covering at least three years and extending far enough to reveal major commitments under the first medium-term strategy. Present a reference case, a weaker-growth case and a disaster case. Show debt service, arrears, guarantees, public-private partnership exposure, public-enterprise obligations and the recurrent costs of new facilities.

Michel's source-vintage-controlled assessment of eleven completed fiscal years found mean strict-capital execution of 72.9 per cent and pooled grant realisation of 56.7 per cent against original plans. Current revenue was much closer to plan. The study uses reported administrative outturns and does not establish illegality, project failure or value for money. [109] The implication for this strategy is to distinguish an ambitious project pipeline from a realistic funded delivery schedule, explain authorised changes and test the readiness of each major commitment. Spending 100 per cent of an unsuitable allocation is not an appropriate performance objective.

Retain the regional public-debt objective of 60 per cent of GDP by 2035 as the debt anchor, and publish the annual policy path required to approach it. The 2026 regional IMF consultation warned that attainment was at risk in several member states. [110] This plan does not treat an optimistic growth assumption as a financing source. A faster-growth scenario may make a programme easier to afford, but commitments must pass the financing

test under a prudent revenue scenario. The detailed fiscal model in the plan should distinguish central-government and wider-public-sector debt and calendar-year and fiscal-year figures.

A proposed fiscal responsibility framework should combine the debt anchor with an operational spending or balance rule that Finance can administer. Set the calibration only after reconciling current debt, payroll, arrears and expenditure baselines. Include narrowly defined shock escape provisions, a published activation decision, a recovery path and independent scrutiny. A rule that forces abrupt cuts in essential care or maintenance after a hurricane would weaken the development plan. Equally, repeated exceptions should not conceal a permanent mismatch between commitments and revenue.

The investment pipeline should have separate stages for preparation, authorised construction and operation. A proposed project enters the funded construction pipeline only when land and design questions are sufficiently resolved, procurement is feasible, staffing is available and future operating costs fit the expenditure framework. Preserve a small preparation budget so worthwhile projects can reach that point. Where readiness fails, release capacity for a better-prepared alternative. Publish the strongest rejected option and the reason for the choice, including cases where repair or service redesign offers more value than new construction.

Revenue reform should improve collection, fairness and predictability. Commission and publish a tax-expenditure account that identifies the cost, purpose, duration and reviewed performance of concessions. Test whether an incentive changes investment behaviour, rather than merely rewarding activity that would have occurred. Replace open-ended concessions prospectively with transparent, time-limited instruments where evidence supports them. Changes affecting low-income households require an operational compensation route before the tax change takes effect. Tax amnesties, guarantees and concession renegotiations should be assessed for the incentives they create for future compliance.

Citizenship-by-investment receipts, grants and asset sales should not carry permanent payroll commitments on the assumption that unusually strong inflows will recur. Publish their gross receipts, deductions, transfers, commitments and balances in forms that can be reconciled with the budget. Any dedicated fund should have a clear mandate, published investment rules, independently audited accounts and explicit conditions for withdrawals. A public-private partnership should pass the same affordability and service tests as conventional procurement. Its payment schedule, guarantees, termination exposure and handback obligations must enter fiscal-risk assessment and disclosure, with assets and liabilities recognised under the applicable accounting standards.

## Procurement that develops capability and earns trust

Saint Lucian firms should have a fair opportunity to win public business by delivering reliable value. The state's contribution is to make opportunities visible, requirements

proportionate and payments dependable. Publish a twelve-month procurement pipeline with realistic dates, offer supplier training and standard documents, and provide advance notice of recurring demand. Where technically sound and lawful, divide work into manageable lots, with clear coordination and quality responsibilities. Do not split a procurement to evade approval thresholds. Prompt payment is itself a practical development policy because small firms cannot finance government indefinitely.

Michel's August 2026 census audit covered 840 indexed Department of Finance portal records. Seventy of 152 award pages could be linked with high confidence to an earlier solicitation. The study describes the published portal record and cannot estimate coverage of all government procurement or infer wrongdoing from absent fields. [111] Stable identifiers and structured dates would make the existing disclosure system more useful to suppliers, managers and the public.

The legal framework requires care. Section 57 of the Public Procurement Act establishes open competitive tendering, equal access for eligible and qualified bidders, and conditions for national and international procedures. [112] The April 2025 procurement manual addresses planning, evaluation, contract administration and supplier performance and recognises that external funders may prescribe procurement procedures. [106] Before introducing preferences, special eligibility rules or local-content conditions, check the current domestic law, funding agreement and applicable regional obligations. Supplier-development support, transparent qualification and rigorous performance assessment can improve local participation without lowering the standard of the service being purchased.

The 2026 amendment changes an important part of the institutional map. It defines the relevant board for a statutory body and adds provisions for that board's approval of procurement procedures, procurement and contract awards, together with signing arrangements. [56] The delivery system must therefore cover ministries and statutory bodies. It should not assume that every major public contract follows the same central approval path. A common disclosure standard should identify the procuring body, applicable procedure, decision authority, award, changes, payments and operating result while respecting legitimate confidentiality and personal data.

Local value should be measured with appropriate precision. A locally incorporated supplier may rely heavily on imported inputs, while an international contractor may employ and train residents and buy substantial local services. Record resident employment, verified subcontracting, retained technical capability and whole-life cost separately. Require capability-transfer plans where they are proportionate and lawful, with milestones such as local technicians independently maintaining equipment or a receiving team modifying a system without dependence on the original vendor. Do not convert all spending paid to a domestic firm into a claimed addition to national income.

Procurement oversight must follow the delivered service. Publish contract amendments with reasons, explain major delays and record acceptance tests before final payment. Include an accessible route for supplier complaints and remedies. Track invoice age, disputes, repeat

defects and operating performance. The supplier's political connections, name or nationality should not substitute for documented competence and value.

Prompt-payment reform should use the existing financial controls. Regulation 29 requires invoice receipt and payment tracking; regulation 30 requires an accounting officer's monthly creditor analysis and submission to the Accountant General. [113; 114] Three procuring-entity pilots should record receipt, missing information, acceptance, approval and payment separately. Publish service standards for correcting incomplete claims and an escalation route for valid overdue invoices. The ledger must retain disputed and difficult cases. Faster processing cannot supply missing cash or legitimise an unauthorised commitment; Finance must distinguish workflow delay from a funding shortfall and provide the responsible response.

## Accountability and a capable public service

The Constitution gives the Director of Audit independent functions, access to relevant records and a route for reports to reach the House. [115] Strengthen the capacity to perform those functions and the legislature's capacity to examine findings. Provide analytical support for public-accounts scrutiny and publish a time-bound departmental response to accepted recommendations. The executive's delivery dashboard cannot certify its own compliance. Audit, evaluation and operational management answer different questions and should exchange evidence without merging their responsibilities.

Public-service reform should start with tasks that residents repeat most often: identity and civil records, permits, benefit applications, tax registration, business registration, land-related services and health referrals. For each selected service, publish the requirements, fee, normal completion time and complaint route. Measure the median and slowest-decile completion times, the share of applications returned for missing information, and the number of visits required. Remove unnecessary repeat requests for information government already lawfully holds. Maintain assisted and offline access so digitisation does not shift costs onto people without devices, connectivity or confidence.

Train supervisors in workload planning, fair feedback, record quality and practical problem-solving. Recognise teams that improve service reliability and share what worked. Recruitment and promotion should reward demonstrated competence and integrity through transparent criteria and the applicable constitutional appointment processes. A well-managed public workplace gives effort a reliable return and makes punctuality, care and professional standards normal daily expectations.

Data systems require clear authority and disciplined handling. The Attorney General's consolidated text records that specified parts of the Data Protection Act commenced in January 2023; this should not be misrepresented as evidence that every provision or enforcement institution is operational. [116] Before linking administrative records, complete a current legal and operational review, define permitted uses, minimise personal data, log

access and establish correction and complaint routes. Publish aggregate development statistics with disclosure controls. Automated tools may assist routine administration, but decisions materially affecting rights or benefits need accountable human review and meaningful appeal.

## Safety and justice as conditions of prosperity

People should be able to reach work, attend school, trade and enjoy public space without fear. A national safety strategy should combine prevention, competent investigation, timely justice and support for people affected by violence. Targets should concern harm and lawful resolution. Arrest totals and seizures are useful operational information but do not establish that violence fell or that public confidence improved.

Begin with a reconciled serious-violence register jointly governed by the competent police, health and statistical authorities. Publish definitions for incidents, victims, intentional homicide, other fatal violence and nonfatal shootings. Link records through controlled identifiers while keeping personally identifiable information restricted. The OAS portal currently reports 73 intentional-homicide victims for Saint Lucia in 2024; other public narratives use different totals. [117] Reconcile inclusion rules and revision dates before choosing a baseline. Preserve uncertainty instead of silently selecting the most favourable count. Report both counts and rates and use rolling averages because annual movement in a small population is volatile.

The first intervention priority is the prevention of repeat and retaliatory serious violence. Establish a bounded pilot bringing together lawful focused enforcement, credible outreach, practical employment and treatment referrals, and victim support. Determine eligibility from documented recent risk and appropriate professional assessment. Provide a route out of the programme and a remedy for inaccurate information. A systematic review found focused-deterrence approaches associated with crime reductions, but its 24 studies were quasi-experimental and almost entirely from the United States. [118] This supports careful adaptation and evaluation; it does not provide a Saint Lucian percentage reduction to insert into the economic forecast.

Pair that work with stronger responses to domestic and sexual violence, including confidential reporting, timely protective action, safe referral, trauma-informed care and legal support. Improve the response after a nonfatal assault so a person does not leave emergency care without an appropriate safety and follow-up plan. Community organisations can provide trusted access, but roles, confidentiality, training and supervision must be explicit. Public funding should pay for reliable services and qualified supervision, with manageable caseloads and safeguarding requirements.

Investigations need dependable evidence handling, forensic turnaround, witness support and case preparation. Build a small multidisciplinary improvement team around the points where serious cases repeatedly stall. Publish aggregate measures for file completeness, forensic

turnaround and time to key procedural stages. No performance target should pressure prosecutors to bring unsupported charges or judges to decide cases in a particular way. Audit the reasons for adjournments and remedy staffing, transport, disclosure and scheduling failures.

Existing justice reforms provide a starting point. Government reported opening the Criminal Backlog Reduction Court on 19 March 2026, alongside virtual-court and other improvements. Its May update reported approximately 100 matters disposed of between February and May. These are government-reported outputs, not an independently verified assessment of delay reduction or fairness. [119] Build on the existing arrangements by publishing age-of-case distributions and clearance rates, while checking whether a “case” represents a person, charge or proceeding. Provide legal assistance and accessible information about process. Prison rehabilitation should connect identity documents, qualifications, treatment and employment support to release and track repeat harm using a consistent follow-up period.

Firearms policy should connect national action to the Caribbean Firearms Roadmap and regional cooperation on prevention and illicit trafficking. [120] Improve lawful tracing, inventory control and secure evidence management, and use trace findings as investigative leads. ATF explicitly cautions that traced firearms are not a representative sample of all weapons used in crime and that tracing to a first retail seller does not establish the full route of acquisition. [121] Report trace coverage and completion separately from claims about origin. International cooperation should focus on stopping illegal flows while preserving legitimate trade and due process.

The proposed 2031 national safety ambition is a 30 per cent reduction in the rolling three-year count of intentional-homicide victims compared with a reconciled 2024-2026 baseline, accompanied by reductions in serious nonfatal violence and repeat victimisation. This is a policy target, not an estimated programme effect. Publish the raw annual data and any definitional changes. Review pilot outcomes, adverse effects, service uptake and institutional capacity before expansion. For 2050, the direction is durable low violence and trusted justice, sustained through prevention, timely services and lawful accountability.

## Partnerships that leave lasting national capability

Saint Lucia should cultivate stable relationships with regional institutions, established bilateral partners, investors, universities and its diaspora. Each major partnership should make clear what capability will remain in the country, what recurring costs follow, who owns or can access the relevant systems and how outcomes will be assessed. A small state gains negotiating strength from good preparation, reliable implementation and the ability to compare credible alternatives.

The relationship with the Republic of China (Taiwan) offers practical opportunities for the next strategy period. Existing cooperation includes a metabolic-chronic-disease programme scheduled to March 2027 and an ICT-capacity programme scheduled to June 2027. The health

programme reports integration of its i-Screen application with the national health information system and training of local personnel. [23; 122] These provide a basis for discussing the next phase with the partner. Begin with independent service review: continuity of care, disease control, usefulness to frontline staff, maintenance arrangements and the ability of local teams to run and improve the systems.

A proposed 2027-2031 partnership agenda should concentrate on primary-care quality, agricultural and enterprise productivity, digital maintenance and cybersecurity skills, applied technical education, and commercial connections for suitable Saint Lucian businesses. Scholarships should connect to transparent national skills needs and credible work opportunities, including paths for returning graduates and remote contributions. Set mutually agreed outcomes and publish joint reviews. Equipment donations should include consumables, training, support and eventual replacement. Training programmes should be judged partly by subsequent use of skills and retention of capability, with appropriate follow-up rather than attendance alone.

Apply the same standard across partnerships with the United States, United Kingdom, European Union, other bilateral partners and multilateral development institutions. Preserve diplomatic reliability and diversified cooperation. Where a project requires expertise unavailable locally, combine procurement of that expertise with a realistic receiving-team plan. Regional pooling can make specialist regulation, procurement, forensic services, digital assurance and selected advanced healthcare more feasible. The Revised Treaty of Basseterre provides an established economic-union foundation; country-specific rights and obligations must be checked when designing each pooled service. [123]

# 8 Communities housing and the quality of everyday life

## National priorities expressed through places

National averages cannot specify what a community needs. Michel's household infrastructure research shows that prevalence, depth of overlapping disadvantage and total household burden differ across places. Its census districts are not electoral constituencies, and its 2022 observations require contemporary validation. The planning system should therefore combine consistent national information with local service catchments, household needs and practical knowledge. [124]

Each area compact should identify the households and enterprises it serves, the principal obstacles to wellbeing and income, the projects already committed, and a small set of improvements that responsible institutions can deliver together. Local participation should include renters, people with disabilities, younger and older residents, small firms, transport operators and those less able to attend meetings. Publication should distinguish what residents requested from what was selected and explain the reason for the selection.

An initial national allocation formula should consider both numbers affected and severity of need, then adjust for delivery readiness and risk. Readiness should determine the type of support, not permanently exclude communities with weaker administrative capacity. Preparation grants and technical help should enable those areas to enter the delivery queue. No constituency should gain priority solely through the influence of its representative.

## Opportunity through safe and useful public places

Renewal should connect safe housing, drainage, water, sanitation, walking routes, transport, recreation and spaces for enterprise. A community visitor district is one possible economic use of this approach. A predominantly residential district may need after school access, childcare and reliable travel to work. An agricultural area may need dependable delivery routes and shared quality services. The service package should follow the local problem and the wider national network.

Housing support should distinguish structural danger, unaffordable costs, insecure tenure, overcrowding and access barriers. Repairs and adaptations can sometimes improve lives sooner than a new construction programme. Serviced infill can reduce future infrastructure costs where land and hazards permit. Allocation must use published eligibility and independent review, with protection against displacement and speculative capture of public improvements.

Culture, sport, libraries and community organisations are part of this environment. They provide places to practise skills, cooperate, read, create, maintain shared assets and take responsibility for work that others depend on. Public support should pay for consistent opening hours, useful programmes, safeguarding and upkeep. A new building or a single

event is an input; participation, competence, wellbeing and sustained use are the outcomes to assess.

Schools, employers and public agencies should demonstrate punctual service, clear expectations, reliable feedback and fair recognition of achievement. People are more able to persist when rules are intelligible and performance has a credible reward. Small public grants can support supervised community improvement projects, reading and practical science activities, cultural production and local maintenance partnerships. Selection should be open, and reporting should be proportionate to the grant.

## A national community compact

The proposed compact gives residents a published service standard and a route to report failures. It gives delivery institutions a clear responsibility and an agreed method for resolving dependencies. Community organisations can contribute monitoring and practical knowledge without being asked to replace professional services or supply unpaid labour as a condition of essential support.

The first strategy should pilot the approach in a small number of contrasting settings chosen through transparent criteria. It should test whether coordinated work improves household outcomes and reduces repeated visits, disconnected projects and avoidable cost. Expansion should retain what works while recognising that different places require different service combinations.

# 9 Financing prosperity and protecting fiscal room

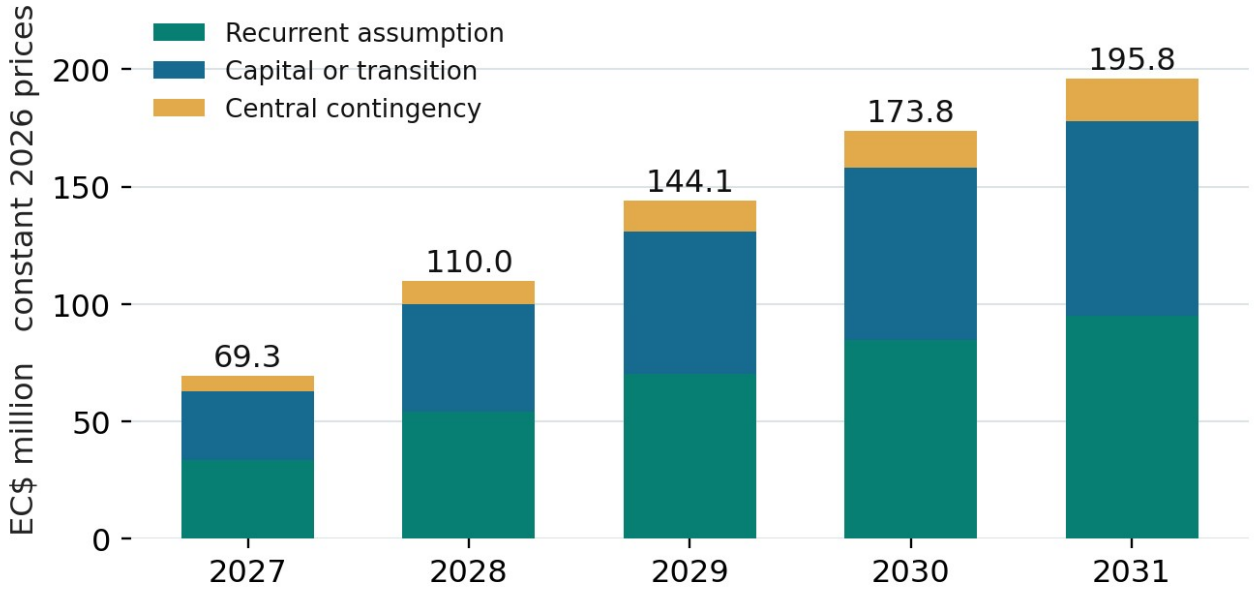
## A resource framework for the first five years

The first period proposes thirteen programme ceilings totalling EC$630 million and a centrally controlled contingency of EC$63 million. All amounts are in constant 2026 prices. The resource envelope covers targeted improvements, preparation and conditional expansion. Existing government services, previously financed major projects, private investment and the full climate investment pipeline remain outside it unless a specific activity is formally reassigned into the portfolio and counted once.

The ceilings express a national priority and an upper planning allocation. They are not supplier quotes, completed engineering estimates or forecasts of actual expenditure. The medium term strategy identifies initial modules that can be specified more closely and the evidence required for further commitments. An unused allocation should remain available for a justified decision or be released; spending the ceiling is not a performance target.

| Programme | 2027 | 2028 | 2029 | 2030 | 2031 | Total |
|---|---|---|---|---|---|---|
| P01 Healthy and active lives | 7.0 | 12.0 | 15.0 | 18.0 | 20.0 | 72.0 |
| P02 Learning and useful skills | 6.0 | 10.0 | 13.0 | 15.0 | 16.0 | 60.0 |
| P03 Care and access to work | 4.0 | 7.0 | 10.0 | 12.0 | 14.0 | 47.0 |
| P04 Reliable water and sanitation | 10.0 | 14.0 | 18.0 | 22.0 | 24.0 | 88.0 |
| P05 Efficient energy and mobility | 5.0 | 8.0 | 11.0 | 14.0 | 16.0 | 54.0 |
| P06 Enterprise productivity and exports | 4.0 | 6.0 | 8.0 | 10.0 | 12.0 | 40.0 |
| P07 Community visitor economy | 2.0 | 4.0 | 6.0 | 7.0 | 8.0 | 27.0 |
| P08 Food and marine value chains | 4.0 | 6.0 | 8.0 | 9.0 | 10.0 | 37.0 |
| P09 Safer communities and justice | 5.0 | 8.0 | 10.0 | 12.0 | 13.0 | 48.0 |
| P10 Serviced neighbourhoods and access | 4.0 | 6.0 | 8.0 | 10.0 | 12.0 | 40.0 |
| P11 Digital services and public evidence | 4.0 | 6.0 | 7.0 | 8.0 | 9.0 | 34.0 |
| P12 Maintenance and disaster readiness | 6.0 | 10.0 | 13.0 | 16.0 | 18.0 | 63.0 |
| P13 Delivery and supplier capability | 2.0 | 3.0 | 4.0 | 5.0 | 6.0 | 20.0 |
| Programmes | 63.0 | 100.0 | 131.0 | 158.0 | 178.0 | 630.0 |
| Contingency | 6.3 | 10.0 | 13.1 | 15.8 | 17.8 | 63.0 |
| Total envelope | 69.3 | 110.0 | 144.1 | 173.8 | 195.8 | 693.0 |

**Figure 3 Proposed annual programme envelope**




SLPA allocation assumptions in constant 2026 EC dollars. Recurrent shares are heuristic; commissioned service budgets must replace them.

The schedule begins at EC$69.3 million including contingency in 2027 and reaches EC$195.8 million in 2031. A technical scale bridge applies the World Bank's 1.1 percent real growth projection and an assumed 2 percent GDP deflator to revised 2025 nominal GDP. It is not an official 2026 GDP estimate. After the illustrative 2 percent cost conversion, the annual nominal cash ceiling rises from about 0.9 percent to 2.2 percent of modelled nominal GDP. At assumed 2 percent annual cost inflation, the five year cash requirement is approximately EC$742.4 million. Inflation, exchange sensitive imports and procurement prices must be updated before appropriation.

The indicative programme split is EC$337.2 million of recurrent service resources and EC$292.8 million of capital or transition expenditure before contingency. This classification is for planning; the Treasury must apply the appropriate budget classification to each transaction. The EC$94.95 million estimate applies assumed recurrent shares to the full 2031 allocation ceilings. It is an indicative carry forward, not a costed minimum service obligation; commissioned services must replace it with an itemised 2032 operating budget. Replacement assets, pay changes and further expansion may increase it. Grants should not create continuing obligations without a domestic funding plan.

## Financing that can be demonstrated

The illustrative financing structure assigns 60 percent of the total to reprioritised expenditure, 25 percent to grants and 15 percent to additional domestic revenue. This corresponds to EC$415.8 million, EC$173.25 million and EC$103.95 million over five years. These are required contributions under a financing scenario. They are not identified balances, signed grants or estimated yields from enacted measures.

Before adoption, Finance should produce a line by line bridge from the existing medium term fiscal framework. Reprioritisation needs named appropriations, contractual constraints, services forgone and approval. Grant resources need a verified agreement, disbursement schedule, counterpart provision and treatment of exchange and delay risk. Additional domestic revenue needs an administratively and legally feasible measure, collection schedule and distributional assessment. Each source receives one allocation so that it cannot fund two promises.

The enacted FY2026/27 appropriation provides a concrete starting point for this reconciliation. Act 9 of 2026 authorises EC$2,188.766 million. The estimates classify EC$492.728 million as project expenditure, including EC$211.728 million of recurrent costs. Capital expenditure excluding debt principal is EC$298.604 million. These distinctions matter when selecting funds for reassignment and assessing the operating demands of investments. Appendix A provides the budget classification bridge. [125; 126]

| Required source | 2027 | 2028 | 2029 | 2030 | 2031 | Total |
|---|---|---|---|---|---|---|
| Reprioritisation | 41.58 | 66.00 | 86.46 | 104.28 | 117.48 | 415.80 |
| Grants | 17.33 | 27.50 | 36.03 | 43.45 | 48.95 | 173.25 |
| Additional domestic revenue | 10.40 | 16.50 | 21.62 | 26.07 | 29.37 | 103.95 |
| Nominal cash at assumed 2 percent inflation | 70.69 | 114.44 | 152.92 | 188.13 | 216.18 | 742.36 |

The reprioritisation task rises with the portfolio, from EC$41.58 million in 2027 to EC$117.48 million in 2031 in constant 2026 prices. Finance should examine the following existing spending populations and publish the contracts, service consequences and net amounts that any proposal would change. Their gross budgets are not estimates of waste or recoverable savings. [126]

| Review population | Published FY2026/27 scale EC$m | Test before assigning any savings |
|---|---|---|
| Rental and hire | 88.325 | Lease need, consolidation, termination costs and service continuity. |
| Consulting services and commissions | 121.650 | Required specialist work, overlapping scopes, contracts and value. |
| Postal and communications; electricity and water | 16.616; 26.626 | Contract, usage and billing review; fund viable efficiency work first. |
| Uncontracted project phases | Review project register individually | Readiness, duplication, benefits forgone, counterpart terms and legal budget route. |

Relief measures also warrant periodic assessment of targeting, expiry and household effects. A July 2026 official account reported EC$39.2 million of foregone fuel excise and EC$5.7 million of LPG subsidy since April. Those past costs establish a reviewable policy choice, not future savings. Any replacement should preserve affordable essential use and account for

compensation and administration. Publish a consolidated tax-expenditure statement before assigning a yield to concession reform. [127]

Reprioritisation must follow the appropriate legal route. The Public Finance Management Act restricts in-year virement and reallocation, including transfers from capital to current expenditure. Deferring a capital project cannot automatically finance permanent staff through those warrants. Annual or supplementary appropriations must establish lawful provision and recurring resources for continuing services. A commitment also needs the required authority and sufficient unencumbered, uncommitted appropriation. [128; 129]

Revenue reform should begin with published tax expenditures, compliance gaps and the consistency of treatment across comparable activities. Evaluate concessions against additional investment and resident benefit, improve property and business records where lawful, and strengthen collection through fair administration. Broader tax choices should protect low income households and assess effects on prices, investment and formalisation. No yield is booked here without an executed assessment using tax and expenditure records.

Spending reform should prioritise payment and commitment control, consolidation of duplicate systems, appropriate shared procurement, asset maintenance and evaluation of subsidies. Savings occur only when the cash requirement is reduced without shifting an unpaid obligation elsewhere. Reduced fraud or waste should never be used as an unspecified financing residual. Contingent liabilities from guarantees and public private arrangements require an exposure register, expected cost assessment and stress test.

Michel's budget execution study documents a gap between original capital plans and reported outturns, and uncertainty in grant realisation. Its findings support a smaller executable queue within a larger strategic pipeline. They do not prove that every underspend was waste or that disbursement itself is the desired result. Project preparation, counterpart cash, operating staff and contract management must be funded with the asset. [109]

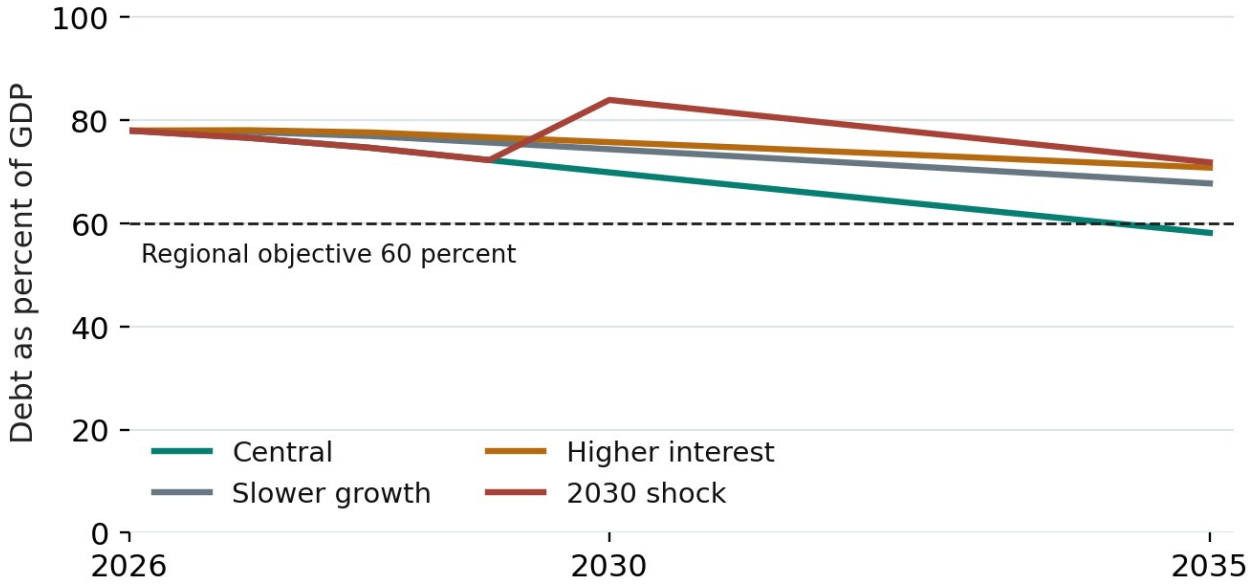
## Debt and liquidity boundaries

The plan supports progress toward the ECCU debt objective of 60 percent of GDP by 2035, accompanied by a credible medium term fiscal framework and transparent escape arrangements for severe shocks. A debt ratio does not describe refinancing risk by itself. Debt management must also monitor gross financing requirements, maturity concentrations, interest and currency exposures, arrears, cash buffers and guarantees. [2; 7]

The illustrative debt exercise starts 2027 at 78 percent of GDP, uses a 4.5 percent effective interest rate, a 2 percent GDP deflator and the central 3 percent real growth assumption. It applies primary surpluses of 1 percent in 2027, 1.5 percent in 2028 and 2 percent thereafter. These are scenario inputs. The simulated ratio reaches 58.2 percent in 2035. At 1.5 percent real growth, it reaches 67.8 percent; at a 6.5 percent interest rate it reaches 70.8 percent. A specified 2030 shock produces 71.8 percent. In that year real GDP falls 5 percent, the primary surplus falls to zero and a stock flow adjustment adds six percentage points of GDP to debt.

The stock flow adjustment represents debt additions outside the primary balance; reconstruction expenditure already included in that balance must not be counted again. Thereafter 3 percent real growth resumes without a catch up in the output level. The model is a transparent debt identity, not a debt sustainability assessment or borrowing recommendation.

**Figure 4 Conditional debt paths**




SLPA debt identity. Opening ratio 78 percent is assumed. The 2030 shock and financing assumptions are specified in the text and replication code.

The primary surplus assumptions require a fiscal adjustment beyond the programme's own financing. The World Bank's October outlook projects primary surpluses of 0.5, 0.4 and 0.3 percent for FY2026/27 to FY2028/29, using fiscal-year numerators and calendar-year GDP. The ECCB's June review uses different periods and coverage and reports a debt-stabilising surplus of approximately 2.8 percent under its assumptions. These are distinct forecast vintages; the plan's 2 percent scenario is not a finding that this balance suffices under every outlook. Appendix A records the reconciliation requirements. [2; 130]

Finance must certify a consolidated path using current debt, cash, commitments and policy before releasing each expansion. The same tax revenue or expenditure reduction cannot be assigned in full to new services and to a stronger primary surplus. If that condition cannot be met, reduce or defer the next uncontracted phase. Borrowing requires separate authority and incorporation into debt and refinancing assessments.

The 10 percent portfolio contingency is not a national disaster fund. A uniform 25 percent increase in programme costs would raise their cost to EC$787.5 million, leaving EC$94.5 million beyond the envelope even after using the reserve. Losing half the assumed grants creates an EC$86.625 million funding gap. These separate sensitivity tests show the importance of maintaining options and credible fallback packages. They should not be added without examining overlapping effects.

## Financing the later stages

For 2032 to 2050, the plan does not authorise a fixed spending total. Each successor strategy should inherit the operating obligations, asset condition, evaluation results and financing exposures of its predecessor. Successful programmes can expand when the fiscal framework and workforce permit. Major infrastructure should be scheduled through lifecycle appraisal and a prepared pipeline, with published alternatives and realistic procurement periods.

Private capital should finance commercially viable activity under clear and fair rules. Public finance should address essential services, public goods and demonstrated barriers to worthwhile investment. Partnerships, concessional funding and regional arrangements can improve feasibility, but their terms, counterpart costs and domestic operating requirements remain part of the national choice. The objective is a growing and resilient revenue base supporting better services without narrowing the next generation's choices through unmanageable obligations.

# 10 The route from 2027 to 2050

## Establish reliable foundations during 2027 to 2031

The first period should prove that the state can deliver a coordinated set of improvements. It begins with an integrated fiscal and project inventory, named programme owners and an honest workforce map. Urgent maintenance and clinical or physical safety work proceed through existing authority. New expansion follows the readiness gates in the medium term strategy.

The first one hundred days should establish the national delivery record, appoint accountable owners, authorise the funded portion of the protected first year package, identify duplicate financing, publish the baseline plan and approve initial designs. More demanding reconciliation of administrative statistics and the full partner pipeline should continue through day 180, with known gaps and interim measures disclosed. The first year should produce operational improvements that residents can observe, while the first full seasonal and annual baselines are assembled. The 2028 and 2029 reviews should decide which approaches merit expansion, revision or closure.

By 2031, the test is functioning service, verified capability and a prepared next stage. The strategy should have a public account of each programme's expenditure, results, distributional effects and continuing obligations. The 2032 to 2036 strategy should be approved with that account available, rather than using a new vision document to erase unresolved commitments.

## Expand effective services during 2032 to 2036

The second strategy should extend interventions that have demonstrated useful outcomes and affordable operation. Scale learning, primary care and dependable support for families; broaden successful supplier and export relationships; and commission prepared water, sanitation, energy and access projects. Expansion should retain the quality, maintenance and follow-up that made the initial work effective.

By 2036, the country should have a larger group of firms earning repeat income from several customers, a maintained asset register, and routine use of service performance and household evidence in budgets. Review the distribution of gains, workforce shortages and the ability of smaller firms and underserved communities to participate. Carry continuing obligations into the next strategy before authorising new scope.

## Deepen capability during 2037 to 2041

The third strategy should build on stronger learning cohorts and established firms to support more complex products and services. Investment in technology, management, professional skills and reliable infrastructure should raise output per hour and wages. Education and labour institutions should respond to demonstrated skill needs, while retaining broad foundations that allow people to adapt when markets change.

The 2041 national checkpoint should assess income, health, learning, service reliability, safety and fiscal resilience alongside the growth path. It also provides a point of comparison with the

government's longer-term planning horizon. Review climate exposure, population and technology, and reassess long-lived assets against updated hazards and demand. Publish the next commitments and the adjustments needed to preserve the 2050 direction.

## Renew assets and adapt services during 2042 to 2046

The fourth strategy should renew the capabilities established in earlier periods. Asset replacement, maintenance, workforce succession and services for an older population become central tasks. Firms should be able to enter new markets and adopt new technologies without relying on permanent subsidy. Reassess the reliability and affordability of energy, water, housing and transport under the conditions then prevailing.

By 2046, every major continuing programme should have a current account of its outcomes, remaining asset life, operating obligations and options for improvement. Fiscal and ecological room should be protected so that accumulated commitments do not prevent necessary adaptation. The subsequent four-year strategy should identify the remaining gaps to the national vision and feasible ways to close them.

## Complete the 2050 commitments during 2047 to 2050

The final four-year period should consolidate a productive economy and dependable services across ages and communities. Direct effort toward persistent deprivation, weak service coverage and capabilities that need renewal. A larger economy should support better care and resilient places while preserving the natural assets on which tourism, food production and everyday life depend.

The 2050 review should examine the security and opportunity residents have gained, where insecurity persists and which assets and institutions remain fit for purpose. It should establish a verified starting point for the next national plan. Preparation must begin before 2050 so that the end of this horizon does not interrupt essential services or long-term investment.

## Reviews and continuity between strategies

The five implementation periods are 2027 to 2031, 2032 to 2036, 2037 to 2041, 2042 to 2046 and 2047 to 2050. Annual budgets approve affordable service schedules within the current strategy. A mid-period review examines performance and assumptions, while a severe disaster, major fiscal deterioration or material technological change can trigger an exceptional review. Changes should identify the evidence, affected obligations and transition arrangements.

Begin preparing each successor strategy at least eighteen months before the current one ends. Transfer verified service commitments, asset condition, workforce requirements, liabilities and unresolved problems into it. Electoral changes may alter instruments through lawful decisions; the public record should preserve continuity and make the consequences of those choices visible.

# 11 A national scorecard that changes decisions

## Targets with clear denominators

The scorecard below sets proposed ambitions, not forecasts. Every measure needs a named producer, a definition, a reference period, a revision policy and a publication schedule. Targets requiring a new baseline become measurable obligations to establish that baseline in 2027; they are not a reason to insert an invented present value. Proposed targets should be ratified after methodological and fiscal review, with reasons published for any change.

| Outcome | Starting point | 2031 ambition | 2041 checkpoint | 2050 direction |
|---|---|---|---|---|
| Real output | 2026 index 100 | 115.9 under 3 percent path | 155.8 under same path | 203.3 under same path |
| Median real household income | Harmonised 2027 survey | At least 10 percent above baseline | At least 40 percent above baseline | At least 75 percent above baseline |
| National poverty | Verified 2027 national standard | 30 percent relative reduction | 60 percent relative reduction | End persistent extreme deprivation |
| Hypertension control | 2027 panels and registration coverage | At least 60 percent controlled | At least 70 percent; broader coverage | Sustained high control and broad access |
| Grade 3 numeracy | 2027 validated enrolled-pupil baseline | At least 70 percent; higher if baseline exceeds it | At least 85 percent, with inclusion | At least 90 percent, with inclusion |
| CSEC mathematics | About 42 percent of candidates in 2025 | At least 60 percent; broader participation | At least 75 percent; broader participation | At least 85 percent; broad participation |
| Water reliability | 2027 priority-zone baseline | 30 percent fewer unplanned interruption connection hours | 60 percent fewer; expanded service coverage | Safe continuous service and affordable access |
| Care reliability | 2027 commissioned service baseline | 95 percent completed in agreed window | Maintain 95 percent as assessed coverage expands | Reliable assessed support across ages |
| Serious violence | Reconciled 2024 to 2026 average annual count | 30 percent lower three-year average | 50 percent lower three-year average | Durable low violence and trusted justice |
| Electricity transition | 2027 grid and service baseline | Costed milestone set by December 2027 | Meet published 2041 engineering and finance milestone | At least 90 percent renewable generation with reliability |

| Outcome | Starting point | 2031 ambition | 2041 checkpoint | 2050 direction |
|---|---|---|---|---|
| Public service time | 2027 selected services | 40 percent shorter median; preserve quality | Maintain gains and extend verified standards | Predictable inclusive services |
| Public debt | Reconciled perimeter and vintage | Credible path toward 60 percent by 2035 | Sustain prudent debt and liquidity after shocks | Maintain fiscal and liquidity room |

The 2041 milestones are proposed intermediate commitments within the 2050 vision. They do not extend every first-period intervention unchanged. Where a methodological or service baseline remains to be established, the responsible institution should publish the complete trajectory and review it alongside each successor strategy.

Disaggregate household and service measures by relevant age, sex, disability, income and place when sample size and confidentiality permit. Publish uncertainty for survey estimates. Service indicators should retain the worst served areas and failed cases in the denominator. A clinic must not improve its control rate by dropping difficult patients; a school must not improve attainment by excluding candidates; a programme must not claim success only among participants who respond to follow up.

## Evaluation and public scrutiny

The programme owner should distinguish inputs, outputs and outcomes. Staffing and money are inputs. Completed visits, commissioned assets and training places are outputs. Better health, reliable supply, sustained paid work and lower household burdens are outcomes. A change in outcomes after a programme begins may have several causes. Use phased rollout, comparison groups, random allocation among equally eligible applicants where appropriate, and qualitative evidence to strengthen inference.

Every pilot should have a short evaluation protocol before selection begins. It should specify the eligible population, baseline, main outcome, follow up period, cost measure and rule for missing data. Evaluation should be proportionate to the decision. A small repair does not require a large study; a national programme claiming economic transformation should face stronger scrutiny. Publish adverse effects and opportunity costs as well as benefits.

The national annual report should join the scorecard to decisions. A missed target should produce an explanation, a responsible action and a review date. A successful programme should show whether it can expand without losing quality. Independent audit should examine financial and performance claims, while parliamentary scrutiny should consider the consolidated programme and fiscal framework. The public should be able to follow a project from proposal to contract, functioning service and subsequent maintenance.

# 12 Adoption and responsibility

This plan proposes a national direction and a disciplined method for delivering it. Adoption should include public discussion of priorities, distributional effects and trade offs, followed by decisions through the country's lawful constitutional, budget and administrative processes. Consultation should be accessible and its treatment visible: publish the issues raised, the evidence considered, the decisions made and the reasons.

The department responsible for economic development should coordinate the strategy, while Finance owns the consolidated fiscal framework and each service institution owns delivery. Cabinet should resolve dependencies and approve lawful priorities. Parliament should scrutinise appropriations, performance and major departures. Courts, regulators, professional bodies and audit institutions retain their independent responsibilities. A delivery unit should support these institutions rather than replace their authority.

Public partnership requires reciprocal commitments. Government should provide dependable rules and services, businesses should meet their obligations and compete on value, and communities should have meaningful opportunities to contribute and hold institutions to account. The framework should reward competent work, honest correction and useful cooperation. The national vision becomes credible when these expectations are reflected in daily practice.

The immediate decision is to adopt the direction, authorise the first stage within verified resources and establish the public record by which progress will be judged. The accompanying medium term strategy specifies that first stage. Subsequent commitments should build on what Saint Lucia demonstrates it can deliver, while maintaining the ambition of a healthier, more productive and more secure country by 2050.

# Appendix A Evidence methods and the official planning context

## How evidence is used

The plan combines public administrative records, official statistics, research studies, the author's published SLPA papers and explicit policy design. Observations, forecasts, conditional calculations and proposed targets remain separate. The evidence cutoff covers information published by 7 November 2026; later retrieval dates do not extend that information cutoff. A publication's recent date does not make every statistic inside it current.

Current national statistical tables take precedence for the selected GDP baseline. Older official and international vintages remain visible where they explain forecasts or financing assessments. Different population denominators, debt perimeters, fiscal years and calendar years are not silently merged. The UN population benchmark is used for a conditional demographic exercise; it is not substituted for the domestic population denominator in a published official GDP per capita series.

The author's prior papers provide original local analysis and conceptual frameworks. They are identified as working papers, reports or proposed standards where applicable. The plan does not claim a peer review status or a causal validation that those publications do not establish. Comparative evidence is used to identify mechanisms and implementation conditions. International effect sizes are not copied into the national growth model.

Programme ceilings, targets, staffing allocations, recurrent shares and financing contributions are proposed planning parameters. The initial service modules use transparent quantities and assumed unit costs. These are not quotations, market wage estimates or completed engineering appraisals. A complete commissioning assessment must identify what is additional to existing budgets, the services displaced by reprioritisation and the workforce actually available.

## Relationship to government planning

The February 2026 consultation announcement described an NDP for 2026 to 2040 and an MTDS for 2026 to 2030. The October High Commission notice used 2027 to 2041 and 2027 to 2031. This SLPA proposal deliberately adopts the 2027 to 2050 national horizon and a 2027 to 2031 first implementation period. It draws on existing planning functions and records while presenting its own policy programme. [131; 132]

The government's sector analysis terms of reference include diagnosis, consultation, validation, investment needs and donor concept notes. A March 2026 account also describes work with CLEAR LAC and the Caribbean Development Bank on monitoring and evaluation. These are institutional foundations with which implementation should connect. Existing

projects and systems should be appraised and reconciled before additional structures are commissioned. [101; 133]

## Evidence strength and decisions

A legal text establishes a rule within its scope and effective date. A procurement notice establishes an intended process, not completion. A financing announcement establishes a disclosed package under stated terms, not money spent. Administrative outputs establish recorded activity, not necessarily improvement caused by that activity. An observational study can identify associations and useful mechanisms; a well designed evaluation offers stronger evidence for a specified intervention and population. Transfer to Saint Lucia still requires attention to capacity, prices, context and implementation.

The highest priority new evidence is a harmonised household income and expenditure baseline; reliable service and waiting time records; care needs and delivered hours; priority occupation vacancies; current asset condition and operating costs; a linked project and procurement register; and an assessment of domestic value added and resident income from tourism. These are implementation deliverables within the programme ceilings. No missing value is coded as zero, and no unobserved benefit is booked as revenue.

## Data protection and publication

Use the minimum necessary personal data, establish lawful purposes and access controls, and publish aggregate results with disclosure safeguards. Health, care, school and violence records require particular care. Programme evaluation should not create an uncontrolled linked population database. Every published statistic should identify the unit, period, producer, limitations and revision history. Corrections should preserve the earlier record and explain the change.

| Record | Value or scope | Treatment |
|---|---|---|
| CSO annual GDP dated 04 September 2026 | 2025 nominal EC$7,437.8m; real growth 0.6 percent | Selected observed baseline [3; 4] |
| Economic and Social Review 2025 | 2025 nominal EC$7,172.4m; real growth minus 0.6 percent | Earlier preliminary vintage [5] |
| DIU debt December 2025 | EC$5,440.47m central and guaranteed stock | Preserve coverage, date and denominator [6] |
| ECCB June 2026 review | Annual 2026 and 2027 primary deficits 0.5 and 1.1 percent; older GDP vintage | Different period and coverage; ratio discrepancy disclosed below [130] |
| World Bank October 2026 | FY2026/27 to FY2028/29 primary surpluses 0.5, 0.4 and 0.3 percent | Fiscal-year numerators/calendar GDP; includes payables and overdrafts or advances in debt [2] |

| Record | Value or scope | Treatment |
|---|---|---|
| FY2026/27 appropriation and estimates | Enacted EC$2,188.766m; classification bridge below | Budget authority, estimates and outturn are distinct [125; 126] |
| SLPA population benchmark | Fixed 2022 age and sex employment behaviour | Conditional requirement, not observed 2026 employment [8] |

The ECCB table prints a 2027 debt ratio of 81.4 percent, while its printed debt and nominal GDP stocks imply approximately 80.1 percent. The published ratio is retained as a source discrepancy and is not used to calibrate this plan. The DIU and ECCB end-2025 stocks differ; Treasury must reconcile coverage, timing and revisions before using a common baseline. A denominator revision does not create fiscal resources. [130; 6]

The World Bank forecast retains an assumed May 2027 end to the tax amnesty; the government's October 2026 account describes an extension through December 2027. The forecast therefore remains identified by its own policy assumptions. Before projecting receipts, verify the operative instrument, collectible principal, collection costs and timing. One-off arrears should not fund permanent payroll indefinitely. [2; 134]

## The approved budget classification

| FY2026/27 approved budget item | EC$m | Interpretation |
|---|---|---|
| Statutory appropriation | 2,188.766 | Authority under Act 9 of 2026; not available cash. |
| Recurrent; statutory capital | 1,750.162; 438.604 | Statutory capital includes principal repayment. |
| Project expenditure | 492.728 | Includes 211.728 recurrent and 281.000 capital. |
| Capital excluding principal | 298.604 | Project capital plus 17.604 non-project capital. |
| Principal; refunds | 140.000; 10.014 | Separate from the budget fiscal-expenditure measure. |
| Expenditure excluding principal and refunds | 2,038.752 | Use this basis with the corresponding revenue measure. |
| Revenue and grants; overall deficit | 1,826.347; 212.405 | Approved estimates; realised receipts may differ. |
| Net financing requirement | 352.405 | Overall deficit plus principal repayment. |

These are approved FY2026/27 estimates, not outturns. The appropriation, fiscal-expenditure and financing measures serve different purposes. Budget Summary page v supplies the bridge; amounts are rounded to EC$ million. No category total is treated as available savings. [125; 126]

# Appendix B Existing investments and the additionality register

These are selected disclosed investments or proposals relevant to the plan. Amounts below are US dollars unless stated otherwise. The table is not a total financing package and must not be summed: it contains different stages, potential overlaps, supplements and redirected funds. The central EC$630 million programme ceiling is additional or reassigned only to the extent established by an activity level reconciliation.

| Record | Disclosed amount US$ million | Status and accounting treatment |
|---|---|---|
| Ninth Water pipeline | 22.83 external plus 7.16 counterpart | Launched September 2026. Approximately 29.99 disclosed components; match activities and cash schedules [82] |
| Theobalds and Patience | About 4.2 Theobalds; 0.781 Patience supplement | Reconcile original Patience finance and associated grants before aggregation [83; 84] |
| Green and efficient buildings | 30 IDA plus 1.791 GEF | Saint Lucia allocations; regional output targets are not national results [90] |
| Geothermal exploration | 34.6 headline | Published components differ; financing agreements must settle the amount. Exploration is not a generation plant [94] |
| Urban flood investment | 25 | Approved 2025. Maintain catchment and operating responsibilities [95] |
| Digital additional financing | 5.567 | Redirected unspent human capital funds; count the same funds once [97] |
| Castries wastewater expansion | Approximately 86 | Feasibility estimate; no assumption of secured funding [87] |
| FISH ADAPT | 16.7 | Existing announced programme including co financing; integrate before new allocations [65] |
| Education PERT | Instrument amounts need reconciliation | Published 2025 loan and later procurement financing descriptions differ; obtain agreements [33] |
| Regional renewable-energy facility P180831 | 29.1 Saint Lucia instrument | IDA-77500 original principal; approval in April 2025. Reconcile national activities and remaining disbursement; do not substitute the regional headline [91; 92; 93] |
| Disaster risk management Cat DDO | 20 | Approved April 2025. Conditional emergency borrowing and liquidity, not an ordinary project grant or maintenance budget [99; 100] |

| Record | Disclosed amount US$ million | Status and accounting treatment |
|---|---|---|
| Water-security preparation P519578 | Unassigned | October 2026 preparation records. No approval or financing attributed in this plan [85; 86] |

For each activity, the adoption register should record the source agreement, implementing institution, original and revised cost, amount disbursed, outstanding commitment, counterpart requirement, remaining output, operating owner and annual operating cost. If a donor programme funds an activity in this strategy, its contribution replaces the matching amount needed from another source. A redirected unspent balance is not new money twice. A guarantee face value is an exposure rather than current spending.

# Appendix C Scenarios data and replication

## Interpretation and units

The calculations are accounting exercises. They do not estimate a causal programme effect or attach probabilities to the scenarios. Growth indices use end 2026 equal to 100. The demographic input is the Benchmark series from Michel's published population research, with fixed 2022 age and sex employment rates. Employment is a conditional headcount, not full time equivalents or a forecast of observed jobs. The original report and data definitions document the construction of the series. [8]

The expenditure table uses constant 2026 EC dollars in millions. The illustrative nominal conversion assumes 2 percent annual cost inflation. The GDP scale bridge uses the revised 2025 CSO nominal level, the World Bank 2026 real projection of 1.1 percent and a separate assumed 2 percent GDP deflator. Consumer inflation is not used as the deflator. Debt simulation uses an assumed opening ratio, effective interest, nominal growth, primary balance and stock flow adjustment. It excludes refinancing mechanics, currency changes, detailed contingent liabilities and endogenous effects. A full sovereign debt assessment requires those records and models.

| Year | Population input | Employment input | 3 percent GDP index | Output per worker index |
|---|---|---|---|---|
| 2026 | 180,510 | 90,965.3 | 100.0 | 100.0 |
| 2027 | 180,788 | 91,150.9 | 103.0 | 102.8 |
| 2028 | 181,026 | 91,300.8 | 106.1 | 105.7 |
| 2029 | 181,216 | 91,434.5 | 109.3 | 108.7 |
| 2030 | 181,383 | 91,508.2 | 112.6 | 111.9 |
| 2031 | 181,489 | 91,444.4 | 115.9 | 115.3 |
| 2032 | 181,519 | 91,291.4 | 119.4 | 119.0 |
| 2033 | 181,488 | 91,117.5 | 123.0 | 122.8 |
| 2034 | 181,376 | 90,915.9 | 126.7 | 126.7 |
| 2035 | 181,204 | 90,682.6 | 130.5 | 130.9 |
| 2036 | 180,973 | 90,397.1 | 134.4 | 135.2 |
| 2037 | 180,663 | 90,062.1 | 138.4 | 139.8 |
| 2038 | 180,259 | 89,683.8 | 142.6 | 144.6 |
| 2039 | 179,795 | 89,287.7 | 146.9 | 149.6 |
| 2040 | 179,324 | 88,877.7 | 151.3 | 154.8 |
| 2041 | 178,788 | 88,421.9 | 155.8 | 160.3 |
| 2042 | 178,216 | 87,930.2 | 160.5 | 166.0 |

| Year | Population input | Employment input | 3 percent GDP index | Output per worker index |
|---|---|---|---|---|
| 2043 | 177,615 | 87,421.0 | 165.3 | 172.0 |
| 2044 | 176,966 | 86,883.8 | 170.2 | 178.2 |
| 2045 | 176,267 | 86,310.0 | 175.4 | 184.8 |
| 2046 | 175,544 | 85,704.1 | 180.6 | 191.7 |
| 2047 | 174,753 | 85,052.2 | 186.0 | 199.0 |
| 2048 | 173,908 | 84,361.3 | 191.6 | 206.6 |
| 2049 | 173,024 | 83,631.6 | 197.4 | 214.7 |
| 2050 | 172,118 | 82,872.9 | 203.3 | 223.1 |
| **Year** | **Central** | **Slow growth** | **Higher interest** | **2030 shock** |
| 2027 | 76.6 | 77.7 | 78.1 | 76.6 |
| 2028 | 74.7 | 77.0 | 77.6 | 74.7 |
| 2029 | 72.3 | 75.7 | 76.7 | 72.3 |
| 2030 | 69.9 | 74.4 | 75.8 | 83.9 |
| 2031 | 67.5 | 73.1 | 74.8 | 81.5 |
| 2035 | 58.2 | 67.8 | 70.8 | 71.8 |

## Growth accounting and programme appraisal

The conditional identity is real output equals employed people multiplied by hours per employed person and real output per hour. The demographic exercise fixes employment behaviour and does not model hours. Its output-per-worker requirement combines any changes in hours and hourly productivity. Successor strategies should report those components separately, using consistent production and labour definitions. National-accounts revisions require a dated bridge.

For each major activity, the appraisal should state the baseline, eligible population, uptake, full resource cost, timing and comparison method. Separate annual public cash flow, resident earnings, domestic value added and wider social benefits. A before-and-after change alone cannot establish additionality. Where feasible, use phased introduction or comparison groups; disclose selection, missing cases and displacement. A small service repair may instead require engineering or operational verification proportionate to the decision.

Commercial support should measure accepted paid output, costs and repeat orders. Health and care should measure functioning services and outcomes before projecting longer-term effects. Infrastructure should record downtime, maintenance and the operation of the assets it enables. Report a break-even condition when the effect is uncertain: the additional outcome needed to justify full cost, under explicit valuations and a defined horizon. This is a decision test rather than an observed benefit.

The first-period gap is calculated as (1.03 / 1.015) raised to five, minus one: approximately 7.6 percent. Required output-per-worker growth for each later period follows the change in the output index divided by the change in benchmark employment. No programme benefit is assigned simply to make the national scenario balance. A sector-based account should reconcile real value added to GDP, including product taxes and subsidies, and show the part of the ambition that observed performance has not yet explained.

## Executable arithmetic

The following Python 3 code uses only the standard library. Its embedded inputs reproduce the reported indices, programme totals, cost sensitivity and debt paths without an external data download. Values in the demographic input are supplied at sufficient precision for the reported results. Source population data remain subject to the original study's limitations.

```
# Python 3 standard library. Monetary values are EC$ millions.
# Scenario and cost parameters are assumptions, not forecasts.
import csv, io
DATA = """year,population,employed
2026,180510,90965.266236384021
2027,180788,91150.913506404220
2028,181026,91300.815526553779
2029,181216,91434.458044316299
2030,181383,91508.236561933008
2031,181489,91444.408718232036
2032,181519,91291.375195613626
2033,181488,91117.485997961514
2034,181376,90915.943463414762
2035,181204,90682.625859856198
2036,180973,90397.050808818021
2037,180663,90062.067687466188
2038,180259,89683.788559789347
2039,179795,89287.688048072640
2040,179324,88877.723069005893
2041,178788,88421.890092774323
2042,178216,87930.162981330577
2043,177615,87421.039512459975
2044,176966,86883.781723519700
2045,176267,86309.996201316302
2046,175544,85704.087775205335
2047,174753,85052.213226086184
2048,173908,84361.272472791650
2049,173024,83631.601966519840
2050,172118,82872.872591690917
"""
rows = list(csv.DictReader(io.StringIO(DATA)))
pop = {int(r['year']): float(r['population']) for r in rows}
emp = {int(r['year']): float(r['employed']) for r in rows}
P = [
    ('P01',[7, 12, 15, 18, 20],0.8,50),
    ('P02',[6, 10, 13, 15, 16],0.8,30),
    ('P03',[4, 7, 10, 12, 14],0.85,40),
    ('P04',[10, 14, 18, 22, 24],0.25,20),
    ('P05',[5, 8, 11, 14, 16],0.2,10),
    ('P06',[4, 6, 8, 10, 12],0.6,20),
    ('P07',[2, 4, 6, 7, 8],0.3,10),
```

```
    ('P08',[4, 6, 8, 9, 10],0.35,15),
    ('P09',[5, 8, 10, 12, 13],0.75,30),
    ('P10',[4, 6, 8, 10, 12],0.15,10),
    ('P11',[4, 6, 7, 8, 9],0.5,20),
    ('P12',[6, 10, 13, 16, 18],0.6,20),
    ('P13',[2, 3, 4, 5, 6],0.85,15),
]
annual = [sum(p[1][i] for p in P) for i in range(5)]
envelope = [v * 1.10 for v in annual]
recurrent = [sum(p[1][i]*p[2] for p in P) for i in range(5)]
cash = [v * 1.02**(i+1) for i,v in enumerate(envelope)]
assert abs(sum(envelope)-693) < 0.000001
assert sum(p[3] for p in P) == 290
print('programme', sum(annual), 'envelope', sum(envelope))
print('cash', cash, 'total', sum(cash))
print('recurrent', recurrent, 'total', sum(recurrent))
for share in (0.60,0.25,0.15):
    print('finance contribution', [v*share for v in envelope])
scale2026 = 7437.8 * 1.011 * 1.02
for i,y in enumerate(range(2027,2032)):
    nominal_gdp = scale2026*(1.03*1.02)**(y-2026)
    share = 100*cash[i]/nominal_gdp
    print('programme percent GDP scale', y, share)
for y in range(2026,2051):
    slow = 100*1.015**(y-2026)
    central = 100*1.03**(y-2026)
    stretch = 100*1.04**(y-2026)
    per_person = central/(pop[y]/pop[2026])
    per_worker = central/(emp[y]/emp[2026])
    print(y, slow, central, stretch, per_person, per_worker)
requirement = 1.03**24/(emp[2050]/emp[2026])
print('required productivity CAGR', requirement**(1/24)-1)
def debt(growth=0.03, interest=0.045, shock=False):
    d = 78.0
    result = []
    for y in range(2027,2036):
        g = -0.05 if shock and y == 2030 else growth
        nominal = (1+g)*1.02-1
        pb = 1 if y == 2027 else 1.5 if y == 2028 else 2
        if shock and y == 2030:
            pb = 0
        sfa = 6 if shock and y == 2030 else 0
        d = (1+interest)/(1+nominal)*d-pb+sfa
        result.append((y,d))
    return result
for args in ({},{'growth':0.015},{'interest':0.065},
             {'shock':True}):
    print('debt case', args, debt(**args))
print('overrun gap', sum(annual)*1.25-sum(envelope))
print('half grant gap', sum(envelope)*0.25*0.5)
# Initial service modules; no internal contingency.
health = 1.2 + 6.34*sum([0.4,0.7,1,1,1])
learning = 0.4 + 4.04*sum([0.5,0.75,1,1,1])
respite = 0.075 + 1.5*sum([0.25,0.5,0.75,1,1])
supplier = [n*0.015+0.48+0.10 for n in [40,50,60,70,80]]
exports = [n*0.01+0.22 for n in [20,40,60,60,70]]
visitor = [0.30,1.50,1.80,0.90,0.90]
food = [0.30,0.90,0.90,0.60,0.30]
economic = sum(supplier+exports+visitor+food)
```

```
coordination = 5*(8*0.15+0.8)
print('modules',health,learning,respite,economic,coordination)
initial_modules = health+learning+respite+economic+coordination
print('initial five-year modules', initial_modules)
print('care hours',250*4*52,'care FTE',250*4*52/1500)

# Quantities and rates follow the ordered input rows in the appendix.
# These are planning assumptions; values are EC dollars.
STARTERS = {
    'P04': [
        (2, 150000),
        (8, 90000),
        (4, 100000),
        (3, 80000),
        (2, 100000),
        (1, 100000),
        (6, 100000),
        (600, 1200),
        (12, 60000),
        (10, 80000),
        (600, 200),
        (2, 80000),
        (1, 250000),
        (150, 1200),
        (1, 100000),
        (1000, 240),
        (10, 8000),
        (6, 10000),
        (2, 60000),
        (6, 30000),
        (1, 80000),
        (6, 15000),
    ],
    'P05': [
        (2, 150000),
        (2, 100000),
        (2, 110000),
        (2, 90000),
        (1, 120000),
        (1, 110000),
        (8, 25000),
        (8, 100000),
        (8, 20000),
        (2, 60000),
        (2, 150000),
        (2, 60000),
        (2, 40000),
        (6, 10000),
        (4, 15000),
        (1, 120000),
    ],
    'P09': [
        (1, 120000),
        (2, 110000),
        (6, 75000),
        (2, 80000),
        (3, 80000),
        (2, 100000),
        (1, 100000),
```

```
        (1, 90000),
        (900, 150),
        (600, 300),
        (200, 1500),
        (2, 100000),
        (18, 6000),
        (60, 2000),
        (1, 30000),
        (300, 500),
        (30, 1500),
        (18, 2500),
        (50, 2500),
        (40, 2000),
    ],
    'P10': [
        (2, 140000),
        (2, 100000),
        (2, 90000),
        (2, 70000),
        (1, 110000),
        (1, 100000),
        (2, 80000),
        (40, 20000),
        (800, 750),
        (20, 5000),
        (2, 60000),
        (2, 30000),
        (2, 40000),
        (40, 500),
        (2, 30000),
        (2, 15000),
    ],
    'P11': [
        (1, 130000),
        (2, 100000),
        (2, 130000),
        (2, 100000),
        (5, 40000),
        (4, 70000),
        (1, 100000),
        (200, 2500),
        (5, 50000),
        (10, 5000),
        (5, 30000),
        (50, 2000),
        (60, 2000),
        (1, 150000),
        (14, 2000),
        (1, 42000),
        (1000, 50),
        (30, 2000),
        (4, 25000),
        (50, 2000),
        (1, 80000),
    ],
    'P12': [
        (2, 150000),
        (4, 90000),
        (8, 80000),
```

```
        (2, 100000),
        (2, 100000),
        (1, 110000),
        (1, 110000),
        (100, 2500),
        (60, 15000),
        (20, 40000),
        (10, 25000),
        (10, 30000),
        (4, 80000),
        (1, 200000),
        (20, 5000),
        (2, 50000),
        (1, 120000),
        (4, 40000),
    ],
    'P13': [
        (8, 150000),
        (60, 1500),
        (90, 1500),
        (6, 7500),
        (60, 2000),
        (50, 2000),
        (4, 10000),
        (10, 1500),
        (1, 105000),
        (20, 3000),
        (10, 5000),
        (40, 1000),
    ],
}
starter_cost = {k: sum(q*r for q,r in v)
                for k,v in STARTERS.items()}
new_starters = sum(v for k,v in starter_cost.items() if k != 'P13')
specified = 79.489 + new_starters/1e6
print('2027 starter EC dollars', starter_cost)
print('specified scopes ECm', specified)
print('conditional remainder ECm', 630-specified)
assert abs(starter_cost['P13']-2000000)<0.01
CONTINUATION = {
    'P04': [
        (2, 150000),
        (8, 90000),
        (4, 100000),
        (3, 80000),
        (2, 100000),
        (1, 100000),
        (600, 200),
        (2, 80000),
        (1000, 240),
        (10, 8000),
        (6, 10000),
        (2, 60000),
        (150, 1200),
        (1, 50000),
    ],
    'P05': [
        (2, 150000),
        (2, 100000),
```

```
        (2, 110000),
        (2, 90000),
        (1, 120000),
        (1, 110000),
        (8, 20000),
        (2, 150000),
        (2, 60000),
        (2, 40000),
        (6, 10000),
    ],
    'P09': [
        (1, 120000),
        (2, 110000),
        (6, 75000),
        (2, 80000),
        (3, 80000),
        (2, 100000),
        (1, 100000),
        (1, 90000),
        (900, 150),
        (600, 300),
        (200, 1500),
        (2, 100000),
        (300, 500),
        (50, 2500),
        (15, 1500),
        (18, 1250),
        (24, 1500),
        (1, 24000),
        (20, 2000),
    ],
    'P10': [
        (0.5, 140000),
        (0.5, 90000),
        (0.5, 70000),
        (0.25, 100000),
        (0.25, 100000),
        (2, 60000),
        (2, 20000),
        (2, 15000),
    ],
    'P11': [
        (1, 130000),
        (2, 100000),
        (2, 130000),
        (2, 100000),
        (5, 40000),
        (4, 70000),
        (1, 100000),
        (10, 5000),
        (60, 2000),
        (1, 150000),
        (1000, 50),
        (4, 25000),
        (50, 2000),
        (1, 80000),
        (5, 10000),
        (20, 2000),
        (7, 2000),
```

```
        (1, 21000),
        (10, 2000),
    ],
    'P12': [
        (2, 150000),
        (4, 90000),
        (8, 80000),
        (2, 100000),
        (2, 100000),
        (1, 110000),
        (1, 110000),
        (60, 15000),
        (100, 2500),
        (10, 10000),
        (10, 3000),
        (4, 80000),
        (1, 60000),
        (20, 5000),
        (2, 50000),
        (4, 40000),
        (1, 60000),
    ],
}
# Selected asset allowance and assumed life; not cash payments.
RENEWALS = {
    'P04': [(600000, 10), (720000, 20), (800000, 15)],
    'P05': [(800000, 10), (120000, 8)],
    'P10': [(600000, 20), (100000, 10)],
    'P12': [(300000, 8), (140000, 5)],
}
for k,v in CONTINUATION.items():
    operating = sum(q*r for q,r in v)
    renewal = sum(value/life for value,life in RENEWALS.get(k, []))
    print('annual continuation', k, operating, renewal)
# Five strategy periods, using the embedded demographic data.
prior = 2026
for y in (2031,2036,2041,2046,2050):
    output = 100*1.03**(y-2026)
    worker = output/(emp[y]/emp[2026])
    prior_worker = 100*1.03**(prior-2026)/(emp[prior]/emp[2026])
    rate = (worker/prior_worker)**(1/(y-prior))-1
    print(y, output, emp[y], worker, rate)
    prior = y
print('2031 gap above slow path', (1.03/1.015)**5-1)
print('2050 workers to maintain 2026 headcount',emp[2026]-emp[2050])
# Q values require actual January to March payment schedules.
def fiscal_year_cash(annual_cash, jan_mar_cash):
    n,q = annual_cash,jan_mar_cash
    assert len(n)==len(q)==5
    assert all(0<=q[i]<=n[i] for i in range(5))
    fy = [q[0]]
    fy += [n[i]-q[i]+q[i+1] for i in range(4)]
    fy += [n[4]-q[4]]
    assert abs(sum(fy)-sum(n))<1e-8
    return fy
# No arbitrary quarterly allocation is used in the table.
```

# Appendix D Initial service modules and cost assumptions

These modules are contained within programme ceilings and do not create additional spending lines. Unit costs are design assumptions in constant 2026 EC dollars. Annual operating factors represent phased delivery. The central reserve is the only contingency applied to the portfolio; the modules below contain no separate contingency. Main construction, existing teaching and clinical services, private co financing and guarantee face values are excluded unless explicitly included. The first table covers the initial five-year designs; the detailed starter tables then specify six other programmes for 2027 and disaggregate the first year of coordination support. The costed scope and its period are stated separately from conditional expansion space.

| Module within programme | Annual cost or design | Phasing and setup | Five year EC$m |
|---|---|---|---|
| P01 primary care | EC$6.34m full year | Factors 0.4 0.7 1 1 1 plus EC$1.2m setup | 27.194 |
| P02 foundational learning | EC$4.04m full year | Factors 0.5 0.75 1 1 1 plus EC$0.4m setup | 17.570 |
| P03 respite | EC$1.5m full year | Factors 0.25 0.5 0.75 1 1 plus EC$0.075m setup | 5.325 |
| P06 suppliers | 300 firms at EC$15,000 plus four specialists and evaluation | Five cohorts 40 50 60 70 80 | 7.400 |
| P06 export services | 250 participants at EC$10,000 plus EC$1.1m shared support | Cohorts 20 40 60 60 70 | 3.600 |
| P07 visitor districts | EC$3m design and minor capital plus operating support | Three districts at EC$0.2m a year for four years | 5.400 |
| P08 food logistics | Three EC$0.8m public support ceilings plus appraisal | Demand and operators required before award | 3.000 |
| P13 coordination | EC$2m full year including eight core capabilities | Five years; all within P13 | 10.000 |
| Initial five-year subtotal | Included in programme ceilings | No separate module contingency | 79.489 |

The health module's annual EC$6.34 million combines eight nurse care managers at EC$100,000, eight navigators at EC$60,000, two pharmacists at EC$120,000, two quality and data staff at EC$110,000, EC$600,000 supervision, EC$400,000 outreach and EC$600 of additional medicines and diagnostics for 6,000 patients. Its staff and contracted hours are included within P01's workforce approval.

The learning module's annual EC$4.04 million combines twelve coaches at EC$100,000, EC$180 of materials and assessment for 8,000 pupils, EC$600,000 protected teacher development, 1,200 tutoring places at EC$500 and EC$200,000 independent measurement. It strengthens existing schools and does not pay their entire workforce. Released teacher and tutoring time must fit the capacity plan.

The respite module purchases 52,000 additional delivered hours annually for 250 assessed households at four hours weekly. At EC$25 an hour plus EC$200,000 for coordination and quality, the annual total is EC$1.5 million. At 1,500 delivered hours per care FTE, direct care requires about 35 FTE. The initial P03 allocation of 40 FTE leaves approximately five for coordination and other dedicated functions. Broader childcare or respite expansion requires a revised capacity allocation and costed service design.

The economic pilot modules support 300 firms, 250 export service participants, three community visitor districts and up to three food logistics investments. The detailed annual arithmetic is included in the replication code. Their combined EC$19.4 million sits within P06, P07 and P08 ceilings of EC$104 million. The remaining EC$84.6 million is conditional expansion space, not a cost estimate or an assumed source of economic benefit.

The coordinating module uses eight capabilities at EC$150,000 annually plus EC$800,000 for shared tools, training, evaluation and engagement. Its EC$10 million five year amount is contained within P13's EC$20 million ceiling. Any staff or shared costs funded elsewhere must be netted out before release.

## Costed scope and continuing obligations

The initial 2027 to 2031 health, learning, respite, enterprise and coordination designs total EC$79.489 million. The six separately specified 2027 starter packages below total EC$24.318 million. Together these defined scopes occupy EC$103.807 million of the EC$630 million programme ceiling; EC$526.193 million remains conditional and unitemised. This is an inventory of specified scope over stated periods, not a complete five-year service costing. P13 below disaggregates an existing module and is counted once.

All quantities and rates are planning assumptions in constant 2026 EC dollars. Rates include the stated delivery scope and should be replaced by verified establishment costs, engineering quantities and competitive quotations. Gross staff resources include assigned existing time; the commissioning budget must reconcile existing finance and backfill before deciding the additional cash required. Delivered works and service packages must specify labour, materials, transport, applicable taxes, supervision, acceptance and warranties. There is no separate module contingency.

The first-year rates allow a full-year staff equivalent for transparent costing. The approved schedule must reflect actual mobilisation dates and the service purchased. Each package remains subject to the programme ceiling, verified cash and workforce availability. Dedicated

teams do not describe the full contractor or operating workforce; a tender and staffing plan must demonstrate capacity before commitments are made.

### P04 Water zones and essential facilities

The 2027 specified cost is EC$6.460 million within a programme ceiling of EC$10.000 million before reserve. The quantified team is 20.00 FTE. Assigned core team; delivered-contract workforce requires separate verification.

| Input | Qty | Unit | Assumed EC$ per unit | EC$ |
|---|---|---|---|---|
| Engineer/supervisor | 2 | FTE-year | 150,000 | 300,000 |
| Network and meter technician | 8 | FTE-year | 90,000 | 720,000 |
| Water-quality and sanitation officer | 4 | FTE-year | 100,000 | 400,000 |
| Customer and affordability officer | 3 | FTE-year | 80,000 | 240,000 |
| Water-balance/data analyst | 2 | FTE-year | 100,000 | 200,000 |
| Project/procurement administrator | 1 | FTE-year | 100,000 | 100,000 |
| Zone metering and telemetry package | 6 | zone | 100,000 | 600,000 |
| Small service-connection renewal | 600 | connection | 1,200 | 720,000 |
| Priority small distribution repair | 12 | repair package | 60,000 | 720,000 |
| Essential-facility safe storage/pump/plumbing package | 10 | facility | 80,000 | 800,000 |
| Water/sanitation laboratory test | 600 | test | 200 | 120,000 |
| Repair vehicle lease and operating package | 2 | vehicle-year | 80,000 | 160,000 |
| Initial critical spares stock | 1 | stock package | 250,000 | 250,000 |
| Safe desludging voucher | 150 | verified completed service | 1,200 | 180,000 |
| Eligibility and commercial-account audit | 1 | audit | 100,000 | 100,000 |
| Temporary targeted household water support | 1000 | household-year | 240 | 240,000 |
| Facility storage cleaning/testing/service | 10 | facility-year | 8,000 | 80,000 |

| Input | Qty | Unit | Assumed EC$ per unit | EC$ |
|---|---|---|---|---|
| Zone calibration/connectivity/data service | 6 | zone-year | 10,000 | 60,000 |
| Independent performance verification | 2 | review | 60,000 | 120,000 |
| Zone design and implementation plan | 6 | zone plan | 30,000 | 180,000 |
| Septage disposal-compliance assessment | 1 | assessment | 80,000 | 80,000 |
| Technical and safe-work training | 6 | session | 15,000 | 90,000 |
| Specified 2027 total | | | | 6,460,000 |

The six zone packages assume feasible small meter and telemetry installations. Connection renewals and twelve repair packages exclude trunk mains, major excavation and land acquisition. Facility storage requires safe design, cleaning and testing. Desludging support requires an authorised disposal route. Household assistance is separately means-tested and time-limited. Costs already paid from tariffs, existing projects or another programme must be removed from the additional request.

### P05 Building efficiency and transport operations

The 2027 specified cost is EC$3.150 million within a programme ceiling of EC$5.000 million before reserve. The quantified team is 10.00 FTE. Assigned core team; delivered-contract workforce requires separate verification.

| Input | Qty | Unit | Assumed EC$ per unit | EC$ |
|---|---|---|---|---|
| Energy engineer | 2 | FTE-year | 150,000 | 300,000 |
| Energy-audit technician | 2 | FTE-year | 100,000 | 200,000 |
| Transport analyst | 2 | FTE-year | 110,000 | 220,000 |
| Building operations specialist | 2 | FTE-year | 90,000 | 180,000 |
| Commercial/procurement specialist | 1 | FTE-year | 120,000 | 120,000 |
| Energy measurement/data specialist | 1 | FTE-year | 110,000 | 110,000 |
| Building audit/meter/design package | 8 | building | 25,000 | 200,000 |
| Small efficiency retrofit | 8 | building | 100,000 | 800,000 |
| Building service and calibration | 8 | building-year | 20,000 | 160,000 |

| Input | Qty | Unit | Assumed EC$ per unit | EC$ |
|---|---|---|---|---|
| Corridor operating baseline/design | 2 | corridor | 60,000 | 120,000 |
| Corridor service-management demonstration | 2 | corridor-year | 150,000 | 300,000 |
| Existing-fleet energy and duty-cycle trial | 2 | route trial | 60,000 | 120,000 |
| Independent energy/transport verification | 2 | review | 40,000 | 80,000 |
| Travel and field operating support | 6 | two-month operating block | 10,000 | 60,000 |
| Maintenance and operator training | 4 | session | 15,000 | 60,000 |
| Electric-fleet lifecycle and charging appraisal | 1 | appraisal | 120,000 | 120,000 |
| Specified 2027 total | | | | 3,150,000 |

Eight building packages cover small measures selected after audits, not complete building renovation or a generation plant. Corridor demonstrations improve operation of existing services. The fleet study appraises duty cycle and charging; it purchases no new vehicle fleet. Engineers and technicians supervise scope and acceptance while contractors provide defined installation services. Meter total energy used, including self-consumed generation, and preserve useful service conditions.

### P09 Serious harm prevention and case support

The 2027 specified cost is EC$3.098 million within a programme ceiling of EC$5.000 million before reserve. The quantified team is 19.82 FTE. 18 assigned plus 1.82 quantified professional equivalents.

| Input | Qty | Unit | Assumed EC$ per unit | EC$ |
|---|---|---|---|---|
| Programme lead | 1 | FTE-year | 120,000 | 120,000 |
| Supervisors | 2 | FTE-year | 110,000 | 220,000 |
| Outreach and case workers | 6 | FTE-year | 75,000 | 450,000 |
| Victim and witness navigators | 2 | FTE-year | 80,000 | 160,000 |
| Case-file administrators | 3 | FTE-year | 80,000 | 240,000 |
| Data analysts | 2 | FTE-year | 100,000 | 200,000 |
| Safeguarding coordinator | 1 | FTE-year | 100,000 | 100,000 |
| Administrator | 1 | FTE-year | 90,000 | 90,000 |
| Clinical care and supervision | 900 | hour | 150 | 135,000 |

| Input | Qty | Unit | Assumed EC$ per unit | EC$ |
|---|---|---|---|---|
| Independent legal assistance | 600 | hour | 300 | 180,000 |
| Practical access support | 200 | participant ceiling | 1,500 | 300,000 |
| Existing-site operations | 2 | pilot base-year | 100,000 | 200,000 |
| Secure workstations | 18 | device | 6,000 | 108,000 |
| Protected case-file configuration | 60 | specialist day | 2,000 | 120,000 |
| Configuration and backup tools | 1 | setup provision | 30,000 | 30,000 |
| Existing-system file and evidence transport and consumables | 300 | eligible file allowance | 500 | 150,000 |
| Safeguarding and practice trainers | 30 | trainer day | 1,500 | 45,000 |
| Training resources and access | 18 | staff allowance | 2,500 | 45,000 |
| Independent implementation and outcome review | 50 | reviewer day | 2,500 | 125,000 |
| Baseline reconciliation and record assurance | 40 | specialist day | 2,000 | 80,000 |
| Specified 2027 total | | | | 3,098,000 |

The design supports two bounded local prevention pilots and administrative support for an initial eligible case-file queue. Existing police, prosecution and judicial functions remain with their lawful institutions. Participation criteria, clinical referral, victim protection, independent legal help and safeguarding precede rollout. The 200-participant and 300-file quantities are planning ceilings, not promised enrolment or case disposals. No court outcome is purchased or directed by the programme.

### P10 Neighbourhood access and housing repairs

The 2027 specified cost is EC$3.040 million within a programme ceiling of EC$4.000 million before reserve. The quantified team is 10.00 FTE. Assigned core team; delivered-contract workforce requires separate verification.

| Input | Qty | Unit | Assumed EC$ per unit | EC$ |
|---|---|---|---|---|
| Engineer/spatial planner | 2 | FTE-year | 140,000 | 280,000 |
| Tenure and community officer | 2 | FTE-year | 100,000 | 200,000 |
| Access/site inspector | 2 | FTE-year | 90,000 | 180,000 |
| Housing case officer | 2 | FTE-year | 70,000 | 140,000 |

| Input | Qty | Unit | Assumed EC$ per unit | EC$ |
|---|---|---|---|---|
| Procurement/cost specialist | 1 | FTE-year | 110,000 | 110,000 |
| Environmental/data officer | 1 | FTE-year | 100,000 | 100,000 |
| Neighbourhood integrated design | 2 | area | 80,000 | 160,000 |
| Safe housing repair/adaptation | 40 | home | 20,000 | 800,000 |
| Accessible walking connection | 800 | linear metre | 750 | 600,000 |
| Public lighting installation | 20 | point | 5,000 | 100,000 |
| Neighbourhood public-asset maintenance | 2 | area-year | 60,000 | 120,000 |
| Safeguarding and complaints support | 2 | area | 30,000 | 60,000 |
| Independent construction-quality audit | 2 | area audit | 40,000 | 80,000 |
| Post-repair home acceptance inspection | 40 | home | 500 | 20,000 |
| Title and right-of-way due diligence | 2 | area | 30,000 | 60,000 |
| Accessible-route user test | 2 | area | 15,000 | 30,000 |
| Specified 2027 total | | | | 3,040,000 |

The two areas, forty homes and 800 metres of walking connections are an illustrative limited scope. Routes require site-specific design for gradients, drainage and disability access. Rates exclude major retaining structures, trunk infrastructure, land purchases and new dwellings. Housing eligibility, tenure, safeguards and displacement protection must be settled before awards. Staff should be reassigned after design and construction where the remaining workload no longer justifies full-time deployment.

### P11 Five public service improvements

The 2027 specified cost is EC$3.150 million within a programme ceiling of EC$4.000 million before reserve. The quantified team is 16.50 FTE. 14 assigned plus 2.50 quantified professional equivalents.

| Input | Qty | Unit | Assumed EC$ per unit | EC$ |
|---|---|---|---|---|
| Portfolio lead | 1 | FTE-year | 130,000 | 130,000 |
| Process designers | 2 | FTE-year | 100,000 | 200,000 |
| Integration and security engineers | 2 | FTE-year | 130,000 | 260,000 |

| Input | Qty | Unit | Assumed EC$ per unit | EC$ |
|---|---|---|---|---|
| Data-quality specialists | 2 | FTE-year | 100,000 | 200,000 |
| Five agency owners each at 0.4 FTE | 5 | owner at 0.4 FTE | 40,000 | 200,000 |
| Assisted-service officers | 4 | FTE-year | 70,000 | 280,000 |
| Accessibility and contract-quality officer | 1 | FTE-year | 100,000 | 100,000 |
| Five workflow packages, forty days each | 200 | supplier day | 2,500 | 500,000 |
| Bounded configuration tools | 5 | package | 50,000 | 250,000 |
| Discovery/access expenses, assigned team facilitates | 10 | exercise | 5,000 | 50,000 |
| Devices, connectivity and access at existing sites | 5 | site | 30,000 | 150,000 |
| Five independent tests, ten days each | 50 | tester day | 2,000 | 100,000 |
| Security and privacy assurance | 60 | specialist day | 2,000 | 120,000 |
| Additional integration, licences and recovery tools | 1 | annual provision | 150,000 | 150,000 |
| Specialist trainers | 14 | trainer day | 2,000 | 28,000 |
| Learning resources | 1 | annual provision | 42,000 | 42,000 |
| Five hundred transaction reviews, two hours each | 1000 | review hour | 50 | 50,000 |
| Legal-authority and data-sharing review | 30 | specialist day | 2,000 | 60,000 |
| Data access, storage and accessible publication; assigned team analyses | 4 | release package | 25,000 | 100,000 |
| Maintenance and incident support | 50 | supplier day | 2,000 | 100,000 |
| Maintenance operating tools | 1 | annual provision | 80,000 | 80,000 |
| Specified 2027 total | | | | 3,150,000 |

The five services are selected from ten high-volume processes after measuring completion time, repeat visits and exclusion. Configuration should reuse authorised systems, simplify the process and provide assisted access. The design excludes an entirely new national platform and major legacy replacement. Service owners retain decision authority. Supplier days, independent assurance and the assigned team perform distinct scoped tasks; overlapping work must be removed.

## P12 Asset maintenance and continuity

The 2027 specified cost is EC$5.420 million within a programme ceiling of EC$6.000 million before reserve. The quantified team is 20.00 FTE. Assigned core team; delivered-contract workforce requires separate verification.

| Input | Qty | Unit | Assumed EC$ per unit | EC$ |
|---|---|---|---|---|
| Asset engineer | 2 | FTE-year | 150,000 | 300,000 |
| Asset inspector | 4 | FTE-year | 90,000 | 360,000 |
| Maintenance coordinator/technician | 8 | FTE-year | 80,000 | 640,000 |
| Emergency-preparedness officer | 2 | FTE-year | 100,000 | 200,000 |
| GIS/asset-data specialist | 2 | FTE-year | 100,000 | 200,000 |
| Procurement specialist | 1 | FTE-year | 110,000 | 110,000 |
| Finance/risk officer | 1 | FTE-year | 110,000 | 110,000 |
| Priority asset specialist condition assessment | 100 | asset | 2,500 | 250,000 |
| Drain/culvert maintenance job | 60 | job | 15,000 | 900,000 |
| Small road/asset repair | 20 | repair package | 40,000 | 800,000 |
| Essential-facility continuity plan and exercise | 10 | facility | 25,000 | 250,000 |
| Minor essential-facility backup/spares package | 10 | facility | 30,000 | 300,000 |
| Service vehicle lease and operation | 4 | vehicle-year | 80,000 | 320,000 |
| Tools and protective equipment | 1 | stock package | 200,000 | 200,000 |
| Independent completed-work audit | 20 | audit | 5,000 | 100,000 |
| Coordinated storm/readiness exercise | 2 | exercise | 50,000 | 100,000 |
| Risk-finance and insurance-exposure review | 1 | review | 120,000 | 120,000 |
| Catchment maintenance demonstration | 4 | site package | 40,000 | 160,000 |
| Specified 2027 total | | | | 5,420,000 |

The design covers inspection and modest repairs, including drainage and culvert work. It does not cost a bridge replacement, major slope stabilisation or complete road reconstruction. Serious findings enter a separately appraised remediation queue, with interim protection

where necessary. Record asset identity, condition, acceptance and maintenance responsibilities. Existing flood-project works and P04 storage must not be charged again here.

### P13 Coordination and procurement support

The 2027 specified cost is EC$2.000 million within a programme ceiling of EC$2.000 million before reserve. The quantified team is 9.50 FTE. 8 assigned plus 1.50 quantified professional equivalents.

| Input | Qty | Unit | Assumed EC$ per unit | EC$ |
|---|---|---|---|---|
| Eight core coordinating capabilities | 8 | FTE-year | 150,000 | 1,200,000 |
| Procurement/invoice advice in three entities | 60 | specialist day | 1,500 | 90,000 |
| Pipeline/invoice register integration | 90 | implementation day | 1,500 | 135,000 |
| Supplier-clinic expenses; core team facilitates | 6 | clinic | 7,500 | 45,000 |
| Three delivery reviews, twenty days each | 60 | reviewer day | 2,000 | 120,000 |
| Five initial appraisals, ten days each | 50 | specialist day | 2,000 | 100,000 |
| Partnership design expenses; core team leads | 4 | workshop | 10,000 | 40,000 |
| Management-workspace support | 10 | support day | 1,500 | 15,000 |
| Management-workspace infrastructure/licences | 1 | annual provision | 105,000 | 105,000 |
| Core-capability trainers | 20 | trainer day | 3,000 | 60,000 |
| Consultation/access expenses; core team facilitates | 10 | session | 5,000 | 50,000 |
| Eight briefs, five production days each | 40 | production day | 1,000 | 40,000 |
| Specified 2027 total | | | | 2,000,000 |

The shared-support allowance is EC$800,000 within the existing annual EC$2 million coordination module. Procurement and payment support uses EC$270,000 of that allowance: advice, register integration and six supplier clinics. Other support is allocated explicitly in the table. This first-year composition is not an additional programme or an automatic commitment to repeat every workshop and setup task in later years.

## Annual continuation and replacement planning

The table estimates one later year at the same initial scale in constant 2026 prices. It is a separate scenario, excluded from the specified starter total. Actual continuation requires an annual service schedule and finance. Staff retention must follow workload, with redeployment or reduced assignments when setup work ends. Existing public-service costs and new expansion remain outside these limited estimates.

| Programme | Annual operations EC$m | Annual replacement allowance EC$m | Scope |
|---|---|---|---|
| P04 | 2.970 | 0.149 | Same initial scope; annual decision |
| P05 | 1.850 | 0.095 | Same initial scope; annual decision |
| P09 | 2.815 | Not fully assessed | Same initial scope; annual decision |
| P10 | 0.390 | 0.040 | Same initial scope; annual decision |
| P11 | 2.165 | Not fully assessed | Same initial scope; annual decision |
| P12 | 4.000 | 0.066 | Same initial scope; annual decision |

Replacement allowances for P04, P05, P10 and P12 spread selected asset allowances over assumed useful lives. They are lifecycle planning charges, not a cash-disbursement forecast or a statutory reserve. The executable budget must instead show actual replacement dates and funding, and must not add both the charge and the same replacement payment. P09 and P11 continuation excludes full replacement capital, requiring an asset schedule. Recurring operations and selected renewal inputs are reproduced in the code appendix.

P04 continuation retains the 20-FTE team at EC$1.960 million. It adds laboratory testing of EC$120,000; vehicle operations of EC$160,000; renewed eligible household support of EC$240,000; storage servicing of EC$80,000; zone calibration and data of EC$60,000; independent verification of EC$120,000; safe desludging of EC$180,000; and spares replenishment of EC$50,000. The household and desludging provisions require renewed eligibility and a functioning service route.

P05 continuation retains the 10-FTE team at EC$1.130 million, with EC$160,000 for building servicing, EC$300,000 for successful corridor operations, EC$120,000 for route monitoring, EC$80,000 for independent verification and EC$60,000 for field operations. P10 reduces its assigned team to two FTE costing EC$200,000 after handover: 0.5 each for engineering, inspection and housing support, plus 0.25 each for tenure and records. Two areas then receive EC$120,000 for maintenance, EC$40,000 for independent review and EC$30,000 for access testing. The remaining eight initial P10 positions require funded redeployment or contract completion.

P12 continuation retains the 20-FTE team at EC$1.920 million. It provides EC$900,000 for sixty drain or culvert jobs; EC$250,000 for one hundred specialist inspections; EC$100,000 for ten facility-plan exercises; EC$30,000 for backup-equipment maintenance; EC$320,000 for four operating vehicles; EC$60,000 for protective equipment and consumables; EC$100,000 each for twenty maintenance audits and two readiness exercises; EC$160,000 for four catchment sites; and EC$60,000 for the annual risk-finance review. These are bounded annual work assumptions, not a complete national maintenance budget.

P09 continuation keeps its assigned team, clinical and legal hours, access support, two operating bases, file logistics and independent review. It substitutes EC$60,000 of record-system maintenance, EC$45,000 of refresher training and EC$40,000 of record assurance for initial setup activities. P11 retains its assigned team, discovery, security assurance, shared operating tools, transaction review, statistical releases and maintenance. It removes initial workflow construction and allows EC$50,000 for assisted-site operation, EC$40,000 for repeat usability tests, EC$35,000 for refresher training and EC$20,000 for legal updates.

## Whole-portfolio recurrent planning assumption

The following table applies assumed recurrent shares to the full 2031 programme ceilings. Its EC$94.95 million total is an indicative carry forward, not a fully costed service obligation. It is neither additional to the annual allocations nor a substitute for the limited same-scope continuation estimates above. Before expansion, replace these shares with an itemised operating and replacement schedule for each commissioned service.

| Programme | Assumed recurrent share | 2031 indicative EC$m |
|---|---|---|
| P01 | 80 percent | 16.00 |
| P02 | 80 percent | 12.80 |
| P03 | 85 percent | 11.90 |
| P04 | 25 percent | 6.00 |
| P05 | 20 percent | 3.20 |
| P06 | 60 percent | 7.20 |
| P07 | 30 percent | 2.40 |
| P08 | 35 percent | 3.50 |
| P09 | 75 percent | 9.75 |
| P10 | 15 percent | 1.80 |
| P11 | 50 percent | 4.50 |
| P12 | 60 percent | 10.80 |
| P13 | 85 percent | 5.10 |
| Total | Planning assumption | 94.95 |

# Sources

Sources were reviewed against the evidence cutoff of 7 November 2026. Original publication dates and data periods are retained. Online links identify the cited record; source annotations describe material scope and limits. All numbered references cited in this volume are listed below.

**[1]** Michel, K. L. (2026, August 5). *The sovereign option: A Lewisian theory of decisive action in complex policy systems* (Working Paper, Version 1.0). Saint Lucia Policy Analysis. https://doi.org/10.5281/zenodo.21822029. Canonical full text: Online source. 88 pages; evidence cutoff 3 August 2026. Definition and synthesis pp. 2-15; Lewisian conversion pp. 20-22; decision protocol pp. 34-39; Saint Lucia application pp. 52-70.

**[2]** World Bank, Macro Poverty Outlook, October 2026. Online source. pp. 1-2, projection table and notes. Real-growth forecast of 1.1% for 2026; earlier national-accounts vintage. Fiscal-year numerators use calendar-year GDP denominators.

**[3]** CSO annual GDP, current prices; table source date 04/09/26. Online source. Revised nominal GDP; 2025 EC$7,437.8 million.

**[4]** CSO annual GDP, constant prices; 04/09/26. Online source. GDP at market prices: 2025 EC$5,859.5 million and 2024 EC$5,826.2 million; real growth of 0.6% and 3.2%, respectively.

**[5]** Economic and Social Review 2025, Department of Finance. Online source. Printed p.xiv, baseline table; p. 62, public debt. Earlier preliminary national-accounts vintage.

**[6]** Public Debt Statistical Bulletin, Oct-Dec 2025; posted May 2026. Online source. Printed pp. 2-3 and 21. Central-government and government-guaranteed debt; p. 3 reports EC$5,440.46 million and Annex 1 EC$5,440.47 million.

**[7]** IMF, 2025 Article IV, 14 January 2026. Online source. Medium-term potential growth of 1.5% and structural constraints; near-term forecasts predate subsequent revisions.

**[8]** Michel, K. L. (2026, November 3). *Saint Lucia's population future: Ageing, migration and the capacity to sustain a nation*. Saint Lucia Policy Analysis. https://doi.org/10.5281/zenodo.23935460. Canonical 36-page PDF: Online source. Baseline distinctions p. 3; methods p. 6; milestones pp. 8-12; appendices include equations and executable code.

**[9]** World Bank, Mauritius Country Growth and Jobs Report, 6 October 2026. Online source. Institutional, demographic and skills mechanisms in the official report summary.

**[10]** Statistics Mauritius, Productivity and Competitiveness Indicators 2015-2025, 2026. Online source. Whole-economy productivity benchmark; definitions differ from GDP per worker.

**[11]** Michel, K. L. (2026, August 11). *Beyond Chesterton's fence: Institutional intervention readiness in complex policy systems* (Version 1.0). Saint Lucia Policy Analysis. https://doi.org/10.5281/zenodo.21893059. Canonical 57-page PDF: Online source. Framework overview and exact gates: Online source. Conceptual framework; proposed usefulness is not a locally estimated treatment effect.

**[12]** Michel, K. L. (2026, August 7). *Beyond the first ripple: RIPPLE-4 as a mechanism-based recursive policy-appraisal framework for small open states* (Working Paper, Version 1.0). Saint Lucia Policy Analysis. https://doi.org/10.5281/zenodo.21838896. Canonical 50-page PDF: Online source. Evidence cutoff 6 August 2026. Supersedes the older 38-page web edition for version-specific claims.

**[13]** Michel, K. L. (2026, August 20). *The PITONS Standard: Public value, delivery and learning for Saint Lucia* (Version 1.0). Saint Lucia Policy Analysis. https://doi.org/10.5281/zenodo.22080931. Canonical 109-page PDF: Online source. Overview: Online source. Independent proposed standard; no assertion of government adoption.

**[14]** Saint Lucia Policy Analysis. *SLPA Policy Reasoning System*. Online source. Maintained methodology page describing the analytical sequence and roles of the frameworks; not a separate journal paper.

**[15]** International Monetary Fund. Spending Smarter How Efficient and Well Allocated Public Spending Can Boost Economic Growth. Fiscal Monitor, October 2025, chapter 1 and online annex 1.5. Online source. Cross-country evidence and conditional modelling distinguish spending composition, efficiency and longer-term output.

**[16]** Gonzalez-Garcia, Jesus; Lemus, Antonio; and Mrkaic, Mico. Fiscal Multipliers in the ECCU. IMF Working Paper 13/117, May 2013. Online source. Historical pooled estimates for eight ECCU economies, 1994 to 2009; quarterly GDP is interpolated. These are not current Saint Lucia programme effects.

**[17]** DellaVigna, Stefano, and Linos, Elizabeth. RCTs to Scale Comprehensive Evidence From Two Nudge Units. Econometrica 90(1), 2022, pages 81 to 116. https://doi.org/10.3982/ECTA18709. Complete government trial portfolios show smaller average effects than published academic studies.

**[18]** Branas, Charles C., and colleagues. Citywide cluster randomized trial to restore blighted vacant land and its effects on violence, crime, and fear. Proceedings of the National Academy of Sciences 115, 2018, pages 2946 to 2951. https://doi.org/10.1073/pnas.1718503115. Philadelphia experiment in maintained environmental restoration; intervention and subgroup definitions limit direct transfer.

**[19]** Carmona, Matthew; Gabrieli, Thies; Hickman, Robin; Laopoulou, Theodoros; and Livingstone, Nicola. Street Appeal The value of street improvements. University College London and Transport for London, 2018. Online source. Five improved London streets and five comparison streets; findings are context-specific and do not establish national output effects.

**[20]** Ministry of Health and PAHO/WHO. Saint Lucia STEPS Survey 2019 fact sheet, pp. 1-2, ages 18-69; confidence intervals and limitations shown. Online source. Quantitative health baseline is historical.

**[21]** Philbert et al. Improving cardiovascular health in primary care in Saint Lucia through the HEARTS Initiative. Revista Panamericana de Salud Pública 46, e 128, 2022. https://doi.org/10.26633/RPSP.2022.128 and Online source. Local implementation study, six facilities, 2020-21; no randomized counterfactual.

**[22]** Taiwan Technical Mission, Government of Saint Lucia. Taiwan Embassy Contributes i-Screen Wound Management Module and Tablet Computers to Ministry of Health. 2 November 2026. Online source. Administrative activity report, integration and coverage claims; outcomes not independently established.

**[23]** Taiwan ICDF. Capacity Building Project for the Prevention and Control of Metabolic Chronic Diseases in St. Lucia. Updated 26 August 2026, progress through June 2026. Online source. Project dates 2 March 2023-1 March 2027, integration at 30 centres.

**[24]** Hallsworth, M., Berry, D., Sanders, M., Sallis, A., King, D., Vlaev, I. and Darzi, A. (2015). Stating Appointment Costs in SMS Reminders Reduces Missed Hospital Appointments: Findings from Two Randomised Controlled Trials. PLOS ONE 10(9), e 0137306. https://doi.org/10.1371/journal.pone.0137306; Online source. UK hospital trials of reminder wording, not a Saint Lucia treatment effect or proof that reminders remedy supply constraints.

**[25]** WHO. Tackling NCDs Best Buys and Other Recommended Interventions for the Prevention and Control of Noncommunicable Diseases, second edition, 30 April 2024. Online source. International evidence and policy guidance, no local benefit-cost estimate.

**[26]** WHO. Guidelines on Physical Activity and Sedentary Behaviour, 25 November 2020. Online source. Evidence-based life-course recommendations, including disability and chronic conditions.

**[27]** Ministry of Health. 2025 Health Summary Update, 27 January 2026. Online source. Administrative review; crude birth-rate denominator wording is unclear.

**[28]** WHO. Mental Health Gap Action Programme guideline for mental neurological and substance use disorders, third edition, 20 November 2023. Online source. Guideline for supervised non-specialist provision; implementation requirements remain local.

**[29]** Chibanda et al. Effect of a Primary Care Based Psychological Intervention on Symptoms of Common Mental Disorders in Zimbabwe A Randomized Clinical Trial. JAMA 316(24), 2618-2626, 2016. https://doi.org/10.1001/jama.2016.19102; Online source. Twenty-four clinics, six-month follow-up; cultural adaptation and transfer limitations material.

**[30]** WHO. Emergency Care System Framework, 2 May 2018. Online source. Function-based national planning framework.

**[31]** WHO. Emergency Care Toolkit. Online source. Clinical process tools, training and case-based registries.

**[32]** Global Education Evidence Advisory Panel, World Bank. Smart Buys in Education 2023, panel resource page updated 30 October 2025. Online source; synthesis explanation Online source. Evidence across countries; contextual adaptation and local costing required.

**[33]** Caribbean Development Bank. Programme for Education Realignment and Transformation Project general procurement notice, activities February 2026-September 2029. Online source. Describes US$18 m financing. Earlier 6 March 2025 release described US$17 m loan and total programme just over US$30 m; the relationship between these financing descriptions is unresolved. Online source.

**[34]** Gertler et al. Labor Market Returns to an Early Childhood Stimulation Intervention in Jamaica. Science 344,998-1001, 2014. https://doi.org/10.1126/science.1251178; Online source. Randomized small disadvantaged toddler cohort, 20-year follow-up; context-specific long-term effect, not a Saint Lucia earnings forecast.

**[35]** World Bank. World Bank Approves US$20 Million to Strengthen Human Capital Resilience for Youth and Vulnerable in Saint Lucia, 10 March 2020. Online source. Approval and programme design, not completion evidence.

**[36]** CSO. Saint Lucia Labour Market Needs Assessment Survey, 2024 programme description. Online source. Programme description, not a final assessment report.

**[37]** Drexler, A., Fischer, G. and Schoar, A. (2014). Keeping It Simple: Financial Literacy and Rules of Thumb. American Economic Journal: Applied Economics 6(2), 1-31. https://doi.org/10.1257/app.6.2.1; Online source. Randomized training evaluation among microentrepreneurs in the Dominican Republic; supports testing practical financial routines, without transferring estimated effects.

**[38]** ILO. Saint Lucia Reaffirms ILO Partnership to Strengthen National Labour Landscape, 6 January 2025. Online source. Cooperation areas include OSH and skills, not measured results.

**[39]** Bessone, P., Rao, G., Schilbach, F., Schofield, H. and Toma, M. (2021). The Economic Consequences of Increasing Sleep Among the Urban Poor. Quarterly Journal of Economics 136(3), 1887-1941. https://doi.org/10.1093/qje/qjab013; Online source. Short-run randomized Chennai study; night-sleep and nap interventions produced different outcomes. Supports intervention-specific evaluation, not a national sleep-to-GDP coefficient.

**[40]** Government of Saint Lucia GIS. Home Care Providers Receive Permanent Tenure, 8 October 2025. Online source. Records 667 providers; no service-hours baseline.

**[41]** Martínez and Perticará, childcare indivisibility study, researcher network J-PAL evaluation summary. Online source. Randomized Chile 4-7 programme; participation and employment effects, substitution and sibling-care findings. Context-specific treatment effects, not national forecast parameters.

**[42]** Martínez A., C. and Perticará, M. (2017). Childcare effects on maternal employment: Evidence from Chile. Journal of Development Economics 126, 127-137. Online source; author working version Online source. Randomized after-school provision; employment effects, substitution of existing arrangements and sibling-care constraints require distinction.

**[43]** ILO. Migrant Workers in the Care Economy, 2024. Online source. Policy guidance on recognition, protection and fair treatment.

**[44]** Ministry of Equity Social Justice and Empowerment. Saint Lucia National Social Protection Policy 2022-2030, September 2022. Online source. Existing policy framework, not proof of implementation.

**[45]** Ministry of Equity. Ministry of Equity Strengthens Monitoring and Evaluation for Social Protection, 19 March 2025. Online source. Describes development of monitoring framework.

**[46]** Central Statistical Office of Saint Lucia. *Total Number of Visitor Arrivals by Type 1992 to 2025*. Table as of 7 November 2026, rows 2024-2025. Primary official statistics. Online source.

**[47]** International Monetary Fund. *St Lucia 2025 Article IV Consultation*, Country Report 26/003, January 2026, especially paragraphs 35-36 and Annex II. Staff assessment with dated forecasts; the 2025 forecast is not an outturn. Online source.

**[48]** World Bank. *Rethinking Caribbean Tourism Strategies for a More Sustainable Future Supplementary Annexes*. February 2025, Saint Lucia accommodation case, printed pp. 28-35, especially p. 29 room inventories. Diagnostic analysis drawing on SLTA and other records. Ownership and causal housing effects are not established by those room counts. Online source.

**[49]** UN Tourism. *Tourism Satellite Account*. Methodological glossary explaining the TSA Recommended Methodological Framework 2008 and national-accounts consistency. Online source.

**[50]** Michel, K. L. (2026, October 6). *When arrivals recover but paid nights do not: Measuring tourism recovery under incomplete accommodation coverage in Saint Lucia*. Saint Lucia Policy Analysis. https://doi.org/10.5281/zenodo.23197449. 48 pages. Canonical PDF: Online source. Author abstract: Online source. Common-vintage official series, 132 monthly arrival observations 2015-2025; partial 2026 observations kept distinct. Descriptive accounting and measurement protocol, not causal tourism impact assessment.

**[51]** Taiwan Technical Mission, published on Government of Saint Lucia portal. *Agreements promoting Community based Tourism signed*. 16 October 2025. Records MOUs involving Fond St Jacques and Laborie; an implementation announcement, not an impact evaluation. Online source.

**[52]** Sir Arthur Lewis Community College, Government of Saint Lucia portal. *SALCC celebrates CTA's graduating cohort of business owners*. 13 August 2025. Twelve certifications, not twelve proven business successes. Online source.

**[53]** Michel, Kevin L. *The next order A better living*. Saint Lucia Policy Analysis, 3 November 2026. Original SLPA analysis within *Beyond the award Follow the business*. Online source.

**[54]** Alfaro Ureña, Alonso; Manelici, Isabela; Vásquez Carvajal, José Pablo. *The Effects of Joining Multinational Supply Chains New Evidence from Firm to Firm Linkages*. Banco Central de Costa Rica, 2019. Administrative-data event study, not a randomized supplier-programme evaluation or a Saint Lucia multiplier estimate. Online source.

**[55]** McKenzie, David. *What do we now know about the effectiveness of business training and how can it be done better A reassessment of the evidence*. World Bank research presentation, 21 October 2020. Meta-analytic evidence and heterogeneity across settings. Online source.

**[56]** Saint Lucia. *Public Procurement Amendment Act No 1 of 2026*, assented 19 February 2026, pp 4-5. Online source.

**[57]** Bank of Saint Lucia. *MSME Growth Guarantee*. Lender product description as of 7 November 2026; terms and eligibility may change. Online source.

**[58]** OECS Commission. *OECS Commission Congratulates 28 MSMEs on Securing Grants Under the First Window One Call*. 7 October 2025. Regional award announcement, grant range US$5,000-25,000. Online source.

**[59]** Central Statistical Office of Saint Lucia. Balance of Trade 2021 to 2025. Online source. EC-dollar export components: domestic exports EC$81,419,426 in 2025 and EC$87,057,678 in 2024; re-exports EC$162,694,516 in 2025. Merchandise data exclude services. Accessed 8 November 2026.

**[60]** Food and Agriculture Organization. *Saint Lucia sets sights on stepping up pork and ginger production*. 21 June 2023. Describes commodity selection and intended work, not achieved import substitution. Online source.

**[61]** Taiwan Technical Mission, Government of Saint Lucia portal. *Smart farming for a food secure future*. 12 June 2025. Seven Crops Project history and stated 2022-2026 phase. Online source.

**[62]** Saint Lucia Hotel and Tourism Association, Government of Saint Lucia portal. *SLHTA's Virtual Agricultural Clearing House*. 9 May 2016. Historical description of the mechanism and its limits; does not establish current performance. Online source.

**[63]** Saint Lucia Bureau of Standards. (2025, August 5). Boosting Sea Moss Exports Through Improved Food Safety Standards. Online source. Identifies food-safety and SPS constraints and describes standards and project preparation; not a completed-capacity or export-impact evaluation.

**[64]** Standards and Trade Development Facility. PPG-970: Improving the implementation of food safety standards in Saint Lucia. Online source. Project-preparation record concerning the national food-safety system and MSME compliance, with a sea-moss focus. Accessed 8 November 2026.

**[65]** Food and Agriculture Organization. *FAO and the Government of Saint Lucia launch USD 16.7 Million FISH ADAPT Project*. 4 July 2025. Announced investment; beneficiary estimates differ across subsequent communications. Online source.

**[66]** Ministry of Agriculture. *UBEC Project Ice Bins Handing Over to Fishers*. 18 December 2024. Distribution of 42 bins is an output, not measured loss reduction. Online source.

**[67]** Invest Saint Lucia. (2023, March 9). Saint Lucia-A Leading Location for Global Business Outsourcing Investments in the Caribbean Region. Online source. Dated agency account of established operators and more than 3,000 sector workers; historical employment statement, not a current establishment census.

**[68]** International Labour Organization and NASK. (2025, May 20). Generative AI and Jobs: A Refined Global Index of Occupational Exposure. ILO Working Paper 140. Online source. Task-based exposure and potential occupational transformation; not a deterministic Saint Lucia employment forecast.

**[69]** World Bank. *The Caribbean Connection Building Digital Jobs in the Caribbean Bit by Bit*. 15 April 2025. Multi-country results brief; figures are mixed geographic aggregates, not Saint Lucia-specific programme effect estimates. Online source.

**[70]** Government of Saint Lucia. *Consultancy for the Development of Government ICT Standards and National Digital Policies*. 11 September 2025. Procurement announcement, not confirmation of completed policy or implementation. Online source.

**[71]** Export Saint Lucia. About Music Saint Lucia. Online source. Describes the existing music-export platform and institutional support; does not establish export earnings or programme impact. Accessed 8 November 2026.

**[72]** Export Saint Lucia. Sign-Up Requirements. Online source. Lists catalogue, business-preparation and music-rights requirements for participation in Music Saint Lucia. Accessed 8 November 2026.

**[73]** Investment Climate Reform Facility. *Supporting trade facilitation in Saint Lucia*. Completed 2022 project account. Describes Time Release Study and process mapping. Online source.

**[74]** WTO Trade Facilitation Agreement Database. Saint Lucia technical-assistance entry on advance rulings, progress reported 11 December 2025, G/TFA/N/LCA/5/Rev.1. Describes legislation and training; operational service performance requires separate evidence. Online source.

**[75]** Government of Saint Lucia. (2024, March 28). Public Finance Management (Public Asset Management) Regulations, Statutory Instrument 42 of 2024. Extraordinary Gazette, Vol.193, Issue 10. Online source. Regulations 8-10,13-14 and 25-26: strategic/acquisition/management plans, condition assessment, annual operation and maintenance plan including human and financial resources, quarterly reporting and asset registers. Gazette printed pp. 221-227 and 230-233. Apply within statutory scope; text does not establish complete operational compliance.

**[76]** Government of Saint Lucia. (2026, February 27). Government Moves to Strengthen Public Asset Registry for Disaster Readiness and Fiscal Accountability. Online source. Primary announcement of NIPP-led Public Asset Management System training, beginning with Education. Evidence of current implementation activity, not a completed national inventory.

**[77]** Government of Saint Lucia. 2026. *Saint Lucia's National Adaptation Plan Second Progress Report 2022-2024*. March 2026, preface and executive summary, PDF pp 2-6, printed iii-vii. Online source. Primary government report. Confirms Climate Change Act 2024, existing plans, data and coordination limitations. Passages differ on whether remaining SASAPs are finalised; completion status is ambiguous.

**[78]** National Utilities Regulatory Commission. 2026. *Water and Sewerage Triennial Tariff Review Fact Sheet*, FAQ 7, PDF p 5. Online source. Historical 47-58 percent NRW range; consultation document superseded for tariff decisions by [79]. Does not provide a current independently audited zone water balance.

**[79]** NURC. 2026. *Water and Sewerage Triennial Tariff Review Final Determination Notice*, June 2026, pp 5-10. Online source. Published June 2026 notice: tariff phases in 2026 and 2027, Service Standards Agreement publication when completed, special account and quarterly reporting, audited statements. The notice does not establish the contents of a subsequently completed agreement.

**[80]** Michel, Kevin L. 2026. *Reliable Water at a Fair Cost Service Standards Household Protection and Utility Finance in Saint Lucia*, v 1.0, 12 October 2026, 39 pages. https://doi.org/10.5281/zenodo.23310907. Author publication page: Online source. Numerical scenarios are not national hardship prevalence.

**[81]** World Health Organization. 2023. *Water safety plan manual step-by-step risk management for drinking-water suppliers*, second edition. Online source. 144 pages; primary practical guidance, updated climate and equity approach; no local effect estimate.

**[82]** Caribbean Development Bank. 2026. *CDB-Supported Water Project to Strengthen Climate Resilience in Saint Lucia*, 18 September. Online source. Five-kilometre raw main; package 22.83 million plus counterpart 7.16 million. Expected beneficiaries are projections, not observed outcomes.

**[83]** Government of Saint Lucia. 2025. *Saint Lucia Secures XCD 18.4 Million from CARICOM Development Fund to Upgrade Water Infrastructure*, 25 July. Online source. Rounded 4.2 million Theobalds loan; 0.781 million Patience supplementary financing; 0.670 million grant. The release includes the original Patience loan in its approximately 7 million combined total. More precise Theobalds loan quoted as 4.233 million in the same article.

**[84]** WASCO. *Patience Water Supply Redevelopment Project*. Online source. Original USD 1,461,996 cost; differing March 2025, December 2026 and TBC completion references on the same page. Completion timing and the relationship to supplementary financing remain unresolved.

**[85]** World Bank. (2026, October 29). Initial Project Information Document (PID) - St Lucia Water Security and Caribbean Regional Water Improvement Project - P519578. Report PIDDC01818. Online source. Catalogue metadata establishes preparation-stage documentation only; no approved financing or detailed scope is attributed to this record.

**[86]** World Bank. (2026, October 29). Initial Environmental and Social Review Summary (ESRS) - St Lucia Water Security and Caribbean Regional Water Improvement Project - P519578. Online source. Catalogue metadata establishes preparation-stage documentation only.

**[87]** Mukurarinda, Juvenal, Global Green Growth Institute. 2025. *Improving Wastewater Management in Saint Lucia for Accelerating Sustainable Growth*, 11 December. Online source. Primary implementing-partner description of feasibility work: 15,000 $m^3$/day Castries plant, approximately USD 86 million. Financing not established; older sanitation coverage values do not establish current service quality.

**[88]** Wyatt, Alan. 2018. *Case Study Performance-based Contract for NRW Reduction and Control New Providence Bahamas*. Inter-American Development Bank. https://doi.org/10.18235/0009375. Full PDF Online source. Printed pp 58-72 (PDF 60-74) show baseline, diagnosis, repairs, technical results, high cost and financial limits. Before-and-after utility case with modelled financial comparison, not a randomised study; no effect transfer.

**[89]** Government of Saint Lucia. 2025. *Third Nationally Determined Contribution*, February, executive summary p 3 and mitigation section. Online source. Conditional 14.7 percent by 2030 and 22 percent by 2035 in energy and transport against 2010; contingent geothermal 32 percent; capital categories 247, 178 and 84 million. Targets are conditional, not secured resources.

**[90]** World Bank. 2025. *Caribbean Countries Move Toward Energy Sustainability with New Regional Project*, 28 February. Online source. Saint Lucia 30 million IDA plus 1.791 million GEF; 500 buildings and 20 percent savings are regional targets.

**[91]** World Bank. (2025, April 17). Caribbean Countries Strengthen Energy Resilience via New Facility. Online source. Board approval of Caribbean Resilient Renewable Energy Infrastructure Investment Facility, P180831; regional project aggregation, grid strengthening, battery storage and risk-sharing. Regional financing and intended private mobilisation are not a Saint Lucia allocation or achieved result.

**[92]** World Bank. (2025, August 14; archived August 13). Caribbean Resilient Renewable Energy Infrastructure Investment Facility, P180831: Implementation Status and Results Report ISR05079. Online source. Pages 8-9: IDA-77500 original US$29.10 million, approval 17 April 2025, signing 16 July 2025, closing 31 December 2032. This historical implementation report is not a current disbursement statement.

**[93]** World Bank. (2026). WBG Finances One - St. Lucia, project/instrument listing. Online source. Original principal for P180831, IDA77500, US$29.1 million. Dynamic unaudited data; excludes trust funds and guarantees. Not a current disbursement statement.

**[94]** World Bank and Government of Saint Lucia. 2026. *Saint Lucia EME for an Integrated Drilling Service*, 7 January. Online source. Headline USD 34.6 million; listed 12.3 plus 21.28 sum to 33.58, an unresolved public-record discrepancy; three slim exploratory wells. Procurement dates also contain one apparent year typo. The financing total is unresolved in this announcement.

**[95]** World Bank. 2025. *World Bank Support to Reduce Flooding in Saint Lucia*, 30 September, updated 7 October. Online source. 25 million; Castries and Anse La Raye; 66,400 expected beneficiaries.

**[96]** Government of Saint Lucia. 2021. *Formulation of an Integrated Sustainable Road Transport Policy and Strategic Roadmap for Implementation Terms of Reference*, June. Online source. Pages 1-3 identify land use, congestion, safety and multiple transport modes; not a final adopted policy. Emissions and population figures are historical.

**[97]** World Bank. 2025. *Caribbean Digital Transformation Project Additional Financing Project Paper*, 25 June, report PPIAF000202, printed pp 1-8 (PDF 11-18). Online source. Original Saint Lucia 20 million; 5,567,044 redirected unspent HCRP funds; procurement staff turnover and unfinished systems. Additional financing approved 30 June 2025. Regional indicators are not Saint Lucia-specific counts.

**[98]** World Bank Group. 2024. *Dominica Grenada Saint Lucia and Saint Vincent and the Grenadines Country Climate and Development Report*, October. Online source. Printed pp 28-39 on resilience, nature and costs; pp 56-69 on fiscal trade-offs. Some legal and project statuses now superseded: retains Climate Change Act proposal-era description and Cat DDO preparation before 2025 approval. Cost tables use 2020 USD, scenario and discounting distinctions. Regional cost ranges are not Saint Lucia-specific budget estimates.

**[99]** World Bank. (2025, April 10). Saint Lucia to Strengthen Resilience with World Bank Support. Online source. Board approval of US$20 million Disaster Risk Management development-policy operation including a Catastrophe Deferred Drawdown Option. Emergency liquidity under its terms; not an ordinary maintenance grant.

**[100]** World Bank. (2025, March 12). Saint Lucia Disaster Risk Management Development Policy Financing with a Catastrophe Deferred Drawdown Option. Report PD000092. Online source. Printed pp. 10 and 14-15, PDF pp. 17 and 21-22: drawdown subject to eligible declaration and financing agreement; asset-management reform; Disaster Risk Financing Strategy approval recorded by Cabinet Secretary letter dated 31 December 2024. Historical baseline and projected losses not treated as current observed losses.

**[101]** Department of Economic Development. *Terms of Reference Preparation of a Situational and Gap Analysis of Key Sectors of Saint Lucia*, July 2025, pp 1-4. Online source. Official remit, work programme and validation requirements. Its planning dates are superseded by later notices.

**[102]** Saint Lucia. Public Finance Management Regulations, SI 52/2023, regulation 3: Medium-term expenditure framework; in force 22 May 2023, consolidated Revised Laws 2023. Online source. Requires a rolling financial-year-plus-two framework and a PSIP database. Instrument identification: Online source. Accessed 8 November 2026; the regulation is distinct from section 3 of the Act.

**[103]** Saint Lucia. Public Finance Management Regulations, SI 52/2023, regulation 9: Inclusion of commitments in draft of the estimates; in force 22 May 2023, consolidated Revised Laws 2023. Online source. Addresses accounting officers' inclusion of commitments, including project and programme commitments. Accessed 8 November 2026.

**[104]** Saint Lucia. Public Finance Management Act, Acts 14/2020 and 1/2022, section 47: Commitments, consolidated Revised Laws 2023. Online source. Establishes commitment authorisation, appropriation availability and commitment-record requirements; includes local purchase orders. Accessed 8 November 2026.

**[105]** Department of Finance, Saint Lucia. The Procurement Administration Unit. Online source. Describes the Director of Public Procurement and PAU functions in standard documents, procedures, training, information and reporting; links the 2025 manual and 2026 amendment. Accessed 8 November 2026.

**[106]** Procurement Administration Unit. *Saint Lucia Public Procurement Manual*, April 2025, pp 4-10 and post-contract chapters. Online source. Official administrative guide; predates 2026 amendment.

**[107]** IMF. *Eastern Caribbean Currency Union 2026 Discussion on Common Policies*, Country Report 26/85, fiscal frameworks table. Online source. Describes Saint Lucia as lacking an explicit fiscal responsibility framework at the report date.

**[108]** Saint Lucia. *Public Finance Management Act*, Acts 14 of 2020 and 1 of 2022, consolidated Revised Laws 2023. Online source; Online source. Act sections 26-47 cover fiscal policy, budgeting, appropriations and commitments; sections 48-50 cover internal audit. The separately numbered 2023 Regulations are distinguished in [102]-[114].

**[109]** Michel, K. L. (2026, August 15). *How credible and executable are Saint Lucia's annual budgets? A plan-to-outturn assessment, FY2014/15-FY2024/25* (Working Paper, Version 1.0). Saint Lucia Policy Analysis. https://doi.org/10.5281/zenodo.21973236. 42 pages. Canonical PDF: Online source. Abstract and methods pp. 2-12.

**[110]** IMF. *ECCU Staff Concluding Statement of the 2026 Consultation*, 9 February 2026. Online source. Regional 60 per cent by 2035 debt objective and fiscal risks.

**[111]** Michel, K. L. (2026, August 12). *How complete is Saint Lucia's published procurement record? A census audit of the Department of Finance portal* (Version 1.0). Saint Lucia Policy Analysis. https://doi.org/10.5281/zenodo.21924363. 45 pages. Canonical PDF: Online source. Abstract pp. 2-4; legal/publication scope pp. 5-7.

**[112]** Saint Lucia. *Public Procurement Act*, section 57, consolidated 2023. Online source. Open tendering and conditions for national/international procedures; the consolidation predates the 2026 amendment.

**[113]** Saint Lucia. Public Finance Management Regulations, SI 52/2023, regulation 29: Payments within a specified period; in force 22 May 2023, consolidated Revised Laws 2023. Online source. Requires a system or manual procedure tracking invoices and receipt and payment dates; does not itself supply a universal numerical payment deadline. Accessed 8 November 2026.

**[114]** Saint Lucia. Public Finance Management Regulations, SI 52/2023, regulation 30: Monthly creditor analysis; in force 22 May 2023, consolidated Revised Laws 2023. Online source. Monthly accounting-officer analysis and reporting to the Accountant General within ten days of month-end, including unpaid invoice counts and values. Accessed 8 November 2026.

**[115]** Saint Lucia Constitution, section 84. Online source. Annual audit, access, tabling route and independence.

**[116]** Saint Lucia. *Data Protection Act*, consolidated text and commencement record. Online source. Records partial commencement through SI4/2023. The commencement record does not establish full operational implementation.

**[117]** Organisation of American States. *Observatory on Citizen Security Saint Lucia indicators*, accessed 7 November 2026. Online source. 2024 intentional-homicide victims 73 and rate 40.56. Comparability with other counts depends on definitions and reference dates.

**[118]** Campbell Collaboration. *Focused deterrence strategies effects on crime*, 9 September 2019, review summary. Online source. 24 quasi-experimental studies, 23 US and one Scotland; review search through October 2015. No local treatment effect inferred.

**[119]** Office of the Prime Minister. *Government continues justice system improvements and reforms*, 26 May 2026. Online source. Government report on backlog court, virtual hearings and disposals; not an independent impact evaluation.

**[120]** United Nations Caribbean. *UNLIREC and CARICOM need your voice on preventing gun violence*, 4 September 2026. Online source. Prevention work under Caribbean Firearms Roadmap.

**[121]** US Bureau of Alcohol Tobacco Firearms and Explosives. *Firearms Trace Data The Caribbean 2025*, query 27 March 2026. Online source. Explicit nonrepresentative-sample and first-retail-purchaser caveats; Saint Lucia included in selection criteria.

**[122]** Taiwan ICDF. *The Application of ICT in Digital Capacity Building Project in Saint Lucia*, updated 22 May 2026, project end 30 June 2027. Online source. Project objectives and implementation record.

**[123]** Government of Saint Lucia. *Treaty of Basseterre revised*. Online source. Establishes the OECS Economic Union; does not by itself establish current application of particular procurement preferences.

**[124]** Michel, K. L. (2026, August 14). *Where is Saint Lucia's household infrastructure divide? Household co-deprivation, district burden, and change across the 2010-2022 censuses* (Working Paper, Version 1.0). Saint Lucia Policy Analysis. https://doi.org/10.5281/zenodo.21960736. 47 pages. Canonical PDF: Online source. Author abstract: Online source. Census-derived analysis, not a new 2026 household survey.

**[125]** Government of Saint Lucia / National Printing Corporation. Appropriation Act, 2026/2027, Act No.9 of 2026. Assented 30 April 2026; published 4 May 2026. Online source. Printed p. 129 assent/publication; p. 130 s.2; pp. 131-133 Schedule, total on p. 133. The statutory appropriation classification differs from fiscal expenditure under Government Finance Statistics.

**[126]** Government of Saint Lucia / National Printing Corporation. Estimates of Revenue and Expenditure 2026-2027. FY2026/27; Finance publication listing dated 28 July 2026. Online source. Printed p.v (PDF p. 11), Budget Summary; printed p.xxvi (PDF p. 32), Summary of Total Recurrent Expenditure by Standard Object Classification. Approved estimates, not realised receipts or releasable savings. Project spending includes recurrent costs; statutory capital includes principal. The primary balance follows the publication's classification. Online source.

**[127]** Office of the Prime Minister. Government's fuel and LPG support has EC$44.9 million impact on public finances. 28 July 2026. Online source. Opening two paragraphs; period since 1 April 2026. Retrospective policy cost, not forecast savings; combines revenue and expenditure effects.

**[128]** Attorney General's Chambers, Revised Laws of Saint Lucia. Public Finance Management Act, sections 42-43: virement and reallocation. 2023 revised edition. Online source. Sections 42(3) and 43(2)-(3). These warrants prohibit capital-to-current transfers and restrict personnel transfers. Section 43 requires an affirmative parliamentary resolution. Online source.

**[129]** Attorney General's Chambers, Revised Laws of Saint Lucia. Public Finance Management Act, section 47: commitments. 2023 revised edition. Online source. Section 47(1), (4)-(6).

**[130]** Eastern Caribbean Central Bank. Saint Lucia Economic and Financial Review, June 2026 update. June 2026 report; URL file dated 4 September 2026. Online source. Printed p. 10, Table 1; p. 17, Table 5; p. 18, debt discussion. Annual periods and national-accounts vintage as published. The 2027 debt stock and GDP denominator are inconsistent with the printed debt ratio.

**[131]** Government of Saint Lucia. Government launches comprehensive national consultation for the National Development Plan and Medium Term Development Strategy. 25 February 2026. Online source.

**[132]** Saint Lucia High Commission. Diaspora Consultation for the Development of the National Development Plan 2027 to 2041 and Medium Term Development Strategy 2027 to 2031. October 2026. Online source.

**[133]** National Competitiveness and Productivity Council. Government Launches Nationwide Consultations to Shape Saint Lucia's 2040 Development Vision. 6 March 2026. Online source.

**[134]** Office of the Prime Minister. Prime Minister thanks IRD staff, urges staff input to improve taxpayer service. 3 October 2026; meeting 30 September. Online source. Tax-amnesty paragraphs: December 2027 extension, eligible taxes through December 2025, original tax remains payable. Official policy account; not the statutory instrument establishing the extension.