SAINT LUCIA POLICY ANALYSIS

SLPA’s Proposed Medium-Term Development Strategy for Saint Lucia,

2027–2031

An independent proposal for national adoption

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Evidence, policy choices, delivery and technical appendices

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Executive decisions

SLPA’s Proposed Medium-Term Development Strategy for Saint Lucia, 2027–2031 is the first implementation period of the Saint Lucia National Development Plan 2027 to 2050. It proposes thirteen programmes to improve health and learning, support productive enterprise, make essential services more reliable, strengthen community safety and increase the state's ability to deliver. The author is Kevin L. Michel. This is an independent Saint Lucia Policy Analysis proposal for adoption through the country's lawful institutions.

The immediate decision is to approve the direction and the conditions for commitment, then authorise a first year package within verified resources. The strategy proposes EC$630 million in programme ceilings and EC$63 million in central contingency, in constant 2026 prices. This is a resource framework for selected improvements and conditional expansion. It is not the full government budget, a sum of existing donor projects or a statement that finance has already been secured.

Sovereign Option Theory governs the sequence. The public purpose remains firm. Exposure to a particular instrument grows when evidence, operating capability and finance support the next step. Essential service protection, rights, safety, affordability and ecological viability remain boundaries. The plan requires a named decision owner, an observation that can change the decision and a review date for each major commitment. [1]

Three actions are necessary before the programme reaches full scale. First, Finance must reconcile the portfolio with the existing budget, debt strategy, grants, liabilities and continuing operating costs. Second, responsible institutions must demonstrate delivery capacity, including the staff time they share and the work displaced by reassignment. Third, initial interventions must establish functioning services and credible evidence of benefit. These are responsibilities to be financed within the programme, not reasons to delay urgent safety and maintenance duties.

The central growth ambition in the national plan is a sustained 3 percent real path from 2027 to 2050. Over this first period, that arithmetic would increase output by 15.9 percent from an end 2026 base. It is not a forecast of programme effects. The latest verified World Bank outlook projects 2.1 percent growth for 2027 and 1.9 percent for 2028. The strategy must earn a stronger path through execution and measurable capability, while remaining affordable if growth is weaker. [2]

By 2031, success should be visible in patient follow through, better learning, reliable care hours, fewer water interruptions, more competent and commercially successful suppliers, safer neighbourhoods and simpler public transactions. The national scorecard also tracks real household incomes, poverty, violence and fiscal resilience. Measures distinguish outputs from outcomes and retain failed cases and missing observations in the record.

1 Scope priorities and the first six months

One portfolio with clear boundaries

The thirteen programmes are delivery packages, not thirteen new agencies. Existing institutions retain their statutory responsibilities. Each package has a responsible minister, an accountable officer or equivalent institutional head, a service owner and a budget identifier. The Department of Economic Development coordinates the national strategy; Finance controls its consolidated fiscal bridge; Cabinet resolves dependencies that cannot be settled within an institution.

The proposed coordinating secretariat provides eight core capabilities within P13: leadership, fiscal and investment appraisal, delivery management, procurement and commercial analysis, data engineering, evaluation, service design and public reporting. It does not award contracts, direct judicial decisions or displace accounting officers. Its value is to make decisions and responsibilities clear enough for institutions to deliver.

PITONS supplies one continuing record linking purpose, appraisal, budget, procurement, asset operation and review. IIR tests readiness for the transition. RIPPLE 4 examines responses and effects across systems. SOT determines how far to commit now and what evidence will govern the next step. The same record should satisfy these purposes with proportionate detail, avoiding multiple parallel reporting systems. [11; 12; 13]

The first six months

Period	Decision or output	Accountable function
Days 1 to 30	Appoint owners; establish the commitment register and initial capacity map; authorise funded urgent service protection.	Cabinet Economic Development Finance
Days 31 to 60	Approve initial cash and workforce schedules; settle core measurement definitions; select ready locations and five PITONS dossiers; publish procurement queue.	Finance programme owners CSO
Days 61 to 100	Commission funded starter packages; publish service schedules, baseline gaps and review dates; establish payment and delivery reporting.	Accounting officers service owners

Period	Decision or output	Accountable function
Days 101 to 180	Complete deeper partner-pipeline and administrative-data reconciliation; validate priority statistical series and dependencies; adjust the executable queue.	Finance Economic Development CSO service institutions
End 2027	Publish costs, functioning services, missing data, recurring commitments and decisions for 2028. Full seasonal baselines continue where required.	Programme owners and independent assurance

The first operational package should emphasise health continuity, learning support, water reliability, serious harm prevention, usable public evidence and essential maintenance. Their combined first year ceilings are EC$38 million before contingency and EC$41.8 million with a 10 percent reserve. This is a service-priority subtotal, not secured funding. It excludes P13 delivery support: essential coordination and assurance must also be financed within the full envelope or a narrower commissioned schedule, using existing funded functions where feasible. The remaining EC$27.5 million of the full 2027 envelope should proceed only when the same financing and readiness tests are met.

If verified resources are below the protected package, responsible institutions should publish a narrower service schedule. Protect existing clinical and physical safety duties, contractual obligations and the most consequential maintenance; defer uncontracted expansion. Do not distribute a small shortfall mechanically across every service if doing so makes each intervention ineffective.

First year priorities and deferred commitments

The first funded schedule should distinguish essential delivery, bounded tests and preparation for larger commitments. Clinical continuity, ready learning support, urgent water repairs, serious-harm prevention and high-consequence asset defects receive first attention. Existing legal duties and contracted obligations remain part of the consolidated cash plan. Establishing better evidence should accompany useful delivery.

Customer-linked enterprise support, a small visitor-area demonstration, standards-compliant shipment cycles, assessed care expansion and selected service improvements should begin at a scale that can be staffed and evaluated. Programme owners should state the obstacle each activity addresses, the full public contribution, the outcome to observe and the next decision date. Repeat demand, reliable operation and resident benefit should determine commercial expansion.

Defer large speculative business premises, specialised processing facilities without sufficient demand, broad production subsidies and new tourism-care complexes until customer, workforce and operating economics are established. Continue affordable preparation where

it can resolve a decision. Major infrastructure should enter the executable queue only with designs, land, safeguards, procurement and continuing finance sufficiently developed. These choices preserve funds and scarce staff for work that can deliver now.

The route to additional income

The strategy supports three commercial routes: stronger earnings from the visitor economy, higher-value export services, and selected product and creative sales. Programmes P06 to P08 test these opportunities with existing firms and paying customers. Health, learning, care, water, energy, safety and better public processes support their ability to operate and grow. Public support should follow demonstrated constraints, with benefits measured after imported inputs, operating costs and displaced activity.

The first-period growth ambition requires progress from existing enterprises and productive investment as well as new entrants. At 3 percent annual real growth, 2031 output would be 7.6 percent above the 1.5 percent comparator from the same end 2026 base. This is scenario arithmetic, not a programme impact estimate. Evaluation should establish which activities improve accepted sales, output per paid hour, resident earnings and service reliability. Those results inform the national growth account without counting the same income or time gain more than once.

The annual decision cycle

Programme teams review delivery obstacles monthly. Each quarter, the coordinating secretariat brings unresolved decisions to the responsible authority with options, costs, consequences and a recommendation. The annual budget review approves the following year's funded service schedule and updates the five year outlook. The public annual report explains progress, changes, adverse effects and remaining obligations.

During 2028 and 2029, initial modules face explicit expansion reviews. A pilot should not continue indefinitely because it has no decision rule. The review may authorise scale, adapt the design, retain a limited service or close it with a funded transition. The 2031 evaluation supplies the evidence and operating commitments for the 2032 to 2036 strategy.

2 Programme commitments

Each programme below states its purpose, proposed resource ceiling, functional responsibility, initial actions, later decisions and measures of success. Amounts are in constant 2026 EC dollars. They include the named modules and conditional expansion space. The separate 10 percent central reserve is not added again within a programme. The initial staffing allocations are planning limits on dedicated capacity, including existing assigned time and contracted equivalents, rather than promises of additional permanent posts.

The programme briefs use an initial total of 290 dedicated full time equivalents across the portfolio. This is not the entire workforce required to deliver every asset or service. Construction labour, existing teachers and clinicians, professional supervision and other shared resources must be mapped and paid within the appropriate contracts or budgets. A person assigned to two programmes cannot be counted as fully available to both. Expansion that changes staffing requirements needs a revised workforce and recurrent finance approval.

P01 Health and everyday wellbeing

Proposed five year ceiling EC$72 million before central contingency. Initial dedicated capacity limit 50 full time equivalents.

Purpose and resources. Improve continuity of primary care, reduce avoidable complications and strengthen mental health and emergency services. The proposed ceilings for 2027-2031 are EC$7 million, EC$12 million, EC$15 million, EC$18 million and EC$20 million respectively, totalling EC$72 million. Dedicated programme capacity is capped initially at 50 full-time-equivalent positions, including assigned existing staff time. This is a capacity limit, not a commitment to 50 additional hires.

Responsibility. The ministry responsible for health owns delivery through its clinical, nursing, pharmacy, information and regional management functions. Finance controls the funded benefits package and commitment ceiling. Professional leadership approves protocols, scopes of practice and supervision. Facility managers remain responsible for care quality. Access to essential care depends on need, irrespective of employment.

First 100 days. Reconcile existing health projects, staff assignments and contractual commitments. Confirm patient-record integration, medicine availability, referral arrangements and maintenance responsibilities. Establish the baseline for registered patients, follow-up, measured blood pressure control and lost contact. Saint Lucia already has i-Screen integrated with SLUHIS across 30 primary care centres; the programme strengthens use and continuity of that infrastructure. [22; 23]

During 2027. Begin a defined chronic disease continuity module in selected regions, with confirmed diagnoses, appointment recall, medicine reconciliation and clinical escalation. A documented referral and follow-up route must exist before a screening campaign expands.

Teams should use approved protocols and calibrated equipment. Local HEARTS implementation evidence makes accurate records, operational support and routine review particularly relevant. [21] Use clear appointment instructions, consent-based reminders and easy rescheduling where staff and supplies can support completed care. Test patient waiting, repeat travel and completed follow-up, alongside attendance. [24]

During 2028 and 2029. Extend successful operating arrangements, alongside separately appraised mental health, active-living and emergency-care improvements. Mental health provision should combine trained practitioners, specialist supervision and appropriate referral; emergency improvement should connect dispatch, transport, receiving facilities and structured handover. These functions are supported by WHO guidance, while staffing and delivery arrangements require local approval. [28; 30; 31] Start active-living work with accessible, maintained routes and existing recreation facilities; fund upkeep before adding venues. [26]

By 2031. Aim for controlled blood pressure in at least 60% of eligible registered hypertension patients in participating primary-care panels. Use a fixed clinical definition and reporting period. Missing follow-up must remain visible and cannot silently reduce the denominator. Report registration coverage separately, since good results among registered patients can coexist with undiagnosed illness. Aim for at least 95% of tracer facility-months without an essential-medicine stock-out.

Cost and capacity. An illustrative module assumes eight nurse care managers at EC$100,000 loaded annual cost, eight navigators at EC$60,000, two shared pharmacists at EC$120,000 and two quality/data staff at EC$110,000. It adds EC$600,000 for protected clinical supervision, EC$400,000 for outreach and EC$600 per patient for additional medicines and diagnostics for 6,000 patients. These assumed inputs yield EC$6.34 million annually. Setup of EC$1.2 million and annual operating factors of 0.4, 0.7, 1, 1 and 1 produce EC$27.194 million over five years, within P01. The remaining ceiling is uncommitted capacity for appraised extensions. All staff hours, including contracted and protected clinical time, must fit a verified workforce plan.

Decision gates. Release operating funds when staff, supply, records and referral pathways are ready. Expand after reliable delivery and improved patient outcomes, with review of access by income, location and disability. Investigate stock-outs, unsafe workloads or missed urgent referrals before expansion. Activity counts and purchased equipment are insufficient evidence of clinical benefit.

P02 Learning and skills for productive lives

Proposed five year ceiling EC$60 million before central contingency. Initial dedicated capacity limit 30 full time equivalents.

Purpose and resources. Strengthen foundational learning and create credible routes into skilled work and continuing education. The proposed annual ceilings are EC$6 million, EC$10 million, EC$13 million, EC$15 million and EC$16 million, totalling EC$60 million. Dedicated

capacity is capped initially at 30 full-time equivalents, including assigned existing staff and purchased teaching time.

Responsibility. The ministry responsible for education leads curriculum, assessment, teacher support and inclusion. The labour function, SALCC, accredited providers and employers lead the transition into skilled work. Each participating school has a named implementation lead. Employers validate occupational requirements and provide suitable practical placements.

First 100 days. Map current education investment, assessment schedules, teacher development and technical courses. Reconcile planned work with PERT, whose procurement programme includes reading assessment, teacher development and TVET facilities through 2029. [33] Agree accessible minimum standards for Grade 3 reading and numeracy, an assessment protocol and a pupil-level reporting denominator. Establish how pupils absent from assessment will receive follow-up and support.

During 2027. Introduce a foundational learning guarantee in an initial school group. Assess needs, provide teachers with usable materials and coaching, deliver time-limited additional instruction and reassess progress. Explain results to parents in plain language. Include children requiring accommodations and refer additional needs for appropriate assessment. International evidence supports structured teaching assistance and instruction matched to learning needs, while local implementation must establish achievable effects and costs. [32] Protect teaching time and prompt feedback: assessment creates value when it changes the instruction a pupil receives. Track attendance, demonstrated learning and progression before projecting later earnings.

During 2028 and 2029. Extend support where learning gains persist and teacher workload remains manageable. Use published labour-market evidence and employer commitments to select paid technical pathways. The Human Capital Resilience Project and Labour Market Needs Assessment provide existing foundations to assess and consolidate. [35; 36] Each funded course needs recognized assessment, suitable practical experience and six- and twelve-month tracking of employment, retention and earnings. Funding should support participants with greater barriers and avoid incentives to select only those most likely to succeed. Existing enterprise courses can test simple cash-separation and record-keeping routines, with business results reviewed after training. [37]

By 2031. Adopt an initial ambition of at least 70% of enrolled Grade 3 pupils meeting the validated numeracy standard, with equivalent transparent reporting for reading. Publish the 2027 baseline before finalizing the improvement trajectory; where the baseline already exceeds 70%, maintain an upward target. Report results for all enrolled pupils, assessment participation and accessible accommodations. A secondary ambition is at least 60% CSEC mathematics attainment among candidates, accompanied by wider participation and cumulative school-leaver results. The historical examination baseline was about 42% in 2025. [5]

Cost and capacity. An illustrative module assumes 12 coaches at EC$100,000 annually, materials and assessment for 8,000 pupils at EC$180, EC$600,000 of protected teacher development, 1,200 tutoring places at EC$500 and EC$200,000 independent measurement. The resulting annual cost is EC$4.04 million. Setup of EC$400,000 and operating factors of 0.5, 0.75, 1, 1 and 1 give EC$17.57 million over five years. This purchases additional support within existing schools. It does not cover their full teaching costs. Tutoring, coaching and released teacher hours must be translated into FTE requirements within the workforce plan. Paid technical pathways and further extensions remain conditional uses of the P02 ceiling.

Decision gates. Start when materials, coaching schedules, assessment and safeguarding are ready. Expand when learning improvements survive follow-up and reach disadvantaged pupils. Review weak results through classroom practice and implementation evidence before buying additional equipment. Publish training outcomes using complete cohorts, with non-response visible. Completion certificates alone do not establish labour-market benefit.

P03 Care and family security

Proposed five year ceiling EC$47 million before central contingency. Initial dedicated capacity limit 40 full time equivalents.

Purpose and resources. Improve practical support for people needing care and reduce barriers facing family carers. The proposed annual ceilings are EC$4 million, EC$7 million, EC$10 million, EC$12 million and EC$14 million, totalling EC$47 million. Dedicated programme capacity is capped initially at 40 FTE. Existing and contracted delivery capacity must be explicitly identified; it cannot be assumed available because a budget line exists.

Responsibility. The department responsible for equity and SSDF lead service commissioning, eligibility and complaints. Health provides clinical escalation and care standards. Education oversees appropriate childcare quality requirements. Labour links voluntary employment support to family needs. Decisions should reflect functional needs, service access and household circumstances.

First 100 days. Map existing care hours, staff assignments, travel time, unmet requests, safeguarding and provider capacity. Saint Lucia's existing programme includes a workforce of home-care providers; an official 2025 notice recorded 667 receiving permanent tenure. [40] Determine what additional service the plan would purchase and establish one clear referral and appeal route.

During 2027. Start an assessed respite module with documented schedules, informed consent, worker supervision and escalation for clinical concerns. Services should support choice and independence. Reliable cover can permit rest, study or paid work; record these separately and measure household earnings after care fees and travel. Begin childcare appraisal by examining working hours, holiday coverage, locations, sibling needs and fees. International evidence shows that childcare provision can support employment while also replacing

existing arrangements; each subsidized place cannot be counted as an additional worker. [41; 42]

During 2028 and 2029. Expand reliable respite provision and commission childcare places where qualified providers, inspections and affordable family contributions are ready. Coordinate these services with transport and employment support. Maintain a distinction between clinical nursing, personal assistance and childcare competence. Extend weekend support where assessed need and safe staffing justify it.

By 2031. Aim for at least 95% of commissioned care visits completed within the agreed service window, while publishing missed visits, rescheduled visits, waiting time and unmet assessed need separately. Measure client wellbeing, safeguarding, carer burden and worker retention. Track employment changes for carers who want paid work, without making labour participation a condition for receiving essential care. Social protection coordination should build on the existing national policy and its monitoring work. [44; 45]

Cost and capacity. A first operating module of 250 assessed households receiving four additional hours weekly generates 52,000 delivered hours annually. At an assumed EC$25 per delivered hour, cost is EC$1.3 million, plus EC$200,000 for coordination, safeguarding and training. Annual cost is EC$1.5 million. Setup of EC$75,000 and operating factors of 0.25, 0.5, 0.75, 1 and 1 produce EC$5.325 million over five years. At 1,500 delivered hours per care FTE, the service requires approximately 35 care FTE, leaving about five within the initial capacity ceiling for other dedicated functions. These are planning assumptions requiring validation. Broader respite or childcare commissioning remains conditional on verified provider capacity and a revised workforce allocation.

Decision gates. Begin when assessed demand, safe providers, supervision and complaints handling are in place. Expand after verified service hours, acceptable quality and evidence of benefit. Repeated missed visits, unaddressed safeguarding concerns or diversion of staff from essential services require corrective action. Uncommitted resources remain available for later appraisal rather than becoming automatic expenditure.

During 2027, establish the pension evidence and valuation programme described in the national plan. By 2028, publish updated independent adequacy and sustainability assessments through the responsible institutions. Any reform requires an explicit distributional and transition appraisal; no pension assets or unverified future savings are assigned to this strategy.

P04 Water and sanitation

Proposed five year ceiling EC$88 million before central contingency. Initial dedicated capacity limit 20 full time equivalents.

Purpose and responsibility. Improve safe water continuity and sanitation while protecting households and sustaining utility operations. WASCO leads service delivery; the ministry responsible for utilities coordinates investment; NURC performs its regulatory role; Health

independently oversees public-health requirements; and Finance confirms affordability and funding.

First 100 days. Reconcile the Ninth Water pipeline, Theobalds, Patience and sanitation works into a register showing scope, financing, counterpart commitments, procurement, expected service zones and commissioning dates. The Ninth Water announcement separates US$22.83 million external financing from US$7.16 million counterpart funding. Those resources and tariff-account contributions must not be counted again as new P04 funding. [82] Identify priority zones using interruption burden, essential users, source stress and household vulnerability. Assign owners for repair response, meter verification, water-quality monitoring and emergency supply.

Include P519578, the World Bank's October 2026 Water Security and Caribbean Regional Water Improvement preparation record, in that reconciliation. Initial project and environmental-and-social documents identify prospective work; this strategy assigns no approved funding to it. Investment choices should strengthen dependable service while preserving affordable utility finance. [85, 86]

During 2027. Establish a public service baseline and a proposed service agreement for participating zones. It should specify boundaries, connected accounts, measured supply hours, interruption connection-hours, pressure, water-quality events, real and apparent losses, repair times and data completeness. Seasonal observations should accompany the initial operational baseline. NURC's June 2026 notice already requires quarterly utility reporting and publication of the completed Service Standards Agreement; the programme should work through those arrangements and any necessary lawful additions. [79]

Use the first allocation for verified operating gaps: district meters, critical spares, repair capability, safe essential-facility buffers, household protection and independent verification. A support payment needs eligibility, funding, timely utility reimbursement and review. Michel's water study offers a framework for connecting service obligations with household affordability and utility finance. [80]

The 2027 starter. The EC$6.460 million module includes six zone metering packages at EC$100,000 each, 600 simple service-connection renewals at EC$1,200, twelve small distribution repairs at EC$60,000 and ten essential-facility storage and safe-plumbing packages at EC$80,000. Its 20 staff comprise two engineers/supervisors, eight network technicians, four water-quality/sanitation officers, three customer-support officers, two data analysts and one administrator. The remaining EC$1.660 million covers design, spares, two operating vehicles, laboratory work, maintenance, independent verification, training and bounded household and safe-desludging support. Treatment and lawful disposal must exist before a desludging voucher is issued. Facility commissioning must confirm cleaning, safety, pumping costs and a named custodian.

The 2028 and 2029 gates. Expand only after water balances are checked, safety is protected, completed repairs remain effective and recurrent funding is available. Commission capital

works against pressure, quality and continuity, including performance through wet and dry conditions. Sanitation expansion requires a complete collection, transport, treatment and disposal arrangement. Major wastewater or new-source investments require separate engineering, environmental, commercial and fiscal appraisal; this envelope does not implicitly fund them.

The proposed 2031 outcome. Reduce unplanned household water interruption-hours by at least 30 percent in priority zones against the validated 2027 baseline, without weakening water safety or pressure. Connection-hours equal the sum of affected residential connections multiplied by interruption duration; shared accounts and households per connection should be reported where known. Until that mapping is reliable, label the measure residential connection-hours. Publish the worst-served areas and changes in reporting coverage. Review feasibility after the full seasonal baseline, with any target revision explained publicly. Total non-revenue water must accompany physical-loss volumes and continuity so that reduced supply cannot masquerade as better performance. [78]

P05 Energy and mobility

Proposed five year ceiling EC$54 million before central contingency. Initial dedicated capacity limit 10 full time equivalents.

Purpose and responsibility. Lower the resources required to deliver useful energy and transport services, reduce fuel exposure and protect reliability. The energy division coordinates the programme with LUCELEC, NURC, public-building owners and the transport authority. Finance reviews contracts and contingent liabilities.

First 100 days. Reconcile approved building-efficiency finance, utility generation and storage projects, grid requirements and geothermal exploration. The Caribbean Efficient and Green Energy Buildings Project includes US$30 million of IDA financing and a US$1.791 million grant for Saint Lucia. Its regional building and savings targets are not national achievements. [90] P05 should finance demonstrated gaps and useful complementary work after this reconciliation.

Also reconcile the approved Caribbean Resilient Renewable Energy Infrastructure Investment Facility, including Saint Lucia's US$29.1 million IDA instrument. Match its grid and investment-support activities with the utility programme; regional procurement and risk-sharing should make capable investment easier while keeping each liability visible. [91, 92, 93]

During 2027. Audit participating public buildings and establish energy, occupancy, opening-hour and service baselines. Select measures through lifecycle cost, maintainability and service quality: efficient cooling, controls, suitable shading, lighting, pumps and appropriately designed solar systems. Record the distinction between using less energy and generating electricity onsite. Publish procurement packages that competent local providers can bid for, with training, inspection and warranties.

For mobility, establish passenger demand, trip reliability and route operating data. Prioritise service coordination, junction or traffic management and bus priority where justified. Any efficient or electric fleet trial must test terrain, duty cycle, charging, maintenance, battery replacement and reliable passenger service. Operator agreements should specify the service purchased and its cost. P05 covers corridor operation and vehicle-efficiency trials; neighbourhood walking works belong in P10 and structural road maintenance in P12.

The 2027 starter. The EC$3.150 million module covers eight building audit/meter packages at EC$25,000, eight modest efficiency retrofits at EC$100,000, and building maintenance at EC$20,000 per building-year. Two corridor baselines cost an assumed EC$60,000 each, two operating demonstrations EC$150,000 each and two existing-fleet measurement trials EC$60,000 each. An EC$120,000 electric-fleet and charging appraisal preserves a future investment option; it does not purchase buses. Ten dedicated staff cost EC$1.130 million: two energy engineers, two audit technicians, two transport analysts, two building-operations specialists, a commercial specialist and a measurement specialist. EC$200,000 covers independent verification, training and field operations. Publish expected break-even savings and confirm service conditions before retrofits; no future saving is counted as cash available today.

The 2028 and 2029 gates. Scale retrofits after metered results and operating costs are verified. Expand transport trials after acceptable reliability, utilisation and lifecycle costs are demonstrated. Geothermal generation requires independent resource evidence and a further investment decision; exploration finance does not establish a commercially viable plant. The published exploration notice also contains a funding-component discrepancy that must be reconciled against financing agreements. [94] Large generation, grid or fleet commitments cannot be presumed affordable within P05's ceiling.

The proposed 2031 outcome. Achieve at least a 20 percent reduction in weather- and use-adjusted energy consumption across the participating public-building portfolio, where a credible baseline and adjustment method can be established. Hold useful service conditions constant: reduced clinic hours or inadequate cooling are not efficiency gains. Meter total consumption, including self-consumed solar, and report onsite generation separately. Where adjustment data are inadequate, disclose the limitation and use a defined comparable operating period rather than a spurious precision. Transport results should report journey reliability, energy per passenger-kilometre where measurable and public cost per completed trip.

P06 Enterprise productivity and exports

Proposed five year ceiling EC$40 million before central contingency. Initial dedicated capacity limit 20 full time equivalents.

Purpose and ownership. The department responsible for commerce should lead a coordinated service with Export Saint Lucia, standards bodies, training providers,

participating lenders and major buyers. Its objective is to help viable firms deliver repeat orders profitably and enable workers to earn from marketable skills. The functional lead should remain clear when ministerial portfolios change.

The service would diagnose the obstacle facing each firm, then commission appropriate assistance with costing, bookkeeping, quality, production, certification, secure digital delivery or market access. It draws on Michel's order-based analysis: a customer, workable terms, reliable delivery, cash through the waiting period and a worthwhile repeat transaction. [53] Supplier-linkage and training research supports testing this approach, while results from other countries remain insufficient to predict a Saint Lucian effect. [54; 55]

First 100 days. Appoint the accountable lead; map existing grants, loans and advice; invite buyers to identify specifications and purchasing needs; establish transparent selection criteria; and commission a baseline covering sales, costs, owner and worker hours, employment and current public support. With Invest Saint Lucia and existing operators, reconcile the outsourcing establishment and workforce baseline and identify workflows for paid trials. Agree arrangements for consent, confidential business records and publication of aggregated results. Assess payment, data-protection and training requirements for export services. P13 should handle public procurement administration, while P06 addresses firms' ability to compete and deliver.

Commissioning brief. Procure a supplier-development and export-services package with diagnostic, mentoring and supervised-work components. Require named specialists, buyer participation, practical demonstrations and outcome follow-up. Training providers should explain how participants will obtain supervised assignments and evidence of competence. Payments should combine satisfactory delivery with independently checked follow-up, without rewarding providers for selecting only the easiest cases. Use existing finance and guarantee arrangements where suitable; guaranteed loans remain repayable borrowing and require separate monitoring of fiscal exposure. [57; 58]

Give initial export-service work priority to customer-account administration, supervised bookkeeping preparation, quality assurance or other workflows supported by existing capability and a paying customer. Established outsourcing relationships provide a starting point. [67] Specify accepted output, price, volume, payment terms, error responsibility, data permissions and supervision before purchasing training. Use AI where it improves verified delivery; assess its effects on tasks, quality, prices and working conditions. [68] Creative and specialty-product firms may enter the supplier cohort through commissioned work or shipment orders. Music licensing requires documented rights and revenue-sharing terms, building on existing export-readiness support. [71; 72]

2027 milestone. Subject to approval, enrol the first 40 firms and 20 export-services participants, publish the programme rules and complete their starting records. Arrange paid trials and assistance with invoicing, contracts and payment collection. Record collected revenue and full delivery costs, including supervision, software, imported services, rework and idle time. Seek repeat orders on commercial terms. Defer dedicated service buildings

until customer demand and a demonstrated premises constraint justify them. Regulated health, legal or security work requires the relevant competence and liability arrangements before a trial. No participation target implies that a firm should borrow or buy equipment before commercial viability is established.

2028-2029 decision. Continue or expand activities where buyers confirm repeat demand, providers demonstrate delivery and follow-up records show worthwhile progress after public costs. Test whether the commercial activity can continue without repeated subsidy for the same task. Redesign weak components before admitting larger cohorts. Record whether supported sales replace those of other local firms, whether training changes employment and earnings, and whether grant recipients would have invested without assistance. Report domestic value added, resident earnings and foreign-exchange implications separately from gross sales. Where demand exceeds places, transparent phased entry can support comparison and fair access.

2031 outputs. The initial module provides for 300 firms and 250 export-services participants across five annual cohorts. Obtain twelve-month records for at least 80 percent of matured firm cohorts. Set a proposed provider performance goal of 60 percent of matured participants in verified paid work at six months, reporting the full enrolled denominator and prior employment. These are delivery and performance commitments to test, not forecasts of additional jobs or GDP. Any larger cohort requires a separately approved scope.

Resources and capacity. The EC$11 million module comprises EC$7.4 million for supplier development and EC$3.6 million for export capability. It includes four core specialist assignments, costed at an assumed EC$120,000 annually per full-time equivalent, within the supplier allocation. The full programme has a peak capacity ceiling of 20 full-time-equivalent assignments, covering existing, redeployed and contracted staff. This is not an authorization for 20 new posts. Expansion must fit staff costs within approved allocations and avoid charging shared personnel to two programmes.

P07 Community visitor economy

Proposed five year ceiling EC$27 million before central contingency. Initial dedicated capacity limit 10 full time equivalents.

Purpose and ownership. The department responsible for tourism, working through the Community Tourism Agency and relevant local organizations, should lead three appraised community visitor districts. Each district should connect accommodation, restaurants, food retail, guiding, cultural activities and transport with dependable public services. The objective is higher resident earnings and a better visitor experience alongside improved everyday conditions for residents.

Existing community partnerships and accommodation training provide a starting point. [51; 52] Michel's tourism research also establishes why arrivals and published accommodation nights cannot determine national resident-income gains. [50] Evaluation should measure

businesses' costs and earnings, resident access to services and housing, and the environmental demands of the district.

First 100 days. Publish district selection criteria and invite expressions of interest from community partnerships. Screen potential areas for demand, resident support, ownership and tenure issues, emergency access, waste, water and housing capacity. Compile a baseline of accommodation, long-term rentals and complaints. Coordinate with P04, P05 and P10 so that major utilities, mobility and neighbourhood infrastructure are budgeted once.

Commissioning brief. Commission a feasibility and operating plan for each selected district. Require a bookable visitor proposition, verified enterprise interest, resident consultation, a housing assessment, accessible routes, service standards, costed maintenance and responsible operators. Test the total price and reliability of accommodation, food, transport and activities with paying visitors. Small public-realm works should have appropriate designs and approvals before procurement. Business assistance should cover certification, sanitation, insurance, honest booking terms, customer service and dependable payments. Any firm-level support also funded through P06 must be deducted from one programme's claim.

2027 milestone. Complete three candidate appraisals and select the initial district only when its demand, service and operating arrangements are credible. Record the baseline before capital assistance or promotion begins, including seasonal occupancy, business costs, resident employment and utility demand. Prepare a procurement-ready first package and a transparent register of public support. Prioritise usable access, ordinary waste collection, safety and service reliability for residents and visitors; expand promotion as the offer becomes dependable.

2028-2029 decision. Begin the first district and approve subsequent districts only after checking implementation capacity. Examine collected revenue, resident wages and owner earnings after costs, alongside resident complaints, long-term rental access, safety and service reliability. Identify sales displaced from other local businesses and costs shifted onto households. Persistent housing pressure or service failures should trigger redesign before further visitor-accommodation support. Safety standards must apply consistently across accommodation types; district investment should benefit residents as well as visitors.

2031 outputs. The initial module aims to complete three viable districts with funded upkeep, participating businesses meeting applicable requirements, and annual resident and business outcome reports. Expansion beyond three is conditional. District promotion should not imply guaranteed bookings or that a place is free of crime. The national account of value capture should distinguish imported inputs, domestic production and income accruing to residents. [48; 49]

Resources and capacity. The EC$5.4 million module includes EC$3 million for design and small public-realm works and EC$2.4 million for four years of coordination and upkeep across three districts. Major roads, sewerage and utility capacity are excluded and must be covered by approved linked investments. The full programme's peak capacity ceiling is ten

full-time-equivalent assignments, including district coordination, inspection and management time. Costs belong within approved allocations. New districts require their own operating and staffing plans.

P08 Food and marine value chains

Proposed five year ceiling EC$37 million before central contingency. Initial dedicated capacity limit 15 full time equivalents.

Purpose and ownership. The department responsible for agriculture and fisheries should lead, with producer organizations, buyers, food-safety and standards services, and existing project teams. The objective is dependable food supply, profitable production and sustainable marine livelihoods. Priority products should pass a test of demand, reliable delivered quality, full costs and resilience.

Existing crop, tourism-linkage and fisheries programmes provide evidence and assets to examine. [62; 60; 61] FISH-ADAPT and UBEC commitments must be reconciled with the programme inventory; their existing financing should not be counted again as new expenditure. [65; 66]

First 100 days. Map existing funded activities and usable assets. Select a narrow group of value chains for diagnosis with growers, fishers and actual buyers, considering both dependable hospitality-food deliveries and specialty-product exports. Identify the point of failure in each chain: production, water, quality, aggregation, storage, transport, payment or market access. Establish baseline volumes, losses, prices and imported-input costs. Assign the staff responsible for obtaining and maintaining records. Sea-moss proposals should connect with existing food-safety and standards work through the Bureau of Standards and export agencies. [63; 64]

Commissioning brief. Commission operating appraisals for up to three shared logistics or quality services. Each appraisal should identify customers, credible throughput, ownership, the operator, food-safety requirements, access charges, maintenance, energy and water costs, and the public benefit requiring support. Possible services include grading, packing, refrigeration, transport or testing. Compare purchased services, regional testing or contract manufacturing with local ownership of a facility. The selected investment must follow the diagnosis. Buyer forecasts should become contractual commitments only where the parties can accept the associated obligations.

2027 milestone. Complete the diagnostic and existing-project inventory, test supply arrangements through actual trading cycles, and prepare the first investment case. For each trial, record accepted and paid deliveries, rejected batches, producer earnings and the cost of inputs, labour, packaging, testing, logistics and payment delays. Verify standards, tenure and environmental requirements. Defer a dedicated processing or extraction facility until demand, throughput, technical competence and recurring finance justify it. A marine

proposal must address safety and resource sustainability; more vessels or fishing effort cannot be assumed to produce durable gains.

2028-2029 decision. Release capital support when demand, operating finance, operator capability and safeguards are established. Before expansion, examine utilization, downtime, spoilage, rejected deliveries, payment performance and producers' net earnings. For fisheries, incorporate stock and habitat evidence and the effects of access or conservation rules. Revise a weak service model before increasing its capacity.

2031 outputs and resources. The initial module provides up to three viable shared services within EC$3 million: EC$2.4 million in public-support ceilings and EC$600,000 for appraisal and technical assistance. Each requires functioning records and maintenance. The wider EC$37 million ceiling permits separately appraised expansion and complementary investment. Its peak capacity ceiling of 15 full-time-equivalent assignments includes extension, fisheries, quality and management contributions, valued within approved costs. Additional volumes, import savings and income effects remain conditional on evidence; they should not be assumed from the funding ceiling.

P09 Safer Communities and Justice

Proposed five year ceiling EC$48 million before central contingency. Initial dedicated capacity limit 30 full time equivalents.

The objective is to prevent serious violence and improve the timely, fair resolution of cases. The Royal Saint Lucia Police Force leads the policing component; the departments responsible for Justice, Health and Human Services own their respective service commitments. The Director of Public Prosecutions and the judiciary control their independent functions. A written coordination agreement should define information sharing, referral and administrative responsibilities without giving an executive programme authority over prosecution or judicial decisions.

First 100 days. Begin reconciling police, health and death-registration records for intentional homicide and nonfatal shootings; document definitions, known gaps and outstanding differences. Complete the deeper reconciliation by day 180, publishing interim definitions and limitations without delaying safe, bounded action. Establish the age profile of serious criminal cases and the reasons for avoidable delay. Inventory current violence-prevention, victim-support and rehabilitation provision, including funded posts. Select two bounded pilot areas using verified recent harm and service readiness, with safeguards against political allocation. Approve confidential referral and complaint procedures before enrolling participants.

2027 delivery. Begin supervised support for people facing repeat or retaliatory violence, alongside lawful focused enforcement, victim assistance and practical employment or treatment referrals. Provide specific pathways for domestic and sexual violence. Assign dedicated capacity across analysis, outreach and supervision, case and witness support, and justice administration, within the ceiling of 30 full-time equivalents. Use existing facilities

where suitable. Fund case preparation, evidence handling and referral continuity before expanding buildings or equipment.

The programme builds on the Criminal Backlog Reduction Court and other justice improvements reported in 2026. Court-disposal counts alone cannot establish reduced delay or improved fairness. [119] International focused-deterrence evidence supports a carefully evaluated local pilot; its predominantly US quasi-experimental evidence cannot supply a forecast of Saint Lucian results. [118]

A costed 2027 starter. Provide two bounded community pilots and a linked justice-service improvement at an illustrative EC$3.098 million, leaving EC$1.902 million of the EC$5 million annual ceiling uncommitted. The assigned team comprises one lead at EC$120,000; two supervisors at EC$110,000 each; six outreach and case workers at EC$75,000; two victim and witness navigators at EC$80,000; three case-file administrators at EC$80,000; two data analysts at EC$100,000; one safeguarding coordinator at EC$100,000; and one administrator at EC$90,000. Those assumed annual loaded rates total EC$1.580 million for 18 FTE. Professional roles require appropriate qualifications, supervision and lawful appointment or contracting.

The full input schedule, quantities and unit rates are in Appendix C.

Practical support pays for assessed transport and access barriers under documented eligibility, rather than an automatic cash entitlement. The initial planning limit is 200 distinct participants over the year and 100 active cases across the six case workers at one time; supervisors must lower that limit when case complexity requires it. Clinical and legal hours are pooled capacity, allocated by need. File counts describe an administrative workload allowance, not a quota for charges or court disposals. Logistics cover existing-system transport and consumables; a new forensic laboratory, police establishment or courthouse is outside this module.

Using 1,500 productive hours per professional FTE and 220 specialist days per FTE, the contracted clinical, legal, configuration, training, review and assurance inputs represent approximately 1.82 additional FTE: a total of 19.82 against the programme ceiling of 30. These conversion factors are planning assumptions. Agency participation, provider hours and any dedicated transport or site staff must be reconciled before release; no unrecorded staff time is assumed free. Preserve distinct access controls for police, health, social-service and court records. The judiciary and DPP determine access and administrative arrangements within their independent functions. Before opening either pilot, confirm qualified supervision, safe referrals, complaint handling and continuity for people who need assistance after the pilot ends. No future savings or GDP increment finances this module.

At unchanged service scale, an indicative later-year operating allowance is EC$2.815 million in 2026 prices. This retains the team, clinical and legal hours, practical support, existing-site operations, file logistics and independent review; substitutes EC$60,000 for record-system maintenance, EC$45,000 for refresher training and EC$40,000 for record assurance; and removes initial workstation and configuration purchases. It is a separate planning run rate,

not a second charge to 2027 or an approved five-year commitment. Replacement capital, expanded caseloads and additional police or judicial capacity require their own cost and authority.

Expansion gate in 2028 and 2029. An independent review must find that referrals reach functioning services, caseloads are manageable, information is accurate and safeguards operate. Examine serious harm, repeat victimisation and adverse effects, alongside implementation quality. If evidence is inconclusive, maintain a bounded programme and improve measurement. If misconduct, unsafe disclosure or unmanageable caseloads occur, pause the affected component and remedy the failure. Preserve essential victim support during correction.

2031 measures. Seek a 30 per cent reduction in the rolling three-year count of intentional-homicide victims relative to the reconciled 2024-2026 baseline, with serious nonfatal violence also declining. Seek a 30 per cent reduction in median time to disposal for the selected eligible case cohort against its 2027 baseline, while publishing long-wait cases, legal-assistance access and reasons for adjournment. These are policy targets, not estimated effects. Reporting must preserve definitions and disclose revisions. No conviction, arrest or sentence quota is authorised.

P10 Serviced neighbourhoods and access

Proposed five year ceiling EC$40 million before central contingency. Initial dedicated capacity limit 10 full time equivalents.

Purpose and responsibility. Improve the places where families live, work and build small enterprises. Physical planning and housing lead with local institutions, infrastructure agencies and residents. Utilities certify service capacity; relevant public agencies own completed assets.

First 100 days. Establish transparent selection criteria combining the number of affected households, severity of disadvantage, hazard exposure, access to employment and deliverability. Map the initial candidate areas against water, drainage, tenure, transport and public-service capacity. Announce how residents can correct the evidence and challenge exclusion.

During 2027. Design a bounded first group of neighbourhood packages. Each should solve a documented access or housing constraint through suitable combinations of repair, safe infill, small drainage works, lighting and accessible walking connections. Identify land and maintenance responsibilities before procurement. Use local contractors where they can meet the required quality and value, with open competition and prompt verified payment. Avoid promising housing allocations before title, eligibility, costs and service capacity are settled.

Appraisal should measure combined housing and transport costs, rental availability and displacement risk. Visitor accommodation and enterprise can contribute to local incomes when services, safety and neighbourhood conditions support residents as well as customers.

The programme should track who receives the economic benefit and who bears additional costs.

The 2027 starter. Two neighbourhood packages total EC$3.040 million. They include forty bounded home repairs or adaptations at EC$20,000, 800 metres of accessible walking links at EC$750 per metre and twenty lighting points at EC$5,000. These allowances assume available lawful access and modest works; major retaining structures, land acquisition and utility relocation require separate decisions. Ten dedicated staff cost EC$1.010 million: two engineers/planners, two tenure/community officers, two inspectors, two housing case officers, a cost specialist and a data/environment officer. The remaining EC$530,000 funds design, title checks, safeguards, acceptance testing, independent inspection and a first year of public-asset maintenance. Housing recipients retain their homes and receive practical maintenance guidance; support must consider their ability to keep adaptations safe.

The 2028 and 2029 gates. Complete and inspect the first packages before expanding. Test routes with older people, persons with disabilities, carers and children. Verify drainage through relevant rainfall conditions and check whether maintenance actually occurs. Expansion requires usable access, manageable operating costs, a lawful tenure route and protection for affected households. Major roads, utility mains and large housing developments require their own appraisal and funding arrangements.

The proposed 2031 outcome. Every completed neighbourhood package should provide its specified safe and accessible connection to the selected school, clinic, public-transport stop or employment area, verified through a user access test. Report households benefiting, the primary access barrier resolved, travel time and cost, maintenance failures and any displacement. A construction-completion certificate alone does not meet this outcome. National gains should aggregate distinct households, with overlaps across programmes identified.

P11 Digital Services and Evidence

Proposed five year ceiling EC$34 million before central contingency. Initial dedicated capacity limit 20 full time equivalents.

The objective is to return time to residents and businesses through reliable services and usable evidence. The Department of Public Service and its Division of Public Sector Modernisation should coordinate delivery with each service-owning agency, the Central Statistical Office and the relevant data custodians. The existing Caribbean Digital Transformation Project already supports digital infrastructure, platforms and skills; 2026 procurement notices include secure-wallet and service-integration work. P11 should complete and maintain useful capabilities within that programme's architecture. [135]

First 100 days. Inventory existing contracts, systems, licences, maintenance obligations and project financing. Select ten high-volume services for assessment and five for initial redesign, using transaction volumes, waiting time and user costs. Record baseline completion times,

repeat visits, returned applications and exclusions. Agree which institution owns each record and decision. Establish an asset and contract register that prevents payment twice for the same platform or implementation task.

2027 delivery. Publish requirements, fees and service standards for the selected services. Simplify forms and hand-offs before digitising them. Provide accessible assisted and offline routes. Begin five service improvements with trained operational owners, secure integration and support arrangements. Dedicate capacity within the 20-full-time-equivalent ceiling to service design, integration and security, statistical and administrative data quality, and accessible support. Link priority development indicators to named data owners and a release calendar.

Before exchanging personal information, verify current legal authority, complete a proportionate privacy and security review, establish access logs and correction routes, and test recovery from failure. The consolidated Data Protection Act records partial commencement; the programme must verify current implementation rather than assume every provision and institution is operational. [116] Automated assistance must preserve accountable human review for decisions affecting rights or eligibility.

A costed 2027 starter. An illustrative EC$3.150 million provides five bounded service improvements, assisted access and a small set of usable statistical releases within the EC$4 million first-year ceiling. It leaves EC$850,000 uncommitted. Fourteen assigned FTE cost EC$1.370 million: one portfolio lead at EC$130,000; two process designers at EC$100,000; two integration and security engineers at EC$130,000; two data-quality specialists at EC$100,000; five service owners each contributing 0.4 FTE valued at EC$100,000 per FTE; four assisted-service officers at EC$70,000; and one accessibility and contract-quality officer at EC$100,000. Each agency must identify the actual people and work displaced or backfilled.

The full input schedule, quantities and unit rates are in Appendix C.

The commissioned improvements must fit narrow, testable scopes: remove duplicate requests, provide application status, record complete submissions and make a lawful hand-off work. A new identity platform or replacement of CARDTP infrastructure requires a separate decision. Confirm what CARDTP and other existing contracts already purchase, and deduct overlaps before committing this module. All licence, configuration and maintenance allowances buy only additional verified requirements.

The 404 external specialist days and 1,000 transaction-review hours add approximately 2.50 FTE under the same 220-day and 1,500-hour planning conventions. The illustrated total is 16.50 FTE, within the programme ceiling of 20. Time contributed by existing agency owners is already priced. The operational test is whether a resident can complete the service through an accessible channel and correct an error. Launch only after role-based access, legal authority, recovery, support ownership and acceptance tests are established. Maintain assisted and offline routes through transition. Material rights and eligibility decisions remain with

accountable authorised officials. Time saved is recorded separately from expenditure saved; it is not automatically valued as additional GDP.

Maintaining the same five services has an indicative later-year run rate of EC$2.165 million in 2026 prices, separately from the 2027 starter. It retains the assigned team, user-discovery expenses, security assurance, shared operating tools, transaction review, statistical-release support and maintenance. It removes initial workflow construction, reduces assisted-site costs to EC$50,000, and provides EC$40,000 for repeat usability tests, EC$35,000 for refresher training and EC$20,000 for legal updates. It excludes service expansion and replacement capital. Actual licence renewals, staffing, support demand and security requirements must determine the subsequent budget; no automatic five-year multiplication is made.

Expansion gate in 2028 and 2029. Add services only after users can complete the original transactions, staff can maintain the workflow, critical vulnerabilities are remedied and operating costs fit the budget. Require tested export of government data and a practical transition route if a supplier fails. A project with poor uptake should undergo user research and redesign before additional promotion or expansion. A material security failure triggers containment, appropriate notification and independent assurance before restart.

2031 measures. Reduce median completion time for the selected services by 40 per cent from the verified 2027 baseline, with no deterioration in error, appeal or exclusion measures. Publish the slowest-decile completion time. Release at least 95 per cent of the agreed priority statistical outputs within their published schedules, identifying revisions openly. Measure successful completed transactions and resident time saved; website visits and account registrations do not establish service improvement.

P12 Maintenance and disaster readiness

Proposed five year ceiling EC$63 million before central contingency. Initial dedicated capacity limit 20 full time equivalents.

Purpose and responsibility. Preserve productive assets and keep essential services functioning during disruption. Infrastructure agencies and asset owners lead maintenance; NEMO coordinates preparedness; Sustainable Development connects adaptation and ecosystem priorities; Finance maintains the funding and risk-financing framework.

First 100 days. Identify high-consequence defects in bridges, roads, culverts, drains, public buildings and essential access routes. Establish an asset owner and a response for each urgent finding. Reconcile existing flood investments with the maintenance programme. The approved US$25 million urban flood project focuses on Castries, Anse La Raye and their river basins; its works should be maintained and evaluated rather than re-budgeted as new P12 construction. [95]

During 2027. Adopt a condition-based maintenance schedule, a critical-spares list and a register of overdue work. Arrange transparent contracts for appropriate local repair and maintenance services, with inspection and payment tied to verified work. Establish essential-

facility continuity plans and practice emergency communications, alternate supply and safe access. Prioritise drainage and catchment tasks that protect several services together.

Use the existing Public Asset Management Regulations and the developing Public Asset Management System to connect each defect to a responsible agency, work order and funded maintenance cycle. The regulations already provide for condition assessment and annual maintenance resource requirements; the first strategy should make those arrangements work at facility level. [75, 76]

The 2027 starter. The EC$5.420 million module funds 100 specialist asset assessments at EC$2,500, sixty drain or culvert maintenance jobs at EC$15,000 and twenty small road or asset repairs at EC$40,000. Ten facility continuity packages cost EC$25,000 each and ten modest non-water backup/spares packages EC$30,000 each. The 20 dedicated staff cost EC$1.920 million: two engineers, four inspectors, eight maintenance technicians/coordinators, two preparedness officers, two asset-data specialists, a procurement specialist and a finance/risk officer. The remaining EC$1 million covers four operating vehicles, tools, independent audits, two exercises, risk-financing review and four bounded catchment-maintenance demonstrations. Specialist assessments complement staff inspections; contractor crews must be available to complete the priced works.

The 2028 and 2029 gates. Every designated essential facility should have an audited continuity plan and a recorded exercise by the end of 2028. By 2029, complete at least 90 percent of scheduled high-priority preventive tasks within their approved period, while independently checking that schedules have not been weakened to meet the target. Report serious defects and overdue work separately. Asset renewal should proceed where inspections show that repeated repair is unsafe or uneconomic.

The proposed 2031 outcome. All identified high-consequence defects in the priority asset portfolio should be remedied or covered by an independently reviewed, funded risk-control arrangement with a completion date. Repeat continuity exercises annually and close critical failures. Track service downtime, recurrent defects and recovery performance, explaining differences in hazard severity. The target is dependable function; expenditure and contracts awarded are supporting measures.

P12 covers structural road and drainage maintenance, essential-asset preparedness and justified ecosystem protection. P10 owns neighbourhood access improvements, while P05 owns traffic and fleet-efficiency work. The common register should allocate each cost once and document dependencies. Any new disaster-financing instrument should identify premiums or fees, trigger conditions, exclusions and public liabilities. Prevention, liquidity, insurance and reconstruction finance perform different functions and require a coherent fiscal arrangement. [77, 98]

The approved US$20 million Cat DDO supports eligible emergency liquidity under its financing terms. It is separate from ordinary maintenance allocations and from the plan's central contingency. Operationalise the existing disaster-financing strategy with annual cash-

readiness tests, insurance review, a recovery sequence and published exposure to repayment. The question after a severe event is how quickly essential services can resume, with funds accessible when they are needed. [99, 100]

Keeping the starters working. An illustrative annual 2028-2031 operating provision is EC$2.970 million for P04, EC$1.850 million for P05, EC$0.390 million for P10 and EC$4 million for P12, for the initial service cohorts without expansion. P10 assumes two full-time equivalents after handover, distributed across engineering, inspection, household follow-up and records. Its other eight initial positions require reassessment for funded pipeline work, redeployment or contract end. The remaining programmes' retained core teams are planning allowances subject to demonstrated workload, not assured staffing minima. Prospective asset-renewal planning equivalents add approximately EC$0.149 million, EC$0.095 million, EC$0.040 million and EC$0.066 million respectively each year. The equivalent is replacement allowance divided by assumed useful life, not a forecast that every asset is replaced annually. These conditional provisions are separate from the EC$18.070 million 2027 starter total and must be accommodated within future annual ceilings. They do not cover the full national infrastructure portfolio or privately owned home replacement. Site-specific bills, staffing, service lives and maintenance contracts must replace the assumptions before continuing commitments are approved.

P13 Delivery and Supplier Capability

Proposed five year ceiling EC$20 million before central contingency. Initial dedicated capacity limit 15 full time equivalents.

The objective is to make the national plan executable while improving firms' ability to compete for useful public work. Cabinet coordination, Economic Development and Finance should jointly sponsor delivery; accounting officers and lawful procurement authorities retain their responsibilities. External Affairs and receiving technical ministries manage partnership commitments. The 2026 procurement amendment requires the operating map to include statutory-body boards as well as central authorities. [56]

First 100 days. Assign mission owners, establish the eight-capability core coordinating team and approve a single programme register. Select five contrasting decisions for PITONS appraisal and publication. Publish a twelve-month procurement pipeline and establish a valid-invoice ageing baseline. Identify supplier barriers that can be addressed through clearer documents, proportionate requirements, training and lawful contract design. Maintain competition, quality and review rights. [13; 112; 106]

2027 delivery. Link the pilot decisions to budgets, procurement, acceptance and maintenance records. Provide practical supplier clinics, publish contract changes with reasons and identify overdue undisputed invoices. The dedicated capacity ceiling is 15 full-time equivalents, including the eight-person core and phased procurement, evaluation and partnership capability. An illustrative EC$10 million five-year coordinating provision is contained within

P13's EC$20 million ceiling. Its unit costs are planning parameters for validation, not salary quotations or a separate funding request.

A fully allocated first-year support schedule. Eight core capabilities at an assumed EC$150,000 annual loaded cost use EC$1.2 million. The remaining EC$800,000 funds the defined shared-support schedule in Appendix C. Together they use the entire EC$2 million first-year ceiling, with no separate delivery-office or procurement-platform budget.

Appendix C gives the complete shared-support schedule and unit rates.

The EC$270,000 procurement package funds a defined workload: diagnose three entities' ordering and payment processes, confirm controlled forms, implement simple linked registers and deliver six supplier clinics. PAU leads procurement standards; the Accountant General and accounting officers lead invoice and creditor controls. [113; 114; 105] Start with the existing systems and publish a clear receipt-to-payment process. Record valid, disputed and incomplete invoices separately without deleting any from the ageing account. Diagnose missing acceptance, approval delay and cash shortage separately. A process improvement cannot promise payment before resources are lawfully available.

For each of the five initial decisions, the record owner should map PITONS to the current PSIP proposal and budget submission, use IIR to establish continuing functions and transition capacity, use RIPPLE-4 to identify material responses and dependencies, and use SOT to specify the next affordable commitment and review trigger. The approved record then supplies the procurement requirement, acceptance test, operating owner and learning schedule. Regulation 3 supplies the PSIP and medium-term framework connection; regulation 9 addresses commitments in draft estimates; Act section 47 preserves lawful commitment authorisation. [102; 103; 104] PAU, Treasury and Economic Development confirm the current forms and approval route before use. The 2025 manual's incomplete form listing and historical PSIP forms are not evidence that a particular template is mandatory today. [106]

The support schedule contains 330 external specialist and production days, equivalent to 1.5 FTE at the assumed 220 days per FTE. With the eight core capabilities, the initial illustration uses 9.5 FTE within the ceiling of 15. Staff and vendor time shared with P11 must be charged once; P13's workspace serves management and appraisal, while P11 serves operational public services. If quotations exceed a line's allowance, reduce or phase its scope and publish the consequence before commitment. Preserve essential legal, security and acceptance checks. Funding an additional platform or adding clinics requires a specified offset or later appropriation, not a new claim on the central reserve.

Agree a partnership compact with each major cooperating partner, starting with a proposed next phase of Taiwan health and digital-capacity cooperation as existing projects reach their scheduled 2027 endpoints. [23; 122] Each compact should identify local receiving teams, technical capability to be retained, operating costs, knowledge transfer and a joint results review. Use existing institutions. Apply the same outcome and transparency principles across bilateral, regional and multilateral partnerships.

Expansion gate in 2028 and 2029. Broaden appraisal and supplier support when users demonstrate better decisions, clearer records and manageable administrative effort. Remove duplicate reporting. Pause procurement arrangements that undermine competition or evade approval thresholds. If a proposed partnership leaves maintenance unfunded or essential skills inaccessible, redesign its terms before further commitment.

2031 measures. All material programmes should identify an operating owner, whole-life costs and a review schedule. Reduce median payment time for valid invoices by 50 per cent from the verified 2027 baseline, without breaching lawful payment terms. Publish invoice-age distributions and disputes. Track supplier participation, repeat defects and resident capability gained. Financial savings enter the fiscal account only after verification; activity counts and optimistic assumptions do not finance additional expenditure.

The illustrative core coordination module uses the entire EC$2 million first year ceiling. Supplier clinics, partnership review and other first year activities must fit the included shared support provision or existing funded staff time; otherwise phase them into later years. No parallel delivery office is funded.

3 Financing and commissioning

The annual resource framework

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

The proposed envelope rises from EC$69.3 million in 2027 to EC$195.8 million in 2031. It is a ceiling for a progressively larger portfolio of appraised commitments. The detailed initial health, learning, respite, economic and coordination modules occupy only part of the portfolio. Water, energy, housing, maintenance and justice packages require site, asset or caseload appraisal before an executable amount can be released. No benefit is assumed from an uncommitted allocation.

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 illustrative 60 percent reprioritisation, 25 percent grant and 15 percent additional domestic revenue split sets a financing task. It is not evidence of money available. Reprioritisation must name the existing allocation, the service or activity reduced, contractual

constraints and the approval required. Grants enter the executable schedule only when their conditions and cash timing are sufficiently secure. Revenue measures require legal and administrative readiness and a published distributional assessment. Finance should record each source once.

Alignment with the budget and financial year

The FY2026/27 Appropriation Act authorises EC$2,188.766 million. That authority does not guarantee cash availability. The approved estimates distinguish recurrent project costs, capital expenditure, principal repayments and refunds. Appendix A records the classification bridge so that a proposed reassignment uses comparable amounts. [125; 126]

Saint Lucia's financial year runs from 1 April to 31 March. The five calendar years of this strategy intersect six financial years. The table maps the illustrative nominal annual ceilings, using the stated 2 percent cost-inflation assumption, into those financial years without inventing a quarterly spending profile. Q27 means the scheduled January to March 2027 cash payment; Q28 to Q31 have the equivalent meaning. Each Q must be filled from procurement milestones, payroll starts, grant conditions and expected supplier payments, and must lie between zero and the corresponding annual nominal ceiling. [136]

Financial year	Calendar-period coverage	Illustrative nominal cash mapping EC$m
FY2026/27	January to March 2027	Q27
FY2027/28	April to December 2027 plus January to March 2028	70.686 - Q27 + Q28
FY2028/29	April to December 2028 plus January to March 2029	114.444 - Q28 + Q29
FY2029/30	April to December 2029 plus January to March 2030	152.920 - Q29 + Q30
FY2030/31	April to December 2030 plus January to March 2031	188.127 - Q30 + Q31
FY2031/32	April to December 2031	216.179 - Q31

The six expressions sum to EC$742.356 million, subject to rounding, for the specified 2027 to 2031 scope. January to March 2027 requires valid provision in FY2026/27; January to March 2032 is outside this table and must be funded through the successor strategy. The bridge distinguishes payment timing from commitment authority. If a payment moves outside the original period, disclose the carry-over and revise both schedules rather than lose the obligation.

Reprioritisation should examine the review populations in the national plan, including rental, consulting, communications, utilities and uncontracted project phases. Each proposal must identify the source vote, contract obligations, service consequences, transition costs and net release. Under the Public Finance Management Act, in-year virement and reallocation warrants cannot transfer capital provision to current expenditure, and personnel transfers

are restricted. Continuing services require lawful provision and recurring resources; capital deferral cannot automatically finance permanent staff. [128]

Operating costs after the initial investment

The central model assigns programme specific recurrent shares as planning assumptions. It produces EC$337.2 million of recurrent resources and EC$292.8 million of capital or transition spending before contingency. These shares are not established by a complete item level costing. They must be replaced by the commissioned package's actual operating plan. Applying those assumed shares to the full 2031 ceilings gives EC$94.95 million in 2026 prices. This is an indicative carry forward, not a costed minimum obligation. Commissioned services must replace it with an itemised operating budget for the next fiscal framework.

At assumed 2 percent annual cost inflation, the five year nominal cash equivalent is approximately EC$742.4 million. This is a sensitivity, not an inflation forecast. Imported equipment, medicines and specialist services may move differently from the average. The procurement plan must update quantities, prices, taxes, foreign exchange exposure, replacement and maintenance before a commitment is signed.

The EC$63 million central contingency should be released only for a documented eligible change, with a revised total cost and identified financing. It cannot automatically finance a larger scope, absorb an indefinitely failing supplier or substitute for national disaster finance. Undrawn reserve remains uncommitted. A 25 percent programme cost increase would exceed the full envelope by EC$94.5 million. A loss of half the assumed grant contribution would create an EC$86.625 million gap.

The fiscal release test

Finance and the accounting officer should approve a release only with a lawful appropriation and warrant, cash coverage for existing commitments, a continuing service funding plan, staffing readiness, a current exposure register and an integrated primary balance and debt path. Multiyear commitments require the prescribed approvals and sufficient unencumbered, uncommitted provision. [129] Programme revenues and savings cannot also be counted in full toward fiscal consolidation. The national plan's 2 percent primary-surplus scenario includes all programme spending and actual funding. Achieving that balance requires adjustment beyond merely financing the programme. It is not an automatic spending dividend or a finding that 2 percent stabilises debt under every outlook.

The supporting debt exercise is deliberately transparent. It starts with an assumed 78 percent ratio and tests growth, interest and a specified disaster type shock. Results range from 58.2 percent of GDP in 2035 in the central case to 67.8 percent with slower growth, 70.8 percent with higher interest and 71.8 percent under the defined shock. The shock case specifies a 5 percent real output decline in 2030, a zero primary balance and a six percentage point debt stock flow addition that year; the stock flow addition is outside the primary balance and must

not duplicate reconstruction expenditure recorded there. Afterward, 3 percent growth resumes without an output catch up. These are arithmetic stress cases rather than an official debt sustainability analysis. The World Bank and ECCB outlooks use different periods, coverage and national-accounts vintages, as recorded in Appendix A. Financing decisions must use the government's current debt and cash records, including maturity and refinancing needs. [2; 130]

A commissioning brief for each commitment

Before tender or grant award, the responsible institution should state the problem, eligible users, existing provision, required service, alternatives, legal authority, technical standards, workforce, operating costs and conditions for acceptance. It should explain the public contribution and identify any private or partner contribution. Costs already financed through another programme must be deducted or explicitly reassigned.

For works, confirm land and access, design maturity, hazards, environmental and social requirements, utility connections and maintenance responsibility. For service contracts, confirm caseload, competence, supervision, data protection, complaints and continuity if a provider fails. For digital systems, confirm the service process, data authority, interoperability, security, support rights, recovery and supplier exit. For business assistance, confirm the obstacle, buyer or market test, selection rules, co financing and follow up.

Acceptance should demonstrate usable service. A completed building without staff, a software licence without successful transactions or a training course without demonstrated competence should not satisfy the programme's outcome obligation. The contract may have achieved an output; the programme owner remains responsible for closing the remaining delivery gap.

4 Workforce sequencing and dependencies

Capacity is a binding resource

The programme's shared demands include procurement, engineering, finance, teaching support, clinical supervision, care delivery, data stewardship and evaluation. Scarcity in one function can delay several programmes at once. The first one hundred days should therefore establish an initial national capacity map showing funded posts, vacancies, assigned time, specialist contracts, training lead times and succession risks.

The workforce plan should protect essential ongoing services. Redeployment requires evidence of the work released and any backfill. Contracting should purchase outputs or accountable staff time with quality control. New permanent posts need a recurring workload and approved operating finance. Short diaspora or international assignments should include a receiving team and an achievable handover. Training alone does not create a qualified professional or a funded role.

Programme	Dedicated FTE limit	Capacity scope
P01	50	Clinical follow through outreach and quality
P02	30	Coaching learning support and paid teaching time
P03	40	Direct respite and coordination; expansion needs revision
P04	20	Engineering data laboratory and service management
P05	10	Energy appraisal and mobility coordination
P06	20	Supplier and export specialists; core pilot included
P07	10	District coordination and service quality
P08	15	Food quality extension and commercial appraisal
P09	30	Harm prevention case support and administration
P10	10	Housing land and neighbourhood project support
P11	20	Service design data security and statistics
P12	20	Asset planning inspection and disaster readiness

Programme	Dedicated FTE limit	Capacity scope
P13	15	Eight core capabilities plus phased shared support
Gross total	290	Not the total workforce or number of new jobs

The model allows EC$100,000 to EC$150,000 loaded annual costs for selected specialist examples, while care hours use a separate delivered hour assumption. These are explicit design inputs, not a national wage survey. Professional qualifications, labour requirements, leave, travel, supervision and actual market conditions must determine each final service budget. Paid hours and useful delivered hours are different quantities.

Sequence the shared constraints

Dependent activity	Required before expansion	Accountable connection
Community tourism	Water sanitation housing protection safe access demand and operating funding	P07 with P04 P09 P10 P12
More paid work	Skills actual vacancies affordable care and transport	P02 P03 P05 with employers
Food supply contracts	Reliable water quality logistics buyer commitments and prompt payment	P08 P04 P06 P13
New health benefits	Staff medicines diagnostics referral and recurring finance	P01 P03 with Finance
Digital services	Simplified process lawful data trained staff support and recovery	P11 with every service owner
Capital commissioning	Land design safeguards procurement operating owner and maintenance cash	P04 P05 P10 P12 with P13

The portfolio should not launch every capital project simultaneously. A prepared queue should consider common contractors, transport, materials, permit capacity and operating staff. A project with a grant deadline still needs a credible delivery plan. Where the country lacks a specialised capability, regional arrangements or external expertise can improve feasibility if accountability, lifecycle costs and domestic handover are clear.

5 Results reviews and correction

A compact first period scorecard

Outcome	2031 proposed test	Responsible producer
Real output	115.9 under 3 percent path	CSO national accounts
Median real household disposable income	At least 10 percent above baseline	CSO with fiscal data producers
National poverty rate	30 percent relative reduction	CSO and social protection
Hypertension control	At least 60 percent controlled in participating panels	Health clinical information
Grade 3 numeracy	At least 70 percent of enrolled pupils; higher if baseline exceeds this	Education assessment
CSEC mathematics	At least 60 percent of candidates with broader participation	Education examination records
Water reliability	30 percent fewer unplanned interruption connection hours	WASCO and regulator
Care reliability	95 percent completed within agreed window	Equity SSDF and Health
Serious violence	30 percent lower three year homicide count	Police Health and CSO
Electricity transition	Costed milestone published by December 2027	Energy authorities and regulator
Public service time	40 percent shorter median with quality maintained	Service owners
Public debt	Path consistent with 60 percent by 2035	Finance
Public building efficiency	20 percent weather and use adjusted energy reduction in participating buildings; preserve service	Asset owners and Energy
Supplier pilot	300 firms supported; 80 percent follow up for matured cohorts	Commerce and Export Saint Lucia
Export service pilot	250 participants; 60 percent matured cohort in verified paid work at six months	Commerce training providers
Invoice payment	50 percent shorter median valid invoice payment time	Finance and procuring entities

Outcome	2031 proposed test	Responsible producer
Priority statistics	95 percent released on published schedule	CSO and data producers

The responsible data producer should publish a data dictionary before reporting. It should define the numerator, denominator, observation period, geographical coverage, baseline, revision procedure and missing data. Survey measures should include uncertainty. Administrative measures should disclose registration and coverage gaps. The cost of these functions belongs within the programme budget.

Health outcomes should retain missed follow up in the record. Learning results should include participation and support needs. Enterprise outcomes should use complete matured cohorts, including closure and nonresponse. Safety should report both counts and rates, with definitions reconciled across agencies. Water performance should retain the least served areas, and energy savings should preserve comfort, service quality and operating hours.

Decision rules that can be used

Decision	Evidence required	Response
Start	Approved outcome denominator observation period and pass or fail conditions; lawful finance and safe delivery.	Authorise bounded first commitment through existing powers.
Expand	Predeclared performance conditions met; independent verification proportionate to risk; scalable staffing and finance.	Approve next tranche and revised exposure.
Adapt	Delivery functions but results or inclusion fall short; credible correctable mechanism.	Approve bounded redesign and a fresh review date.
Pause	Rights safety continuity security or affordability boundary fails.	Contain affected activity; protect users and remedy failure.
Close or transfer	Persistent failure or superior alternative; lawful notice and safe transition ready.	Stop new commitments and transfer essential functions.

Review rules should protect continuity for people already receiving essential care or support. Closing an unsuccessful delivery model requires a safe transition; it does not erase a duty to the users. A high performing programme may expand only when finance and staff can sustain its quality. A missed milestone requires an explanation and a decision, rather than automatic continuation or automatic cancellation.

Independent evaluation should be selected according to the importance of the decision. Where practical, a phased rollout can generate a credible comparison. Random allocation

among equally eligible oversubscribed applicants can support fair selection and inference when appropriate. Other programmes may need time series, matched comparisons, case review or engineering verification. The method and its limitations should be published before headline claims of impact.

Public reporting and the next strategy

The annual report should show money authorised, committed and paid; outputs accepted; services functioning; outcomes observed; unintended effects; and decisions taken. It should explain why the financing path changed and what operating obligations pass into later years. A single accessible public record should link the narrative to source documents, contracts and results without exposing personal data.

During 2030, begin the evidence review for the 2032 to 2036 strategy. During 2031, publish the evaluation, updated baseline, asset and workforce position, fiscal bridge and proposed next commitments. The succeeding strategy should inherit verified services and unresolved obligations. It is followed by strategies for 2037 to 2041, 2042 to 2046 and 2047 to 2050, with annual funded schedules, mid-period reviews and exceptional reviews for major shocks. This makes the 2050 ambition a continuing national project with a practical method for learning and accountability.

Appendix A Evidence and adoption requirements

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]
FY2026/27 appropriation and estimates	Enacted EC$2,188.766m; classification bridge below	Budget authority, estimates and outturn are distinct [125; 126]

Record	Value or scope	Treatment
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 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

Appendix D Fiscal arithmetic 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.

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

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.
```

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