



PUBLIC ENTITY ST. EUSTATIUS

MULTI-ANNUAL BUDGET

2025 – 2028

September 1, 2024

Table of contents

Budget Foreword.....	4
Financial considerations	8
Policy Budget.....	10
Main Function 0 – General Administration	10
Function 001 Bestuursorganen (Administrative organs)	13
Function 002 Bestuursapparaten (Administrative instruments)	14
Function 003 Burgerzaken (Civil Register).....	15
Function 020 Eigendommen niet voor openbare dienst bestemd	15
Main Function 1 – Public Order and Safety	17
Function 130 Rampenbestrijding (Disaster Management).....	18
Main Function 2 – Traffic, Transportation, and Water Management.....	19
Function 200, PWS, Werkplaats & Onderhoud.....	21
Function 210 Wegen, straten en pleinen.....	21
Function 211 Verkeersmaatregelen te land	22
Function 220 Zeehaven	23
Function 230 Luchtvaart	24
Main Function 3 – Economic Affairs.....	26
Function 300, Economische Zaken	27
Function 310, Handel en Industrie	27
Function 341 Overige Agrarische zaken, jacht en visserij	28
Main Function 4 – Education.....	29
Function 400 Algemeen Beheer	30
Function 480 Gemeenschappelijke baten en lasten van het onderwijs	30
Main Function 5 – Culture and Recreation.....	32
Function 510 Openbaar bibliotheekwerk	33
Function 530, Sports	33
Function 541 Oudheidkunde / musea.....	34
Function 560 Maatschappelijke leefbaarheid en openluchtrecreatie	35
Function 580 Overige cultuur en recreatie	36
Main Function 6 – Social Security Benefits and Social Work.....	38
Function 611, Werkgelegenheid.....	39
Function 620 Maatschappelijke begeleiding en advies	39
Function 630 Jeugdwerk	41
Function 650 Kinderopvang	42
Main Function 7 – Public Health.....	43
Function 700 Algemeen beheer gezondheidszorg	44
Function 720, Slachthuizen	45
Function 721, Reiniging	46
Function 722, Riolering en waterzuivering	46
Function 723, Milieu en natuurbeheer	47
Function 724, Lijkbezorging, incl. begraafplaatsen	48



Function 725, Overige openbare hygiene	48
Main Function 8 – Spatial Planning and Public Housing	50
Function 820, Woningexploitatie/woningbouw	51
Main Function 9 – Financing and General Cover funds	52
Function 920 Belastingen	53
Function 921 Vrije uitkeringen	53
Function 922 Algemene uitgaven en inkomsten	55
Mandatory Paragraphs	56
A. Section Good Governance (Business operations & Customer services)	56
B. Local Levies	57
C. Buffer Capital	59
D. Maintenance Capital Goods	65
E. The Internal Organization (bedrijfsvoering)	66
F. Participating Interest	70
G. Land Policy	72
H. Public Sector	73
Financial Budget	74
Recapitulation of the Main Functions	74
Principles of Valuation	75
Other required overviews	77
Overview Intended Investments 2025-2028	77
Overview Reserves and Provisions	78
Overview Personnel Expenses	79
Personnel Expenses	79
Cashflow forecast 2025-2028	81
Cashflow projection 2025-2028	82
Overview Subsidies and Current Transfers 2025-2028	83
Overview Free Allowances	84
Critical Performance Indicators (KPI)	85
KPI's summary	86
Special Allowances	87
Summary Special Allowance	88



Budget Foreword

The budget for 2025 reflects the island government's ambitious commitment to improving its financial and administrative governance, as well as its social and economic development. The Public Entity acknowledges the challenges and opportunities that lie ahead and is actively collaborating with all stakeholders to achieve its goals. The island government expresses its gratitude to the people of Sint Eustatius for their resilience and support during these difficult and transformative times.

The Public Entity aims for this budget to serve as a transparent and accountable tool for managing public finances and delivering quality services to the island. The budget strives for effectiveness and accountability, with an emphasis on prompt and accurate reporting and implementation.

Challenges and Opportunities

The budget reflects the government's priorities and objectives for the development of the island, as well as its commitment to fiscal responsibility and transparency. The budget takes into account various challenges and opportunities, including the recovery and redirection of the local economy, the downsizing of the oil company's operations, rising consumer goods prices, the impact of the war in Ukraine especially on prices, substandard revenues from the airport and harbor, the return of the Governor, the Island Council, commissioners and their staff, disbursements resulting from the ECO-Statia court verdict, and the ongoing dialogue with the Netherlands to adjust the Free Allowance allotment for Sint Eustatius.

Financial Objectives and Governance Strategy

The financial objectives for 2025-2028 aim to improve financial management, support local initiatives, and adhere to regulatory norms. The island government has upgraded its financial management systems, including the AO/IC framework (a set of internal controls and administrative organization rules) to improve the quality of its future reporting. This plan is part of a broader governance strategy, which includes strengthening the accountability and transparency of the island government, enhancing risk management and compliance functions, and developing the capacity and skills of the staff. The initiative is supported by a \$1.1 million grant from the Ministry of the Interior and Kingdom Relations, with the implementation realized at the end of 2023.

Personnel and Operational Efficiency

The Public Entity's revised personnel budget reflects recent significant hirings, such as a concern controller, tax inspector, and two financial specialists. These individuals will oversee e.g. budgetary allocations and ensure that resources are utilized efficiently and effectively, and that taxes are collected accordingly. With the grant now depleted, these expenses are included in the 2025 budget and contracted until mid-2026. The government is also reviewing operational processes to identify cost-saving opportunities, such as improving effectivity and efficiency by housing employees of OLE in a better office building. The revised personnel budget reflects the key roles that are essential and necessary for current and future projects.

Developmental Priorities

The development of Sint Eustatius is guided by several priorities, such as poverty alleviation, social housing, health care quality, sustainable agriculture, road infrastructure, banking services, connectivity and air links, port maintenance, and economic development. The funding from the Caribbean Netherlands envelopes will help address these issues and support long-term improvements to create and maintain a social security system similar to the one in the European Netherlands. Additionally, the island is exploring various avenues for increasing local revenues (Public Health Department, Agriculture, Fisheries and Livestock) and working on a structural increase of economic revenue.



To this end, the Public Entity has master plans and ambitious initiatives underway: in energy supply (research into geothermal energy), in the harbor (for instance more services for yachts), on the airport (for instance more jet parking capabilities), in (digital) infrastructure, in the re-establishment of a medical school, and in an extensive cultural and heritage revitalization program (including monument restorations, plans for a cultural center, a scientific institute and a memorial area).

The island government's mission is to enable Sint Eustatius to achieve sustainable and prosperous development while respecting its unique culture and identity: an island that is resilient, passionate, and innovative.

Additionally, and pursuant to the St. Eustatius Agreement 2024-2027, the state and OLE have agreed to work together on the realization of the following specific priorities, with execution projected up to July 2027:

1. Well-being of the community, focusing on the implementation of necessary policies concerning social support, the labor market, culture, youth, and poverty alleviation.
2. Economic diversification by exploring and developing sustainable, revenue-generating opportunities across a wide variety of fields.
3. Investments in (digital) infrastructure, aiming at affordable and reliable digital, sea, and land connections, making the island more accessible and attractive for tourists, researchers, businesses, and digital nomads.
4. A well-functioning system of governance, where the island government will operate under a well-managed budget, with transparency and accountability at the core of its financial operations.

Phases of Governance

Currently, in phase 3.0, the Public Entity of St Eustatius achieved financial autonomy for the Island Council. This was a crucial step towards achieving good governance and accountability. In the coming period OLE will continue to improve the public administration, healthcare, education, infrastructure, and economic and cultural development. The island government will play a proactive role in the preparation and execution of the budget, ensuring that it reflects the needs and priorities of the island's population and complies with the fiscal rules and standards.

Developments in the legal position of the island government

We are pleased to present the Budget of the Public Entity St. Eustatius (OLE) 2025, which also includes the multi-annual budget from 2026 to 2028. This budget meets the requirements of the BES Budget and Accountability Act.

The island government recognizes the necessity of implementing the improvement steps in financial management and takes responsibility for carrying them out. Therefore, the island Government will take the necessary steps for improving the financial management of the Public Entity of St. Eustatius. It is expected that the island council and the executive council will continue to make further improvements and will be able to properly fulfill their tasks and powers under the FinBES.

On 20 June 2023, the Royal Decree for the restoration of the budgetary right came into effect. From this moment onwards, the island council and the executive council have regained their tasks and powers under the Law on Public Finances for Public Bodies Bonaire, Sint Eustatius and Saba. This includes, among other things, the budgetary right.

An efficient policy-budget cycle involving the entire organization, as well as an approved annual report, are goals for 2024 and 2025. The Ministry of the Interior and Kingdom Relations has contributed an amount of USD1.1 million for this purpose.

These are very important financial trajectories for the Public Entity of St. Eustatius in the context of good governance, where carefulness and timeliness are key principles.



With the restoration of the budgetary rights, Article 8 of the Law on the Recovery of Facilities of Sint Eustatius will no longer apply. As a result, financial tasks and powers as per the Law on the Finances of Public Bodies Bonaire, Sint Eustatius, and Saba (FinBES) will prevent to the elected the island council and the appointed executive council of the public body.

Annual financial statements and annual reports

The annual financial statements and annual report are to be submitted by the executive council to the island council (Article 28, paragraph one, FinBES), and the island council's approval of the financial statements and annual report as required (Article 29, paragraph one, FinBES). The executive council has already sent the approved financial statements and annual report of 2023 to the State Secretary of the Ministry of the Interior and Kingdom Relations (BZK) through the Financial Supervision Board for the BES islands (Cft BES) prior to July 15 of the year 2024 (Article 31, paragraph one, FinBES).

Budget

For the budget, the executive council must submit the budget to the island council no later than September 1st, and the island council can propose amendments. The executive council must immediately submit these amendments to the Cft BES upon receipt. The island council approves the budget (Article 18 FinBES). The executive council sends the budget approved by the island council to the State Secretary of BZK through the Cft BES within two weeks after approval, but in any case, before November 15 (Article 19, paragraph four, FinBES). The budget requires the approval of the State Secretary of BZK (Article 19, paragraph one, FinBES). This also applies to a budget amendment (Article 21, paragraph four, FinBES).

The Island Council and the Island commissioners have been involved in the budget process this year. The budget will be discussed with the Island Council after the advice is received from Cft and the executive council has considered the Cft's advice, then formally submitted for approval.

With the extra funds made available from the CN envelopes, further work can be done on the continued development of St. Eustatius. For the future, it is important that the social security system is equal to that of the European Netherlands. Despite all the support in the form of Special Payments, it remains important that maintenance costs and expertise costs are included in these special payments, so that the changes are permanently secured. This will have an increasing impact on the Special Allowances, which will be integrated into the regular budget process.

Financial Overview:

The budget can be classified into structural income and expenses, and incidental income and expenses. The table below summarizes the budget by type of income and expense, showing the resulting structural surplus or deficit and the expected incidental movements.

		Actuals 2023	Primary budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028
Income	Local revenue	3.978.621	4.574.333	4.617.228	4.811.144	5.022.490	5.253.222
	Interest income	-	-	1.588.454	1.587.338	1.620.902	1.677.109
	Free allowances	16.369.465	17.377.962	21.973.584	22.564.530	23.134.935	23.844.605
Income Total		20.348.086	21.952.295	28.179.266	28.963.012	29.778.327	30.774.936
Expense	Operational expenses	(20.390.218)	(21.820.785)	(26.098.275)	(27.132.536)	(27.201.699)	(27.559.155)
Surplus (deficit) - structural		(42.132)	131.509	2.080.991	1.830.476	2.576.629	3.215.781
	Other income	371.699	-	-	-	-	-
	Other expenses	(420.736)	(125.000)	(153.175)	(150.677)	(102.937)	(54.481)
	Effect introduction 36-hours workweek 2022/ 2023	(1.977.474)	-	-	-	-	-
Total surplus (deficit)		(2.068.643)	6.509	1.927.816	1.679.799	2.473.692	3.161.300



Budgets 2025-2028

The table above shows that the budget of 2025 closes with a surplus of USD1,928K. The budgets of 2026-2028 also show a surplus. In all years, the result surpasses the interest income generated.

The incomes are based on more accurate information on realized figures and a trend analysis performed on them. From 2024, the free allowances have been significantly increased to enable compliance of new adjusted laws that have financial impact on Sint Eustatius.

These developments are summarized as follows:

- the harmonization of the salary housing between the BES islands and RCN
- the implementation of a minimum living wage from 2024 onwards
- the effect of the implementation of the 36-hours workweek
- the effect of the maintenance requirements for investments in capital assets in previous years

The local income categories of 2025 represent 16.3% of the total structural income and the interest income represents 6.1%. The result before incidental income or losses shows a surplus. In 2024 a net incidental expense of USD2M, being the implementation of the 36-hours workweek with retroactive effect as of 1 January 2022, contributed to the deficit of USD2,068K for that year.

For the year 2025 onwards, no incidental income is taken into account, only a small incidental loss is included.

The expenses for 2025 show an increase compared to the realized figures for 2023 and the budget for 2024. The increase in expenses can be attributed to the following categories:

- Personnel expenses
- Housing expenses
- Subsidies and financial contributions
- Operational costs
- Subsidies

The main movements are explained in the individual budgets per function.

The expenses have been reviewed by economic activity and in detail to identify cost savings throughout the years in order to reach a balanced budget.

The Island Council will continue to look into efficiencies and synergies that can be achieved through recent and planned investments in automation and further training of OLE officials.

Conclusion

The organization is making significant advances in internal control and financial management. This has resulted in more realistic information, as reflected in the budget 2025. However, there is still room for improvement. As projects are still in development, there may be additional incidental effects that could impact the budgeted result. These incidental results can only be taken into account once they have been realized.

Due to the complex tasks the organization faces, we will continue to improve internal control and financial management and seek structural solutions to improve the income capacity of OLE, along with cost-saving measures through increased efficiency and automation.

On behalf of Public Entity St. Eustatius,

Ms. M.A.U. Francis

Governor of St. Eustatius



Financial considerations

The starting point is the multi-annual perspective presented in the adopted budget for 2024, covering the years 2024-2027. However, due to developments in the past year, the adopted budget for 2024 has been amended, and that has served as the basis for the years 2025 through 2028. The structural development included in the 2027 budget has been extended to 2028.

The budgeted results are as follows:

	Description	Actuals 2023	Primary budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028
0	ALGEMEEN BESTUUR	10.310.591	10.377.892	12.976.005	13.744.513	13.532.651	13.705.713
1	OPENBARE ORDE EN VEILIGHEID	114.682	148.870	196.896	199.789	202.726	205.707
2	VERKEER, VERVOER EN WATERSTAAT	2.236.500	1.915.581	2.235.129	2.386.069	2.273.128	2.120.184
3	ECONOMISCHE ZAKEN	247.641	323.742	326.081	381.628	385.056	383.149
4	ONDERWIJS	290.341	319.888	351.393	349.151	414.388	419.704
5	CULTUUR EN RECREATIE	1.563.436	1.417.117	1.724.886	1.496.304	1.518.043	1.540.108
6	SOCIALE VOORZIENINGEN EN MAATSCHAPPELIJK WERK	995.522	942.275	1.175.173	1.192.790	1.209.951	1.228.100
7	VOLKSGEZONDHEID	2.137.676	1.627.410	2.394.592	2.429.289	2.465.189	2.501.627
8	RUIJMTELIJKE ORDENING EN VOLKSHUISVESTING	219.338	218.214	1.707	1.707	1.707	1.707
9	FINANCIERING EN ALGEMENE DEKKINGSMIDDELEN	16.047.082	17.297.496	23.309.677	23.861.038	24.476.531	25.267.299
Surplus (deficit)		2.068.643	6.509	1.927.816	1.679.799	2.473.692	3.161.300

Throughout the budget for 2025-2028 the following assumptions are included:

- Free allowances are based on the confirmed structural and incidental free allowances as well as the expected LPO for these years.
- Personnel expenses for 2025 have been calculated using the RCN wage structure, which is intended to be applied from 2024 onwards.
- The outstanding vacancies within the government have been allocated to 2025, with a phased approach to filling these positions throughout the year. The full-year effect of these phased vacancies has been included in the 2026 budget.
- Increased expenses for contractors for support with activities of positions not yet filled.
- Maintenance expenses have been increased based on the necessity of implementing deferred maintenance on assets acquired with own funds and with funding from special allowances
- Increased expenses for legal fees and fines resulting from legal cases.

This budget also includes a cashflow forecast for 2025-2028, based on the free allowances expected during these years. The cashflow forecast 2025-2028 is based on the cashflow forecast for 2024 and uses the information from the budget 2025-2028 to calculate the expected interest income.

Furthermore, the capital investments for the years 2025-2028, as well as the use of available funds for executing the projects in the designated reserves, are taken into account.

The budget and cash flow projections contained in this document have been prepared based on the available funding rather than the required funding. As a result, OLE is currently unable to execute all necessary investments and make the adjustments needed to ensure that the government operates effectively and efficiently. Based thereon, in this multi-annual budget the investments have been prioritized whilst also considering the financial impact on the cash flow.

This limitation affects our ability to fully optimize the functionalities of the government and to deliver the services expected by our constituents. The figures presented herein reflect the financial constraints under which OLE is operating, and it is important to note that they do not fully align with the ideal resource requirements for achieving our strategic objectives and maintaining optimal public service delivery.



The budget for 2025-2028 by economic activity shows the following developments:

	Description	Actuals 2023	Primary budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028
Income	01 - Free allowances	16.369.465	17.377.962	21.973.584	22.564.530	23.134.935	23.844.605
	02 - Taxes and levies	551.689	580.000	588.700	597.531	606.493	615.591
	03 - Property management income	247.776	304.000	299.840	304.338	308.903	313.536
	04 - Airport	455.149	384.083	398.748	404.729	410.800	416.962
	05 - Harbour	2.083.915	2.529.000	2.661.135	2.825.709	3.007.275	3.207.778
	06 - Permits	87.809	142.000	146.130	148.322	150.547	152.805
	07 - Fees and dues	79.680	90.000	89.675	91.020	92.385	93.771
	08 - Other income	211.139	170.250	148.000	150.220	152.473	154.760
	10 - Waste tax	261.465	375.000	285.000	289.275	293.614	298.018
	11 - Interest income	-	-	1.588.454	1.587.338	1.620.902	1.677.109
	12 - Other special income	371.699	-	-	-	-	-
Income Total		20.719.785	21.952.295	28.179.266	28.963.012	29.778.327	30.774.936
Expense	20 - Personnel expenses	12.373.136	12.497.696	14.491.297	15.828.678	15.666.108	15.901.100
	21 - Accomodation expenses	1.450.428	1.780.715	1.743.690	1.762.492	1.788.929	1.815.763
	22 - Property management expenses	2.630.173	2.472.777	3.550.250	3.603.504	3.657.556	3.712.420
	23 - Office expenses	903.454	753.776	936.720	947.173	961.380	975.801
	24 - Representation and communication expenses	826.148	661.780	806.010	818.100	830.372	842.827
	25 - Transport expenses	291.828	230.600	273.500	277.603	281.767	285.993
	26 - Depreciation expenses	408.045	442.266	498.377	618.600	680.894	644.573
	27 - General expenses	1.010.356	676.450	1.302.450	961.987	976.417	991.063
	28 - Subsidies and financial contributions	2.447.563	2.239.725	2.277.981	2.058.401	2.089.277	2.120.616
	29 - Other expenses	420.736	125.000	153.175	150.677	102.937	54.481
	30 - Unforeseen	26.560	65.000	218.000	256.000	269.000	269.000
Expense Total		22.788.428	21.945.785	26.251.450	27.283.213	27.304.636	27.613.636
Surplus (deficit)		(2.068.643)	6.509	1.927.816	1.679.799	2.473.692	3.161.300

The development of income and expenses will be detailed within the individual budgets per function.



Policy Budget

Main Function 0 – General Administration

On our way to a well governed Statia

What do we try to achieve?

We aim to improve governance on St. Eustatius to such a level that the Public Entity is sufficiently capable and equipped to perform its duties in a responsible manner.

How do we want to achieve that?

The present administration, led by the Government Commissioner, is tasked with overseeing the initiative to restore good governance on St. Eustatius by addressing various disciplines, including:

- Implementing and executing local laws and regulations;
- Implementing and executing internal administrations (financial, civil, personnel);
- further implementing internal and external processes and procedures (ongoing process);
- Overseeing organizational restructuring by assessing the reorganization and simultaneously developing a strategic human resource plan;
- Investing in human capacity and public education;
- Investing in physical infrastructure;
- Stimulating economic development;
- Promoting a (new) social agenda;
- Overseeing reforms in healthcare;
- Overseeing reforms in education;
 - Further establishing a robust organization with the restoration of democracy as the final objective;
 - Educating the civil servant to desired level of operation in the interest of both the individual and the community in general;
 - The Government Commissioners are overseeing the progress and initiatives taken in the interest of the timetable for the return of democracy;
 - Adding inspection and enforcement staff to support policy implementation, including environmental and construction inspectorates;
 - Establishing a PPMO in support of the projects that need to be rolled out.

The budget by function is as follows:

	Func	Description	Actuals 2023	Primary budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028
Income	001	Bestuursorganen	1.536	-	-	-	-	-
	002	Bestuursapparaat	46.397	48.000	40.000	40.600	41.209	41.827
	003	Burgerzaken	83.798	90.000	91.675	93.050	94.446	95.863
	020	Eigendommen niet voor openbare dienst bestemd	192.783	256.000	259.840	263.738	267.694	271.709
Income Total			324.513	394.000	391.515	397.388	403.349	409.399
Expense	001	Bestuursorganen	3.117.285	1.398.843	1.715.283	1.792.430	1.817.513	1.844.461
	002	Bestuursapparaat	7.301.923	8.980.480	11.325.975	12.018.466	11.789.669	11.936.947
	003	Burgerzaken	199.390	382.942	313.628	318.332	323.107	327.954
	020	Eigendommen niet voor openbare dienst bestemd	16.507	9.627	12.634	12.672	5.711	5.749
Expense Total			10.635.104	10.771.892	13.367.520	14.141.900	13.936.000	14.115.111
Surplus (deficit)			(10.310.591)	(10.377.892)	(12.976.005)	(13.744.513)	(13.532.651)	(13.705.713)



The budget by economic activity is as follows:

Description	Actuals 2023	Primary budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028
Income						
02 - Taxes and levies	8.700	-	-	-	-	-
03 - Property management income	199.628	304.000	299.840	304.338	308.903	313.536
05 - Harbour	200	-	-	-	-	-
06 - Permits	2.979	-	2.000	2.030	2.060	2.091
07 - Fees and dues	79.603	90.000	89.675	91.020	92.385	93.771
08 - Other income	33.803	-	-	-	-	-
Income Total	324.513	394.000	391.515	397.388	403.349	409.399
Expense						
20 - Personnel expenses	7.258.261	7.566.148	8.803.338	9.863.699	9.611.655	9.755.830
21 - Accommodation expenses	945.701	1.078.605	1.134.090	1.143.748	1.160.904	1.178.317
22 - Property management expenses	106.396	204.300	620.500	629.808	639.255	648.843
23 - Office expenses	491.558	558.925	667.220	673.630	683.735	693.991
24 - Representation and communication expenses	650.140	625.530	708.260	718.884	729.667	740.612
25 - Transport expenses	27.080	54.000	30.250	30.704	31.164	31.632
26 - Depreciation expenses	102.710	130.784	225.598	250.286	261.011	259.998
27 - General expenses	757.227	412.700	1.024.200	679.563	689.756	700.103
28 - Subsidies and financial contributions	4.215	-	4.750	4.821	4.894	4.967
29 - Other expenses	265.505	75.900	83.339	79.793	55.990	31.829
30 - Unforeseen	26.310	65.000	65.975	66.965	67.969	68.989
Expense Total	10.635.104	10.771.892	13.367.520	14.141.900	13.936.000	14.115.111
Surplus (deficit)	(10.310.591)	(10.377.892)	(12.976.005)	(13.744.513)	(13.532.651)	(13.705.713)

The total income for 2025 is slightly lower than the 2024 budget and takes into account the trend in the realization of 2023 and 2024. The primary source of income is land tax, which is budgeted at USD250K. In addition, the property management income includes USD50K in rent from buildings and land.

The total expenses have increased by USD2,596K compared to the 2024 budget. The main changes in the expenses in 2025 compared to 2024 consist of:

Personnel expenses – increase of USD1,237K

For 2025, the salaries are based on the RCN wage structure, which will be implemented retroactively in 2024. The RCN wage structure is higher than that of OLE, resulting in increased salaries. Additionally, for this function there are 39 outstanding vacancies phased in throughout 2025, which will be detailed in the 14 subfunctions. These vacancies are expected to be filled throughout the year. The full-year effect of these vacancies is reflected in the 2026 budget. The 2024 budget also included vacancies, which have not been fully realized in the first half of 2024. However, it is expected that with the harmonization of the wage structure, Sint Eustatius will become more competitive on the labor market.

Personnel expenses also include the costs for the concern controller and two financial experts for the years 2025 and the first half of 2026. The Special Allowance for financial management has been funded until the end of 2024. Therefore, the expenses for these positions are included in 2025 and 2026 for USD446K and USD223K, respectively.

To help fill the vacancies, an external recruitment agency will be used for the key positions (12) that are considered crucial for OLE. The expected expenses for 2025 amounts to USD85K. The contract will be based on a no cure, no pay arrangement.

The index used for the years 2026 through 2027 amounts to 1.5%.

Office expenses – increase of USD108K

The increase in office expenses is primarily due to higher licensing expenses of USD52K to ensure compliance with required processes. The remaining increase is attributed to higher telephone and internet expenses.



General expenses – increase of USD612K

The increase in general expenses is primarily due to higher legal fees and fines related to the legal judgments and other claims. In 2023, the expenses related to this legal case amounted to USD435K. For 2025 a total of USD710K has been taken into account, consisting of USD360K in fines and USD350K in expected legal fees for this case and others. The net increase in legal fees amounts to USD601K.

General expenses also include fraction support in the amount of USD170K for 2025, in line with the ordinance, while the 2024 budget amounted to USD100K. This represents the correct amount, and through other savings, the net effect is minimal.





Function 001 Bestuursorganen (Administrative organs)

What do we try to achieve?

We aim to improve the governance on St. Eustatius to such a level that the Public Entity is sufficiently capable and equipped to perform its duties in a responsible manner. This is the point of departure of the law: 'de Wet herstel voorzieningen St. Eustatius'.

What do we do to get results?

The present administration, led by the Government Commissioner, is tasked with overseeing the initiative to restore good governance on St. Eustatius by addressing various disciplines, including:

- Improving and updating local laws and regulations;
- Improving internal administrations (financial, civil, personnel and land registry ('Kadaster'));
- Improving internal and external processes and procedures;
- Overseeing organizational restructuring;
- Investing in human capacity and public education;
- Investing in physical infrastructure;
- Stimulating economic development;
- Promoting a (new) social agenda;
- Overseeing reforms in healthcare;
- Overseeing reforms in education.

The budget by economic activity is as follows:

Description	Actuals 2023	Primary budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028
Income 08 - Other income	1.536	-	-	-	-	-
Income Total	1.536	-	-	-	-	-
Expense 20 - Personnel expenses	2.507.696	925.323	995.051	1.053.082	1.084.911	1.068.878
21 - Accomodation expenses	45.322	-	40.000	40.600	41.827	41.209
22 - Property management expenses	32.549	2.000	32.000	32.480	33.462	32.967
23 - Office expenses	15.095	1.500	17.000	17.255	17.777	17.514
24 - Representation and communication expenses	359.006	317.000	404.750	410.821	423.238	416.984
25 - Transport expenses	3.498	-	3.500	3.553	3.660	3.606
26 - Depreciation expenses	14.034	10.820	14.732	23.266	21.824	21.811
27 - General expenses	136.376	142.200	204.250	207.314	213.580	210.423
28 - Subsidies and financial contributions	3.693	-	4.000	4.060	4.183	4.121
30 - Unforeseen	16	-	-	-	-	-
Expense Total	3.117.285	1.398.843	1.715.283	1.792.430	1.844.461	1.817.513
Surplus (deficit)	(3.115.749)	(1.398.843)	(1.715.283)	(1.792.430)	(1.844.461)	(1.817.513)

The total expenses have increased with USD316K

Personnel expenses – increase of USD69K

The increase, in addition to the effect of the RCN wage structure, includes 4 vacancies that have been phased in as 3 FTEs in 2025. A total of 2 vacancies are expected to be filled in 2024.

General expenses – increase of USD62K

General expenses have increased due to the adjustment of the fraction support from USD100K to USD170K as per ordinance. This increase is mitigated by lower expenses in other categories.



Function 002 Bestuursapparaten (Administrative instruments)

What do we try to achieve?

- Provide direction to the civil service core;
- Provide expertise and (overhead) support to the institutions of governance and the rest of the organization.

What do we do to get results?

- Supporting the legislative and executive functions of government;
- Centralizing certain shared services (e.g., IT, Central Purchase, Personnel affairs, Finance, GIS);
- Upgrading equipment, networks and software (e.g. new IT network, AFAS implementation);
- Training of civil servants;
- Describing a policy framework for the Public Entity;
- Upgrading of existing and introduction of new policies;
- Updating outdated ordinances;
- Implementing internal controls and (new) work procedures;
- Designing and implementing multi-annual training programs for civil servants and politicians;
- Improving financial management;

The budget by economic activity is as follows:

	Description	Actuals 2023	Primary budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028
Income							
	02 - Taxes and levies	8.700	-	-	-	-	-
	03 - Property management income	6.846	48.000	40.000	40.600	41.827	41.209
	06 - Permits	857	-	-	-	-	-
	08 - Other income	29.995	-	-	-	-	-
	Income Total	46.397	48.000	40.000	40.600	41.827	41.209
Expense							
	20 - Personnel expenses	4.657.407	6.507.382	7.683.939	8.684.404	8.540.891	8.414.670
	21 - Accommodation expenses	894.651	989.105	1.085.090	1.094.013	1.127.079	1.110.423
	22 - Property management expenses	43.980	179.300	560.500	568.908	586.103	577.441
	23 - Office expenses	469.522	452.425	573.220	578.220	595.697	586.893
	24 - Representation and communication expenses	266.980	291.030	285.510	289.793	298.552	294.140
	25 - Transport expenses	20.322	54.000	24.250	24.614	25.358	24.983
	26 - Depreciation expenses	77.316	110.338	200.732	216.887	235.039	236.065
	27 - General expenses	579.423	258.000	764.700	416.171	428.749	422.413
	28 - Subsidies and financial contributions	522	-	750	761	784	773
	29 - Other expenses	265.505	73.900	81.309	77.732	29.707	53.898
	30 - Unforeseen	26.294	65.000	65.975	66.965	68.989	67.969
	Expense Total	7.301.923	8.980.480	11.325.975	12.018.466	11.936.947	11.789.669
	Surplus (deficit)	(7.255.526)	(8.932.480)	(11.285.975)	(11.977.866)	(11.895.120)	(11.748.460)

The income consists of the rental income from land and buildings.

The total expenses for 2025 have increased with USD2,168K compared to 2024.

Personnel expenses – increase of USD1.177K

For 2025, there are 33 vacancies, which are phased into 2025 as 20 FTEs. The full-year effect of these vacancies is recorded in 2026. The 2024 budget also includes vacancies that have not yet been filled in 2024. Personnel expenses also include the effect of the RCN wage structure, leading to an 18% increase from 2024 to 2025, compared to a 13% increase from 2025 to 2026. The effect of applying the RCN wage structure for 2025 amounts to USD988K.

The budget for training has been decreased by USD143K.

The additional expenses for the concern controller and the financial experts are also included in this function and have contributed USD446K to the increased personnel expenses for 2025. The effect for 2026 amounts to USD223K.



Property management expenses – increase of USD381K

This increase is driven mainly by deferred maintenance on capital assets.

General expenses – increase of USD507K

General expenses include additional budget for legal expenses, as well as fines and penalties related to the legal judgments and other ongoing litigations. This increases the budget compared to 2024 by USD510K. The expectation is that these cases will be solved during 2025, and the budget for 2026 is decreased by USD250K.

Function 003 Burgerzaken (Civil Register)

What do we try to achieve?

- Offer services of the Civil Registry at the most optimal level.

What do we do to get results?

- Safeguard valuable data and (historical) documents;
- Analyze the already performed cleanup of the registry office;
- Complete the digitalization of the census, including the archives;
- Issue passport and Identification cards;
- Complete Digitalization of maps and registry of street names;
- Continued training;
- Sustain ongoing support by Centric.

Function 020 Eigendommen niet voor openbare dienst bestemd

What do we try to achieve?

- Complete the implementation of the land lease data base management;
- Bill and collect land lease fees.

What do we do to get results?

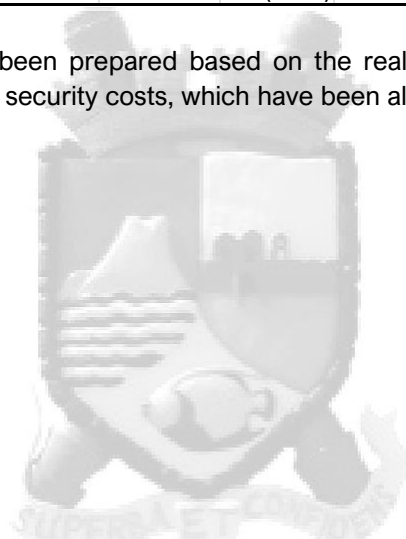
- Improve the information on contracts and commitments related to land lease, and other leased properties;
- Introduce new land lease rates, in phases;
- Perform complete and timely billing of land lease fees and income from rental properties;
- Tracking timely collection of land lease fees and income from rental properties.



The budget by economic activity is as follows:

		Actuals 2023	Primary budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028
Income	Description						
	03 - Property management income	192.783	256.000	259.840	263.738	271.709	267.694
	05 - Harbour	200	-	-	-	-	-
	06 - Permits	2.123	-	2.000	2.030	2.091	2.060
	07 - Fees and dues	79.603	90.000	89.675	91.020	93.771	92.385
	08 - Other income	2.273	-	-	-	-	-
	Income Total	276.581	346.000	351.515	356.788	367.572	362.140
Expense							
	20 - Personnel expenses	93.158	133.442	124.348	126.213	130.028	128.106
	21 - Accommodation expenses	5.729	89.500	9.000	9.135	9.411	9.272
	22 - Property management expenses	29.867	23.000	28.000	28.420	29.279	28.846
	23 - Office expenses	6.941	105.000	77.000	78.155	80.517	79.327
	24 - Representation and communication expenses	24.154	17.500	18.000	18.270	18.822	18.544
	25 - Transport expenses	3.260	-	2.500	2.538	2.614	2.576
	26 - Depreciation expenses	11.360	9.627	10.134	10.134	3.135	3.135
	27 - General expenses	41.428	12.500	55.250	56.079	57.774	56.920
	29 - Other expenses	-	2.000	2.030	2.060	2.123	2.091
	30 - Unforeseen	-	-	-	-	-	-
	Expense Total	215.897	392.569	326.262	331.004	333.703	328.818
	Surplus (deficit)	60.684	(46.569)	25.253	25.784	33.868	33.322

The budget for this function has been prepared based on the realizations of 2023 and 2024. The accommodation expenses exclude security costs, which have been allocated to a different function.





Main Function 1 – Public Order and Safety

On our way to adequate prevention of, and response to (natural) disasters

What do we try to achieve?

- A Police Force that is ready to support the Government Commissioner in his task of ensure public order and safety;
- A Fire Brigade whose priorities are aligned with the most effective tackling fire accidents or accidents at the airport;
- A disaster management team that is trained, equipped, and ready to support the community in times of natural and other disasters.

The budget by function is as follows:

	Func	Description	Actuals 2023	Primary budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028
Expense	130	Rampenbestrijding	114.682	148.870	196.896	199.789	202.726	205.707
Expense Total			114.682	148.870	196.896	199.789	202.726	205.707
Surplus (deficit)			(114.682)	(148.870)	(196.896)	(199.789)	(202.726)	(205.707)

The budget by economic activity is as follows:

	Description	Actuals 2023	Primary budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028
Expense	20 - Personnel expenses	97.336	98.920	118.029	119.799	121.596	123.420
	22 - Property management expenses	5.204	12.000	5.000	5.075	5.151	5.228
	23 - Office expenses	-	8.600	50.000	50.750	51.511	52.284
	24 - Representation and communication expenses	11.072	-	11.000	11.165	11.332	11.502
	25 - Transport expenses	1.069	6.400	1.000	1.015	1.030	1.046
	26 - Depreciation expenses	-	4.600	4.000	4.000	4.000	4.000
	27 - General expenses	-	17.250	6.750	6.851	6.954	7.058
	29 - Other expenses	-	1.100	1.117	1.133	1.150	1.167
Expense Total		114.682	148.870	196.896	199.789	202.726	205.707
Surplus (deficit)		(114.682)	(148.870)	(196.896)	(199.789)	(202.726)	(205.707)

Function 1 has no income.

The total expenses for 2025 have increased with USD48K compared to 2024.

Personnel expenses – increase of USD19K

Personnel expenses have increased by USD19K due to the RCN wage structure, which generally is higher than the wage structure of OLE.

Office expenses – increase of USD41K

The increase is for licenses to ensure compliance with the regulations related to disaster management.



Function 130 Rampenbestrijding (Disaster Management)

What do we try to achieve?

- A disaster management team that is trained, equipped, and ready to support the community in times of natural and other disasters.

What do we do to get results?

- Purchase furniture, equipment, and supplies for the new Statia Emergency Organization Center (SEOC);
- Purchase of communication equipment;
- Provide training and workshops;
- Complete the disaster management policy plan;
- Provide stipends to SEOC members.





Main Function 2 – Traffic, Transportation, and Water Management

On our way to an accessible, safe and a well-maintained St. Eustatius

What do we try to achieve?

An accessible, safe, well-maintained public space.

How do we want to achieve that?

- Implementation of erosion control measures.
- Several individual projects will focus on erosion control that can be tied into the nature and environmental implementation agenda.

The policy is therefore primarily focused on safety, partly because the OLE is in the construction phase regarding the management and maintenance of the public spaces. In addition, the OLE strives for the sustainable improvement of the living environment and the mitigation of environmental pollution. These objectives apply to all areas, particularly street sweeping and verge maintenance.

Finally, the various functions of the public space are taken into account, such as accessibility to and from the island (Harbor and Airport), the historic center of Oranjestad, and the tourist character of Orange Bay. Naturally, the preservation and/or strengthening of various cultural and natural values of the island are functions that will be considered.

The financial consequences of the various projects are further discussed in the tables and function paragraphs below.

The budget by function is as follows:

			Actuals 2023	Primary budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028
Income	200	Algemeen beheer DROB	49.936	-	-	-	-	-
	210	Wegen straten en pleinen	433.610	450.000	456.750	463.601	470.555	477.614
	220	Zeehaven	2.160.112	2.529.000	2.661.135	2.825.709	3.007.275	3.207.778
	230	Luchtvaart	455.149	384.083	398.748	404.729	410.800	416.962
Income Total			3.098.807	3.363.083	3.516.633	3.694.040	3.888.630	4.102.354
Expense	200	Algemeen beheer DROB	1.560.755	2.434.025	2.277.850	2.336.469	2.371.099	2.406.249
	210	Wegen straten en pleinen	641.384	32.891	307.676	317.839	322.063	314.735
	211	Verkeersmaatregelen te land	6.424	-	7.500	7.613	7.727	7.843
	220	Zeehaven	692.361	571.040	696.559	833.824	844.703	849.528
	230	Luchtvaart	2.434.383	2.240.708	2.462.177	2.584.365	2.616.165	2.644.183
Expense Total			5.335.307	5.278.664	5.751.762	6.080.109	6.161.758	6.222.537
Surplus (deficit)			(2.236.500)	(1.915.581)	(2.235.129)	(2.386.069)	(2.273.128)	(2.120.184)



The budget by economic activity is as follows:

	Description	Actuals 2023	Primary budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028
Income	02 - Taxes and levies	433.583	450.000	456.750	463.601	470.555	477.614
	03 - Property management income	48.148	-	-	-	-	-
	04 - Airport	455.149	384.083	398.748	404.729	410.800	416.962
	05 - Harbour	2.084.055	2.529.000	2.661.135	2.825.709	3.007.275	3.207.778
	07 - Fees and dues	27	-	-	-	-	-
	08 - Other income	1.406	-	-	-	-	-
	12 - Other special income	76.440	-	-	-	-	-
	Income Total	3.098.807	3.363.083	3.516.633	3.694.040	3.888.630	4.102.354
Expense	20 - Personnel expenses	3.510.143	3.346.116	3.659.649	3.906.244	3.964.837	4.024.310
	21 - Accommodation expenses	387.305	481.893	387.000	392.805	398.697	404.678
	22 - Property management expenses	843.472	1.054.377	1.094.750	1.111.171	1.127.839	1.144.756
	23 - Office expenses	205.223	139.751	161.500	163.923	166.381	168.877
	24 - Representation and communication expenses	51.590	34.750	75.000	76.125	77.267	78.426
	25 - Transport expenses	218.625	81.400	197.750	200.716	203.727	206.783
	26 - Depreciation expenses	118.949	127.375	162.613	215.422	209.101	180.591
	27 - General expenses	-	13.000	13.500	13.703	13.908	14.117
	Expense Total	5.335.307	5.278.664	5.751.762	6.080.109	6.161.758	6.222.537
	Surplus (deficit)	(2.236.500)	(1.915.581)	(2.235.129)	(2.386.069)	(2.273.128)	(2.120.184)

The income of function 2 consists mainly of revenue generated by the airport and the harbor. The budget of 2025 is in line with the development of 2022 and 2023.

The budgeted income for the harbor amounts to USD2,6 million. Up until 2022 the current developments regarding the oil transshipment industry and the trend in revenue realization showed a slowdown. In 2023 the revenues were expected to increase slightly. For 2024 onwards, ambitious targets have been set in relation to the increase in the volume of harbor traffic. This is related to the promotion of Statia, the connectivity project, commercialization of the seaport and the increased economic activity resulting from the realization of the projects in the Special Allowances for the years 2024-2025. The number of passengers by airplane has not yet returned to pre-Covid-19 levels as of 2023.

The total expenses for 2025 have increased by USD473K compared to 2024.

Personnel expenses – increase of USD314K

The increase in personnel expenses is due to the effect of applying the RCN wage structure. In addition, there are 26 vacancies, which have been included as 14.5 FTEs throughout the year. The vacancies include key positions such as directors, unit managers, and other senior positions.

Accommodation expenses – decrease of USD95K

Accommodation expenses have decreased to reflect the trend in actual expenses during 2023 and 2024.

Transport expenses – increase of USD116K

Transport expenses include a higher budget for fuel and maintenance of large vehicles and heavy equipment.



Function 200, PWS, Werkplaats & Onderhoud

What do we try to achieve?

Within the spectrum of all responsibilities, the department will focus on achieving the following key initiatives in the period 2025 through 2028:

- Support the execution of the programs and plans of other functions within the ENI by providing human resources, technical skills, and other expertise.

What do we do to get results?

- Maintenance of government and public spaces.

The budget by economic activity is as follows:

		Actuals 2023	Primary budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028
Income	Description						
	03 - Property management income	48.148	-	-	-	-	-
	05 - Harbour	383	-	-	-	-	-
	08 - Other income	1.406	-	-	-	-	-
	Income Total	49.936	-	-	-	-	-
Expense	Description						
	20 - Personnel expenses	1.364.132	1.251.996	1.535.569	1.558.603	1.605.711	1.581.982
	21 - Accomodation expenses	37.484	159.380	20.000	20.300	20.914	20.605
	22 - Property management expenses	6.261	928.068	539.000	547.085	563.621	555.291
	23 - Office expenses	16.360	59.850	39.000	39.585	40.781	40.179
	24 - Representation and communication expenses	5.893	-	4.000	4.060	4.183	4.121
	25 - Transport expenses	126.894	31.000	137.000	139.055	143.258	141.141
	26 - Depreciation expenses	3.731	3.731	3.281	27.781	27.781	27.781
	Expense Total	1.560.755	2.434.025	2.277.850	2.336.469	2.406.249	2.371.099
	Surplus (deficit)	(1.510.819)	(2.434.025)	(2.277.850)	(2.336.469)	(2.406.249)	(2.371.099)

The total expenses for 2025 have decreased by USD156K compared to 2024.

Personnel expenses – increase of USD284K

Personnel expenses increased by USD284K due to the application of the RCN wage structure, there are no vacancies in this function.

Property management expenses – decrease of USD389K

Property management expenses have been decreased to reflect the expected costs for cleaning and maintenance throughout OLE, using third parties to address the lack in manpower and materials. This is based on arrangements made and anticipated use of third-party manpower.

Transport expenses – increase of USD106K

Transport expenses show the expected maintenance of heavy equipment, including manpower for up-to-date equipment (digital).

Function 210 Wegen, straten en pleinen

What do we try to achieve?

- Road repairs;
- Road reconstruction;
- Improved road safety;
- Adequate road signage;
- Manage public spaces and squares.



What do we do to get results?

To address the current dilemma of poor roads, the Public Entity will carry out the construction of new roads and conduct repairs on some of the existing roads.

Minor road repairs will be executed both by the Public Works & Services (PWS), under the supervision of the directorate of ENI, while major reconstruction and new roads will be executed by third parties through contractual obligations.

The department is responsible for:

- Assigning the Public Works Department the responsibility for repairing secondary roads;
- Outsourcing the construction of main roads to external third parties under the supervision of ENI;
- Placement of traffic signage;
- Placement of additional street lighting.

The budget by economic activity is as follows:

	Description	Actuals 2023	Primary budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028
Income	02 - Taxes and levies	433.583	450.000	456.750	463.601	477.614	470.555
	07 - Fees and dues	27	-	-	-	-	-
	Income Total	433.610	450.000	456.750	463.601	477.614	470.555
Expense	20 - Personnel expenses	24.208	-	-	-	-	-
	21 - Accommodation expenses	3.779	7.350	4.000	4.060	4.183	4.121
	22 - Property management expenses	541.495	-	246.500	250.198	257.760	253.950
	23 - Office expenses	16.362	13.650	6.000	6.090	6.274	6.181
	24 - Representation and communication expenses	-	-	4.500	4.568	4.706	4.636
	25 - Transport expenses	43.470	-	16.500	16.748	17.254	16.999
	26 - Depreciation expenses	12.070	11.891	30.176	36.176	24.559	36.176
	Expense Total	641.384	32.891	307.676	317.839	314.735	322.063
	Surplus (deficit)	(207.774)	417.109	149.074	145.763	162.879	148.492

The revenue from taxes and levies has remained stable compared to 2023 and 2024.

The total expenses for 2025 have increased by USD275K compared to 2024.

Property management expenses – increase of USD246K

Expenses have increased mainly due to increased maintenance, which was not included in the 2024 budget.

Function 211 Verkeersmaatregelen te land

What do we try to achieve?

Road safety policies are essential to ensure safety on the road. It is the responsibility of the Public Entity to enact laws, regulations, and policies to reduce the risk of road accidents. Currently, the traffic regulations ('*verkeersmaatregelen*') of the island are not tailored to the needs of the island. The ordinance will be revised to ensure that the traffic regulations comply with the requirements.

Policies, practices, and laws are ineffective if they are not enforced. It is crucial that ministries, security systems, police and other law enforcement agencies enforce the policies to ensure road safety.

The placement of adequate signage and lighting is a fundamental requirement for road safety.



What do we do to get results?

The department will engage with RCN in putting together an implementation plan.

The budget by economic activity is as follows:

		Actuals 2023	Primary budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028
Expense	20 - Personnel expenses	6.424	-	7.500	7.613	7.843	7.727
Expense Total		6.424	-	7.500	7.613	7.843	7.727
Surplus (deficit)		(6.424)	-	(7.500)	(7.613)	(7.843)	(7.727)

The personnel expenses consist of third-party expenses.

Function 220 Zeehaven

What do we try to achieve?

- Meet the legal requirements associated with operating a commercial harbor;
- Ensure the safety of people and goods;
- Ensure adequate capacity to berth and service vessels calling on the port;
- Ensure adequate storage capacity;
- Ensure a maintenance program is in effect;
- Leverage the harbor's role as conduit for economic development;
- Support initiatives to increase harbor revenue;
- Execute planned infrastructural improvements in collaboration with respective ministries;
- Advocate for good working relations with other stakeholders in and around the harbor;
- Promote professionalism.

What do we do to get results?

- Complete the expansion of the container storage area in collaboration with the Ministry of Infrastructure and Water Management (I&W) with European Development Fund (EDF) funding;
- Perform regular assessments to ensure compliance with legal requirements associated operating a commercial harbor;
- Make the necessary investments to ensure compliance;
- Establish and perform regular assessment on safety indicators within the harbor;
- Execute the maintenance program, in collaboration with the ministry of I&W;
- Continue the process of training and upgrading of staff assigned to the harbor;
- Schedule periodic (roundtable) consultations with other harbor stakeholders, such as customs, shipping agents, harbor master, St. Eustatius Utilities Company (STUCO), SOL, Oil Terminal Statia, Fishermen organizations, dive organizations and STENAPA;
- Implement the connectivity project to increase the awareness of the port and bunkering facilities of Statia as well as promoting Statia as a tourist destination through digital channel and collaboration with strategic partners.
- Before actually being able to increase its revenues, it is necessary to examine/study the feasibility of some of the plans.

With the implementation and enforcement of port safety regulations and the continued upgrading of staff, the port should be able to meet the requirements to operate within its capacity as a commercial port. To ensure that the operations within the harbor are conducive to a healthy economic environment, the harbor ordinance was amended, adopted and enforced in 2019 and 2020.

The port must perform its responsibilities within certain legal frameworks, including requirements for safety, enforcement, and supervision. These include, for example, the Maritime Civil Protection Act, the Port Security Act BES, and the ISPS code.



The seaport acts as the single most important point of entry for domestic and commercial goods, as well as passengers who arrive from neighboring islands and crew from oil tankers.

After Rotterdam, the port of St. Eustatius is the largest in terms of gross tonnage movements in the Kingdom. This is due to the oil trans-shipment activities in the waters of St. Eustatius.

The budget by economic activity is as follows:

	Description	Actuals 2023	Primary budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028
Income	05 - Harbour	2.083.672	2.529.000	2.661.135	2.825.709	3.207.778	3.007.275
	12 - Other special income	76.440	-	-	-	-	-
Income Total		2.160.112	2.529.000	2.661.135	2.825.709	3.207.778	3.007.275
Expense	20 - Personnel expenses	426.425	394.084	402.928	525.532	541.416	533.415
	21 - Accommodation expenses	67.953	37.500	71.000	72.065	74.243	73.146
	22 - Property management expenses	79.584	31.000	96.000	97.440	100.385	98.902
	23 - Office expenses	30.840	20.900	34.000	34.510	35.553	35.028
	24 - Representation and communication expenses	1.181	2.250	1.250	1.269	1.307	1.288
	25 - Transport expenses	38.880	37.000	34.500	35.018	36.076	35.543
	26 - Depreciation expenses	47.498	48.305	56.881	67.990	60.548	67.382
Expense Total		692.361	571.040	696.559	833.824	849.528	844.703
Surplus (deficit)		1.467.752	1.957.960	1.964.576	1.991.886	2.358.250	2.162.572

The income from the harbor has been maintained at the level of 2025. The main contributor to the revenue is the oil terminal cargo fees, which have been ambitiously budgeted at USD1.228K in 2025. The revenues of 2024 are higher than 2023 but have not yet reached the budgeted level for 2025. It is expected that with the change of the ordinance to include indexation of the pricing, this will result in a higher revenue for 2025.

The total expenses have increased by USD126K compared to the 2024 budget.

Personnel expenses – increase of USD9K

Personnel expenses include 3 vacancies, phased throughout 2024 at 1.5 FTEs, with the full-year effect included in the budget 2026.

Property management expenses – increase of USD65K

The property management expenses include additional maintenance. Furthermore, investments have been requested for the upgrade of the harbor warehouse and for bringing the parking area up to code with connections for fire hydrants and for the cooling/freezing containers.

Function 230 Luchtvaart

What do we try to achieve?

- Safe and efficient transit of persons and goods through the airport terminal;
- Adherence to ICAO and BES aviation protocols;
- A new and expanded “terminal building” and a new AFISO tower;
- Expanded aircraft parking facilities;
- Implementation of an airport maintenance program;
- Leverage airport’s role as conduit toward economic development;
- Support initiatives to increase airport revenue;
- Advocate good working relations with other stakeholders in and around the airport;
- Promote professionalism;
- Expend with multifunctional shelters;
- Create aircraft fueling possibilities.



What do we do to get results?

- Adherence to ICAO and BES aviation protocols;
- Collaborate with the Ministry of I&W on the construction of the new and expanded terminal building;
- Collaborate with Ministry of I&W on the construction of the new AFISO tower;
- Develop plan for expanded aircraft parking facilities;
- Implement and execute the airport training plan;
- Execute the airport maintenance program with support from the Ministry of I&W;
- Develop a strategic plan to better leverage airport's role as conduit for the economic development of the island;
- Develop new initiatives to increase airport revenue;
- Schedule periodic (roundtable) consultations with other harbor stakeholders and users of the airport facilities;
- Continue the process of training and upgrading personnel working in and around the airport;
- Implement the connectivity project to increase the awareness of the uniqueness of Statia, as well as promoting Statia as a tourist destination through digital channel and collaboration with strategic partners.
- Before actually being able to increase revenues, it is necessary to examine/study the feasibility of some of the plans

The budget by economic activity is as follows:

	Description	Actuals 2023	Primary budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028
Income	04 - Airport	455.149	384.083	398.748	404.729	416.962	410.800
Income Total		455.149	384.083	398.748	404.729	416.962	410.800
Expense	20 - Personnel expenses	1.688.954	1.700.036	1.713.652	1.814.497	1.869.340	1.841.714
	21 - Accomodation expenses	278.089	277.663	292.000	296.380	305.338	300.826
	22 - Property management expenses	216.131	95.309	213.250	216.449	222.991	219.695
	23 - Office expenses	141.661	45.351	82.500	83.738	86.268	84.994
	24 - Representation and communication expenses	44.516	32.500	65.250	66.229	68.231	67.222
	25 - Transport expenses	9.381	13.400	9.750	9.896	10.195	10.045
	26 - Depreciation expenses	55.651	63.449	72.275	83.475	67.703	77.761
	27 - General expenses	-	13.000	13.500	13.703	14.117	13.908
Expense Total		2.434.383	2.240.708	2.462.177	2.584.365	2.644.183	2.616.165
Surplus (deficit)		(1.979.234)	(1.856.626)	(2.063.429)	(2.179.636)	(2.227.221)	(2.205.365)

The income for 2025 has been derived from the realizations in 2023 and 2024.

Total expenses have increased by USD221K compared to the 2024 budget.

Personnel expenses – increase of USD14K

Personnel expenses include 2 vacancies, phased in throughout 2024 at 1.3 FTEs and the full-year effect reflected in the 2026 budget.

Property management expenses – increase of USD118K

Property management expenses include lighting for the landing strip, in coordination with Juliana International Airport, to comply with security requirements. The airport also needs a new X-ray machine and specific equipment for detection of metals and explosives. This has been included in the investment budget.

Furthermore, an investment in the tarmac of the airport has been requested of approx. USD2M. It is expected that this investment will generate additional revenue starting from mid-2027 in landing rights and parking fees of aircrafts.



Main Function 3 – Economic Affairs

Contributing to developing a self-sufficient Statia

What do we try to achieve?

The Public Entity will:

- Improve the commercial and economic environment;
- Support and provide adequate and reliable utility services;
- Support and provide reliable and fast modes of communication;
- Promote local agriculture, animal husbandry, and fisheries;
- Upgrade the 2013 spatial development plan;
- Promote tourism.

Specifically, the directorates of Transport and ENI will support, supervise, and collaborate with organizations, ministries, and funding agencies that are poised to:

- Increase the resilience of the electrical grid by undergrounding high and medium voltage electricity cables under the 11th EDF;
- Provide faster internet service through reliable fiber optic connections to homes and businesses;
- Expand the container laydown area at the harbor under the 10th EDF;
- Resurface the entire harbor ground with support of the Ministry of I&W;
- Execute other infrastructural initiatives, such as the cliff erosion and stabilization project, the harbor breakwater, and the school renovation and rebuilding projects.

The budget by function is as follows:

	Func	Description	Actuals 2023	Primary budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028
Income	300	Economische zaken	84.848	142.000	144.130	146.292	148.486	150.714
	310	Handel en Industrie	35	-	-	-	-	-
Income Total			84.883	142.000	144.130	146.292	148.486	150.714
Expense	300	Economische zaken	41.621	53.851	48.601	99.998	99.213	93.029
	310	Handel en Industrie	330.103	330.103	297.093	301.549	306.072	310.663
	341	Overige agrarische zaken, jacht en visserij	39.200	81.787	124.517	126.374	128.258	130.170
Expense Total			332.523	465.742	470.211	527.920	533.543	533.862
Surplus (deficit)			(247.641)	(323.742)	(326.081)	(381.628)	(385.056)	(383.149)

The budget by economic activity is as follows:

	Description	Actuals 2023	Primary budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028
	06 - Permits	84.830	142.000	144.130	146.292	148.486	150.714
	07 - Fees and dues	50	-	-	-	-	-
	08 - Other income	3	-	-	-	-	-
Income Total		84.883	142.000	144.130	146.292	148.486	150.714
Expense	20 - Personnel expenses	(181.271)	-	-	-	-	-
	21 - Accommodation expenses	830	-	1.000	1.015	1.030	1.046
	22 - Property management expenses	21.591	15.000	28.500	28.928	29.361	29.802
	23 - Office expenses	8.712	-	-	-	-	-
	25 - Transport expenses	6.147	-	6.500	6.598	6.696	6.797
	26 - Depreciation expenses	18.645	17.139	9.619	60.419	59.029	52.231
	27 - General expenses	97.767	73.500	97.500	98.963	100.447	101.954
	28 - Subsidies and financial contributions	360.103	360.103	327.093	331.999	336.979	342.034
Expense Total		332.523	465.742	470.211	527.920	533.543	533.862
Surplus (deficit)		(247.641)	(323.742)	(326.081)	(381.628)	(385.056)	(383.149)



The income of function 3 consists mainly of revenue from the number of permits issued. The budget of 2025 has been set at USD144K, based on the trend observed in previous years.

Expenses for 2025 have increased by USD4K compared to 2024. No personnel were allocated to this function in 2024.

Function 300, Economische Zaken

What do we try to achieve?

- Economic development of the island;
- Establishing and enhancing the economic pillars of the island.

What do we do to get results?

- Improve the policy framework for economic development;
- Centralize and improve the permits administration;
- Enhance billing and collection of permits and other fees;
- Pursue quicker turn-around on requests;
- Facilitate new commercial initiatives;
- Obtain training with respect to the advisory role of the unit;
- Support small business initiatives;
- Increase the effectiveness of inspections.

The budget by economic activity is as follows:

Description	Actuals 2023	Primary budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028
06 - Permits	84.830	142.000	144.130	146.292	150.714	148.486
07 - Fees and dues	15	-	-	-	-	-
08 - Other income	3	-	-	-	-	-
Income Total	84.848	142.000	144.130	146.292	150.714	148.486
21 - Accomodation expenses	830	-	1.000	1.015	1.046	1.030
22 - Property management expenses	1.651	15.000	8.500	8.628	8.888	8.757
25 - Transport expenses	108	-	250	254	261	258
26 - Depreciation expenses	9.032	8.851	8.851	59.651	51.463	58.261
28 - Subsidies and financial contributions	30.000	30.000	30.000	30.450	31.370	30.907
Expense Total	41.621	53.851	48.601	99.998	93.029	99.213
Surplus (deficit)	43.227	88.149	95.529	46.294	57.685	49.273

The income for this function is generated from permits issued by the government. The 2025 budget has been maintained based on the revenue development during 2024.

Total expenses have decreased by USD5K, mainly in the property management expenses, which have been budgeted on the expected trend for 2025.

Function 310, Handel en Industrie

What do we try to achieve?

The goal of the Public Entity is to create a healthy business environment that stimulates economic development and is attractive and conducive to industrial and economic activities. Specifically, under this function, the Public Entity continues to provide financial support for tourism.

What do we do to get results?

- Sustain the annual contribution to the Tourism Foundation;
- Supporting local business support organization.



The budget by economic drivers is as follows:

	Description	Actuals 2023	Primary budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028
Income	07 - Fees and dues	35	-	-	-	-	-
Income Total		35	-	-	-	-	-
Expense	28 - Subsidies and financial contributions	330.103	330.103	297.093	301.549	310.663	306.072
Expense Total		330.103	330.103	297.093	301.549	310.663	306.072
Surplus (deficit)		(330.068)	(330.103)	(297.093)	(301.549)	(310.663)	(306.072)

The 10% decrease budgeted for 2025, as planned in 2024, has been maintained, resulting in USD33K lower expenses.

Function 341 Overige Agrarische zaken, jacht en visserij

What do we try to achieve?

- Introduction of newly acquired farming equipment;
- Bring a measure of professionalism and commercialization to animal husbandry;
- Commissioning of the fisheries regulation;
- Bring a measure of professionalism and commercialization to the fishing industry;
- Proper registration of fishing vessels;
- Proper registration of fish catches.

What do we do to get results?

- Remove free-roaming animals;
- Stimulate meat sales and export;
- Introduce newly acquired farming equipment;
- Increase harvesting, consumption, and export of conch;
- Assign environmental inspectors.

The budget by economic drivers is as follows:

	Description	Actuals 2023	Primary budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028
Expense	20 - Personnel expenses	(181.271)	-	-	-	-	-
	22 - Property management expenses	19.940	-	20.000	20.300	20.914	20.605
	23 - Office expenses	8.712	-	-	-	-	-
	24 - Representation and communication expenses	-	-	-	-	-	-
	25 - Transport expenses	6.039	-	6.250	6.344	6.535	6.439
	26 - Depreciation expenses	9.613	8.287	767	767	767	767
	27 - General expenses	97.767	73.500	97.500	98.963	101.954	100.447
Expense Total		(39.200)	81.787	124.517	126.374	130.170	128.258
Surplus (deficit)		39.200	(81.787)	(124.517)	(126.374)	(130.170)	(128.258)

The budgeted expenses for 2025 are based on the realization from 2023 and 2024.

In 2023, the expenses recharged to projects were erroneously recorded on the wrong function.



Main Function 4 – Education

Contributing to a good climate for Education on St. Eustatius

What do we try to achieve?

- Improve the overall quality of education;
- Collaborate with stakeholders, including the Ministry of Education, Culture and Science (OCW), on the construction of a new building to house Gwendoline Van Putten Secondary School and the Education Expertise Center, including facilities for pupils and students with special needs;
- Provide safe transport of pupils and students;
- Provide financial support to ensure vulnerable groups at elementary level have access to basic school necessities;
- Support the Compulsory Education program;
- Provide support for students studying abroad who are not eligible for scholarships;
- Support adult education programs.

The budget by function is as follows:

	Func	Descriptionn	Actuals 2023	Primary budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028
Income	480	Gemeenschappelijke baten en lasten van onderwijs	200	-	-	-	-	-
Income Total			200	-	-	-	-	-
Expense	480	Gemeenschappelijke baten en lasten van onderwijs	290.541	319.888	351.393	349.151	414.388	419.704
Expense Total			290.541	319.888	351.393	349.151	414.388	419.704
Surplus (deficit)			(290.341)	(319.888)	(351.393)	(349.151)	(414.388)	(419.704)

The budget by economic activity is as follows:

	Description	Actuals 2023	Primary budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028
Income	08 - Other income	200	-	-	-	-	-
Income Total		200	-	-	-	-	-
Expense	20 - Personnel expenses	62.627	59.605	76.511	77.659	78.824	80.006
	21 - Accomodation expenses	21.600	21.600	21.600	21.924	22.253	22.587
	22 - Property management expenses	45.961	30.000	44.000	44.660	45.330	46.010
	24 - Representation and communication expenses	1.022	-	1.000	1.015	1.030	1.046
	25 - Transport expenses	17.600	44.400	15.000	15.225	15.453	15.685
	26 - Depreciation expenses	7.402	7.402	7.402	-	60.000	60.000
	28 - Subsidies and financial contributions	134.329	156.880	185.880	188.668	191.498	194.371
Expense Total		290.541	319.888	351.393	349.151	414.388	419.704
Surplus (deficit)		(290.341)	(290.341)	(290.341)	(290.341)	(290.341)	(290.341)

Function 4 has no income.

The total expenses have increased by USD31K compared to 2024.

Personnel expenses – increase of USD17K

The increase in personnel expenses by USD17K is due to the application of the RCN wage structure. There are no vacancies in this function.

Property management expenses – increase of USD14K

The property management expenses increased by USD14K, primarily due to deferred maintenance.



Function 400 Algemeen Beheer

With the task division at 10-10-10, the responsibility for education was transferred to the Ministry of Education, Culture, and Science (OCW). However, OLE retained responsibility for:

- Student transport;
- Issuance of basic school needs to vulnerable groups;
- School housing (“*onderwijs huisvesting*”);
- Housing allowance.

In accordance with the Education Agenda 2017- 2020, specific roles have been assigned to the Public Entity of St. Eustatius, the Ministry of OCW, the School boards, the Education Expertise Center (ECE) and the program Sociale Kansen Jongeren (SKJ).

The Primary Education Act stipulates that OLE is responsible for providing food, clothing, and transportation facilities to students who, without these provisions, would be unable to attend school regularly.

What do we try to achieve?

- Improve the overall quality of education;
- Collaborate with stakeholders in realizing the new school building “Gwendoline van Putten School” and housing for Education Expertise Center, including facilities for pupils and students with special needs;
- Provide safe transport of pupils and students;
- Provide financial support to ensure vulnerable groups can attend school;
- Support the Compulsory Education program;
- Provide support for student studying abroad;
- Support adult education programs.

Function 480 Gemeenschappelijke baten en lasten van het onderwijs

What do we try to achieve?

In addition to the general goals mentioned in the main section, the department will specifically aim to:

- Contribute to the rebuilding of the GVP school;
- Provide safe transport for pupils and students;
- Ensure that all students are well-equipped to attend school;
- Ensure that students in need receive a healthy breakfast before attending classes;
- Contribute to portion of the operational costs of the Education Expertise Center (ECE) and facilities for pupils and students with special needs;
- Support the execution of the Compulsory Education program, in collaboration with RCN-OCW;
- Review the Compulsory Education workbook;
- Introduce talent development initiatives;
- Foster closer working relationship with RCN-OCW;
- Ensure timely transfer of funds to student studying abroad;
- Student guidance both on the island and abroad.



What do we do to get results?

To achieve results, the department will collaborate with and support the initiatives as outlined in the previous paragraph. Specifically, the department will:

- Participate in progress discussions regarding the completion of the Gwendoline van Putten school building, which is financed through funding from Specific Allowance;
- Ensure the effective operation of school buses to promote safe student transport;
- Make necessary arrangements to provide families in need with support in purchasing school uniforms and basic school supplies;
- Offer breakfast for students in need who are interested in the program;
- Provide subsidies to cover the rent of the Education Expertise Center (ECE), including facilities for pupils and students with special needs.





Main Function 5 – Culture and Recreation

Promoting Statia's heritage and culture

What do we try to achieve?

The overall objectives include:

- Promotion of national identity and social cohesion;
- Elimination of all forms of discrimination.

The cultural sector is important to the unique identity of St. Eustatius. Practitioners within the cultural sector can generate new opportunities culturally, intellectually and are an extension to the economic arena on the island. Through adequate focus, attention and development of this sector:

- Economic returns are possible on cultural and recreational activities.

The unit responsible will also

- Ensure the observance of the annual public festivals and recreational events;
- Advocate for the upgrading and upkeep of infrastructure, including public spaces, national monuments, and recreational areas;
- Actively pursue financial support to those organizations that promote and sustain Statia's heritage and archeological assets;
- Accomplish the goals for 2025, with an outlook to an integrated cultural policy by 2026.

The budget by function is as follows:

			Actuals 2023	Primary budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028
Func	Description							
Income	580	Overige cultuur en recreatie	1.165	-	-	-	-	-
Income Total			1.165	-	-	-	-	-
Expense	510	Openbaar Bibliotheekwerk	169.944	169.944	153.056	155.336	157.650	159.999
	530	Sport	350.168	396.168	350.168	354.973	359.849	364.799
	541	Oudheidkunde/musea	206.782	208.738	206.782	209.884	213.032	216.227
	560	Maatschappelijk leefbaarheid en openluchtrecreatie	35.129	15.342	26.092	26.254	26.417	26.583
	580	Overige cultuur en recreatie	802.577	626.924	988.787	749.857	761.094	772.499
Expense Total			1.564.601	1.417.117	1.724.886	1.496.304	1.518.043	1.540.108
Surplus (deficit)			(1.563.436)	(1.417.117)	(1.724.886)	(1.496.304)	(1.518.043)	(1.540.108)

The budget by economic activity is as follows:

			Actuals 2023	Primary budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028
Description								
Income	08	Other income	1.165	-	-	-	-	-
Income Total			1.165	-	-	-	-	-
Expense	20	Personnel expenses	166.013	157.525	154.293	156.607	158.957	161.341
	21	Accommodation expenses	28.355	87.680	77.000	78.155	79.327	80.517
	22	Property management expenses	97.584	105.100	103.000	104.545	106.113	107.705
	23	Office expenses	4.356	6.000	4.000	4.060	4.121	4.183
	24	Representation and communication expenses	5.743	-	8.750	8.881	9.014	9.150
	26	Depreciation expenses	47.433	47.020	47.020	47.020	47.020	47.020
	28	Subsidies and financial contributions	1.215.116	1.013.792	1.330.823	1.097.035	1.113.491	1.130.193
Expense Total			1.564.601	1.417.117	1.724.886	1.496.304	1.518.043	1.540.108
Surplus (deficit)			(1.563.436)	(1.417.117)	(1.724.886)	(1.496.304)	(1.518.043)	(1.540.108)

The expenses for 2025 have increased by USD308K compared to 2024. The main changes in the expenses in 2025 compared to 2024 consist of:

Personnel expenses – decrease of USD3K

Personnel expenses have been calculated using the RCN wage structure. There are no vacancies in this function.



Subsidies and financial contributions – increase of USD317K

The increase in expenses is mainly caused by preparatory arrangements for the roadmap to Statia in 2026, which amounts to USD250K.

In the 2024 budget, a savings of 10% was included for specific subsidies starting in 2025, under the premise that these institutes would be able to obtain funding from other sources. For a detailed overview of the subsidies, refer to the table in the 'Overview Subsidies and current transfers 2025-2028'.

Function 510 Openbaar bibliotheekwerk

What do we try to achieve?

Through its support of the Public Library, which is operated by a separate foundation, we aim to:

- Ensure that every citizen can develop and participate consciously and actively in society;
- Enable citizens to absorb information, knowledge, and culture.

A high-quality library can play a vital role in achieving these goals.

What do we do to get results?

OLE will provide a subsidy to the “Stichting Openbare Bibliotheek”, to contribute toward:

- The purchase of new books;
- The modernization of the adult books collection;
- The expansion of the activity offering;
- Building awareness and support within the community for the library;
- Re-examining of the possibility of introducing E-books;
- Performing regular operational tasks and providing customary services;
- Implementing the recommendations from the quick scan by Rijnbrink Nederland;
- Payment of personnel costs.

The budget by economic drivers is as follows:

		Actuals 2023	Primary budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028
Expense	26 - Depreciation expenses	1.065	1.065	1.065	1.065	1.065	1.065
	28 - Subsidies and financial contributions	168.879	168.879	151.991	154.271	158.934	156.585
Expense Total		169.944	169.944	153.056	155.336	159.999	157.650
Surplus (deficit)		(169.944)	(169.944)	(153.056)	(155.336)	(159.999)	(157.650)

The 10% decrease budgeted for 2025, as planned in 2024, has been maintained, resulting in USD17K lower expenses.

Function 530, Sports

Sports help an individual develop more than just physical aspects. They build character and discipline, teach and develop strategic thinking, analytical thinking, leadership skills, goal setting and measured risk-taking.

What do we try to achieve?

Through its support of the St. Eustatius Sport Facilities Foundation, OLE aims to:

- Encourage residents to think and act healthier as part of a healthy lifestyle.

In this way people will

- Move and exercise more.



When it comes to sports and exercise, the goal is to stimulate participation as effectively and efficiently as possible. To get more Statians moving, six aspects are important for St. Eustatius from the perspective of sports policy:

- Movement education through “Statia in Shape” program;
- Sports through associations;
- Sport and exercise in the public spaces, including dance schools, walk clubs, tourism tracks and trails, outdoor exercise equipment, beach volleyball;
- Introducing new sports and broadening the sports offerings;
- Sport (talent) development (“*talentontwikkeling*”);
- Gradual implementation of recommendations made in the report “Analyses Sport structure St. Eustatius and Sint Eustatius Sport Facilities Foundation”, in collaboration with Ministry of VWS;
- Monitor and evaluate the progress of the Vitalization assignment commissioned by the Ministry of VWS.

What do we do to get results?

- Provide an annual subsidy to the St. Eustatius Sport Foundation;
- Strengthen the working relationship with and the position of St. Eustatius Sport Foundation to achieve strategic goals;
- Further implement the sports policy 2020-2024;
- Monitor the progress and encourage further development of sports clubs;
- Maintain a policy advisor within Social Domain to foster cooperation with stakeholders on the island and abroad;
- Collaborate on the execution projects financed by Specific Allowances.

The budget by economic activity is as follows:

	Description	Actuals 2023	Primary budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028
Expense	22 - Property management expenses	-	10.000	-	-	-	-
	26 - Depreciation expenses	29.868	29.868	29.868	29.868	29.868	29.868
	28 - Subsidies and financial contributions	320.300	356.300	320.300	325.105	334.931	329.981
	Expense Total	350.168	396.168	350.168	354.973	364.799	359.849
	Surplus (deficit)	(350.168)	(396.168)	(350.168)	(354.973)	(364.799)	(359.849)

The 10% decrease budgeted in 2025, as planned in 2024, has been maintained, resulting in USD46K lower expenses.

Function 541 Oudheidkunde / musea

Museums play a crucial role in preserving local culture. With careful documentation and artifact preservation, a culture can be recorded and remembered, regardless of its future. It can also be shared and understood by those from different cultural backgrounds.

What do we try to achieve?

Through its support of the St. Eustatius Historical Foundation, St. Eustatius Monuments Foundation, and the St. Eustatius Archeology Center (SECAR), OLE aims to:

- Educate the public on the local culture through a respectful display;
- Present alternative perspectives on history;
- Connect people of different background;
- Prevent culture loss;
- Preserve monuments;
- Stimulate archeological discoveries;
- Promote history and archeology tourism;
- Stimulate collaborative relationships with other museums;



- Renovate and restore historical buildings, ruins, and public spaces.

What do we do to get results?

- Provide an annual subsidy to the St. Eustatius Historical Foundation;
- Provide an annual subsidy to the St Eustatius Monuments Foundation;
- Provide an annual subsidy to the St. Eustatius Archeology Center;
- Establish agreements on activities to be carried out by each institution;
- Pursue working relationships with museums in the Netherlands and the region;
- Seek funding for renovation and restoration of historical buildings, ruins, and public spaces;
- Collaborate with other stakeholders in executing the renovation and restoration of historical buildings, ruins, and public spaces;
- Facilitate proper storage of Statian artifacts.

The budget by economic activity is as follows:

	Description	Actuals 2023	Primary budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028
Expense	28 - Subsidies and financial contributions	206.782	208.738	206.782	209.884	216.227	213.032
Expense Total		206.782	208.738	206.782	209.884	216.227	213.032
Surplus (deficit)		(206.782)	(208.738)	(206.782)	(209.884)	(216.227)	(213.032)

Function 560 Maatschappelijke leefbaarheid en openlucht recreatie

Under this section, the Public Entity aims to promote the quality of life for residents, by focusing on open-air recreation opportunities and the upkeep of spaces significant to heritage and culture.

What do we try to achieve?

- Promote the upgrading and upkeep of forts, ruins, buildings, and other physical infrastructure that embody Statia's heritage and culture;
- Promote the presence of 'culture' in open spaces.

What do we do to get results?

- Collaborate with other stakeholders in combating cliff erosion and stabilizing Fort Oranje;
- Assign one employee to the daily care and cleaning of open areas.

The budget by economic activity is as follows:

	Description	Actuals 2023	Primary budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028
Expense	22 - Property management expenses	-	-	8.000	8.120	8.365	8.242
	24 - Representation and communication expenses	-	-	2.750	2.791	2.876	2.833
	26 - Depreciation expenses	15.342	15.342	15.342	15.342	15.342	15.342
	28 - Subsidies and financial contributions	19.787	-	-	-	-	-
Expense Total		35.129	15.342	26.092	26.254	26.583	26.417
Surplus (deficit)		(35.129)	(15.342)	(26.092)	(26.254)	(26.583)	(26.417)

The total expenses have increased with USD11K relating to expected maintenance of the cemeteries.



Function 580 Overige cultuur en recreatie

What do we try to achieve?

- Improve the stature of the culture department;
- Provide training and increase professionalism;
- Further development of an integrated cultural policy by 2026;
- Nurture the working relationship with Ministry of OCW;
- Increase awareness the socio-economic contribution of the culture agenda;
- Foster increased collaboration among organizations in the culture and heritage spaces;
- Promoting and observes annual festivals and events;
- Celebrate the 1st of July: Day of Emancipation.

What do we do to get results?

- Establish the Culture Department as separate unit to provide the needed focus;
- Appoint a full-time program planner ("*beleidsondersteunend medewerker*");
- Establish a cultural agenda through working relationship with Ministry of OCW;
- Execute the Culture Policy;
- Provide training of staff members and other stakeholders;
- Promote a clear definition of culture and raise awareness of the broad spectrum it encompasses;
- Integrate the importance of culture into all development programs of St. Eustatius;
- Map out and promote the identity of St. Eustatius throughout the community and in the media;
- Integrate cultural education into the school curriculum as the basis for the understanding and appreciating one's identity;
- Unite individuals, organizations, foundations (stakeholders) that aide in cultural expression;
- Create a network of heritage halls, cultural centers, museum, etc., to protect cultural practices and practitioners;
- Make cultural vitality a priority, with policies, incentives, and funding of culture practitioners;
- Identify and organize collaboration among organizations in the culture and heritage spaces;
- Advocate for increased of financial support for the culture and heritage function;



The budget by economic activity is as follows:

		Actuals 2023	Primary budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028
Income	08 - Other income	1.165	-	-	-	-	-
Income Total		1.165	-	-	-	-	-
Expense	20 - Personnel expenses	166.013	157.525	154.293	156.607	161.341	158.957
	21 - Accomodation expenses	28.355	87.680	77.000	78.155	80.517	79.327
	22 - Property management expenses	97.584	95.100	95.000	96.425	99.339	97.871
	23 - Office expenses	4.356	6.000	4.000	4.060	4.183	4.121
	24 - Representation and communication expenses	5.743	-	6.000	6.090	6.274	6.181
	26 - Depreciation expenses	1.157	744	744	744	744	744
	28 - Subsidies and financial contributions	499.368	279.875	651.750	407.776	420.101	413.893
Expense Total		802.577	626.924	988.787	749.857	772.499	761.094
Surplus (deficit)		(801.412)	(626.924)	(988.787)	(749.857)	(772.499)	(761.094)

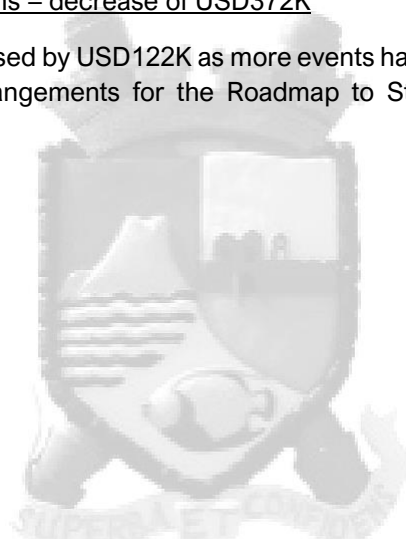
The total expenses have increased by USD362K compared to 2024.

Personnel expenses – decrease of USD3K

The decrease in personnel expenses by USD 3K results from changes within the personnel staffing.

Subsidies and financial contributions – decrease of USD372K

Financial contributions have increased by USD122K as more events have been assigned to this function. Furthermore, the preparatory arrangements for the Roadmap to Statia have been included for an amount of USD250K.





Main Function 6 – Social Security Benefits and Social Work

Contributing to improving the situation of those who need a hand

What do we try to achieve?

In 2025, emphasis will continue to be placed on:

- Supporting and assisting vulnerable groups in overcoming challenges in their daily lives so that they can integrate into society.

To achieve this, the team of social workers and assistant social workers will provide advice on specific arrangements and procedures. The team will also guide vulnerable groups in participating in daytime activities, daycare, leisure activities, and education. Additionally, the assistant social workers will help empower these groups to take action themselves.

In addition to the local budget, Specific Allowances are received from the ministries for executing certain programs. The specific Allowances are referred to under the relevant sections.

The budget by function is as follows:

	Func	Descriptionn	Actuals 2023	Primary budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028
Expense	600	Algemeen beheer maatschappelijk werk	-	37.512	38.000	38.570	39.149	39.736
	610	Onderstandsverlening (incl. pensioen)	266.997	-	250.000	253.750	257.556	261.420
	611	Werkgelegenheid	205.574	253.001	256.848	260.690	263.869	267.828
	620	Maatschappelijke begeleiding en advies	606.429	351.762	360.325	365.730	371.216	376.784
	630	Sociaal cultureel werk en jeugd- en jongerenwerk	383.478	-	-	-	-	-
	650	Kinderopvang	300.000	300.000	270.000	274.050	278.161	282.333
Expense Total			995.522	942.275	1.175.173	1.192.790	1.209.951	1.228.100
Surplus (deficit)			(995.522)	(942.275)	(1.175.173)	(1.192.790)	(1.209.951)	(1.228.100)

The budget by economic activity is as follows:

	Description	Actuals 2023	Primary budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028
Expense	20 - Personnel expenses	601.751	533.543	763.203	774.651	786.271	798.065
	21 - Accommodation expenses	29.653	37.512	69.000	70.035	71.086	72.152
	22 - Property management expenses	50.077	32.000	48.000	48.720	49.451	50.193
	23 - Office expenses	2.154	27.500	17.250	17.509	17.771	18.038
	24 - Representation and communication expenses	1.544	1.500	2.000	2.030	2.060	2.091
	25 - Transport expenses	4.663	9.500	5.000	5.075	5.151	5.228
	26 - Depreciation expenses	5.680	720	720	720	-	-
	28 - Subsidies and financial contributions	300.000	300.000	270.000	274.050	278.161	282.333
Expense Total		995.522	942.275	1.175.173	1.192.790	1.209.951	1.228.100
Surplus (deficit)		(995.522)	(942.275)	(1.175.173)	(1.192.790)	(1.209.951)	(1.228.100)

Function 6 has no income.

The expenses for 2025 have decreased by USD233K compared to 2024.

Personnel expenses – increase of USD230K

The increase is based on the application of the RCN wage structure. There is 1 vacancy in this function, included as 1 FTE for 2025.

Subsidies and financial contributions – decrease of USD30K

Subsidies have decreased by USD30K, representing a 10% decrease based on the assumption in the 2024 budget that the subsidized institution would be able to obtain funding from other sources in 2025.



Function 611, Werkgelegenheid

What do we try to achieve?

- Place more students and other local residents on the labor market, resulting in fewer temporary work permits (TWVs) being issued due to a better match with the labor market;
- Achieve greater professionalization of the department and ensure sustainability.

What do we do to get results?

- Train local professionals to adopt a proactive attitude towards job seekers and employers;
- Improve transparency in the labor market to increase successful matching of job seeker's profiles with job vacancies. This improved matching will be facilitated by introducing a digital registration system;
- Perform active company visits to build relationships;
- Ensure the availability of tools to support the participation by persons with disabilities (small-scale approach, sheltered work);
- Continue exploring social return opportunities;
- Establish a Job Center in collaboration with RCN-SZW;
- Continue exploring the establishment;
- Foster relationships with Gwendoline van Putten school (GvP), New Challenges Foundation (NCF) and ROA;
- Acquire a registration system.

The budget by economic activity is as follows:

		Actuals 2023	Primary budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028
Expense	Description						
	20 - Personnel expenses	460.662	215.781	485.628	492.912	507.811	500.306
	21 - Accomodation expenses	19	37.512	38.000	38.570	39.736	39.149
	22 - Property management expenses	3.798	12.000	3.000	3.045	3.137	3.091
	23 - Office expenses	-	16.000	15.000	15.225	15.685	15.453
	24 - Representation and communication expenses	-	1.500	-	-	-	-
	25 - Transport expenses	2.413	7.000	2.500	2.538	2.614	2.576
	26 - Depreciation expenses	5.680	720	720	720	-	-
	Expense Total	472.571	290.513	544.848	553.010	568.983	560.574
	Surplus (deficit)	(472.571)	(290.513)	(544.848)	(553.010)	(568.983)	(560.574)

The total expenses have increased by USD254K compared to 2024.

Personnel expenses – increase of USD270K

The increase is due to the RCN wage structure as well as 1 vacancy included as 1 FTE. Furthermore, this function includes the payment of pension to former civil servants. This was not included in the 2024 budget.

Function 620 Maatschappelijke begeleiding en advies

What do we try to achieve?

The aim of Social Domain for the year 2024 and beyond is to focus on prevention activities, and as such strives to:

- Empower our professionals to take up the challenge to meet the needs of our community.



In 2025, additional areas in which assistance can be provided:

- Child nurturing;
- Prepare a foundation for (preventive) debt relief;
- Youth work;
- Young adults;
- Social work.

Areas of attention are:

- The prevention of domestic violence and child abuse;
- Advancing work in the field of poverty reduction, in accordance with the package introduced by the Ministry of Social Affairs and Poverty Alleviation Policy OLE;
- Foster a closer working relationship with RCN-SZW to expand the support that can be given to vulnerable groups;
- Collaborate on the execution of projects (financed) by Ministries.

What do we do to get results?

OLE will pursue the training of:

- A policy advisor, with specialization in the area of debt relief.

The activities for the two main domains are detailed below.

Domestic Violence and Child Abuse

Domestic violence and child abuse will receive significant attention in the coming years, now that the new administrative agreement with the Ministry of Health, Welfare and Sport has been signed for 2021-2024. Chain cooperation, further development of the MDG through the introduction of a digital registration system, and the roll-out of the legal guidelines for domestic violence / child abuse will be prioritized.

Poverty Reduction

Recently, a policy plan for Poverty Reduction has been drawn up and adopted by the Executive Council. This includes:

- Covering the expenses of funerals for individuals whose heirs cannot afford the costs of burial;
- Ensuring that the primary education students can continue their education by providing clothing, food, and transport (Refer to function 480);
- Providing support to the most vulnerable through 'food vouchers';
- Establishing and implementing, in collaboration with ministries, a poverty alleviation policy ("*Armoedebeleid St. Eustatius 2024-2027*").
- Strengthening the level of expertise among NGOs.

The budget by economic drivers is as follows:

		Actuals 2023	Primary budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028
Expense	Description						
	20 - Personnel expenses	531.273	317.762	277.575	281.739	290.254	285.965
	21 - Accommodation expenses	29.634	-	31.000	31.465	32.416	31.937
	22 - Property management expenses	39.415	20.000	45.000	45.675	47.056	46.360
	23 - Office expenses	2.154	11.500	2.250	2.284	2.353	2.318
	24 - Representation and communication expenses	1.702	-	2.000	2.030	2.091	2.060
	25 - Transport expenses	2.250	2.500	2.500	2.538	2.614	2.576
	Expense Total	606.429	351.762	360.325	365.730	376.784	371.216
	Surplus (deficit)	(606.429)	(351.762)	(360.325)	(365.730)	(376.784)	(371.216)

The total expenses have increased by USD9K compared to 2024.



Personnel expenses – decrease of USD40K

Personnel expenses have decreased by USD40K, mainly caused by personnel being assigned to projects. The recharge of their time for 2025 is USD215K higher than in the budget 2024. The effect of the RCN structure has a dampening effect on this decrease.

Property management expenses – increase of USD25K

Property management expenses have increased for deferred maintenance of equipment.

Function 630 Jeugdwerk

What do we try to achieve?

- Develop a sustainable and effective integrated youth policy.

This requires a coherent approach in which the voice of the youth can be heard. A broad, preventive support base on the one hand and good, specialized youth care facilities on the other, are essential.

The Public Entity will make extra efforts in 2024 and 2025 to improve children's rights, in addition to ongoing efforts to combat poverty and to stimulate economic development. The recent Situation Analysis UNICEF Report of 2019, "Child on St. Eustatius; Children's Rights in the Caribbean Netherlands", found that while significant progress has been made, further improvements can still be made across all areas of children's lives on St. Eustatius. The report is endorsed by both the Public Entity and the Kingdom government. Child safety, individual development and participation are the guiding principles in this regard. In 2023, a new Memorandum of Understanding was signed with UNICEF to continue the process of improvement in Children's Rights.

What do we do to get results?

- Establish and implement an Integrated Youth Policy;
- Implement the recommendations of the UNICEF Situation Analysis Report;
- Establish youth empowerment groups in collaboration with youth organizations;
- Continuous support of the Child Safety Net;
- Continue working along with Ministries in The Hague (VWS) to establish programs for ages 12+;
- Implement recommendations to have St Eustatius named Child-Friendly City.

The following projects which support the social support initiatives of OLE, were allotted and are in execution or are still to be executed. They are financed by special Allowances by the Ministries of OC&W and VWS.

1. The Social Opportunity Trajectories project aims to give ex-students the tools to find a job or to continue studying at MBO-2 level. Annually funds (special allowance) are transferred to the New Challenges Foundation (NCF) for the implementation of the SKJ process.
2. The Statia Doet project aims to stimulate voluntary work. For the next four years, money has been served for the annual March campaign.
3. The BES (t) 4Kids project serves to improve the accessibility and quality of childcare on St. Eustatius.



Function 650 Kinderopvang

The Public Entity recognizes what is universally accepted: that the age from birth to four is crucial for the further development of a child. In this developmental stage, the foundation is laid for conceptual learning and for developing essential skills, habits, and attitudes which are essential to building a positive disposition towards learning.

What do we try to achieve?

- Contribute to the program of the daycare centers;
- Further the pursuit of greater professionalism and quality at the daycare centers and after- and out-of-school organizations.

What do we do to get results?

- The 'BES (t) 4Kids' program will work in collaboration with the Ministries SZW, VWS and OCW and the other BES islands, to improve the quality and accessibility of child day care and after-school care (see function 630);
- Continue perusing the building of a facility that will accommodate all out-of-school organizations while maintaining their specific identity and goals;
- Provide an annual subsidy to the day care center.

The budget by economic drivers is as follows:

		Actuals 2023	Primary budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028
Expense	28 - Subsidies and financial contributions	300.000	300.000	270.000	274.050	282.333	278.161
Expense Total		300.000	300.000	270.000	274.050	282.333	278.161
Surplus (deficit)		(300.000)	(300.000)	(270.000)	(274.050)	(282.333)	(278.161)

Subsidies have decreased by USD30K, representing a 10% decrease based on the assumption in the 2024 budget that the subsidized institution would be able to obtain funding from other sources in 2025.



Main Function 7 – Public Health

Contributing to a healthy and clean Statia

What do we try to achieve?

- Specific attention for policy formation and further strengthening of the public health network.

In addition to the local budget, Specific Allowances are received from the ministries for executing certain programs. The Specific Allowances are referred to under the relevant sections.

The budget by function is as follows:

	Func	Description	Actuals 2023	Primary budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028
Income	700	Algemeen beheer volksgezondheid	-	5.250	10.000	10.150	10.302	10.457
	710	Preventieve en curatieve gezondheidszorg	28.475	25.000	-	-	-	-
	720	Slachthuizen	112.432	125.000	120.000	121.800	123.627	125.481
	721	Reiniging	261.552	375.000	285.000	289.275	293.614	298.018
	725	Overige openbare hygiene	31.276	15.000	18.000	18.270	18.544	18.822
	730	Overige volksgezondheid	2.379	-	-	-	-	-
Income Total			436.114	545.250	433.000	439.495	446.087	452.779
Expense	700	Algemeen beheer volksgezondheid	178.625	64.000	158.000	160.370	162.776	165.217
	710	Preventieve en curatieve gezondheidszorg	419	419	419	419	419	419
	720	Slachthuizen	393.857	444.426	445.526	452.176	458.926	465.777
	721	Reiniging	1.503.915	1.040.548	1.559.673	1.581.885	1.605.114	1.628.690
	723	Milieu en natuurbeheer	177.150	177.150	159.435	161.827	164.254	166.718
	724	Lijkbezorging (begraafplaats)	10.672	-	-	-	-	-
725	Overige openbare hygiene	309.151	446.117	504.539	512.107	519.789	527.586	
Expense Total			2.573.790	2.172.660	2.827.592	2.868.784	2.911.276	2.954.406
Surplus (deficit)			(2.137.676)	(1.627.410)	(2.394.592)	(2.429.289)	(2.465.189)	(2.501.627)

The budget by economic activity is as follows:

	Description	Actuals 2023	Primary budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028
Income	08 - Other income	174.562	170.250	148.000	150.220	152.473	154.760
	10 - Waste tax	261.552	375.000	285.000	289.275	293.614	298.018
Income Total		436.114	545.250	433.000	439.495	446.087	452.779
Expense	20 - Personnel expenses	751.057	735.838	916.274	930.018	943.968	958.128
	21 - Accommodation expenses	4.524	73.425	54.000	54.810	55.632	56.467
	22 - Property management expenses	1.459.888	1.020.000	1.606.500	1.630.598	1.655.056	1.679.882
	23 - Office expenses	64.673	13.000	36.750	37.301	37.861	38.429
	24 - Representation and communication expenses	2.691	-	-	-	-	-
	25 - Transport expenses	16.643	34.900	18.000	18.270	18.544	18.822
	26 - Depreciation expenses	102.546	102.546	36.633	35.961	35.961	35.961
	28 - Subsidies and financial contributions	177.150	192.950	159.435	161.827	164.254	166.718
Expense Total		2.573.790	2.172.660	2.827.592	2.868.784	2.911.276	2.954.406
Surplus (deficit)		(2.137.676)	(1.627.410)	(2.394.592)	(2.429.289)	(2.465.189)	(2.501.627)

The income for 2025 has decreased by USD112K and is based on the realizations of 2023 and 2024.

The expenses for 2025 have increased by USD655K compared to 2024.

Personnel expenses – increase of USD180K

function has 1 vacancy for a concern controller. The increase is due to the salaries based on the RCN wage structure, with the full year effect of the vacancy included in the 2026 budget.

Property management expenses – increase of USD587K

The increase for maintenance of roads and lands. This is in line with the expenditure in 2023. The remaining expenses relate to the expense for the waste plant, based on the contract signed for this purpose.



Function 700 Algemeen beheer gezondheidszorg

What do we try to achieve?

The unit Public Health (GGD) is responsible for the execution of youth health care programs. Youth Healthcare (JGZ) has an important preventive function, aimed at protecting and promoting the physical, social and mental health of youth, both for individuals and collectively. JGZ works in a population-oriented and preventive manner and must therefore maintain a profile of all children.

Essential here is to perform a broad, comprehensive assessment of the child, in which physical, psychological, social and cognitive aspects are examined, in conjunction with an appreciation for the social and physical environment in which the child functions (family, education and leisure time). JGZ plays an important role within public health care on St. Eustatius and operates from a social-medical perspective. The unit Public Health must

- Ensure that JGZ reaches all young people and that they are offered the care stipulated in the Basic JGZ tasks package.

It is important to

- Ensure continuity in the care of every child, so a continuous, uninterrupted span of attention from 0 to 18 can be achieved.

In the area of prevention, in addition to periodic school health care, the approach is being strengthened, with targeted lessons to increase the self-reliance and resilience of young people.

Teaching modules have been specifically produced for use in schools. The teaching modules are divided in 6 themes:

- Physical development;
- Social emotional development;
- Reproduction & planned parenthood;
- Assertiveness;
- Sexuality, alcohol and drugs;
- Healthy eating (“*smaaklessen*”).

What do we do to get results?

- Subjects such as your own body, self-image, assertiveness, differences between boys and girls, friendships, falling in love, changes in puberty, reproduction, pregnancy, sexuality, online/offline behavior and STD's, healthy eating are part of the program. Later, other important subjects such as healthy eating, and going abroad, will be added to the program.
- Health problems among young people are addressed through current programs, as well as new programs such as, prevention in the field of oral hygiene, tackling overweight and obesity and structural activities in the field of sport (sports and prevention agreement).

For the further development in the field of youth health care, efforts will be made regarding:

- Improving the national vaccination program;
- Introduction of the electronic child file and adolescent care;
- Supervision of childcare centers (Bes(t) 4Kids) will continue;
- Population Health (cancer) screening;
- Monitoring and gathering data on NCD to evaluate primary prevention measures;
- Introduction maternal pertussis vaccination;
- Strengthening pre-natal care;
- Prepare and implement JOGG approach to combat youth obesity.



The budget by economic activity is as follows:

	Description	Actuals 2023	Primary budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028
Income	08 - Other income	-	5.250	10.000	10.150	10.457	10.302
Income Total		-	5.250	10.000	10.150	10.457	10.302
Expense	20 - Personnel expenses	130.979	-	96.000	97.440	100.385	98.902
	21 - Accomodation expenses	858	48.000	48.000	48.720	50.193	49.451
	22 - Property management expenses	6.399	13.500	10.000	10.150	10.457	10.302
	23 - Office expenses	34.560	2.500	-	-	-	-
	25 - Transport expenses	5.829	-	4.000	4.060	4.183	4.121
Expense Total		178.625	64.000	158.000	160.370	165.217	162.776
Surplus (deficit)		(178.625)	(58.750)	(148.000)	(150.220)	(154.760)	(152.473)

The total expenses have increased by USD94K.

This is caused by personnel expenses which are correctly budgeted in this function.

Function 720, Slachthuizen

What do we try to achieve?

The slaughterhouse provides animal breeders with the facilities to have their animals slaughtered under the desired hygienic conditions. The goal is to ensure that the slaughtering is done under ideal, controlled conditions (hygienic), ensuring that the meat is ultimately suitable for human consumption. The slaughterhouse also provides space for storage and processing of raw meat to other end products.

What do we do to get results?

To guarantee that the slaughterhouse provides the necessary services. Provisions have been made:

- To ensure that the right professionals with the desired competencies operate within the unit;
- To pursue the upgrading of the current building;
- Ensure that the safety and hygiene standards are met.

In 2019, an inventory was done by the Ministry of Agriculture, Nature and Animal Husbandry (LNV) to evaluate what is needed to achieve the desired conditions. Apart from the upgrading of the equipment and structure, the report revealed that the slaughterhouse was in dire need of infrastructural improvements to ensure that operations comply with hygiene, labor, and safety standards.

An expansion of services is necessary to enhance the development of the meat industry.

The budget by economic activity is as follows:

	Description	Actuals 2023	Primary budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028
Income	08 - Other income	140.907	150.000	120.000	121.800	125.481	123.627
Income Total		140.907	150.000	120.000	121.800	125.481	123.627
Expense	20 - Personnel expenses	288.778	313.299	326.824	331.726	341.753	336.702
	21 - Accomodation expenses	3.666	19.425	5.000	5.075	5.228	5.151
	22 - Property management expenses	75.968	77.500	79.000	80.185	82.609	81.388
	23 - Office expenses	20.151	10.500	29.250	29.689	30.586	30.134
	25 - Transport expenses	3.092	21.500	3.250	3.299	3.398	3.348
	26 - Depreciation expenses	2.621	2.621	2.621	2.621	2.621	2.621
Expense Total		394.276	444.845	445.945	452.595	466.196	459.345
Surplus (deficit)		(253.369)	(294.845)	(325.945)	(330.795)	(340.714)	(335.718)



The income has been lowered to reflect the trend of 2024, which is showing a decrease compared to 2023.

The development of the total expenses is stable. Although the personnel expenses have increased due to the RCN wage structure, accommodation and transport expenses have decreased.

Function 721, Reiniging

What do we try to achieve?

Providing a clean, healthy, and safe environment for the inhabitants of the island remains a core responsibility of the government. All public spaces, including streets, parks, and private properties, should be maintained and deemed user-friendly.

What do we do to get results?

In 2018, an agreement was signed with St. Eustatius Waste Management Solution to handle all waste on the island, including garbage collection. The contract is for an initial period of 5 years.

The street sweeping contracts need to be revised, and newly constructed streets have been added for cleaning. Some communities that were not previously included in the street cleaning contracts have been incorporated into the 2022 public space maintenance plan.

The maintenance of public spaces falls under the Department of Public Works and Services (PWS).

The budget by economic activity is as follows:

	Description	Actuals 2023	Primary budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028
Income	10 - Waste tax	261.552	375.000	285.000	289.275	298.018	293.614
	Income Total	261.552	375.000	285.000	289.275	298.018	293.614
Expense	20 - Personnel expenses	38.807	40.623	36.161	36.703	37.813	37.254
	22 - Property management expenses	1.355.221	900.000	1.482.000	1.504.230	1.549.695	1.526.793
	23 - Office expenses	9.962	-	7.500	7.613	7.843	7.727
	26 - Depreciation expenses	99.925	99.925	34.012	33.339	33.339	33.339
	Expense Total	1.503.915	1.040.548	1.559.673	1.581.885	1.628.690	1.605.114
	Surplus (deficit)	(1.242.363)	(1.242.363)	(1.242.363)	(1.242.363)	(1.242.363)	(1.242.363)

The income from waste tax has been budgeted based on the number of households and companies subject to this tax.

The expenses of 2025 have increased by USD519K compared to 2024.

Property management expenses – increase of USD582K

This includes expenses for third parties to provide services with cleaning and maintenance throughout the year, totaling USD585K. These costs are based on negotiated contracts.

Depreciation expenses – decrease of USD66K

Depreciation expenses have been determined based on the fixed assets schedule and expected investments, resulting in a decrease of USD66K.

Function 722, Rioleren en waterzuivering

The “Leverage Regulation Act” (“*kapstokregelgeving*”), provides the possibility of implementing regulations for operating costs, supervision, and other related matters. Based on the minimum requirements for sewage and water purification in this act, it is essential for OLE to assess the wastewater situation and subsequently establish regulations for the effective collection and transportation of wastewater to protect the soil and the sea.



Septic tanks are used extensively. They are sealed when full, but when the wastewater becomes galvanized, it does not settle properly. This issue is particularly problematic along the coastline, where the waste does not settle as it should, posing a risk of mixing seawater and potentially contaminating the water park. This issue is being monitored. The hotels on the coast have their own purification system.

What do we try to achieve?

To maintain the minimum requirements for sewage and water purification.

What do we do to get results?

OLE is developing a comprehensive plan for sewage and water management. A request has been made to the Ministry of Infrastructure and Water Management (I&EW) to facilitate a case study on best practices for wastewater management.

Function 723, Milieu en natuurbeheer

What do we try to achieve?

Nature Management and Protection.

According to BES laws on Nature Conservation and Protection, the Ministry of Agriculture, Nature and Food (LNV), in consultation with the BES islands, establishes a Nature Policy Plan every five years. The new plan has been completed, along with the implementation agenda. OLE also has the opportunity to establish and ratify its own policy plan. Since the 2019 reorganization, the Directorate of ENI has integrated nature conservation as a cornerstone in socio-economic development.

This plan is focused on the protection of nature on the island, outlining how nature should and could be used. It also covers international commitments and the obligations arising from the regulations and treaties related to the policy plan.

The conservation and protection of nature are central to the socio-economic development of the islands. This is achieved through:

- The designation and management of nature parks, ensuring they meet international requirements;
- Protecting and managing measures for protected species and biodiversity, including combating trafficking of protected animals.

What do we do to get results?

An integral part of nature conservation is the enforcement of the regulations. The government has mandated STENAPA (St. Eustatius National Parks) to oversee both marine and terrestrial parks.

With support from the Ministry of I&W, BZK and the Ministry of LNV, additional resources have been allocated for the enhancement of these facilities and institutes, as outlined in the implementation agenda. Environmental inspectors will ensure that users of natural resources adhere to the established regulations and guidelines.

Additionally, extra effort is being made to address the island's massive erosion problem through an integrated approach. Special attention has been given to the health of the coral population, as well as to managing roaming animals and invasive species. Environmental policies, permits, transportation and storage policies for hazardous substances, soil protection, drainage and environmental impact assessments have been mandated to the unit VTH.



The budget by economic activity is as follows:

		Actuals 2023	Primary budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028
Expense	28 - Subsidies and financial contributions	177.150	177.150	159.435	161.827	166.718	164.254
Expense Total		177.150	177.150	159.435	161.827	166.718	164.254
Surplus (deficit)		(177.150)	(177.150)	(159.435)	(161.827)	(166.718)	(164.254)

Subsidies have decreased by USD17K, being a 10% reduction. This decrease is based on the assumption in the 2024 budget that, by 2025, the subsidized institution would be able to obtain funding from other sources.

Function 724, Lijkbezorging, incl. begraafplaatsen

What do we try to achieve?

OLE is obliged to facilitate adequate burial grounds and cemeteries according to the BES Funeral Act ("de begrafeniswet"). This can be accomplished either owning or managing these spaces directly or through a private party.

What do we do to get results?

OLE continues to provide support through manpower and technical advice for the use of the cemeteries spaces. As part of the hurricane relief program, financed by a contribution of BZK (EUR 405K), all cemeteries have been partially rehabilitated. The use and control of the cemetery spaces are monitored through inspections and registry management.

Function 725, Overige openbare hygiene

What do we try to achieve?

- Improvement of the food inspection function.

In the coming year, supervision of compliance with the Commodities Act and the Labeling Decree will be intensified, in response to complaints regarding food safety. Targeted inspections of supermarkets and catering establishments that violate the law will be performed, and sanction will be imposed where necessary. The number of inspections will be increased in cooperation with the Permits Unit.

What do we do to get results?

We will:

- Strengthen control over imported goods and enhance control with import agents;
- Perform targeted inspections at supermarkets, grocery stores and restaurants (HORECA);
- Complete and implement a digital registration and control system;
- Establish work protocols and processes;
- Ensure continuous upgrading of staff members.



The budget by economic activity is as follows:

		Actuals 2023	Primary budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028
Income	08 - Other income	31.276	15.000	18.000	18.270	18.822	18.544
Income Total		31.276	15.000	18.000	18.270	18.822	18.544
Expense	20 - Personnel expenses	292.493	381.917	457.289	464.148	478.177	471.111
	21 - Accomodation expenses	-	6.000	1.000	1.015	1.046	1.030
	22 - Property management expenses	22.299	29.000	35.500	36.033	37.122	36.573
	24 - Representation and communication expenses	2.691	-	-	-	-	-
	25 - Transport expenses	7.722	13.400	10.750	10.911	11.241	11.075
	28 - Subsidies and financial contributions	-	15.800	-	-	-	-
Expense Total		319.823	446.117	504.539	512.107	527.586	519.789
Surplus (deficit)		(288.548)	(431.117)	(486.539)	(493.837)	(508.763)	(501.245)

Total expenses have increased by USD58K compared to 2024.

Personnel expenses – increase of USD75K

Personnel expenses include 1 vacancy, accounted for as 1 FTE. The total increase also includes the adjustments in the RCN wage structure.

Subsidies and financial contributions – decrease of USD16K

The decrease is due to a specific subsidy that is no longer required.





Main Function 8 – Spatial Planning and Public Housing

Stimulating structured spatial development and access to housing

What do we try to achieve?

It is the goal of OLE to:

- ensure that adequate land space is made available for the development of the housing sector;
- Ensure that the housing community is structurally intergrated into the overall development of the community.

Additionally, the provision of land for economic development and the free movement of people are considered priorities. The availability of sufficient and adequate public spaces is important for the spatial layout of the island and the development of its people.

How do we want to achieve that?

- A new Land Policy was drafted in 2021 and has been implemented in the 2022 budget and calendar year, submitted to the Island Council for ratification.
- Revision and reallocation of land for housing development

The budget by function is as follows:

			Actuals 2023	Primary budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028
	Func	Descriptionn						
Expense	820	Woningbouwexploitatie/woningbouw	218.214	218.214	1.707	1.707	1.707	1.707
	822	Overige volkshuisvesting	1.124	-	-	-	-	-
Expense Total			219.338	218.214	1.707	1.707	1.707	1.707
Surplus (deficit)			(219.338)	(218.214)	(1.707)	(1.707)	(1.707)	(1.707)

The budget by economic activity is as follows:

			Actuals 2023	Primary budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028
	Description							
Expense	21 - Accomodation expenses		1.124	-	-	-	-	-
	26 - Depreciation expenses		2.214	2.214	1.707	1.707	1.707	1.707
	28 - Subsidies and financial contributions		216.000	216.000	-	-	-	-
Expense Total			219.338	218.214	1.707	1.707	1.707	1.707
Surplus (deficit)			(219.338)	(218.214)	(1.707)	(1.707)	(1.707)	(1.707)

The subsidies relate to the financing of the Sint Eustatius Social Housing, which is now funded through other sources.



Function 820, Woningexploitatie/woningbouw

What do we try to achieve?

- Provide adequate living conditions and standards for the inhabitants of the island, with a focus on ensuring sufficient affordable housing for specific target groups.

What do we do to get results?

- Provide an annual subsidy to the St. Eustatius Housing Foundation (SHF);
- The sale of Golden Rock houses to the current renters and the renovation of the unsold houses;
- Building social housing in different sizes, offering them for rent at competitive prices;
- Establish a rent commission with relevant policies and guidelines that comply with current legislation;
- Promote affordable housing for young professionals;
- Expansion of the Viola van Zanten facilities.

The responsibility of social housing has been mandated to the St. Eustatius Housing Foundation (SHF). While OLE previously provided support in the form of subsidies, the financing of the social housing is now arranged through other funding sources.





Main Function 9 – Financing and General Cover funds

Generating revenues to pay for the annual budget

What do we try to achieve?

- Generate sufficient funding to cover all the necessary costs OLE must incur to execute the year's program.

The budget by function is as follows:

	Funcio	Descriptionn	Actuals 2023	Primary budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028
	920	Belastingen	109.518	130.000	131.950	133.929	135.938	137.977
	921	Vrije uitkering	16.369.465	17.377.962	23.562.038	24.151.868	24.755.837	25.521.714
	922	Algemene uitgaven en inkomsten	295.121	-	-	-	-	-
Income Total			16.774.104	17.507.962	23.693.988	24.285.797	24.891.775	25.659.691
Expense	921	Vrije uitkering	2.733.434	2.466	3.066	3.066	3.066	3.066
	922	Algemene uitgaven en inkomsten	(2.006.412)	208.000	381.245	421.694	412.179	389.327
Expense Total			727.021	210.466	384.311	424.759	415.245	392.392
Surplus (deficit)			16.047.082	17.297.496	23.309.677	23.861.038	24.476.531	25.267.299

The budget by economic activity is as follows:

	Description	Actuals 2023	Primary budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028
Income	01 - Free allowances	16.369.465	17.377.962	21.973.584	22.564.530	23.134.935	23.844.605
	05 - Harbour	60	-	-	-	-	-
	10 - Waste tax	(87)	-	-	-	-	-
	11 - Interest income	-	-	1.588.454	1.587.338	1.620.902	1.677.109
	12 - Other special income	295.259	-	-	-	-	-
Income Total		16.664.697	17.507.962	23.693.988	24.285.797	24.891.775	25.659.691
Expense	20 - Personnel expenses	107.220	-	-	-	-	-
	21 - Accomodation expenses	31.336	-	-	-	-	-
	23 - Office expenses	126.778	-	-	-	-	-
	24 - Representation and communication expenses	107.729	-	-	-	-	-
	26 - Depreciation expenses	2.466	2.466	3.066	3.066	3.066	3.066
	27 - General expenses	155.362	160.000	160.500	162.908	165.351	167.831
	28 - Subsidies and financial contributions	40.650	-	-	-	-	-
	29 - Other expenses	155.231	48.000	68.720	69.751	45.797	21.484
	30 - Unforeseen	250	-	152.025	189.035	201.031	200.011
Expense Total		727.021	210.466	384.311	424.759	415.245	392.392
Surplus (deficit)		15.937.676	17.297.496	23.309.677	23.861.038	24.476.531	25.267.299

The income for 2025 has increased by USD6,186K.

The increase results from the free allowances which have been adjusted based on a new calculation method. For the details of the movement of the free allowances, please refer to the table in function 921.

The free allowances have been budgeted based on the information received from the Ministry of BZK regarding the allocated amounts for the years 2025-2028 and have decreased by US4,595K compared to the primary budget 2024. However, the free allowances for 2024 have also been increased compared to the amount included in the primary budget 2024.

In August 2024 an additional free allowance of approximately USD4,500K will be transferred to OLE, including the adjusted LPO for 2024. The additional free allowance will be partially used to cover the additional expenses resulting from the harmonization of OLE's salary structure with the RCN salary structure.



Function 920 Belastingen

What do we try to achieve?

Generate optimal and reasonable revenue from the resident populations of St. Eustatius, as well as from tourists and from local organizations, while minimizing costs.

What do we do to get results?

- Optimize our databases of road tax, tourist tax, waste tax and car rental tax;
- Send timely and accurate tax assessments, preferably by email;
- Collect friendly, though with results;
- Begin the collection of precision tax by enforcement in the public domain;
- Preparing of the handover of collecting to BCN Bonaire.

The budget by economic drivers is as follows:

	Description	Actuals 2023	Primary budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028
Income	02 - Taxes and levies	109.518	130.000	131.950	133.929	137.977	135.938
Income Total		109.518	130.000	131.950	133.929	137.977	135.938
Surplus (deficit)		109.518	130.000	131.950	133.929	137.977	135.938

The income for 2025 is in line with the development of 2023 and 2024.

Function 921 Vrije uitkeringen

What do we try to achieve?

Generate optimal funding from Dutch Government to cover for annual budgeted expenses.

What do we do to get results?

- Apply and distribute this income to meet the multiple demands, to the best of our ability;
- Budget prudently by staying at the level of the revised 2020 free allowance.

What budget do we have available?

The primary income source for this function (921) is the free allowances (Vrije Uitkeringen) provided by the Ministry of BZK and other government contributions. The free allowances have increased compared to 2024, based on the actual information of the ministry of BZK. The primary budget 2024 does not take into account the additional free allowances assigned to this year, based on the new calculations provided by BZK.

The annual repayment of an interest-free loan is deducted from the free allowances. This is an annual installment of USD200K.

The free allowances are presented as the gross amount, the difference with the net amount consisting of the repayment withheld from the allocated amounts.



Free Allowance	2023	2024	2025	2026	2027	2028
Basis free allowance	11.990.583	14.502.405	18.289.904	18.767.430	19.477.450	23.134.195
Structural addition FA	1.706.065	2.664.421	-	-	2.967.110	-
Incidental addition FA	1.868.405	3.265.200	3.206.355	3.086.880	-	-
Less: repayment interest-free loan	- 200.000	- 200.000	- 200.000	- 200.000	- 200.000	- 200.000
Preliminary net free allowance	15.365.053	20.232.026	21.296.259	21.654.310	22.244.560	22.934.195
Final net free allowance	15.365.053	20.232.026	21.296.259	21.654.310	22.244.560	22.934.195
Free allowance calculated	15.365.053	20.232.026	21.296.259	21.654.310	22.244.560	22.934.195
LPO adjustment	805.757	1.123.079	477.325	710.220	690.375	710.410
Final net free allowance calculatec	16.170.810	21.355.105	21.773.584	22.364.530	22.934.935	23.644.605
Gross budget	17.469.905	17.377.962	21.973.584	22.564.530	23.134.935	23.844.605
Difference	-1.299.095	3.977.143	-200.000	-200.000	-200.000	-200.000

The budget by economic activity is as follows:

		Actuals 2023	Primary budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028
Income	01 - Free allowances	16.369.465	17.377.962	21.973.584	22.564.530	23.844.605	23.134.935
	11 - Interest income	-	-	1.588.454	1.587.338	1.677.109	1.620.902
Income Total		16.369.465	17.377.962	23.562.038	24.151.868	25.521.714	24.755.837
Expense	20 - Personnel expenses	1.375	-	-	-	-	-
	23 - Office expenses	50.978	-	-	-	-	-
	26 - Depreciation expenses	2.466	2.466	3.066	3.066	3.066	3.066
	27 - General expenses	10.558	-	-	-	-	-
	29 - Other expenses	2.668.057	-	-	-	-	-
Expense Total		2.733.434	2.466	3.066	3.066	3.066	3.066
Surplus (deficit)		13.636.031	17.375.496	23.558.972	24.148.802	25.518.648	24.752.771

In this function there are 2 income categories, being the free allowances and interest income from two specific current accounts held at the bank. Starting in 2024, the interest income is expected to contribute approximately USD2M to the result of 2024. This was not included in the primary budget of 2024. The interest income for 2025 through 2028 is based on the cash flow projections for these years.



Function 922 Algemene uitgaven en inkomsten

What do we try to achieve?

Collect optimal revenues and administrative expenses from sources that cannot be placed at an available function. Also be prudent towards not budgeted expenses.

What do we do to get results?

- Budget 1% of annual budget for unexpected and unforeseen expenses.
- Try to reduce the general expenses and optimize the general income.

	Description	Actuals 2023	Primary budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028
Income	02 - Taxes and levies	(111)	-	-	-	-	-
	05 - Harbour	60	-	-	-	-	-
	10 - Waste tax	(87)	-	-	-	-	-
	12 - Other special income	295.259	-	-	-	-	-
Income Total		295.121	-	-	-	-	-
Expense	20 - Personnel expenses	105.845	-	-	-	-	-
	21 - Accomodation expenses	31.336	-	-	-	-	-
	23 - Office expenses	75.799	-	-	-	-	-
	24 - Representation and communication expenses	107.729	-	-	-	-	-
	27 - General expenses	144.805	160.000	160.500	162.908	167.831	165.351
	28 - Subsidies and financial contributions	40.650	-	-	-	-	-
	29 - Other expenses	(2.512.826)	48.000	68.720	69.751	21.484	45.797
	30 - Unforeseen	250	-	152.025	189.035	200.011	201.031
Expense Total		(2.006.412)	208.000	381.245	421.694	389.327	412.179
Surplus (deficit)		2.301.533	(208.000)	(381.245)	(421.694)	(389.327)	(412.179)



Mandatory Paragraphs

A. Section Good Governance (Business operations & Customer services)

St Eustatius is an independent and fully-fledged special municipality and wants to remain so: autonomous and involved! To continue meeting the quality standards in the future, the organization must continue evolving. The objective is to achieve results that maintain an optimal living environment on the island. And we want to advise our municipal administration in an integral and transparent manner. We do this with courage, in good cooperation, with integrity being of paramount importance to us.

The municipal organization focuses on the priorities set by the board. It adopts a proactive attitude and collaborates effectively with citizens, businesses, other governments and ministries. Cooperation with the other "BES islands" plays an important role in this. The government's agreement is important in this respect. This agreement underlines the unique position of St. Eustatius and the agreements made between the central government and the municipal administration.

Good cooperation and active coordination between directorates, public bodies and the state should increase the quality and future-proofing of municipal services for residents and visitors.

The vision of the cooperation organization needs to be revised. The business operations of St. Eustatius have been reconsidered and in recent years. We have mainly worked on improving financial management, while next year work will continue on optimizing financial management, but also on improving the services to citizens, digitization, personnel policy and facility management.

For St. Eustatius, ensuring the quality of its human resources remain a key area of attention. The starting point is a flexible and environmentally aware organization. This also requires clarity around roles, tasks and powers. Due to the changing society and the changing role of the government, the organization needs broad attention. In 2024 the functions of employees will be re-evaluated in order to be better align to market standards. Additionally, the current fine structure needs to be adjusted.



B. Local Levies

Local revenues are an important source of income for OLE. The purpose for local taxes and user fees is to locally generate a portion of the funding needed to cover the costs associated with executing a wide range of tasks and providing certain services to the Island's residents. In principle, the remission of claims is not possible for both private and public claims.

Local levies can be categorized into two types of Levies for which their application is restricted and those that are not restricted. In this section we address both types. Unrestricted local levies such as land lease tax, tourist tax, car rental tax, precaria tax and road tax, are allotted to general income because they are not bound to any particular program, task or service. Levies such as waste tax and building permits, are restricted and accounted for under the function to which they refer and from which the task or service is provided.

In addition to taxes and fees, OLE may also generate income by providing (non-public) services, such as renting out (office) space.

Residents, businesses and other organizations collectively, contribute to making the execution of OLE's duties possible. This ensures a level playing field and creates a platform such that all parties may bear their fair share of the collective burden, OLE will continue to increase its efforts to ensure accurate and complete assessment and collection across all revenue types.

The tariffs in the budget 2025-2028 have remained unchanged compared to 2024. But in the budget they are adjusted with the general inflation (1,5%) like all other costs and incomes.

In the table below, an overview of the local taxes and the expected revenue is provided:

		Actuals 2023	Primary budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028
Income	02 - Taxes and levies	551.689	580.000	588.700	597.531	606.493	615.591
	03 - Property management income	247.776	304.000	299.840	304.338	308.903	313.536
	04 - Airport	455.149	384.083	398.748	404.729	410.800	416.962
	05 - Harbour	2.083.915	2.529.000	2.661.135	2.825.709	3.007.275	3.207.778
	06 - Permits	87.809	142.000	146.130	148.322	150.547	152.805
	07 - Fees and dues	79.680	90.000	89.675	91.020	92.385	93.771
	08 - Other income	211.139	170.250	148.000	150.220	152.473	154.760
	10 - Waste tax	261.465	375.000	285.000	289.275	293.614	298.018
Income Total	Total	3.978.621	4.574.333	4.617.228	4.811.144	5.022.490	5.253.222



Airport revenue – budget 2025: USD399K

It is expected that the development of the connectivity project, the promotion of Statia and the culmination of the pending projects by the end of 2024 will have a positive effect on the economic activity on the island.

Income from harbor activities - budget 2025: USD2,661K

The 2024 realization shows that the harbor's revenues are lower than projected. This trend has been taken into account in 2024 and the realization of 2024 shows that the realization will be lower than budget. However, through the indexation of the oil terminal cargo fees it is expected that this will contribute to higher revenues in 2025. For 2024 and 2025, OLE will look for the further strengthening of Statia's port facilities. The implementation of new collection procedures will also improve the completeness of the revenues.

A masterplan is being developed to increase revenues and will have an impact in the long term. This includes an examination /study of the feasibility of the plan. Once the master plan has been finalized, the additional effects thereof will be included in the budgets for future years. The harbor is one of the main local sources of income for St. Eustatius. More than half of total seaport revenue is directly attributable to the transactional volume in freight ships and oil.

Waste tax – budget 2025: USD285K

The administration of the waste levy was thoroughly addressed in 2019. The basic data was updated and completed on the basis of an extract from the Personnel Information Service (PIVA), which has increased the file of taxpayers and improved the quality of the imposition and collection. The levy is, in principle, imposed quarterly.

The budgeted income of USD285K is lower than the budget of 2024 of USD375K but is in line with the realization of 2024 and the database of households subject to waste tax.



C. Buffer Capital

The 'Besluit begroting en verantwoording openbare lichamen BES' describes a resistance capacity as a ratio between the available resistance capacity and the total number of quantified risks, which do not include management measures. When calculating both elements, it is important to be complete in this. All components of resistance capacity should be taken into account (incidental and structural).

The risk analysis should be embedded in an OLE-wide risk management, in order to obtain a good view of the hedged risks (as part of the regular business) and the uncapped risks (as part of the resistance). Finally, all financial data must comply with the so-called prudence requirement.

Definition of 'Resistance Capacity' / 'Weerstandsvermogen'

According to Article 10 of the BBV BES, the 'concept of "Resistance" consists of the relationship between:

The resistance capacity, being the means and capabilities available to the Public Entity to cover unforeseen burdens, and all risks for which no measures have been taken and which may be material in relation to the financial position.

The section on resistance shall contain at least:

- a) An inventory of resistance capacity;
- b) An inventory of the risks referred to in the first paragraph, part (b);
- c) The policy regarding resistance capacity and risks.

Importantly, the BBV BES has explicitly defined the resistance capacity as a ratio. This ratio describes the relationship between resistance capacity and the (quantified) risks, for which no measures have been taken. Before going into this ratio, it is good to first define both components as sharply as possible. A risk management and Resilience OLE memorandum will be applied with effect from the 2022 Budget.

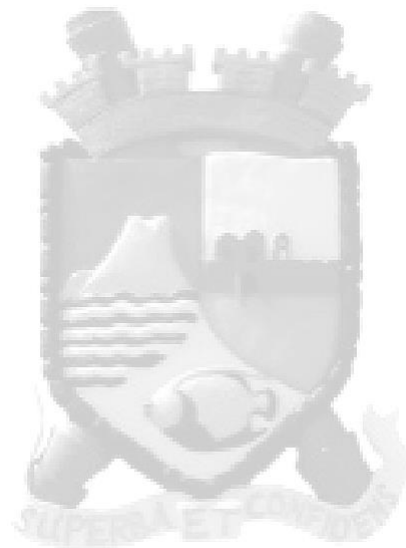
The aim of risk management is to identify possible risks in a timely and complete manner, so that decisions can be made in time about reducing/controlling the risks. For risks that cannot be (completely) avoided, having sufficient resilience is important. Having sufficient resilience has the following goals:

- A. Being able to absorb incidental financial setbacks without having to intervene directly in the budget.
- B. Being able to temporarily absorb structural setbacks, creating time to carefully consider how this structural impact can be given a place.

Risk management is the entirety of activities and measures aimed at explicitly and systematically dealing with and controlling risks. A risk is a chance of an event occurring with a certain consequence that can cause a positive or negative effect (= damage). The probability that an event will occur and the extent to which the consequence will occur are uncertain. Resilience is an element in the financial sustainability of the budget and the financial position of OLE. Resilience plays a role as a means of coping with impending unexpected financial setbacks.

Risk management is a continuous process that consists of a number of steps. This starts with identifying the risks. With the aid of a risk analysis, insight can be obtained in a systematic manner into the underlying risks. The analysis of the measures to control the risk also belongs to this phase. In the next step, the risks are assessed and further classified. Finally, it is determined which measures are taken to control and/or reduce the risk. Monitoring and reporting on the progress of the risks, and adjusting, if necessary, is the final phase of the process.

Risk management is about determining the risks and the probability that a risk will occur.





Risk

A risk is the probability of an event occurring with a negative effect on OLE.

Opportunity

Risk refers to the probability that a risk will occur. The word probability indicates that it is about a possible event. The possible event has consequences for the achievement of objectives. If it is certain that an event will occur, it is no longer a risk.

Resistance Capacity/ Weerstandscapaciteit

The BBV defines the resistance capacity as being the means and capabilities available to the OLE to cover non budgeted costs. The latter means that the Minister makes a clear distinction between budgeted costs, i.e. costs that are part of the budget and multiannual figures, and non-budgeted costs.

The BBV BES also distinguishes between incidental and structural resistance capacity, meaning the occasional resistance capacity, the ability to absorb unexpected occasional setbacks, without affecting the continuation of tasks at the prevailing level. This means that determine that ability is:

- A. The general reserve and the reserves to which the Island Council has given a destination which can be changed (assigned reserves).
- B. The estimates for unforeseen expenditures are included in the budget, insofar as no destination has yet been given.
- C. The silent reserves, insofar as they are material in the short term (reserves whose size and/or existence is not apparent from the balance sheet, resulting from the undervaluation of assets or overvaluation of debt when following normal valuation methods).

The structural resistance capacity relates to the ability to deal structurally with unexpected setbacks in the current budget, without compromising the performance of existing tasks. The means that determine that ability is:

- A. The remaining (unused) tax capacity.
- B. Savings opportunities (as far as not yet included in the budget and multi-annual estimates).
- C. The post unforeseen

Reserves are part of the available resistance capacity. The general reserve is freely applicable for new policies (or to absorb setbacks in the annual result). Destination reserves, on the other hand, are reserves to which the Island Council has given a specific destination. Although an earmarked reserve is a defined future withdrawal, there is no obligation at that time. The Island Council therefore has every possibility to change the destination of these reserves.

The total available resistance capacity therefore consists of the list of all the aforementioned elements of the incidental and structural resistance capacity.

Provisions are not part of the available resistance capacity, because these obligations or risks are already entered into with a high degree of probability.



Risks of Resistance

The second element of resistance consists of the required resistance capacity based on the OLE widely identified and quantified risks, for which no measures have been taken and which have a material financial interest. Risk is defined as a potential obstacle to achieving (operational and strategic) objectives. The magnitude of the risk is determined by the degree of probability and the (quantified) impact (on the objectives). The basis for identifying, quantifying and managing these risks lies in risk management. Well-executed risk management also prevents resilience from increasing considerably, as most regular risk management risks are proactively recognized and covered by management measures.

Relationship between resistance capacity and risks

The resistance capacity, as mentioned, consists of the relationship between the available resistance capacity and the resistance capacity required for the hedging of the risks. The required resistance capacity is determined by the risk profile of the municipality as a whole, where the probability and magnitude/impact of each risk is individually assessed and quantified. The relationship is usually expressed in a ratio number, where a resistance ratio of at least 1.0 should normally be sought.

The Executive Council of OLE determines whether the resistance capacity is sufficient. It is up to the municipalities themselves to formulate a policy line about the resistance capacity deemed necessary in the organization. In its Guide to Resilience for Council members, the Ministry of the Interior and Kingdom Relations uses a general standard between 1 and 2 (sufficient / more than sufficient).

This means that the available resistance capacity will be USD 11.6M. This part of the general reserve will be accessible in the event that the inventoried risks rise unexpectedly.

In coordination with the BC, a risk standard of 1.66 is qualified as more than sufficient. With this standard, the size of the quantified risks is in balance with the available resistance capacity to be maintained with which risks can be absorbed.

Ratio	Meaning
> 2,0	Excellent
1,4 tot 2,0	Ample
1,0 tot 1,4	Enough
0,8 tot 1,0	Mediocre
0,6 tot 0,8	Inadequate
< 0,6	Largely insufficient

Resilience ratio: $\frac{\text{Available Resistance Capacitance}}{\text{Required Resistance Capacity}}$

$$\text{Ratio weerstandsvermogen} = \frac{\text{Beschikbare weerstandscapaciteit (algemene reserve en onvoorzien)} \quad 11.597.975}{\text{Benodigde weerstandscapaciteit (totaal van de risico's)} \quad 6.999.300} = 1,66$$



Principle of prudence

Financial data, which are included in the budget, are explicitly demanded. Demands on transparency, attribution and prudence. The principle of prudence is necessary because uncertainties always arise when the budget and financial statements are drawn up. The budget is about estimates which, by definition, have a degree of uncertainty. The prudence requirement includes the need to take into account risks arising before the end of the financial year if they are known before the financial statements are drawn up.

The way risk management is performed is used with widely adopted and accepted guidelines such as COSO and ISO 31000. It is also important that risk management is an integral part of the regular planning and control cycle, enabling rapid visibility into potential risks and thus taking management measures at an early stage. In fact, this control dimension is the logical extension of the calculation and the extent of the resistance. The value of the resistance ratio is a snapshot of both the available capacity and the required capacity. The ratio is permanently influenced by changes in the risk information (new decisions or factual circumstances with consequences for the probability or impact, control measures, the size of the components of the resistance capacity).

The table below shows the calculation of the resistance capacity needed.

The basis for the percentages used are detailed below:

- **High Probability (e.g., 40-100%):**

Risks with higher probabilities are often those with historical precedence within OLE or are common in the industry. They could also be influenced by recent trends or changes in the operational landscape.

- **Moderate Probability (e.g., 20-30%):**

These are risks that might not have occurred frequently but have a reasonable chance of occurring due to existing vulnerabilities or external threats.

- **Low Probability (e.g., 5-10%):**

Typically, these risks have either rarely materialized historically or are considered unlikely due to strong controls and mitigations in place. However, their potential impact could still be significant, justifying their inclusion in the risk assessment.

Description of risks	Probability	Gross risk	Risk
<i>(in USD)</i>			
Bedrijfsvoering en klantenservice			
- ICT (server crash civil registry)	10%	250.000	25.000
- ICT (cyber security)	40%	1.000.000	400.000
- Natural disaster (tornado etc.)	50%	500.000	250.000
- Talent retention	50%	500.000	250.000
- Discontinuity of bedrijfsvoering	30%	1.145.000	343.500
- Unlawfully/wrongful actions	20%	1.000.000	200.000
- Lack of insurances	15%	500.000	75.000
Bedrijfsvoering - P&O			
- Long-running labor disputes	10%	100.000	10.000
- Occupational accidents	5%	190.000	9.500
Bedrijfsvoering - afdeling Financien			
- AFAS crashes/ ICT crash	40%	550.000	220.000
- Possibility change Free allowance systematic	10%	500.000	50.000
- Suppliers are not paid/paid late	10%	500.000	50.000
Bedrijfsvoering - Klantenloket			
- Privacy breach	40%	10.000	4.000
- Damage to equipment	30%	20.000	6.000
- Fraud	20%	10.000	2.000
- Security system failure	30%	10.000	3.000
Sociaal Domein - Beleid en programma			
- Lack of (structural) finances/vulnerability to financial dependence	5%	1.000.000	50.000
- Upgrading (based on new developments/dutch european counterparts: education/political sensitivity/bijtscholing/uitwisselingsprogramma's)	50%	50.000	25.000
- Means for networking	10%	15.000	1.500
- discontinuity of business operations	25%	130.000	32.500
Sociaal Domein - Publieke gezondheidszorg			
- Pandemic/ local outbreak	30%	3.000.000	900.000
- Judicial claims	20%	10.000	2.000
- Loss of imago	10%	50.000	5.000
Sociaal Domein - Cultuur en Evenementen			
- Adequate preservation of cultural artifacts	80%	200.000	160.000
- Public culture (vandalism/fire/natural disasters)	80%	100.000	80.000
Sociaal Domein - Maatschappelijke ondersteuning			
- Influx of persons	50%	20.000	10.000
- Escalation of domestic violence	90%	20.000	18.000
- Escalation of child abuse	90%	20.000	18.000
- Vehicle failure	90%	17.000	15.300
- Theft of media/office equipment	10%	5.000	500
Transport - Afdeling Beveiliging			
- Act in violation of code of conduct	20%	50.000	10.000
Transport - Afdeling Zeehaven			
- Lack of control of revenues	30%	45.000	13.500
- Claim on damage goods	20%	10.000	2.000
- Navigational risks	5%	1.000.000	50.000
- Accidents to personnel/equipment	10%	20.000	2.000
- Natural disaster/ Bad weather	5%	1.000.000	50.000
Transport - Afdeling Luchthaven			
- Natural disaster/ Bad weather	5%	3.500.000	175.000
- Lack of control of revenues	30%	45.000	13.500
- Employee retention	30%	20.000	6.000
- Insufficient staff to cover the requested policy areas	40%	100.000	40.000
- Staff burnout	15%	30.000	4.500
- Non filling of the requested vacancies	5%	100.000	5.000
- Medical issues	10%	60.000	6.000
Algemeen			
- Ongoing lawsuits; Cliff stabilization	50%	5.000.000	2.500.000
- World epidemic related price increase for raw materials/ Ukraine/Russia conflict	25%	300.000	75.000
- Non compliance of subsidized organization	10%	60.000	6.000
- Inability to close GTI-OLE landswap agreement	60%	1.200.000	720.000
- Workplace (non) compliance risk (safety and health issues)	10%	350.000	35.000
- Workplace (non) compliance risk (procedures not being executed as should; can lead to legal & financial consequences)	20%	350.000	70.000
Benodigde weerstandscapaciteit		24.662.000	6.999.300

D. Maintenance Capital Goods

The section on maintenance of capital goods provides insight through a cross-section of the budget into the degree of maintenance and the associated financial costs. A substantial part of the budget is involved in the maintenance of capital goods. A clear and complete overview is therefore important for a good insight into the financial position.

Article 11 of the BBV BES reads as follows:

1. The paragraph in which the maintenance of capital assets is discussed, at the least, should address the following capital goods:
 - a. Roads
 - b. Drainage systems
 - c. Water systems
 - d. Greenery
 - e. Buildings
2. For the capital goods referred to in subsection 1, the following should be disclosed:
 - a. the policy framework
 - b. the financial considerations pursuant to the chosen policy
 - c. the imbedding of the financial considerations into the budget

Every maintenance plan provides a long-term perspective for each category of capital goods. As such, the average annual cost of maintenance and replacement for each category is brought into view.

The financial effect of an addition to the provision for maintenance is reflected by an annual charge to the operational costs. Actual expenditure on maintenance is then charged against the provisions built up over time.

The planning horizon of maintenance plans is to be actualized every 5 years and should then be extended for another 5 years. The maintenance plans will be evaluated during 2024. The effects will be considered in the budget of 2026.

The following points should be considered:

- a. Overdue maintenance and neglect should be first addressed;
- b. The balance of the provision account should never be negative;
- c. Costs related to internal staff should not be charged against the provision.



E. The Internal Organization (bedrijfsvoering)

Introduction

The organization did not change in 2024. The focus is on the Strategic Personnel Plan. Research has been done to improve the effectiveness and efficiency of civil servants. This will showcase the improvements that are realized.

Some changes can be made to the existing (organizational) layout. For example, it must be decided about the positioning and existence of PPMO, whether LVV should be reintroduced and the positioning of Purchasing. Consideration is also given to long-term outsourcing, such as cleaning and security. These require administrative and policy-making decisions.

The Organization

The extent to which OLE's plans and programs are implemented depends to a large extent on how the internal organization operates.

With the funding of Special Benefits provided by the various departments, it is very important that proper accountability and settlement take place. But also, a good execution of the agreed projects. In recent years it became increasingly clear that the organization was struggling to carry out the number of projects. For this reason, a Program and Project Office (PPMO) was established in 2021 with the help of the Camps funds (for three years). This creates a clearer separation between policy and implementation. The directorates are now increasingly focusing on writing policy and PPMO on project implementation. It quickly became clear that with the capacity that the OLE has in-house, we cannot carry out everything at the same time. There is a more coherent look at which projects are being carried out and what capacity is available. Part of this project-based approach is the tendering and purchasing of services and products. With the implementation of PPMO, the Public Entity is increasingly coming into control.

Improvement of financial management

Audit of Financial Statements 2024 and Steps Toward an Unqualified Opinion

The auditors issued a disclaimer of opinion on the 2023 financial statements of OLE. In response, and in close coordination with the external auditors, OLE is implementing measures to enhance its financial management, with a focus on addressing and resolving the issues that led to the disclaimer of opinion.

To ensure the completeness and accuracy of OLE's revenue reporting, alternative validation procedures are being implemented in 2024. These procedures include enhanced validation and reconciliation processes, detailed analytical reviews, and stricter documentation requirements. By adopting these measures, OLE aims to address prior audit concerns and strengthen its internal controls. The ultimate goal is to achieve an unqualified audit opinion in 2024, demonstrating OLE's commitment to sound financial management and transparency.

Full implementation of AFAS system and developments AO/IC

Completing the AFAS system was an important achievement of the 1st quarter of 2024. We have ensured that our employees are well prepared to work with this system by organizing intensive training sessions. These sessions, focused on skills such as budgeting and financial forecasting, enable our team to make optimal use of the functionalities of AFAS.

In the 2nd quarter of 2024, we started with an internal audit plan to further test the processes in practice.

The internal audit plan will enable us to further improve efficiency by streamlining our processes even better and strengthening our reporting capabilities. This contributes to an essential step in our ongoing digital transformation.



Strengthening of system controls

We have significantly further strengthened our internal controls this quarter. By introducing new system controls that meet AO-IC standards, we have reinforced our commitment to accuracy and integrity of financial information.

For example, budget holders have been assigned and we have improved invoice processing.

These enhanced controls are aimed at ensuring the reliability of our financial reporting.

These actions and measures should enable OLE to be more in control of its financial management and internal organization.

In 2025, further attention will be paid to further strengthening financial management, optimizing P&C planning and P&C products. In addition, further investments will be made on a complete audit of the financial processes in order to further determine the degree of optimization that took place in the year 2023 and 2024.

Organizational development

It is important to keep track of and develop knowledge and skills. We do this by:

- Continuously invest in our organization, through education and training of employees, trainees and council members, investment in workplace, software and information security and investment in good working conditions;
- Investing in people, through good management, good employment conditions and substantively interesting work;
- Investing in good employment practices, through a talent pool, training trainees, exchanges with other organizations, targeted labor market approach.

Existing vacancies should be filled quickly with qualified candidates. If it is not possible to fill these vacancies, temporary staff will be hired for this purpose. If necessary, temporary staff are also hired in the event of long-term illness to continue to carry out necessary work. Finally, external experts are hired when specialist knowledge is not present within the organization.

Despite the implementation of an ambitious program, the aim is not to increase the hiring of external employees (below 20% with the current calculation method). The occupancy of the permanent formative space has been increased (excluding hiring) in the 2024 budget.

Automation and information provision

The cooperation with other Public Entities is going well, thinking along about the development side of OLE's services is further improved in consultation with BES Islands.

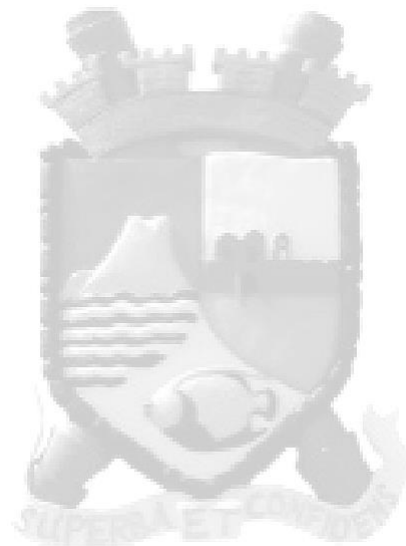
Together with the other BES Islands, work is being done on better information provision and infrastructure in connection with far-reaching digitalization on the BES islands. For example, in 2024 the website must be renewed and a new social intranet for employees is being worked on.

Case-oriented working is a way to get processes in order, to work efficiently and digitally and to make the service transparent. It is an ongoing development. The proper training of employees and a personal approach are of great importance for the success of the introduction of case-oriented working. There must be standardized work where information is reused and available in one system.

To make a further step in digitization, St Eustatius has the ambition to be a paperless organization by 2025. The case system will play an important role in this. This requires organizational development, investment in digital skills and a reorganization of the information landscape. A plan of action will be drawn up for this in 2023. Implementation will take place in 2024.



Another track is to further connect to the architecture of RCN's Shared Service Center. The aim of this is (in the long term, through joint tenders) to reduce costs (or limit cost increases). This can be done by connecting to existing infrastructure and risk management and by using the broad knowledge and expertise of the Shared Service Center.





Information security

The foundation has yet to be laid. In 2024, important measures in the field of information security must be regularly reviewed and possibly be adjusted. The introduction of the new security standard (BIO) has yet to be realized and the new information security policy to be drawn up.

The environment is changing

Where necessary, further measures will be introduced. For example, because of the change in laws and regulations (such as GDPR and BIO) and the threat assessment that the municipality receives via the Information Security Service Municipalities and other channels. Consideration is continuing to be given to how the audit requirements that are becoming increasingly stringent can be met most efficiently. We always choose to focus first on the practical operation of the measures.

Civil affairs

In the year 2024, the focus will be on further improving the service to citizens. Based on the idea of further developing a one-stop shop model, we will look further into which services can be added to the census counter. In addition to the above, Census will continue to work on and strengthen the following themes:

- Securing data and (historical) documents;
- Further cleaning of civil status data;
- Further digitization of the census;
- Implementation of BSN number and dual designation on ID cards, passport and driver's licenses;
- Issuance of Passport, identity cards and driver's license;
- Issuance of documentation laws and registration documents;
- Staff training and education;
- Improved IT support ;
- Support by Centric;
- Register as a member of the NVVB;
- Upgrade Evaluation passport procedure.

Communication and Information

OLE underlines the need for a timely and transparent dissemination of information among residents, visitors and organizations on St. Eustatius and to interested parties outside. The Government Information Services (GIS) is the unit charged with this responsibility. On St. Eustatius, radio and TV broadcasts, websites and Facebook are important communication channels. OLE will continue to promote its plans to improve both the technical and human resources allocated to GIS. GIS is also responsible for the Protocol services of OLE.



F. Participating Interest

OLE holds the shares of several companies of public interest. In the tables following, the participating interests are disclosed. A brief description of the purpose of share ownership is also provided.

The figures in the Participating Interest table are based on the figures from the 2022 Financial Statements. At the time of drawing up this Budget, the 2022 Financial Statements have just been adopted and finalized. For that reason, this represents the most up-to-date figures.

Participations	2022	2023	Share	Location
St. Eustatius Telephone Company (Eutel) N.V.	11,170	11,170	100.00%	St. Eustatius
Saba Bank Resources N.V.	12,104	12,104	21.67%	Saba Bank
Ontwikkelingsbank van de Nederlandse Antillen	279,330	279,330	2.83%	Curacao
St. Eustatius Utility Company (STUCO)	16,842,259	16,842,259	100.00%	St. Eustatius
Total participations	17,144,863	17,144,863		

Explanations of participation:

OLE is a shareholder in four companies of general interest. These are the Saba bank, the Ontwikkelingsbank van de Nederlandse Antillen, Eutel (telephone) and Stuco (water and electricity). There were no changes in the share capital in 2022.

St. Eustatius Telephone Company (Eutel)

The subscribed and paid-up capital in Eutel is USD11,170. The result 2023 is not yet known. As a result, Eutel's 2023 annual figures cannot be added here. As of 31 December 2022, Eutel had equity of USD6,550,804. For fiscal 2022, earnings were \$186,280.

Saba Bank Resources

The Public Entity has a small stake of \$ 12,104 in Saba bank Resources N.V. As of 31 December 2023, Saba Bank Resources N.V. has an equity of \$545,494. For fiscal 2023, a loss of USD54,068 has been incurred. This information is based on the audited financial statements of Saba Bank Resources.

Ontwikkelingsbank van de Nederlandse Antillen

The interest in the Development Bank is USD279,330. As at 31 December 2022, the Ontwikkelingsbank van de Nederlandse Antillen has an equity of ANG 36,248,217. The result for 2023 amounts to a loss of ANG 1,297,066.

St. Eustatius Utility Company (STUCO)

STUCO is the water and electricity company of St. Eustatius and was founded on 1 January 2014. As of that date, STUCO has quietly taken over the activities of NV GEBE St. Eustatius.

In 2016, the 100% stake in STUCO was recognised for the first time in OLE's financial statements at the (adjusted) acquisition price of USD8,800,429. The actual acquisition price was USD9,000,000. At the time, this amount was transferred directly to STUCO by NV GEBE St. Eustatius at the request of OLE. The nominal share capital is USD3,000.

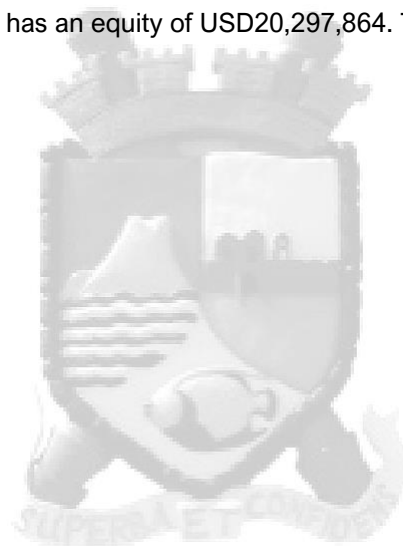


OLE is the sole shareholder (100%) and has injected both movable and immovable property as (informal) capital into STUCO. STUCO's equity at the time of the acquisition on 1 January 2014 was approximately USD14.2M, but only the actual money transaction is recognized as the acquisition price. The remaining assets have been transferred 'for free' and are therefore not included in the calculation of the original acquisition price.

Subsequently, as of 1 January 2017, the assets related to the production and distribution of water were transferred to STUCO in anticipation of the formal transfer of these assets, which was notarized on 23-02-2018. This is accounted for in STUCO's financial statements as a capital injection and in OLE's financial statements as an increase in the acquisition price of USD5,541,830. Therefore, the participation is accounted for at USD14,342,259 as of fiscal year 2017.

In 2022, OLE's stake in Stuco increased by USD2.5M. In 2018 and 2019, OLE paid a total of USD2.5M to Stuco for the implementation of the EDF 11 project. This project involved laying essential power cables underground to make them less vulnerable to power outages during storms. Both parties have agreed to consider the amount paid out as a capital injection. This is in line with how the transfer of water assets has proceeded in the past. The project has now been completed. Stuco has already added the amount of OLE to its shareholder assets upon receipt and has acquired beneficial ownership. The legal transfer has not yet taken place and must be arranged as soon as possible.

As of December 31, 2023, STUCO has an equity of USD20,297,864. The result for 2023 comes in at a profit of USD404,064.



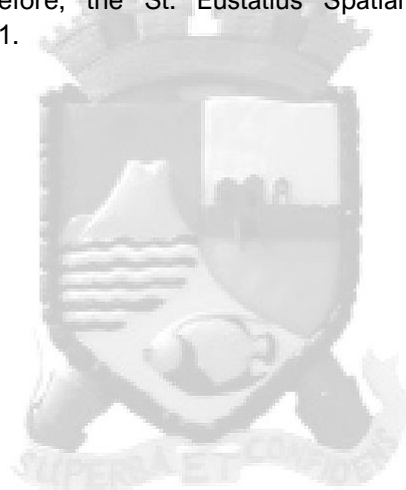
G. Land Policy

Land is an important and valuable commodity in the world, but on St. Eustatius land is relatively very important to the citizens of the OLE. The OLE is one of the largest landowners on the island. Land use is therefore an important topic on the island, because so many people depend on the government to obtain a parcel of land.

The obligation to issue a Land Policy Memorandum is based on the Financial Management Ordinance of St. Eustatius. According to the BBV-BES, the Executive Council must explain the policy in the annual budget. The budget and the annual report the vision with regard to land policy and how this will be implemented, the (expected) benefit and applicable, profit-taking and any reserves in relation to the risks.

OLE has formulated a Memorandum on Land Policy since the fall of 2020. With the adoption of this Memorandum on Land Policy on St. Eustatius 2020, the Public Entity is laying down how it uses its land policy instruments. The government pursues a land policy to ensure that the land market runs efficiently and fairly and to achieve public / spatial goals.

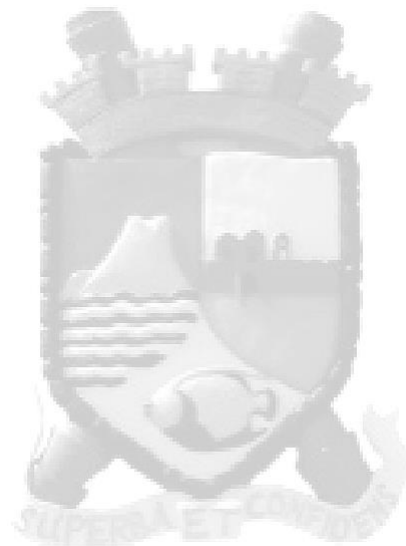
The existence of a land policy provides the basis for the OLE to participate in a responsible, transparent and business-like manner, in the Island's economy and, where necessary, to take the lead in the spatial planning of St. Eustatius. Therefore, the St. Eustatius Spatial Development Plan ('ruimtelijk ordeningsplan') in effect since 2011.





H. Public Sector

Based on the definition of the 'Collective Sector', and in collaboration with the CBS and the CFT, the 'collective sector' for OLE has been determined to include besides OLE only one entity at this point, which is the 'Stichting Wegenfonds'. The 'Stichting Wegenfonds' has been inactive for several years and does not own any fixed assets or debts. OLE is preparing for its liquidation. There has been no change in the collective sector for a number of years.





Financial Budget

Recapitulation of the Main Functions

The overall financial budget for the main functions for the budget period 2025-2028 is shown in the table below.

Budget Function 1-9:

		Actuals 2023	Primary budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028
Income	0	324.513	394.000	391.515	397.388	403.349	409.399
	1	-	-	-	-	-	-
	2	3.098.807	3.363.083	3.516.633	3.694.040	3.888.630	4.102.354
	3	84.883	142.000	144.130	146.292	148.486	150.714
	4	200	-	-	-	-	-
	5	1.165	-	-	-	-	-
	6	-	-	-	-	-	-
	7	436.114	545.250	433.000	439.495	446.087	452.779
	9	16.774.104	17.507.962	23.693.988	24.285.797	24.891.775	25.659.691
Income Total		20.719.785	21.952.295	28.179.266	28.963.012	29.778.327	30.774.936
Expense	0	10.635.104	10.771.892	13.367.520	14.141.900	13.936.000	14.115.111
	1	114.682	148.870	196.896	199.789	202.726	205.707
	2	5.335.307	5.278.664	5.751.762	6.080.109	6.161.758	6.222.537
	3	332.523	465.742	470.211	527.920	533.543	533.862
	4	290.541	319.888	351.393	349.151	414.388	419.704
	5	1.564.601	1.417.117	1.724.886	1.496.304	1.518.043	1.540.108
	6	995.522	942.275	1.175.173	1.192.790	1.209.951	1.228.100
	7	2.573.790	2.172.660	2.827.592	2.868.784	2.911.276	2.954.406
	8	219.338	218.214	1.707	1.707	1.707	1.707
	9	727.021	210.466	384.311	424.759	415.245	392.392
Expense Total		22.788.428	21.945.785	26.251.450	27.283.213	27.304.636	27.613.636
Surplus (deficit)		(2.068.643)	6.509	1.927.816	1.679.799	2.473.692	3.161.300

The budgeted surplus for 2024 amounts to USD7K. Recent developments will increase the surplus for 2024 significantly. The recent developments consist of:

- An increase in the free allowances of 2024
- Additional income from interest on specific current account balances held at the bank
- The effect of the harmonization from 2024 onwards.

In preparing the budget 2025 attention has been given to the following items:

- Inclusion of the free allowances for the years 2025 through 2028. For the details of the free allowances refer to the paragraph concerning function 921.
- Analysis of the local revenues in combination with the intended projects through Special Allowances, the connectivity project and promotion of Statia through digital sources.
- In-depth analysis of personnel expenses, being the largest expense item of the budget. The details of the analysis are stated in the "Overview Personnel expenses" as well as the considerations in establishing the budget for 2024.
- Analysis of the capital investments for 2024 and the resulting effect on the depreciation expenses as well as the allocation to the different functions.
- Review of the subsidies amounts and the allocation to specific institutions.
- Review of other costs such as travel and accommodation expenses, office expenses and continued education. Maximum ceilings have been determined for these types of expenses, taking into consideration the expected development of these expenses and setting priorities.

Principles of Valuation

Investments

In financial technical language, an investment, other than operating expenses, is capitalized and recognized on the balance sheet. Subsequently, the costs are spread out over the coming years by amortizing the capitalized investment in equal installments. The theory behind this is on the one hand that an investment retains value in the future and is marketable, and on the other hand that cost stabilization occurs at budget level. After all, revenues are not very elastic and that requires a stable cost level.

At the same time, the liquid assets are seized, as the supplier does not accept payment in installments.

The method of depreciation is set out in Article 15 (3) of the 2020 Financial Management Regulation. The depreciation is linear and over the length as indicated in the Regulation.

In accordance with the regulation, the following depreciation periods are used:

Asset groups	Depreciation period
Land, sites and other tangible fixed assets that are not included in this list	0
Road and hydraulic engineering facilities	50
New-build residential and commercial buildings	40
Safety provisions for commercial buildings, technical installations in and outside commercial buildings, heavy means of transport	10
Light transport equipment, furniture, hardware and software	5

Paragraph 6 of the ordinance also provides that: "The periods referred to in paragraph 3 can be adjusted if it is foreseeable and demonstrable that the asset has a different economic life."

Paragraph 5 provides that assets with an individual acquisition price of less than USD 5,000 will not be capitalized (except for grounds). Similar purchases of, for example, IT equipment, AV equipment and air conditioning units are activated per article group per year.

- OLE does not charge interest on investments and no divestments are planned.
- Charting the long-term development of depreciation costs that are released.
- Mapping the expected replacement investments.
- Investments for visualizing special benefits.
- Taking out insurance or paying motor vehicle tax.

This is also stated in BBV BES.

Inflation

To be consistent with the previous budgets the costs and incomes are raised with 1,5% per year



Bad Debtors

A provision for bad debts is formed for outstanding receivables based on empirical data and / or an assessment of the collectability of individual outstanding receivables. However, attempts to collect the outstanding balances will continue unchanged.

Reserves and provisions

The Executive Council provides an annual statement of reserves and provisions with the budget. This statement deals with, among other things, (changes in) the formation and use of reserves and provisions and the nature and objective of each reserve and provision.

By means of a decision of the Island Legislative Council it can be arranged that for reserves and / or provisions designated for that purpose interim additions and withdrawals from reserves and provisions, but not already estimated, can take place without a separate prior Island Council decision. These changes must be visible in the interim reports or the annual accounts. Formal authorization takes place by adopting the interim reports or the annual accounts respectively by the Island Legislative Council.

A condition for the application of the second paragraph is that these changes are necessary to achieve the objectives or activities stated in the budget, or when these appear necessary on the basis of applicable reporting rules. In the case of withdrawals, the expenses to be covered must clearly fit within the nature and objective of the reserve or provision.

Registration of possessions, assets and equity

The Executive Council ensures an up-to-date and complete registration of assets. The possessions that must be registered are grounds, buildings, means of transport, IT and AV equipment. The Executive Council is responsible for systematically checking the registration, the development of the assets and the assets of the public entity. This means that the securities, stocks, outstanding loans, receivables (debtors), cash and debts (creditors) are checked annually and registered property and means of transport at least once every four years. In the event of discrepancies in the registration of assets, the Executive Council will take measures to correct these shortcomings. The results of the inspection and any plans for improvement will be presented to the Island Legislative Council for notification.



Other required overviews

Overview Intended Investments 2025-2028

Definition investment	Functie	Directie	Purchase price	Year of purchase	Lifetime	Depreciation 2025	Depreciation 2026	Depreciation 2027	Depreciation 2028
New Investments 2025-2028									
ION scan for explosives, metal detection	230	Luchthaven	62.000	2025	10		6.200	6.200	6.200
Lighting runway airport	230	Luchthaven	50.000	2025	10		5.000	5.000	5.000
Transport infrastructure	230	Luchthaven	2.000.000	2025	40		-	-	50.000
New security vehicle + equipment	230	Unit Beveiliging	40.000	2025	5		8.000	8.000	8.000
Meubilair raadszaal	001	Griffier	25.000	2025	5		5.000	5.000	5.000
Vehicle pickup trucks	200	Publieke werk en diensten	30.000	2025	5		6.000	6.000	6.000
Vehicle pickup trucks	200	Publieke werk en diensten	30.000	2025	5		6.000	6.000	6.000
Renovate building	200	Publieke werk en diensten	500.000	2025	40		12.500	12.500	12.500
New vehicle	002	Vergunning, toezicht en handhaving	29.000	2025	5		5.800	5.800	5.800
IAB BES software (Inrichting activiteiten BES)	002	Vergunning, toezicht en handhaving	225.000	2025	5		45.000	45.000	45.000
Verharden parkeerplaats	220	Zeehaven Algemeen Beheer	100.000	2025	50		2.000	2.000	2.000
Renovatie gebouw	002	Finance / Census	500.000	2025	40		12.500	12.500	12.500
Furniture	002	Directie Sociaal	20.000	2025	5		4.000	4.000	4.000
Security Camaras	002	Directie Sociaal	7.500	2025	10		750	750	750
Humidifiers	002	Directie Sociaal	10.000	2025	10		1.000	1.000	1.000
Display cases and shelves	002	Directie Sociaal	10.000	2025	5		2.000	2.000	2.000
Infrastructure GVP	480	Onderwijs algemeen beheer	1.200.000	2026	40			30.000	30.000
Social housing	002	Directie Sociaal	568.000	2026	40			14.200	14.200
						-	121.750	165.950	215.950



Overview Reserves and Provisions

Description	Actuals 2023	Primary budget				
		2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028
<i>Reserves</i>						
General Reserve	22.324.969	20.256.126	20.262.635	22.440.451	23.480.352	25.630.255
Designated reserve	3.678.949	2.978.949	2.278.949	1.074.840	434.942	111.153
Resistance Capacity	6.999.300	6.999.300	6.999.300	6.999.300	6.999.300	6.999.300
Usage of designated reserve	-	(700.000)	(1.204.109)	(639.898)	(323.789)	-
Addition to general reserve	(2.068.843)	6.509	2.177.816	1.679.799	2.473.692	3.161.300
Subtotal general reserve	30.934.375	29.540.884	30.514.591	31.554.492	33.064.497	35.902.008
Participations	(17.144.863)	(17.144.863)	(17.144.863)	(17.144.863)	(17.144.863)	(17.144.863)
Total reserves	13.789.512	12.396.021	13.369.728	14.409.629	15.919.634	18.757.145
Provision for pensions of former family members	(450.000)	(450.000)	(450.000)	(450.000)	(450.000)	(450.000)
Provision environmental fund	(350.281)	(350.281)	(350.281)	(350.281)	(350.281)	(350.281)
Provision for reorganization of cleaning departmen	(23.000)	(23.000)	-	-	-	-
Total provisions	(823.281)	(823.281)	(800.281)	(800.281)	(800.281)	(800.281)

With a balanced budget for the coming year the general reserve shows a stable development. The calculation of the value of the general reserve takes into account the amount needed as a resistance capacity. This amount will not be affected.

The Island Council has decided to assign the positive result of 2022 USD 1,4 million as a designated reserve. The intention is that it will be used for the following purposes:

- Investment in racetrack USD 0,7 million
- Purchase of land with designated purpose USD 0,4 million
- Research for better housing of employees USD 0,3 million

In 2024 and 2025 all three projects will be executed.

The execution of the free allowances with restrictions, included in the designated reserves, will take place during 2025 through 2027

Overview Personnel Expenses

Summary of Personnel Expenses 2025						
Divisions & Units	Filled Positions		Vacancies		Total	
	FTE	USD	FTE	USD	FTE	USD
Fixed Formation (Vaste Regulier Formatie)						
Bestuursapparaat & Bestuursorganen	8,50	992.586	11,50	1.134.817	20,00	2.127.403
Bestuursondersteuning	10,00	674.084	6,00	588.892	16,00	1.262.976
Directie Bedrijfsvoering en Klantenservice	30,00	2.230.412	6,00	570.541	36,00	2.800.952
Directie Economie Natuur en Infrastructuur	37,00	2.287.478	7,00	628.867	44,00	2.916.344
Directie Sociaal	22,00	1.678.445	4,00	286.729	26,00	1.965.174
Directie Transport	41,00	1.739.912	14,00	1.001.968	55,00	2.741.881
Sub-total Fixed Formation	148,50	9.602.916	48,50	4.211.814	197,00	13.814.730
Extra Formation (Extra Formatie)						
Personnel assigned to projects	16,00	1.448.455	7,00	855.311	23,00	2.303.765
Minus bijdrage	(16,00)	(1.448.455)	(7,00)	(855.311)	(23,00)	(2.303.765)
Uitvoeringskracht (CN-envelopen)	4,00	301.463	5,00	461.423	9,00	762.886
Minus Bijdrage	(4,00)	(301.463)	(5,00)	(461.423)	(9,00)	(762.886)
Sub-total Temporary Extra Formation	-	(0)	-	-	-	(0)
Above Formation (Boventallig Formatie)						
Above formation	8,00	260.084	2,00	145.509	10,00	405.594
Total Including 'Above Formation'	156,50	9.863.000	50,50	4.357.323	207,00	14.220.323

The table is presented in summarized form in connection with privacy.

Personnel Expenses

In this process, the following was taken into account:

Vacancies

In recent years OLE has had a high number of vacancies and experienced difficulties in filling these positions. The estimated formation for 2025 includes 48,5 vacancies (excluding projects and temporary support).

Based on the experiences in prior years it is expected that some of these vacancies will be filled throughout the year. Although the table indicates the total vacancies in FTE, the financial figures take into account the part-year effect of filling these positions throughout the year and not from the 1 January. The part-year effect corresponds with 33,5 vacancies.



Increase of salary costs

For 2025 and further the RCN wage structure has been applied, in connection with the harmonization of the wage structures between the BES Islands. This will allow for the salaries to be the same among the islands and provides the smaller islands with a better chance at attracting the necessary qualitative officials for the outstanding vacancies.

OLE is conscious of the (working) market function in the region, the added value of being in line with the other Openbare Lichamen and particularly the importance of remaining a desirable employer. This is important, particularly in the context of a tight labor market for a majority of the functions.

Bottlenecks

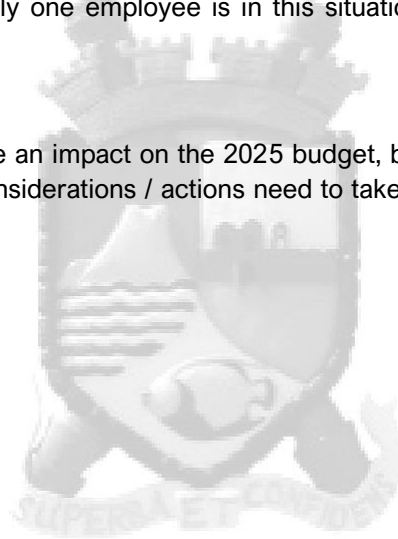
As per the articles in WOL BES, island council members are not permitted to be civil servants. As a result, 2 of these positions have not yet been filled, but form part of the vacancies. The budget does not foresee in a replacement, but a solution will be sought for this bottleneck. To mitigate this, temporary above formation functions were formed.

There are currently 10 positions above formation for an amount of USD406K.

Furthermore, employees who suffer an illness for a long period of time receive salary compensation for up to 4 years. At the moment, only one employee is in this situation. The budget does not include replacement expenses for this risk.

Retirement

Expected retirement does not have an impact on the 2025 budget, but it is expected that this may be the case in later years. In 2025 considerations / actions need to take made to outsource cleaning and security services.





Cashflow forecast 2025-2028

The cashflow forecast has been prepared using the following assumptions:

Financial year 2024:

- The cash balance for 2024 incorporates the increase in free allowances according to the May Circulaire 2024.
- In 2024, a reserve of USD 700K is allocated for the startup of the motor racetrack, with an additional USD 300K reserved in 2025.
- The free allowance granted and related to the Harmonization in 2024 is also projected for disbursement within that year.

Financial years 2025-2028:

- The disbursement related to the retroactive payment of the 36-hour workweek for 2022 is considered in 2025.
- Free allowances with restrictions included in designated reserves: the distribution of funds is allocated, where possible, over the years 2025-2028.
- Interest free loan to fund the shortage in the GvP infrastructure: inclusion of the additional interest-free loan of USD 1.5 million, effective January 2026. This requires the approval of Cft.
- Parkway for private aircrafts: inclusion of the parkway for private aircraft at a cost of USD 2 million, assuming a construction period of 2 years, beginning in July 2025.
- Proceeds and disbursements related to special allowances are not considered in the calculations. Disbursements have been taken into account for 2024. For 2025 and further the assumption is that new proceeds and continued disbursements would maintain the balance.
- Costs associated with capital investments, including infrastructure and social housing, as committed by OLE, are projected as disbursements in 2025 and 2026, in addition to an additional reserve of USD 300K allocated for the completion of the motor racetrack.
- Annual free allowances are projected to be received on a monthly basis for the structural allowances, whereas incidental allowances are considered as a one-time payment.
- Interest on interest-bearing accounts (one or two of the five bank accounts) is prudently calculated at 3% per annum, based on the average bank balance. Interest generated on the special allowances account is transferred on a monthly basis to the unrestricted account balance of OLE. The interest rate at the time of preparation of this budget is 3.33%.

The following table provides a summarized overview of the expected movements in the cashflow of OLE for the years 2025-2028.

The basis for this cashflow is the projected cashflow for 2024, the budgeted figures for 2025-2028, and the projected capital investments in these years.

The capital investments and the use of the designated reserves have been distributed over the years 2025 through 2028. Note that the resulting interest income continues to decrease, assuming the interest rate remains unchanged. The trend in the US indicates that interest rates may be cut by 0.25-0.50% over the next year.

Additionally, the unrestricted cash balance reaches the bare minimum of USD 500K in 2026, provided that the collection of outstanding receivables is optimal. If not, OLE may need to request an overdraft facility to cover cash needs, which would result in incurring interest expenses.

The requirement to maintain the resistance capacity in liquid assets at a ratio of 1:1 will not be achieved. In 2028, the available unrestricted liquidity is projected to surpass the current resistance capacity if this remains as is. OLE will prepare a proposal regarding the possible options for this requirement and the constraints involved.



Cashflow projection 2025-2028

CASHFLOW PROJECTIONS				
DESCRIPTION	2025	2026	2027	2028
	BUDGET	BUDGET	BUDGET	BUDGET
CASH POSITION - BEGINNING OF YEAR	55.783.072	52.485.368	54.034.698	56.407.406
Cash Proceeds from:				
01 - Free allowances	21.773.584	22.364.530	22.934.935	23.644.605
02 - Taxes and levies	588.700	597.531	606.493	615.591
03 - Property management income	239.872	243.470	247.122	250.829
04 - Airport	398.748	404.729	410.800	416.962
05 - Harbour	2.128.908	2.260.567	2.405.820	2.566.222
06 - Permits	146.130	148.322	150.547	152.805
07 - Fees and dues	89.675	91.020	92.385	93.771
08 - Other income	148.000	150.220	152.473	154.760
10 - Waste tax	285.000	289.275	293.614	298.018
12 - Other special income	-	-	-	-
30 - Unforeseen	-	-	-	-
31 - Collections	945.497	871.195	821.409	791.470
Proceeds from Interest-Free Loans	-	1.500.000	-	-
Proceeds - Interest Income	1.588.454	1.587.338	1.620.902	1.677.109
TOTAL CASH PROCEEDS RECEIVED	28.332.568	30.508.197	29.736.502	30.662.144
TOTAL CASH AVAILABLE	84.115.640	82.993.565	83.771.200	87.069.551
DISBURSEMENTS RELATES TO:				
A - OPERATIONAL COSTS - OLE				
1. - Personnel Payments	14.363.567	15.704.361	15.539.926	15.773.025
1A. - Personnel - 36 hours Workweek FY 2022	968.000	-	-	-
2. - Accomodation Expenses	1.730.200	1.756.153	1.782.495	1.809.233
3. - Property Management Expenses	3.550.250	3.603.504	3.657.556	3.712.420
4. - Office Expenses	974.750	988.864	1.003.697	1.018.752
5. - Representation & Communication Expenses	789.000	800.835	812.848	825.040
6. - Transportation Expenses	273.500	277.603	281.767	285.993
7. - General Expenses	1.297.250	956.709	971.059	985.625
8. - Subsidies & Financial Contributions	2.027.981	2.058.401	2.089.277	2.120.616
9. - Other Expenses	146.875	149.078	101.314	52.834
10. - Unforeseen	218.000	256.000	269.000	269.000
Sub-total - Operational Costs	26.339.373	26.551.506	26.508.939	26.852.538
B - CAPITAL INVESTMENTS	5.226.139	2.341.900	823.789	-
C - SPECIAL ALLOWANNCES	-	-	-	-
SUBTOTAL	31.565.512	28.893.406	27.332.728	26.852.538
Bank Charges	27.020	27.020	27.020	27.020
Interest Expenses	37.740	38.441	4.046	4.601
TOTAL CASH DISBURSEMENTS	31.630.272	28.958.867	27.363.793	26.884.158
CASH POSITION - END OF YEAR	52.485.368	54.034.698	56.407.406	60.185.392
SUMMARY OF BANK ACCOUNT BALANCES				
	2.025	2.026	2.027	2.028
UNRESTRICTED BANK ACCOUNT BALANCES				
A. MCB Bonaire CFT - Account #3007	789.810	2.339.140	4.711.848	8.489.834
B. MCB Bonaire - Account #7505	3	3	3	3
C. MCB Bonaire - Account - #4101	499.997	499.997	499.997	499.997
SUBTOTAL UNRESTRICTED BANK BALANCES	1.289.810	2.839.140	5.211.848	8.989.834
RESTRICTED BANK ACCOUNT BALANCES				
D. MCB Bonaire - Account #2607	51.138.725	51.138.725	51.138.725	51.138.725
F. ORCO Bank - Account #6031	56.833	56.833	56.833	56.833
SUBTOTAL RESTRICTED BANK BALANCES	51.195.558	51.195.558	51.195.558	51.195.558
TOTAL BANK BALANCES	52.485.368	54.034.698	56.407.406	60.185.392



Overview Subsidies and Current Transfers 2025-2028

The table below shows a summary of the subsidies awarded to the different institutions of Sint Eustatius in view of the role they play in the objectives of OLE and the general interest.

Foundations	Primary Budget	Budget 2025	Budget 2026	Budget 2027	Budget 2028
Small Enterprises Stimulation Programme	30.000	30.000	30.450	30.907	31.370
St. Eustatius Monument Foundation	51.956	51.956	52.735	53.526	54.329
St. Eustatius National Park	177.150	177.150	179.807	182.504	185.242
St. Eustatius Tourism Development Foundation	330.103	335.055	340.080	345.182	350.359
St. Eustatius Housing Foundation	216.000	-	-	-	-
Judson Bicentennial Stichting (Library)	168.879	168.879	171.412	173.983	176.593
St. Eustatius Sports Facilities	320.300	320.300	325.105	329.981	334.931
St. Eustatius Historical Foundation	106.782	106.782	108.384	110.009	111.660
St. Eustatius Center for Archeological research	50.000	50.000	50.750	51.511	52.284
St. Eustatius Youth Care Foundation	300.000	300.000	304.500	309.068	313.704
St. Eustatius Lions Club	10.000	10.150	10.302	10.457	10.614
Expertise Center Sint Eustatius	23.880	23.880	24.238	24.602	24.971
St. Eustatius Senior Citizens and Cultural Foundatior	7.875	26.250	26.644	27.043	27.449
St. Eustatius Expertise Centrum	-	80.000	81.200	82.418	83.654
Dikers sports academy	36.000	36.540	37.088	37.644	38.209
Golden rock cancer awareness	15.800	-	-	-	-
Total	1.844.725	1.716.942	1.742.696	1.768.836	1.795.369
Financing through alternative channels	-	(151.211)	(153.479)	(155.781)	(158.118)
Total	1.844.725	1.565.731	1.589.217	1.613.055	1.637.251

For 2025 through 2028 an amount of USD151K has been estimated as financing to be obtained from other sources, aligned to the objectives of the local institutions of Sint Eustatius. OLE will support the subsidized entities to obtain other sources of funding in The Netherlands and/or European Union. This will lower the dependency of the entities on subsidies from OLE.



Overview Free Allowances

For details, refer to the table and explanation under function 9.

At St. Eustatius, the priority is to improve the economic perspective, for example by strengthening the standard of living and reducing (social) poverty. The government has therefore found itself willing to invest extra in the islands on the condition that good governance and financial accountability are guaranteed at an adequate level. Where the Netherlands supports investments by the islands, a realistic conservation budget must be provided for more than is currently the case. The call for an increase in the Free Allowance has been around for some time. This has been realized in 2024.

Resources are deployed along three lines from the Coalition Agreement:

- A. Improving livelihood security by increasing incomes and lowering the cost of living
- B. Improving the labor market
- C. Reinforcing Island resources (including the Free allowance)

In 2022 the Public Entity of St. Eustatius and the departments have worked hard to achieve the ambitions of the cabinet, the outline letter, the priorities as drawn up by the directors (Government Commissioner in collaboration with the Island Council) of Sint Eustatius, and the distribution of the CN envelope, to be worked out in specific and concrete agreements.

Work has been done on administrative agreements to arrive at a prioritization and in this way to results for the inhabitants of St. Eustatius. This is also recommended by the working group Interdepartmental Policy Research (IBO) and the Council of State (RvS). They emphasize the importance of an integrated, government-wide approach. One way to achieve this, according to the reports, is to draw up implementation agendas. The government response to the RvS/IBO stated that the cabinet would draw up execution agendas in 2022 to facilitate cooperation in this way strengthen and expand on the basis of mutual efforts and commitment to results. In June 2022, these agreements were signed between the Government Commissioner and the State Secretary of the Interior and Kingdom Relations. This was necessary to give substance to the execution and necessary budget for certain topics from the execution agendas. This leads to a clear and well-founded distribution and assignment of additional government contributions to OLE from the CN envelope. This has also led to an increase in the free allowances.

With the increase in the free allowance, public entities are better able to perform their island tasks and backlogs can be tackled.



Critical Performance Indicators (KPI)

On the basis of the renewal of the BBV in 2017, it has been determined that Dutch municipalities must explain their annual budget with a (fixed) set of policy indicators. The Island Council (in the event of a restoration of democracy) is free to expand this basic set with its own indicators, now the Executive Council.

As part of the further development of the P&C cycle, it is proposed to appoint so-called performance indicators with effect from the 2024-2027 budget, in the context of a deepening of the W-question “What do we want to achieve?” (what do we try to achieve). This also follows a recommendation from the CFT to pay more attention and depth to policy-based accountability.

The realized values are then presented in the annual accounts.

In OLE's budgets to date, it is described for each function what is being attempted to be achieved, but no measurable standards have yet been formulated. With effect from the 2024-2027 budget, two critical performance indicators will be formulated for each main function. (below 3-4 examples per main function). It gives the Executive Council and management the opportunity to assess and evaluate its performance and results in the various policy areas and thus to form a clear picture of the policy results of the Public Entity. (in addition to the overview below, a KPI such as the outstanding debtor balance for main function 9 can also be considered).

An additional advantage is that KPIs are an instrument for comparing the performance of comparable (so-called reference municipalities) municipalities, although this does not apply in the case of OLE and Statia (in the Netherlands there is a basic set of 39 mandatory indicators, www.waarstaatjegemeente.nl). In addition, an advantage of KPIs can be that management can identify at an early stage where and when adjustment is really required.

It is important in this context that a KPI complies with the SMART principle:

- ✓ Specific; Is the objective unambiguous?
- ✓ Measurable; Can we measure progress with the KPIs?
- ✓ Acceptable; Is this acceptable enough for the target group and/or management?
- ✓ Realistic; Is the goal achievable?
- ✓ Time-bound; When (in time) should the goal be achieved?

It is also important that the number of KPIs is limited in number. An abundance of indicators is not workable and does not benefit the legibility of the documents. What does benefit the information position and workability is some consistency in the indicators. So, no constant changes and adjustments.

It is also important, given the small scale of Statia, that the results of KPIs cannot be translated back to a more or less individual level.

Finally, indicators should not become an end in themselves but should be supportive in nature. A low percentage of young people with youth care, for example, can be positive if the public body takes a good preventive approach, but may be less favorable if certain young people do not receive the youth care that they do need. It is therefore essential not to see and assess indicators individually, but to provide them with some context.



KPI's summary

Performance Indicators annual budget 2025-2028							
Serial no.	Function	Performance Indicator	Description	2025	2026	2027	2028
1	0 General Administration	Absenteeism	High absenteeism levels mean that work is not done for extended periods and is performed less efficiently, which in turn can be detrimental to other related processes.	norm 4.5%	norm 4.5%	norm 4.5%	norm 4.5%
2	1 Public Order and Safety	Response time incidents and calamities	Reaction of staff in time, in case of calamities or incidents. Reaction from on call situation. Training drills.	Zuren per week	3uren per week	4uren per week	5uren per week
3	1 Public Order and Safety	Striving for Security Certification	Training: AVSec, ISPS, Dangerous goods, First Aid, Explosives, VHF, Firefighting course, management courses supervisors. Inclusive re-certification new personnel.	70%	80%	90%	100%
4	1 Public Order and Safety (CRISISMANAGEMENT)	Measuring response time/Turnout time fire service	Turnout time Fire service due to emergency situations "service to the citizen"	<=20min	<=15min	<=10min	<=10min
5	1 Public Order and Safety	installation of traffic signs	A lot of the roads previously constructed does not have adequate signage and does not comply with the road safety regulations The BC has the mandate to authorize the placing of traffic signs The intention is to increase public safety by installing adequate signage on the road ways. The amount of new signs to be installed each year is as follows	2000%	1000%	1000%	1000%
6	2 Traffic, Transportation and Water Management	Number of flight movements airport	Number of take-offs and landings	4.500	5.100	5.600	6.100
7	2 Traffic, Transportation and Water Management	Number of passengers airport	Departing and arriving passengers	23.200	26.750	30.550	33.700
8	2 Traffic, Transportation and Water Management	Number of ferry passengers	Expressed in average passenger load factor. Goal: sustainable connectivity (avg. pass. Load factor > 27% for the operator to make profit)	14%	20%	27%	30%
9	2 Traffic, Transportation and Water Management	(1) amount of Road maintained (2) improve street lightening	*More roads are been constructed P only a certain amount of roads are currently been maintained * there are dangerous associated with having debris on the road ways * uncleaned side walks creates vision imperiment for motorists. * not enough stree lighteing in the community, some road waysare extremely dar and dangerous. the amount of new roads to be maintained per year is represented in km and the amountof lights to be placed in numbers	25km& 30 lights	10 Km& 30 light s	5km & 30 lights	50 km & 30 lights
10	3 Economic Affairs	Supporting local cooperation and BSO	Providing support to the local foundations and busineses support organizations the amount of organizations to receive support from the OLE annually (improve the support received from ENI)	5	7	7	7
11	3 Economic Affairs	Permit issued and enforcement	Not all business have the correct permits to operate. Some business do not have no permit at all. This mus be doen from enforcemnet the intention is to control all operated business and check if they have the correct permits to operate. The aount of business to be checked annually is represented in numerical numbers	60	70	80	90
12	3 Economic Affairs	Improving compliance and knowledge of local busness and BSO.	A lot of thelocal business and foundations are no fully aware of the all the regulations nor are they fully aware of the possibilities to access financing . The intention is to organise trainingens and consultaion session to increase their awarenss and knowledge to access finance . the OLE will arrange a series of trainingen on a anual basis. the amount is represented in numerical values	3	3	3	3
13	4 Education	Adult Education	Low literacy and illiteracy have been reduced. The target audience attends courses that enhance their opportunities within the community. "Baseline" is established.	50	70	90	110
14	5 Culture and Recreation	Number of festivals and cultural events	Embedding national pride in the Statian community. Attraction for residents and tourists.	8	12	12	12
15	5 Culture and Recreation	Culture artifacts(cultureel erfgoed); Cultureel Erfgoed op 1 lokatie	Preserving cultural heritage: Heritage is safeguarded thgrouh safe repatriation, transportation, storage and exhibition.	2	1	1	1
16	6 Sociale voorzieningen en maatschappelijk werk	Poverty rate (armoede)	CBS poverty on St. Eustatius = 52%. In line with the SDGs (Sustainable Development Goals), it is the intention that this will be significantly reduced by 2030.	50%	48%	45%	43%
17	6 Sociale voorzieningen en maatschappelijk werk	Domestic violence (huiselijk geweld en kindermishandeling)	The shelter is operational. A baseline for measuring domestic violence and child abuse has been created.	50%	80%	100%	100%
18	6 Sociale voorzieningen en maatschappelijk werk	Labor participation	The number of unemployed is 2.3% (CBS). Number of registered unemployed directed to work through labor matters is currently 35. Per year the number of registered unemployed will be 5.	35	40	45	50
19	7 Public Health	GGD - obesity approach for young people	life style change is necessary, information to raise awareness of health risks and approach to obesity.	25%	50%	75%	75%
20	9 Financing and General Cover funds	Outstanding debtor balance	Closed invoices per year expressed in %. Concerns current financial year	70%	75%	77%	85%
21	9 Financing and General Cover funds	Speed of payment (supplier satisfaction)	What percentage has been paid within the payment term of 22 days?	85%	87%	90%	95%
22	9 Financing and General Cover funds	Deliver external reports on time	Deliver uitvoeringsrapportages (4x), Annual Reports (1x), Budget (1x) and answers to questions from the Bestuurscollege and/or Island Council (15 days) on time	100%	100%	100%	100%

Special Allowances

The concept of the term special allowance is introduced in Article 91 of the FINBES Act.

In article 91 point 1, it indicates that a special allowance is a financial contribution from Our Minister, which is provided under certain conditions for a certain public task. Unlike the free allowance, special allowances are therefore granted for a specific purpose. If the financial contribution is not spent on the prescribed goal, or an objective is not achieved according to the conditions, Our Minister can opt to reclaim the special allowance, partially or in full.

Every financial contribution that has been awarded to the public entity St Eustatius to carry out a specific task are recorded and managed in the administration as a special allowance (or project).

The special allowances are documented as follows:

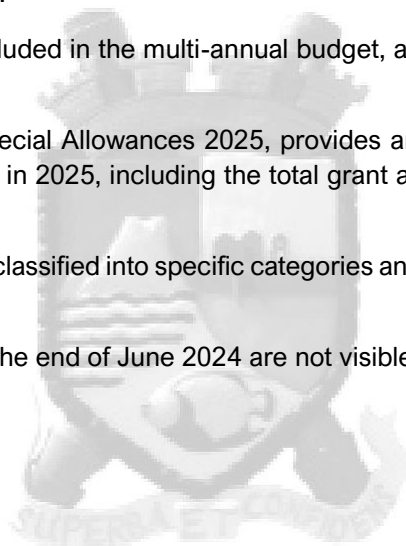
- Upon receipt of a decision from a Dutch Ministry the amount indicated is recorded fully in the year in which the decision has been issued.
- The amounts received and the status of the special allowance is substantiated in the implementation reports.
- Each implementation report shows the balance of the special allowances still pending and the period to which they relate.

The special allowances are not included in the multi-annual budget, as these are approved and issued on a case-by-case basis.

The following annex, Overview Special Allowances 2025, provides an overview of the active projects with expenses and /or investments in 2025, including the total grant and the total spending up to June 2024.

The special allowances have been classified into specific categories and show how much is still available to spend.

Special allowances received after the end of June 2024 are not visible in this table.





Summary Special Allowance

Project Code	Project Description	Function	Total Grant June 2024	Ending balance June 2024	% availabl
INFRASTRUCTURE			40.767.797	23.779.105	58,3%
002282	Underground Project 11th EDF	210	2.565.773	65.773	
002307	Car Wreck Removal Project	210	347.890	12.535	
002326	Quick win afval actie 58550 euro	210	72.007	11.519	
003641	Wegenonderhoud 2020	210	5.877.920	564.228	
003658	Showcaseproject infrastructuur	210	4.134.470	491.591	
004300	Project "Road Behind The Mountain"	210	2.600.356	2.570.947	
004661	Project Oranjebaiweg	210	6.072.512	2.182.978	
004430	Maintenance budget harbour	220	911.090	911.090	
004355	Maintenance budget luchthaven	230	205.730	205.730	
003285	Wederopbouw Haven St. Eustatius	560	12.907.004	12.519.517	
004497	Wederopbouwmiddelen, aanbrengen goot en spuitbeton	560	186.903	113.307	
004498	Wederopbouwmiddelen, menswerend hekwerk ter vervanging tijdelijke afrastr	560	22.221	4.176	
004499	Wederopbouwmiddelen, cascade	560	1.377.729	1.363.347	
004500	Wederopbouwmiddelen, stabiliseren van het slavenpad	560	111.107	111.107	
004501	Wederopbouwmiddelen, onderhoud en herstel Glaesgut reservoir	560	631.978	631.978	
004502	Wederopbouwmiddelen, stabiliseren klifwand bij Hells Hole	560	311.100	311.100	
004503	Wederopbouwmiddelen, maatregelen tbv brand veiligheid	560	208.882	208.882	
005239	Nieuwbouw Sciale Woningbouw GTI- Condo-terrein	630	403.023	403.023	
003164	Afvalverbrandingsinstallatie	721	1.820.102	1.096.278	
SAFETY			25.900.299	13.839.150	53,4%
002132	Rampenbestrijding	130	1.321.884	115.375	
003286	Aanpak erosie St. Eustatius	560	17.578.435	14.613.548	
004682	Ruimen van rotsblokken v/d klif aan de zijde STUCO (Afsprakenakkoord 2022-20	560	472.000	-	
004953	Bijdrage noodmaatregelen klif 2023	560	6.527.980	-889.773	
SOCIAL DOMAIN			23.880.136	8.828.627	37,0%
003732	Project inrichting en Activiteitenbeleid	300	70.736	33.915	
004591	Support cultural organisation on St. Eustatius	580	26.169	-30.659	
004997	Cultuurcoaches Sint Eustatius 2023-2025	580	260.335	230.445	
004267	Diverse job programs, Arbeidsbemiddelingsprojecten	611	324.620	39.095	
004268	Iedereen doet mee, Arbeidsbemiddelingsprojecten	611	111.692	74.253	
004269	Opleiding job coaches BES, Arbeidsbemiddelingsprojecten	611	108.000	60.402	
004316	Verhuudersubsidie particulier	620	149.920	149.920	
004671	Eenmalige tegemoetkoming energielasten Sint Eustatius	620	2.422.981	1.431.899	
004683	Sociale huisvesting/sociale woningbouw (Afsprakenakkoord 2022-2023)	620	509.960	368.167	
004713	Tijdelijke impuls schoolmaaltijden	620	67.980	-4.408	
004751	Verhuudersubsidie	620	526.540	-	
004761	Aanpak energiearmoede	620	474.931	429.977	
004762	Arbeidsbemiddeling, sociale werkplaats, schuldhulpverlening en ondersteuning	620	488.980	194.486	
004959	Bijdrage huurcommissie Sint Eustatius 2023	620	67.980	65.151	
005057	Bijzondere uitkering pilot Maatschappelijke Diensttijd 2023-2026	620	82.480	53.802	
005144	Aanvraag Ondersteuning Sr. Projectmanager Maatschappelijk Vastgoed	620	122.400	242.400	
005207	Iniatieven werken met beperking (voortzetting en uitbreiding loonkostensudsi	620	778.980	274.815	
005228	Programma voor adolescenten met een beperking zonder startkwalificatie vroe	620	140.000	140.000	
005229	Beroepsgerichte opleidingen tot tgelzetter en schoenmaker en het carwashproj	620	223.000	214.587	
005230	Bevorderen deskundigheid van het team Arbeidszaken	620	30.000	30.000	
005305	Aanvullende middelen armoedebestrijding 2023	620	255.000	253.311	
002264	Sociale kanstrajecten	630	3.524.469	2.391	
002269	Statia Doet / Oranje Fonds	630	392.363	35.185	
002574	BES(4)kids (Algemeen)	630	2.471.522	292.641	
003797	Huisvesting BES(t) 4 Kids	630	1.219.900	798.648	
004018	Beschikking middelen BES(t)4kids 2021	630	1.402.853	1.401.079	
004319	BES(t)4Kids 2022	630	1.511.992	480.324	
004729	Voorzieningen in het Sociale Domein 2023	630	2.023.288	10.962	
004759	BES(t)4Kids 2023	630	1.081.160	231.531	
005156	VWS 2024 Sociaal Domein 2024 (Kenmerk 3704465-1055126-ZJCN)	630	2.111.802	907.580	
005166	Reparatie tijdelijke huisvesting kinderopvang GTI	630	-	249.600	
005190	BES(t)4Kids 2024 St. Eustatius	630	853.900	154.777	
003154	Bijzondere uitkering plastic producten voor eenmalig gebruik	721	44.203	12.351	



Project Code	Project Description	Function	Total Grant June 2024	Ending balance June 2024	% availabl
EDUCATION			9.452.518	3.712.336	39,3%
003198	Convenant onderwijshuisvesting	480	7.619.070	2.269.123	
005029	Bijzondere uitkering schoolmaaltijden St. Eustatius	480	319.000	281.419	
005065	Openbaar lichaam St. Eustatius 'naschools activiteiten aanbod'	480	293.932	95.250	
005155	Onderwijshuisvestingsmiddelen ov de Graaf School - Voorstel renteloze lening	480	-	433.600	
003507	Caribisch sport- en preventieakkoord	530	725.542	509	
004681	Wegwerken achterstanden sportaccommodaties 2022	530	494.974	494.974	
005118	Renovatie Golden Rock Speeltuim	530	-	137.461	
AFSPRAKENAKKOORD			11.288.676	3.552.522	31,5%
004670	Afsprakenakkoord Sint Eustatius 2022-2023	002	4.672.780	868.944	
005125	Afsprakenakkoord 2024-2027	002	1.566.700	1.566.700	
003760	Bijdrage loonkosten 2020 van Rij en Alida Francis	001	1.347.085	-39.820	
004455	Bijdrage ondersteuning (Plv) Regeringscommissaris	001	318.520	-229.606	
004726	Transitiefase bestuurlijk ingreep Sint Eustatius	001	880.980	521.188	
005225	Kwartiermaker Stichting Stata Development Fund in Nederland	001	-	-10.306	
003283	Bijdrage rekenkamer St. Eustatius	002	340.078	274.601	
003758	Bijdrage extra ambtelijke capaciteit	002	2.162.533	600.821	
NATURE			7.716.473	2.164.400	28,0%
004317	Beschikking subsidie Uitvoeringsagenda Natuur en Milieubeleidsplan St. Eustati	341	1.903.538	251.923	
004445	Opbouw capaciteit (Natuur/Milieubeleidsplan) kenmerk DGNVLG 21314187	341	910.183	571.133	
004448	Voedselveiligheid & Veterinair (Natuur/Milieubeleidsplan) kenmerk DGNVLG 2	341	407.279	196.120	
002325	Maritieme Infrastructuur (bescherming kustlijn van het haveterrein)	560	700.407	700.407	
003757	Ondersteuning beheer natuur parken	560	149.920	-55	
002271	Strengthening nature management	560	573.920	286.929	
004727	Koraalherstel (Natuur en Milieubeleidsplan)	560	1.948.000	243.000	
004728	Controle invasieve soorten en herbebossing (Natuur en Milieubeleidsplan)	560	528.000	-130.000	
004831	Middelen transitie Caribbean Netherlands Science Institute (CNSI)	560	179.980	44.943	
004721	Project RES-32-REG RESEMBID (STENAPA)	560	415.245	-	
PUBLIC HEALTH			4.859.281	1.552.199	31,9%
003465	Zorg en veiligheidshuis Caribisch Nederland	140	21.164	14.158	
000003	Publieke gezondheidszorg	725	4.613.586	1.402.807	
003274	Geneeskundige hulpverlen rampen crises	725	124.550	41.141	
004725	Publieke gezondheid en Sociaal Domein (Covid werkzaamheden)	725	99.980	94.093	
FINANCIAL MANAGEMENT			4.118.340	1.382.955	33,6%
005168	Digitalisering vraagstukken openbaar lichaam Sint Eustatius	002	510.000	475.500	
004270	Financiële audit accountant Versnelling verbeterplan financieel beheer	002	68.433	68.433	
004271	Finetune ERP Pakket Versnelling verbeterplan financieel beheer	002	964.086	955.324	
004272	Opleiding training personeel, Versnelling verbeterplan financieel beheer	002	120.461	120.461	
004431	Bijdrage uitvoering van het strategisch communicatieplan	002	353.920	7.627	
004896	Verlenging en verhoging versnelling verbeterplan financieel beheer	002	1.161.816	-604.977	
002265	Ondersteuning traject economische ontwikkelingen	300	450.000	25.000	
004306	Financiële ondersteuning van het Centraal Dialoog Sint Eustatius	300	81.685	49.895	
005021	Toekenning bijdrage Flexpool 2023-2024	820	407.940	285.692	
OTHER			1.977.463	1.079.673	54,6%
005167	NEPP Communication & Awareness	341	176.580	176.580	
005152	Search en Rescue Organisatie SAR	220	840.643	840.623	
004323	Bijzondere uitkering ministerie van VWS aan OLE 2022	630	960.240	62.470	
			129.960.982	59.890.967	