



# **PUBLIC ENTITY | ST. EUSTATIUS**

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## **MULTI ANNUAL BUDGET**

**2022 – 2025**

*NOVEMBER 23, 2021*

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## Report Guide

This multi-year budget for 2022-2025 consists of two parts: the policy budget and the financial budget. The guideline for this multi-year budget is the BES Budget and Accountability Decree (Besluit Begroting Verantwoording BES). The financial administration is organized in Dutch. For this reason, you will find the function titles and project titles in Dutch language.

The first part of this document consists of the policy budget. In this policy budget you will find the following chapters:

- Introduction, which summarizes the principles for drawing up the budget.
- Combined Policy plan and Financial plan. The Policy plan reflects the developments in the coming years. The approach to existing and new policy are clarified by means of text and figures. The Financial plan for the OLE include regular budget expenses and income as well as expenses and income related to special allowances. The latter is 'dedicated' project money that has a neutral effect in the budget.

Under each function there are the following 3 tables:

- I. Baten- en Lasten table, excluding special allowances;
- II. A table showing expenses and investments financed through special allowances;
- III. Baten- en Lasten table, including special allowances.

Note that all special Allowances have a neutral effect on the budget of St. Eustatius. Revenues received from Dutch ministries covers the expenses. The expenses of the projects for 2022-2025 are discussed in the relevant function sections. Many projects have a multi-year effect. For an up-to-date overview of the balance in USD per project, we refer to our quarterly reports. Our quarterly reports also report the total allocation over the years.

The second part consists of the financial budget. In this financial section of the budget you will find the following chapters:

- Valuation principles
- Summary and explanation of the main functions, stating the income and expenditure figures for the main functions
- A number of (mandatory) paragraphs
  1. Overview of intended investments
  2. Overview of reserves and provisions
  3. Buffer Capital (Risk Management and Resilience)
  4. Overview of capitalized capital expenditures
  5. Overview of subsidies and income transfers
  6. Overview of free allowance

Finally, the following appendices are included:

- Project overview 2022
- Multi-year project overview
- Other active projects, at no cost in 2022
- Relevant legislation per position.
- Critical Performance Indicators (KPI)



## Introduction

We are very pleased to present to you the 2022 Budget of Public Entity St. Eustatius (OLE), which also includes the multiannual budget for 2023 to 2025. This budget meets the requirement of the law 'Besluit Begroten en Verantwoorden BES'.

During the corona pandemic, felt for the first time on St Eustatius in March 2020, projects has continued steadily. These projects are financed by a Special Allowance and are therefore budget-neutrally labelled. We are grateful to the Rijksoverheid for the support to developing Statia further. For the future, it is important that maintenance costs and expertise costs are also included in these special allowances, so that a sustainable guarantee of the changes is guaranteed. This will have an increasing impact on the Special Allowances, which shall be integrated in the regular budget-process.

If the budget-neutral benefits (see table page 99) are deducted from the total disposable amount, we find that there is too little room in the budget left. This is partly due to the declining income as a result of the Corona pandemic.

In 2020 and 2021, the Public Entity has received additional financial support packages to be able to absorb the health and crisis costs associated with the pandemic and to compensate for the declining income. Although we now see that tourism is starting very slowly again, we do not foresee that this will be back to the old level in 2022. Looking at the situation around us, we expect it to have an impact on our income for several years to come. For that reason, we are still heading for a deficit in our budget in 2022 and 2023.

The free space that is available is also under pressure due to the friction costs that were reimbursed until 2020. It has proven difficult to move the workforce made redundant due to the reorganization in 2019 from job to job. The costs of these redundancies now weigh on the Free Allowance, which is also under pressure. This is comparable to Saba and Bonaire. To gain more insight into the development of the corona pandemic and the associated income stream and what this means for the available space in the Free Allowance, we propose to solve the 2022 deficit through a onetime withdrawal from the general reserve.

Before I go into the financial overview for 2022 and beyond, I will first discuss how the Budget 2022 is structured.

On the **income** side, there are structural and incidental income. The structural income has been built up by the Free Allowance from the Ministry of Interior Affairs and Kingdom Relations and the island's own revenues, such as income (for example) from the Public Health Department, Agriculture, Fishery and Livestock. The incidental income comes mainly from Special Allowances which are related to projects. These project funds are actually budget neutral (which may only be spent on them).

On the **expense** side, the largest costs are personnel expenses and subsidies granted to NGO's and other organizations, as well as depreciation. In this multi-year budget, the increase in the personnel expenses also include a 1.5% increase for Cost of Living.

In preparing this budget, a number of subjects were also tackled differently. The personnel budget has been rebuilt from the current available staff to reflect the overall formation of the government apparatus. The budgeted personnel costs for 2022 decreased but more (key) functions have also been included in this budget compared to last year. In 2022 more personnel are allocated to projects



which has a positive effect on the personnel costs. In recent years we have put the project administration related to the Special Allowances in order.

**Financial Overview:**

	Details on page	2021 Primary Budget	2022 Budget	Variance
Local Levies	63	(4,376,939)	(4,134,007)	(242,932)
Free Allowance	92	(11,309,494)	(11,479,136)	169,642
Special Allowance	99	(22,590,150)	(22,590,150)	-
Other Income		(1,913,637)	-	(1,913,637)
<b>Income</b>		<b>(40,190,220)</b>	<b>(38,203,293)</b>	<b>(1,986,927)</b>
Depreciation	84	477,342	379,281	98,061
Personnel	89	10,455,173	9,077,368	1,377,805
Subsidy and Financing	97	1,725,050	1,792,925	(67,875)
Special Allowances	99	22,590,150	22,590,150	-
Other Expense		4,942,505	5,075,834	(133,329)
<b>Expense</b>		<b>40,190,220</b>	<b>38,915,558</b>	<b>1,274,662</b>
<b>Budget Result</b>		<b>-</b>	<b>712,265</b>	<b>(712,265)</b>

The table above shows the budget with a deficit of \$ 712.265 for the year 2022 mainly caused by the effects of COVID-19 on the local levies. Therefore, the earlier projected income which was budgeted cannot be maintained for 2022.

The starting point for drawing up the budget for 2022 and the multi-year estimate for 2023-2025 is a realistic and structurally balanced budget. The balance of income and expenditure (before allocation) therefore shows a deficit for the first 2 years and a surplus for the last 2 annual tranches.

In order to arrive at a balanced budget for 2022, a one-off withdrawal from the general reserve is proposed. In view of the available and required resistance capacity, there is more than sufficient space for this. The surplus of the last 2 annual installments (2024 and 2025) will be added to the general reserve.

Omschrijving	Budget 2022	Budget 2023	Budget 2024	Budget 2025
Saldo van Baten en Lasten voor Bestemming	712,265	807,396	(582,373)	(255,495)
<b>Reservemutaties:</b>				
Onttrekking algemene reserve	(712,265)			
Toevoeging algemene reserve				
<b>Saldo van Baten en Lasten na Bestemming</b>	<b>0</b>	<b>807,396</b>	<b>-582,373</b>	<b>-255,495</b>

The budget in 2021 had a positive result of USD 53,068. The actual result for the year 2020 was USD 966,844. This was the result of extra free allowances granted by the Ministry of BZK, for an amount of \$ 1,528,000 at the end of 2020.

The projected deficit for the year 2022 will decrease the resistance capacity. The risk capacity is calculated at 1.8, which is sufficient to cover the lost 2022. However, OLE has decided that we want to apply a risk standard of 1.6. The 1.6-standard 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.

**Effects of COVID-19**



The effects of COVID-19 has demonstrably exposed the vulnerability of the island and has made a huge impact in the island's economy. This is also due to a low vaccination level on the island. The support packages in 2020 and 2021 were needed. And the Government has also supported vulnerable companies and persons in this period. A long term strategy for re-opening the island for visitors/tourists is implemented in the beginning of 2022. We can't yet foresee extra revenues due to the unpredictability of its effects. We have therefore estimated conservatively for the revenues without support packages from the Dutch Government.

### **Conclusion**

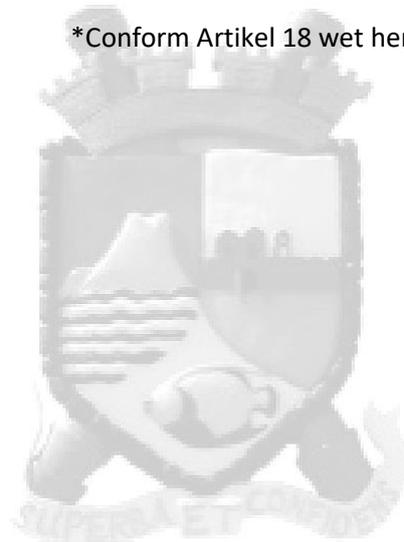
Despite the foreseen deficit, the department is taking steps forward in its development. Despite the global pandemic, we have made progress on several areas on St. Eustatius, and for that we remain optimistic.

On behalf of Public Entity St. Eustatius,

Ms. M.A.U. Francis

Government Commissioner

\*Conform Artikel 18 wet herstel voorzieningen Sint Eustatius





## Policy Budget

### Main Function 0 – General Administration

#### On our way to a well governed Statia

##### *What do we try to achieve?*

An improvement in 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.

##### *How do we want to achieve that?*

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

- Improving and updating local laws and regulations
  - Improving internal administrations (financial, civil, personnel)
  - 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 (new) social agenda
  - Overseeing reforms in healthcare
  - Overseeing reforms in education
- 
- ✓ Working towards establishing a robust organization with the restoration of democracy as a final objective.
  - ✓ Educating the civil servant to desired level of operation in the interest of the individual and the community in general
  - ✓ The government commissioner are overseeing the progress and initiatives taken in the interest of route time table for the return of democracy. :
  - ✓ Inspection and enforcement additional staff to support in areas of policy implementation including environmental and construction inspectorate;
  - ✓ PPO was put in place in support of the project that needs to be ruled out



*Table 0.I Budget Function 0, Special Allowances excluded:*

Lasten	Realisatie 2020	Primitieve Begroting 2021	Gewijzigde Begroting 2021	Primitieve Begroting 2022	Begroting 2023	Begroting 2024	Begroting 2025
<b>0. ALGEMEEN BESTUUR</b>							
Bestuursorganen Totaal -001-	397,691	1,047,172	803,327	272,800	266,500	266,500	266,500
Bestuursapparaat Totaal -002-	5,333,594	6,141,312	6,261,245	11,272,534	11,851,617	10,772,069	11,356,310
Burgerzaken Totaal -003-	317,482	223,411	173,411	110,250	87,750	114,750	87,750
Eigendommen niet voor openbare dienst bestemd Totaal -020-	122,686	35,009	35,009	-	-	-	-
<b>0. ALGEMEEN BESTUUR TOTAAL</b>	<b>6,171,453</b>	<b>7,446,904</b>	<b>7,272,992</b>	<b>11,655,584</b>	<b>12,205,867</b>	<b>11,153,319</b>	<b>11,710,560</b>

Baten	Realisatie 2020	Primitieve Begroting 2021	Gewijzigde Begroting 2021	Primitieve Begroting 2022	Begroting 2023	Begroting 2024	Begroting 2025
<b>0. ALGEMEEN BESTUUR</b>							
Bestuursorganen Totaal -001-	74,287	385,646	-	-	-	-	-
Bestuursapparaat Totaal -002-	15,244	-	-	-	-	-	-
Burgerzaken Totaal -003-	57,460	115,729	71,780	48,500	47,500	75,500	77,500
Eigendommen niet voor openbare dienst bestemd Totaal -020-	198,798	255,777	255,777	-	-	-	-
<b>0. ALGEMEEN BESTUUR TOTAAL</b>	<b>345,787</b>	<b>757,152</b>	<b>327,557</b>	<b>48,500</b>	<b>47,500</b>	<b>75,500</b>	<b>77,500</b>
<b>SALDO VAN BATEN EN LASTEN</b>	<b>(5,825,666)</b>	<b>(6,689,752)</b>	<b>(6,945,435)</b>	<b>(11,607,084)</b>	<b>(12,158,367)</b>	<b>(11,077,819)</b>	<b>(11,633,060)</b>

The revenues and expenses presented in the table will be specified in the function paragraphs below.

*Table 0.II Budget Function 0, special Allowances:*

Lasten	Realisatie 2020	Primitieve Begroting 2021	Gewijzigde Begroting 2021	Primitieve Begroting 2022	Begroting 2023	Begroting 2024	Begroting 2025
<b>0. ALGEMEEN BESTUUR</b>							
Bestuursorganen Totaal -001-							
Bestuursapparaat Totaal -002-				316,436			
Burgerzaken Totaal -003-							
Eigendommen niet voor openbare dienst bestemd Totaal -020-							
<b>0. ALGEMEEN BESTUUR TOTAAL</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>316,436</b>	<b>-</b>	<b>-</b>	<b>-</b>

All special allowances have a neutral effect on the budget of St. Eustatius. Revenues received from Dutch Ministries cover the expenses. The expenses on the projects will be discussed in the applicable function paragraphs below. Many projects have a multi annual effect. We refer to the quarterly reports for an overview of the balance in USD per project.



## **Function 001 Bestuursorganen (Administrative organs)**

### *What do we try to achieve?*

An improvement in 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 Tijdelijke Wet Taakwaarlozing St. Eustatius of February 7<sup>th</sup>, 2018 succeeded by the Revised Provision act St. Eustatius'.

### *What do we do to get results?*

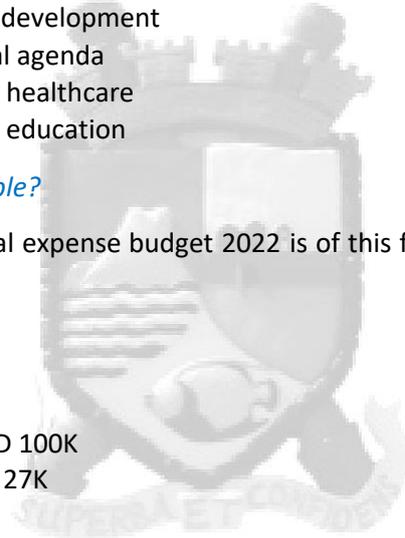
The present administration, led by the Government Commissioner, is tasked with overseeing the initiative of restoring good governance on St. Eustatius, by addressing various disciplines, including:

- Improving and updating local laws and regulations
- Improving internal administrations (financial, civil, personnel and cadaster)
- 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 (new) social agenda
- Overseeing reforms in healthcare
- Overseeing reforms in education

### *Which budgets do we have available?*

As presented in the table, the total expense budget 2022 is of this function (001) is USD 272K which consist primarily of

- ✓ Travel cost USD 45K
- ✓ Education cost USD 45K
- ✓ Consultancy cost USD 32K
- ✓ Support Island Council USD 100K
- ✓ Return to democracy USD 27K



## **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 to rest of the organization

### *What do we do to get results?*

- Supporting the legislative and executive functions of government
- By 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)
- By training civil servants
- Describing a policy framework for the Public Entity
- By upgrading of existing and introduction of new policies.
- Updating outdated ordinances

## Multi Annual Budget 2022-2025

Public Entity | St. Eustatius



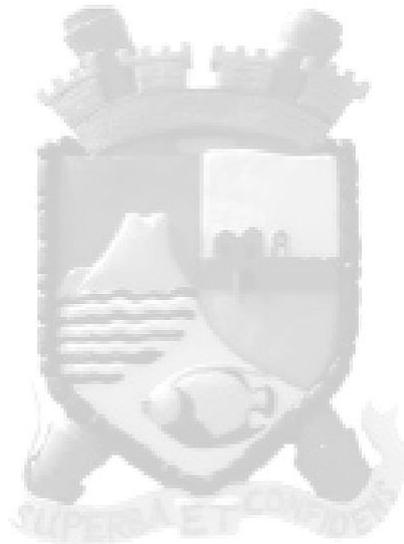
- Implementing internal controls and (new) work procedures
- Design and implement multi-annual training programs for civil servants and politicians
- Improving financial management

### *What budget do we have available?*

For the budget 2022 we decided to budget the total personnel expenses at function 002 in comparison to 2021 where only the personnel expenses for overhead were allocated to function 002.

The total expenses of this function, as presented in the table, is USD 11M which consist primarily of

- ✓ Lonen en salarissen USD 9M
- ✓ Andere vaste bedrijfsmiddelen, afschrijving USD 380K
- ✓ Overige personeelskosten USD 200K relates to trainings
- ✓ Exploitatiekosten USD 240K, USD 115K for additional operations expenses waste management and USD 125k for the installation of water supply
- ✓ Huisvestingskosten USD 115K
- ✓ Overige personeelskosten USD 105K, for cost relating to the occupational health services
- ✓ Kantoorbenodigheden USD 100K





### **Function 003 Burgerzaken (Civil Registry)**

#### *What do we try to achieve?*

- Offer service of the Civil Registry at the most optimal level

#### *What do we do to get results?*

- Safeguard valuable data and (historical) documents
- Analyzing the already performed cleaning up 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

As shown in the table, the total expenses of this function is USD 110K which consist primarily of

- ✓ Huisvestingskosten USD32K security services
- ✓ General expenses USD 32K mainly consisting of cost relating to the elections USD 27K
- ✓ Exploitation cost USD 23K for the IT system
- ✓ The primary income source for this function is USD 49K
- ✓ Fees for travel documents USD 23K
- ✓ Fees for traffic and transport USD 15K

### **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
- As of 1 January 2021, the Kadaster function within the OLE will be taken over by Kadaster NL.

#### *What do we do to get results?*

- Improving the information on contracts and commitments with respect to land lease, and other leased properties
- Introduction of new land lease rates, in phases
- Performing complete and timely billing of land lease fees and income on rental properties
- Tracking timely collection of land lease fees and income on rental properties

#### *Which budgets do we have available?*

The primary income source for this function is USD 286k which comes from Landtax USD 250K and USD 36K for services for Kadaster Nederland.



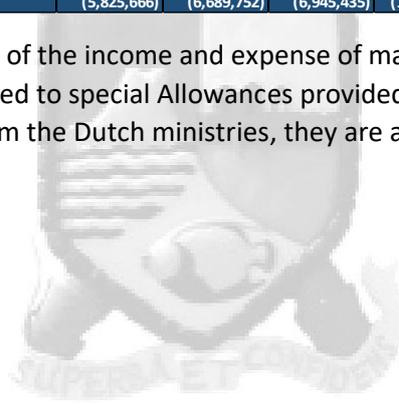
## Summary Budget Function 0

Table 0.III Budget Function 0, special Allowances included:

Lasten	Realisatie 2020	Primitieve Begroting 2021	Gewijzigde Begroting 2021	Primitieve Begroting 2022	Begroting 2023	Begroting 2024	Begroting 2025
<b>0. ALGEMEEN BESTUUR</b>							
Bestuursorganen Totaal -001-	397,691	1,047,172	803,327	272,800	266,500	266,500	266,500
Bestuursapparaat Totaal -002-	-	-	-	-	-	-	-
Burgerzaken Totaal -003-	5,333,594	6,141,312	6,261,245	11,588,970	11,851,617	10,772,069	11,356,310
Eigendommen niet voor openbare dienst bestemd Totaal -020-	-	-	-	-	-	-	-
	317,482	223,411	173,411	110,250	87,750	114,750	87,750
	-	-	-	-	-	-	-
	122,686	35,009	35,009	-	-	-	-
	-	-	-	-	-	-	-
<b>0. ALGEMEEN BESTUUR TOTAAL</b>	<b>6,171,453</b>	<b>7,446,904</b>	<b>7,272,992</b>	<b>11,972,020</b>	<b>12,205,867</b>	<b>11,153,319</b>	<b>11,710,560</b>

Baten	Realisatie 2020	Primitieve Begroting 2021	Gewijzigde Begroting 2021	Primitieve Begroting 2022	Begroting 2023	Begroting 2024	Begroting 2025
<b>0. ALGEMEEN BESTUUR</b>							
Bestuursorganen Totaal -001-	74,287	385,646	-	-	-	-	-
Bestuursapparaat Totaal -002-	-	-	-	-	-	-	-
Burgerzaken Totaal -003-	15,244	-	-	-	-	-	-
Eigendommen niet voor openbare dienst bestemd Totaal -020-	-	-	-	-	-	-	-
	57,460	115,729	71,780	48,500	47,500	75,500	77,500
	-	-	-	-	-	-	-
	198,798	255,777	255,777	-	-	-	-
	-	-	-	-	-	-	-
<b>0. ALGEMEEN BESTUUR TOTAAL</b>	<b>345,787</b>	<b>757,152</b>	<b>327,557</b>	<b>48,500</b>	<b>47,500</b>	<b>75,500</b>	<b>77,500</b>
<b>SALDO VAN BATEN EN LASTEN</b>	<b>(5,825,666)</b>	<b>(6,689,752)</b>	<b>(6,945,435)</b>	<b>(11,923,520)</b>	<b>(12,158,367)</b>	<b>(11,077,819)</b>	<b>(11,633,060)</b>

The table above shows a summary of the income and expense of main function 0, including the planned 2022-2025 expenses related to special Allowances provided by Dutch Ministries. As these expenses are covered by funds from the Dutch ministries, they are also included in the income side of the table.





## 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 who are trained, equipped and ready to support the community in time of natural and other disasters

Table 1.1 Budget Function 1, special Allowances excluded:

Lasten	Realisatie 2020	Primitieve Begroting 2021	Gewijzigde Begroting 2021	Primitieve Begroting 2022	Begroting 2023	Begroting 2024	Begroting 2025
<b>1. OPENBARE ORDE EN VEILIGHEID</b>							
Brandweer Totaal -120-	-	-	-	-	-	-	-
Rampenbestrijding Totaal -130-	7,629	195,000	12,000	48,600	43,071	44,729	44,729
Overige beschermende maatregelen Totaal -140-	3,400	-	-	-	-	-	-
<b>1. OPENBARE ORDE EN VEILIGHEID TOTAAL</b>	<b>11,029</b>	<b>195,000</b>	<b>12,000</b>	<b>48,600</b>	<b>43,071</b>	<b>44,729</b>	<b>44,729</b>

Baten	Realisatie 2020	Primitieve Begroting 2021	Gewijzigde Begroting 2021	Primitieve Begroting 2022	Begroting 2023	Begroting 2024	Begroting 2025
<b>1. OPENBARE ORDE EN VEILIGHEID</b>							
Brandweer Totaal -120-	-	-	-	-	-	-	-
Rampenbestrijding Totaal -130-	-	-	-	-	-	-	-
Overige beschermende maatregelen Totaal -140-	-	-	-	-	-	-	-
<b>1. OPENBARE ORDE EN VEILIGHEID TOTAAL</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>SALDO VAN BATEN EN LASTEN</b>	<b>(11,029)</b>	<b>(195,000)</b>	<b>(12,000)</b>	<b>(48,600)</b>	<b>(43,071)</b>	<b>(44,729)</b>	<b>(44,729)</b>

Main function 1 has only 1 active sub function. The expenses are specified in the function paragraph below. Within main function 1 there are no special Allowances.



### **Function 130 Rampenbestrijding (Disaster Management)**

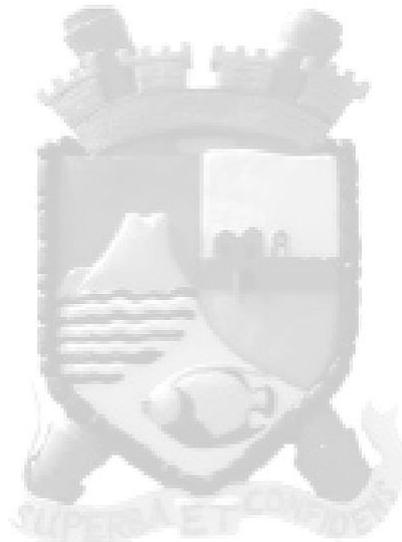
#### *What do we try to achieve?*

- A disaster management team who are trained, equipped and ready to support the community in time 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
- Training and workshops
- Completion policy plan disaster management
- Stipends to SEOC members

#### *What budgets do we have available?*





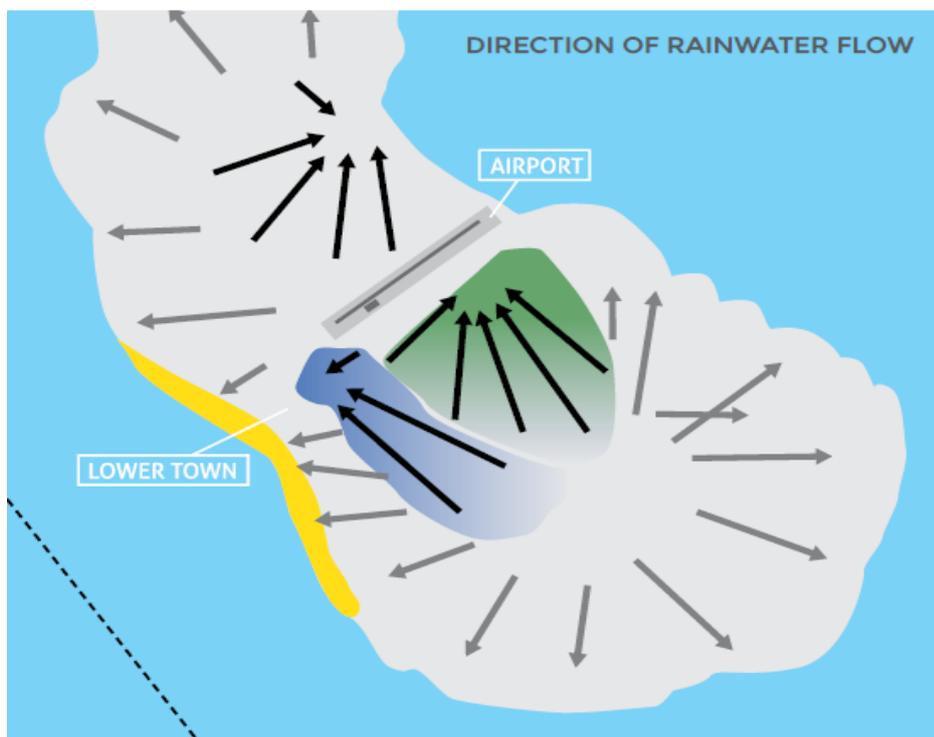
Main Function 2 – Traffic, Transportation and Water Management  
On our way to an accessible, safe and a well maintained St. Eustatius

*What do we try to achieve?*

An accessible, safe a 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 concentration of policy is therefore primarily focused on safety. Partly because the OLE is in the construction phase in terms of management and maintenance of the public space. In addition, the OLE strives for sustainable improvement of the living environment and the mitigation of environmental pollution. Street sweeping and verge maintenance in particular have this aim.

Finally, the various functions of the public space are also taken in account. Such as the accessibility to and on the island (Harbor and Airport), the historic center of Oranjestad and the tourist character of the Orange Bay. Naturally, the preservation and/or strengthening of all kinds of cultural and natural values of the island are function that will be taken in consideration.

The financial consequence of the various projects is further discussed in the tables and function paragraphs below.



Table 2.I Budget Function 2, special Allowances excluded:

Lasten	Realisatie 2020	Primitieve Begroting 2021	Gewijzigde Begroting 2021	Primitieve Begroting 2022	Begroting 2023	Begroting 2024	Begroting 2025
<b>2. VERKEER, VERVOER EN WATERSTAAT</b>							
Algemeen beheer DROB Totaal -200-	1,020,968	1,333,797	1,287,547	341,800	267,114	181,661	182,682
Wegen straten en pleinen Totaal -210-	694,607	693,867	560,179	803,050	776,050	767,050	742,750
Verkeersmaatregelen te land Totaal -211-	5,726	14,285	14,285	-	-	-	-
Zeehavens Totaal 220	526,591	736,479	773,343	106,300	123,600	133,600	143,600
Verkeersmaatregelen te water Totaal 222	-	-	-	-	-	-	-
Luchtvaart Totaal 230	1,272,078	1,792,109	1,946,409	439,119	371,571	393,980	393,766
Waterkering, afwatering en landaanwinning Totaal 240	-	-	-	-	-	-	-
<b>2. VERKEER, VERVOER EN WATERSTAAT TOTAAL</b>	<b>3,519,970</b>	<b>4,570,536</b>	<b>4,581,762</b>	<b>1,690,269</b>	<b>1,538,336</b>	<b>1,476,291</b>	<b>1,462,798</b>

Baten	Realisatie 2020	Primitieve Begroting 2021	Gewijzigde Begroting 2021	Primitieve Begroting 2022	Begroting 2023	Begroting 2024	Begroting 2025
<b>2. VERKEER, VERVOER EN WATERSTAAT</b>							
Algemeen beheer DROB Totaal -200-	25,018	-	-	-	-	-	-
Wegen straten en pleinen Totaal -210-	424,772	401,797	401,797	-	-	-	-
Verkeersmaatregelen te land Totaal -211-	-	-	-	-	-	-	-
Zeehavens Totaal 220	1,965,975	2,230,632	2,230,632	2,413,587	2,484,763	2,518,718	2,550,053
Verkeersmaatregelen te water Totaal 222	-	-	-	-	-	-	-
Luchtvaart Totaal 230	105,070	268,371	268,371	268,386	330,041	369,029	401,019
Waterkering, afwatering en landaanwinning Totaal 240	-	-	-	-	-	-	-
<b>2. VERKEER, VERVOER EN WATERSTAAT TOTAAL</b>	<b>2,520,835</b>	<b>2,900,800</b>	<b>2,900,800</b>	<b>2,681,973</b>	<b>2,814,804</b>	<b>2,887,747</b>	<b>2,951,072</b>
<b>SALDO VAN BATEN EN LASTEN</b>	<b>(999,135)</b>	<b>(1,669,736)</b>	<b>(1,680,962)</b>	<b>991,704</b>	<b>1,276,469</b>	<b>1,411,457</b>	<b>1,488,275</b>

The revenues and expenses presented in table 2.I are specified in the function paragraphs below. In addition, there also expenses and investments related to special Allowances:

Table 2.II Budget Function 2, special Allowances:

Lasten	Realisatie 2020	Primitieve Begroting 2021	Gewijzigde Begroting 2021	Primitieve Begroting 2022	Begroting 2023	Begroting 2024	Begroting 2025
<b>2. VERKEER, VERVOER EN WATERSTAAT</b>							
Algemeen beheer DROB Totaal -200-							
Wegen straten en pleinen Totaal -210-				100,000			
Verkeersmaatregelen te land Totaal -211-							
Zeehavens Totaal 220							
Verkeersmaatregelen te water Totaal 222							
Luchtvaart Totaal 230							
Waterkering, afwatering en landaanwinning Totaal 240							
<b>2. VERKEER, VERVOER EN WATERSTAAT TOTAAL</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>100,000</b>	<b>-</b>	<b>-</b>	<b>-</b>



## **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 2022 through 2025:

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

### *What do we do to get results?*

- maintenance of government and public spaces.

### *What budget do we have available?*

The expense budget 2022 for the function 200 of USD 342K consists primarily of USD 250K which is associated with the maintenance of all government buildings inclusive the Schools and sports complex, the remaining USD 92K is for general associated costs for instance waste management, pest control, and contracting of third parties.

## **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?*

In order to tackle the current dilemma of poor roads, the Public Entity will carry out the construction of new roads and conduct repairs of some of the existing roads.

The road minor road repairs will be executed both by the Public Works & Services (PWS) under the supervision of the directorate of ENI while major reconstruction will be done by third parties through contractual obligations.

The department will be responsible for:

- Assigning the public works department, the responsibility for the repair of the secondary roads
- Outsourcing the construction of the main roads to external third parties, under the supervision of ENI
- placement of traffic signage
- placement of additional street lighting.

Currently the Public Entity has engaged three contractors who are tasked with the maintenance of the streets parks, cemeteries and other public spaces. There is still a section of the island that is not currently been maintained.



The plan is to expand on the areas that are currently been maintained. The Department of public works will also help with the upkeep of the public spaces.

*What budget do we have available?*

As shown in the table, The expenses for the function 210 are USD 803K which consist primarily of USD 350K for current contracts and an additional USD 350K to cover other areas mentioned in the policy document 'Beheer en Onderhoudsplan'. For the past few years new roads has been constructed that required maintenance as well as areas that were not incorporated in the previous contracts.

### **Function 211 Verkeersmaatregelen te land**

*What do we try to achieve?*

It is a necessity to have the required road safety policies to ensure safety on the road. And 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 in optimal state. Tailored traffic regulations are needed for the island. The ordinance will be adjusted.

Polices, practices and laws are useless if they are not being enforced to ensure safety. That means the ministries, security systems, police and other law enforcement agencies must 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 a plan of implementation.

*What budget do we have available?*

No budgets have been estimated for function 211 for the 2022 budget and the multi-year estimate for 2023-2025

### **Function 220 Zeehaven**

*What do we try to achieve?*

- Meet the legal requirements associated 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 toward economic development
- Support initiatives to increase harbor revenue
- Execute planned infrastructural improvements in collaboration with respective ministries
- Advocate 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 as to compliance to 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 (round-table) 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.

With the implementation and enforcement of the port safety regulations and the constant upgrading of the staff, the port should be able to meet the requirements to operate within its capacity as a commercial port. In order 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 of 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 act as the single most important point of entry for domestic and commercial goods as well as passengers who enter from neighboring islands and crew from the 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 operated by GTI in the waters of St. Eustatius.

### *What budget do we have available?*

The primarily expense for this function is USD 106K which consist of General maintenance USD 88K, the general goal of the harbor is to maintenance its facilities and its infrastructure.

The remaining expenses USD 18K relate to the general exploitation cost; Insurance, fuel cost etc.

The primary income source for this function (220) of USD 2.4M, consists mainly of:

- ✓ Oil Terminal Statia fees USD 1.2M
- ✓ Other harbor income USD 1.2M

Due to lower expected effects of COVID-19 in 2022, the budget has been estimated higher than that of 2021.

## **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



- Enactment 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 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 of the I&W
- Develop strategy plan to better leverage airport's role as conduit in the economic development of the island
- Develop new initiatives to increase airport revenue
- Schedule periodic (round-table) consultations with other harbor stakeholders and users of the airport facilities
- Continue the process of training and upgrading of persons working in and around the airport

*What budget do we have available?*

As the table shows, the expense budget for this function is USD 439K which consist primarily of

- ✓ Overige personeelskosten USD 63K for cleaning staff due to new airport terminal, USD 54K landscaping and USD 45k for the hiring of external expertise.
- ✓ Exploitatiekosten USD 90K consisting mainly of USD 72K for general maintenance of the infrastructure and machines
- ✓ Huisvestingskosten USD 81K of which 63K is allocated for maintenance of the building

As the table shows, the primary income source for this function USD 268K consisting mainly of Departure Tax USD 174K and USD 33K for Landing fees



## Summary Budget Function 2

Table 2.III Budget Function 2, special Allowances included:

The table above shows a summary of all income and expense within main function 2, including the planned 2022-2025 expenses related to special Allowances provided by the Ministry of Infrastructure & Water Management. As these expenses are fully covered by funds from I&W, they are also included in the income side of the table. For an actual balance on the project funds, please refer to our latest quarterly report (Uitvoeringsrapportage).

Lasten	Realisatie 2020	Primitieve Begroting 2021	Gewijzigde Begroting 2021	Primitieve Begroting 2022	Begroting 2023	Begroting 2024	Begroting 2025
<b>2. VERKEER, VERVOER EN WATERSTAAT</b>							
Algemeen beheer DROB Totaal -200-	1,020,968	1,333,797	1,287,547	341,800	267,114	181,661	182,682
Wegen straten en pleinen Totaal -210-	694,607	693,867	560,179	903,050	776,050	767,050	742,750
Verkeersmaatregelen te land Totaal -211-	5,726	14,285	14,285	-	-	-	-
Zeehavens Totaal 220	526,591	736,479	773,343	106,300	123,600	133,600	143,600
Verkeersmaatregelen te water Totaal 222	-	-	-	-	-	-	-
Luchtvaart Totaal 230	1,272,078	1,792,109	1,946,409	439,119	371,571	393,980	393,766
Waterkering, afwatering en landaanwinning Totaal 240	-	-	-	-	-	-	-
<b>2. VERKEER, VERVOER EN WATERSTAAT TOTAAL</b>	<b>3,519,970</b>	<b>4,570,536</b>	<b>4,581,762</b>	<b>1,790,269</b>	<b>1,538,336</b>	<b>1,476,291</b>	<b>1,462,798</b>

Baten	Realisatie 2020	Primitieve Begroting 2021	Gewijzigde Begroting 2021	Primitieve Begroting 2022	Begroting 2023	Begroting 2024	Begroting 2025
<b>2. VERKEER, VERVOER EN WATERSTAAT</b>							
Algemeen beheer DROB Totaal -200-	424,772	401,797	401,797	-	-	-	-
Wegen straten en pleinen Totaal -210-	-	-	-	-	-	-	-
Verkeersmaatregelen te land Totaal -211-	1,965,975	2,230,632	2,230,632	2,413,587	2,484,763	2,518,718	2,550,053
Zeehavens Totaal 220	-	-	-	-	-	-	-
Verkeersmaatregelen te water Totaal 222	105,070	268,371	268,371	268,386	330,041	369,029	401,019
Luchtvaart Totaal 230	-	-	-	-	-	-	-
Waterkering, afwatering en landaanwinning Totaal 240	2,520,835	2,900,800	2,900,800	2,681,973	2,814,804	2,887,747	2,951,072
<b>2. VERKEER, VERVOER EN WATERSTAAT TOTAAL</b>	<b>5,016,651</b>	<b>5,801,601</b>	<b>5,801,601</b>	<b>5,363,946</b>	<b>5,629,609</b>	<b>5,775,495</b>	<b>5,902,145</b>
<b>SALDO VAN BATEN EN LASTEN</b>	<b>1,496,682</b>	<b>1,231,064</b>	<b>1,219,839</b>	<b>3,573,677</b>	<b>4,091,273</b>	<b>4,299,204</b>	<b>4,439,347</b>



## 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 provision of adequate and reliable utility services
- Support and provision of reliable and fast modes of communication
- Promote local agriculture, animal husbandry and fisheries
- Upgrading of 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:

- Provide more resilience to the electrical grid through the undergrounding of the high and medium voltage electricity cables under the 11<sup>th</sup> EDF
- Providing faster internet service through reliable fiber optic connections to homes and businesses
- Expand the container laydown area at the harbor under the 10<sup>th</sup> EDF.
- Resurfacing of the entire harbor ground with support of the ministry of I&W
- Build the new airport terminal and AFISO tower
- Execute other infrastructural initiatives, such as the cliff erosion and stabilization project, the harbor breakwater and the school renovation and rebuilding projects

Table 3.1 Budget Function 3, special Allowances excluded:

Lasten	Realisatie 2020	Primitieve Begroting 2021	Gewijzigde Begroting 2021	Primitieve Begroting 2022	Begroting 2023	Begroting 2024	Begroting 2025
<b>3. ECONOMISCHE ZAKEN</b>							
Economische zaken Totaal -300-	29,863	153,623	128,368	88,500	88,500	88,500	88,500
Handel en Industrie Totaal -310-	334,327	330,103	330,103	330,103	330,103	330,103	330,103
Agrarische productie en ontginning Totaal -340-	(51)	-	-	-	-	-	-
Overige agrarische zaken, jacht en visserij Totaal 341	114,506	79,352	79,352	60,000	60,000	60,000	60,000
<b>3. ECONOMISCHE ZAKEN TOTAAL</b>	<b>478,645</b>	<b>563,078</b>	<b>537,823</b>	<b>478,603</b>	<b>478,603</b>	<b>478,603</b>	<b>478,603</b>

Baten	Realisatie 2020	Primitieve Begroting 2021	Gewijzigde Begroting 2021	Primitieve Begroting 2022	Begroting 2023	Begroting 2024	Begroting 2025
<b>3. ECONOMISCHE ZAKEN</b>							
Economische zaken Totaal -300-	183,827	318,055	322,267	112,774	112,774	112,774	112,774
Handel en Industrie Totaal -310-	-	3,991	-	-	-	-	-
Agrarische productie en ontginning Totaal -340-	-	-	-	-	-	-	-
Overige agrarische zaken, jacht en visserij Totaal 341	536	-	-	-	-	-	-
<b>3. ECONOMISCHE ZAKEN TOTAAL</b>	<b>184,363</b>	<b>322,045</b>	<b>322,267</b>	<b>112,774</b>	<b>112,774</b>	<b>112,774</b>	<b>112,774</b>
<b>SALDO VAN BATEN EN LASTEN</b>	<b>(294,282)</b>	<b>(241,033)</b>	<b>(215,556)</b>	<b>(365,829)</b>	<b>(365,829)</b>	<b>(365,829)</b>	<b>(365,829)</b>



The revenues and expenses presented in the table above are specified in the function paragraphs below. Main function 3 has no active special Allowance with expense in 2022

### **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
- Improve 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

#### *What budget do we have available?*

The expense budget 2022 for this function (300) of USD89K includes among others:

- ✓ Exploitatiekosten USD 50K, USD 20K is allocated for the Central Dialogue St Eustatius and USD 30K for supporting economic developments
- ✓ Subsidy USD 30K for Small Enterprises Stimulation Program

As shown in table, the income source for this function is USD 112K primarily consisting of USD 98K from building permits and USD 15K for establishment permits.

### **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 deemed attractive and conducive for industrial and economic activities. Specifically, under this function, the Public Entity sustains its financial support for tourism.

#### *What do we do to get results?*

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

#### *What budget do we have available?*

The expense budget 2022 for this function of USD 330K represents the annual contribution to the St. Eustatius Tourism Development Foundation.



### **Function 340 Agrarische productie en ontginning**

#### *What do we try to achieve?*

The ultimate goal is to have a sustainable agriculture sector that:

- Provides healthy food for local consumption,
- Improved food security, and food safety.
- Creates economic opportunities from the sale of agricultural products

#### *What do we do to get results?*

- Implementation of the Agriculture vision plan
- Implementation of the policy document Land restoration
- Increase the local production,
- Catch and store rainwater to be used in agriculture
- Diversify the crop production,
- Introduce more cash crops,
- Reduce the import of agricultural products.
- Provide support to the sector and farmers by:
  - Making farm machinery available
  - Providing technical support and advice
  - Availing government owned land for agriculture production purposes.
  - Making funds available to restructure the Farmers' Cooperative

#### *What budget do we have available?*

No specific budget has been allocated to this function, this expenses are taken up under function 341

### **Function 341 Overige Agrarische zaken, jacht en visserij**

#### *What do we try to achieve?*

- Introduction of the newly acquired farming equipment's
- 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

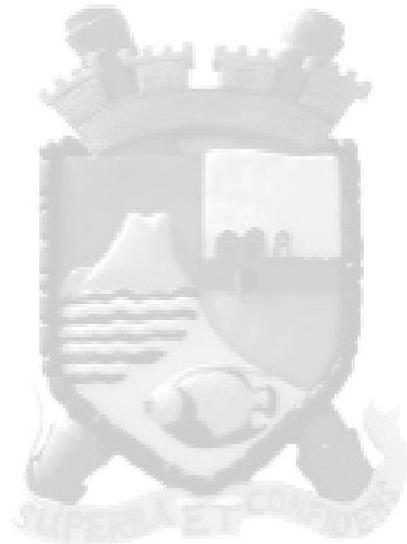
#### *What do we do to get results?*

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



*What budget do we have available?*

The expense budget for this function 341 consists of USD 60K to execute all agriculture related activities: agriculture development and food security such as land preparation, water availability, vegetable production, pest control, supporting and facilitating local farmers.





## Main Function 4 – Education

### Contributing to a good climate for Education on St. Eustatius

#### *What do we try to achieve?*

- Improve quality of education in general
- Collaborate with stakeholders (Ministry of Education, Culture and Science (OCW) ) with new building to house Gwendoline Van Putten Secondary School and housing of the Education Expertise Center including locality for pupils with special needs
- Provide safe transport of pupils and students
- Provide financial support to ensure vulnerable groups at elementary level are provided basic school necessities.
- Support the Compulsory Education program
- Support for student studying abroad that are not eligible to obtain scholarship
- Support for Adult Education





Table 4.1 Budget Function 4, special Allowances excluded:

Lasten	Realisatie 2020	Primitieve Begroting 2021	Gewijzigde Begroting 2021	Primitieve Begroting 2022	Begroting 2023	Begroting 2024	Begroting 2025
<b>4. ONDERWIJS</b>							
Algemeen beheer onderwijs Totaal -400-	-	5,000	5,000	-	-	-	-
Algem. beheer bijzondere scholen Totaal -409-	-	-	-	-	-	-	-
Openbaar Funderend onderwijs Totaal -410-	-	-	-	-	-	-	-
Bijzonder funderend onderwijs Totaal 411	-	-	-	-	-	-	-
Openbare Onderwijs / Governor de Graaff school Totaal 420	-	-	-	-	-	-	-
Openbaar buitengewoon onderwijs Totaal 430	-	-	-	-	-	-	-
Bijz. scholengemeensch meerdaneen v.voorg functies Totaal 461	-	-	-	-	-	-	-
Gemeenschappelijke baten en lasten van onderwijs Totaal 480	267,322	225,444	201,162	179,580	184,080	184,080	184,080
Volwasseneneeducatie Totaal 482	-	-	-	-	-	-	-
<b>4. ONDERWIJS TOTAAL</b>	<b>267,322</b>	<b>230,444</b>	<b>206,162</b>	<b>179,580</b>	<b>184,080</b>	<b>184,080</b>	<b>184,080</b>

Baten	Realisatie 2020	Primitieve Begroting 2021	Gewijzigde Begroting 2021	Primitieve Begroting 2022	Begroting 2023	Begroting 2024	Begroting 2025
<b>4. ONDERWIJS</b>							
Algemeen beheer onderwijs Totaal -400-	-	-	-	-	-	-	-
Algem. beheer bijzondere scholen Totaal -409-	-	-	-	-	-	-	-
Openbaar Funderend onderwijs Totaal -410-	-	-	-	-	-	-	-
Bijzonder funderend onderwijs Totaal 411	-	-	-	-	-	-	-
Openbare Onderwijs / Governor de Graaff school Totaal 420	-	-	-	-	-	-	-
Openbaar buitengewoon onderwijs Totaal 430	-	-	-	-	-	-	-
Bijz. scholengemeensch meerdaneen v.voorg functies Totaal 461	-	-	-	-	-	-	-
Gemeenschappelijke baten en lasten van onderwijs Totaal 480	-	-	-	-	-	-	-
Volwasseneneeducatie Totaal 482	-	-	-	-	-	-	-
<b>4. ONDERWIJS TOTAAL</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>SALDO VAN BATEN EN LASTEN</b>	<b>(267,322)</b>	<b>(230,444)</b>	<b>(206,162)</b>	<b>(179,580)</b>	<b>(184,080)</b>	<b>(184,080)</b>	<b>(184,080)</b>

Detailed specification of the expenses in main function 4 will follow in the function paragraph below. Beside the local income based expenditure, there is also a special Allowance for this function:



*Table 4.II Budget Function 4, special Allowances:*

Lasten	Realisatie 2020	Primitieve Begroting 2021	Gewijzigde Begroting 2021	Primitieve Begroting 2022	Begroting 2023	Begroting 2024	Begroting 2025
<b>4. ONDERWIJS</b>							
Algemeen beheer onderwijs Totaal -400-							
Algem. beheer bijzondere scholen Totaal -409-							
Openbaar Funderend onderwijs Totaal -410-							
Bijzonder funderend onderwijs Totaal 411							
Openbare Onderwijs / Governor de Graaff school Totaal 420							
Openbaar buitengewoon onderwijs Totaal 430							
Bijz. scholengemeensch meerdaneen v.voorg functies Totaal 461							
Gemeenschappelijke baten en lasten van onderwijs Totaal 480				83,412			
Volwasseneneeducatie Totaal 482							
<b>4. ONDERWIJS TOTAAL</b>	-	-	-	83,412	-	-	-

### Function 400 Algemeen Beheer

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

- student transport,
- issuance of basic school needs to vulnerable groups, and
- school housing (onderwijs huisvesting).
- Housing allowance

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

The Primary Education Act stipulates that OLE see to the provision of food and clothing (and transportation facilities) for students who, without these facilities, would be unable to attend school regularly.

#### *What do we try to achieve?*

- Improve quality of education in general
- Collaborate with stakeholders in in realizing new school building Gwendoline van Putten School and housing for Education Expertise Center including locality for pupils 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
- Support for student studying abroad
- Support for adult education



*What budget do we have available?*

The needed budget for these activities of the function 400 are covered under other functions in the budget.

**Function 480 Gemeenschappelijke baten en lasten van het onderwijs**

*What do we try to achieve?*

Besides the general goals mentioned under the main section, the department will specifically aim to:

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

*What do we do to get results?*

To achieve results, the department will collaborate and support the initiatives it wishes to realize as outlined in the previous paragraph. Specifically, it will:

- Participate progress dialogue about the completion of the building of the Gwendoline van Putten school; (project financed by specific Allowance)
- Ensure the effective operation of the school buses to foster safe student transport
- Make the necessary arrangements to ensure families in need will receive support in purchasing school uniforms and basic school supplies
- Offer breakfast for students in need interested in the program, in conformity with Sport and Prevention Accord
- Provide a subsidy to cover the rent of the Expertise Center (ECE) including locality for pupils with special needs.
- Support the execution of the program of the Compulsory Education, in collaboration with RCN-OCW
- Review Compulsory Education workbook
- Introduce talent development
- Foster closer working relationship with RCN-OCW
- Facilitate the timely transfer of funds to student studying abroad
- Student guidance ( on island and abroad)



*What budget do we have available?*

As the table shows, an amount of USD 172K has been allocated for stimulating education.

To fulfil our legal duty we have included a budget of USD 7K to assist vulnerable groups.





## Summary Budget Function 4

Table 4.III Budget Function 4, special Allowances included:

Lasten	Realisatie 2020	Primitieve Begroting 2021	Gewijzigde Begroting 2021	Primitieve Begroting 2022	Begroting 2023	Begroting 2024	Begroting 2025
<b>4. ONDERWIJS</b>							
Algemeen beheer onderwijs Totaal -400-	-	5,000	5,000	-	-	-	-
Algem. beheer bijzondere scholen Totaal -409-	-	-	-	-	-	-	-
Openbaar Funderend onderwijs Totaal -410-	-	-	-	-	-	-	-
Bijzonder funderend onderwijs Totaal 411	-	-	-	-	-	-	-
Openbare Onderwijs / Governor de Graaff school Totaal 420	-	-	-	-	-	-	-
Openbaar buitengewoon onderwijs Totaal 430	-	-	-	-	-	-	-
Bijz. scholengemeensch meerdaneen v.voorg functies Totaal 461	-	-	-	-	-	-	-
Gemeenschappelijke baten en lasten van onderwijs Totaal 480	267,322	225,444	201,162	262,992	184,080	184,080	184,080
Volwasseneneeducatie Totaal 482	-	-	-	-	-	-	-
<b>4. ONDERWIJS TOTAAL</b>	<b>267,322</b>	<b>230,444</b>	<b>206,162</b>	<b>262,992</b>	<b>184,080</b>	<b>184,080</b>	<b>184,080</b>

Baten	Realisatie 2020	Primitieve Begroting 2021	Gewijzigde Begroting 2021	Primitieve Begroting 2022	Begroting 2023	Begroting 2024	Begroting 2025
<b>4. ONDERWIJS</b>							
Algemeen beheer onderwijs Totaal -400-	-	-	-	-	-	-	-
Algem. beheer bijzondere scholen Totaal -409-	-	-	-	-	-	-	-
Openbaar Funderend onderwijs Totaal -410-	-	-	-	-	-	-	-
Bijzonder funderend onderwijs Totaal 411	-	-	-	-	-	-	-
Openbare Onderwijs / Governor de Graaff school Totaal 420	-	-	-	-	-	-	-
Openbaar buitengewoon onderwijs Totaal 430	-	-	-	-	-	-	-
Bijz. scholengemeensch meerdaneen v.voorg functies Totaal 461	-	-	-	-	-	-	-
Gemeenschappelijke baten en lasten van onderwijs Totaal 480	-	-	-	-	-	-	-
Volwasseneneeducatie Totaal 482	-	-	-	-	-	-	-
<b>4. ONDERWIJS TOTAAL</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>SALDO VAN BATEN EN LASTEN</b>	<b>(267,322)</b>	<b>(230,444)</b>	<b>(206,162)</b>	<b>(262,992)</b>	<b>(184,080)</b>	<b>(184,080)</b>	<b>(184,080)</b>

The table above shows a summary of the income and expense of main function 4, including the planned 2022-2025 expenses related to special Allowance provided by the Ministry of OCW. As these expenses are fully covered by funds from OCW, they are also included in the income side of the table.



## Main Function 5 – Culture and Recreation

### Promoting Statia’s heritage and culture

#### *What do we try to achieve?*

The overall objective includes:

- 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 2022, with an outlook to an integrated cultural policy by 2026

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.

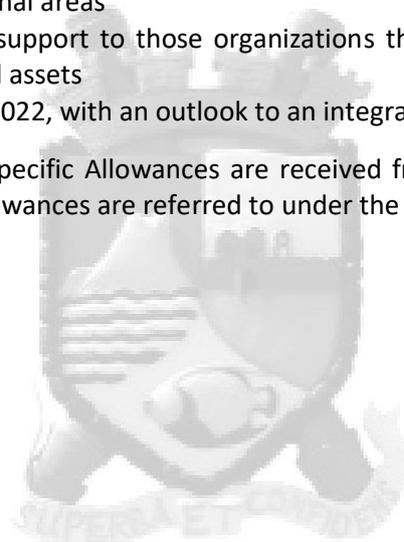




Table 5.I Budget Function 5, special Allowances excluded:

Lasten	Realisatie 2020	Primitieve Begroting 2021	Gewijzigde Begroting 2021	Primitieve Begroting 2022	Begroting 2023	Begroting 2024	Begroting 2025
<b>5. CULTUUR EN RECREATIE</b>							
Openbaar Bibliotheekwerk Totaal -510-	172,471	169,944	169,944	168,879	168,879	168,879	168,879
Sport Totaal -530-	358,246	360,168	434,168	320,300	320,300	320,300	320,300
Kunst Totaal -540-	-	-	-	-	-	-	-
Oudheidkunde/musea Totaal 541	208,738	218,850	208,738	208,738	208,738	208,738	208,738
Maatschappelijk leefbaarheid en openluchtrecreatie Totaal 560	15,342	15,342	15,342	-	-	-	-
Overige cultuur en recreatie Totaal 580	156,935	315,385	306,385	198,965	198,965	198,965	198,965
<b>5. CULTUUR EN RECREATIE TOTAAL</b>	<b>911,732</b>	<b>1,079,690</b>	<b>1,134,578</b>	<b>896,882</b>	<b>896,882</b>	<b>896,882</b>	<b>896,882</b>

Baten	Realisatie 2020	Primitieve Begroting 2021	Gewijzigde Begroting 2021	Primitieve Begroting 2022	Begroting 2023	Begroting 2024	Begroting 2025
<b>5. CULTUUR EN RECREATIE</b>							
Openbaar Bibliotheekwerk Totaal -510-	-	-	-	-	-	-	-
Sport Totaal -530-	-	-	-	-	-	-	-
Kunst Totaal -540-	-	-	-	-	-	-	-
Oudheidkunde/musea Totaal 541	-	-	-	-	-	-	-
Maatschappelijk leefbaarheid en openluchtrecreatie Totaal 560	-	-	-	-	-	-	-
Overige cultuur en recreatie Totaal 580	-	4,212	-	-	-	-	-
<b>5. CULTUUR EN RECREATIE TOTAAL</b>	<b>-</b>	<b>4,212</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>SALDO VAN BATEN EN LASTEN</b>	<b>(911,732)</b>	<b>(1,075,478)</b>	<b>(1,134,578)</b>	<b>(896,882)</b>	<b>(896,882)</b>	<b>(896,882)</b>	<b>(896,882)</b>

The local revenues and expenses presented in table 5.I are further specified in the function paragraphs of this chapter. Beside the local revenues, this main function has also received several Allowances. Expenses on the special Allowances in the period 2022-2025, as presented in table 5.II, will be further explained in the function paragraphs.

Table 5.II Budget Function 5, special Allowances:

Lasten	Realisatie 2020	Primitieve Begroting 2021	Gewijzigde Begroting 2021	Primitieve Begroting 2022	Begroting 2023	Begroting 2024	Begroting 2025
<b>5. CULTUUR EN RECREATIE</b>							
Openbaar Bibliotheekwerk Totaal -510-							
Sport Totaal -530-				84,950			
Kunst Totaal -540-							
Oudheidkunde/musea Totaal 541							
Maatschappelijk leefbaarheid en openluchtrecreatie Totaal 560				1,060,000			
Overige cultuur en recreatie Totaal 580							
<b>5. CULTUUR EN RECREATIE TOTAAL</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,144,950</b>	<b>-</b>	<b>-</b>	<b>-</b>



## **Function 510 Openbaar bibliotheekwerk**

### *What do we try to achieve?*

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

- Every citizen must be able to develop and participate consciously and actively in society.
- Enabled to absorb information, knowledge and culture.

A high-quality library can play a vital role in this.

### *What do we do to get results?*

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

- Purchasing of new books
- Modernizing the adult books collection
- Expanding of the activity offering
- Building awareness and support within the community for the library
- Re-examining the possibility of introducing E-books
- Performing regular operational tasks and provide the customary services
- Payment of personnel costs

### *What budget do we have available?*

The expense budget for this section (510) of USD 170K consists of an annual subsidy to the “Stichting Openbare Bibliotheek”. (Managing the public library on St. Eustatius)

## **Function 530, Sports**

Sports helps an individual much more than in the physical aspects alone. It builds character and discipline, teaches and develops 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, the policy of OLE is achieved which is aimed at:

- Making residents 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 aim is to stimulate this as effectively and efficiently as possible. To get more Statians on the move, six aspects are important for St. Eustatius from the perspective of sports policy:

- Movement education; Statia in Shape
- Sports through associations
- Sport and exercise in the public spaces; among others, dance school, walk clubs, tourism track and trails; , outdoor exercise equipment, beach volleyball
- projects that encourage sport and exercise; “Alleen jij bepaalt” (AJB)
- Introducing new sports forms and broadening the sports offer



- Sport(talent) development (talentontwikkeling)
- Gradual implementation of recommendations made in report Analyses Sport structure St.Eustatius and Sint Eustatius Sport Facilities Foundation in collaboration with 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 2019-2023
- Monitor the progress and encourage further development of sports clubs
- Maintain a policy advisor within Social Domain to foster cooperation with stakeholders on island and abroad.
- Collaborate on the execution projects financed by specific Allowances

*What budget do we have available?*

The local expense budget for this section (530) consists of an annual subsidy to the St. Eustatius Sport Foundation of USD 320K (Managing the sports facilities on St. Eustatius). Other activities are covered by an special allowance Caribisch Sport- en Preventieakkoord

**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), the policy of OLE is achieved which is aimed at:

- Educating the public on local the culture, through a respectful display of local culture.
- Displaying alternative perspectives on history
- Connecting peoples of different background
- Preventing culture loss
- Preserving monuments
- Stimulating archeology finds
- Stimulating history and archeology tourism
- Stimulating collaborative relationships with other museums
- Renovating and restoring of 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

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- Agreements on activities to be carried out by each institution
- Pursuing working relationships with Museums in the Netherlands and in the region.
- Seek funding for renovating and restoring 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 for proper storage of Statian artifacts

### *What budget do we have available?*

- ✓ The local expense budget for this section (541) of USD 218K, consists primarily of annual subsidies to:
- ✓ The St. Eustatius Historical Foundation of USD 106K (48%) (Management of historical heritage and museum on St. Eustatius)
- ✓ The St. Eustatius Monuments Foundation of USD 52K (24%) (Managing the monuments on St. Eustatius)
- ✓ The St. Eustatius Archeology Center USD 50K (23%) (Managing the archaeological heritage on St. Eustatius)
- ✓ Rent of building USD 10K (5%)

### **Function 560 Maatschappelijke leefbaarheid en openluchtrecreatie**

Under this section the Public Entity wishes to promote the quality of life for residents, by focusing on open air recreation opportunities and the upkeep of spaces of significance 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

### *What budget do we have available?*

The local expense budget for this section (560) of USD 115K, consists primarily of annual subsidies to:

- ✓ Various cultural events (including Kings day, Memorial day, Emancipation day, Carnival, EXCL. Statia Fisch Fry, EXCL. Kunst festival)
- ✓ Cultural event Statia Fisch Fry
- ✓ Cultural event Art festival
- ✓ National Identity campaign: officially recognize and protect the symbols associated with Statia's identity



## **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 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
- 1<sup>st</sup> of July Day of Emancipation

### *What do we do to get results?*

- Establishment of Culture Department as separate unit in order to give the needed focus.
- Appointment of full-time program planner (beleidsondersteunend medewerker).
- Establish a cultural policy and agenda through working relationship with ministry OCW.
- Training of staff members and other stakeholders.
- Promotion: Give a clear definition of culture and awaken a consciousness of the broad spectrum that it encompasses.
- Interject the importance of culture and all that it encompasses into all programs of development of St. Eustatius.
- Mapping out and promoting the identity of St. Eustatius throughout the community and in the media.
- Integrating culture education into the school curriculum, as the basis for the understanding and appreciation of one's identity.
- Uniting individuals, organizations, foundations (stakeholders) that aide in cultural expression.
- Creating a network of heritage halls, cultural centers, museum, etc., in order to protect cultural practices and practitioners.
- Making cultural vitality a priority, with policies, incentives and funding of culture practitioners.
- Identify and organizing collaboration among organizations in the culture and heritage spaces.
- Advocating for increase financial support of the culture and heritage function.

### *What budget do we have available?*

The local expense budget for this section (580) consists primarily of various cultural events and festivities cost USD 181K and subsidy for St. Eustatius Lions Club of USD 10K, St. Eustatius Senior Citizens and Cultural Foundation USD 8K.



## Summary Budget Function 5

Table 5.III Budget Function 5, special Allowances included:

Lasten	Realisatie 2020	Primitieve Begroting 2021	Gewijzigde Begroting 2021	Primitieve Begroting 2022	Begroting 2023	Begroting 2024	Begroting 2025
<b>5. CULTUUR EN RECREATIE</b>							
Openbaar Bibliotheekwerk Totaal -510-	172,471	169,944	169,944	168,879	168,879	168,879	168,879
	-	-	-	-	-	-	-
Sport Totaal -530-	358,246	360,168	434,168	405,250	320,300	320,300	320,300
	-	-	-	-	-	-	-
Kunst Totaal -540-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
Oudheidkunde/musea Totaal 541	208,738	218,850	208,738	208,738	208,738	208,738	208,738
	-	-	-	-	-	-	-
Maatschappelijk leefbaarheid en openluchtrecreatie Totaal 560	15,342	15,342	15,342	1,060,000	-	-	-
	-	-	-	-	-	-	-
Overige cultuur en recreatie Totaal 580	156,935	315,385	306,385	198,965	198,965	198,965	198,965
	-	-	-	-	-	-	-
<b>5. CULTUUR EN RECREATIE TOTAAL</b>	<b>911,732</b>	<b>1,079,690</b>	<b>1,134,578</b>	<b>2,041,832</b>	<b>896,882</b>	<b>896,882</b>	<b>896,882</b>

Baten	Realisatie 2020	Primitieve Begroting 2021	Gewijzigde Begroting 2021	Primitieve Begroting 2022	Begroting 2023	Begroting 2024	Begroting 2025
<b>5. CULTUUR EN RECREATIE</b>							
Openbaar Bibliotheekwerk Totaal -510-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
Sport Totaal -530-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
Kunst Totaal -540-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
Oudheidkunde/musea Totaal 541	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
Maatschappelijk leefbaarheid en openluchtrecreatie Totaal 560	-	4,212	-	-	-	-	-
	-	-	-	-	-	-	-
Overige cultuur en recreatie Totaal 580	-	4,212	-	-	-	-	-
	-	-	-	-	-	-	-
<b>5. CULTUUR EN RECREATIE TOTAAL</b>	<b>-</b>	<b>8,425</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>SALDO VAN BATEN EN LASTEN</b>	<b>(911,732)</b>	<b>(1,071,266)</b>	<b>(1,134,578)</b>	<b>(2,041,832)</b>	<b>(896,882)</b>	<b>(896,882)</b>	<b>(896,882)</b>

Table 5.III shows a summary of all income and expense of main function 5, including the planned 2022-2025 expenses related to special Allowances provided by Dutch Ministries. As these expenses are covered by funds from the Dutch Ministries, they are also included in the income side of the table.



## **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 2022, emphasis will continue to be placed on:

- Support and assistance of vulnerable group in solving challenges in their daily lives so that they can become part of society again.

To this end, the team of social worker and assistant social workers will provide advice on specific arrangements and procedures. The team will also guide vulnerable groups in getting involved in daytime activities, daycare, leisure activities and education. Finally, the assistant social workers will also help to empower these persons 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.





Table 6.1 Budget Function 6, special Allowances excluded:

Lasten	Realisatie 2020	Primitieve Begroting 2021	Gewijzigde Begroting 2021	Primitieve Begroting 2022	Begroting 2023	Begroting 2024	Begroting 2025
<b>6. SOCIALE VOORZIENINGEN EN MAATSCHAPPELIJK WERK</b>							
Algemeen beheer maatschappelijk werk Totaal -600-	-	-	-	-	-	-	-
Onderstandsverlening (incl. pensioen) Totaal -610-	284,285	-	-	-	-	-	-
Werkgelegenheid Totaal -611-	79,714	81,965	81,965	36,000	26,100	26,100	26,100
Maatschappelijke begeleiding en advies Totaal 620	381,594	541,030	541,030	99,000	99,000	99,000	99,000
Sociaal cultureel werk en jeugd- en jongerenwerk Totaal 630	-	-	60,000	-	-	-	-
Bejaardenzorg Totaal 640	-	-	-	-	-	-	-
Kinderopvang Totaal 650	300,000	300,000	300,000	300,000	300,000	300,000	300,000
Dagopvang gehandicapten Totaal 651	-	-	-	-	-	-	-
<b>6. SOCIALE VOORZIENINGEN EN MAATSCHAPPELIJK WERK TOTAAL</b>	<b>1,045,593</b>	<b>922,994</b>	<b>982,994</b>	<b>435,000</b>	<b>425,100</b>	<b>425,100</b>	<b>425,100</b>

Baten	Realisatie 2020	Primitieve Begroting 2021	Gewijzigde Begroting 2021	Primitieve Begroting 2022	Begroting 2023	Begroting 2024	Begroting 2025
<b>6. SOCIALE VOORZIENINGEN EN MAATSCHAPPELIJK WERK</b>							
Algemeen beheer maatschappelijk werk Totaal -600-	-	-	-	-	-	-	-
Onderstandsverlening (incl. pensioen) Totaal -610-	-	-	-	-	-	-	-
Werkgelegenheid Totaal -611-	-	-	-	-	-	-	-
Maatschappelijke begeleiding en advies Totaal 620	-	-	-	-	-	-	-
Sociaal cultureel werk en jeugd- en jongerenwerk Totaal 630	-	-	-	-	-	-	-
Bejaardenzorg Totaal 640	-	-	-	-	-	-	-
Kinderopvang Totaal 650	-	-	-	-	-	-	-
Dagopvang gehandicapten Totaal 651	-	-	-	-	-	-	-
<b>6. SOCIALE VOORZIENINGEN EN MAATSCHAPPELIJK WERK TOTAAL</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>SALDO VAN BATEN EN LASTEN</b>	<b>(1,045,593)</b>	<b>(922,994)</b>	<b>(982,994)</b>	<b>(435,000)</b>	<b>(425,100)</b>	<b>(425,100)</b>	<b>(425,100)</b>

The expenses presented in table 6.1 will be specified in the function paragraphs below. Table 6.2 shows the various special Allowance expenses planned for the period 2022-2025:



*Table 6.II Budget Function 6, special Allowances:*

Lasten	Realisatie 2020	Primitieve Begroting 2021	Gewijzigde Begroting 2021	Primitieve Begroting 2022	Begroting 2023	Begroting 2024	Begroting 2025
<b>6. SOCIALE VOORZIENINGEN EN MAATSCHAPPELIJK WERK</b>							
Algemeen beheer maatschappelijk werk Totaal -600-							
Onderstandsverlening (incl. pensioen) Totaal -610-							
Werkgelegenheid Totaal -611-							
Maatschappelijke begeleiding en advies Totaal 620				545,881			
Sociaal cultureel werk en jeugd- en jongerenwerk Totaal 630				300,000			
Bejaardenzorg Totaal 640							
Kinderopvang Totaal 650							
Dagopvang gehandicapten Totaal 651							
<b>6. SOCIALE VOORZIENINGEN EN MAATSCHAPPELIJK WERK TOTAAL</b>	-	-	-	<b>845,881</b>	-	-	-

All special Allowances/allowances have a neutral effect on the budget of St. Eustatius. Revenues received from Dutch Ministries cover the expenses. The expenses on the projects will be discussed in the applicable function paragraphs below. Many projects have a multi annual effect. We refer to the quarterly reports for an overview of the balance in USD per project.

### Function 611, Werkgelegenheid

#### *What do we try to achieve?*

- Placing more students and other local residents on the labor market. This should result in fewer temporarily work permits (TWVs) being issued, precisely because of a better match with the labor market. The policy preparations for this will be made in 2022.
- Achieve greater professionalization of the department and in the interest of sustainability.

#### *What do we do to get results?*

- Local professionals are trained to adopt a proactive attitude towards job seekers and employers
- Transparency in the labor market will be improved, in the interest to increase the changes of 'pairing' job seeker's profiles with job vacancies. Improved 'matching' will be advanced by introducing a digital registration system.
- Perform active company visits to build relationships.
- Ensure the sufficiency of tools to allow participation by persons with disabilities (small-scale approach, sheltered work).
- Continue exploring social return opportunities
- Establish a Job Center in collaboration with RCN-SZW
- Foster relationships with Gwendoline van Putten school (GvP) and New Challenges Foundation (NCF)

#### *What budget do we have available?*

The regular expense budget for this section (611) is to place more students and other local residents on the labor market, thus a budget of USD 16K has been allocated.



To achieve greater professionalization of the department and in the interest of sustainability a budget of USD 20K has been allocated.

## **Function 620 Maatschappelijke begeleiding en advies**

### *What do we try to achieve?*

The aim of Social Domain for the year 2022 and beyond, is to place 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 2022, additional areas in which assistance can be provided is in:

- Child nurturing
- (Preventive) debt relief
- Youth work
- Young adults

Attention will:

- Continue to be placed on the prevention of domestic violence and child abuse.
- Advance the 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 than can be given to vulnerable groups.

### *What do we do to get results?*

OLE will pursue the training of:

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

Engaging these specialists has been made possible through structural funding by the Ministries of BZK and VWS. The amount will be added later.

The activities for the two main domains are:

### **Domestic Violence and Child Abuse**

Domestic violence and child abuse will receive a lot of 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 by, among other things, the introduction of a digital registration system and the roll-out of the legal guidelines for domestic violence / child abuse.

### **Poverty Reduction**

Recently a policy plan Poverty Reduction has been drawn up and adopted by the Executive Council. These include:

- Ensuring the expenses of funerals of persons whose heirs cannot afford the costs of burial and

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- Ensuring that primary education students can pursue their education by providing clothing, food and transport. (see function 480)
- Provide support to the most vulnerable through 'food vouchers'.
- Establishing and implementing, in collaboration with ministries, a poverty reduction policy "Armoedebeleid St. Eustatius 2021-2025".
- Strengthen the level of expertise among NGO's.

### *What budget do we have available?*

The three emergency homes will be dedicated to families in dire need. An amount of USD 953K is available for 2022, with permission of the ministries of Social Affairs and Health residual budget has been allocated for this project. will cover the expense of USD 866K for hiring an architect, contractor and the actual construction work.

To achieve this we have allocated a budget of USD 99K for Unit Social Support. (local expense budget for this section (620)

## 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 2022 to improve children's rights, in addition to planned 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, has found that, while significant progress has been made, further 'catch-up' can still be made across all areas of lives of children on St. Eustatius. The report is endorsed by both the Public Entity and the Kingdom government. Child safety, the development of the individual and participation, are the guiding principles in this regard. **In 2022 a new Memorandum of understanding will be signed with UNICEF.**

- Continue the process of "catch-up" in Children's Right

### *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+

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.

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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) is transferred to the New Challenges Foundation (NCF) for the implementation of the SKJ process.

The Statia Doet project aims to stimulate voluntary work. For the next four years, money has been served for the annual March campaign.

The BES (t) 4Kids project serves to improve the accessibility and quality of childcare on St. Eustatius.

### *What budget do we have available?*

In 2022, budget will be reserved for the housing program, consultancy cost, program cost, and construction of a new Out Of School building.

These activities are being financed by special allowances, hence not taken up in the regular exploitation of OLE.

### **Function 650 Kinderopvang**

The Public Entity recognizes what is universally accepted: that the age from birth to four are 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

### *What budget do we have available?*

The local budget for this section (650) of USD 300K, reflects OLE's annual subsidy to the day center.

### **Function 651 Opvang gehandicapten**

### *What do we try to achieve?*

- To structure and professionalize the provision of care and guidance to persons with disabilities, so that a healthy basis can be created on which to expand (care) activities in the future; to do this in
- Accordance with the UN Convention on People with Disabilities.



*What do we do to get results?*

- Develop and In-depth policy program
- Implement the points for improvement under the UN Convention on People with disabilities 2018
- Professionalize and structure the care for persons with a disability, in collaboration with stakeholders.
- Promote expertise and availability of professionals
- Improve access to existing facilities
- Introduce a registration system

*What budget do we have available?*

The 2022 budget is fully funded by a special Allowance of the Ministry of VWS: VN Verdrag Handicap (002333). It is available for the day care disabilities program. It will be spent for the implementation of care for specific target groups, the renovation of the existing building for the care of disabled people and the promotion of expertise for internal and external partners.





## Summary Budget Function 6

Table 6.III Budget Function 0, special Allowances included:

Lasten	Realisatie 2020	Primitieve Begroting 2021	Gewijzigde Begroting 2021	Primitieve Begroting 2022	Begroting 2023	Begroting 2024	Begroting 2025
<b>6. SOCIALE VOORZIENINGEN EN MAATSCHAPPELIJK WERK</b>							
Algemeen beheer maatschappelijk werk Totaal -600-	-	-	-	-	-	-	-
Onderstandsverlening (incl. pensioen) Totaal -610-	284,285	-	-	-	-	-	-
Werkgelegenheid Totaal -611-	79,714	81,965	81,965	36,000	26,100	26,100	26,100
Maatschappelijke begeleiding en advies Totaal 620	381,594	541,030	541,030	644,881	99,000	99,000	99,000
Sociaal cultureel werk en jeugd- en jongerenwerk Totaal 630	-	-	60,000	300,000	-	-	-
Bejaardenzorg Totaal 640	-	-	-	-	-	-	-
Kinderopvang Totaal 650	300,000	300,000	300,000	300,000	300,000	300,000	300,000
Dagopvang gehandicapten Totaal 651	-	-	-	-	-	-	-
<b>6. SOCIALE VOORZIENINGEN EN MAATSCHAPPELIJK WERK TOTAAL</b>	<b>1,045,593</b>	<b>922,994</b>	<b>982,994</b>	<b>1,280,881</b>	<b>425,100</b>	<b>425,100</b>	<b>425,100</b>

Baten	Realisatie 2020	Primitieve Begroting 2021	Gewijzigde Begroting 2021	Primitieve Begroting 2022	Begroting 2023	Begroting 2024	Begroting 2025
<b>6. SOCIALE VOORZIENINGEN EN MAATSCHAPPELIJK WERK</b>							
Algemeen beheer maatschappelijk werk Totaal -600-	-	-	-	-	-	-	-
Onderstandsverlening (incl. pensioen) Totaal -610-	-	-	-	-	-	-	-
Werkgelegenheid Totaal -611-	-	-	-	-	-	-	-
Maatschappelijke begeleiding en advies Totaal 620	-	-	-	-	-	-	-
Sociaal cultureel werk en jeugd- en jongerenwerk Totaal 630	-	-	-	-	-	-	-
Bejaardenzorg Totaal 640	-	-	-	-	-	-	-
Kinderopvang Totaal 650	-	-	-	-	-	-	-
Dagopvang gehandicapten Totaal 651	-	-	-	-	-	-	-
<b>6. SOCIALE VOORZIENINGEN EN MAATSCHAPPELIJK WERK TOTAAL</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>SALDO VAN BATEN EN LASTEN</b>	<b>(1,045,593)</b>	<b>(922,994)</b>	<b>(982,994)</b>	<b>(1,280,881)</b>	<b>(425,100)</b>	<b>(425,100)</b>	<b>(425,100)</b>

Table 6.III shows a summary of all income and expense of main function 6, including the planned 2022-2025 expenses related to special Allowances provided by Dutch ministries. As these expenses are covered by funds from the Dutch ministries, they are also included in the income side of the table. We refer to our quarterly reports for an overview of the actual balance in USD per project.



## 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.





Table 7.1 Budget Function 7, special Allowances excluded:

Lasten	Realisatie 2020	Primitieve Begroting 2021	Gewijzigde Begroting 2021	Primitieve Begroting 2022	Begroting 2023	Begroting 2024	Begroting 2025
<b>2. VERKEER, VERVOER EN WATERSTAAT</b>							
Algemeen beheer volksgezondheid Totaal -700-	113,159	126,644	99,644	102,960	102,960	102,960	102,960
Preventieve en curatieve gezondheidszorg Totaal -710-	419	419	419	-	-	-	-
Ambulancevervoer Totaal -711-	-	-	-	-	-	-	-
Verpleeginrichtingen Totaal 712	-	-	-	-	-	-	-
Slachthuizen Totaal 720	410,232	423,724	423,724	184,500	185,450	185,450	212,450
Reiniging Totaal 721	863,779	927,149	878,149	-	-	-	-
Riolering en Waterzuivering Totaal 722	-	7,000	7,000	-	-	-	-
Milieu en natuurbeheer Totaal 723	132,863	177,150	177,150	177,150	177,150	177,150	177,150
Lijkbezorging (begraafplaats) Totaal 724	347	-	-	-	-	-	-
Overige openbare hygiene Totaal 725	1,131,300	459,122	459,122	26,280	28,147	28,147	28,147
Overige volksgezondheid Totaal 730	-	-	-	-	-	-	-
<b>2. VERKEER, VERVOER EN WATERSTAAT TOTAAL</b>	<b>2,652,098</b>	<b>2,121,209</b>	<b>2,045,209</b>	<b>490,890</b>	<b>493,707</b>	<b>493,707</b>	<b>520,707</b>

Baten	Realisatie 2020	Primitieve Begroting 2021	Gewijzigde Begroting 2021	Primitieve Begroting 2022	Begroting 2023	Begroting 2024	Begroting 2025
<b>2. VERKEER, VERVOER EN WATERSTAAT</b>							
Algemeen beheer volksgezondheid Totaal -700-	-	-	-	-	-	-	-
Preventieve en curatieve gezondheidszorg Totaal -710-	-	-	-	-	-	-	-
Ambulancevervoer Totaal -711-	-	-	-	-	-	-	-
Verpleeginrichtingen Totaal 712	-	-	-	-	-	-	-
Slachthuizen Totaal 720	113,663	140,020	140,020	60,000	60,000	60,000	60,000
Reiniging Totaal 721	269,101	420,059	420,059	350,000	350,000	350,000	350,000
Riolering en Waterzuivering Totaal 722	-	-	-	-	-	-	-
Milieu en natuurbeheer Totaal 723	-	-	-	-	-	-	-
Lijkbezorging (begraafplaats) Totaal 724	-	-	-	-	-	-	-
Overige openbare hygiene Totaal 725	11,768	41,813	41,813	74,500	64,500	64,500	64,500
Overige volksgezondheid Totaal 730	-	-	-	-	-	-	-
<b>2. VERKEER, VERVOER EN WATERSTAAT TOTAAL</b>	<b>394,532</b>	<b>601,892</b>	<b>601,892</b>	<b>484,500</b>	<b>474,500</b>	<b>474,500</b>	<b>474,500</b>
<b>SALDO VAN BATEN EN LASTEN</b>	<b>(2,257,566)</b>	<b>(1,519,317)</b>	<b>(1,443,317)</b>	<b>(6,390)</b>	<b>(19,207)</b>	<b>(19,207)</b>	<b>(46,207)</b>

The revenues and expenses presented in table 7.1 are specified in the function paragraphs below.



*Table 7.II Budget Function 7, special Allowances:*

Lasten	Realisatie 2020	Primitieve Begroting 2021	Gewijzigde Begroting 2021	Primitieve Begroting 2022	Begroting 2023	Begroting 2024	Begroting 2025
<b>2. VERKEER, VERVOER EN WATERSTAAT</b>							
Algemeen beheer volksgezondheid Totaal -700-							
Preventieve en curatieve gezondheidszorg Totaal -710-							
Ambulancevervoer Totaal -711-							
Verpleeginrichtingen Totaal 712							
Slachthuizen Totaal 720							
Reiniging Totaal 721							
Riolering en Waterzuivering Totaal 722							
Milieu en natuurbeheer Totaal 723							
Lijkbezorging (begraafplaats) Totaal 724							
Overige openbare hygiene Totaal 725				200,000			
Overige volksgezondheid Totaal 730							
<b>2. VERKEER, VERVOER EN WATERSTAAT TOTAAL</b>	-	-	-	200,000	-	-	-

Table 7.II shows the planned expense budget related to special Allowances. It does not reflect the total Allowance amount over the years.

### **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 program. 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 on 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 in order to increase the self-reliance and resilience of young people.

Two 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 is a 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

- To improve the national vaccination program and
- Introduction of the electronic child file and adolescent care.
- Supervision of childcare centers (Bes(t) 4Kids) will continue.

*What budget do we have available?*

In order to comply with the Public Health Act we have included a budget of USD 103K for this section (700) and there is a special allowance of USD 489K that is received yearly.

**Function 720, Slachthuizen**

*What do we try to achieve?*

The slaughterhouse provides the 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 opportunity for storage and processing of raw meat to other end products.

*What do we do to get results?*

In order to guarantee that the slaughterhouse provides the needed 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 reveals that the slaughterhouse is in dire need of infrastructural improvement to guarantee that operations are conform the hygiene, labor and safety standards

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



### *What budget do we have available?*

The expense budget for this function (720) USD 185K includes:

- ✓ Exploitatiekosten USD 99K, USD 54K for the purchasing of livestock and fish for slaughtering and USD 45K for general expenses
- ✓ Huisvestingskosten USD 18K for maintenance of the building
- ✓ Autokosten en transportkosten USD 16K for maintenance of motor vehicles

The primary income for this function (720) is USD 60K from slaughter cattle and sale of meat

### **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 the streets, parks as well as private properties ought to be maintained and deemed user friendly.

#### *What do we do to get results?*

In 2018, an agreement was signed with as the 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 needs to be revised and new constructed streets have been added for cleaning. Some communities that were not previously included in the street cleaning contracts and will be incorporated in the 2022 public space maintenance plan.

The maintenance of public spaces lies with the department of Public Works and Services (PWS).

#### *What budget do we have available?*

The primary income for this function (721) is USD 350K for collection of waste fees.



### **Function 722, Riolering en waterzuivering**

The “leverage regulation” Act (kapstokregelgeving), provides the possibility of implementing regulations, such as operating costs, supervision, and so on. Based on the minimum requirements for sewage and water purification in this act, it is essential for OLE to map the waste water situation and subsequently establish a waste water regulation with rules for having effective collection and transportation of wastewater to protect the soil and the sea.

Septic Tanks are used extensively. They are closed when they are full. When the waste water becomes galvanized it does not sink properly. This is a problem on the coastline. There the waste is not sinking properly, with the risk that it may mix with seawater and may end up in the water park. This issue is being monitored. The hotels on the coast have their own purification system.

#### *What do we try to achieve?*

We try to keep up the minimum requirements for sewage and water purification

#### *What do we do to get results?*

OLE is making a plan for sewage and water management which will be ready by the end of 2021. A request is been made to the ministry of I&EW to facility a case study on the best practices for waste water management.

#### *What budget do we have available?*

For the year 2022 there is no budget needed for this function (722)

### **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 Minister of LNV in consultation with the BES islands, establishes once in every five years, a Nature Policy Plan. The new plan is has been completed and the implementation agenda has been completed. OLE also has the opportunity to establish and ratify its own policy plan. Since the reorganization of 2019 the directorate of ENI has integrated nature conservation as an integral cornerstone in the socio-economic development.

This plan is aimed at the protection of nature on the island and it also outlines how nature should be and could be used. It also covers the international commitments and the obligations deriving from the regulations and treaties policy plan.

The conservation and protection of nature are principal in the socio-economic development of the islands. This is done through:

- The designation of nature parks and managing them, while meeting the international requirements of these parks;
- Protecting and managing measures of protected species and biodiversity, combating trafficking of protected animals;

#### *What do we do to get results?*

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



With support from the Ministry of I&W, BZK as well as the Ministry of LNV, additional resources have been reserved for the enhancement of these facilities and institutes, this is manifested within the implementation agenda. The environmental inspectors will ensure that users of nature adhere to the regulations and guidelines established.

In addition, extra effort is being made to handle the islands massive erosion problem through an integral approach. Special attention has been given to the health of the coral population as well as the roaming animals and invasive species. Environmental policies, environmental permits, transportation and storage policies for hazardous substances, soil protection, drainage and environmental impact assessments has been mandated to the unit VTH.

#### *What budget do we have available?*

For the function 723 there is a budget needed for the contribution to the operational cost of STENAPA of USD 177K. (Managing the Marine and Land Parks of the OLE)

#### **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 by either owning or managing them, it can also be through a private party.

##### *What do we do to get results?*

OLE continues to provide the support in manpower and technical advice in the use of the spaces in the cemeteries. Through the hurricane relief program financed by a contribution of BZK (EUR 405K), all of the cemeteries have been partially re-habilitated. The use and control of the space remains is monitored through inspections and registry.

##### *What budget do we have available?*

There is no specific budget needed for the function 724.

#### **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. This as a result of complaints received in the area of food safety. Targeted inspections of supermarkets and catering establishments that violate the law will be performed and sanction will be levied 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 the import goods and accentuate 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

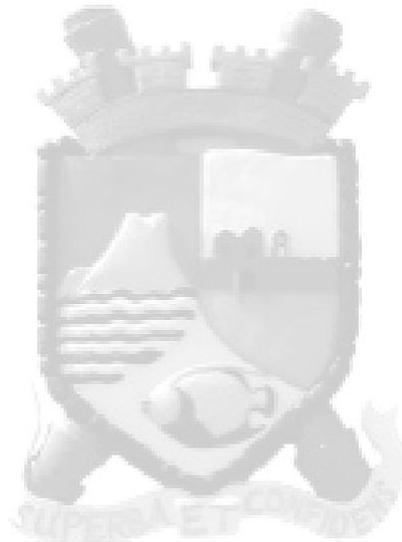
*What budget do we have available?*

Collaboration will be sought with stakeholders to strengthen population reach in the prevention area of drug addiction and care for disabled (VN-verdrag).

As of 2021 the newly established Prevention clinic will form part of the Public Health Department. The implementation and execution phase of the “preventive nota St.Eustatius 2021-2024” will be in actualized. Additional staff will be recruited such as prevention worker, registered nurse and dietician.

In order to comply with the Commodities Act we have included a budget of USD 26K in cost.

It is expected to generate USD 75K in revenues for COVID related activities, ship sanitation certification, food handlers testing and sale of insecticides.





## Summary Budget Function 7

Table 7.III Budget Function 7, special Allowances included:

Lasten	Realisatie 2020	Primitieve Begroting 2021	Gewijzigde Begroting 2021	Primitieve Begroting 2022	Begroting 2023	Begroting 2024	Begroting 2025
<b>2. VERKEER, VERVOER EN WATERSTAAT</b>							
Algemeen beheer volksgezondheid Totaal -700-	113,159	126,644	99,644	102,960	102,960	102,960	102,960
Preventieve en curatieve gezondheidszorg Totaal -710-	-	-	-	-	-	-	-
Ambulancevervoer Totaal -711-	-	-	-	-	-	-	-
Verpleeginrichtingen Totaal 712	-	-	-	-	-	-	-
Slachthuizen Totaal 720	410,232	423,724	423,724	184,500	185,450	185,450	212,450
Reiniging Totaal 721	863,779	927,149	878,149	-	-	-	-
Riolering en Waterzuivering Totaal 722	-	7,000	7,000	-	-	-	-
Milieu en natuurbeheer Totaal 723	132,863	177,150	177,150	177,150	177,150	177,150	177,150
Lijkbezorging (begraafplaats) Totaal 724	347	-	-	-	-	-	-
Overige openbare hygiene Totaal 725	1,131,300	459,122	459,122	226,280	28,147	28,147	28,147
Overige volksgezondheid Totaal 730	-	-	-	-	-	-	-
<b>2. VERKEER, VERVOER EN WATERSTAAT TOTAAL</b>	<b>2,652,098</b>	<b>2,121,209</b>	<b>2,045,209</b>	<b>690,890</b>	<b>493,707</b>	<b>493,707</b>	<b>520,707</b>

Baten	Realisatie 2020	Primitieve Begroting 2021	Gewijzigde Begroting 2021	Primitieve Begroting 2022	Begroting 2023	Begroting 2024	Begroting 2025
<b>2. VERKEER, VERVOER EN WATERSTAAT</b>							
Algemeen beheer volksgezondheid Totaal -700-	-	-	-	-	-	-	-
Preventieve en curatieve gezondheidszorg Totaal -710-	-	-	-	-	-	-	-
Ambulancevervoer Totaal -711-	-	-	-	-	-	-	-
Verpleeginrichtingen Totaal 712	113,663	140,020	140,020	60,000	60,000	60,000	60,000
Slachthuizen Totaal 720	269,101	420,059	420,059	350,000	350,000	350,000	350,000
Reiniging Totaal 721	-	-	-	-	-	-	-
Riolering en Waterzuivering Totaal 722	-	-	-	-	-	-	-
Milieu en natuurbeheer Totaal 723	-	-	-	-	-	-	-
Lijkbezorging (begraafplaats) Totaal 724	11,768	41,813	41,813	74,500	64,500	64,500	64,500
Overige openbare hygiene Totaal 725	-	-	-	-	-	-	-
Overige volksgezondheid Totaal 730	394,532	601,892	601,892	484,500	474,500	474,500	474,500
<b>2. VERKEER, VERVOER EN WATERSTAAT TOTAAL</b>	<b>789,063</b>	<b>1,203,784</b>	<b>1,203,784</b>	<b>969,000</b>	<b>949,000</b>	<b>949,000</b>	<b>949,000</b>
<b>SALDO VAN BATEN EN LASTEN</b>	<b>(1,863,035)</b>	<b>(917,425)</b>	<b>(841,425)</b>	<b>278,110</b>	<b>455,293</b>	<b>455,293</b>	<b>428,293</b>

Table 7.III shows a summary of all income and expense of main function 7, including the planned 2022-2025 expenses financed by special Allowances provided by Dutch ministries. As these expenses are covered by funds from the Dutch ministries, they are also included in the income side of the table.



## **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 incorporated into the development of the community.

The provision of land for economic development as well as the free movement of people is also considered a priority.

- The availability of sufficient and adequate public spaces

is important for the spatial layout of the island and the development of the people.

### *How do we want to achieve that?*

A new Land Policy was drafted in 2021 and will be implemented in the 2022 budget and calendar year submitted to the Island Council for ratification.

Revision and reallocation of land for housing development





*Table 8.1 Budget Function 8, special Allowances excluded:*

Lasten	Realisatie 2020	Primitieve Begroting 2021	Gewijzigde Begroting 2021	Primitieve Begroting 2022	Begroting 2023	Begroting 2024	Begroting 2025
<b>8 .RUIMTELIJKE ORDENING EN VOLKSHUISVESTING</b>							
Ruimtelijke ordening Totaal -810-	-	-	-	-	-	-	-
Woningbouwexploitatie/woningbouw Totaal -820-	136,294	218,214	218,214	216,000	216,000	216,000	216,000
Overige volkshuisvesting Totaal -822-	-	-	-	-	-	-	-
<b>8 .RUIMTELIJKE ORDENING EN VOLKSHUISVESTING TOTAAL</b>	<b>136,294</b>	<b>218,214</b>	<b>218,214</b>	<b>216,000</b>	<b>216,000</b>	<b>216,000</b>	<b>216,000</b>

Baten	Realisatie 2020	Primitieve Begroting 2021	Gewijzigde Begroting 2021	Primitieve Begroting 2022	Begroting 2023	Begroting 2024	Begroting 2025
<b>8 .RUIMTELIJKE ORDENING EN VOLKSHUISVESTING</b>							
Ruimtelijke ordening Totaal -810-	-	-	-	-	-	-	-
Woningbouwexploitatie/woningbouw Totaal -820-	10,226	43,464	43,464	-	-	-	-
Overige volkshuisvesting Totaal -822-	-	-	-	-	-	-	-
<b>8 .RUIMTELIJKE ORDENING EN VOLKSHUISVESTING TOTAAL</b>	<b>10,226</b>	<b>43,464</b>	<b>43,464</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>SALDO VAN BATEN EN LASTEN</b>	<b>(126,068)</b>	<b>(174,750)</b>	<b>(174,750)</b>	<b>(216,000)</b>	<b>(216,000)</b>	<b>(216,000)</b>	<b>(216,000)</b>

The revenues and expenses presented in table 8.1 are specified in the function paragraphs below.

Within main function 8 there are no special Allowances.

### **Function 810, Ruimtelijke ordening**

#### *What do we try to achieve?*

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.

#### *What do we do to get results?*

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 revision of the St. Eustatius Spatial Development Plan ('ruimtelijk ordeningsplan') will continue. That current plan has been in effect since 2011.

With the mentoring and support provided through the Ministries of BZK, I&W, EZ and LNV, the island will be updating the current Spatial Development Plan. The expansion of the industrial zone, as well as the provision of adequate infrastructure and the reservation of additional land for recreational purposes and agricultural development, will ensure a complimentary environment for economic development.

#### *What budget do we have available?*

No budget available in 2022-2025.



## **Function 820, Woningexploitatie/woningbouw**

### *What do we try to achieve?*

- Provide the opportunity for adequate living conditions and standards for the inhabitants of the island; especially 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 construction of additional social and safe houses

The responsibility of social housing has been mandated to the St. Eustatius Housing Foundation.

### *What budget do we have available?*

The expense budget 2020 for this function (820) of USD 216K includes The St. Eustatius Housing Foundation subsidy of USD 216K. (Suitable and decent social housing on St. Eustatius)





## 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.

Table 9.1 Budget Function 9, special Allowances excluded:

The revenues and expenses presented in table 9.1 are specified in the function paragraphs below.

Within main function 9 there are now special Allowances.

Lasten	Realisatie 2020	Primitieve Begroting 2021	Gewijzigde Begroting 2021	Primitieve Begroting 2022	Begroting 2023	Begroting 2024	Begroting 2025
<b>9. FINANCIERING EN ALGEMENE DEKKINGSMIDDELEN</b>							
Reserves en voorzieningen Totaal -910-	855,000	-	-	-	-	-	-
Geldleningen Totaal -911-	-	-	-	-	-	-	-
Vrijgekomen middelen Totaal -912-	-	-	-	-	-	-	-
Beleggingen Totaal 913	-	-	-	-	-	-	-
Belastingen Totaal 920	-	-	-	-	-	-	-
Vrije uitkering Totaal 921	-	-	-	-	-	-	-
Algemene uitgaven en inkomsten Totaal 922	350,844	252,000	252,000	234,000	234,000	234,000	234,000
Stelposten Totaal 923	-	-	-	-	-	-	-
<b>9. FINANCIERING EN ALGEMENE DEKKINGSMIDDELEN TOTAAL</b>	<b>1,205,844</b>	<b>252,000</b>	<b>252,000</b>	<b>234,000</b>	<b>234,000</b>	<b>234,000</b>	<b>234,000</b>

Baten	Realisatie 2020	Primitieve Begroting 2021	Gewijzigde Begroting 2021	Primitieve Begroting 2022	Begroting 2023	Begroting 2024	Begroting 2025
<b>9. FINANCIERING EN ALGEMENE DEKKINGSMIDDELEN</b>							
Reserves en voorzieningen Totaal -910-	-	1,527,991	1,527,991	-	-	-	-
Geldleningen Totaal -911-	-	-	-	-	-	-	-
Vrijgekomen middelen Totaal -912-	-	-	-	-	-	-	-
Beleggingen Totaal 913	-	-	-	-	-	-	-
Belastingen Totaal 920	31,145	133,019	133,019	806,260	807,348	808,468	809,622
Vrije uitkering Totaal 921	13,834,334	11,309,494	11,309,494	11,479,136	11,651,323	11,826,093	12,003,485
Algemene uitgaven en inkomsten Totaal 922	45,600	-	-	-	-	-	-
Stelposten Totaal 923	-	-	-	-	-	-	-
<b>9. FINANCIERING EN ALGEMENE DEKKINGSMIDDELEN TOTAAL</b>	<b>13,911,079</b>	<b>12,970,504</b>	<b>12,970,504</b>	<b>12,285,396</b>	<b>12,458,671</b>	<b>12,634,562</b>	<b>12,813,107</b>
<b>SALDO VAN BATEN EN LASTEN</b>	<b>12,705,236</b>	<b>12,718,504</b>	<b>12,718,504</b>	<b>12,051,396</b>	<b>12,224,671</b>	<b>12,400,562</b>	<b>12,579,107</b>

## Function 920 Belastingen

### What do we try to achieve?

Generate optimal and reasonable revenue from the resident populations of St. Eustatius, from tourists and from local organizations, at the lowest possible costs.



*What do we do to get results?*

- Optimize our databases of road tax, tourist tax, garbage 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.

*What budget do we have available?*

**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 allowance (Vrije uitkering) provided by the Ministry of BZK of USD 11M. The free allowance has been recently adjusted for wage increase and inflation for the amount of USD 209K. The free allowance has been increased by 1.5% for wage and price adjustment.

**Function 922 Algemene uitgaven en inkomsten**

*What do we try to achieve?*

Collect optimal revenues and administrate expenses from sources that can't 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.

*What budget do we have available?*

The expenses for this function consist of USD 234K which is the accounting expenses for auditing the foundations USD 72K and USD 162K for unforeseen expenses



## Mandatory Paragraphs

### A. Section Good Governance (Paragraaf bedrijfsvoering)

At the introduction of 'de Tijdelijke Wet Taakwaarlozing St. Eustatius' on February 7<sup>th</sup>, 2018, certain parts of the WolBES and the FinBES were declared non applicable. The Island Council was dissolved, and the Island Commissioners were relieved of their duties. The acting Island Governor and the Council Registrar were honorably discharged. At the same time, a Government Commissioner (RC) and a deputy Government Commissioner (Wvd. RC) were appointed. As a result, certain elements and functions within the organizational model of OLE, became temporarily inoperative or are being executed by or on behalf of the Government Commissioner (RC).

The Government Commissioner executes all tasks and authorities formally assigned in the 'Wet openbare lichamen Bonaire, St. Eustatius en Saba (WolBES)' and other laws, to the Island Council, Executive Council and Island Governor.

The decisions taken by the Government Commissioner (RC), in place of the Island Council, the Executive Council or the Island Governor, are considered as made by the respective organs.

If the execution of laws or edicts issued by the Kingdom require the cooperation of the Island Council, the Executive Council or the Island Governor, then this is to be provided by the Government Commissioner (RC).

On July 7<sup>th</sup>, 2020, the bill 35422 - The Restoration of Provisions Eustatius- was adopted unanimously. From July 16<sup>th</sup>, 2020, the new law of Power came in to force.

The idea behind the Bill on Administrative Provisions on St. Eustatius is normal the administrative relationships are restored step by step and at the same time the intervention is restored extensive. Every effort is made to allow local authorities to function independently as soon as possible, once the conditions for good governance have been met, that is restoration of local democracy. For the population, the right to choose and their own representation being a candidate is essential. These democratic rights must therefore be restored as soon as possible

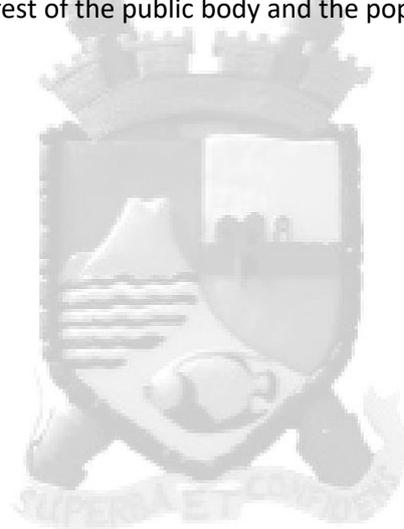
The bill therefore contains a number of safeguards:

- Transition to the next phase can only take place if concrete results have been achieved and the relevant powers are expected to be properly exercised in the longer term.
- Moreover, the powers of the Island Legislative Council and the Island Government are initially limited the tasks in the field of financial management, the organization of the civil service organization will only be assigned at a later stage.
- The Government Commissioner has additional authority to make decisions by the Island Council and the Island Government. If the statutory auditor withholds approval, the decisions do not enter into force. The interests of the residents and good governance are included in the grounds for approval.
- After financial management has been restored, all decisions of the Island Council are taken the basis of duties or powers arising from the public entities (Bonaire, Sint Eustatius and The Saba Finance Act (FINBES) is also subject to government approval Commissioner. This approval requirement will continue until the decision has been made taken to advance to phase 3, where the post of governor is restored.
- The normal supervisory powers of prevention and enforcement under the WOLBES and the legislation on delegated powers in case of breach of duty, as well as the also the ability to overturn decisions contrary to the law or the public interest apply when the bill becomes law.



- Since the government commissioner also works after the island council and the island council has been restored, he will have firsthand knowledge of the functioning and decisions of both bodies and are well placed to take timely action if the situation justifies this, in quick and close consultation with the Ministry of the Interior and Kingdom Relations.
- After the departure of the government commissioner, the Kingdom representative will be able to exercise enhanced supervisory powers. To this end he gets access to everyone information and can attend all meetings, private and otherwise (Article 12 of the bill, amended after the post of governor was restored).

Under the constitution, once conferred powers cannot be revoked without the intervention of the legislator. To prevent powers from being exercised in a way that doesn't benefit the island or the collective interest of its inhabitants, these safeguards make it tight control is maintained over the administrative situation. It is important that the safeguards are seen as a safety net and as a legal basis for it take action if the situation requires it. Good governance is not something that can be achieved by alone the passing of a law. Equally important is the willingness of future members of the Island Council and Island Government to cooperate and communicate constructively with each other and with the government commissioner, and their willingness to perform their duties and exercise their powers in the collective interest of the public body and the population of St. Eustatius.





## 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 part of the funding needed to cover the costs associated with the execution of a wide range of tasks and provide certain services to the Island's residents, by OLE. In principle, remission of claims is not possible in respect to both private and public claims.

Local levies can be categorized into two types. 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, tasks or services. 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 dispensed.

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

Residents, businesses and other organizations together, contribute to making the execution of OLE's duties possible. In order to ensure a level playing field and create 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.

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

Specification of Local Levies	Realization 2020	Primary Budget 2021	Amended Budget 2021	Budget 2022	Budget 2023	Budget 2024	Budget 2025
Motorrijtuig belastingen	424,749	401,797	401,797	420,000	420,000	420,000	420,000
Afvalstoffenheffing	269,101	420,059	420,059	350,000	350,000	350,000	350,000
Toeristen belasting	28,769	181,833	181,833	100,000	100,000	100,000	100,000
Onroerend goed exploitatie	234,537	299,242	255,777	286,260	287,348	288,468	289,622
Luchthaven	105,070	268,371	268,371	268,386	330,041	369,029	401,019
Zeehaven	1,966,311	2,230,632	2,230,632	2,413,587	2,484,763	2,518,718	2,550,053
Overige leges	54,786	114,949	71,000	48,500	47,500	75,500	77,500
Leges unit vergunningen	184,933	327,037	323,047	112,774	112,774	112,774	112,774
Overige opbrengsten	206,031	133,019	181,833	134,500	124,500	124,500	124,500
<b>Grand Total</b>	<b>3,474,286</b>	<b>4,376,939</b>	<b>4,334,349</b>	<b>4,134,007</b>	<b>4,256,926</b>	<b>4,358,990</b>	<b>4,425,469</b>

### Covid-19

Local revenues will be hit hard by the global COVID-19 pandemic in 2020. As a result, several budgetary changes were needed on the revenue side in 2020 and 2021. For the income related to the seaport, we expect a small increase in revenue of USD 183K. For the revenue of the airport we expect the same revenue as the amended budget for 2021, USD 268K.

Furthermore, the tourism and hospitality sector on St. Eustatius was also hit hard, resulting in a downward adjustment of USD 82K in revenue from the room tax.

At the time of the budget preparation, the situation regarding the COVID-19 pandemic is still very unclear and it is difficult to see what the impact will be on revenues for 2022. It is chosen to budget the income for 2022 in a very conservative way due to the uncertain situation regarding Covid-19. If necessary, you can adjust during the year. This approach is also followed by other municipalities. Only for the permits there is a technical adjustment on the benefit side which is further explained below.



### **Permits (Function 300)**

Several adjustments have been made to the permits.

#### **Building permits**

A budget of USD 98K was provided here.

#### **Establishments Permits**

For Establishment Permits, USD 15K in revenue will be taken into account in 2022.

#### **Income from harbor activities**

In 2016, the tariffs regulated by the harbor ordinance were increased. This led to an increase in revenues from harbor activities since 2017.

In 2017 a new multi-annual agreement was reached between OLE and Statia Oil Terminal in which higher vessel and bunker fees were contracted.

Initially, the agreement led to a substantial increase of local harbor revenue. However, following on the hurricanes of 2017, the situation became more tenuous and less predictable, as Statia Oil Terminal failed to attract the number and sizes of vessels it previously anticipated. Projected harbor income was significantly reduced in 2018, due to the political environment in Venezuela, as the developments there adversely affected activity in the harbor of St. Eustatius.

Conservative budgeting was made for 2020 and an upward revision of the budget during the year was taken into account. However, as a result of the COVID-19 pandemic, revenues were again lower than estimated. Mid-year, the revenue side required an adjustment of more than 700K USD.

During the preparation of this budget, the effects of the COVID-19 pandemic were very difficult to estimate towards 2022. We therefore estimated a slightly higher income than the original budget for 2022. OLE will continue to monitor the development in harbor revenues and will propose amendment to the budget, upward or downward, in the course of its execution, as needed.

The seaport is the main local source of income for St. Eustatius. More than half of total seaport revenue is directly attributable to Prostar's (formerly NuStar) operations: revenue bunkers, NuStar vessel service fees, seaport subscription revenue and NuStar cargo fees

There are several other charges as well:

- Cargo and pier revenue: pier fees for the import of cargoes and parcels;
- Additional fees: due when docking a ship;
- Port fees: to be met when anchoring and staying at the port;
- Severance tax,
- Access passes: tickets to port land are largely issued by six months and issued in January and July;
- Seaport subscription concerns the concession for the exercise of piloting activities paid for by Statia Terminals.



### Land Lease ('Erfpacht')

Starting January 1, 2019, land lease tariffs ('Erfpacht') were increased according to the table below.

Specification	Current rate	1 January 2023
Erfpacht		
Landbouw/Veeteelt	USD 200.00 acre	USD 250.00 acre
Particulier (woning)	USD 0.75 m2	USD 1.00 m2
Zakelijk	USD 1.50 m2	USD 2.00m2
Verhuur grond		
Huur grond industrie wijk	USD 3.50 m2	USD 4.00 m2

For pre-existing contracts of 10 years or less, rates will not change immediately. For contracts 10 years and older, the new rate increases will be introduced in stages, over a period of 5 years. For new land lease contracts, the new tariffs will apply from inception.

Since several administrative improvements in 2019, collection is now being actively pursued. There is rate increase starting from January 1, 2021. Based on this we expect USD 60K extra revenue from land lease.

### Road Tax

In 2020, road tax revenues were 90K USD higher than budgeted. Instead of the usual number plate players, new number plates were issued in February 2020. Coupled with Police checks, this led to a windfall in the proceeds. During the preparation of the budget there are no plans for issuing new number plates. For this reason, conservative budgeting and the initial budget of 2021 is taken as a starting point.

### Waste Levy

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 Personal 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.

Realization in 2020 showed an income of USD 269K. For 2021 we budgeted an extra income for waste levy of USD 150K. For 2022 we are budgeting more conservatively, and we expect an income of USD 350K.

### Room Tax

The tourist tax remained significantly behind the budget in 2021. The 2021 budget was based on the primary budget for 2020. Because of COVID-19, a substantial downward revision of the expected income was necessary. The budget for the room tax was revised from USD 182K to USD 100K in 2022.

### Airport revenue

The travel restrictions resulting from COVID-19 will have a major impact on the airport's revenues in 2022. For 2022 we budget the income for the airport at the same level as the amended budget for 2021 at USD 268K.



### **Improvement of assessment and collection**

The plan of action "Towards fair and effective financial management" ("Towards legitimate and effective financial management") outlines concrete action points for achieving effective financial management within OLE. This includes plans on how OLE wants to improve the (timely) assessment or invoicing and collection of local revenue. Previously, money was received from the Ministry of Foreign Affairs and Kingdom Relations (KR) for the implementation of this plan and the administrative, procedural and technical implementation of various phases has started. The implementation of the redesign of work processes in 2021 provides more certainty about the expected revenue streams for 2022.

The planned cooperation with the Caribbean Netherlands Tax Administration (BCN) with regard to the outsourcing of the recovery of public law claims has been put on hold until 2021. It has been agreed to first prepare a correct list of debtors (public claims) before making them suitable for transfer to BCN. It is expected to be ready by December 2021 (due to a lot of manual work).

Since 2012, the following regulations are being updated regularly:

1. Vehicle (road) tax/ Motorrijtuigenbelasting, 10-03-2020
2. Tourism levy/ Toeristenbelasting, 20-12-2018
3. The Ordinance on general retributions and user fees/ Legesverordening, 20-03-2020
4. Harbor fees/ Havenbelasting, 10-12-2019
5. Waste tax/ Afvalstoffenheffingen, 02-11-2018
6. Airport fees / Luchthavenbelasting,
7. Precordial tax / Precariobelasting,
8. Land Lease / Erfpacht, 23-11-2018

There is presently a need to develop a working method on enforcement of the precarial tax. This tax will provide OLE with a new source of income that will support OLE's efforts to keep the island clean and tidy.



## C. Buffer Capital

The 'Besluit begroting en verantwoording openbare lichamen BES' prescribes 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 get 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' / 'Weerstandvermogen'

According to article 10 of the BBV BES, the 'Resistance' consists of the relationship between:

The capacity for resistance, being the means and capabilities available to the Public Entity to cover non budgeted 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 with regard to 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: Being able to absorb incidental financial setbacks without having to intervene directly in the budget;

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.

Resilience is an important part of risk management and is defined as the extent to which unexpected financial setbacks can be absorbed.

### **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.

The means that determine that ability are:

- 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 expenditure 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). OLE does not have silent reserves

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 are:

- 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.



A special category is the so-called facilities. Provisions are isolated assets formed because of:

- a) Liabilities and losses the extent of which is uncertain at the balance sheet date but can reasonably be estimated;
- b) Risks the extent of which is uncertain at the balance sheet date but can reasonably be assessed and thus have a high degree of probability;
- c) Cost fluctuations (even cost distribution).

This definition implies that provisions are not part of the available resistance capacity, because there are already entered into obligations or risks 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 (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 the resilience (too) 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).

The available resistance capacity consists of a structural and an incidental part.

The contingency item (\$162,000) is a structural component. The general reserve constitutes an incidental component. The general reserve is \$28,619,510 as of 30/9/2021. The share of the participating interests (\$14,644,863) must be eliminated from equity. This means that the final available resistance capacity will be \$14,136,647.

Based on the risk assessment performed with the directors, the required resistance capacity is \$8,027,420. thus the Resilience ratio is 1.8. However, a risk profile with a lower Resilience ratio is chosen, namely for the standard 1.6.

This means that the available resistance capacity will be \$12,843,872. This part of the general reserve will be accessible in the event that the inventoried risks unexpectedly arise

In coordination with the BC, a risk standard of 1.6 was chosen, which 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:

$$\frac{\text{Available Resistance Capacitance}}{\text{Required Resistance Capacity}}$$

<b>Resilience ratio:</b>	Total available Resistance Capacity		12,843,872
	Total required Resistance Capacity	1.6	8,027,420

### 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.

Risk Management will be implemented in the Operations of the OLE with effect from the 2022 budget. (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).

# Multi Annual Budget 2022-2025

Public Entity | St. Eustatius



Volgnr	Required Resistance Capacity/benodigde weerstandscapaciteit (amounts x \$ 1)	Type of risk (Operational Risk/Financial Risk/CSR-risk/General Risk)	Probability in %/kans van optreden	Effect in \$	Weighted Money Consequence in \$/Impact in \$
	Risks				
	Discontinuïteit van de bedrijfsvoering				
1	- ICT	1. Operational risk	10%	250,000	25,000
2	- tornado	4. General risk	25%	500,000	125,000
3	- management leaves	1. Operational risk	40%	200,000	80,000
4	- weglopen van talent	1. Operational risk	40%	200,000	80,000
5	- massale ziekte	1. Operational risk	5%	500,000	25,000
6	- covid 19	3. Corporate Social Responsibility-risk	15%	500,000	75,000
7	- onrechtmatig handelen	2. Financial risk	20%	1,000,000	200,000
8	- lack of insurances	2. Financial risk	15%	500,000	75,000
	P&O				
9	- langlopende arbeidsconflicten	1. Operational risk	10%	100,000	10,000
10	- bedrijfsongevallen	3. Corporate Social Responsibility-risk	5%	190,000	9,500
	Finance department				
11	- AFAS crashes/ ICT crash	1. Operational risk	40%	500,000	200,000
12	- possibility change Free allowance systematic	2. Financial risk	10%	208,000	20,800
13	- leveranciers niet betalen/laat betalen	1. Operational risk	10%	370,000	37,000
	Klantenloket				
14	- privacy breach	3. Corporate Social Responsibility-risk	40%	2,800	1,120
15	- loss of data	1. Operational risk	30%	-	-
16	- fraud	2. Financial risk	20%	-	-
17	- security not working	1. Operational risk	30%	-	-
	Beleid en programma				
18	- natural disasters	4. General risk	80%	200,000	160,000
19	- Lack of (structural) finances/vulnerability to financial dependence	2. Financial risk	50%	1,000,000	500,000
20	- upgrading (based on new developments/dutch european counterparts: education/political sensitivity/bijtscholing/uitwisselingsprogramma's)	1. Operational risk	50%	50,000	25,000
21	- means for networking	1. Operational risk	25%	15,000	3,750
22	- discontinuity of bedrijfsvoering (long term sickness, vacancy, burnout personeel/overwerkt zijn)	1. Operational risk	25%	50,000	12,500
	Publieke gezondheidszorg				
23	- pandemic/ local outbreak	4. General risk	30%	3,000,000	900,000
24	- not proper applicable laws from central government on Statia (algemene maatregelen van bestuur)	4. General risk	95%	200,000	190,000
25	- vakkenis niet op vereiste niveau/doorontwikkeling medewerkers	1. Operational risk	75%	150,000	112,500
26	- materiaal/middelen niet beschikbaar in relatie tot de uitvoering van de taken	1. Operational risk	25%	25,000	6,250
	- judicial claims	4. General risk	20%	50,000	10,000
	- loss of imago	4. General risk	10%	50,000	5,000
	- human resources (loss of knowledge, burnout, long term sickness)	1. Operational risk	75%	80,000	60,000
	Cultuur en Evenementen				
27	- adequate preservation of cultural artifacts	3. Corporate Social Responsibility-risk	80%	200,000	160,000
28	- public culture (vandalism/fire/natural disasters)	3. Corporate Social Responsibility-risk	80%	100,000	80,000
29	- executing events (more staff to organize events/continuity of department)	3. Corporate Social Responsibility-risk	25%	30,000	7,500
30	- Abrupt risk (lack of communication within the organization/not being informed property/payment held back)	1. Operational risk	50%	30,000	15,000

# Multi Annual Budget 2022-2025

Public Entity | St. Eustatius



Volgnr	Required Resistance Capacity/benodigde weerstandscapaciteit (amounts x \$ 1)	Type of risk (Operational Risk/Financial Risk/CSR-risk/General Risk)	Probability in %/kans van optreden	Effect in \$	Weighted Money Consequence in \$/Impact in \$
	Risks				
	Maatschappelijke ondersteuning				
31	- influx of persons	3. Corporate Social Responsibility-risk	50%	20,000	10,000
32	- escalatie huiselijk geweld	3. Corporate Social Responsibility-risk	90%	20,000	18,000
33	- escalatie kindermishandeling	3. Corporate Social Responsibility-risk	90%	20,000	18,000
34	- lack of staff (vacancies stay open)	1. Operational risk	50%	50,000	25,000
35	- vehicle (to be able to visit clients when other vehicles are done/afschrijving termijn has passed with no replacement)	1. Operational risk	90%	25,000	22,500
	Ondersteuning Eiland council				
36	- kwaliteit van de ondersteuning van de eilandcouncil	1. Operational risk	0%	0	-
	Unit Beveiliging				
37	- discontinuity of operational process (harming the revenues)	2. Financial risk	90%	200,000	180,000
38	- in strijd handelen met code of conduct	4. General risk	20%	50,000	10,000
	Unit Haven/Luchthaven				
39	- Lack of control	2. Financial risk	30%	45,000	13,500
40	- Claim on damage goods	2. Financial risk	20%	80,000	16,000
41	- Navigational risks	2. Financial risk	20%	0	-
42	- Ongelukken personeel/materieel	2. Financial risk	0%	0	-
43	loosing current employee to the private sector or other functions	1. Operational risk	50%	20,000	10,000
44	insufficient staff to cover the requested policy areas	1. Operational risk	50%	100,000	50,000
45	Staff burnout	1. Operational risk	15%	30,000	4,500
46	non filling of the requested vacancies	1. Operational risk	10%	100,000	10,000
47	medical issues	1. Operational risk	5%	60,000	3,000
48	ongoing lawsuits. Cliff stabilization	2. Financial risk	50%	5,000,000	2,500,000
49	Covid related price increase	2. Financial risk	50%	300,000	150,000
50	Lawsuit Incenerator (hinder license)	2. Financial risk	10%	800,000	80,000
51	Non compliance of Subsidized organization	3. Corporate Social Responsibility-risk	10%	60,000	6,000
52	Ongoing courtcase against OLE	3. Corporate Social Responsibility-risk	50%	3,000,000	1,500,000
53	inability to close GTI-OLE landswop agreement	3. Corporate Social Responsibility-risk	10%	1,200,000	120,000
54	workplace (non) compliance risk	3. Corporate Social Responsibility-risk	20%	350,000	70,000
55	non acceptance of the proosed land policy				
	<b>Required Resistance Capacity</b>				<b>8,027,420</b>

## 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

For OLE, the development of a full maintenance policy framework is still a work in progress. The following plans are finalized in 2021.

Capital Good	Maintenance and Policy Plans	Time
Roads, Squares and Other public spaces	Beheerplan Openbare Ruimte	2021-2025
Public Lighting	Beheerplan Openbare Verlichting	2021-2025
Erosion, Water Catchment, Disposal and Storage	Beheerplan Openbare Ruimte	2021-2025
Greenery	Beheerplan Openbare Ruimte	2021-2025
The Airport, including buildings	Beheerplan Gebouwen	2021-2025
The Harbor, including buildings	Beheerplan Gebouwen	2021-2025
The Waste management plant, including the buildings and the incinerator system	Beheerplan Gebouwen	2021-2025
The Sport Complex, including the buildings and the swimming pool	Beheerplan Gebouwen	2021-2025
Other buildings owned and used in public service	Beheerplan Gebouwen	2021-2025
Other buildings owned, but not in public service	Beheerplan Gebouwen	2021-2025
School buildings	Onderwijshuisvestingsplan	2021-2025
Computer and Audio Visual Systems	ICT Beheerplan	2021-2025
Cars, Trucks and Work materials	Tractiebeheerplan	2021-2025

The planning horizon of each plan is to be actualized each 5 years and should then be extended for another 5 years.

Every 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 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 of internal staff should not be charged against the provision

### **Investment planning**

In 2018 and 2019, OLE embarked on the plan of action “In route to equitable and effective financial management” (‘Op weg naar rechtmatig en doelmatig financieel beheer’). This plan outlines the action points towards realizing effective financial management. Among its many phases, the initiative includes the upgrading of the legacy ERP platform to a new and improved version. The new version affords improved, extended and integrated capture of both financial and operational data. With extended functionalities and accurate data, better internal data sourcing is promoted and the internal and external reporting function is enhanced. This in turn sets the stage for better financial management.

OLE recognizes that accurate and complete information lies at the foundation of good financial management. Hence, the inclusion of steps in the plan of action to review and cleanup old, incomplete and inaccurate data, (partially) resident on the old ERP system. The aim is to ensure that the most accurate and complete data is transferred in to the new system.

This also applies to the accuracy and completeness of OLE’s capital assets, which represent a sizeable part of the total assets of OLE. As such, Unit Finance in collaboration with other departments, undertook to review its assets registers, assess their completeness, searched for unrecorded items, identified items off which their existence was in question, reviewed the accuracy of assumptions and checked for adherence with legal conditions, including legally determined depreciation rates. The exercise proved justified as it revealed, not only the need for adjustments of various types, but in the end, presented the input for a more accurate data base of fixed assets, with fair values, going forward.

Examples of omissions which required adjustment included:

- 1) Failure to recognize depreciation where this was required (valuation)
- 2) Depreciation rates that did not align with ordinances (FinBes and BBV); (valuation)
- 3) Inability to (physically) identify assets in the register as is still in use and/ or owned by OLE (validity/existence)

Examples of the effects of recent decisions that needed to be updated in the Fixed Assets register:

- 1) Transfer of drinking water assets to STUCO (validity/existence)
- 2) Effects of the covenant between Ministry of OCW and OLE regarding school buildings and regarding demolition and reconstruction of GVP (validity/existence)
- 3) Assets destroyed during hurricane Irma (validity/existence)
- 4) Effect of the social housing agreement with Woonlinie (validity/existence)



## E. The Internal Organization

### ***Introduction and the new organization***

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

In recent years, there had been increasing signs that a more efficient and effective organization was needed. This eventually led to a reorganization which was effected in September 2019. By 2020, a large number of vacancies that had not been filled by the reorganization were opened up and vacancies were filled. 2020 was all about working in the new organizational structure, in accordance with the established organizational regulation and training of employees. Planning talks have also started in 2020. In 2021 this was continued and so it will also be continued in 2022 (Training, Conversation Cycle).

### **The Organization**

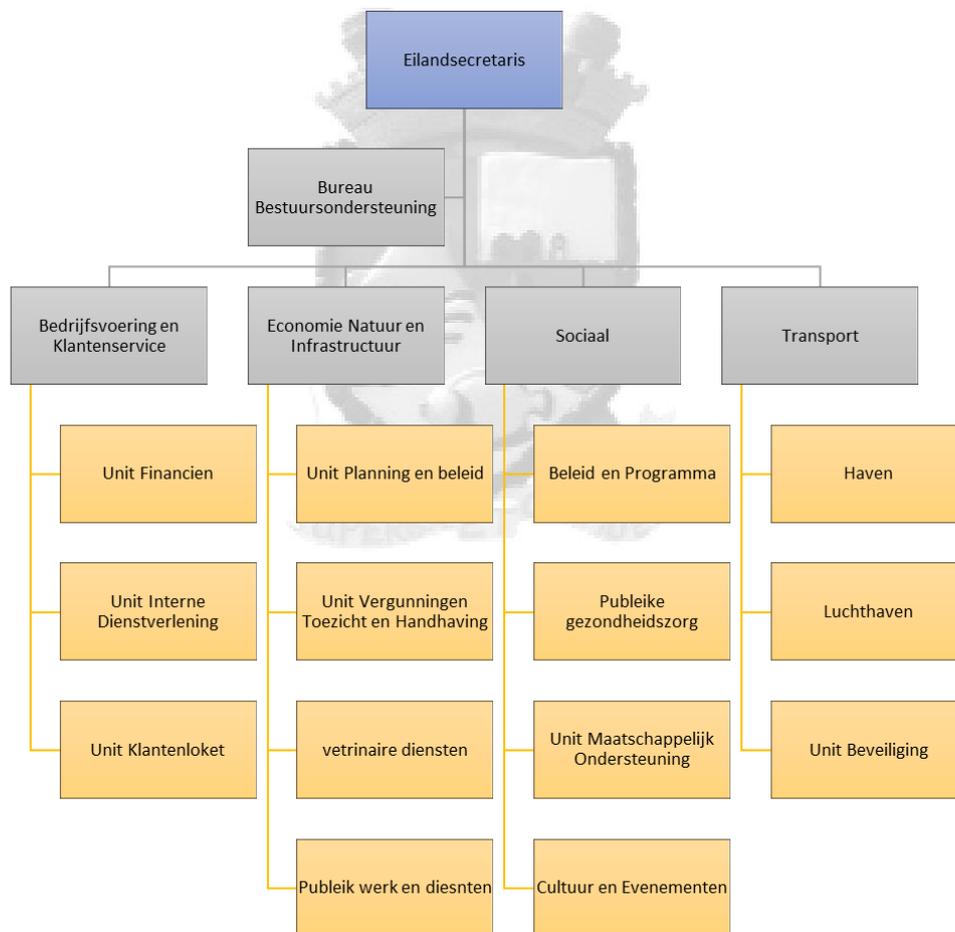
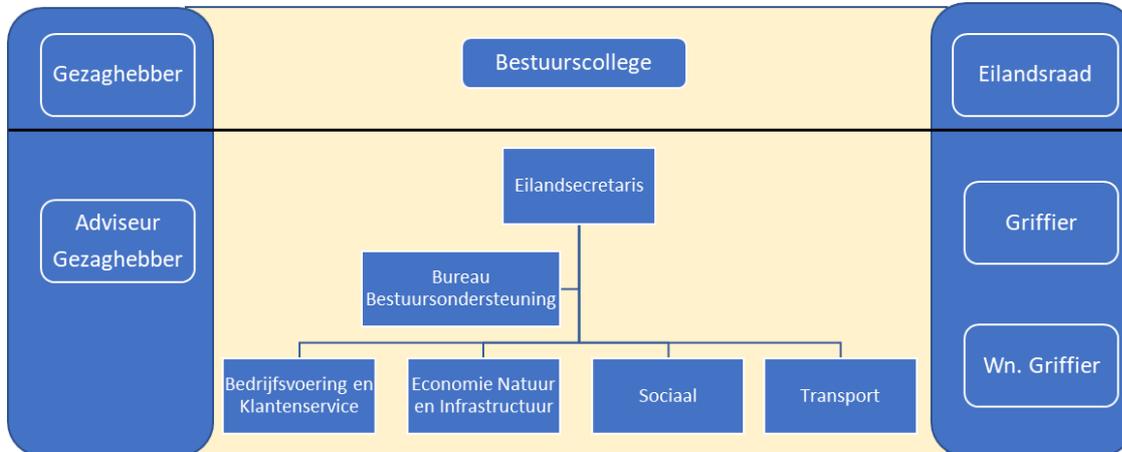
The purpose of this reorganization is to make the organization more robust, resilient, forward-looking and more efficient, while paying sufficient attention to the development of the workforce. The reorganization will take further steps in 2022 to address physical infrastructure and ensure that departments are equipped with good housing, good IT facilities and other tools to enable civil servants to perform their work appropriately and provide good services to the public.





**Organization chart**

The model for the new organization is outlined below.





This budget reflects the split up of the former division of Economy and Infrastructure into two separate divisions (this was not effected in 2020)

The most notable changes are the division of the former division of 'Economy and Infrastructure' into two separate divisions, namely 'Economy, Nature and Infrastructure' and 'Transport'.

The 'Transport' division consists of the port, airport and security activities. In addition, the tasks of the other divisions and certain units within divisions have been re-aligned to improve operational effectiveness and efficiency and be given a more appropriate name. As of October 1<sup>st</sup>, 2020, a Commercial Manager Transport has been appointed his assignment is twofold. (1) to commercialize the ports as much as possible and (2) to work on the business case for further development and future of the ports.

### **Civil servants**

#### *a) Size of the civil apparatus.*

On January 1<sup>st</sup>, 2022, 155.50 employees are expected to be in service in OLE. This does not include the 17 employees that are considered to be “above formation”, not being assigned to specific function within the organization. As of January 1<sup>st</sup>, 2022, 6 vacancies are projected.

By the end of 2022, the number of staff will increase to 161.50 excluding the remaining of the “above formation” staff members who may still be in service and theoretical functions put “on hold”, due to later restoring.

#### *b) Capacity building through re-education and training*

As of September 1<sup>st</sup>, 2019, the functions within the new organization are identified. While most positions are filled, there are some positions that remain vacant.

The point of departure and the order of priority with respect to vacant positions is:

- 1) Vertical or lateral (horizontal) promotion
- 2) Re-education
- 3) External recruitment

Vertical or lateral (horizontal) positioning will continue to be encouraged, following on individual assessment.

Re-education and training in the interest of personal development will be an important area of focus for OLE in the coming years. The aim is capacity building in general and leadership development, in part, through coaching.

Filling open positions by external recruitment is the option of last resort, when it is determined that tracks 1 and 2 may not provide timely results.



*c) Personnel costs*

The total personnel costs for 2022 are projected at USD 8,900,903 (excluding the cost of the 'above formation' and 'temporary extra formation'. Personnel costs thus represents more than half of the total income (excluding specific Allowances, 'bijzondere uitkeringen'). The high percentage is a concern for the Government, since this leaves OLE but limited space for new policy and programs and makes the budget inflexible. This reality underscores the need for:

- Optimization of own resources and enrichment of the internal organization
- Continuous review of the civil service apparatus
- Stimulation of economic development, thereby creating job openings in the private sector
- An increase of the free Allowance, 'vrije uitkering', in line with the recommendations of the reports of IdeeVersa and Spies
- Increasing local revenues, commensurate with improved service

The personnel costs of the policy advisor domestic violence and children rights, 3 Life coaches and the medical doctor are covered by three specific Allowances "bijzondere uitkeringen". Which also is the case for costs of the two Government Commissioners and their support staff.

The cost of living adjustments (1.50%) over the year 2022 is applied and is in line with the budgeted salary increase. The year-end allowance of USD 1,250 is no longer a fixed amount but is now replaced by a 13th month (8.33% of total year salary), with a minimum of USD 1,500.

### **ICT**

In the project "ICT support for OLE" Phase 2, 'connecting OLE to a Microsoft 365 online environment' from the Microsoft Cloud - has taken place in 2021. The new situation provides a major improvement in terms of functionality and security. In 2022, a new ICT Policy and Control Plan will be made.

### **Client service (klantenloket)**

The 'Client Window' is intended to the "one stop government shop" for the people and organizations on the island. Since 2017, the main cashier is located at the Customer Window, which is a part of the Census Office and which shares the same building with the Unit of Finance. This has reduced the need for residents to have to navigate from one unit to another to make a request or pay for a service. Most service needs can now be met from one location, providing the backdrop for better customer service, speedy handling and response, and timely processing.

On the longer term, OLE remains committed to an even more integrated solution in which one central office administration building will accommodate most of the departments. With a new, centralized office building, the various units/departments forming the internal organization will be able to work together in a more effective an efficient manner.

### **ERP system**

AFAS is an online ERP system with various functional modules. In 2021, the focus was to be on implementing the module Digitize and debtor management. This was planned for 2020, but unfortunately this did not come to an implementation. The implementation includes digitizing existing processes and embedding new ones. In addition, cost types and cost centers are implemented and the implementation of a liability administration. An audit of the system



authorizations took place. In 2021, attention was paid to staff training to ensure that the system is used effectively throughout the organization. This will be an ongoing process, due to the changed role of units, for employees who change positions and vacancies created after the reorganization.

### **Finances**

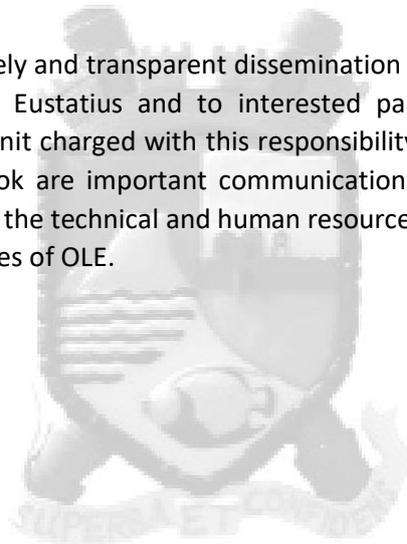
The 2022 Budget is compiled within the guidelines of the FinBES, WolBES and the BBV-BES, and takes into account the implications and the regulations of the 'Tijdelijke Wet Taakverwaarlozing St. Eustatius' and the letter of the State Secretary of Kingdom Relations (KR) of May 29<sup>th</sup>, 2018 and the bill 35422 - The Restoration of Provisions St. Eustatius- adopted unanimously of July 16<sup>th</sup>, 2020, the new law of Power.

The primary requirement is a balanced budget, which is the case for this budget. The required policy OLE's risk management and resilience reserve ('Weerstandvermogen and Risicomanagement') were met in 2021.

The free allowance was set at the time of the 2021 budget and has an increase of USD 209K.

### **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 the GIS. GIS is also responsible for the Protocol services of OLE.





## F. Participating Interest

OLE is shareholder in 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 2020 Financial Statements. At the time of drawing up this Budget, the 2020 Financial Statements have just been adopted and finalized. For that reason, this represents the most up-to-date figures, as the 2021 Financial Statements have not yet been finalized and adopted and may therefore give inaccurate figures.

	Deelnemingen, nominaal en gestort kapitaal	Aandeel in %	December 31st 2019	December 31st 2020	Location
A)	St. Eustatius Telephone Company (Eutel) N.V.	100.00%	11,170	11,170	St. Eustatius
B)	Saba Bank Resources N.V.	21.67%	12,104	12,104	Saba
C)	Ontwikkelingsbank van de Nederlandse Antillen	2.83%	279,330	279,330	Curaçao
D)	St. Eustatius Utility Company (STUCO) N.V.	100.00%	14,342,259	14,342,259	St. Eustatius
	<b>Totaal deelnemingen</b>		<b>14,644,863</b>	<b>14,644,863</b>	

Explanations of participation:

Ad A) The subscribed and paid-up capital in EUTEL is USD 11,170. As of 31-12-2020, EUTEL has an equity of USD 6,015,767. For the 2020 financial year EUTEL posted a profit of USD 161,354.

Ad B) –C) The Public Entity also has interests in the Saba Bank Resources N.V. and the Development Bank of the Netherlands Antilles N.V. As of 31-12-2020, Saba Bank Resources N.V. has an equity of USD 804,532. As of 31-12-2020, Development Bank of the Netherlands Antilles N.V. has an equity of USD 36,523,716.

Ad D) As of 1-1-2014, the new water and electricity company of St. Eustatius was founded: St. Eustatius Utility Company (STUCO) N.V. and is the successor to Joint Electricity Company Windward Islands (G.E.B.E.). OLE is the full shareholder of STUCO.

In 2016, STUCO's valuation was recognized for the normalized acquisition price of \$8,800,429 adjusted for the share capital ad \$3,000. Estimates the maximum possible write-down of the original contribution value in 2014. As of 01-01-2017, the assets associated with the production and distribution of water, transferred to STUCO in anticipation of the formal transfer of these assets, which took place on 23-2-2018 are notary carried out.

In doing so, STUCO demonstrated the economic value of these assets, which were part of its business since its inception. These assets, which represented a book value of USD 5,541,830 as of 31-12-2017, are never included in the OLE's assets. As of 31-12-2017, the addition to the participation will be recognized and the OLE's equity will be increased for an equal amount.

In 2018, an additional injection was made by the Public Entity in STUCO ad USD 1,100,000 in connection with the investments in the underground electrical cable network to be made by STUCO. These investments are carried out by STUCO as part of the 11th EDF project on behalf of the OLE. The total investment amounts to USD 2.5 million. In 2019, the OLE made the remaining amount ad USD 1.4 million. The project is not yet finalized and therefore not recognized as a capital injection for the time being, until this is finalized, it is booked in a current account.



As of December 31<sup>st</sup>, 2020, STUCO has an equity of USD 21,021,124. For the 2020 financial year, STUCO suffered a loss of USD 50,576.

## 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. On the basis of the BBV-BES, the Executive Council must explain annually in the budget and 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') is will be revised. That plan has been in effect since 2011.

The following decisions will be made with the memorandum on land policy:

- Establishing the policy for land lease and rental of land by the OLE in accordance with the principles as expressed in this memorandum;
- Abolishing the regulation as it currently exists for leasehold and land letting and publish the new regulation as policy with effect starting as of January 1<sup>st</sup>, 2022;
- The further development and organization of the new financial instruments for exploitation and cost recovery;
- To have a new policy with regard to the new financial instruments starting as of January 1<sup>st</sup>, 2022;
- To have a policy document "Plan of action for neglected building" determined as of January 1<sup>st</sup>, 2022;
- To set up three designated reserves (total of USD 300K) to be established for:
  - a) The purchase of land for the development of a mixed neighborhood;
  - b) Making strategic purchases in the context of spatial development;
  - c) To be able to pay for the costs arising from the policy memorandum concerning a plan of action for "neglected buildings", well known as "family houses".

## 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 to the collective sector for a number of years.





## Financial Budget

### Recapitulation of the Main Functions

#### Budget Function 1-9, special Allowances excluded:

Lasten	Realisatie 2020	Primitieve Begroting 2021	Gewijzigde Begroting 2021	Primitieve Begroting 2022	Begroting 2023	Begroting 2024	Begroting 2025
<b>GEWONE DIENST</b>							
0. ALGEMEEN BESTUUR TOTAAL	6,171,453	7,446,904	7,272,992	11,655,584	12,205,867	11,153,319	11,710,560
1. OPENBARE ORDE EN VEILIGHEID TOTAAL	11,029	195,000	12,000	48,600	43,071	44,729	44,729
2. VERKEER, VERVOER EN WATERSTAAT TOTAAL	3,519,970	4,570,536	4,581,762	1,690,269	1,538,336	1,476,291	1,462,798
3. ECONOMISCHE ZAKEN TOTAAL	478,645	563,078	537,823	478,603	478,603	478,603	478,603
4. ONDERWIJS TOTAAL	267,322	230,444	206,162	179,580	184,080	184,080	184,080
5. CULTUUR EN RECREATIE TOTAAL	911,732	1,079,690	1,134,578	896,882	896,882	896,882	896,882
6. SOCIALE VOORZIENINGEN EN MAATSCHAPPELIJK WERK TOTAAL	1,045,593	922,994	982,994	435,000	425,100	425,100	425,100
7. VOLKSGEZONDHEID TOTAAL	2,652,098	2,121,209	2,045,209	490,890	493,707	493,707	520,707
8. RUIMTELIJKE ORDENING EN VOLKSHUISVESTING TOTAAL	136,294	218,214	218,214	216,000	216,000	216,000	216,000
9. FINANCIERING EN ALGEMENE DEKKINGSMIDDELEN TOTAAL	1,205,844	252,000	252,000	234,000	234,000	234,000	234,000
<b>GEWONE DIENST TOTAAL</b>	<b>16,399,980</b>	<b>17,600,069</b>	<b>17,243,735</b>	<b>16,325,408</b>	<b>16,715,646</b>	<b>15,602,710</b>	<b>16,173,459</b>

Baten	Realisatie 2020	Primitieve Begroting 2021	Gewijzigde Begroting 2021	Primitieve Begroting 2022	Begroting 2023	Begroting 2024	Begroting 2025
<b>GEWONE DIENST</b>							
0. ALGEMEEN BESTUUR TOTAAL	345,787	757,152	327,557	48,500	47,500	75,500	77,500
1. OPENBARE ORDE EN VEILIGHEID TOTAAL	-	-	-	-	-	-	-
2. VERKEER, VERVOER EN WATERSTAAT TOTAAL	2,520,835	2,900,800	2,900,800	2,681,973	2,814,804	2,887,747	2,951,072
3. ECONOMISCHE ZAKEN TOTAAL	184,363	322,045	322,267	112,774	112,774	112,774	112,774
4. ONDERWIJS TOTAAL	-	-	-	-	-	-	-
5. CULTUUR EN RECREATIE TOTAAL	-	4,212	-	-	-	-	-
6. SOCIALE VOORZIENINGEN EN MAATSCHAPPELIJK WERK TOTAAL	-	-	-	-	-	-	-
7. VOLKSGEZONDHEID TOTAAL	394,532	601,892	601,892	484,500	474,500	474,500	474,500
8. RUIMTELIJKE ORDENING EN VOLKSHUISVESTING TOTAAL	10,226	43,464	43,464	-	-	-	-
9. FINANCIERING EN ALGEMENE DEKKINGSMIDDELEN TOTAAL	13,911,079	12,970,504	12,970,504	12,285,396	12,458,671	12,634,562	12,813,107
<b>GEWONE DIENST TOTAAL</b>	<b>17,366,823</b>	<b>17,600,069</b>	<b>17,166,485</b>	<b>15,613,143</b>	<b>15,908,250</b>	<b>16,185,083</b>	<b>16,428,953</b>
<b>SALDO VAN BATEN EN LASTEN</b>	<b>966,843</b>	<b>(0)</b>	<b>(77,251)</b>	<b>(712,265)</b>	<b>(807,396)</b>	<b>582,373</b>	<b>255,495</b>



## 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 years
Road and hydraulic engineering facilities	50 years
New-build residential and commercial buildings	40 years
Safety provisions for commercial buildings, technical installations in and outside commercial buildings, heavy means of transport	10 years
Light transport equipment, furniture, hardware and software	5 years

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.

- The room for investment is determined by looking at which depreciation costs expire. In 2021, also the year in which OLE depreciates for the first time on investments made in 2020, the depreciation expense released is 477K. For 2022 the depreciation expenses will be USD 379K.
- 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 visualize special benefits.
- Taking out insurance or paying motor vehicle tax. BBV BES also prescribes this.



### **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 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 2022-2025

Intended Investments 2022-2025						
Omschrijving	Directie	Categorie	2022	2023	2024	2025
Renault Dokker Van (purchasing)	Bedrijfsvoering en klantenservice	Voertuigen	19,625			
Containers voor storages (purchasing)	Bedrijfsvoering en klantenservice	Werktuigen, machines en	10,000			
Purchasing office upgrade; purchasing	Bedrijfsvoering en klantenservice	Technische installaties	5,000			
Printers (C605) upgradr Xerox; IT	Bedrijfsvoering en klantenservice	Hardware, overige	33,400			
Refurbishing	Bedrijfsvoering en klantenservice	Technische installaties	39,000			
Kantoormeubels facilitaire dienst	Bedrijfsvoering en klantenservice	Meubels en inventaris	100,000			
Kantoormeubels facilitaire dienst	Bedrijfsvoering en klantenservice	Meubels en inventaris		100,000		
Kantoormeubels facilitaire dienst	Bedrijfsvoering en klantenservice	Meubels en inventaris			100,000	
Kantoormeubels facilitaire dienst	Bedrijfsvoering en klantenservice	Meubels en inventaris				100,000
Auto facilitaire dienst	Bedrijfsvoering en klantenservice	Voertuigen	30,000			
Auto facilitaire dienst	Bedrijfsvoering en klantenservice	Voertuigen		30,000		
Auto facilitaire dienst	Bedrijfsvoering en klantenservice	Voertuigen			30,000	
Auto facilitaire dienst	Bedrijfsvoering en klantenservice	Voertuigen				30,000
Topdesk	Bedrijfsvoering en klantenservice	Hardware, overige	50,000			
Automatic Fiber Optical Fusion Splicer	Bedrijfsvoering en klantenservice	Hardware, overige	1,000			
NetAlly LRAAT-2000-KIT (3)	Bedrijfsvoering en klantenservice	Hardware, overige	6,000			
Laptops (15)	Bedrijfsvoering en klantenservice	Hardware, overige	15,000			
Desktops (15)	Bedrijfsvoering en klantenservice	Hardware, overige	15,000			
Printers (5)	Bedrijfsvoering en klantenservice	Hardware, overige	16,500			
Monitoren (15)	Bedrijfsvoering en klantenservice	Hardware, overige	3,250			
Keyboard, mouse, cams, headsets,	Bedrijfsvoering en klantenservice	Hardware, overige	3,000			
Dienstwagen (ten behoeve van GHOR)	Sociaal	Voertuigen	25,000			
Car (Cultuur)	Sociaal	Voertuigen	25,000			
Multi purpose printer	Sociaal	Hardware, overige	6,000			
Kind vriendelijk meubilair consultatiebureau	Sociaal	Meubels en inventaris	5,000			
Vervanging Kindweegschaal en	Sociaal	Meubels en inventaris	5,000			
Car (Arbeidszaken)	Sociaal	Voertuigen	25,000			
Van	Eilandsecretaris	Voertuigen		10,000		
Copi-bak	Eilandsecretaris (rampenbestrijding)	Werktuigen, machines en		6,000		
Computer 12x	Eilandsecretaris (rampenbestrijding)	Hardware, overige	10,000			
Tv monitors 3x	Eilandsecretaris (rampenbestrijding)	Presentatie-beeldschermen	4,000			
Auto	Eilandsecretaris (rampenbestrijding)	Voertuigen		20,000		
Copy Machine	Eilandsecretaris (rampenbestrijding)	Hardware, overige	9,000			
Events/marketing/branding	Transport	Immateriele vaste activa	10,000			
Events/marketing/branding	Transport	Immateriele vaste activa		10,000		
Events/marketing/branding	Transport	Immateriele vaste activa			10,000	
Events/marketing/branding	Transport	Immateriele vaste activa				10,000
Harbor vessel	Transport (Haven)	Technische installaties	300,000			
Harbor vessel	Transport (Haven)	Technische installaties		150,000		
Harbor vessel	Transport (Haven)	Technische installaties			150,000	
Harbor vessel	Transport (Haven)	Technische installaties				150,000
Container Truck	Transport (Haven)	Voertuigen	173,000			
Pick-up truck	Transport (Haven)	Voertuigen	30,000			
Fork lift	Transport (Haven)	Technische installaties	54,000			
Public Sanitary	Transport (Haven)	Technische installaties	80,000			
Common Use Terminal Equipment (CUTE)	Transport (Luchthaven)	Technische installaties	70,000			
C3 Radio Communications	Transport (Luchthaven)	Hardware, overige	50,000			
Vehicle 1	Transport (Luchthaven)	Voertuigen	30,000			
Vehicle 2	Transport (Luchthaven)	Voertuigen			30,000	
Tractor	Transport (Luchthaven)	Voertuigen		80,000		
Flight Information Display System (FIDS)	Transport (Luchthaven)	Technische installaties	55,500			
Financial administration system	Transport (Luchthaven)	Hardware, overige	44,500			
Construction and installment warehouses	Economie Natuur en Infrastructuur (Planning en	Technische installaties	200,000			
Miniloader	Economie Natuur en Infrastructuur (Planning en	Werktuigen, machines en	55,000			
Officebuilding Waste management	Economie Natuur en Infrastructuur (Planning en	Gebouwen	200,000			
New installation Garbage trucks	Economie Natuur en Infrastructuur (Planning en	Technische installaties	140,000			
Additional budget for the incinerator	Economie Natuur en Infrastructuur (Planning en	Technische installaties	300,000			
Boat yard	Economie Natuur en Infrastructuur (Planning en	Technische installaties	300,000			
Boat yard	Economie Natuur en Infrastructuur (Planning en	Technische installaties		30,000		
Boat yard	Economie Natuur en Infrastructuur (Planning en	Technische installaties			30,000	
Boat yard	Economie Natuur en Infrastructuur (Planning en	Technische installaties				30,000
Sterilizing machine	Economie Natuur en Infrastructuur (Vetinaire	Werktuigen, machines en	5,000			
Microscope	Economie Natuur en Infrastructuur (Vetinaire	Werktuigen, machines en	500			
Standing freezer *2	Economie Natuur en Infrastructuur (Vetinaire	Werktuigen, machines en	4,000			
New building	Economie Natuur en infrastructuur (Publiek werk	Gebouwen	526,000			
New building	Economie Natuur en infrastructuur (Publiek werk	Gebouwen		20,000		
New building	Economie Natuur en infrastructuur (Publiek werk	Gebouwen			15,000	
New building	Economie Natuur en infrastructuur (Publiek werk	Gebouwen				5,000
Mini bus	Economie Natuur en infrastructuur (Publiek werk	Voertuigen	26,000			
Mini bus	Economie Natuur en infrastructuur (Publiek werk	Voertuigen		1,200		
Mini bus	Economie Natuur en infrastructuur (Publiek werk	Voertuigen			1,200	
Mini bus	Economie Natuur en infrastructuur (Publiek werk	Voertuigen				1,200



## Continuation Intended Investments 2022-2025

Intended Investments 2022-2025						
Omschrijving	Directie	Categorie	2022	2023	2024	2025
Dump ton	Economie Natuur en infrastructuur (Publiek werk	Werktuigen, machines en	40,000			
Dump ton	Economie Natuur en infrastructuur (Publiek werk	Werktuigen, machines en		1,200		
Dump ton	Economie Natuur en infrastructuur (Publiek werk	Werktuigen, machines en			1,200	
Dump ton	Economie Natuur en infrastructuur (Publiek werk	Werktuigen, machines en				1,200
Trench compactor	Economie Natuur en infrastructuur (Publiek werk	Werktuigen, machines en	15,000			
Trench compactor	Economie Natuur en infrastructuur (Publiek werk	Werktuigen, machines en		250		
Trench compactor	Economie Natuur en infrastructuur (Publiek werk	Werktuigen, machines en			250	
Trench compactor	Economie Natuur en infrastructuur (Publiek werk	Werktuigen, machines en				250
Tools	Economie Natuur en infrastructuur (Publiek werk	Werktuigen, machines en	7,000			
Tools	Economie Natuur en infrastructuur (Publiek werk	Werktuigen, machines en		3,500		
Tools	Economie Natuur en infrastructuur (Publiek werk	Werktuigen, machines en			2,500	
Tools	Economie Natuur en infrastructuur (Publiek werk	Werktuigen, machines en				1,000
Ice machine	Economie Natuur en infrastructuur (Publiek werk	Werktuigen, machines en	5,500			
Ice machine	Economie Natuur en infrastructuur (Publiek werk	Werktuigen, machines en		500		
Ice machine	Economie Natuur en infrastructuur (Publiek werk	Werktuigen, machines en			500	
Ice machine	Economie Natuur en infrastructuur (Publiek werk	Werktuigen, machines en				500
Walk behind compactor	Economie Natuur en infrastructuur (Publiek werk	Werktuigen, machines en	17,000			
Walk behind compactor	Economie Natuur en infrastructuur (Publiek werk	Werktuigen, machines en		300		
Walk behind compactor	Economie Natuur en infrastructuur (Publiek werk	Werktuigen, machines en			300	
Walk behind compactor	Economie Natuur en infrastructuur (Publiek werk	Werktuigen, machines en				300
<b>TOTAL</b>			<b>3,198,775</b>	<b>462,950</b>	<b>370,950</b>	<b>329,450</b>

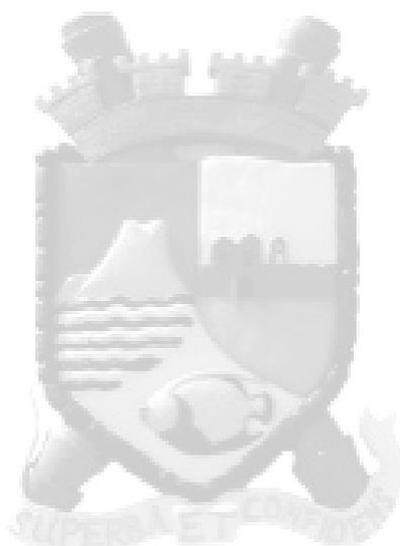




## Overview Reserves and Provisions

Description	Original Budget 2021	Amended Budget 2021	Budget 2022	Budget 2023	Budget 2024	Budget 2025
General Reserve	14,452,302	-77,251	14,375,051	13,662,786	12,855,390	13,437,763
Withdrawals General Reserve			-712,265	-807,396		
Injection General Reserve					582,373	255,495
<b>Subtotal general rerserve</b>	<b>14,452,302</b>	<b>-77,251</b>	<b>13,662,786</b>	<b>12,855,390</b>	<b>13,437,763</b>	<b>13,693,258</b>
Participations	14,644,863		14,644,863	14,644,863	14,644,863	14,644,863
<b>Total reserves</b>	<b>29,097,165</b>	<b>-77,251</b>	<b>28,307,649</b>	<b>27,500,253</b>	<b>28,082,626</b>	<b>28,338,121</b>
Voorziening pensioenen ex-gezagdragers	450,000		450,000	450,000	450,000	450,000
Voorziening milieufonds	350,281		350,281	350,281	350,281	350,281
Voorziening BDO audit	75,000		75,000	75,000	75,000	75,000
<b>Total provisions</b>	<b>875,281</b>	<b>0</b>	<b>875,281</b>	<b>875,281</b>	<b>875,281</b>	<b>875,281</b>

As shown in the table above the result for 2022 and 2023 show a loss of USD 712K and USD 807K, and the result for the years 2024 and 2025 show a profit of USD 582K and USD 255K. We propose to cover the loss for 2022 with a onetime withdrawal of USD 712K from our general reserve. The loss for 2023 will be covered by the profit for the years 2024 and 2025.





## Overview Personnel Expenses

<b>Summary of Personnel Expenses 2022</b>						
Divisions & Units	Filled Positions		Vacancies		Total	
	FTE	USD	FTE	USD	FTE	USD
Eilandsraad		45,560		-	-	45,560
<b>Sub-total Eilandsraad</b>		<b>45,560</b>		<b>-</b>	<b>-</b>	<b>45,560</b>
<b>Fixed Formation (Vaste Regulier Formatie)</b>						
Bestuurscollege						
Kabinet van de gezaghebber	2.00	155,901	-	-	2.00	155,901
Griffie	2.00	159,787	1.00	108,069	3.00	267,856
Eilandsecretaris	1.00	126,441	-	-	1.00	126,441
Bestuursondersteuning	8.00	502,649	1.00	109,491	9.00	612,140
Directie Bedrijfsvoering en Klantenservice	1.00	52,301	1.00	109,491	2.00	161,793
Unit Finance	10.50	625,850	1.00	97,971	11.50	723,821
Unit Interne dienstverlening	11.00	654,439	-	-	11.00	654,439
Unit Klantenloket	7.00	387,740	-	-	7.00	387,740
Directie Economie Natuur en Infrastructuur	2.00	153,288	-	-	2.00	153,288
Unit Planning en beleid	6.00	478,839	1.00	78,637	7.00	557,476
Unit Vergunningen Toezicht en Handhaving	6.00	382,613	1.00	64,913	7.00	447,526
Unit Veterinaire diensten	5.00	276,554	-	-	5.00	276,554
Unit Publieke werken en diensten	21.00	886,069	-	-	21.00	886,069
Directie Sociaal	2.00	161,771	-	-	2.00	161,771
Unit Beleid en Programma	3.00	258,464	-	-	3.00	258,464
Unit Publieke Gezondheidszorg	8.00	410,182	-	-	8.00	410,182
Unit Maatschappelijk Ondersteuning	9.00	536,302	-	-	9.00	536,302
Unit Cultuur en Evenementen	2.00	120,505	-	-	2.00	120,505
Directie Transport	2.00	147,825	-	-	2.00	147,825
Unit Luchthaven	9.00	451,007	-	-	9.00	451,007
Unit Zeehaven	7.00	360,319	-	-	7.00	360,319
Unit Beveiliging	31.00	1,043,483	-	-	31.00	1,043,483
<b>Sub-total Fixed Formation</b>	<b>155.50</b>	<b>8,332,331</b>	<b>6.00</b>	<b>568,572</b>	<b>161.50</b>	<b>8,900,903</b>
<b>Temporary Extra Formation (Tijdelijk Extra Formatie)</b>						
Tijdelijke regerings ondersteuning	2.00	294,018	-	-	2.00	294,018
Minus Bijdrage		(294,018)				(294,018)
Personnel assigned to projects	6.00	484,659	7.00	580,107	13.00	1,064,766
Minus bijdrage		(484,659)		(580,107)		(1,064,766)
<b>Sub-total Temporary Extra Formation</b>	<b>8.00</b>	<b>-</b>	<b>7.00</b>	<b>-</b>	<b>15.00</b>	<b>-</b>
<b>Total Excluding 'Above Formation'</b>	<b>163.50</b>	<b>8,332,331</b>	<b>13.00</b>	<b>568,572</b>	<b>176.50</b>	<b>8,900,903</b>
<b>Above Formation (Boventallig Formatie)</b>						
Above formation	17.00	130,906	-	-	17.00	130,906
Minus Bijdrage						
<b>Total Including 'Above Formation'</b>	<b>180.50</b>	<b>8,508,797</b>	<b>13.00</b>	<b>568,572</b>	<b>193.50</b>	<b>9,077,369</b>



### **Total overview**

For 2022, we expect an decrease in the number of employees by 12.4 FTE's. This decrease does not include the persons working from the temporary government support and the staff assigned to projects. On the other hand, this decrease in the number of staff members does include the vacancies.

When calculating the budgeted personnel costs for the year 2022, various adjustments in the salary calculation have been taken into account. For 2022, the calculation method of the end-of-year bonus has changed from a fixed amount to a percentage of the annual income with a minimum amount of \$ 1,500 per person. We also applied the price indexation (1.5%).

There is an increase of 4 FTEs assigned to projects and an outstanding of 7 vacancies for projects. The costs of these persons are fully covered by BZK.

The number of supernumerary employees and employees with a tailor-made placement has not changed in the budget for 2022.

### **General Governance**

The budgeted number of employees working for the General Board was increased in 2021 with 1 FTE and will increase by 1 FTE in 2022. The increase in the number of employees, personnel costs will increase by \$100K.

### **Operations and Customer Service**

Within Business Operations and Customer Service, 2 additional positions have been budgeted for 2022. This is mainly due to 2 new people for Planning & Control, who are already working for the finance department, but the costs are covered by a special allowance. The position of Director of Operations was carried out in 2021 by a director but because the director left at the end of 2021 there is a vacancy for 1 FTE. The additional cost associated with the additional features is \$200K.

### **Economy Nature and Infrastructure**

Within Public Works and Services, a decrease in staff by 6 FTE is visible. In the veterinary service, an decrease is visible in staff members of 0.4 FTE. This feature was on hold in 2021. This together has led to a decrease in the number of staff members within Economics Nature and Infrastructure by 8 FTE. Salary expenses will decrease with \$ 310K.

### **Social**

The number of budgeted staff members within Social has decreased by 2 FTE. This relates to the fact that the personnel expenses for 2 FTE who were presented in 2021 under permanent are presented under personnel assigned to projects. This has resulted in an decrease of \$100K in budgeted personnel costs.

### **Transport**

The budgeted number of employees within Transport has decreased by 2 people. The above changes in the transportation workforce have resulted in an decrease of \$70K in budgeted personnel costs.



## Overview Subsidies and Current Transfers 2022-2025

In this section you will also see an overview of the subsidies that are awarded to foundations / NGOs.

Foundations	Realization 2020	Primary Budget 2021	Amended budget 2021	Primary Budget 2022	Budget 2023	Budget 2024	Budget 2025
Small Enterprises Stimulation Programme	30,000	30,000	30,000	30,000	30,000	30,000	30,000
St. Eustatius Monument Foundation	51,956	51,956	51,956	51,956	51,956	51,956	51,956
St. Eustatius National Park	177,150	177,150	177,150	177,150	177,150	177,150	177,150
St. Eustatius Tourism Development Foundation	330,103	330,103	330,103	330,103	330,103	330,103	330,103
St. Eustatius Housing Foundation	216,000	216,000	216,000	216,000	216,000	216,000	216,000
Judson Bicentennial Stichting (Library)	168,879	168,879	168,879	168,879	168,879	168,879	168,879
St. Eustatius Sports Facilities	320,300	320,300	320,300	320,300	320,300	320,300	320,300
St. Eustatius Historical Foundation	106,782	106,782	106,782	106,782	106,782	106,782	106,782
St. Eustatius Center for Archeological research	50,000	50,000	50,000	50,000	50,000	50,000	50,000
St. Eustatius Youth Care Foundation	300,000	300,000	300,000	300,000	300,000	300,000	300,000
St. Eustatius Lions Club	-	10,000	10,000	10,000	10,000	10,000	10,000
Expertise Center Sint Eustatius	23,880	23,880	23,880	23,880	23,880	23,880	23,880
St. Eustatius Senior Citizens and Cultural Foundation	-	-	-	7,875	7,875	7,875	7,875
<b>Total</b>	<b>1,775,050</b>	<b>1,785,050</b>	<b>1,785,050</b>	<b>1,792,925</b>	<b>1,792,925</b>	<b>1,792,925</b>	<b>1,792,925</b>





## Overview Free Allowance

Initially an amount of USD 11.100.527 of free allowance has been received for the year 2021. The free allowance has been recently adjusted for wage increase and inflation for the amount of USD 208.967, based on a letter of the Ministry of BZK. The total amount, which is structurally implemented in the budget 2022-2025, is now USD 11.309.494. Also an wage increase and inflation of 1.5% has been taken into account

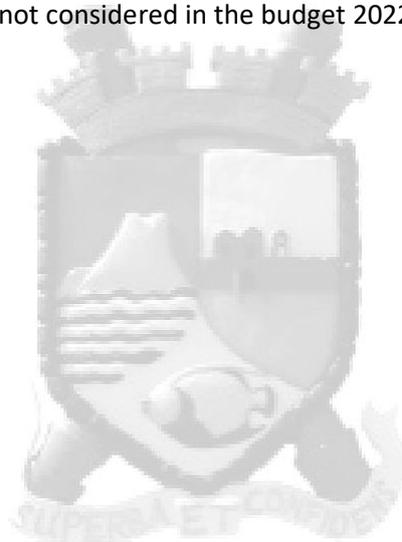
In April 2021 an amount of USD 1.9M was received for the decline in revenue as a result of COVID-19. This is incidental income for Budget 2021.

Also a free allowance was received at the beginning of November 2021 for the decline in revenue as a result of Covid-19.

In 2021, two additional funds were added to the free allowance by means of:

- Wage increase and inflation USD 134K.
- Extra means for Social policies USD 142K.

These incidental Allowances were not considered in the budget 2022-2025.





## 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 2022-2025 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 2022-2025 budget, two critical performance indicators will be formulated for each main function. (below 3 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](http://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.



Performance Indicators annual budget 2022-2025			
Serial no.	Function	Performance Indicator	Description
1	0 General Administration	Absenteeism	High absenteeism levels mean that work is not done for extended periods and is performed later which in turn can be detrimental to other related processes.
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: AVSec, ISPS, Dangerous goods, First Aid, Explosives, VHF, Firefighting course, management supervisors. Inclusive re-certification new personnel.
3	1 Public Order and Safety	Striving for Security Certification	Turnout time Fire service due to emergency situations "service to the citizen"
4	1 Public Order and Safety (CRISISMANAGEMENT)	Measuring response time/Turnout time fire service	
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 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 installed each year is as follows
6	2 Traffic, Transportation and Water Management	Number of flight movements airport	Number of take-offs and landings
7	2 Traffic, Transportation and Water Management	Number of passengers airport	Departing and arriving passengers
8	2 Traffic, Transportation and Water Management	Number of ferry passengers	Expressed in average passenger load factor. Goal: sustainable connectivity (avg. pass. Load factor per the operator to make profit)
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. *dangerous associated with having debris on the road ways * uncleaned side walks creates visibility issues for motorists. * not enough street lightening in the community, some road ways are extremely dangerous. the amount of new roads to be maintained per year is represented in km and the amount of new lights to be placed in numbers
10	3 Economic Affairs	Supporting local cooperation and BSO	Providing support to the local foundations and business support organizations the amount of support received from the OLE annually (improve the support received from ENI)
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. The intention is to control all operated business and check if they have correct permits to operate. The amount of business to be checked annually is represented in numerical values
12	3 Economic Affairs	Improving compliance and knowledge of local business and BSO.	A lot of the local business and foundations are no fully aware of all the regulations nor are they aware of the possibilities to access financing. The intention is to organize trainings and consultations to increase their awareness and knowledge to access finance. the OLE will arrange a series of trainings on an annual basis. the amount is represented in numerical values
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.
14	5 Culture and Recreation	Number of festivals and cultural events	Embedding national pride in the Statian community. Attraction for residents and tourists.
15	5 Culture and Recreation	Culture artifacts (cultureel erfgoed); Cultureel Erfgoed op 1 lokatie	Preserving cultural heritage: Heritage is safeguarded through safe repatriation, transportation and exhibition.
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 intended that this will be significantly reduced by 2030.
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 established.
18	6 Sociale voorzieningen en maatschappelijk werk	Labor participation	The number of unemployed is 2.3% (CBS). Number of registered unemployed directed to work is currently 35. Per year the number of registered unemployed will be 5.
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 health care
20	9 Financing and General Cover funds	Outstanding debtor balance	Closed invoices per year expressed in %. Concerns current financial year
21	9 Financing and General Cover funds	Speed of payment (supplier satisfaction)	What percentage has been paid within the payment term of 22 days?
22	9 Financing and General Cover funds	Deliver external reports on time	Deliver uitvoeringsrapportages (4x), Annual Reports (1x), Budget (1x) and answers to questions to Bestuurscollege and/or Island Council (15 days) on time

## Annex

This Annex consists of 3 different tables that explains the performance and execution of the projects in the next years:

1. **Summary Special Allowances:** active projects with expenses and / or investments in 2022, including the total grant and spending up to 2019.
2. **Multi Annual Overview Special Allowances 2022-2025:** active projects with expenses and / or investments over the budget years 2022-2025.
3. **Overview Other Special Allowances:** other active projects with unknown expenses and /or investments in 2022





## Summary Special Allowances (Bijzondere Uitkering)

Project Code	Project Description	Functie	Total Project Grant	Spending Until Sept 2021	Budgeted Investments 2021	Budgeted P/L Expenses 2021	Total Expenses 2021
003283	Bijdrage rekenkamer St. Eustatius	002	€ 218,500	\$ 181,140		\$ 53,000	\$ 53,000
003641	Wegenonderhoud 2020	210	\$ 5,877,920	\$ 116,093			
003658	Showcaseproject infrastructuur	210	€ 3,500,000	\$ 84,954	\$ 1,800,000		\$ 1,800,000
003198	Convenant onderwijshuisvesting	480	\$ 3,975,666	\$ 508,142	\$ 8,459,387	\$ 83,412	\$ 8,542,799
003507	Caribisch sport- en preventieakkoord	530	\$ 670,000	\$ 530,153	\$ 100,000	\$ 49,000	\$ 149,000
002325	Maritieme Infrastructuur (bescherming kustlijn van het	560	\$ 1,136,600	\$ 436,000	\$ 450,000	\$ 50,000	\$ 500,000
003285	Wederopbouw Haven St. Eustatius	560	\$ 12,907,004	\$ -	\$ 1,550,000	\$ 450,000	\$ 2,000,000
003286	Aanpak erosie St. Eustatius	560	€ 17,573,435	\$ -	\$ 3,440,000	\$ 560,000	\$ 4,000,000
002329	Bestuursakkoord huiselijk geweld en kindermishandelin	620	\$ 1,003,000	\$ 248,638		\$ 545,881	\$ 545,881
002332	Opknappen 5 aanleunwoningen (fase 1) IA 2018-2019	620	\$ 1,250,693	\$ 569,701	\$ 680,000		\$ 680,000
002574	BES(t)4kids Algemeen	630	\$ 2,675,672	\$ 1,937,492		\$ 300,000	\$ 2,313,410
003164	Afvalverbrandingsinstallatie	721	\$ 1,097,013	\$ 295,005	\$ 800,000		\$ 800,000
000003	Publieke gezondheidszorg	725	\$ 3,949,398	\$ 2,361,780	\$ 150,000	\$ 200,000	\$ 350,000
003759	Bijdrage regio enveloppe ICT project 'Good Governanc	002	\$ 1,215,439	\$ 41,716	\$ 800,000	\$ 100,000	\$ 900,000
003788	Bijzondere uitkeringen COS Gebouw (Email Claudia Toe	002	\$ 1,265,899	\$ 1,136,432	\$ 129,000		\$ 129,000
004042	Project Wegenonderhoud 2018	210	\$ 3,088,867	\$ 106,653	\$ 900,000	\$ 100,000	\$ 1,000,000
004237	Bijdrage regio enveloppe ICT project 'Good governance	002	\$ 2,663,436	\$ -	\$ 2,400,000	\$ 263,436	\$ 2,663,436
003797	Huisvesting BES(t) 4 Kids	630	\$ 474,920	\$ 28,883	\$ 1,500,000		\$ 1,500,000
004103	Bijzondere uitkeringen Sint Eustatius Corona steunpak	530	\$ 235,950	\$ -	\$ 200,000	\$ 35,950	\$ 235,950



## Multi Annual Overview Special Allowances 2022-2025

Project Code	Project Description	Functie	Total Project Grant	Spending Until Sept 2021	Budgeted Investments 2021	Budgeted P/L Expenses 2021	Total Expenses 2021
003283	Bijdrage rekenkamer St. Eustatius	002	€ 218,500	\$ 181,140		\$ 53,000	\$ 53,000
003641	Wegenonderhoud 2020	210	\$ 5,877,920	\$ 116,093			
003658	Showcaseproject infrastructuur	210	€ 3,500,000	\$ 84,954	\$ 1,800,000		\$ 1,800,000
003198	Convenant onderwijshuisvesting	480	\$ 3,975,666	\$ 508,142	\$ 8,459,387	\$ 83,412	\$ 8,542,799
003507	Caribisch sport- en preventieakkoord	530	\$ 670,000	\$ 530,153	\$ 100,000	\$ 49,000	\$ 149,000
002325	Maritieme Infrastructuur (bescherming kustlijn van het	560	\$ 1,136,600	\$ 436,000	\$ 450,000	\$ 50,000	\$ 500,000
003285	Wederopbouw Haven St. Eustatius	560	\$ 12,907,004	\$ -	\$ 1,550,000	\$ 450,000	\$ 2,000,000
003286	Aanpak erosie St. Eustatius	560	€ 17,573,435	\$ -	\$ 3,440,000	\$ 560,000	\$ 4,000,000
002329	Bestuursakkoord huiselijk geweld en kindermishandeling	620	\$ 1,003,000	\$ 248,638		\$ 545,881	\$ 545,881
002332	Opknappen 5 aanleunwoningen (fase 1) IA 2018-2019	620	\$ 1,250,693	\$ 569,701	\$ 680,000		\$ 680,000

**Multi Annual Budget 2022-2025**

Public Entity | St. Eustatius



Project Code	Project Description	Functie	Total Project Grant	Spending Until Sept 2021	Budgeted Investments 2021	Budgeted P/L Expenses 2021	Total Expenses 2021
002574	BES(t)4kids Algemeen	630	\$ 2,675,672	\$ 1,937,492		\$ 300,000	\$ 2,313,410
003164	Afvalverbrandingsinstallatie	721	\$ 1,097,013	\$ 295,005	\$ 800,000		\$ 800,000
000003	Publieke gezondheidszorg	725	\$ 3,949,398	\$ 2,361,780	\$ 150,000	\$ 200,000	\$ 350,000
003759	Bijdrage regio enveloppe ICT project 'Good Governanc	002	\$ 1,215,439	\$ 41,716	\$ 800,000	\$ 100,000	\$ 900,000
003788	Bijzondere uitkeringen COS Gebouw (Email Claudia Toe	002	\$ 1,265,899	\$ 1,136,432	\$ 129,000		\$ 129,000
004042	Project Wegenonderhoud 2018	210	\$ 3,088,867	\$ 106,653	\$ 900,000	\$ 100,000	\$ 1,000,000
004237	Bijdrage regio enveloppe ICT project 'Good governance	002	\$ 2,663,436	\$ -	\$ 2,400,000	\$ 263,436	\$ 2,663,436
003797	Huisvesting BES(t) 4 Kids	630	\$ 474,920	\$ 28,883	\$ 1,500,000		\$ 1,500,000
004103	Bijzondere uitkeringen Sint Eustatius Corona steunpakk	530	\$ 235,950	\$ -	\$ 200,000	\$ 35,950	\$ 235,950



## Overview Other Special Allowances

Project Code	Project Description	Functie	Total Project Grant	Spending Until Sept 2021
002296	Hek bestuurskantoor (Wederopbouw kenmerk: 0000601613) € 23445	002	€ 23,445	\$ 25,560.00
002537	Voorfinanciering Project Opschoning PIVA	002	\$ 90,478	\$ 39,809.00
002132	Rampenbestrijding	130	€ 700,000	\$ 943,040.00
003465	Zorg en veiligheidshuis Caribisch Nederland	140	€ 154,502	\$ -
002282	Underground Project 11th EDF	210	\$ 2,565,773	\$ 2,500,000.00
002293	Onverharde wegen (Wederopbouw kenmerk: 0000601613) € 1118365	210	€ 1,118,365	\$ 2,047,307.00
002326	Quick win afval actie 58550 euro	210	€ 58,550	\$ 60,488.00
003138	Wegenonderhoud 2019 (eenmalige impuls, structurele middelen exploitatie infrastr. wederopbouwmiddelen)	210	\$ 6,398,162	\$ 3,655,569.00
003151	Renovatie van de bocht bij Smoke Alley	210	\$ 950,000	\$ 819,721.00
002294	Wateropslagplaatsen (Wederopbouw kenmerk: 0000601613) € 129000	341	€ 129,000	\$ 30,190.00
002298	Herstel landbouw veeteelt visserij (Wederopbouw kenmerk 0000601525)	341	€ 118,220	\$ 120,882.00
002299	Watervoorziening agrarische bedrijven (Wederopbouw kenmerk 0000601525)	341	€ 129,000	\$ 105,066.00
003602	Plan of approach Roaming Animals	341	\$ 615,152	\$ 546,961.00
002290	Herstel NH kerk (wederopbouw kenmerk: 0000601613) € 108950	541	€ 108,950	\$ 135,960.00
002291	Monumentenherstel (Wederopbouw kenmerk: 0000601613) € 25800	541	€ 25,800	\$ 33,339.00
002292	Herstel aan de ruine (Wederopbouw kenmerk: 0000601613) € 25800	541	€ 25,800	\$ 20,000.00
002311	Ant-erosie noodmaatregelen Klif	560	€ 90,300	\$ 85,027.00
002327	Wederopbouwmiddelen stabilisering klif Sint Eustatius	560	\$ 10,067,676	\$ 10,464,523.00
002310	Wederopbouw Heropening Slavenpad	580	€ 110,200	\$ 20,239.44
002308	Kinderrechten	620	\$ 400,000	\$ 250,711.00
002309	Beleidscoördinator Huiselijk Geweld en Kinderrechten	620	\$ 239,500	\$ 183,553.00
003206	Bijdrage conferentie Taskforce kinderre	620	\$ 80,000	\$ 109,605.40
003513	Voedselhulp Sint Eustatius	620	\$ 163,000	\$ 113,446.00
003154	Bijzondere uitkering plastic producten voor eenmalig gebruik	721	\$ 44,268	\$ 27,709.00
002295	Publieke begraafplaatsen (Wederopbouw kenmerk: 0000601613) € 405390	724	\$ 405,390	\$ 394,185.00
002623	Huizenherstel 2e fase (integrale middelen)	820	\$ 426,500	\$ 358,922.00
003702	Het programma "Samen aan het werk"	611	€ 375,000	\$ 250,427.00
003732	Project Inrichtingen en Activiteitenbesluit	300	€ 60,000	\$ 36,514.00
003757	Ondersteuning beheer natuurparken	560	\$ 150,000	\$ 149,920.00
003758	Bijdrage extra ambtelijke capaciteit	002	€ 1,850,000	\$ 177,813.00
003760	Bijdrage loonkosten 2020 v. Rij en Francis	001	\$ 271,079	\$ 519,056.00
003797	Huisvesting BES(t) 4 Kids	630	\$ 5,442,000	\$ 28,883.00
003826	Bijzondere uitkeringen Ministerie VWS aan OLE 2021	630	\$ 1,099,660	\$ 495,116.00
003845	Steunpakket sociaal en mentaal welzijn en leefstijl	730	\$ -	\$ -
004018	Beschikking middelen BES(t)4kids 2021	630	\$ 1,201,265	\$ -
004094	Toekenning bijdrage Flexpool	620	\$ 75,000	\$ -
004117	Extra middelen SZW aanvullende beleidsmaatregelen brief 30 april 2021( kenmerk 0000139331)	620	\$ 855,000	\$ -
004123	Middelen lokale culturele infrastructuur specifieke pakket culturele creatieve sector Brief 30 april	580	\$ 88,500	\$ -
004236	Bijzondere uitkeringen Pilotproject Veerdienst (kenmerk 2020-242165)	220	\$ -	\$ -
004267	Diverse job programs, Arbeidsbemiddelingsprojecten (Kenmerk 2021-0000149215)	611	\$ 324,620	\$ -
004268	Iedereen doet mee, Arbeidsbemiddelingsprojecten (Kenmerk 2021-0000149215)	611	\$ 111,692	\$ -
004269	Opleiding job coaches BES, Arbeidsbemiddelingsprojecten (Kenmerk 2021-0000149215)	611	\$ 108,000	\$ -
004270	Financiële audit accountant Versnelling verbeterplan financieel beheer (Kenmerk, 2021-0000465680)	002	\$ 68,000	\$ -
004271	Finetunen ERP Pakket Versnelling verbeterplan financieel beheer (Kenmerk, 2021-0000465680)	002	\$ 958,000	\$ -
002312	Verbeterplan Financieel Beheer	002	\$ 3,365,217	\$ 2,364,710.00
003659	Opvolging ondersteuning Directie Sociaal / Inzet Michiel Derksen	002	\$ 85,320	\$ 92,632.00
003234	Beschikking verkiezingen St. Eustatius	003	€ 300,000	\$ 194,774.00
002307	Car Wreck Removal Project	210	€ 300,000	\$ 317,861.00
002265	Ondersteuning traject economische ontwikkelingen	300	\$ 450,000	\$ 425,000.00
002264	Sociale kanstrajecten	630	\$ 399,283	\$ 299,462.00
003274	Geneeskundige hulpverlening rampen crises	725	\$ 125,000	\$ -
002333	VN Verdrag Handicap IA 2018-2019	651	\$ 125,000	\$ 46,608.00
004272	Opleiding training personeel, Versnelling verbeterplan financieel beheer (Kenmerk, 2021-0000465680)	002	\$ 119,700	\$ -