

The Government of Sint Maarten



Princess Juliana
International Airport
Operating Company N.V.



Princess Juliana International Airport - Sint Maarten Reconstruction of the Terminal Building Project

Stakeholder Engagement Plan (SEP)

August 2019

Contents

I.	INTRODUCTION	1
II.	OBJECTIVES OF THE STAKEHOLDER ENGAGEMENT PLAN.....	2
III.	HISTORY	2
IV.	PROJECT DESCRIPTION.....	3
V.	ENVIRONMENT.....	5
VI.	BRIEF SUMMARY OF PREVIOUS STAKEHOLDER ENGAGEMENT ACTIVITIES.....	5
VII.	STAKEHOLDER TARGET GROUPS.....	5
VIII.	PLANNED CONSULTATIONS.....	8
IX.	DISADVANTAGED / VULNERABLE INDIVIDUALS OR GROUPS	9
X.	STAKEHOLDER ENGAGEMENT PROGRAM	9
XI.	PROPOSED STRATEGY FOR INFORMATION DISCLOSURE.....	9
XII.	HOW ARE MESSAGES COMMUNICATED ?.....	10
XIII.	RESOURCES AND RESPONSIBILITIES.....	12
XIV.	TIMELINES FOR PROJECT MANAGEMENT - PACKAGE 2.....	13
XV.	FEEDBACK AND GRIEVANCE REDRESS MECHANISM FOR THE PROJECT	13
XVI.	MONITORING AND REPORTING.....	15

I. INTRODUCTION

The Stakeholders Engagement Plan (SEP) is a guide to the public on the outreach and information disclosure plans of the PJIA as the project moves through critical milestones. The SEP recognizes the importance of open and transparent engagement between the Princess Juliana International Airport Operating Company N.V. (PJIAE) and project stakeholders as an essential element of good international practice. Effective stakeholder engagement can improve the environmental and social sustainability of projects, enhance project acceptance, and make a significant contribution to successful project design and implementation.

Stakeholder engagement is an inclusive process conducted throughout the project life-cycle. The SEP's design and implementation can support the development of strong, constructive and responsive relationships that are important for successful management of a project's environmental and social risks. Stakeholder engagement is most effective when initiated at an early stage of the project development process. Furthermore, it is an integral part of early project decisions and the assessment, management & monitoring of the project's environmental and social risks and impacts.

Activities to be performed at the Princess Juliana International Airport (PJIA) focus on restoring the terminal building to pre-hurricane conditions, with several improvements for increasing operational safety. The SEP highlights the way PJIAE plans to communicate with people who may be affected by or interested in our operations. It also includes a grievance mechanism whereby stakeholders and citizens can raise any concerns to the attention of the PJIAE both verbally, written (by post or e-mail) or by filling in a grievance form.

The implementation of the SEP will support PJIA's overall goal of "To be the regional leaders in providing safe, secure, quality and profitable airport services that contribute to the general economic and tourism developments of St. Maarten/St. Martin and the region we serve."

Sincerely,

PJIAE N.V.

Managing Board

II. OBJECTIVES OF THE STAKEHOLDER ENGAGEMENT PLAN

1. The SEP and Information Disclosure are critical for keeping all the key users and stakeholders of the airport informed of the progress in the repairs leading to full operational capacity. This Stakeholder Engagement Plan (March 2019) has been developed and is included in the draft Environmental and Social Management Plan (ESMP). The PJIAE Operating Company Engagement has included discussions with Government agencies that provide oversight of the airport terminal, airlines representatives, ground transport operators, passengers (who currently use a temporary terminal), and vendors who operated business at the closed terminal. Other stakeholders are: airport staff, airline offices, Customs Department, Immigration and Border Protection Service, shop and restaurant owners in the airport, passengers and taxi operators.
2. The draft ESMP and progress of the reconstruction activities are being shared with the stakeholders to obtain their feedback and have been disclosed on the PJIAE's website. Consultations will be continued during the implementation of the Project through its completion as described in the SEP. Stakeholder consultations will receive and record feedback, this in turn will be reported by the PJIAE communication team to the PJIAE management as part of the monthly and quarterly reporting process.
3. The objectives of the Stakeholder Engagement Plan are to:
 - Share the project's intended goals, investments, impacts, grievance and feedback mechanism and timeline to the public.
 - Establish a systematic approach to stakeholder's engagement, which will assist to identify stakeholders and project affected parties, to build and maintain constructive relationships.
 - Assess the level of stakeholder interest and support for the project and to enable stakeholders' views to be considered in project design and environmental and social performance.
 - Promote and provide means for effective and inclusive engagement with project-affected parties throughout the project life-cycle on issues that could potentially affect them.
 - Ensure that the appropriate project information on environmental and social risks and impacts is disclosed to stakeholders in a timely, understandable, accessible and appropriate manner.
 - Provide project-affected parties with accessible and inclusive means to raise issues and grievances and allow PJIAE to respond to and manage such grievances.
4. Meaningful stakeholder engagement throughout the project cycle is an essential aspect of good project management and provides opportunities for PJIAE to learn from the experience, knowledge and concerns of the affected and interested stakeholders and to manage their expectations by clarifying the extent of PJIAE's responsibilities and resources. Stakeholder consultations provide input for, as appropriate, environmental and social assessment, project design, mitigation plans, monitoring reports and further evaluation of the project, including the Environmental and Social Commitment Plan (ESCP), summarizing the assessment of all or part of PJIAE's environmental and social frameworks and any other project plans that may be prepared. The level and frequency of stakeholder engagement conducted is proportionate to the risks and impacts of the project.

III. HISTORY

5. The Princess Juliana International Airport (PJIA) began as a US military airstrip in 1942 during World War II. The following year the first commercial flight landed on December 3, 1943. The Dutch crown Princess Juliana then visited St. Maarten using the airport in 1944. Eventually, the airport was later officially named after Princess Juliana.

In 1964 the airport was remodeled and relocated with a new terminal building and control tower. The facilities were upgraded in 1985 and 2001.

6. Due to the increased passenger traffic and the forecasted growth at the time the PJIA was being heavily modernized following a three-phased masterplan as commissioned in 1997. Phase I was a short-term program to upgrade existing facilities and improve the level of service at various points. This included widening, strengthening and renovating the runway increasing the bearing capacity of the taxiways, construction of a new apron and an upgrade of the (former) terminal building. Phase I was completed in 2001. The Simpson Bay community and the islands PJIAE serves were all kept informed on the plans and development of this undertaking.
7. Phase II included the construction of a radar facility and a new air traffic control tower, the construction of a new and modern 27,000 square meters (290,000 sq. ft) terminal capable of handling 2.5 million passengers per year and the construction of a Runway End Safety Area (RESA) of 150 meters (490 ft), including a 90 meters (200 ft) overrun on both ends of the runway to comply with the International Civil Aviation Organization (ICAO) rules.
8. The new air traffic control tower and the radar station commenced operations on March 29, 2004, while the new terminal opened in late October 2006. The terminal has 4 passenger boarding bridges for large aircrafts. The masterplan also revealed that if traffic develops as forecast, Phase III of the masterplan would be executed, consisting of an extension of the new terminal building and the construction of a full parallel taxiway system.
9. On September 6, 2017 Irma, a category 5+ hurricane, devastated St. Maarten with sustained winds up to approximately 185 mph. Three days later on September 9, 2017 hurricane Jose, a category 4 storm posed an additional threat to the island, but fortunately passed with minimal impact. Furthermore, ten days later on September 19, 2017 another category hurricane named Maria passed south of the island, whereby St. Maarten suffered from tropical storm winds and immense rainfall. Due to this unrestrained hurricane season the PJIA terminal building and airport infrastructure endured enormous damage, crippling the airport operations.
10. Meanwhile, the PJIAE erected the make-shift arrival and departure operations in the make-up area of the terminal building. Commercial operations were restored on October 10, 2017, a little over a month after the storms, forcing the closure of the airport facilities and which were immediately taken over by the Dutch, French and US military authorities. Four months later on February 9, 2018 PJIAE commenced operations in the temporary Departure Pavilion and a little over one month later PJIAE opened its temporary Arrival Pavilion on March 22, 2018.
11. Returning concessions like Subway, AMA, Dutch Delight, Domino's Pizza, Market by Villa, Taloula's Flights, Relay, ESCA, Shipwreck Shop, Gouda Liquor Store, Le Bistro by Bacchus, Princess Promenade, Aunt Clara's, Johnney's Burger and KAFFE were available to the travelers and partially to the public.
The Package 1 - Temporary Operations of the reconstruction project also includes the immigration and emigration booths, offices, the reinstatement of the existing air-conditioning and sprinkler systems, the installation of the fire alarm and public-address systems, CCTV surveillance and security equipment, as well as IT systems and seating.
12. In conjunction with the airport's 75th anniversary celebration PJIAE opened the temporary arrival and departure operations within the terminal facility on December 14, 2018.

IV. PROJECT DESCRIPTION

13. The project development objective is to restore the passenger capacity of PJIA to pre-Irma levels with improved resilience to hurricanes.

14. **The proposed Project will contribute to the reconstruction program of the PJIA through restoring the passenger terminal function** with improved resilience to the future hurricanes and safety of the airport.
The program includes the reconstruction of the passenger terminal as well as the other key airport facilities such as air traffic tower, firefighter facilities, fuel farm relocation, runway rehabilitation.
15. **The Project will reconstruct the internal terminal facilities damaged by hurricanes while keeping the existing building structure.** While the terminal facilities inside the building were seriously damaged by wind and rain intruded through destroyed doors and roof, the building structure¹ itself has sustained practically no damage except the roof.
Accordingly, PJIAE is implementing a series of the works, including: (i) Preliminary internal cleaning and demolition (completed); (ii) Terminal roof waterproofing repair (completed) and betterment to enhance resilience (to be completed in May 2019); (iii) Temporary terminal reconstruction (Package 1) to reopen a limited area of the ground floor of the terminal (completed in December 2018); and (iv) mold remediation of the remaining terminal prior to Package 2 reconstruction (to be completed by September 2019) and (v) full terminal reconstruction (Package 2).
The works under (i)-(iv) are fully financed from PJIAE's own financing resources and will be concluded before (v) Package 2 starts.
16. **The Project will support PJIAE and the GoSM in implementing the terminal reconstruction program, focusing on Package 2 works.** The project is a **US\$129 million** operation financed by a **US\$72 million** World Bank managed Trust Fund (WB TF), US\$50 million European Investment Bank (EIB) loan and US\$7 million of counterpart funds.
17. **The proposed Project includes the following four components.**
- a. **Component 1: Reconstruction of the PJIA passenger terminal facilities (US\$ 107 million, of which US\$ 50 million will be financed by the World Bank managed Trust Fund, US\$ 50 million European Investment Bank loan and US\$ 7 million counterpart funds).**
This component will support, among others, the Package 2 works of the terminal reconstruction, consisting of terminal facility restoration and equipment reinstallation. The planned works will include, *inter alia*, passenger boarding bridges, entrance doors, dry walls, furniture/counters, electrical and IT systems, baggage handling system, security installations and firefighter facilities. Passenger boarding bridges and entrance doors will be replaced with better resilience to hurricanes.
 - b. **Component 2: Project Management and Capacity Building (US\$0.5 million financed by the World Bank managed Trust Fund).**
This component supports activities related to project management and capacity building for PJIAE. The component will support PJIAE in (a) project implementation, management and monitoring and evaluation, including environmental, social and fiduciary aspects of the Project; and (b) capacity building activities to PJIAE to improve airport resilience and air traffic safety. The activities will be defined based on the need's assessment during the implementation. The component will also finance training and operating costs required for these activities.
 - c. **Component 3: Capacity Building and Project Management for the Government of Sint Maarten (US\$0.5 million financed by the World Bank managed Trust Fund).**
This component will support the GoSM on matters of project management and on capacity building in areas including airport governance and air traffic regulation, determined based on needs assessed during Project implementation. The component will also finance training and operating costs required for these activities.

¹ The original building was designed according to the Dutch building codes.

- d. **Component 4: Support of PJIA's Operations will fund the operations of PJIAE** through the financing of select PJIAE Operating Expenditures (OPEX) so that PJIA's operations can continue without interruption during the **reconstruction** period. The PJIAE OPEX financed by this component will be limited to expenditures incurred for the salaries and benefits of all PJIAE personnel and other non-procurable operating expenditures, including utilities.

V. ENVIRONMENT

18. The Simpson Bay and Beacon Hill Community Councils are organizations, which have shown great interest in the ongoing projects at the PJIA given the nearby proximity to its natural and other resources. The area is located near the airport and separated by the fencing of the airport grounds. The council includes community leaders and civil society organizations which work in or with the affected community. The members of the council have in-depth knowledge about the environment and social characteristics of the project area.

Given the proximity the council members are briefed on developments at the airport, including the project and receive the opportunity to discuss their concerns during the open floor period, following the airport's team presentations. Some of the topics presented to the community-based group include the following:

- i. New Aircraft Hangers
- ii. Fuel Farm
- iii. Fixed Based Operations (post groundbreaking update)
- iv. New Goddard Catering Building
- v. Rescue and Firefighting Building

A map of the project location of the PJIA is shown in [ANNEX 1](#).

VI. BRIEF SUMMARY OF PREVIOUS STAKEHOLDER ENGAGEMENT ACTIVITIES

19. **The PJIAE already has a Stakeholder Engagement Process in place.** The SEP and Information Disclosure are critical for keeping all the key users and stakeholders of the airport informed of the progress in the repairs leading to full operational capacity. The PJIAE already has a Stakeholder Engagement Process in place. This process has included discussions with Government agencies that provide oversight of the airport terminal, airlines representatives, ground transport operators, passengers (who currently use a temporary POD terminal) and vendors, who operated business at the closed terminal. Other stakeholders are: airport staff, airline offices, Customs Department, Immigration and Border Protection Service, shop and restaurant owners in the airport, passengers, taxi and bus operators.
20. **The Stakeholder Engagement Plan builds on this process which will be continued during the implementation of the Project through its completion.** This SEP detailed here will be included in the ESMP. The SEP describes the different stakeholders of the Project and how PJIAE currently engages its stakeholders, including through: circulation of monthly newsletters, conducting monthly facilitation meetings and maintaining a news webpage. Reconstruction activities are being shared with the stakeholders to obtain their feedback.

VII. STAKEHOLDER TARGET GROUPS

21. To implement an effective stakeholder's engagement plan PJIAE has identified the internal and external target groups for the SEP and the necessary tools needed to effectively communicate to the groups as listed below.
 - **Internal Target Group:** The employees of the PJIAE, Airlines, Handlers, Charters, Retail Concessionaires, F&B Concessionaires, Goddard Catering Services, Sol Group, Cargo Operators/Handlers, Customs, Alpha Team - Police, Immigration, Wheelchair Services, VIP Services, Airport Taxi Association, St. Maarten Civil Aviation Authority (SMCAA),

Commuters and FBO Operators. The PJIAE has also consulted travel operators, taxi union and worker’s union.

- **Support of PJIA's Operations:** This is financing select PJIAE Operating Expenditures (OPEX) limited to the salaries and benefits of PJIAE personnel during the execution of the terminal construction works under Component 1 of the Project. In this regard, all provisions of ESS 2 will apply to all the workers of PJIAE under the category “Project” and/or “Direct Workers.” PJIAE has prepared a Labour Management Plan (LMP), which spells out the requirements for PJIAE in the management of workers. These include working conditions and management of worker relationships, non-discrimination and equal opportunity, protecting the workforce, grievance redress mechanism and occupational health and safety. The plan and other relevant information will be shared with the PJIAE staff.
- **External Target Group:** The island population of St. Maarten/St. Martin, Passengers, Government of St. Maarten, Airline headquarter affiliates, the Collectivité of St. Martin, St. Maarten Tourist Bureau, Tourism Office of French St. Martin, Tourism-based Stakeholders, Hub Partners, International Air Transport Association (IATA), Simpson Bay and Beacon Hill Communities, Island’s Airport Safety Committee (IASC) International Civil Aviation Organization (ICAO), St. Maarten Civil Aviation Authority (SMCAA) and Air Service Development Committee (internal and external joint group).

22. PJIAE has been regularly carrying out the monthly consultation meetings with the stakeholders, primarily the airport users such as the airline offices, travel operators, taxi union and worker’s union on the on-going reconstruction construction activities and the proposed Project activities and to receive their feedback.

The process of stakeholder engagement will involve the following, as set out in **Table 1** below. For each stakeholder the means of communication has been listed as well as specific media that will be used to notify stakeholders of information, such as opportunities for public consultation, announcements of key milestones and/or any significant changes.

Table 1: PJIAE Stakeholder Groups and Engagement Mechanisms

Stakeholder organization, group or individual	Potential role in the activity	Engagement strategy: How will you engage this stakeholder in the activity ?	Follow-up strategy plans for feedback or continued involvement	Mechanism of engagement
Airlines (Main Offices)	Provide insight into pilot project, lessons learned, and expanded services.	Monthly Meetings are held with the headquarter reps to better engage them on the ongoing projects and updates. We can also learn about their concerns and new developments which will be shared with our team and the associated stakeholders (selective information is shared).	Distribute project information for feedback and follow-up information.	<ul style="list-style-type: none"> • One-on-one meetings • Email • Monthly newsletter
Aviation Security Meetings AVSAF hosted by Quality and Safety Assurance Department	Security Meetings including the police authorities, head of security, customs, and Immigration. Provided project updates on safety mishaps that may have occurred and how to prevent them.	Monthly meeting	Provide key milestone updates and share safety reports	<ul style="list-style-type: none"> • Monthly facilitation meetings

Stakeholder organization, group or individual	Potential role in the activity	Engagement strategy: How will you engage this stakeholder in the activity ?	Follow-up strategy plans for feedback or continued involvement	Mechanism of engagement
Airlines, Handlers & Concessionaires	Provide information on airport operational and reconstruction status, achievements and planned goals.	Monthly meetings to present project information to this group of stakeholders and request that they keep their associated staff updated on the latest developments and implementations. Allow the group of stakeholders to provide their views and opinions. Distribute operational documents for review and/or input. Facilitate meetings using PowerPoint presentations or info-sessions. Record discussions, comments/questions raised and responses.	Distribute information for feedback and follow-up information.	<ul style="list-style-type: none"> • Email • Monthly newsletter • Monthly facilitation meetings • Focus group meetings
External Stakeholders (Simpson Bay and Beacon Hill Communities and NGO's)	Provide information to stakeholders about past, present and future planned activity at the airport and rebuilding efforts.	This meeting hosted by the Managing Board. Monthly meetings to provide regular update on projects and accomplishments to Simpson Bay and Beacon Hill Council/Community Representative. Organize regular meetings and signing agreements on cooperation on different development projects.	Stakeholders are encouraged to provide feedback via email or telephone (as listed on each e-newsletter or as reminded during various meetings. Concerns can also be forwarded via email or submitted by filling in the Public Grievance Form.	<ul style="list-style-type: none"> • Email (selective) • Monthly newsletter • Local news media • Surveys • News media • Public meetings
Staff of PJIAE	Educate the staff on the requirements of Standards (ESS 1, 2, 4 and 10) for Direct/Primary workers.	Information and Consultation forum to be arranged to make staff of PJIAE aware of what to expect and what is required of them under the standards ESS 1, 2, 4 and ESS 10.	The project will have a GRM. Feedback is also provided during the open floor segment of meetings and/or staff Q&A sessions.	<ul style="list-style-type: none"> • Email • Monthly newsletter • Monthly division/department meetings.
PJIAE Staff & Trade Unions	Provide information on airport operational and reconstruction status, achievements and planned goals.	Accommodating regular department/division meetings to provide updates on the projects, receive feedback and the planned goals.	Feedback is provided during the open floor segment of meetings and/or Q&A sessions for staff.	<ul style="list-style-type: none"> • Email • Monthly newsletter • Monthly division/department meetings
Air Service Development Committee (ASDC)	Provide insight into ongoing projects and general updates on hotel rooms and destination development. Feedback is also received from all stakeholders of the	Engagements during live and/or tele-conference group meetings/telephone/ email and e-newsletters.	For continued involvement hub partners are encouraged to provide feedback during our monthly meetings.	<ul style="list-style-type: none"> • Monthly tele-conference or live meetings • Email • Monthly newsletter • Monthly facilitation meetings

Stakeholder organization, group or individual	Potential role in the activity	Engagement strategy: How will you engage this stakeholder in the activity ?	Follow-up strategy plans for feedback or continued involvement	Mechanism of engagement
	hub countries.			
Financial Institutions	Provide information on airlines activity for the respective quarter as well the organization financial status.	Present overview on financial position as well the current and future operational performance.	Discuss the organization financial overview and plans.	<ul style="list-style-type: none"> • One-on-one meetings • Quarterly financial & operational reports • Formal letters • Conference calls
Government agencies, such as VROMI, Ministry of Labor NRPB	Provide insight into the project, lessons learned and expanded services.	Regular meetings are held with the respective ministries and government agencies to better engage them on the ongoing projects and updates. We can also learn about their concerns and new developments, which will be shared with our team and the associated stakeholders.	Distribute project information for feedback and follow-up information.	<ul style="list-style-type: none"> • One-on-one meetings • Email • Monthly newsletter • Working Groups
Bond Holders	Bondholders are a key stakeholder that can impact the project's financing strategy for the reconstruction program.	The Managing Board provides monthly reports to the bond holders. The reports include updates on the reconstruction process of Package 2.	Feedback is provided during scheduled teleconference calls or visits to the main office in New York.	Teleconference or live meetings
Supervisory Board of Directors (SBOD)	The Managing Board provides insight into pilot project, lessons learned, finances, strategic plans and advocate for improved and expanded services and the general scope of the company.	Bi-weekly meetings between Managing Board and Supervisory Board of Directors. Managing Board members are responsible for providing the pertinent information according to their core responsibilities.	No planned involvement beyond weekly/monthly SBOD meetings.	<ul style="list-style-type: none"> • Bi-weekly or monthly meetings • Formal letters • Monthly newsletter
Media	Provide information to correspondents about the present and future planned activity at the airport and rebuilding efforts.	Press briefings are held to present the accomplishments made during the key stakeholder meetings and process of project.	Provide accurate/relevant data and information to engage mass media.	<ul style="list-style-type: none"> • Press Releases • Monthly newsletter • Press Trips • Interviews

23. PJIAE will provide stakeholders with timely, relevant, understandable and accessible information and consult with them in a culturally appropriate manner, which is free of manipulation, interference, coercion, discrimination and intimidation.

VIII. PLANNED CONSULTATIONS

24. Moving forward the monthly meetings above will be used to receive feedback on the project documents, including the draft SEP and draft ESCP which were disclosed for consultation on April 16, 2019 on the PJIA's website. In particular, PJIAE will hold an Information and Consultation forum for the staff of PJIAE to make them aware of what to expect and what is required of them under the relevant standards as a result of Component 4 financing of PJIA operating expenditures limited to expenditures incurred for the salaries and benefits of PJIAE

personnel and other non-procurable operating expenditures, including utilities. PJIAE will engage with stakeholders throughout the project life-cycle, in a timeframe that enables meaningful consultations with stakeholders on project developments.

IX. DISADVANTAGED / VULNERABLE INDIVIDUALS OR GROUPS

25. PJIA has two contractors who provide services for the physically disabled. The airport has concession agreements with two companies² to provide wheelchair services to passenger on request. The Ground Handling Company plans to purchase more AVRs ramps and several lifts to bring down wheelchairs from the aircrafts.

Mobility services can be requested on line and/or by telephone. The airline also has an AVI ramp, which is used for B737 aircrafts to transport physically challenged persons. The transport concession companies are also required to disseminate relevant information about access to the airport and airport developments to organizations representing the disabled. The PJIA Communications office will also explore how to make information available to the visually impaired through voice apps.

In addition, the SEP will consider the different access and communication needs of various groups and individuals, especially those more disadvantaged or vulnerable, including consideration of both communication and physical accessibility challenges.

X. STAKEHOLDER ENGAGEMENT PROGRAM

26. Stakeholder engagement is the continuing and iterative process by which PJIAE identifies, communicates and facilitates a two-way dialogue with the people affected by its decisions and activities, as well as others with an interest in the implementation and outcomes of its decisions and the project.

Goals		Timeframe
1	E-Newsletters	January 2018 to present (monthly)
2	Press Releases	November 2017 to present (varies)
3	Radio and TV Advertisements	November 2018
4	Print / Online Media Ads	January 2018 to present (monthly)
5	Public Service Announcements	November 2017 to present
6	Publications	March 2018 to present (monthly or when requested)
7	Website Management	November 2017 to present (live flight updates, content)
8	Media Campaigns	November 2017 to present (quarterly/upon request)
9	Internal Notices	November 2017 to present (based on urgent requests)
10	Social Media	November 2018 (annually)
11	Photo Shoots	November 2018 (annually)
12	Media Policy	November 2018 (revisited annually)

XI. PROPOSED STRATEGY FOR INFORMATION DISCLOSURE

27. The tools utilized to disseminate the pertinent information on behalf of the PJIA is equally as significant as the issued statement. Over a period, the media was the key tool utilized to reach the stakeholders and the public. Other channels that to be used to distribute content are listed below.

² Accessible Ventures and Connor Wheelchair Services.

Latest Tools	Common Tools
<ul style="list-style-type: none"> • Travel Booking Web pages • Website https://www.sxmairport.com/ • Link Exchanges • Hub Partner presentations/materials • E-Newsletters • Tourist Office Websites, blogs and e-newsletters • Stakeholder’s newsletters and blogs • Social Media (Twitter, Instagram and Facebook) • Co-branding at Conferences • Press Family trips • Mobile Group chats • Everbridge System • Tours 	<ul style="list-style-type: none"> • Press Release • Internal Notices/Memos • Public Service Announcements (PSA) • Print Media Ads • Facilitation Meetings: Concessions, Airlines, Handlers, Cargo, Immigration, Customs, Alpha Team - Police, VIP, Taxis and Car rentals. • Info-Sessions • Flyer Announcements • Media Kits (post events) • Publications: Magazine features, articles, ads and highlights • Workshops • Video and Radio Advertisement

XII. HOW ARE MESSAGES COMMUNICATED ?

28. The SEP will be communicated to the stakeholders and forwarded through the following avenues:

<ul style="list-style-type: none"> • Social Media Posting • Print Media • Press Conferences • Tourism Stakeholder’s meeting • Annual Reports • Launch Events • Presentations • Publications • Press Releases • Website • Internal Notices • Video Recordings 	<ul style="list-style-type: none"> • All Staff emails • Ads • PSA’s • Newsletters • Facilitation Meetings • Info-sessions • Orientation • WhatsApp Messaging (internal group chats, etc.) • Radio • Television • Blogs
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29. Project on the road to the official reopening in 2020. This newsletter allows for effective and inclusive engagement with project-affected parties throughout the project life-cycle on issues that could potentially affect them. Management ensures that the appropriate project information on environmental, social risks and impacts are disclosed to stakeholders in a timely, understandable, accessible and appropriate manner.



30. Press releases

Press releases will be disseminated to the stakeholders in a timely manner. This form of communication is also forwarded to the Airlines and Handlers, concessions, Cargo, Airport Taxi Association, car rentals management, immigration, police and the Customs department. A network of local, regional and international media receives press releases from PJIAE.



31. Websites

Another vital communication tool that is used to communicate information to the world is the SXM Airport website. The website serves as a road map of the entire operations. The airport must engage with the stakeholders to acquire the accurate information to post accordingly.

Key stakeholders should be highlighted for the users to gain the necessary information. The Corporate Communication Department conducts systematic monitoring of the website hits and the frequently visited tabs. The results should serve to assess any further changes and/or updates which may be required from the stakeholders or PJIAE.

32. Facilitation meetings

The PJIA also hosts monthly facilitation meetings which are convened with the airport community partners to update them of general affairs at the airport. There is also a Q and A and round table sessions which is made available for feedback by the stakeholders. The following facilitation meetings are arranged to better inform the stakeholders about the latest developments and more:

- AVSAF - Aviation Safety meeting
- Airlines and Handlers Facilitation meeting
- Concessionaire Facilitation meeting
- AVSEC - Aviation Security meeting
- Cargo Concessionaire Facilitation meeting
- Public Transportation Facilitation meeting
- Tourism Stakeholders meeting

33. Walk-throughs and sessions

Throughout the project life-cycle the Management Board grants the stakeholders the opportune time to **engage** in walk-throughs and sessions to better gain clarity of the operations and/or new method. The inclusion lends towards a more hands on approach, allowing the stakeholders to provide feedback to raise issues and grievances in areas that the airport management may or may not have overlooked. The strong, constructive and responsive relationships are important for the successful management of a project's environmental and social risks. In 2018, the Package 1 -Temporary Operations project showcased the abovementioned inclusion of the stakeholders for the Package 2 - Reconstruction of the Terminal Building. Management plans to grant the stakeholders the same honor to give input on Package 2.

34. **Social Media**

There are multiple ways to leverage social media to provide information to **key stakeholders** on PJIA emergency project developments. Link exchanges are also carried out with the tourist offices of St. Maarten to highlight general progress in post Hurricane recovery efforts. The social media gateways that are used to communicate to the globe includes the following:

- Twitter
- Instagram
- Facebook
- LinkedIn

35. **Publications**

Some Key project developments made be posted in international or local publications to ensure accuracy and unbiased reporting on project events. In some instances, the SXM Airport partakes in paid advertisements via advertorials and/or ads in a variation of print or online publications.

Currently the following **publication types** are used:

<ul style="list-style-type: none"> • Fact Sheet • Portable Guides • Journals • Newsletters • Advertorials • Travel and Leisure magazines 	<ul style="list-style-type: none"> • Air Service development magazines • General Aviation online and published magazines • Transportation and Cargo magazines • Airport magazines • Airline magazines • Civil Patrol magazines
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36. **Press Conferences**

Press Conferences are organized to make major announcements by the PJIA on key project developments. Relevant and reputable **media** are invited to gain insight on the latest SXM Airport updates. At given points there are press conferences hosted when there is an airline inaugural ceremony or a grand opening of an airport concession.

XIII. RESOURCES AND RESPONSIBILITIES

37. The Managers and Directors of the PJIA are responsible for the execution of the elements of the Stakeholders Engagement Plan. The management team spearhead the facilitation meetings and partake in the external stakeholders' meetings. Efforts are also made to travel to international conferences and workshops to present updates on the ongoing projects, safety updates, and newly implemented technologies, whilst announcing to the world that we are operational. An adequate budget has been allocated for several departments to host meetings to address our stakeholders. In some cases, the costs are shared with external stakeholders who invite our professionals to address the tourism-based organizations/ companies.

38. The PJIAE's Corporate Communication Specialist is responsible for communicating regularly with the stakeholders through circulation of monthly e-newsletters, internal notices, participating in the monthly facilitation meetings and maintaining a news webpage whereby all press releases about the project is also posted at:

<https://www.sxmairport.com/newsletter.php>.

The Grievance Redress Mechanism is also featured on the website with the related documents.

39. The Communication Department plays a critical role in the implementation of the Stakeholder Engagement Plan ensuring that there are consistent messages on project updates from the airport authorities. The Corporate Communication Specialist (CCS) is charged with the responsibility of ensuring that all local and international media, key stakeholders and the public in general are informed of the latest updates of the PJIA. The stakeholders must be able to retrieve information from all the relevant avenues to be well informed.

The Corporate Communication Specialist has established effective relationships with the media at large. The CCS will increase public awareness of the project by:

- (i) Providing key data regarding major updates of SXM Airport.
- (ii) Maintaining effective communication within the organization is equally important to avoid the dissemination of erroneous information.
- (iii) Making all stakeholders aware of specific information provided by the Management of the PJIAE on key aspects of the project. Although the messages may vary, it is the responsibility of the Corporate Communication Department to ensure that the right message gets to the right channels.
- (iv) Providing general information about the SXM Airport Project milestones, and
- (v) Communicate all safety campaigns and concerns to the stakeholders via the relevant departments and facilitation meetings.

XIV. TIMELINES FOR PROJECT MANAGEMENT - PACKAGE 2

40. The timelines of the projects are detailed below and will be announced to the public through the PJIA website.

Projects	Tentative Dates
Remediation of Terminal Building (pre-works Package 2)	
Review of previous Received Bids	November 2018
Changes to and Finalisation of Revised Scope	Q3 - 2019
Resubmission of Bids / Evaluation and Recommendation Report	Q3 - 2019
Approval from the Supervisory Board of Directors, Award of Contract	Q3 - 2019
Start of Remediation Works	Q3 - 2019
Completion of Remediation Works	Q1 - 2020
Package 2: Reconstruction of Terminal Building	
Finalisation of Design and Tender Documents	Q4 - 2019
Approval of Tender Documents from World Bank	Q4 - 2019
Invitation to Bid, Issuance of Tender Documents	Q4 - 2019 / Q1 - 2020
Submission of Bids, Evaluation Report of Bids and Recommendation	Q1 - 2020
Approval from the Supervisory Board of Directors, Award of Contract	Q1 - 2020
Commencement of Reconstruction	Q2 - 2020
Completion of Package 2	Q4 - 2021

XV. FEEDBACK AND GRIEVANCE REDRESS MECHANISM FOR THE PROJECT

41. PJIAE has an existing GRM in place to receive concerns and grievances from key stakeholders affected by the project. The GRM will receive stakeholder complaints and will address all these complaints within a reasonable time. The Grievance Mechanism serves as a critical avenue to allow all the key users and stakeholders of the airport to send their complaints and/or concerns of the progress in the repairs of the airport terminal. This mechanism will be extended to receive the complaints during the Project implementation.
42. The GRM will address all these complaints within a reasonable time, protect against retaliation and allow for escalation of complaints. If complaints are not resolved in time by the GRM this should be reported to the PJIAE management board. A summary of the grievances received should be included in the monthly and quarterly monitoring reports.. A summary of the status of handling of the grievances received should be included in the monthly and quarterly reports to the NRPB and to the World Bank. Confidentiality will be paramount in the treatment of complaints. The Code of Conduct expected of staff contracted to work on the project will be disclosed to the public through the ESMF. If grievances are

repeated, unresolved or submitted by several people, this should be escalated to NRPB. The GRM should be broadly communicated to all stakeholders.

In addition, the GoSM has a separate Grievance Redress Mechanism (GRM) to deal exclusively with those that involve workers employed by the Contractor for construction activities. PJIAE'S Communications officer at PJIA will be responsible for managing the project GRM.

43. **Box 1**

Box 1: Key Stakeholders and Public to submit Complaints and Feedback through a number of channels at PJIAE

The different reporting options and documents are available in the English language and include the following:

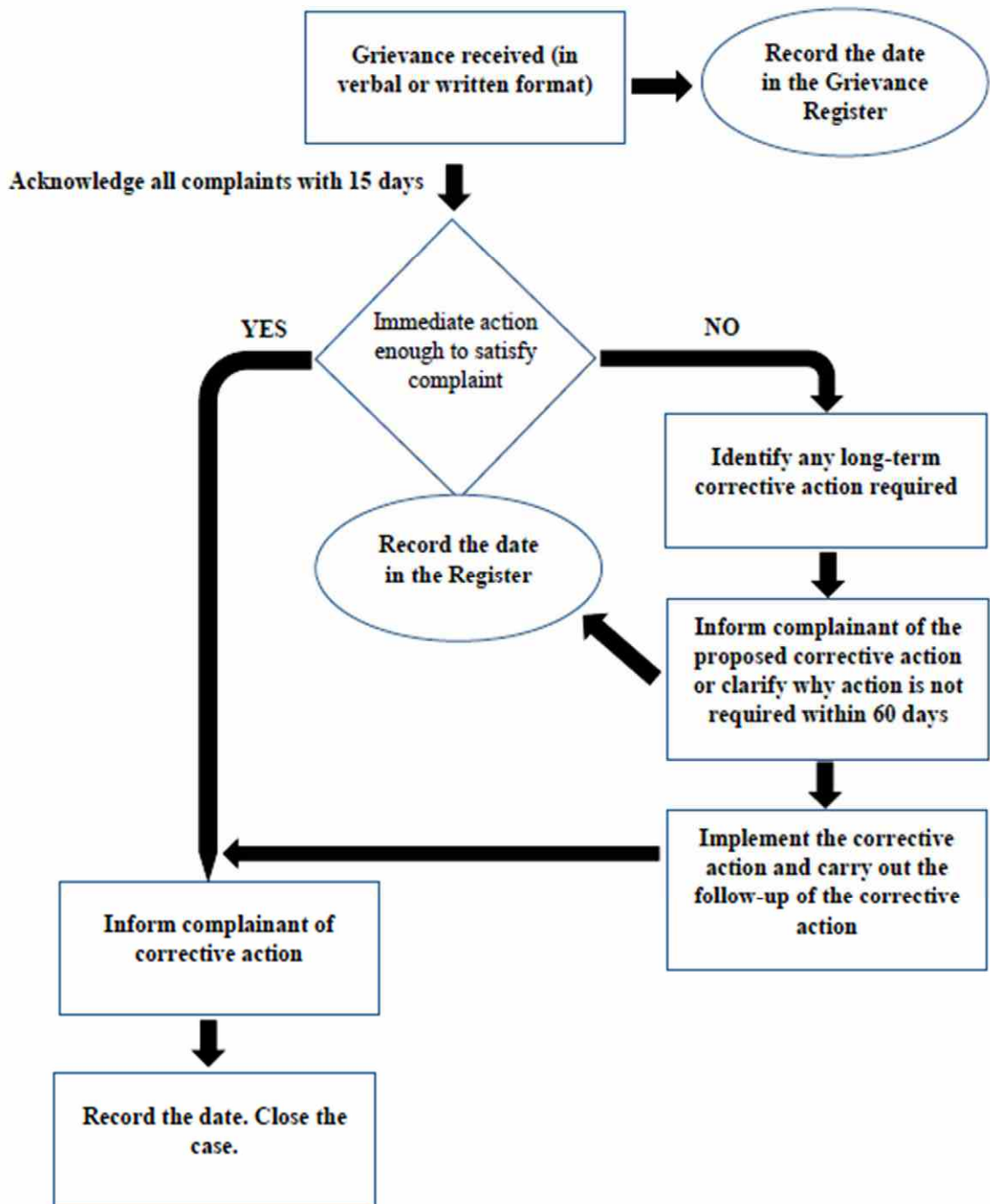
- Operational from 7:00 hrs in the morning to 7:00 hrs in the evening via telephone: 1-721-546-7778 or 1-721-546-7779;
- Email: servicedesk@sxmairport.com (for technical issues only);
- Social Media:
<https://www.facebook.com/sxmairport/> ;
<https://www.instagram.com/sxmairport/> ;
- SXM Website: Reporting safety related grievances on the tab > Airport Info > Safety Suggestion Form: <https://www.sxmairport.com/quality-assurance.php> ;
- Drop Boxes: Anonymous reporting of safety concerns through the Quality Assurance Drop Box found near the Check-In counter area;
- Reporting by telephone: 1-721-546-7507 (HR) or 1-721-546-7777, Passenger Experience Department (PED);
- Human Resources Department: Whistleblower Policy;
- Code of Conduct: Risk Assessment Policy (Investigating team of Human Resources).

44. If there are any complaints on the progress of the reconstruction project, the stakeholders can call or make a report via email through the Service Desk presided by the Projects, Planning and Systems Department (PPS) whose responsibility is to channel the complaints of PJIAE. Service Desk can be reached via telephone: 1-721-546-7778 or 1-721-546-7779. The Service Desk department is operational from 7:00am through 7:00pm. All concerns are filtered to the relevant departments and the Project Management team to address the reported matters about the project. The GRM will receive stakeholder complaints and will address all these complaints within a reasonable time. The GRM operated by the Service Desk is depicted in the chart below.

A Feedback and Grievance Form is included in **ANNEX 2**.

45. In addition, PJIAE will ensure that the Contractor will setup a separate Grievance Redress Mechanism (GRM) to deal exclusively with those complaints that involve workers employed by the Contractors for construction activities. The PJIAE will hire an environmental and social specialist who will monitor the GRM and implementation of the Contractor's environmental and social safeguards commitments.

Flowchart for Processing Grievances



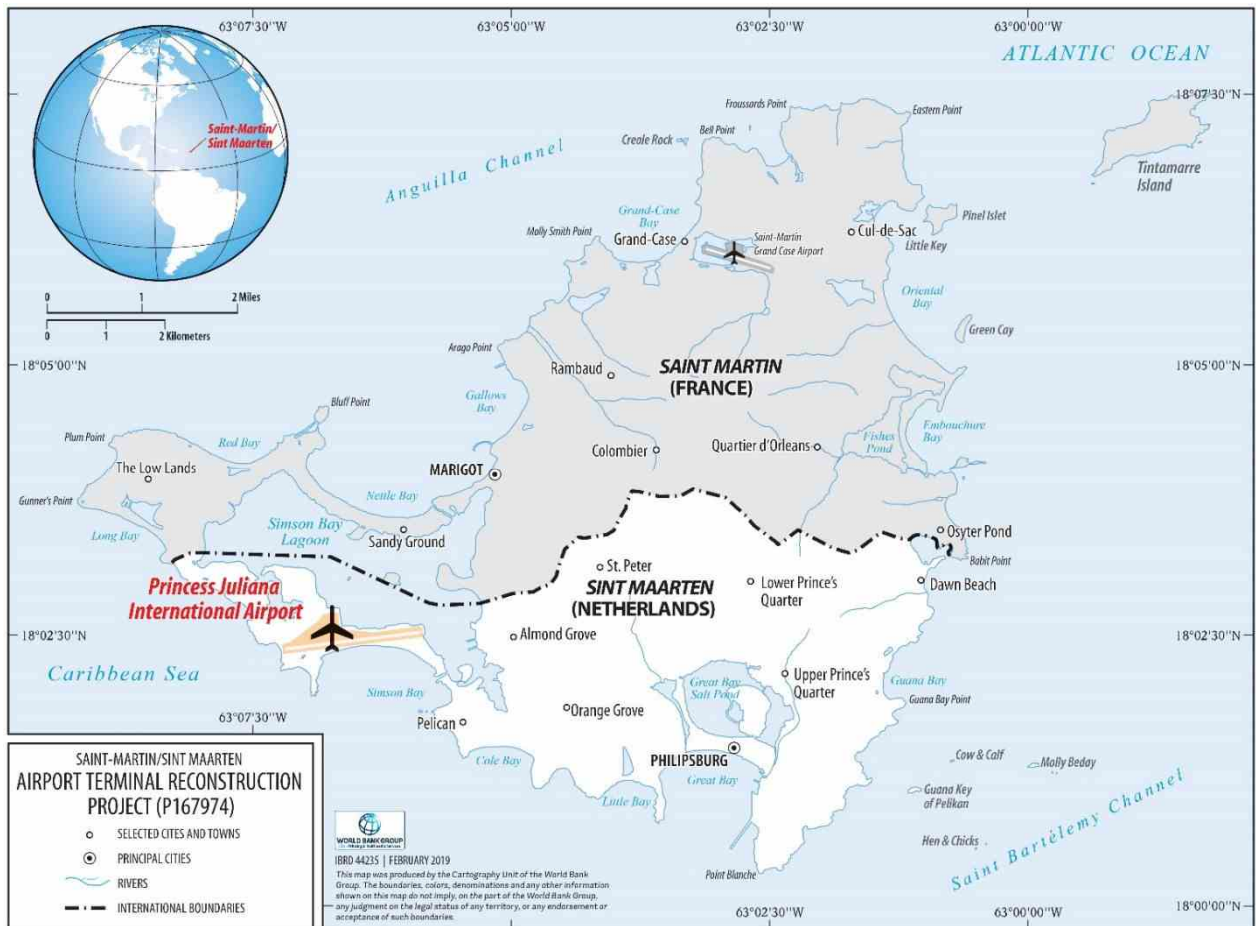
46. Meanwhile, consultations will be continued during the implementation of the project through its completion. Stakeholder consultations will receive and record feedback, this in turn will be reported by the PJIAE Project Management team to the PJIAE management as part of the monthly and quarterly reporting process.

XVI. MONITORING AND REPORTING

47. The implementation of the SEP will be monitored by the Corporate Communications Officer and the PIU Social and Development Officer when the person is hired.

ANNEX 1

Map showing location of the Project Site at Princess Juliana International Airport, St. Maarten



ANNEX 2

Feedback and Grievance Form

Public Grievance Form	
Reference No:	
Full Name:	
Contact Information {Please mark how you wish to be contacted (mail, telephone, e-mail)}	<input type="checkbox"/> By Post {Please provide mailing address} <input type="checkbox"/> By Telephone: _____ <input type="checkbox"/> By E-mail: _____
Description of Incident or Grievance: What happened ? Where did it happen ? To whom did it happen ? What is the cause of the problem ?	
Date of Incident/Grievance	<input type="checkbox"/> One-time incident/grievance (date: _____) <input type="checkbox"/> Happened more than once (how many times? _____) <input type="checkbox"/> On-going (currently experiencing problem)
What would you like to see happening to resolve the problem?	

Signature: _____

Date: _____

Please return this form to the Human Resources Department:
hr@sxmairport.com or Tel: +1 (721) 546-7507