Stakeholder Engagement Plan

Sint Maarten Terminal Airport Reconstruction Project

Prepared by: Project Management Unit
Date: Updated, November 2021
Princess Juliana International Airport Operating Company, St Maarten



Document Tracking

Version	Author(s)	Reviewed by	Date	Change Status
1.0	PJIAE	World Bank	August 2019	First Issued Version
1.1	PJIAE, PMU	World Bank	October 2021	Updates/Corrections
1.2	PMU	World Bank	November 2021	Additional funding updates

Disclaimer

This Plan is prepared by the Princess Juliana Airport Operating Company (PJIAE) for the Sint Maarten Airport Terminal Reconstruction Project, Package 2. The information contained in this document should only be used for its intended purpose.

Contents

I. INTRODUCTION 1
II. OBJECTIVES OF THE STAKEHOLDER ENGAGEMENT PLAN 2
III. HISTORY 3
IV. PROJECT DESCRIPTION 4
V. PJIA ENVIRONS 5
VI. SUMMARY OF PREVIOUS STAKEHOLDER ENGAGEMENT ACTIVITIES 6
VII. STAKEHOLDER TARGET GROUPS 6
VIII. PLANNED CONSULTATIONS 11
IX. DISADVANTAGED / VULNERABLE INDIVIDUALS OR GROUPS 11
X. STAKEHOLDER ENGAGEMENT PROGRAM 11
XI. PROPOSED STRATEGY FOR INFORMATION DISCLOSURE 13
XII. HOW ARE MESSAGES COMMUNICATED? 13
XIII. RESOURCES AND RESPONSIBILITIES 16
XIV. TIMELINES FOR PROJECT MANAGEMENT - PACKAGE 2 16
XV. FEEDBACK AND GRIEVANCE REDRESS MECHANISM FOR THE PROJECT 17
XVI. MONITORING AND REPORTING 19
Appendix 1: Map showing location of the Project Site at Princess Juliana International Airport, St. Maarten 20
Appendix 2: Complaint Form 21
Appendix 3: Stakeholder Engagement Activities 22
Appendix 4 – Design consideration following stakeholder consultations 26
Appendix 5: Planned Consultations – November 2021 Activity Sheet 28

I. INTRODUCTION

The Stakeholders Engagement Plan (SEP) is a guide to the public on the outreach and information disclosure plans of the Princess Juliana International Airport Operating Company N.V. (PJIAE) as the Sint Maarten Airport Terminal Reconstruction Project (the Project) moves through critical milestones. The SEP recognizes the importance of open and transparent engagement between the 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), located on the southwest side of Sint Maarten (Appendix 1, Location Map) focus on restoring the terminal building to pre-Hurricane Irma 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 or by filling in a grievance form (Section XV of this Plan).

The implementation of the SEP will support PJIAE's overall mission statement "To be the regional leaders in providing safe, secure, quality and profitable airport services that contribute to the general economic and tourism developments of Sint Maarten/Saint Martin and the region we serve." This SEP has been updated as part of the additional funding appraisal package the Project.

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 (initial March 2019; updated October 2021) has been developed and is included in the Environmental and Social Management Plan (ESMP). The PJIAE Operating Company Engagement has included discussions with Government agencies that provide oversight of the airport terminal, airliners 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 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 are 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. The draft version (October 2021) of the SEP was disclosed to the public over the period the September 27, to October 8, 2021, for stakeholder feedback. Feedback was received from the World Bank which was incorporate and finalized.

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, Johney'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 structure[1] 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 now a US$149 million operation financed through an on-lending Agreement with the GOSM for US$92 million from a World Bank managed Single Donor Trust Fund gifted by the Government of the Netherlands, a loan from the European Investment Bank (EIB) for US$50 Million and US$7 million counterpart funds.

17. **The proposed project includes the following four components.**

    a. **Component 1: Reconstruction of the PJIA terminal facilities (US$ 126 million, of which US$ 69 million will be financed by the World Bank managed Trust Fund, US$ 50 million European Investment Bank loan and US$ 7 million counterpart funds).**
    The component supports the reconstruction of the PJIA terminal facilities to restore airport function and to improve its resilience to hurricanes.
    The 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 sprinkler system. Passenger boarding bridges and entrance doors will be replaced with better resilience to hurricanes.

    b. **Component 2: Capacity Building Project Management for PJIAE (US$ 1.5 million financed by the World Bank managed Trust Fund).**
    The component supports activities related to project management and capacity building for PJIAE. The component will support PJIAE in (a) project implementation,

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

management and monitoring and evaluation, including in respect to the environmental, social and fiduciary aspects of the Project, such as project audits; 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.

Operating Costs means reasonable incremental expenses directly incurred on account of the implementation, management, and monitoring of the Project, including office supplies, publication of procurement notices, office and equipment maintenance and repair, communication, translation and interpretation, travel and supervision costs, banking charges, audits, as relevant, and other miscellaneous expenses directly associated with the Project and agreed to by the World Bank.

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).**
The component will support capacity building and project management activities for the Government of Sint Maarten. This component is implemented by the National Recovery Program Bureau (NRPB).

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.

d. **Component 4: Support of PJIAE Operations (US$ 21 million financed by the World Bank managed Trust Fund).**
The component will provide support to the operations of PJIAE through the financing of select PJIAE Operating Expenditures (OPEX) so that PJIAE can continue PJIA operations without interruption during the reconstruction period.
The PJIA operating expenditures financed by this component will be limited to expenditures incurred for the salaries and benefits of PJIAE personnel and other non-procurable operating expenditures including utilities up to the amount of part of the debt service payments that the PJIAE's earnings before interest, taxes, depreciation, and amortization (EBITDA) cannot cover during the terminal construction works under Component 1 of the Project:

a. The maximum amount of the OPEX support for each quarter will be capped by the amount of the debt service in the same period. This means that the threshold of the OPEX support will not surpass the debt service amount, which is currently $3,506,859 million per quarter, even if the EBITDA is negative.

b. PJIAE will notify the World Bank and the NRPB via email of a request made to the Government of Sint Maarten for support for salaries under the government employment support program within one week after submission of such a request and of the subsequent result within one week after PJIAE receives the result from the Government of Sint Maarten. This is to ensure there is no overlap in Government and WB support.

V. PJIA ENVIRONS

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. Package 2: Plans, design, arrangement, status and progress
ii. New Aircraft Hangers
iii. Fuel Farm
iv. Fixed Based Operations (post groundbreaking update)
v. New Goddard Catering Building
vi. Rescue and Firefighting Building

A map of the project location of the PJIA is shown in **Appendix 1**.

VI. 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, airliners 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 and Project webpages. Reconstruction activities are being shared with the stakeholders to obtain their feedback.

21. **A series of stakeholder consultations were conducted towards ascertaining their needs for their respective spaces within the Terminal**. As much as possible, these were incorporated in the design towards optimizing the flow and use of space within the Terminal. These consultations were conducted in second half of 2019. Follow up consultations have taken place to update stakeholders of requests which were met and incorporated in the design. See **Appendix 4** for result of design consultations.

VII. STAKEHOLDER TARGET GROUPS

22. 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 workers' 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).

23. PJIAE has been regularly carrying out the 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. See Appendix 3 for engagement sessions held over the period April 7, 2020 to October 31, 2021. The process of stakeholder engagement involves 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.

24. 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.

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
			Internal Stakeholders		
1	**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.	• One-on-one meetings • Email • Newsletter
2	**Aviation Safety & Security, Sint Maarten Civil Aviation Authority, Immigration, Customs and Alpha Team/Police Meetings** AVSAF hosted by Quality and Safety Assurance Department. AVSEC hosted by Director of Operations.	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 meetings	Provide key milestone updates and share safety reports	• Monthly facilitation meetings
3	**Airlines, Handlers, Transportation, Cargo and 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.	• Email • Newsletter • Monthly facilitation meetings • Focus group meetings
4	**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 pro-vided during the open floor segment of meetings and/or staff Q&A sessions.	• Email • What's App Group • Social Media • Newsletter

	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
					• Monthly division/ department meetings.
5	**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.	• Email • Newsletter • Monthly division/ department meetings
6	**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.	• One-on-one meetings • Email • Newsletter • Working Groups
7	**Supervisory Board of Directors (SBOD) and Princess Juliana International Airport Holding Board (PJIAH)**	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.	• Bi-weekly or monthly meetings • What's App Group • Social Media • Formal letters • Newsletter
			External Stakeholders		
8	**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 progress of project.	Provide accurate/relevant data and information to engage mass media.	• Press Releases • What's App Group • Social Media • Newsletter • Press Trips • Interviews
9	**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 hub countries.	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.	• Monthly meetings • What's App Group • Social Media • Email • Newsletter • Monthly facilitation meetings
10	**Community Councils and Service**	Provide information to stakeholders	This meeting hosted by the Managing Board.	Stakeholders are encouraged to pro-vide	• Email (selective)

	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
	Groups (Simpson Bay, Beacon Hill Communities, South Reward Community, Rotary Club, Lions Club and NGO's)	about past, present and future planned activity at the airport and rebuilding efforts.	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.	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.	• What's App Group • Social Media • Newsletter • Local news media • Surveys • News media • Public meetings
11	**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.	• One-on-one meetings • Quarterly financial & operational reports • Formal letters • Conference calls
12	**Bond Holders**	Bondholders are a key stakeholder that can impact the project's financing strategy for the reconstruction program.	The Managing Board provides regular 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
13	**Tourism Stakeholders Group (**French and Dutch St Maarten)	Provide information to correspondents about the present and future planned activity at the airport and rebuilding efforts.	Meetings are held to present the accomplishments made during the key stakeholder meetings and progress of project.	Feedback is provided during scheduled meetings	• Email (selective) • What's App Groups • Social Media • Newsletter • Local news media • News media • Public meetings

VIII. PLANNED CONSULTATIONS

25. Moving forward the regular meetings above will be used to receive feedback on the project documents including the SEP and ESCP which have been disclosed for consultation in April 2019 and again in September 2021, on the PJIAE's website. In particular, PJIAE holds Information and Consultation forum (Public Outreach Campaign) for the staff, other Stakeholders of PJIAE and the general public 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 PJIAE's operating expenditures limited to expenditures incurred for the salaries and benefits of PJIAE personnel and other non-procurable operating expenditures, including utilities. Due to the COVID-19 Pandemic, PJIAE migrated its meetings to various virtual platforms to host meetings with Internal and External stakeholders, providing updates on project status, design, process and expectations. These are summarized on Appendix 3 of this Plan. Monthly activities for subsequent months are planned and disseminated ahead of the start of the month. See Appendix 5 for example of Activity Sheet for November 2021. Recording of presentations are available under the Stakeholder Engagement menu[2] of the Project webpage. 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

26. PJIAE has two contractors who provide services for the physically disabled. The airport has concession agreements with two companies[3] which form part of the Airlines & Handlers stakeholder group, to provide wheelchair services to passengers on request. The Ground Handling Company plans to purchase more AVRs ramps and several lifts to bring down wheelchairs from the aircrafts. Monthly meetings for facilitation and safety related matters (AVSAF) are held with Airline and Handlers stakeholder group where suggestions and concerns, if any, are tabled and or addressed, including matters related to the Project. These meetings are ongoing.
27. Mobility services can be requested online and/or by telephone. The Ground Handling Company 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 PJIAE 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

28. 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.

Table 2: PJIAE Stakeholder Engagement Program

[2] Stakeholder Engagement: https://www.sxmairport.com/construction.php?pageid=12

[3] Accessible Ventures and Connor Wheelchair Services.

	Communication Tools	Timeframe	Status
1	E-Newsletters	January 2018 to present (monthly)	12 Newsletters issued over the period August 2019 to October 2021[4].
2	Press Releases	November 2017 to present (as needed)	Approximately 10 direct project related press releases over the period August 2019 to October 2021[5].
3	Radio and TV Advertisements	November 2018 (as needed)	Multiple interviews have been conducted to provide updates on the Project. This includes radio, TV and social media.
4	Print /Online Media Ads	January 2018 to present (ad needed)	'Coming Soon' and FAQs advertorial featured in local newspapers.
5	Public Service Announcements	November 2017 to present (as needed)	Public service announcements are provided as needed through website pop up messages, press releases, All Staff email as well as What's App groups.
6	Publications	March 2018 to present (as needed)	Publications are ongoing, example, feature in Routes News[6]
7	Website Management, Construction Tab	November 2017 to present (as needed)	Webpage with several sub-menus is operational and updated frequently by members of the PMU[7].
8	Media Campaigns	November 2017 to present (quarterly/upon request)	TV series Rebuild Recover Reinvent with 4 episodes to date developed and published on the PJIA's YouTube Channel[8].
9	Internal Notices	November 2017 to present (based on urgent requests)	All Staff received frequent update from management including updates related to the Project.
10	Social Media	November 2018 (as needed)	Project updates are included as part of regular social media posts for example on Instagram[9].
11	Photo Shoots	November2018 (as needed)	Photo series since Hurricane Irma ongoing.
12	Media Policy	November 2018 (revisited annually)	PJIAE's media policy was updated in 2018. It provides guidelines.

[4] Newsletters: https://www.sxmairport.com/newsletter.php
[5] Press Release: https://www.sxmairport.com/news-press.php
[6] Publications: https://www.sxmairport.com/news-032118-SXM-Airport-featured-in-Routes-News-Magazine.php
[7] Project Webpage: https://www.sxmairport.com/construction.php
[8] PJIA YouTube Channel: https://www.youtube.com/channel/UC-k83LMz87YzktFB7DjyR5Q
[9] PJIA Instagram Page: https://www.instagram.com/p/CSE3l7DrIH0/?utm_source=ig_web_copy_link

XI. PROPOSED STRATEGY FOR INFORMATION DISCLOSURE

29. 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 to be used to distribute content are listed below.

Latest Tools	Common Tools
• 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	• 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?

30. The SEP and relevant Project updates have been and will continue to be communicated to stakeholders through a combination of the following avenues:

- Social Media Posting
- Print Media
- Press Conferences
- Tourism Stakeholder's meeting
- Annual Reports
- Launch Events
- Presentations
- Publications
- Press Releases
- Website[10]
- Internal Notices
- Video Recordings
- Exhibitions and Conferences
- E-mail Lists
- Ads
- Public Service Announcements
- Newsletters
- Facilitation Meetings
- Info-sessions
- Orientation
- WhatsApp Messaging (internal group chats, etc.)
- Radio
- Television
- Blogs/Vlogs
- Webinars
- Tours

Due the COVID-19 pandemic, many of these communication means were shifted to virtual platforms such as Microsoft Teams and Zoom. Where face to face activities were resumed, such as tours of the non-operational portion of the Terminal, COVID-19 safeguards measures such as face mask, social distancing and hand sanitizing were observed.

31. The SXM Airport Horizon Newsletter regularly published series, 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

[10] Package 2 webpage: https://www.sxmairport.com/construction.php

information on environmental, social risks and impacts[11] are disclosed to stakeholders in a timely, understandable, accessible and appropriate manner.



32. **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.



33. **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. Further, a dedicated Package2 reconstruction project webpage. Including a user portal, was established to provide information and updates about the status and implementation of the project. This includes project reporting, notices, stakeholder engagement initiative and grievance redress mechanism.

[11] Project Risks and Impacts: https://sxmairport.net/reports/ES%20Risks%20and%20Impacts%20-%20Package%202.pdf

34. **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

35. **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.

36. **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 of post Hurricane recovery efforts. The social media gateways that are used to communicate to the globe includes the following:

- Twitter
- Instagram
- Facebook
- LinkedIn

37. **Publications**

Some key project developments may be posted in international or local publications to ensure accuracy and unbiased reporting on project events. In some instances, the SXM Airport utilizes advertorials and/or advertisements in a variation of print or online publications. Currently the following **publication types** are used:

- Fact Sheet
- Portable Guides
- Journals
- Newsletters
- Advertorials
- Travel and Leisure magazines
- Air Service development magazines
- General Aviation online and published magazines
- Transportation and Cargo magazines
- Airport magazines
- Airline magazines
- Civil Patrol magazines

38. **Press Conferences**

Press Conferences are organized for major announcements by the PJIAE on key project developments. M**edia** are invited to gain insight on the latest SXM Airport updates. Press

conferences are hosted when there is an airline inaugural ceremony or a grand opening of an airport concession for example.

XIII. RESOURCES AND RESPONSIBILITIES

39. The Managers and Directors of the PJIAE 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 or co-host meetings to address our stakeholders.

40. 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.
Project related Complaints or Grievance Redress Mechanism is also featured on the website with the related documents[12]. See Section XV below for further details.

41. 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.

42. 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

43. The updated timelines of the projects are summarized below and is shared with the public through the PJIA website's Construction Tab. For details and current project timelines, peruse the menu options of the project's webpage.

Projects	Dates
Remediation of Terminal Building (pre-works Package 2)	
Finalization of Revised Scope	Q3 - 2020
Resubmission of Bids / Evaluation and Recommendation Report	Q3 - 2020
Approval from the Supervisory Board of Directors, Award of Contract	Q3 - 2020
Start of Remediation Works	Q4 - 2020

[12] Grievance Redress Mechanism: https://www.sxmairport.com/construction.php?pageid=5

Projects	Dates
Completion of Remediation Works	Q1 - 2021
Package 2: Reconstruction of Terminal Building	
Finalization of Design	Q4 - 2019
Finalization of Tender Documents	Q3 – 2020
Approval of Tender Documents from World Bank	Q4 - 2020
Invitation to Bid, Issuance of Tender Documents	Q4 - 2020
Submission of Bids	Q1 - 2021
Evaluation of Bids, Evaluation Report and Recommendation	Q2 - 2021
No Objection to recommendation of successful Bidder	Q3 - 2021
Approval from the Supervisory Board of Directors, Award of Contract	Q3 - 2021
Commencement of Reconstruction	Q4 - 2021
Completion of Package 2	Q3 – 2023 (Planned)

XV. FEEDBACK AND GRIEVANCE REDRESS MECHANISM FOR THE PROJECT

44. PJIAE has existing reporting mechanisms in place to receive concerns from key airport stakeholders. These mechanism serves as critical avenues to allow all the key users and stakeholders of the airport to submit their complaints, issues and or concerns, if any. **This mechanism will be expanded to include a Grievance Redress Mechanism (GRM) to receive the complaints against the reconstruction project.**

45. The GRM will address all these complaints within a reasonable time, protect against retaliation and allow for escalation of complaints, if not resolved by PJIAE's GRM**. Escalated complaints should be reported to NRPB[13].** A summary of the status of handling of the grievances received is included in the regular reporting 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 ESMP[14]. 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.

46. In addition, the **Contractor has a separate Grievance Redress Mechanism (GRM)** exclusively for its project workers for construction activities. If grievances are repeated, unresolved or submitted by several people, this should be escalated to PJIAE or further on to the NRPB. PJIAE'S GRM Committee will be responsible for managing the project GRM.

47. The **Grievance Redress Service (GRS) is an avenue for individuals and communities to submit complaints directly to the World Bank** if they believe that a World Bank project has or is likely to have adverse effects on them, their community, or their environment. The GRS enhances the World Bank's responsiveness and accountability to project-affected communities by ensuring that grievances are promptly reviewed and addressed. Any individual or community who believes that a World Bank-supported project has or is likely to, adversely affect them can submit a complaint. Complaints must be in writing and addressed to the GRS. They can be sent

    ONLINE – through the GRS website at www.worldbank.org/grs
    BY EMAIL at grievances@worldbank.org
    BY LETTER OR BY HAND delivery to any World Bank Country Office
    BY LETTER to the World Bank Headquarters in Washington at The World Bank

[13] Complaints Procedure – National Recovery Program Bureau (nrpbsxm.org)
[14] https://sxmairport.net/reports/Updated-Enviormental-and-social-management-plan.pdf

Grievance Redress Service (GRS) MSN MC 10-1018 1818 H St NW Washington DC 20433, USA

48. **Box 1 below outlines the GRM of PJIA and Package 2 Project specifically.**

Box 1: Key Stakeholders and Public to submit Complaints and Feedback through a number of channels at PJIAE
GRM: Package 2 Reconstruction Project only
Package 2 complaint or grievance submission options: ○ Online – https://www.sxmairport.com/construction.php?pageid=5 z ○ Email: p2-project@sxmairport.com ○ Telephone: ○ Reception - 721 546 7542 ○ Customer Service – 721 546 7777 ○ Drop Box: Next to Information Service Desk in Check-in Area
PJIAE Operations
The different reporting options include the following and are made available in the English language: ○ Service Desk operational from 7 Am to 7 PM at the Service Desk can be reached via telephone: 1-721-546-7778 or 1-721-546-7779; servicedesk@sxmairport.com ○ Social Media: ○ https://twitter.com/SXMtweets ○ https://www.facebook.com/sxmairport/ ○ https://www.instagram.com/sxmairport/ ○ Email: Communications communications@sxmairport.com or via telephone: 1-721-546-7544 ○ Drop Boxes: Anonymous reporting of the safety concerns through the Quality Assurance Drop box located in the Check-In Hall. ○ Reporting can also be reported via telephone: 1-721-520-2620 (mobile), 1-721-5467508 or 1-721-546-7504; 1-721-546-7507 (HR) or 1-721-546-7777 (PED) ○ Website: Reporting safety related grievances on the Quality Assurance safety tab: https://www.sxmairport.com/quality-assurance.php Human Resources Department: Code of Conduct;

49. All complaints 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 as per the GRM Procedures[15] for the Project. The GRM operated by the Package 2 Project Management Unit is depicted in the Figure 1 below. A Complaint or Grievance Form is included in **Appendix 2**.

50. In addition, PJIAE required that a separate Contractor Grievance Redress Mechanism (GRM) to deal exclusively with complaints that involve project workers as well as sub-contractors employed by the main works Contractor. The PJIAE hired an Environmental and Social Specialist who monitors the GRM and implementation of social safeguards commitments.

[15] GRM Procedures Document: https://sxmairport.net/reports/GRM-Procedure-September-2020.pdf

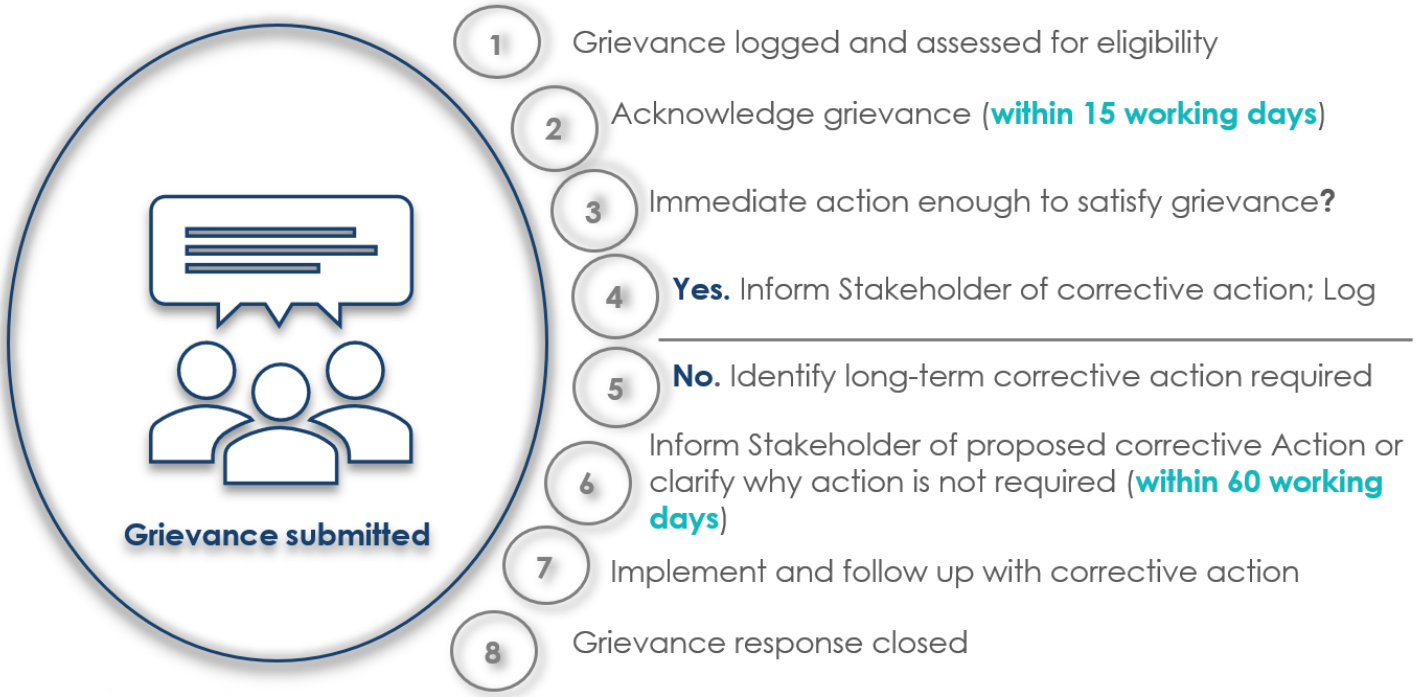


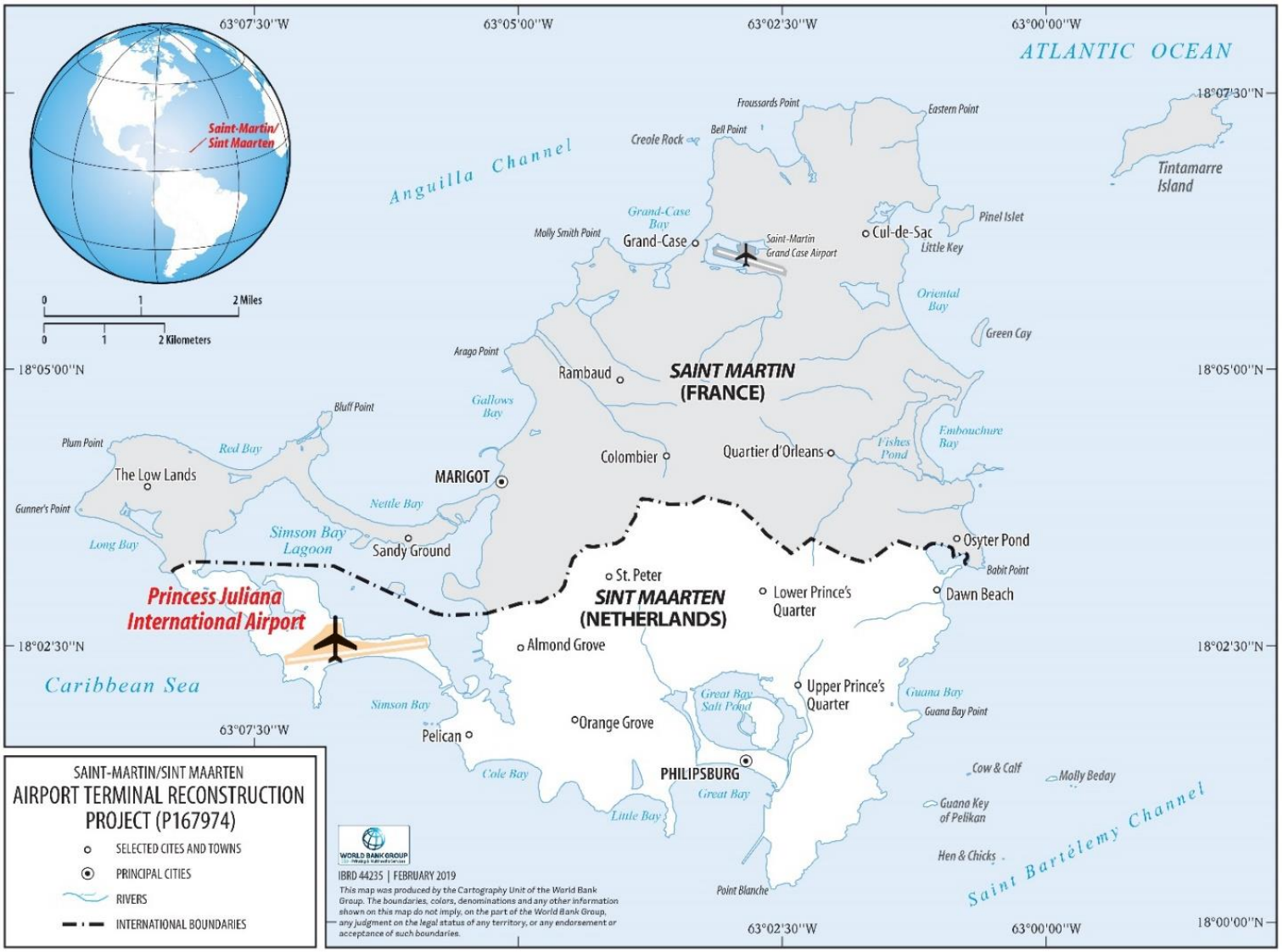
Figure 1: PJIAE Reconstruction Project Grievance Redress Mechanism Flow Process

51. 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

52. The implementation of the SEP will be monitored by the Corporate Communications Specialist and the PMU Environmental and Social Specialist.

Appendix 1: Map showing location of the Project Site at Princess Juliana International Airport, St. Maarten



Appendix 2: Complaint Form

Signature (optional): _____ **Date:** _____

Stakeholder Complaint Form	
Reference No: *(For internal use only)*	
Full Name (Optional):	
Contact Information: (Optional) *(Please choose preferred means to be contacted and detail in space provided)*	☐ By Telephone: _____ ☐ By E-mail: _____ *(Choose all that apply)*
Nature of Complaint: ☐ COVID-19 related complaint ☐ Complaint about reconstruction works ☐ Complaint about a service ☐ Other _____	
Description of Incident or Grievance: *What happened? Where did it happen? To whom did it happen? What was the cause of the problem?*	
Frequency of Incident/Grievance: ☐ One-time incident/grievance; Date: _____ ☐ Happened more than once; How many times? _____ ☐ Ongoing; Currently experiencing problem _____ _____	
What would you like to see happening to resolve the problem?	

Please return this completed form to the Project Management Unit using the Drop Box located in the PJIA Check-in Hall or submit via email at p2-project@sxmairport.com with the Subject Line: **GRM Submission**. Use the underside or attach additional sheets of paper to this form, if more space is required.

Appendix 3: Stakeholder Engagement Activities

Public Outreach Campaign Activities for the period April 7, 2020 – September 30, 2021.

No.	Description	Stakeholder	Summary	Comments
1.	14-Jul-2020 4:00 - 5:00 PM PJIAE Terminal P1A H. Bar	Total Cleaning Management	Project design and timeline for implementation was discussed. No concerns raised by Attendees.	-
2.	17-Jul-2020 4:00 - 5:00 PM Virtual (Teams)	ABVO (PJIAE Union)	Project design and timeline for implementation was discussed. No concerns raised by Attendees.	-
3.	03-Aug-2020 2:00 - 3:30 PM Virtual (Teams)	All SXM Media Partners	Project design and timeline for implementation was discussed. No concerns raised by Attendees.	-
4.	25-Aug-2020 2:00 - 3:30 PM Caribbean Network Virtual (Teams)	Dutch Caribbean and Antillean Community in the Netherlands - Radio	Interview about the project design and timeline for implementation was discussed.	-
5.	26-Aug-2020 10:00 - 11:30 AM Virtual (Teams)	Concessionaires	Project design and timeline for implementation was discussed. No concerns raised by Attendees.	-
6.	27-Aug-2020 9:00 - 10:30 AM Virtual (Teams)	Airlines and Handlers	Project design and timeline for implementation was discussed. No concerns raised by Attendees.	-
7.	31-Aug-2020 12:00 - 1:00 PM PJD2 Radio, Philipsburg	Local Audience – Radio	Interview about the project design and timeline for implementation was discussed.	-
8.	07-Sep-2020 11:30 AM - 1:00 PM SXM Daily News, Philipsburg	Local Audience - Radio	Interview about the project design and timeline for implementation was discussed.	-
9.	29-Sep-2020 6:00 - 7:30 PM Virtual (Teams)	Beacon Hill Community	Project design and timeline for implementation was discussed. Concerns were raised about the state of the only access road to their community, adjacent to the PJIA and perceived to be damaged from the presence of the Airport's runway.	The matter of roads is not specific to Project and referred to Operations Department for due diligence and response.
10.	30-Sep-2020 3:00 - 4:00 PM Virtual (Teams)	SXM Civil Aviation Authority and SXM Meteorological Center	Project design and timeline for implementation was discussed. No concerns raised by Attendees.	-
11.	30-Sep-2020 6:00 - 7:00 PM Virtual (Teams)	Simpson Bay Sports and Recreational Committee	Project design and timeline for implementation was discussed. Attendees expressed concerns about access road to their community, adjacent to the PJIA and perceived to be damaged from presence of the runway.	The matter of roads is not specific to Project and referred to Operations Department for due diligence and response.
12.	21-Jan-2021	National audience	Radio Interview with Lady Grace's popular morning show.	-
13.	19-Feb-2021	Media Houses	Commended the initiative and would like more tours.	Presentation

No.	Description	Stakeholder	Summary	Comments
14.	22-Feb-2021	Prime Minister and Cabinet	Commended the endeavour and would like to see improved communication on the project. Question posed: Is there is breakdown between labour and material cost?	Presentation
15.	25-Feb-2021	Trust Fund Steering Committee	Improved communications: Strategic, Stakeholders and Metrics; Suggestions: Open Houses (b/w Pre works and works) Tours and Townhall.	Presentation
16.	27-Feb-2021	Signature Flight Support	Status and updates of the pre-works process was not effectively communicated. Now that a tour was conducted, stakeholder better aware of situation and more understanding.	Presentation
17.	02-Mar-2021	Cargo	No questions or comments were posed.	Presentation
18.	02-Mar-2021	All Staff Series #1	Questions posed were who evaluates the selects/ bids? And Will the building have better ventilation to avoid mold in the future?	Presentation
19.	05-Mar-2021	St Maarten Airline and Handlers Association (SAHA)	Unclear information provided to SAHA and thereby need to improve Communications. SAHA wants targeted updated. Not updates through social media. Will there be a ramp to Gate B? Common Cafeteria possible?	Presentation
20.	10-Mar-2021	South Reward Community	Invitees requested later time from 6PM to 7PM as well as use of Zoom in lieu of MS Teams for better uptake	Rescheduled to March 25, 2021. See below
21.	19-Mar-2021	Concessionaires	When will spaces be handed over for bid? How often we will have these sessions? What is airport doing to maximize the sales in the current Package 1? The canteen could be detrimental to the other food outlets at the airport. The Car Rental space could be congested. The arriving passengers may not see food court when arriving.	Presentation–
22.	24-Mar-2021	All Staff Series #2	Are there measures in place to safeguard against hurricanes?	Presentation
23.	25-Mar-2021	Airline Handlers, IMM, Customs Meeting (Facilitation Meeting)	Concerns focused on operational (temporary offices) matters.	Presentation
24.	25-Mar-2021 7:00 PM	Neighborhood Community Councils (National)	Commended the initiative and look forward to continued engagement and suggested inviting general and member from respective communities.	Presentation
25.	08-Apr-2021	Transportation	Concerned that the new Car Rental location will create a bottleneck. However, flexibility in current design will accommodate/adjust space as needed.	Presentation and Tour of all Levels
26.	14-Apr-2021	All Staff	Asked clarifying questions around the procurement packages, OpEx, knowledge transfer, budget and scope.	Virtual Presentation

No.	Description	Stakeholder	Summary	Comments
27.	16-Apr-2021	Council of Ministers	Asked questions around the start date, building permit and COVID-19.	Presentation and Tour of Level 1
28.	22-Apr-2021	Service Groups	Asked clarifying questions around scope, timeline and commercial matters.	Virtual Presentation
29.	22-Apr-2021	General Public	Commended the presentation and asked about phased approach to reopening of Terminal.	Virtual Presentation
30.	28-Apr-2021	All Staff + Airport Community	-	Newsletter
31.	30-Apr-2021	General Public	-	TV Series (premier) #1 of Rebuild, Recover and Reinvent
32.	06-May-2021	Members of Parliament	Asked clarifying questions around scope, timeline and operational and commercial matters as well as expressed cconcerns that the new Car Rental location will create a bottleneck.	Presentation and Tour
33.	06-May-2021	General Public	The questions posed were outside of the scope of the project and related to managerial and operational matters.	Presentation - Timeline and Accomplishments
34.	07-May-2021	All Staff #4a (Level -1 and 0)	Asked clarifying questions on scope and space availability.	Presentation
35.	12-May-2021	Nurses + Residents	No questions or comments were posed. Commendations were provided.	Presentation
36.	18-May-2021	VROMI	Updates and discussions around finalizing building permit.	Tour
37.	19-May-2021	All Staff #4b (Level -1 and 0)	No questions.	Tour
38.	20-May-2021	Hon. Knops	Asked questions on topic of timeline and design (related to storm events and pandemic).	Presentation and Tour
39.	21-May-2021	National	Commendations on interview received multiple sources.	Interview with the Prime Minister
40.	04-Jun-2021	General Public	-	TV series #2
41.	07-Jun-2021	All Staff + Airport Community	-	Newsletter
42.	07-Jul-2021	Airport Service Development Committee	-	Presentation
43.	08-Jul-2021	Tourism Stakeholders	A well-received and requested a followed session with wider tourism audience. This was subsequently scheduled for July 29, 2021.	Presentation
44.	09-Jul-2021	Met. Department and Civil Aviation Authority	Asked questions related to renewable energy, approach for re-opening (i.e., phased), expected timeline for containers on ramp to move back into Terminal. Provided clarity on the scope of Package 2 (which will not include planned projects around the airport) only within existing footprint of the Terminal.	Presentation
45.	29-Jul-2021	Tourism Stakeholders	Provided suggestions on narrative for current operations as well as strategies (ambassadors) for the project; asked about construction timeline and scope	Presentation

No.	Description	Stakeholder	Summary	Comments
			(design); presentation for Airport hub partners.	
46.	03-Aug-2021	2e Chamber	Inquired about how sustainability was incorporated in design, passenger numbers and forecast and economic outlook.	Presentation and Tour
47.	24-Aug-2021	Contractor - BNIP	Signing of the contract between PJIAE and the main works contractor.	Signing Ceremony
48.	26-Aug-2021	Ministry of Justice	Information session for design inclusion specific to the operations related to the Ministry of Justice.	Presentation
49.	27-Aug-2021	All Staff and Airport Community	Featured signing ceremony signaling the pending start of main works.	Newsletter
50.	03-Sep-2021	Minister of Justice	Information session for design inclusion specific to the operations related to the Ministry of Justice.	Presentation
51.	07-Sep-2021	Security Department	-	Presentation
52.	14-Sep-2021	General Public	-	TV series #4 of Rebuild, Recover and Reinvent
53.	15-Oct-2021	Minister of TEATT	Introductory meeting and tour of Terminal with the new Minister of TEATT.	Discussion and Tour
54.	29-Oct-2021	All Staff and Airport Community	Featured handover ceremony signalling the official commencement and mobilization of the main works.	Newsletter

Appendix 4 – Design consideration following stakeholder consultations

Upgrades and Improvements

Concessionaires	Upgrades	Passengers	Airlines	Others
• Additional concession locations on airside landslide • Possible canteen for airport community • More food & beverage areas	• Stronger Roof – 185 mph hurricane • Enhanced entry doors • New Floors - Terrazzo • Updated Building Management System • Better use of floorspace	• Escalators at all Bridges • More Check-In Kiosks • Self Serve Bag Drops • Larger Flight Information Displays	• New Check-In counter design • More offices spaces • New elevator to their offices on higher levels • Additional Cafeteria • Airline Baggage Service Office	• Immigration Counters facing passenger • Relocation of emigration after security screening • Car Rentals relocated immediately upon exit

Sustainability Design Features

Architectural	Electrical System	Plumbing System	Technology	Equipment	Other
• High Performance Glazing • Low-emitting interior finishes • Exterior insulation • Indoor pollutant control	• LED Lighting • Lighting control system • Occupancy sensors	• Low flow fixtures to reduce water consumption	• PoE and Centralized door lock • LED Monitors • Centralised UPS • BMS to enhance systems – HVAC + Lighting	• BHS System upgrade with improved motors, belts and drive	• Insulated Roof • Double entry doorways • Easier to clean flooring • New roof has capacity to accept solar panels

Appendix 5: Planned Consultations – November 2021 Activity Sheet



Communications

"Package 2"
Reconstruction of the Airport Terminal Building Project

November 2021 – Activity Sheet

ARRANGED BY CORPORATE COMMUNICATIONS DEPARTMENT (Mrs. Audrey St. Luce – Jack)

NOV 2		Erecting of the construction sign board	*PMU erected at the exterior of the construction site*
NOV 4		Updates at the Airline and Handlers *Facilitation* Meeting	*Presentation by the Project Management Unit to the Airlines, Handlers, Customs, Immigration, Police etc.*
NOV 5		Rebuild, Recover, Reinvent…Forward Together online *TV* Show	*Groundbreaking video highlights* *Edited by Corporate Communications Specialist*
NOV 6		Social Media - ATRP Passenger Survey	*Social Media posting (LinkedIn, Instagram, Twitter, and Facebook.*
NOV 10		Updates at the Transportation *Facilitation* Meeting: *Taxis*	*Presentation by the Project Management Unit to the transportation stakeholders*
NOV 22 – DEC 3	Tentative	Road Show (*Staff Info-Session*)	*PMU, Corporate Communications, Human Resources and Aeronautical Revenue Dpt. of the PJIAE N.V.*
NOV	TBA	ATRP Survey on WIFI Portal	*Non – Aeronautical Revenue to ensure that the survey is featured upon the WIFI Portal at the Terminal Building*
NOV	TBA	ATRP Staff Survey	*PJIAE N.V. Human Resources to submit survey to the employees.*
NOV	TBA	Ballas Nedam and PMU to confirm initial program	*Updated construction timeline to be compiled and forward for added planning.*
NOV 23	Tentative	Updates at the Concessionaire Facilitation Meeting	*Presentation by the Project Management Unit to the Non-Aeronautical sector: concessionaires*
NOV 29		SXM Airport Horizon E-Newsletter	*Monthly E-Newsletter (shared with all internal and external stakeholders, posted via the social media platforms and website). International Airlines, Aviation-based networks and more.*

Princess Juliana International Airport | NRPB National Recovery Program Bureau

#rebuildrecoverreinventsxm
www.sxmairport.com (click the reconstruction tab)
www.nrpbsxm.org (click the projects tab)