

Government of Saint Lucia

Stakeholder Engagement Plan (SEP)

Caribbean Regional Air Transport Connectivity Project (CATCOP)
(P170860)

DRAFT – FOR DISCLOSURE AND CONSULTATION

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Acronyms

ADS-B	Automatic Dependent Surveillance-Broadcast
CATCOP	Caribbean Regional Air Transport Connectivity Project
CERC	Contingency Emergency Response Component
C-ESMP	Contractor's ESMP
DIPE	Department of Infrastructure, Ports and Energy
DSD	Department of Sustainable Development
ECCAA	Eastern Caribbean Civil Aviation Authority
ESMP	Environmental and Social Management Plan
ESA	Environmental and Social Assessment
FOD	Foreign Object Debris
GFLCA	George F. L. Charles Airport
HIA	Hewanorra International Airport
IATA	International Air Transport Association
ICAO	International Civil Aviation Organization
LWC	Labor and Working Conditions
OHS	Occupational Health and Safety
PSMA	Point Sable Management Area
RESA	Runway End Safety Area
SEP	Stakeholder Engagement Plan
SLASPA	Saint Lucia Air and Sea Ports Authority
SLU	George F. L. Charles Airport (IATA airport code)
UVF	Hewanorra International Airport (IATA airport code)

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1. INTRODUCTION

1.1 BACKGROUND

The Caribbean Regional Air Transport Connectivity Project (CATCOP) is proposed to be funded by the World Bank Group (WBG) and has as its development objective to improve air transport safety in compliance with international and regional standards and enhance resilience of airport infrastructure to natural disasters. The project's focus is to (i) improve resilience and operational safety of the runway; (ii) improve air traffic safety and efficiency; and, (iii) build capacity in air transport management.

Currently there are two airports in St. Lucia which are vital for the regional movement of people and goods and for the tourism sector with its increased demand. The island has two airports: Hewanorra International Airport (UVF), the main international airport located in the south of the island, and George FL Charles Airport (SLU), a smaller airport which provides regional connectivity from the capital city of Castries in the north. Together, they account for commercial air travel non-stop services to 21 international destinations. The coexistence of the two airports at different locations on the island improves the island's resilience to major climatic hazard.

The existing airport infrastructure faces non-compliance with the international standards on safety, operational and logistical aspects and is highly vulnerable to natural disasters and climate change. The pavement of UVF's runway is in poor condition and its aircraft approaches are characterized as non-precision[1], both of which limit arrivals during poor meteorological conditions resulting in aircraft arrival delays, periodic diversions to alternate airports, and occasional flight cancellations. Also, certain International Civil Aviation Organization's (ICAO) safety standards are not being met, e.g., runway classifications in relationship to types of aircraft operating, pavement condition, and lack of Runway End Safety Areas (RESAs). While the SLU location is convenient to the capital and major population/tourism centers, it is smaller than UVF, situated in a highly constrained setting with little opportunity for expansion, and non-compliant with several ICAO safety standards such as runway shoulders and RESAs. Potential impacts from climate change, including extreme temperatures, could cause further buckling of airport runways, pavements, and access roads, while flooding can inundate and damage runways and parked aircraft, both of which can result in extended airport closures.

The Government of Saint Lucia (GoSL) has commissioned the preparation of a master plan for UVF. Based on a preliminary review, the draft master plan is found to prioritize the expansion of passenger handling capacity without enough emphasis on airfield safety and resilience improvements. The Draft Plan considers the construction of a new main terminal, air traffic control tower, and an extended aircraft parking apron, but due to financial constraints it does not sufficiently emphasize certain airfield safety and resilience improvements necessary to comply with ICAO SARPs such as runway end safety areas (RESAs) and rehabilitation of the runway. No significant works are planned for SLU.

The Saint Lucia Air and Sea Ports Authority (SLASPA) is the airport operator and air traffic services (ATS) provider in Saint Lucia. The GoSL will implement the CATCOP through SLASPA. For the civil aviation related activities, the project Implementation Unit (PIU) under the SLASPA will closely collaborate with the Civil

[1] Area navigation (RNAV), Very high-frequency Omnidirectional Range (VOR), and Non-directional beacon (NDB),

Aviation Department of the Ministry of Economic Development, Housing, Urban Renewal, Transport and Civil Aviation.

1.2 PROJECT DESCRIPTION

The Project Development Objective (PDO) is to improve air transport safety in compliance with international and regional standards and enhance resilience of airport infrastructure to natural disasters. The development objectives would be achieved through a combination of safety and operational improvements at Saint Lucia's two existing airports – Hewanorra International Airport (UVF) and George F. L. Charles Airport (SLU) – and strengthening the capacity of SLASPA. The Project would comprise four components, as described below. The total Project cost is estimated at US$45 million.

Component 1: Improvements of UVF runway resilience and operational safety

This component is estimated to cost USD$32.5 million. This component seeks to improve the operational safety and climate/disaster resilience of St. Lucia's UVF runway which is its most critical piece of aviation infrastructure, and support Saint Lucia to comply with ICAO's Standards and Recommended Practices (SARPs) through a series of priority civil works described below.

- **UVF runway rehabilitation (estimated cost US$ 25 million including design).** Rehabilitating and upgrading the UVF runway is the highest priority airfield project considering the runway's poor and deteriorating condition and the steady growth in passenger traffic over the last nine years (5.6% CAGR). It has been 26 years since the last full runway pavement rehabilitation and numerous cracks are evident along the entire length of the runway. Weather resistant paving material would be used to the maximum extent practicable to help improve resilience to extreme temperatures. Rehabilitating the UVF runway and establishing shoulders of at least seven and a half meters on each side would comply with ICAO's requirements for runway dimensions and pavement condition for a code E airport. It would further improve aircraft operating safety by reducing risk of damage to the aircraft undercarriage associated with weak and cracked pavement condition and to aircraft jet engines associated with loose pavement materials. In addition to rehabilitating the runway pavement and constructing shoulders (which currently do not exist) the project would also include installation of an energy-efficient and disaster resilient LED lighting system, contributing to climate mitigation, and new markings for the runway.

- **Runway End Safety Areas (RESA) for both UVF runway ends (estimated cost US$ 1 million including design).** In compliance with ICAO's requirements, the proposed construction of paved stopways and RESAs would contribute to mitigating the risk to aircraft and of potential associated fatalities associated with runway excursions. The project would include 60 meters of paved stopway from each runway end and non-paved but reinforced grounds for at least another 90 meters (for a total of 150 meters from the runway end). The paved stopways and RESAs would contribute to reduce the risk of aircraft fire or other damage in cases when an aircraft undershoots or overshoots the runway during a landing or overshoots during an aborted take-off. Paved stopways and RESA's are required by ICAO and their implementation would contribute to St. Lucia's efforts to abide by the POS Declaration signed on their behalf by ECCAA in 2014. In particular, it would facilitate St. Lucia's efforts to achieve ICAO certification of at least one of its

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two international aerodromes.[2] An airfield engineer would be engaged to prepare a detailed design for construction of the paved stopways and Runway End Safety Areas at UVF, including considerations of climate / disaster resiliency.

- **UVF airfield drainage/resilience improvements (estimated cost US$5 million including resilience plan and conceptual design preparation).** Done in concert with the runway works listed above, these investments would improve airport resilience to natural disaster events by reducing the risk of airfield flooding associated with the annual rainy season, hurricanes, and climate change and thus by contributing to safer operating conditions. The specific resilience works and budget would be integrated with each above project based on an 'Airfield Resilience Plan' to be prepared by a drainage expert. The expert would be asked to prepare a detailed design for upgrades to airfield drainage to reduce the risk of airfield flooding associated with the annual rainy season, hurricanes, and climate change. Upgrades could include, but are not limited to, improvements and/or expansion of drainage canals/pipes in critical locations such as the drainage pipe under the runway in the original river location. This plan would be prepared in the context of leveraging the civil works associated with the runway rehabilitation and development of paved stopways and RESAs.

- **Crash Fire Rescue Improvements for UVF (estimated cost US$1.5 million including design).** This would improve capacity of firefighter management and control during emergency events, including providing full line of sight from the control room to the entire length of Runway and contributing to efficient management of emergency operation. This task would be completed in the context of an operational and organizational audit related to emergency services incorporated in Component 3. Specifically, the final design for the upgraded firefighters control room would be developed after the audit is completed. An architect would be engaged for the design effort.

Component 2: Air Traffic Safety and Efficiency Improvements

The estimated cost of this component is USD$4M. This component seeks to improve air traffic safety and efficiency through the modernization of air navigation systems and includes:

- **Installation of an Instrument Landing System (ILS) for UVF Runway (estimated cost US$ 2.5 million).** This would provide a precision instrument approach greatly enhancing safety during aircraft arrivals and also reducing delays, diversions, and cancellations in poor weather situations, thus reducing fuel consumption and associated greenhouse gas emissions. An airspace and procedure design specialist would be engaged to design an instrument approach procedure associated with the new Instrument Landing System (ILS) for UVF Runway 10. Further, the specialist would develop specifications for the ILS installation including appropriate resiliency measures considering the harsh marine environment and risk of natural disasters and prepare an associated maintenance program for the system.

- **Introduction of Automatic Dependent Surveillance - Broadcast (ADS-B) (estimated cost US$ 1.0 million).** Provide ADS-B for both airports in St. Lucia by installing one or more ground stations, equipping the air traffic control towers at both airports with a monitor, training air traffic

[2] The agreed goal in the POS Declaration is 48% of international aerodromes in the Caribbean region certified by December 2016.

controllers, and equipping St. Lucia-based aircraft.[3] This would contribute to improvement of aircraft operations safety at the two airports by allowing continuous position reports of most aircraft thereby greatly improving situational awareness for air traffic controllers and pilots. An additional task for the above referenced airspace and procedures specialist would be an ADS-B receiver antenna siting study to ensure unobstructed signal reception for aircraft operations at both of St. Lucia's airports. Ideally one site could be identified providing coverage for the entire island, but this may not be feasible given the highly mountainous terrain in St. Lucia and the need for the site to be readily accessible for maintenance. Nevertheless, given the small diameter of the relatively simple antenna, which typically is co-located at a cell phone tower, and given the fact that additional antennas should be mounted on the control towers of the two airports, the system can be considered as very resilient.

- **ATC-related technical studies and update of UVF Aeronautical Charts (estimated cost US$0.5 million).** As referenced above, an airspace and procedure design specialist would be engaged to support deployment of an ILS and ADS-B as well as updating all of the UVF aeronautical charts for assisting in air navigation. Assuming detailed topographical data for St. Lucia is available, these technical studies (ILS procedure design and specifications, ADS-B receiver antenna siting, and UVF aeronautical charts preparation) are expected to cost in the range of US $400K to $600K. It is likely that one specialist consultant could conduct these studies.

Component 3: Institutional Strengthening and Project Management

This component is valued at US$8.5 million and focuses on institutional strengthening and project management through a broad review of opportunities for improving management and oversight of the air transport sector and staffing of SLASPA. Specific elements include:

- **Institutional Strengthening – SLASPA and Department of Civil Aviation (estimated cost US$5 million).** GoSL is keen to conduct a broad review of opportunities for improving its management and oversight of the air transport sector as part of the Project through strengthening SLASPA and the Department of Civil Aviation as well as improving collaboration with ECCAA. Agreements have been reached to include as a first step a "gap analysis" (estimated cost of US$0.5 million) in the form of a broad organizational and operational review of airport management in coordination with ECCAA to determine the areas with the greatest opportunity for improvement including (a) safety and security (including ICAO and ECCAA compliance); (b) financial management and performance; (c) operations and maintenance; (d) climate resilience best practices; (e) regulatory oversight and (f) analysis on recruitment, retention and promotion barriers for women in the aviation sector and development of a Gender Action Plan. Based on the results of the gap analysis specific studies and/or investments would be agreed upon during appraisal and incorporated in the Project. As described above, one early element of the gap analysis would be an operational and organizational audit related to airport emergency services.

[3] ADS-B provides air traffic control system at a fraction of the cost of traditional radar-based surveillance system. It requires that aircraft are equipped with an ADS-B transmitter, and a ground station that receives the signal. Since well over a decade, all jet liner aircraft are equipped with ADS-B, as this technology becomes compulsory in the US and Europe by 2020. However, smaller aircraft still need to be equipped with ABS-B, thus the inclusion of budget for equipping a few St. Lucia-based commercial aircraft.

- **Training of ATC staff (US$ 0.5 million).** Given the above referenced new equipment installations (i.e., ILS and ADS-B), as well as the new UVF aeronautical charts, appropriate training would be provided to air traffic controllers and supervisory staff in coordination with ECCAA. Also, the project would promote the recruitment of female air traffic control trainees and development of supervisory skills for existing female staff. Aspects of climate/disaster resilience and best practices would be covered, as appropriate, as part of the training activities.

- **Project Management (US$ 3 million).** Given the size and the scope of the Project, a dedicated implementation team would be financed to provide overall management, supervision, fiduciary control, and monitoring and evaluation (M&E) of the Project. Since such implementation team does not currently exist within SLASPA, a new team would be established within SLASPA with specialists covering safeguards, and technical matters procurement, financial management. This would include (i) acquiring and implementing Project Financial Management System acceptable to the World Bank that facilitates the recording, control and reporting of project transactions; and (ii) hiring an international procurement consultant to support SLASPA at key stages of the procurement process. This component will also finance annual audits that will be performed by an independent auditing firm.

Component 4: Contingent Emergency Response Component (CERC)

The Project includes a Contingent Emergency Response (CER) component with initial 'zero' allocaion. This component would finance the implementation of emergency works, rehabilitation and associated assessments, at the GoSL's request in the event of a disaster. The component would be triggered and disbursed in accordance with an Emergency Action Plan prepared by the GoSL and the CERC's implementation modalities.

1.3 PROJECT LOCATION

The project location is in Saint Lucia (Figure 2.1a) mainly at the Hewanorra International Airport (UVF) in the town of Vieux Fort and George F. L. Charles Airport (SLU) in the town of Castries (Figure 2.1b).

Figure 2.1 a, b: Saint Lucia geographic location, topography and airport locations

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2.1.1 Hewanorra International Airport

The UVF is the main gateway to international destinations and is located at the southern end of the island in the town of Vieux Fort (Figure 2.1b and 2.1c). UVF is approximately one-hour drive from the capital city of Castries and an hour and a half drive from the main tourism center located in the north of the island. Although operational hours published in the Eastern Caribbean Aeronautical Information Publication (ECAR/AIP) for UVF is from 6:00 am to 11:00 pm daily, like the SLU, the airport remains open later to accommodate delayed and emergency flights when provided with early notification.

The UVF is assigned an International Civil Aviation Organization (ICAO) aerodrome reference code (ARC)[4] of 4E. Key design features of the existing UVF are as follows:

- Non-precision approach runway.
- Runway oriented west/east: runway 10/28 (RWY 10/28)
- Runway measures 2744m (L) x 46m (W) or 9,003 x 150 feet.
- Runway strip around 2866m (L) x 152m (W) with runway approximately central within the strip.
- Aerodrome elevation 4.2m (14 ft.).
- Runway threshold elevation 3.3m above sea level (ASL) at west end and 3.1m ASL at east end.
- Approach and runway lighting.
- Radio navigation and landing aids: non-directional (radio) beacon (NDB) and Very High-Frequency

[4] https://www.skybrary.aero/index.php/ICAO_Aerodrome_Reference_Code

(VHF) Omnidirectional Range/Distance Measuring Equipment (VOR/DME).

- Terminal building situated about 325m north of runway center line (on eastern half of runway) accessible by two (2) taxiways.
- Disused runway oriented southwest to northeast about 260m (853 ft.) north of RWY 10/28.
- Area of the disused runway separated from the main compound by chain linked fence and secured gate (Gate 11).
- Gate 11 approximately 160m (525 ft.) from RWY 10/28 via closed taxiway A (TWY A).
- Eight (8) foot high perimeter fence along boundary consists of mixture of wire mesh, barbed wire and razor wire.

More aeronautical information of a lasting character essential to air navigation at the UVF is available in the ECAR/AIP[5].

Figure 2.1c Hewanorra International Airport area



Passenger traffic levels at UVF are steadily growing: From 2009 to 2018, annual passenger volumes at UVF grew by 63%, from 515,137 to 838,120 passengers, a compound annual growth rate of 5.6%. This passenger growth – and the associated growth in aircraft operations – places pressure on airport

[5] http://www.horizoncaraibes.fr/charts/tlpl.pdf

infrastructure requiring greater investments in facility expansion and maintenance.

2.1.2 George F. L. Charles Airport

The George F.L. Charles Airport (SLU) mainly accommodates regional travel and is situated on the northwest coast in the capitol city of Castries (Figure 2.1d). This airport is about five minutes from the downtown commercial center of Castries and its operational hours are nominally from 6:00 am to 8:00 pm daily.

Figure 2.1d George F. L. Charles Airport (SLU) area



Key design features of the existing SLU airport are as follows:

- Non-precision approach runway.
- Runway oriented west/east: runway 09/27 (RWY 09/27).
- Runway measures 1898m (L) x 45m (W) or 6,227 x 148 feet.
- Aerodrome elevation 6.7m (22 ft.).
- Runway threshold elevation 6m ASL at west end and 3m ASL at east end.
- Approach and runway lighting.
- Radio navigation and landing aid available: NDB.
- Eight (8) foot high fence along the entire perimeter consists of mixture of wire mesh, barbed wire

and razor wire.

More aeronautical information of a lasting character essential to air navigation at the SLU is available in the ECAR/AIP[6].

2.2 Overview of Works

The runway at the UVF, last resurfaced in 1992, has deteriorated significantly and is also without runway shoulders and runway end safety areas (RESAs). The existing drainage systems at both airports function poorly, resulting in water from rainstorms pooling close to the runway for extended periods of time before running off or infiltrating. As a result of the foregoing, the proposed CATCOP will comprise the following:

At the UVF:

- Rehabilitation of the existing runway, inclusive of runway shoulders
- Construction of code 4E turning bay on south side runway 10 (RWY 10)
- Installation of an up-to-date airfield ground lighting system
- Construction of RESAs
- Installation of an instrument landing system (ILS)
- Updating of the aeronautical charts, including procedure design for all approaches and departures
- Remodeling and renovation of the aerodrome rescue and firefighting (ARFF) facility
- Improvement of existing storm water drainage systems based on further studies

At both UVF and SLU:

- Installation of an automatic dependent surveillance-broadcast (ADS-B) system by erecting two (2) ground stations (receiver antennae) at locations outside the existing airport perimeters
- Installation of ADS-B monitor at the air traffic control (ATC) tower within the airport perimeter
- Provision of the requisite training to all air traffic controllers (ATCOs) and other personnel relevant to new equipment installations and procedures

All of the above activities have physical footprints (except the training related new equipment) that are within the existing airport boundaries, except for the ADS-B towers/antennas. The final location of both towers/antennae will be decided after a detailed design study conducted once the project begins implementation, but two tentative locations have been selected on existing towers at Cape Moule-a-Chique (the promontory south of UVF) and Vigie Hill (the hilltop north of SLU). These locations already have towers in place as well as access roads, which will minimize or avoid any environmental or social impact.

[6] http://www.horizoncaraibes.fr/charts/tlpc.pdf

Figure 2.2a shows a standard ADS-B ground station. The size and installation are similar to that of a cell phone tower. The site locations of the proposed ADS-B facilities are considered civil aviation security restricted areas and measures, such as fencing, will be taken to mitigate against unauthorized entry. Figures 2.2b and 2.2c illustrate the common ILS ground equipment used in aviation. The ILS will be located inside the UVF.



Figure 2.2a ADS-B Ground Station



Figure 2.2b ILS Glide Slope Station



Figure 2.2c ILS Localizer Antenna Array

The above installations have small physical footprints and will be undertaken within the existing airport boundaries or on existing tower structures, and so will have minimal environmental and social risks and impacts. Specifically, ILS and ATC will be installed entirely within the airport boundaries, as well as any works or improvements to firefighting equipment and facilities. The off-site ADS-B towers/antennae would need to be installed at a location with line-of-sight to the airport, such as the hilltops at Cape Moule-a-Chique (near UVF) and Vigie Hill (near SLU). If another location is selected the preference will be for hilltops already fitted with secure tower installations for cell phones or weather monitoring stations, for which the ADS-B may share the grounds and/or the tower itself.

There are also proposed works for improvement of the existing storm water drainage systems at both airports. The proposed project interventions will mainly be limited to the existing facilities of the airports

and will be designed to minimize any additional runoff due to these project interventions. The UVF will be the focus of most of the civil works being undertaken during the project.

There will be no works carried out on the La Tourney River as part of the drainage rehabilitation. A previous flood control study recommended that the surface drainage system at UVF be modified as a necessary first step in the control of flooding at UVF, in order to protect the UVF against the 1:100 rainfall event (see section 4.5.5 of this ESA).

In case of natural disasters the project also includes a Contingency Emergency Response Component (CERC) component. To comply with World Bank Environmental and Social Standard requirements, the ESA has included possible post-disaster related activities, list of negative activities, possible environmental and social impacts and process to be followed for a rapid environmental and social assessment.

1.4 SUMMARY OF POTENTIAL ENVIRONMENTAL AND SOCIAL RISKS, IMPACTS, AND MITIGATION MEASURES

The environmental and social risk classification is Moderate under the World Bank Environmental and Social Framework based on location, type, sensitivity and scale of the project intervention, nature and magnitude of potential environmental and social risks and impacts, and client capacity. The proposed project will not support expansion or major rehabilitation of the existing airports. The physical works are mainly focused on improvement of existing runway, consruction of Runway End Safety Areas (RESAs) for both UVF runway ends and drainage facilities in Hewanorra International Airport (UVF). In addition, the project includes equipment to improve traffic safety and efficiency in UVF and Georges FL Charles Airport (SLU). In addition to project interventions within the existing airports, the project will support the installation of up to two antennae for the Automatic Dependent Surveillance-Broadcast (ADS-B) system, which will be located outside of the airports most likely on existing communications tower facilities.

The project locations are largely developed areas with restricted access, thus minimizing community health and safety risks. Project activities are expected to be limited to existing sites (occurring within the current demarcations of both airports and ADS-B towers/antennas), limited in number, likely reversible in nature, and can be mitigated with measures that are readily identifiable and technically and economically feasible. The project also includes improvement of the existing drainage systems in UVF, which will be carried out based on the further studies on the current drainage patterns to ensure there will no additional impacts from erosion and sedimentation that could impact off-site coastal and marine habitat due the drainage improvement work. Overall, the project is likely to reap positive environmental benefits through enhancing the safety and resilience at the two airports. The SLASPA and the World Bank will review the Environmental and Social Risk Classification (ESRC) on a regular basis throughout the project life cycle to ensure that it continues to accurately reflect the level of risk the project presents.

A Preliminary Environmental and Social Assessment (ESA) was prepared to inform decision making and includes an initial assessment of the project induced environmental and social impacts and associated risks based on the currently available design information to ensure that the project will be environmentally and socially sound and sustainable. It confirms that the impacts are not significant for the proposed project and can be mitigated with standard mitigation practices through the different plans prepared for the project, including an Environmental and Social Management Plan (ESMP), a Labor

Management Procedure (LMP), and a Stakeholder Engagement Plan (SEP) including a Grievance Redress Mechanism (GRM). The ESA and associated plans will be further updated at the detailed design stage using the information provided within this ESA. In addition, the ESMP will require preparation of other plans such as Waste Management Plan (WMP), Hazardous Materials Control Plan (HMCP), Resource Efficiency and Pollution Management Plan (REPMP), Emergency Response Plan (ERP), Traffic and Road Safety Plan (TRSP), Community Health and Safety Plan (CHSP), and a Storm water, sediment and erosion control plan (SWSECP) at the detailed engineering phase. The contractor(s) will be required to prepare a Contractor's Environmental and Social Management Plan (C-ESMP) before execution of physical works.

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2. SUMMARY OF PREVIOUS STAKEHOLDER ENGAGEMENTS

There has been consultation relating to the Project between government agencies. Those include the following:

i. April 29-30, 2019 :

- discuss the scope of potential CATCOP.

ii. July 10-12, 2019 –:

- discuss and finalize the scope of project components;
- confirm project preparation and implementation arrangements;
- discuss safeguards and fiduciary requirements; and
- agree on a timeline for project preparation and implementation.

iii. September 16-18, 2019 –:

- confirm implementation arrangements and assessment of capacity;
- finalize safeguard documents (ESA);
- further discuss and finalize the scope of the project components;
- finalize terms of reference (ToRs) for technical assistance and feasibility studies; and
- finalize the cost estimates of the investments.

Table 2 provides a brief summary of the stakeholders who were engaged as part of those consultations/meetings .

Table 2a Stakeholders Engaged During WB Meetings

Stakeholder	Point of Contact	Previous Consultation Efforts
MINISTERS		
Prime Minister	Cabinet Secretary, Office of the Prime Minister	
STATUTORY BODIES		
Saint Lucia Air and Sea Ports Authority (SLASPA)	General Manager	April 29, 2019; September 16, 2019
GoSL AGENCIES		
Ministry of Finance, Economic Growth, Job Creation, External Affairs and the Public Service	Permanent Secretary, Department of Finance	April 29, 2019;

Ministry of Infrastructure, Ports, Energy and Labour	Permanent Secretary, Department of Infrastructure, Ports and Energy	April 29. 2019

Stakeholder	Point of Contact	Previous Consultation Efforts
GoSL AGENCIES		
Ministry of Economic Development, Urban Renewal, Housing, Transport and Civil Aviation	Permanent Secretary, Department of Economic Development, Transport and Civil Aviation	September 17, 2019
Project Coordination Unit	Project Coordinator	September 18, 2019
Ministry of Agriculture, Fisheries, Physical Planning, Natural Resources and Co-operatives	Permanent Secretary, Department of Planning	September 17, 2019
Development Control Authority (DCA)	Executive Secretary, DCA	September 17, 2019
REGIONAL AGENCIES		
Eastern Caribbean Civil Aviation Authority (ECCAA)	Director General, ECCAA	April 29, 2019.
INTERNATIONAL INTER-GOVERNMENTAL ORGANIZATION		
Organization of Eastern Caribbean States (OECS) Commission		April 29, 2019.

Table 2b shows other consultation meetings held.

Table 2b Other Stakeholder Consultation Meetings

Stakeholder	Venue	Date	Attendees	Chairperson
HIA Workers	HIA VIP Lounge	10.27.2019	31	Amy Charles, SLASPA

More detailed information on the abovementioned activities can be made available upon request.

3. STAKEHOLDER ENGAGEMENT PLAN (SEP)

3.1 STAKEHOLDER ENGAGEMENT

Stakeholder engagement is an inclusive process, conducted throughout the project life cycle, and involves interactions between identified groups of people. It provides stakeholders with an opportunity to raise their concerns and opinions, and ensure that this information is taken into consideration when making project decisions. Stakeholder engagement is most effective when initiated at an early stage of the project development process, and is an integral part of early project decisions and the assessment, management and monitoring of the project's environmental and social risks and impacts.

3.2 WORLD BANK REQUIREMENTS

The World Bank's Environmental and Social Framework (ESF)'s Environmental and Social Standard (ESS) 10, "Stakeholder Engagement and Information Disclosure", recognizes "the importance of open and transparent engagement between the Borrower 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 (World Bank ESF, 2017: Page 97)."

Specifically, the requirements set out by ESS10 are the following:

a. "Borrowers will engage with stakeholders throughout the project life cycle, commencing such engagement as early as possible in the project development process and in a timeframe that enables meaningful consultations with stakeholders on project design. The nature, scope and frequency of stakeholder engagement will be proportionate to the nature and scale of the project and its potential risks and impacts.

b. Borrowers will engage in meaningful consultations with all stakeholders. Borrowers 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.

c. The process of stakeholder engagement will involve the following, as set out in further detail in this ESS:

    i. stakeholder identification and analysis;
    ii. planning how the engagement with stakeholders will take place;
    iii. disclosure of information;
    iv. consultation with stakeholders;
    v. addressing and responding to grievances; and
    vi. reporting to stakeholders.

d. The Borrower will maintain and disclose as part of the environmental and social assessment, a documented record of stakeholder engagement, including a description of the stakeholders consulted, a summary of the feedback received and a brief explanation of how the feedback was taken into account, or the reasons why it was not." (World Bank ESF, 2017: Page 98).

3.3 SCOPE OF SEP

This Stakeholder Engagement Plan (SEP) seeks to be proportionate to the nature and scale of the project and its potential risks and impacts. This Plan will be updated as necessary.

3.4 SEP OBJECTIVES

The purpose of the present SEP is to explain how Stakeholder Engagement will be practiced throughout the course of the project and which methods will be used as part of the process; as well as to outline the responsibilities of the GoSL, SLASPA and contractors in the implementation of Stakeholder Engagement activities.

While the project is not expected to cause any physical resettlement, and only limited permanent land acquisition is possible, the involvement of the local populations has proven to be essential to the success of projects. It ensures smooth collaboration between project staff and, if necessary, local communities as well as minimizes and mitigates environmental and social risks related to projects.

The goals of stakeholder engagement for the CATCOP will be to:

i. Provide ongoing information on the project to the public and GoSL agencies
ii. Provide timely and appropriate information prior to and during construction to enable informed participation in the project and definition of appropriate mitigation measures
iii. Encourage equal participation of all affected groups in the consultation process
iv. Disclose the impacts of the project and proposed mitigation measures
v. Obtain public input on the mitigation measures
vi. Provide ongoing information on the implementation of the mitigation measures
vii. Facilitate open and continuous communication and consultation between various groups including construction contractors, stakeholders, and the general public

The stakeholder engagement process will be ongoing throughout the life of the project and will include formal scheduled consultations and meetings. Information will also be disseminated as needed to address significant changes in schedule or other important project developments. The stakeholder engagement process includes two key aspects:

- Early and ongoing outreach to key stakeholders to provide information on the project
- A grievance redress process to address public complaints, should there be any during implementation of the project

4. STAKEHOLDER IDENTIFICATION AND ANALYSIS

4.1 STAKEHOLDER IDENTIFICATION

The first step in the stakeholder engagement process is to identify the key stakeholders to be consulted and involved. Stakeholders are individuals or groups who are affected or are likely to be affected by the project and who may have an interest in the project.

The stakeholder groups to be engaged may be expanded during project implementation.

4.1.1 Potential Stakeholders

A preliminary list (Table 4.1.1) of potential stakeholders for the CATCOP was compiled based on discussions already held between local and regional agencies and activities that are related to the proposed project.

Table 4.1.1 Potential Stakeholders

Stakeholder	Point of Contact	Previous Consultation Efforts
STATUTORY BODIES		
SLASPA	General Manager	See Chapter 2
National Conservation Authority	Chairman	None
GoSL AGENCIES		
Department of Finance	Permanent Secretary	See Chapter 2
Department of Infrastructure, Ports and Energy	Permanent Secretary	See Chapter 2
Department of Economic Development, Transport and Civil Aviation	Permanent Secretary	See Chapter 2
Project Coordination Unit (PCU)	Project Coordinator	See Chapter 2
Department of Physical Planning	Permanent Secretary	See Chapter 2
Development Control Authority (DCA)	Executive Secretary	See Chapter 2
REGIONAL AGENCIES		
ECCAA	Director General, ECCAA	See Chapter 2

4.1.2 Affected Parties

Due to the nature of the project and its location, other stakeholders who may be affected include individuals living near the project areas in Vieux Fort (Figure 1.3a, and 1.3b) and Castries (Figure 1.3a and 1.3c).

Table 4.1.2 lists the stakeholder groups that will require engagement during project implementation and a record of consultation efforts during ESA preparation.

Table 4.1.2 Affected Parties

Stakeholder	Point of Contact	Previous Consultation Efforts
LOCAL COMMUNITIES IN VIEUX FORT		
La Tourney	Residents	None
Cedar Heights	Residents	None
Town of Vieux Fort	Residents	None
LOCAL COMMUNITIES IN CASTRIES		
Vigie	Residents	None
AIRPORT INTERNAL STAKEHOLDERS		
HIA Airport Workers (includes Airport Security, Air Traffic Services)	Airport Manager	10.27.2019
GFLCA Airport Workers	Airport Manager	None

4.1.3 Other Interested Parties

Taking into consideration the activities of the proposed project and social infrastructure near the project locations, a list of other interested parties is shown in Table 4.1.3.

Table 4.1.3 Other Interested Parties

Stakeholder	Point of Contact	Previous Consultation Efforts
STATUTORY BODIES		
Castries City Council (CCC)	Mayor	None
Saint Lucia Solid Waste Management Authority (SLUSWMA)	General Manager	None
Invest Saint Lucia	Chief Executive Officer	None
GoSL AGENCIES		
Department of Agriculture, Fisheries, Natural Resources and Co-operatives	Permanent Secretary	None
Department of Labor	Permanent Secretary	None
Department of Health and Wellness;	Permanent Secretary	None
Department of Sustainable Development	Permanent Secretary	None
Department of Tourism, Information and Broadcasting	Permanent Secretary	None

Stakeholder	Point of Contact	Previous Consultation Efforts
GoSL AGENCIES		
Department of Home Affairs and National Security	Permanent Secretary	None
NON-GOVERNMENTAL ORGANIZATIONS (NGOS)		
Saint Lucia Archeological and Historical Society (SLAHS)	President, SLAHS	None
Saint Lucia National Trust (SLNT)	Director, SLNT	None
OTHER PRIVATE INTERESTS		
St. Mary's College (SMC)	Principal, SMC	None
Airline Operators Committee (AOC)	Chairman, AOC	None
St. Lucia Chamber of Commerce, Industry and Agriculture (SLCCIA)	Executive Director, SLCCIA	None
Coconut Bay Resort and Spa	General Manager	None
Rendezvous Malabar Beach	General Manager	None
Auberge Seraphine (hotel)	General Manager	None
SOL EC Limited	General Manager	None
Water and Sewerage Company Inc. (WASCO)	General Manager	None
St. Lucia Electricity Services Limited (LUCELEC)	General Manager	None
Media	President, Media Association	None

4.1.4 Disadvantaged/Vulnerable Individuals or Groups

Due to the nature and scope of the project, the only persons identified under this category at this time are those who may speak Kweyol (French dialect) as their first or only language. The elderly, disabled, deaf and visually impaired may also make up part of this group.

4.2 STAKEHOLDER ANALYSIS

4.2.1 Stakeholder Analysis Process

Stakeholder analysis is the process of identifying the stakeholder groups that are likely to affect or be affected by a proposed action, and sorting them according to their impact on the action and the impact the action will have on them. Stakeholder analysis is an ongoing process, which may evolve as new stakeholders are introduced to the project. The preliminary stakeholder analysis has identified the various interests of stakeholder groups and the influence these groups may have on the project. The analysis also shapes the design of stakeholder consultation events and which stakeholders to engage and when.

Interest and influence are categorized as low, moderate or high and defined below.

Table 4.2.1

Category	Definition
LOW	Those who are least likely to be affected by the project and the benefit to them can be considered as minimal.
MEDIUM	Those who are likely to be affected by the project and may potentially benefit, directly or indirectly.
HIGH	Those who are most affected by the project and may potentially benefit the most, directly or indirectly.

4.2.2 Government of Saint Lucia (GoSL)

The GoSL agencies are key stakeholders for the project. Engagement with the GoSL will serve two main purposes:

1. Involve ministries and departments in each phase of the Project to build consensus and ownership of the findings; and
2. Identify the governance framework for this project's development.

Table 4.2.2 lists the potential role, interest, and influence on the project for each of the GoSL stakeholders.

Table 4.2.2 Government Agencies Stakeholder Analysis

Stakeholder	Potential Role in Project	Interest	Influence
Department of Finance	Provide oversight and guidance with respect to the financial aspect of the Project.	High	High
Department of Infrastructure, Ports, Energy	Primarily responsible for the provision and maintenance of major infrastructure, including drains, and the provision and management of technical services in the areas such as transport and building infrastructure	High	High
Department of Economic Development, Transport and Civil Aviation	Provide oversight to ensure ICAO standards are met in runways works, installation of navigational facilities and aviation personnel training	Moderate	Moderate
Project Coordination Unit (PCU)	Support and guide SLASPA's coordination and implementation processes	Low	Moderate
Department of Physical Planning	Evaluate consistency with physical planning requirements	High	High
Development Control Authority (DCA)	Among others, regulates the use of land, assesses the environmental impacts of		

	development and grants permission for land development.		
Department of Agriculture, Fisheries, Natural Resources and Co-operatives	Address compensation requirements for temporary loss of agricultural production	Low	Low
Department of Labor	Address occupational health and safety (OHS) standards	Moderate	Moderate
Department of Health and Wellness	Address environmental and health standards through their Environmental and Health Safety Units	Moderate	Low
Department of Sustainable Development	Identify issues and opportunities relating to sustainable energy development	Low	Low
Department of Tourism, Information and Broadcasting	Support public relations drive for the project	Low	Moderate
Department of Home Affairs and National Security	Identify issues and opportunities for road safety and traffic management	Low	Low

4.2.3 Statutory Bodies

Table 4.2.3 provides the stakeholder analysis for statutory bodies.

Table 4.2.3 Statutory Bodies Stakeholder Analysis

Stakeholder	Potential Role in Project	Interest	Influence
SLASPA	The SLASPA is the airport operator and air traffic services provider as well as the Project Implementing Unit (PIU) for this Project.	High	High
National Conservation Authority	Responsible for maintenance of parks and beaches in Saint Lucia. Drainage works at airports would be of concern as airports are located next to beach property under their purview.	Moderate	Moderate
Castries City Council (CCC)	Caretakers of the Choc Cemetery at Vigie near GFLCA.	High	Moderate
Saint Lucia Solid Waste Management Authority	Responsible for providing a coordinated and integrated systematic approach to collection, treatment, disposal, and recycling of wastes including hazardous wastes as well as management of two sanitary disposal sites.	Low	Moderate
Invest St. Lucia	Responsible for lands around the airport. To serve as a partner in facilitating and supporting access for material and equipment and use of land where necessary e.g. ILS and ADSB installation.	Moderate	High

4.2.4 Regional Agencies

Table 4.2.4 provides the stakeholder analysis for regional agencies.

Table 4.2.4 Regional Agencies Stakeholder Analysis

Stakeholder	Potential Role in Project	Interest	Influence
ECCAA	Regulate civil aviation activities consistent with ICAO SARPS. Also provide technical and specialized assistance with Communication, Navigation and Surveillance (CNS).	High	High

4.2.5 Non-Governmental Organizations (NGOs)

Table 4.2.5 provides the stakeholder analysis for NGOs.

Table 4.2.5 NGOs Stakeholder Analysis

Stakeholder	Potential Role in Project	Interest	Influence
Saint Lucia Archeological and Historical Society	Provide archaeological and historical information about the project site.	Low	Low
Saint Lucia National Trust	Provide information about the project area of significant natural, cultural and historical value.	Low	Low

4.2.6 Airport Internal Stakeholders

Table 4.2.6 provides the stakeholder analysis for airport internal stakeholders. Those include all entities involved in the day-to-day airport operations, example immigration, customs, airlines, aircraft ground handlers, aviation fuel providers, caterers and concessionaires like rental car operators.

Table 4.2.6 Airport Internal Stakeholder Analysis

Stakeholder	Potential Role in Project	Interest	Influence
Airport Internal Stakeholders	Support system	Moderate	Low

4.2.7 Local Community

Local communities (Table 4.1.2), near the potential runway rehabilitation and drainage upgrading areas, are likely to have interest in the project. There are few Individual land owners or agricultural producers in the project areas in Vieux Fort and Castries, and their interest in the project, if any, will be minimal. Based on the Project activities, it is anticipated that air, noise and dust emissions, generation of waste and debris, and workers' and community health and safety, will be among the possible concerns during implementation.

Stakeholder concerns from initial scoping and consultation meetings with community members, when held, will be summarized in Table 4.2.7 below and addressed in the ESA.

Table 4.2.7 Summary of Scoping Comments

Resource Topic	Stakeholder Concerns Addressed in the ESA

4.2.8 Other Private Interests

Table 4.2.8 provides the stakeholder analysis for other private interests.

Table 4.2.8 Other Private Interests Stakeholder Analysis

Stakeholder	Potential Role in Project	Interest
St. Mary's College (SMC)	Minimal	Low
Airline Operators Committee (AOC)	Support System for project and provider of guidance and advice on airlines requirements and future projections in aviation in Saint Lucia	Moderate
St. Lucia Chamber of Commerce, Industry and Agriculture (SLCCIA)	Business interest. Members may serve as conduits for importation of equipment and material	Moderate
Coconut Bay Resort and Spa	Business interest. Accommodation of international or regional Contractors/ consultants on project	Low
Rendezvous Malabar Beach	Business interest. Accommodation of international or regional Contractors/ consultants on project	Low
Auberge Seraphine (hotel)	Business interest. Accommodation of international or regional Contractors/ consultants on project	Low
SOL EC Limited	Provider of aircraft jet fuel service at airport and affected by any additional business, delays or disruptions.	High
Water and Sewerage Company Inc.	Provider of water/ sewerage services nationally and access to such supplies on this project	Moderate
St. Lucia Electricity Services Limited (LUCELEC)	Provider of electricity services nationally and on this project. Neighbour of airport in terms of solar panel facility to the north west of airport.	Low

4.2.9 Funding Entities

The CATCOP will be funded by the International Development Association (IDA). These funds will be used to provide the support needed to realize the Project Development Objective. The project funder has a high interest and high influence over the project outcome and will receive frequent updates on the project progress during the pre-feasibility stage.

4.2.10 Summary of Project Stakeholder Needs

Table 4.2.10 summarizes project stakeholder needs.

Table 4.2.10 Summary of Project Stakeholder Needs

Community	Stakeholder Group	Key Characteristics	Language Needs	Preferred Means of Notification (email, phone, radio, letter)	Specific Needs (accessibility, daytime meetings)
La Tourney/Cedar Heights	Residents	495 households	English and kweyol	Television	Sign language
Vigie	Residents	117 households	English	Television	Sign language

5. STAKEHOLDER ENGAGEMENT PROGRAM

5.1 PUBLIC SCOPING MEETINGS

A community meeting will be conducted with the residents of communities near HIA and GFLCA. Those persons will be presented with details of the proposed CATCOP project to be undertaken. Comments from community members will be obtained during this meeting and recorded in Table 4.2.7-1 (Summary of Scoping Comments). Subsequent surveys will be conducted with community members.

5.2 INFORMATION DISCLOSURE

There are a variety of engagement methods used to build relationships, gather information, consult, and disseminate project information to stakeholders. Table 5.2-1 provides a list of different methods to disseminate information on the project, and describes the application of these methods. Not all of these may be applicable to this project.

Table 5.2-1 Information Dissemination Methods

Information Dissemination Method	Application
Correspondence by phone/email/text/instant message	• Distribute project information to GoSL officials, organizations, agencies and companies • Inform stakeholders about consultation meeting
Print media (brochures and leaflets)	• Disseminate project information to public and illiterate stakeholders • Inform the stakeholders about consultation meetings
Radio and television (e.g. SLASPA Port Call)	• Prepare pubic information material including Q&A in both English and Kweyol for radio and television public service announcements • Prepare bimonthly advertisements to facilitate the dissemination of information on the Project
Website and social media	• Develop a CATCOP website to disseminate project information to large audiences and stakeholders • Create a project Facebook page with information similar to the website
Formal meetings	• Present project information using PowerPoint presentations • Build impersonal relations with high level stakeholders • Distribute technical documents • Record discussion, comments/questions raised and responses
Public meetings	• Present project information to a large audience of stakeholders or to a particular community using PowerPoint presentations, posters, video or project information documents • Build relationships with local communities • Distribute non-technical project information • Record discussion, comment/questions raised and responses

Information Dissemination Method	Application
Focus group meetings	• Facilitate meeting in smaller group of between 8 and 15 people to provide their views and opinions of the Project • Record discussion, comment/questions raised and responses
Workshops	• Present project information to a group of stakeholders • Use participatory exercises to facilitate group discussions, brainstorm issues, analyses information, and develop recommendations and strategies • Record responses
Roundtable discussions	• Use prepared questions or gather preliminary questions to facilitate group discussions • Each person is given equal right to participate • Record responses
Surveys	• Gather opinions and views from individual stakeholders • Gather baseline data • Record data • Develop a baseline database for monitoring impacts
Site visit	• Gather opinions and views from individual stakeholders through visiting project site

5.3 STAKEHOLDER CONSULTATION PROCESS

It is critical to plan each consultation process, consult inclusively, document the process, and communicate follow-up. The timing of stakeholder engagement is broken down by stakeholder and project phase. The timing and methods of engagement with stakeholders are provided below in Table 5.3. Engagement and consultation will be carried out on an ongoing basis as the nature of issues, impacts, and opportunities evolve.

Prior to implementation of the Project, stakeholder consultation activities will involve informing persons about the existence of the GRM and Stakeholder Engagement Plan, and also providing them with the opportunity to:

a. identify additional stakeholders and their roles;
b. suggest other possible risks; and
c. indicate how they would prefer to be engaged during implementation.

Table 5.3 Stakeholder Engagement and Timing

Stakeholder	Engagement Method	Timing
GoSL AGENCIES		
Department of Finance	• Formal meetings	• Design Phase • Implementation Phase • Monitoring and Evaluation Phase

Stakeholder	Engagement Method	Timing
GoSL AGENCIES		
Ministry of Infrastructure, Ports, Energy	• Correspondence by phone/email/text/instant message • One-on-one interviews • Formal meetings • Roundtable discussions	• Design Phase • Implementation Phase • Monitoring and Evaluation Phase
Ministry of Economic Development, Transport and Civil Aviation	• Correspondence by phone/email/text/instant message • One-on-one interviews • Formal meetings • Roundtable discussions	• Design Phase • Implementation Phase • Monitoring and Evaluation Phase
PCU	• Formal meetings • Teleconferences	• Design Phase • Implementation Phase • Monitoring and Evaluation Phase
Department of Physical Planning	• Formal meetings • Submission of plans for approval • Correspondence by mail/ phone/email/text/instant message	• Design Phase • Implementation Phase • Monitoring and Evaluation Phase
Development Control Authority (DCA)	• Formal meetings • Submission of plans for approval • Correspondence by mail/phone/email/text/instant message	• Design Phase • Implementation Phase • Monitoring and Evaluation Phase
Department of Agriculture, Fisheries, Natural Resources and Co-operatives	• Formal meetings	• Design Phase • Implementation Phase
Ministry of Health and Wellness;	• Formal meetings	• Design Phase • Implementation Phase
Department of Sustainable Development	• Formal meetings	• Design Phase • Implementation Phase
Ministry of Tourism, Information and Broadcasting	• Formal meetings	• Design Phase • Implementation Phase
Department of Home Affairs and National Security	• Formal meetings	• Design Phase • Implementation Phase • Monitoring and Evaluation Phase
STATUTORY BODIES		
SLASPA	• Correspondence by phone/email/Text/Instant message • One-on-one interviews • Formal meetings • Roundtable discussions	• Design Phase • Implementation Phase • Monitoring and Evaluation Phase

Stakeholder	Engagement Method	Timing
STATUTORY BODIES		
National Conservation Authority	• Correspondence by phone/email/text/instant message • One-on-one interviews • Formal meetings	• Design Phase • Implementation Phase • Monitoring and Evaluation Phase
Castries City Council	• Correspondence by phone/email/text/instant message • One-on-one interviews • Formal meetings • Roundtable discussions	• Design Phase • Implementation Phase
Saint Lucia Solid Waste Management Authority	• Formal meetings • Teleconferences • Correspondence by mail/phone/email/text/instant message	• Design Phase • Implementation Phase
Invest Saint Lucia	• Formal meetings • Teleconferences • Correspondence by phone/email/text/instant message	• Design Phase • Implementation Phase • Monitoring and Evaluation Phase
REGIONAL AGENCIES		
ECCAA	• Correspondence by phone/email/Text/Instant message • Formal meetings • Teleconferences	• Design Phase • Implementation Phase • Monitoring and Evaluation Phase
NGOs		
Saint Lucia Archeological and Historical Society	• Correspondence by phone/email/Text/Instant message • One-on-one interviews • Formal meetings • Roundtable discussions	• Design Phase • Implementation Phase
Saint Lucia National Trust	• Correspondence by phone/email/Text/Instant message • One-on-one interviews • Formal meetings • Roundtable discussions	• Design Phase • Implementation Phase
AIRPORT INTERNAL STAKEHOLDERS		
	• Briefings • Print media	• Design Phase • Implementation Phase • Monitoring and Evaluation Phase

Stakeholder	Engagement Method	Timing
LOCAL COMMUNITIES		
La Tourney, Cedar Heights, Town of Vieux Fort, Vigie	• Correspondence by phone/email/text/instant message • Interviews • Print media • Radio and television • Website and social media • Public meetings • Workshops • Survey • Grievance Redress	• Design Phase • Implementation Phase • Monitoring and Evaluation Phase
OTHER PRIVATE INTERESTS		
St. Mary's College (SMC)	• Print media • Radio and television • Website and social media	• Implementation Phase
Airline Operators Committee (AOC)	• Correspondence by mail/phone/email/text/instant message • One-on-one interviews • Formal meetings • Roundtable discussions	• Design Phase • Implementation Phase • Monitoring and Evaluation Phase
St. Lucia Chamber of Commerce, Industry and Agriculture	• One-on-one interviews • Correspondence by mail/phone/email/text/instant message	• Design Phase • Implementation Phase
Coconut Bay Resort and Spa	• Correspondence by phone/email/text/instant message	• Implementation Phase
Rendezvous Malabar Beach	• Correspondence by phone/email/text/instant message	• Implementation Phase
Auberge Seraphine (hotel)	• Correspondence by phone/email/text/instant message	• Implementation Phase
SOL EC Limited	• Formal meetings • Correspondence by phone/email/text/instant message	• Design Phase • Implementation Phase • Monitoring and Evaluation Phase
Water and Sewerage Company Inc.	• One-on-one interviews • Correspondence by phone/email/text/instant message	• Design Phase • Implementation Phase • Monitoring and Evaluation Phase
St. Lucia Electricity Company Limited	• One-on-one interviews • Correspondence by phone/email/text/instant message	• Design Phase • Implementation Phase • Monitoring and Evaluation Phase

5.4 TIMELINES

Table 5.4 shows the timelines for the various phases of the Project. It is anticipated that the project will commence in 2020 with the detailed engineering design and other technical studies to prepare the bidding documents. This preliminary ESA will be updated during the detailed engineering phase. The physical works will not commence until after completion of the technical studies, detailed engineering and completion of bidding process. The entire implementation phase of the project will run for a total of six (6) years.

Table 5.4 Timelines

Activities	Schedule	Workforce
Runway resurfacing at UVF, inclusive of shoulders	Q1-Q2 2021	Contractor
Construction of code 4E turning bay on south side runway 10	Q1-Q2 2021	Contractor
Construction of runway end safety areas (RESAs) at UVF	Q1-Q2 2021	Contractor
Installation of up-to-date airfield ground lighting system at UVF	Q3-Q4 2021	Contractor
Rehabilitation of storm water drainage system at UVF	Q3-Q4 2020	Contractor
Installation of instrument landing system (ILS) at UVF	Q3-Q4 2021	Contractor
Erection of ground station (receiver antenna) for ADS-B system for UVF	Q1-Q2 2020	Contractor
Erection of ground station (receiver antenna) for ADS-B system for SLU	Q1-Q2 2020	Contractor
Installation of ADS-B monitor at UVF	Q1-Q2 2020	Contractor
Installation of ADS-B monitor at SLU	Q1-Q2 2020	Contractor
Remodelling and renovation of aerodrome rescue and firefighting (ARFF) facility at UVF	Q1-Q2 2021	Contractor
Updating aeronautical charts and procedure design for all approaches and departures at UVF	Q1-Q2 2020	Contractor
Training all air traffic control (ATC) staff and other personnel relevant to new equipment installations and procedural designs	Q1-Q2 2020	Contractor

6. GRIEVANCE MECHANISM

6.1 PURPOSE

A grievance redress mechanism is necessary for addressing the legitimate concerns of the project affected persons (PAPs). It is anticipated that some of these concerns may include eligibility criteria, and compensation entitlements for loss of livelihood or use of land, and for noise associated with project activities. The mechanism for grievance redress shall therefore include:

- Provision for the establishment of a grievance redress committee that includes women
- A reporting and recording system
- Procedure for assessment of the grievance
- A time frame for responding to the grievances filed
- The mechanisms for adjudicating grievances and appealing judgments

In the interest of all parties concerned, the grievance redress mechanisms are designed with the objective of solving disputes at the earliest possible time. The World Bank's ESF, ESS10, emphasizes that the PAPs should be heard and, for that reason, must be fairly and fully represented. Further, the mechanism should implicitly discourage referring matters to the court system for resolution.

6.2 ROLES AND RESPONSIBILITIES

The Grievances Redress Committee (GRC) will be responsible for receiving and resolving in a fair, objective, and constructive manner, all concerns or complaints raised by PAPs within the communities affected by the Project. The broad responsibilities of the GRC include:

- Developing and publicizing the grievance management procedures
- Receiving, reviewing, investigating and keeping track of grievances
- Adjudicating grievances
- Monitoring and evaluating fulfillment of agreements achieved through the grievance redress mechanism

The SLASPA will appoint a community liaison officer (CLO) to conduct stakeholder outreach during project implementation and respond to any grievances or complaints that may arise.

The CLO will:

i. act as the key point of contact to bring project grievances from construction workers, local residents, and community members to the GRC;
ii. be responsible for making sure the recommendations of the GRC are implemented; and
iii. be responsible for directing contractors to make any appropriate change to their work.

The contractor shall take reasonable action to address grievances.

6.3 GRIEVANCE REDRESS PROCEDURES

Table 6.3 outlines the process for registering and addressing grievances and provides specific information regarding registering complaints, response time, and communication modes.

Table 6.3 Grievance Redress Procedures

ISSUE/ACTION	PROCEDURE
Establishment of a Grievance Redress Committee (GRC)	• The GRC shall be established by the Project Steering Committee (PSC) and sanctioned by the General Manager of the SLASPA prior to the commencement of civil works activities. • The members of the GRC shall comprise the following: – Assistant Airport Manager, HIA, SLASPA; – Assistant Airport Manager, GFLCA, SLASPA; – The Legal Officer, SLASPA; – Chief Engineer, SLASPA; – Human Resource Officer, SLASPA; and – Community Liaison Officer (CLO).
Reporting, Recording, and Transmission of Grievances	• Grievances must be filed with the Project Steering Committee (PSC), though the project office located at either the HIA or GFLCA Manager's Office or the SLASPA Main Office, Manoel Street, Castries. • Grievances must be made in writing, and signed and dated by the PAP. • Grievances received verbally must be documented, verified and signed by the PAP and the officer receiving the report. • The CLO shall establish a grievance log or register (Appendix A and B) and all reports must be recorded in the log. • The grievance log shall outline the name of the PAP and the reason for the complaint. • The PSC shall submit the grievance reports to the chairperson of the GRC within 24 hours of receipt. The report shall also be copied to Director, Airports Department, SLASPA. • Acknowledgement of the grievance shall be issued by the CLO to the PAP in writing, via email or telephone call within 2 working days of receipt.
Assessment of the Grievance and Timeframe for Response	• The first assessment of the grievance shall be conducted by the GRC;

Mechanisms for Adjudicating Grievances and Appealing Judgments	• The nature of the grievance would determine the period (not exceeding 3 working days) necessary for the GRC to address the grievance. • The 3-day timeframe shall not apply in the case of complaints and grievances that specifically pertain to the valuation of affected assets, since these may be determined by a Board of Assessment or the courts. • Where resolution is not reached at the level of the GRC, or if the PAP does not receive a response or is not satisfied with the outcome within the agreed time, he/she can appeal to the General Manager of the SLASPA. • If the PAP is not satisfied with the decision of the GRC or the response to the appeal by the General Manager of the SLASPA, he/she as a last resort may submit the complaint to a court of law. • The PAP shall be exempt from all administrative and legal fees incurred pursuant to the grievance redress procedures.

Anyone with a grievance is asked to contact the SLASPA Manager - Employee Relations, Amy Henry-DeMille, at Tel: 1 (758) 457 6104, Mobile: 1 (758) 718 9031 or via email at amy.henry-demille@slaspa.com. This information is shared with the Project Affected Persons (PAPs) and at all community consultations.

7. REPORTING

7.1 OBJECTIVES

In both personal and business relationships, follow-through is important. The same principle applies to stakeholder engagement. Once consultations have taken place, stakeholders will want to know which of their suggestions will be used, what risk or impact mitigation measures will be put in place to address their concerns, and how, for example, project impacts are being monitored. Often the same methods used in information disclosure are applied to reporting back to stakeholders. This follow can include large-scale forums, brochures, targeted meetings, and consultative meetings.

7.2 REPORTING TO STAKEHOLDERS

Reporting to stakeholders involves providing important details on the undertakings, routines, status, and progress of the project team and the project progress. Reporting to stakeholders may also include new or corrected information since the last report. Keeping track of the many commitments made to various stakeholder groups at various times, and communicating progress made against these commitments on a regular basis, requires planning and organization. The methods and frequency of reporting to stakeholders are provided below Table 7.2.

Table 7.2 Methods and Frequency of Reporting to Stakeholders

Reporting Party	Reporting Method	Stakeholder	Reporting Information	Frequency
Project Steering Committee	Formal meetings	SLASPA	• Project status • Plans for next period • Issues and changes • Progress of the communication campaign	Quarterly meeting
SLASPA	Formal meetings	Relevant GoSL Agencies	• Project status • Plans for next period • Issues and changes	Quarterly meeting
SLASPA	Public meetings	NGOs Local Community Private Interests	• Project status • Plans for next period • Issues and changes	Quarterly meeting
Project Steering Committee	Correspondence by email or postal mail	SLASPA	• Project status • Issues and changes	When changes occur
SLASPA	Print media	NGOs Local Community Private Interests	• Project status • Issues and changes	When changes occur
SLASPA	Radio and television (English and Kweyol)	NGOs Local Community Private Interests	• Project status • Issues and changes	When changes occur
SLASPA	Website and social media	NGOs Local Community Private Interests	• Project status • Issues and changes	When changes occur

Appendix A: Sample Grievance Register Template

Grievance Register Template

Ref. No.	Date	Name	Telephone	Email	Description of Grievance	Date of Grievance	Date Resolved

Appendix B: Sample Stakeholder Consultation Notes Template

Stakeholder Consultation Notes	
Date/Time:	
Location:	
Attendees:	
Reported by:	
Subject:	
Notes:	

Appendix C: Sample Grievance and Comment Logging Form Template

Grievance and Comment Logging Form

Comment/Grievance Reference Number		Date of Receipt	
PLEASE DO NOT WRITE IN THE ABOVE: FOR OFFICIAL USE			
Name of Commenter/ Aggrieved			
Name of Organization/ Position			
Address			
Telephone			
Email Address			
Best Contact Method	□ Mail	□ E-mail	□ Phone
Date of Incident			
Describe the Incident/Grievance: What happened? Where did it happen? Who did it happen to? What is the result of the problem?			
Received by			
Initial Response Details and Sent by			
Date of Initial Response			
Resolved/Addressed by			
Nature of Resolution			
Signed (Project Representative)		Date:	

Appendix D: Sample Initial Response Template

Dear (NAME):

The Saint Lucia Air and Sea Ports Authority (SLASPA) is responding with respect your grievance received (mm/dd/yyyy). The SLASPA *will begin/not be* (delete as appropriate) investigating this grievance, as the Department is of the view that *it may be/that it is not in this case* responsible for the grievance.

[If the Department is going to investigate the case further, please give summary details of the next steps that will be taken to conduct the investigation]

The community liaison officer (CLO) will serve as the point of contact in this case, and you will be updated as necessary. In the meantime, please do not hesitate to contact the officer should you have any questions or need clarification.

Best regards,

NAME

DATE