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ST HELENA: LANDING a future for a south atlantic island

Kirsty Joshua and Christopher Williams wrote this case solely to provide material for class discussion. The authors do not intend to illustrate either effective or ineffective handling of a managerial situation. The authors may have disguised certain names and other identifying information to protect confidentiality.

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St. Helena, situated so remote from any continent, in the midst of a great ocean . . . —this little world, within itself,—excites our curiosity.

Charles Darwin, *Voyage of the Beagle*, 1831–1836[[1]](#endnote-1)

On October 14, 2017, the first ever commercial flight landed at the newly built airport on St Helena, one of the world’s remotest islands. The journey to reach this point was not easy, with delays in building the airport and a postponement of the initial planned opening date due to unforeseen wind conditions. There were also delays building the island’s first hotel. Residents grew frustrated with access issues because it was announced the cheaper sea service to Cape Town, South Africa would be terminated. Safety problems with the runway on neighbouring Ascension Island also limited residents’ options for connecting with the outside world. Now that the first commercial flight had successfully landed, how should St Helena’s Economic Development Board approach the next phase of the long-term strategy to boost the island’s economy through tourism?

ST HELENA

St Helena Island, along with the islands of Ascension and Tristan da Cunha, formed one of 14 British Overseas Territories (BOTs), having been claimed by the English in 1692. St Helena was created by undersea volcanic activity that was dormant for millions of years. It was one of the most remote, small inhabited islands in the world with a population of 4,534 in the 2016 census, and gross domestic product in 2014–15 estimated at £33.5 million.[[2]](#endnote-2) It was 1,900 kilometres (km) away from the nearest country, Angola, in western Africa, and nearly 4,000 km from the coast of Brazil. It had a landmass of 122 square km(47 square miles).[[3]](#endnote-3)

St Helena’s location and mountainous, rugged topography offered a variety of microclimates and distinctive ecosystems. As a tourist destination, the island held multiple attractions, including its biodiversity. However, the economy was almost entirely dependent on receiving aid grants from Her Majesty’s Government (the government of the United Kingdom).

Since its discovery in 1502, St Helena had only been accessible by sea. A minimum three-day boat journey was required to reach St Helena from Ascension Island and five days from Cape Town in South Africa. The Royal Mail Ship St Helena (RMS) ran scheduled services between Cape Town, St Helena, and Ascension Island. The RMS was run on behalf of the St Helena government. It carried all imported food and goods to the island and had space for a limited number of fare-paying passengers. Until 2016, all passengers were required to access the island by sea from a variety of vessels (see Exhibit 1 for passenger arrivals between 2010 and 2016); there had never been an airport facility on the island.

life as a “saint”[[4]](#endnote-4)

Life on St Helena was not without challenges. In terms of food supply, almost everything was imported, incurring customs and freight costs. While the island produced some vegetables, it was not self-sufficient and was unable to produce enough food to feed the population. The island was heavily reliant on the RMS for meat, vegetables, fruit, and milk. It took three weeks via Ascension Island before the ship could return with supplies, and there was a capacity limit to the number of containers the RMS could deliver.

It was not uncommon for people to “panic buy” items in fear that the RMS would not arrive on schedule. In one instance, the island ran out of butter, margarine, cheese, potatoes, and onions for three weeks because the RMS had to go into dry dock in Cape Town for maintenance. There were no shopping malls on the island, just small local shops. It was typical to order online items such as clothing, shoes, and household items. Such items would take approximately three months to be delivered.

The island had no tertiary education. What was taught was adapted from the U.K. national curriculum for local use. There was an opportunity for a small number of students to study abroad (mostly on the U.K. mainland). However, this opportunity depended on individuals meeting required criteria and the number of scholarships on offer at any one time. With improvements in St Helena’s telecommunications, high school students at Prince Andrew School received tutoring sessions by video conferencing. Another limited opportunity for tertiary education came annually through the Chevening[[5]](#endnote-5) and Commonwealth scholarships. Only one individual at a time could take advantage of this opportunity. Those that aspired to study further through online or distance learning funded themselves, were funded by their employer, or both. It was not uncommon for a student to complete an undergraduate degree course and a postgraduate course such as a master of business administration through distance learning over 10 years.

The island was unable to accommodate or provide medical care services of a serious nature. Patients were often referred overseas. This was done through links with South African and British medical services. The majority of referred patients went to Cape Town, and patients were a common occurrence on RMS sailings. Basic medical services on the island included nursing and community care services, elderly and home care services, pharmacy and laboratory services, dental services, and administrative support services.

For entertainment, there were eight community centres, one in each district. These centres held events throughout the year. There were four local pubs, and clubs that mainly opened on the weekend. The older generation had its familiar haunts, and the younger generation had a choice of three places that they tended to go to. The island was limited in offering entertainment for young children in the 3 to 10-year age group. However, there were special events that took place throughout the year that were family friendly.

St Helena’s communication system was dated. The access gateway to the island, although stable, was not sufficiently modern to provide the speed and bandwidth required to meet growing demand. As a result, the island endured limited telecommunications. Mobile phones were only introduced in November 2015, and these were limited in terms of data delivery and service carrier capabilities.

In terms of business climate, the investment environment in St Helena was a constraint for foreign investors. On top of the transportation costs, there were few human resources, expensive and unreliable utilities, high market concentration, weak infrastructure, and a lack of historical evidence on market potential and investment risks. Inward investment had been hesitant. However, just 10 people were registered as unemployed and in receipt of unemployment allowance in February 2016.[[6]](#endnote-6)

In spite of these issues, Saints were known for their resilience and friendliness. Islanders formed a tight‑knit community; they knew each other, and it was common for them to wave and greet each other, even passing cars. They supported each other in times of need and were known for being hospitable and generous. However, it was hard to keep things secret, and there was a “grape vine” through which rumours would circulate. One constant rumour related to the building of an airport on the island.

AIRPORT CONSTRUCTION

After a long period of consultation, the U.K. government announced plans to construct an airport on St Helena in March 2005, with an expected completion date of 2010. However, delays ensued, and an approved bidder—Italian group Impregilo (later named Salini Impregilo after a 2014 merger)—was not chosen until 2008. The project was put on hold in November 2008 due to new and unforeseen financial pressures caused by the global financial crisis and credit crunch. In December 2008, the U.K. government announced a pause in the airport contract negotiations. This became known among Saints as “the Pause.”

A further consultation took place in 2009 before making a final decision on whether an airport was the most appropriate option for access to St Helena. Three options were considered: Option A—go ahead with the airport at that time; Option B—decide not to build the airport and commission a new ship; and Option C—defer a decision for a period of up to five years.

The consultation period began in April 2009 with the publication of a government consultation paper.[[7]](#endnote-7) The Saints received neither the news of the Pause nor the consultation with open arms. Rather, after the announcement of the Pause, they became increasingly frustrated, perceiving that they were being asked to repeat what had already been said. They doubted that their voice would ever be heard. One of the perspectives respondents shared related to the comparison of funding requirements in the BOTs with those of developing countries; respondents thought the comparison was inappropriate because the issues were different. They pointed to the legal and political rights of St Helena as an Overseas Territory.[[8]](#endnote-8)

Among the younger generation, there was an Option A youth group that promoted the “A campaign.”  
Consequently, Option A was the preferred choice, with 69 per cent (1,672 individuals) of those who signed the petition, 80 per cent (87 individuals) of those who provided written responses, and no less than 70 per cent of those who responded orally supporting this option.[[9]](#endnote-9)

Eventually, in 2011, an air access memorandum of understanding (MOU) was signed.[[10]](#endnote-10) The MOU recognized that air access would be the catalyst for sustainable economic development for St Helena based on a private sector led tourism industry.[[11]](#endnote-11) Subsequently, the St Helena Sustainable Economic Development Plan (SEDP) was created in 2012.[[12]](#endnote-12) The plan aimed to make St Helena less dependent on British aid by stimulating economic development and growth, specifically through the development of “high-value, low-volume” tourism on the back of air access.[[13]](#endnote-13)

St Helena’s economy had been dependent on aid and subsidies, and remittances from migrant labour from the Falkland Islands, Ascension Island, and the United Kingdom.[[14]](#endnote-14) The plan was for such aid to be a thing of the past by opening an international airport that would offer direct flights to Johannesburg, South Africa, and St Helena’s neighbouring island Ascension in May 2016.[[15]](#endnote-15) Air access would provide a platform for St Helena to move onto a trajectory of solid economic growth. While air access in itself was no guarantee of economic success, it would offer a chance to reverse years of social and economic decline, and to build a strong, vibrant, self-sufficient, and increasingly confident St Helena.[[16]](#endnote-16) The intention was that tourism would lead the island toward self-sufficiency. To this end, the U.K. government’s Department for International Development (DFID) invested £201.5 million in the airport project and allocated £35.1 million for 10 years of operation.[[17]](#endnote-17)

The St Helena government anticipated that despite the lack of an accessible beach and usual tourist facilities, the beauty of the rugged interior, combined with a potentially large hotel investment, would attract 30,000 tourists a year (500–900 visitors per week) to the island by 2021/22.[[18]](#endnote-18) The SEDP provided information on required accommodation for 30,000 annual tourists (assuming low occupancy), expected spread of tourists throughout the year, major goals of the economic development project, and major attractions and sites that tourists would want to see on the island (see Exhibits 2 to 5). A study in 2016 concluded that the continuation of a U.K. subsidy would depend on whether projected estimates of tourism numbers and spend would be exceeded or missed.[[19]](#endnote-19)

The project was set up as a design, build, and operate contract between the St Helena government and South African construction company Basil Read. The scope was to build the airport on Prosperous Bay Plain in the east of the island, as well as build associated infrastructure—including an access road to, and new wharf and bulk fuel installation—in Rupert’s Valley, and build an inshore sea rescue facility. Following the construction, Basil Read was to operate the airport for 10 years. Basil Read retained Lanseria International Airport (Pty) Ltd., a private company that also ran airports in South Africa, as a consultant for airport operations. U.K.-based Halcrow Group Limited ran the project management unit (see Exhibit 6 for the key project stakeholders).

With the airport opening imminent, it was recognized by a new development organization called Enterprise Saint Helena, as well as by DFID, that there would be a need for increased accommodation of a suitable hotel standard on the island. With only 30 en-suite bedrooms on the island (18 of which were not available in 2014), additional bedrooms and at least one hotel at or around the airport were required.

In May 2014, South African-based Mantis Development was commissioned to produce outline designs and construction costs for a hotel. Insufficient tourism accommodation (once the island’s air service was operational) carried significant reputational and economic risk to the local tourism industry. The lack of appropriate accommodation would significantly affect the viability of any air service.

UNEXPECTED OUTcome and subsequent response

The St Helena Airport opened and was certified on schedule in 2016, five years after the MOU was signed. It began accepting emergency medical evacuation flights immediately. These flights used a Guardian Air Dassault Falcon 20 jet aircraft from Cape Town, South Africa. On the first flight, an ill baby was able to receive medical treatment in Cape Town in less than a day, compared to what would have been a five-day journey on the RMS. It was not uncommon for very sick patients to die en route to hospital in Cape Town when being evacuated on the RMS.

However, two issues arose in 2016. First, while the airport opened and was deemed to be on schedule, the hotel was not ready for the official opening of the airport in May 2016. Second, the airport itself was not immediately commercially operational, and the official opening date of May 21, 2016 was postponed.[[20]](#endnote-20) The reason for the delay was the result of an “implementation flight” (test flight) in April 2016 using a Comair run Boeing 737-800, which uncovered turbulence and wind shear[[21]](#endnote-21) conditions on approach to the airport. That meant additional work was needed to ensure the safe operation of scheduled passenger flights. The news came as a shock to the Saints.[[22]](#endnote-22)

One year later in April 2017, the people of St Helena remained frustrated because the problem with the airport had not been resolved. Morale was reportedly at an all-time low as they waited to hear when their airport would finally open for scheduled commercial flights. A lack of clarity concerning the deferred opening of the airport continued to surround the future of air access and the livelihood of St Helena’s people. Governor Lisa Phillips noted the following in a statement:[[23]](#endnote-23)

Wind shear is a factor at several airports around the world, including London City Airport, where safe landings happen every day. In the meantime, we are working hard to identify an interim flight solution that can land on our second runway (02, from the south). There is no wind shear on this second runway, but there is a tailwind. We have identified aircraft types which can land in these conditions, and airlines that have such planes—and we are now exploring the specific availability of aircraft with these airlines. The Airport is certified and open, as demonstrated by the emergency medevac flight last Saturday when we were able to fly a sick baby to Cape Town. Naturally, we will keep the public informed . . . as we have been doing.

In terms of the northern and southern approach—Runways 20 and 02 respectively (see Exhibit 7)—more data needed to be collected, including weather data and reports of the experience of each of the various flights that had so far operated various approaches into the airport. Specialized equipment was installed at the runway to monitor weather conditions.

The airport launched a new procurement process on December 7, 2016. The tender announced that St Helena government wished to appoint an operator (or operators) using an aircraft type capable of landing on the southern approach (Runway 02), which had a tailwind component. This would be for a period of time while the government continued to explore the potential for scheduled services into the northern approach (Runway 20).[[24]](#endnote-24) The closing date for tenders was January 27, 2017. Relevant data from July 2016 on wind speeds was included in the Information Memorandum for potential operators, and updates were to be provided as they became available. While all dates were provisional and dependent on the outcome of the procurement exercise, the government aimed to award a final contract by the end of May 2017.[[25]](#endnote-25)

In April 2017, St Helena Airport received an open-ended (that is, not time bound) Aerodrome Certificate from Air Safety Support International. At the same time, Air Traffic received certificates of competence for another year of approved operation.

The preferred bidder was announced on June 9, 2017 as SA Airlink Ltd. (Airlink), a privately owned airline registered in South Africa. It was a franchisee to South African Airways and a member of the International Air Transport Association (IATA). As such, it was accredited by the IATA Operational Safety Audit. The St Helena government and Airlink signed an agreement on July 21, 2017 to provide weekly scheduled commercial air services from Johannesburg to St Helena. Airlink would also operate a monthly charter service between St Helena and Ascension Island. This agreement followed a period of contractual negotiations with Airlink. After finalizing the regulatory approvals with the South African Civil Aviation Authority, a successful proving flight occurred on August 22, 2017, using the Airlink Embraer E190-100IGW aircraft.

The government released ticket flight information on September 1, 2017. The hotel was in operation from October 14, 2017, to coincide with the inaugural flight that successfully took place on that date.[[26]](#endnote-26) However, the original plan in the 2012 SEDP to attract 30,000 visitors to St Helena every year was premised on some of those visitors being aircraft passengers and there being daily flights.[[27]](#endnote-27) The second paragraph of the SEDP executive summary stated:

A significant but relatively modest number of visitors, 30,000 per annum (500–900 visitors per week), is needed to make Saint Helena financially self-sustaining. This requires just two to three cornerstone tourist developments (e.g., Broad Bottom, Ladder Hill Fort and Devil’s Punchbowl), serviced by daily flights and an improved island-wide tourism offering. The scale of change, whilst very large in Saint Helena terms, is what is already envisaged and is in absolute terms relatively modest. This is achievable within the 10 years of the Sustainable Economic Development Plan.[[28]](#endnote-28)

events CONCERNING ascension island

The Ascension Island Travel Agency (AITA) announced in April 2017 that Royal Air Force (RAF) flights to and from the United Kingdom and the Falkland Islands via Ascension were to be cancelled due to the poor state of repair of the main 3,000 metre runway at Georgetown Wideawake.[[29]](#endnote-29) The Airbus A330 Voyager aircraft were deemed too heavy to land on the runway because it had fallen into disrepair. Given its deteriorated condition, there were safety concerns.

These flights were known as the South Atlantic Airbridge flights. It was possible for civilians, including Saints, to book seats on the flights—where there was availability—through the AITA. Saints would then connect with the RMS to reach St Helena. The flights would land at RAF Brize Norton in the United Kingdom. The announcement indicated that the Airbridge flights would not resume before 2019 or 2020. Official information suggested travellers and residents should use the RMS until further notice.[[30]](#endnote-30) Falkland Islanders had better options and could connect via Cape Town when travelling to the United Kingdom and Europe, and also had options through Latin America. Emergency medical evacuation flights also were not affected.

decommisioning the RMS

On October 5, 2017, it was announced that the RMS would continue for only four more months, with its last stop in Cape Town.[[31]](#endnote-31) The announcement stated that, after a quarter of a century service to the island, the RMS would be sold through London shipbrokers C. W. Kellock & Co. Ltd. (part of the Eggar Forrester Group). A new monthly freighter ship would be used instead for cargo and supplies to the island.

Not having the option of boat transport had implications for Saints. The cost to travel by the RMS (on the cheapest deck, the C deck) was cheaper than travelling by air, especially for children under 12 for whom prices were 50 per cent of the adult price on the RMS but 75 per cent for flights. A child seat for the Cape Town return journey by air would be £603 (assuming the ticket was booked enough in advance to get one of the 10 seats allocated at that cheapest price). In contrast, a child return ticket to Cape Town on the RMS would be £429. For families with children, it would work out cheaper to travel by sea. With just a weekly air travel option, Saints were concerned this would take away the option of a more affordable—although longer—alternative. Furthermore, it was anticipated that the new freighter ship would take 3–4 weeks between journeys, extending time between receiving goods and increasing the risk of panic buying.

CHALLENGE facing the economic development BOARD

St Helena’s long-held vision was for greater self-sufficiency and sustainable economic development though tourism. The island’s Economic Development Board[[32]](#endnote-32) had put the capability of air access to the island at the centre of the vision. There was a 10-year plan for the island (2017–2027)[[33]](#endnote-33) as well as the 2012 SEDP. However, the long-term strategy for the island with a reliance on tourism was brought into question with a series of crises affecting air transport for South Atlantic islands. Other remote islands in the world were able to sustain a tourist-based economy. However, St Helena had seemed to suffer from “one step forward, one step back.” What should the island’s Economic Development Board now do to maintain recent momentum and create a sustainable future for the Saints of the South Atlantic?

Exhibit 1: All visitor arrivals into st helena (2011–2016)

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
|  | **2010** | **2011** | **2012** | **2013** | **2014** | **2015** | **2016** |
| Total arrivals | 3,125 | 3,262 | 3,356 | 3,756 | 3,839 | 4,221 | 3,932 |

Source: Created by the authors based on St Helena Government, *Statistical Bulletin No. 2, 2018*, accessed February 6, 2018, www.sainthelena.gov.sh/statistical-bulletin-no-2-2018.

Exhibit 2: Accommodation requirements as reported in the 2012 sustainable economic development plan

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | **Number of Rooms** | **Bed Nights** | **Staff** | **Potential Number of Tourists Supported Per Year** |
| Large hotel and villas | 263 | 596 | 350 | 17,484 |
| Medium hotel | 48 | 86 | 58 | 2,535 |
| Boutique | 20 | 36 | 24 | 1,056 |
| Boutique | 20 | 36 | 16 | 1,056 |
| Small hotel\* | 20 | 36 | 16 | 1,056 |
| Small hotel | 20 | 36 | 16 | 1,056 |
| Guest house | 10 | 18 | 8 | 528 |
| Guest house | 10 | 18 | 8 | 528 |
| Guest house | 10 | 18 | 8 | 528 |
| Guest house\* | 4 | 7 | 3 | 211 |
| Guest house\* | 7 | 13 | 3 | 370 |
| Guest house\* | 2 | 4 | 1 | 106 |
| Guest house\* | 5 | 9 | 2 | 264 |
| Guest house\* | 5 | 9 | 2 | 264 |
| Self-catering\* | 28 | 101 | 56 | 2,957 |
| Total | 472 | 1,023 | 570 | 30,000 |
| Occupancy rate if 30,000 tourists | 56% |  |  |  |
| \*Already existed on-island, except for self-catering, where 50% existed on‑island. | | | | |

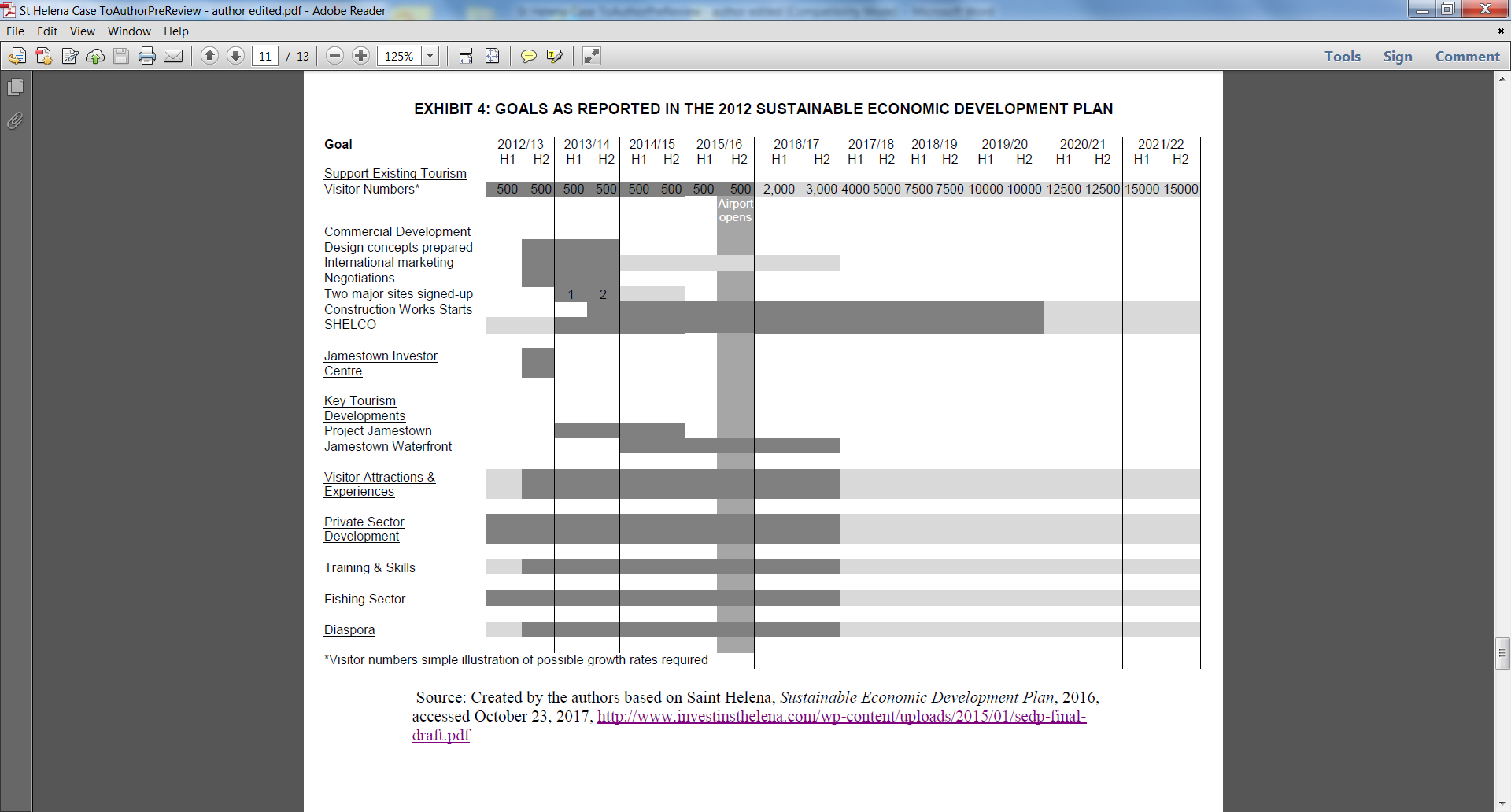
Source: Created by the authors based on St Helena Government, *Sustainable Economic Development Plan,* accessed October 23, 2017, www.investinsthelena.com/wp-content/uploads/2015/01/sedp-final-draft.pdf.

Exhibit 3: monthly distribution of tourists as reported in the 2012 sustainable economic development plan

|  |  |  |  |
| --- | --- | --- | --- |
|  | **Percentage of Annual Tourists (%)** | **Number of Tourists at One Time** | **Capacity (%)** |
| January | 12 | 813 | 76 |
| February | 10 | 724 | 68 |
| March | 9 | 610 | 57 |
| April | 8 | 560 | 53 |
| May | 7 | 474 | 45 |
| June | 6 | 420 | 40 |
| July | 6 | 406 | 38 |
| August | 5 | 339 | 32 |
| September | 6 | 420 | 40 |
| October | 7 | 474 | 45 |
| November | 10 | 700 | 66 |
| December | 14 | 948 | 89 |
| Peak load | | 948 |  |
| Maximum potential load | | 1,063 |  |
| Maximum capacity | | 89% |  |

Source: Created by the authors based on St Helena Government, *Sustainable Economic Development Plan,* accessed October 23, 2017, www.investinsthelena.com/wp-content/uploads/2015/01/sedp-final-draft.pdf.

Exhibit 4: GOALS as reported in the 2012 sustainable economic development PLAN



Source: Created by the authors based on St Helena Government, Sustainable Economic Development Plan, accessed October 23, 2017, www.investinsthelena.com/wp-content/uploads/2015/01/sedp-final-draft.pdf.

EXHIBIT 5: MAIN TOURIST ATTRACTIONS ON ST HELENA

|  |  |
| --- | --- |
| **Attraction/Site** | **Detail** |
| Napoleonic properties | French Emperor’s residence, after exile to St Helena, from 1815 until he died in 1821. The Napoleonic properties include Longwood House, the Briars Pavilion, Napoleon’s tomb, and Bertrand’s Cottage. |
| Plantation House (1792) and Jonathan the tortoise (approximately 1832) | Plantation House, built by the East India Company for St Helena’s governors. Home to the island’s oldest inhabitant (and world’s oldest reptile), Jonathan the tortoise. |
| Jacob’s Ladder (1829) | A 699-step inclined plane originally used to haul goods and manure. A route for walking in and out of Jamestown. |
| St James Church (1674) | The oldest Anglican church in the southern hemisphere. |
| Museum of St Helena | Dedicated to the history and life of St Helena. |
| Heart-shaped waterfall | A waterfall located in James Valley. |
| Ladder Hill Fort | Fort on Ladder Hill with grisly past. Appears in the records of 1733. |
| High Knoll Fort | Largest military fort on the island, set inland with a view of the island. |
| Deadwood Plain | Site of the Boer prisoner of war camp and home to St Helena's endemic wirebird. |
| Halley’s Observatory (1676) | Set up by Edmond Halley to study stars from the southern hemisphere. |
| Boer Cemetery | Cemetery of the Boer War prisoners (1900–1902). |
| Slavery connection | A slave burial ground uncovered in Rupert’s Valley in 2016. |
| Butcher Graves | The grave of two slaves who worked at Plantation House in the 1700s. |
| Lot and Lot’s Wife | Prominent geological features formed by volcanic activity millions of years ago. |
| Sandy Bay Beach | A large sandy beach with black volcanic sand; swimming is inadvisable due to dangerous undercurrent. |
| Shipwrecks | Shipwrecks such as Papanui, Darkdale, Witte Leeuw, Spangeried, Atlantic Rose, Portzic, Frontier, and Bedgellet. |
| Diving | Clear, warm waters and interesting dive site habitats: rocky reefs with caves and areas ranging from boulders to cobbles and sand. Diverse marine life close to the wharf in Jamestown. |
| Distillery | The island’s only working distillery that makes local spirits such as the tungi. |
| St Helena’s Active Participation in Enterprise (SHAPE) | A non-profit organization providing support for disabled and vulnerable people on St Helena and producing quality crafts for sale. |
| Mount St Helena Golf Course | 9-hole course—one of the most remote on the planet. |
| Millennium Forest | A 3,000-tree area designated for reforestation in the year 2000. |
| Walks and hiking | Wide range of hiking opportunities in a rugged landscape, suitable for experienced as well as less able hikers. |
| Diana’s Peak National Park | The highest point on St Helena—823 metres above sea level—containing exotic flora and fauna, including many endemic species. |
| Birding | Includes the reclusive native moorhen and colonies of noddies, boobies, petrels, and terns on the island’s offshore stacks. Viewing can be by boat or coastal walk. |
| Wildlife | Many unique species and 455 species of invertebrates, including the blushing snail, the spiky woodlouse, the vulturine and golden leafhopper, and Janich’s fungus weevil. The island also has a near perfect bee population. |

Source: Created by the authors from personal experience on St Helena and from St Helena Tourism, *Places to Visit*, accessed February 6, 2018, http://sthelenatourism.com/what-to-do/places-to-visit.

Exhibit 6: KEY STAKEHOLDERS IN THE ST HELENA AIRPORT PROJECT

Airport Project Programme Board

Air Safety Support International

Legislative & Executive Councils

2020 Board

DFID Airport Project Team

**Key:**

Instructions (management link)

Advisory Link

SHG Business Delivery Group

SHG Access Office

Project Management Unit

Basil Read

Lanseria

Note: DFID = Department for International Development; SHG = St Helena government.

Source: Reproduced by the authors based on “Frequently Asked Questions,” St Helena Government, accessed October 16, 2017, www.sainthelena.gov.sh/frequently-asked-questions.

Exhibit 7: RUNWAY CHARACTERISTICS (in metres)

|  |  |  |
| --- | --- | --- |
|  | **Runway 20** | **Runway 02** |
| Runway Paved Length | 1,950 | |
| Landing Distance Available (LDA) | 1,550 | 1,535 |
| Take Off Run Available (TORA) | 1,850 | 1,635 |
| Take Off Distance Available (TODA) | 2,775 | 2,425 |
| Accelerated Stop Distance Available (ASDA) | 1,850 | 1,635 |

Source: “Frequently Asked Questions,” St Helena Government, accessed October 16, 2017, www.sainthelena.gov.sh/frequently-asked-questions.

Endnotes

1. Charles Darwin, *The Voyage of the Beagle* (1839; repr., London, UK: Wordsworth 1996), 538. [↑](#endnote-ref-1)
2. £ = GBP = British pound; £1 = US$1.25 on March 31, 2017; all currency amounts are in British pounds unless otherwise specified. St Helena Statistics Office, Census 2016, accessed February 3, 2018, www.sainthelena.gov.sh/census-2016-3. [↑](#endnote-ref-2)
3. Ibid; “The World Factbook: St Helena, Ascension, Tristan da Cunha,” Central Intelligence Agency, accessed November 2, 2017, www.cia.gov/library/publications/resources/the-world-factbook/geos/sh.html. [↑](#endnote-ref-3)
4. The term “Saint” was used to refer to a resident of St Helena. [↑](#endnote-ref-4)
5. The scholarship was for MBA courses only, and a degree was required. [↑](#endnote-ref-5)
6. St Helena Statistics Office, op. cit. [↑](#endnote-ref-6)
7. U.K. Government, Department for National Development, *St Helena Airport Consultation Report*, 2009, accessed November 2, 2017, www.gov.uk/government/uploads/system/uploads/attachment\_data/file/67719/St-Helena-airport-consultation-report.pdf. [↑](#endnote-ref-7)
8. Ibid. [↑](#endnote-ref-8)
9. Ibid. [↑](#endnote-ref-9)
10. St Helena Government, *Memorandum of Understanding (MOU) between the Government of St Helena (SHG) and the Department for International Development (DFID) of the Government of the United Kingdom of Great Britain and Northern Ireland, Setting Out St Helena Government’s Commitment to Open its Economy to Inward Investment and Increased Tourism in Parallel with the Development of Air Access in St Helena,* 2012, accessed November 2, 2017, www.sainthelena.gov.sh/publications/mou\_2012101. [↑](#endnote-ref-10)
11. Ibid. [↑](#endnote-ref-11)
12. St Helena Government, *Sustainable Economic Development Plan,* 2012, accessed November 2, 2017, www.investinsthelena.com/wp-content/uploads/2015/01/sedp-final-draft.pdf. [↑](#endnote-ref-12)
13. Ibid. [↑](#endnote-ref-13)
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