



**Ministry of National Development Planning/
National Development Planning Agency (P173446)**

**Global Environment Facilities (GEF)
Indonesia Sustainable Cities Impact Project (SCIP)**

STAKEHOLDER ENGAGEMENT PLAN (SEP)

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Abbreviation and Acronym

BAPPENAS	Badan Perencanaan Pembangunan Nasional (National Development Planning Agency)
BAPPEDA	Badan Perencanaan Pembangunan Daerah (Local Development Planning Agency)
CPMU	Center Project Management Unit
DED	Detailed Engineering Design
EA	Executing Agency
ESIA	Environmental and Social Impact Assessment
ESCP	Environmental and Social Commitment Plan
ESF	Environmental and Social Framework
ESMF	Environmental and Social Management Framework
FGRM	Feedback and Grievance Redress Mechanism
FS	Feasibility Study
GDP	Gross Domestic Product
GEF	Global Environmental Facility
GHG	Greenhouse Gas
GOI	Government of Indonesia
IA	Implementation Agency
IBSAP	Indonesian Biodiversity Strategy and Action Plan
MOEF	Ministry of Environmental and Forestry
MOF	Ministry of Finance
NGO	Non-Governmental Organization
NUDP	National Urban Development Project
PIU	Project Implementation Unit
POM	Project Operation Manual
PT.SMI	PT. Sarana Multi Infrastruktur
RDTR	Rencana Detail Tata Ruang (Detailed Spatial Planning Plan)
RIDF	Regional Infrastructure Development Fund
RPJMD	Rencana Pembangunan Jangka Menengah Daerah (Local Medium Term Plan)
RPJMN	Rencana Pembangunan Jangka Menengah Nasional (National Medium Term Plan)
TKPPN	Tim Koordinasi Pembangunan Pembangunan Nasional (Inter Ministerial Urban Steering Committee)
TOD	Transit Oriented Development
SDG	Sustainable Development Plan
SEP	Stakeholders Engagement Plan
SESA	Strategic Environmental and Social Assessment

1. Project Description

1.1. Country context

Indonesia ranks among the top ten fastest urbanizing countries in the world and has the second-largest urban population in East Asia after China. Today, 15¹ million live in cities, and this number is expected to increase to 220 million by 2045¹. About 57 percent of Indonesia's current urban population live in metropolitan areas, where many have homes in the "periphery" districts, commuting to the "core" to work and to access services. These periphery areas can be urban or rural, and often expanding, especially as cities in Indonesia do not have growth boundaries to manage spatial expansions.

Many urban areas in Indonesia suffer from frequent flooding and extensive land subsidence. Weak development controls and poor planning have also allowed development to happen in areas not suitable for development – those prone to flooding and inundation, of weak soil foundation prone to earthquakes, suffering from land subsidence, etc. Land subsidence is increasing the risk of flooding in major metro and urban areas along rivers or coastlines, such as DKI Jakarta, Bandung, Medan, and Semarang. Land subsidence is exacerbated because of groundwater extraction for industrial use, gas extraction, and residential use as significant gaps in piped water access persist in cities. Bandung and Jakarta are sinking at an alarming rate of 7.2 centimeters a year. Medan is expected to be below sea level within the next 60 years, and parts of Jakarta Utara are already below sea level. Environmental degradation and deforestation associated with inadequately managed urban population growth, land shortage, and commercial activities are major contributors to pluvial floods and landslides. Similar to the 2019-2020 floods, in both 2013 and 2014, DKI Jakarta was heavily inundated for many days in January, causing combined damages of about US\$3.6 billion (2013/2014 price levels)¹. Extreme weather, sea level rise, and other climate change impacts are increasing the intensity of flooding as urban residents, especially urban poor, become more vulnerable (poor quality infrastructure constructed in hazard prone areas, expansion of urban footprint in high disaster risk areas).

Inefficiencies exist within the expanded urban footprint and GHG emissions from cities need to be reduced significantly. Adaptation to climate change is a critical issue in Indonesia, which ranks as the world's fifth-largest greenhouse gas emitter globally². There is much global evidence that demonstrates the linkages between climate change and economic growth. If temperatures rise by 2-degree Celsius global GDP would fall by 15%; in a 3-degrees Celsius scenario, global GDP would fall by 25%, which is not dismissible³. Emissions from transport are estimated to make up almost 30 percent of Indonesia's total CO₂ as the transport sector is still heavily dominated by fossil fuels. Congestion in cities due to poor planning and ad hoc infrastructure investments have adverse economic implications. According to the World Bank's Indonesia Urban Flagship 2019, congestion costs Indonesia at least 6 percent of GDP (cost of traffic jam: 0.5% of GDP (~USD 4 billion a year), cost of premature deaths from pollution: 3.5% of GDP, cost of poor sanitation and hygiene: 2.3% of GDP). This is only a tip of the iceberg, as the number focuses on very direct costs of congestion and does not capture costs associated with congestion of land and housing markets, and the associated sprawl.

Failure to adapt to a changing climate will be shouldered by Indonesia's urban poor. Already, approximately 110 million people in about 60 Indonesian cities are exposed to negative impacts of climate change. The greatest impacts fall on the poorest people, particularly those who are dependent

¹ World Bank. 2019. Time to ACT: Realizing Indonesia's Urban Potential.

² WRI 2017.

³ Burke, M., Davis, W.M. & Diffenbaugh, N.S. Large potential reduction in economic damages under UN mitigation targets. *Nature* 557, 549–553 (2018).

⁴ Source: https://www.climate-transparency.org/wp-content/uploads/2019/11/B2G_2019_Indonesia.pdf (2019).

on climate-sensitive livelihoods, such as agriculture, fishing, and forest activities. For instance, sea level rise threatens the 42 million people who live in areas less than 10m above sea level in Indonesia. A one-meter rise in sea levels could inundate 405,000 hectares of Indonesia's coastal land and cause low-lying islands to disappear, where many of its most vulnerable population reside⁵. As a result of urbanization, recent rural-urban migrants are often pushed toward vulnerable areas, such as flood-prone land and steep hillsides. In Semarang, 30 percent of the city's population lives in land subsidence zones, and the most severely affected areas that have been abandoned by high-income populations have turned into pockets of poverty, exposing the urban poor to greater environmental risks.

1.2. Project rationale

As the world's fifth-largest emitter of greenhouse gases and the largest contributor of forest-based emissions, Indonesia's success in achieving its national climate pledges will be critical to keeping the global temperature rise at levels recommended in the Paris Agreement. In 2016, Indonesia submitted its first national climate action plan to the United Nations where it had pledged to cut emissions by 29-41 percent by 2030⁶. For Indonesia to reach a target of 41 percent, emissions need to decrease by 1.1 billion tons of carbon dioxide equivalent (tCO₂e). In 2015, the Ministry of Finance (MOF) allocated US\$870 million with 51 percent for the land use sector, of which only a small portion (0.5 percent) went to sub-national governments. Notably, the scale of finance needed to meet Nationally Determined Contribution targets is estimated to be much larger; in the range of US\$ 70.5 to US\$ 100 billion from public and private sources. To realize this goal, promotion of low-carbon development through densification and optimization of urban space is a key priority, calling for a structural change in how cities are planned, and investment locations identified.

The Indonesian Biodiversity Strategy and Action Plan (IBSAP) 2015-2020 was developed to provide Indonesia with a solid foundation to build a common understanding about the importance of protecting its biodiversity and the far-reaching social, economic and environmental benefits. Given that 90 percent of urban areas in Indonesia are in coastal areas, the integration of water management and land development controls will be critical to protect habitats and marine life. By integrating biodiversity and ecosystem values in urban planning, cities have the potential to manage growth in accordance with their carrying capacity by controlling urban sprawl and development encroachment.

Indonesia is also committed to implementing the Sustainable Development Goals (SDGs). Under SDG 11, Indonesia has a national policy and vision for sustainable urban development, outlined in the RPJMN 2020-2024 (5-Year Mid-Term Plan). "Building the environment, enhancing resilience to disaster and climate change" is one of the seven priorities stated in the RPJMN – environmental quality and climate change have become national priorities. Since the 2011, Indonesia is actively reducing carbon emissions through the implementation of the National Action Plan on GHG Emissions Reduction and the 2020 Low-Carbon Development Initiative.

While the numerous national initiatives highlighted above signal high commitment from GOI to pursue biodiversity and climate change actions, urban planning and management practices are not sufficiently evidence driven and often poorly informed by environmental sustainability actions and principles. For instance, there is a lack of attention to the environmental carrying capacity of cities within city level spatial plans. The carrying capacity of a city refers to the maximum number of populations that can be supported by the natural resources and environment in a region without depleting or degrading them.

⁵ Source: <https://www.climatelinks.org/resources/climate-risk-profile-indonesia> (2018)

⁶ 41 percent by 2030 with international assistance or 29 percent with its own resources, relative to a business-as-usual (BAU) scenario.

Therefore, spatial planning needs to strive for a harmonized balance between the population and the environment carrying capacity. Although Indonesia has regulations on urban growth and carrying capacity under the Indonesian Planning Law 26/2007 and Environmental Protection and Management Law 32/2009, challenges exist for implementation at the city level due to the lack of cities' capacity to accurately calculate the optimal balance between population growth, environment carrying capacity and land use allocation for development.

Mechanisms for development control are weak especially given the large backlog and low-quality of Detailed Spatial Plans (RDTRs). Only 10 percent of urban areas in Indonesia currently have finalized and approved RDTRs, while a large proportion are in draft and lack regulatory force. Even if prepared and approved, the quality of RDTRs being produced remains questionable. People living in these areas would have to travel longer distances to access jobs and services, resulting in higher energy consumption and GHG emissions as compared to a Transit Oriented Development (TOD) scenario that modelled densification near existing transport networks. Given that the TOD based options would also lower the overall infrastructure investment costs, the city opted for investing in such an approach.

Infrastructure investments lack spatial prioritization, contributing to an expansion of urban footprints. Unplanned urban expansion not only creates inefficiency in service delivery but also threatens biodiversity and contributes to increased GHG emissions. Under the local medium-term development plans (RPJMD), city governments have the mandate to establish a five-year capital investment prioritization plan. However, the list of investments in most RPJMD documents remain indicative without clearly defined spatial prioritization (e.g. 500m of local roads without specified locations). The indicative investments in RPJMD are also not linked with proposed sources of finance in the medium term, resulting in ad hoc and fragmented implementation in the context largely annually approved budgets. RPJMD targets for service provision and socio-economic development are mostly numeric and often aggregated at the city level, without a spatial distribution, further weakening the links between investments in infrastructure and development outcomes. The SCIP aims at supporting cities for environmental and socially sustainable physical plans particularly through supports provided for component 2.

Finally, cities lack the capacity to prepare high-quality subprojects with due to environmental and social considerations and lack of access to financing for those subprojects. Alternative sources of financing are increasingly becoming available to Indonesian cities, such as the Regional Infrastructure Development Fund (RIDF) that offers a sub-national financing facility for infrastructure. However, due to the limited capacity of subnational governments, subproject preparation faces quality issues, with the projects proposed often not informed sufficiently by environmental considerations and good data on location selection. This includes identifying better locations for subprojects (disaster free and area of high development priority), preparing high-quality subproject preparation documents (e.g. FS, DED, EIA), balancing competing interests at the local level against other sources of financing. Unlocking this bottleneck would greatly enhance the cities' access to not only sources like RIDF but also reduce some of the constrains for accessing private sector financing.

1.3. Proposed Project Development Objective and Project Components of the Indonesia SCIP

The Project Development Objective (PDO) is to integrate biodiversity and climate-smart management in the preparation of development plans and priority capital investments of participating cities, including financing modalities, and consists of the following components:

Component 1: Integrated Spatial Planning and Urban Management

This component will support cities to develop integrated spatial plans (e.g. multi-sectoral plans aligned with spatial planning within priority areas of the city, place making approaches etc.) supported by robust analytics, carrying capacity considerations etc., with an aim to enhance the inclusion of environmental considerations within spatial planning. The component will finance capacity building of local governments and local urban planners to utilize urban development scenario modelling tools that allow operationalization of environmentally sensitive decision making for spatial planning and investments.⁷Development of enhanced resilience modules in the capital investment planning framework will also be financed building upon the framework developed under NUDP. Finally, the component will also finance piloting of integrated city planning and solid waste management solutions that have the potential to reduce plastics in upstream waterways, including approaches that engage communities. Note that every city will have a tailored set of activities that are specific to the needs of the city and will be agreed during preparation and appraisal.

Component 2: Catalyzing integrated investment in priority areas

This component will finance Feasibility Studies (FS), Detailed Engineering Designs (DED), Urban Designs, Environmental and Social Impact Assessments (ESIA), Biodiversity reports, etc. for preparing priority projects in a manner that contributes to GEF's Global Environment Benefits related to biodiversity and climate resilience. While infrastructure construction is not included within the scope of the project, the design of the subprojects expected to catalyze investments downstream. Examples of the types of activities financed under this component include: 1) FS/DED/EIA for green infrastructure solutions, water sensitive urban design, design of engineering approaches to mitigate the impact of land subsidence on networked infrastructure, resilient affordable housing designs, solutions for increasing energy efficiency in public facilities, enhancing integration of solid waste management to reduce riparian plastics etc.; 2) FS/DED/EIA etc. for projects focused on coastal and riverfront revitalization, hydrological modelling to inform rehabilitation of drainage systems etc.; 3) FS/DED for sub-projects linked with transit oriented development etc. Supporting cities with the design of such interventions will not only have positive impact on urban environmental sustainability but also create potential activation points to crowd in subsequent investments from multiple sources (such as the private sector) by unlocking the potential of urban land. Note that every city will have a tailored set of activities that are specific to the needs of the city and will be agreed during preparation and appraisal.

Component 3: Piloting innovative financing approaches and instruments

This component will support the capacity building of local governments to access alternative sources of finance beyond national transfers. Cities will receive support to identify detailed criteria and indicators for selecting suitable projects for private sector finance. This component will finance the identification and design of appropriate land-based financing mechanisms such as land value capture (LVC) instruments applicable to the context of secondary cities in Indonesia. Structuring of innovative marine based financing instruments (e.g. upstream municipal blue bonds structuring process and/or

⁷Example of such scenarios may be: baseline scenario, government plan scenario (such as the RTRW/ RDTR scenario), wherein an optimal scenario comes in as a third option, such as TOD scenario (modeling densification near transport networks) or Efficient scenario (modeling densification near regeneration sites, tourism destinations, public space while not including the development of new amenities) – urban expansion rates and GHG reductions can be estimated as outputs of such modelling exercises.

blue credit for avoided cost will be supported, along with an increase in the capacity of cities to access sub-national financing facilities such for environmentally sustainable financial investments. Support will also be available for increasing cities' access to other permissible financing sources, including private sector financing.

Municipal blue loans will particularly benefit the coastal cities to access financing for projects that are eligible under the applicable frameworks. A list of eligible subprojects that are aligned with the environment sustainability directions of GEF and ready to access alternative sources of financing will be identified during the project preparation. This component will only be available for high fiscal capacity local governments.

Component 4: Policy dialogue and knowledge management for relevant stakeholders, to support the promotion towards environment-friendly behavioral changes of the public.

This component will support the engagement of relevant stakeholders in series of policy dialogue and knowledge exchange events including implementation of this SEP. The Inter-Ministerial Urban Steering Committee (namely, TKPPN) will also be leveraged to deepen the policy dialogue. Funding for the mandatory global knowledge sharing events that cities and national government will be expected to attend under GEF-7 is also included. Activities for community related behavior change will also be financed, for instance around the solid waste agenda. A collaborative process with stakeholders will be able to inspire recommendations and actions at local, national and regional levels to advance urban sustainability agenda.

Component 5: Project management

This component will support overall project management, including technical, fiduciary, procurement and safeguards issues, among others.

1.4. Purpose of this SEP

The purpose of this SEP is to set out plan to engage relevant stakeholders into effective implementation of the activities proposed. This SEP has been developed to enable participation of both direct and interested stakeholders and ensure that project design, approaches, and activities are being implemented in a participatory and inclusive manner, and in a way that minimizes potential environmental and social risks as well as enhance environmental and social sustainability of the project interventions .

2. Objective of Stakeholder Engagement

Stakeholder engagement is an important part of the project design and implementation which contributes to the project's risk management and supports BAPPENAS' efforts to achieve the project objectives. It is noted that development planning process in Indonesia requires bottom up approach called "musrenbang/ deliberation of development planning" from the village level up to national level. The result of such deliberation processes will inform the medium- and long-term development planning of each of the local government and the national government. Development of specific investment requires public participation which is usually in the form of public hearing and/or public consultations.

This SEP identifies relevant stakeholders for the purpose of the operation and describes the timing and methods of engagement between BAPPENAS and other stakeholders (both affected and interested) throughout the life cycle of the project. The SEP has been prepared in view of enabling relevant engagement measures to be in place to allow inclusive and effective participation of relevant stakeholders.

The SEP sets out how engagement and communication with stakeholders will be handled throughout project preparation and implementation. This includes disclosure of information, engagement approaches/modalities, frequency and outreach, and use of a Feedback and Grievance Mechanism (FGRM) to elicit public feedback. This SEP is a living document and will continue to be updated during project implementation, to reflect any adjustments made and/or new information.

3. Scope of the SEP

The scope of the SEP covers requisite engagement and consultations for the preparation and implementation of the Sustainable Cities Impact Project.

4. Brief Summary of Previous Stakeholder Engagement Activities

As part of the project preparation, a series of consultations have been carried out. The Ministry of National Development Planning/National Development Planning Agency (Bappenas) as the Executing Agency (EA) together with the World Bank as the Implementing Agency (IA) have jointly conducted several coordination meetings. Bappenas, World Bank together with related partners at Bappenas, Ministry of Finance and Ministry of Environment and Forestry as GEF Operational Focal Point Indonesia has discussed the administration mechanism for the GEF SCIP. Simultaneously, Bappenas and the World Bank are also working together in preparing the GEF CEO package.

A series of virtual implementation mission has also been conducted with the objectives to strengthen inter-ministerial/inter-institutional coordination. Ministry of Environment and Forestry and ICLEI International were engaged during the mission to discuss about potential cooperation. The mission also maps the project institutional arrangements as potential PIUs as well as list of the cities as pilot for SCIP. All PIUs will be in BAPPENAS and divided into several Deputies. A Central Project Management Unit (CPMU) will be established as the joint responsibility of DG of Regional Development (Directorate of Local Development) and DG Maritime and Natural Resource (Directorate of Environment). Confirmation is needed on how the responsibility of CPMU tasks will be shared. The configuration of PIUs needs to be urgently finalized with the following proposed by BAPPENAS: Deputy of Regional Development and Deputy of Maritime and Natural Resources will handle Components 1, 4, and 5. Deputy of Infrastructure and Facilities (Directorate of Housing and Settlement, Directorate of Transportation, Directorate of Energy Sources, Mineral and Mining, and Directorate of Electricity, Telecommunication and Informatics) and Deputy of Maritime and Natural Resources (Directorate of Environment and Directorate of Forestry and Water Resources Conservation) will be responsible for Components 2, while Deputy of Funding (Directorate of Innovative Funding Engagement and Directorate for Planning of Development Funding) Component 3.

Five SNGs are included such as DKI Jakarta, Semarang (Central Java), Balikpapan (East Kalimantan), Palembang (South Sumatera) and Bitung (North Sulawesi). At the local level, the Local Development Planning Agency (BAPPEDA) and relevant Offices (e.g. Secretary to the City, Public Works, Human Settlements, and/or Environment Offices) will play the coordination role. The first and formal coordination meeting with all proposed participating cities was virtually held on July 22, 2021. From the cities level, head of Bappeda from City of Balikpapan and City of Semarang, deputy Head from city of Bitung, DKI Jakarta and City of Palembang participated the meeting.

The level of engagement will be contingent upon their roles and authorities in the management of environmental and social risks. The level of stakeholder engagement is informed by the level of involvement and potential benefits the stakeholder would receive from program implementation.

Table 1. Previous and Ongoing Stakeholder Engagement Activities

No	Engagement Activities	Time Frame	Stakeholder	Output	Inputs
1	Preparation and Implementation of Project Preparation Grant	April 2020 – September 2022 (ongoing)	Bappenas, Ministry of Finance (MoF), Consultants, Participating Cities	Project Documents	<ul style="list-style-type: none"> • Design of GEF SCIP; • Detailed Fiduciary arrangement
2	BAPPENAS internal coordination	July 2021-ongoing	Several directorates in BAPPENAS	Institutional Arrangement (i.e. CPMU, PIU)	Series of discussion on project component, roles & responsibilities
3	City Socialization*	July 2021 - ongoing	BAPPENAS and participating cities	Concrete activities at the cities level	<ul style="list-style-type: none"> • City's subproject priorities • City's policies on environment consideration
4	ESMF First Public Consultation	December, 2021	BAPPENAS, Participating Cities, NGO, etc	Updated ESMF	Input to ESMF document
5	Workshop on biodiversity and climate change	February, 2022	BAPPENAS, Line Ministries, Participating Cities, NGO, Academics.	Update on project design	Discussion on project approach on biodiversity and climate change

Note: BAPPENAS has sent a formal letter to each proposed participating cities on August 31, 2021. The letter is requesting a confirmation from the cities to participate in this program/project.

5. Stakeholder identification and analysis

5.1. Project-affected parties

During the implementation of this project, it is anticipated that GEF SCIP activities will not result in any adverse environmental and social impacts that affect the livelihoods as well as the economic activities of all project targeted beneficiaries; local communities, current land users of all ethnic groups and gender including those whose land parcels are adjacent or near forest areas; and possible indigenous peoples and/or vulnerable groups. This is because no activities will be directly carried out on the ground under the project or in other words, there is no downstream investment under this project. However, the implementation of the downstream investment in the future resulted from these TA activities will pose environmental and social risks and impacts as discussed in the ESMF. The relevant authorities in the city level supported by the Project Management Consultant will conduct stakeholder engagement activities during implementation of the project as set out in this document.

The SEP maps out two groups of stakeholders related to the project:

- Affected parties, who are impacted or likely to be impacted directly or indirectly, positively or adversely, by the Project.

- Interested parties who may have an interest in the Project. They include individuals or groups whose interests may be affected by the Project and who have the potential to influence the Project outcomes in any way.

Under Component 1 on Integrated spatial planning and urban management, engagement will be made with line ministries, local governments, communities, and vulnerable groups along with the support for integrated development planning at national and city levels. Activity supported under this component include Strategic Environmental and Social Assessments (SESA), capital investment plans for priority areas and corridors, capacity building of local governments and local urban planners to utilize robust analytics, and integrate community level planning tools and approaches in city-level and are/corridor level development plans.

Component 2 on Catalyzing integrated investment in priorities areas, engagement will be mostly with cities to prepare subprojects within the priority areas and corridors identified. The outputs that could be financed under this component include Feasibility Studies (FS), sectoral readiness criteria, Detailed Engineering Designs (DED), Urban Designs, Environmental and Social Impact Assessments (ESIA), project-level biodiversity reports etc. Infrastructure construction is not included within the scope of this Component. At the local level, the engagement will most likely be with the Local Development Planning Agency (BAPPEDA), Public Works Office, Environment Office and Financial Management Office (BPKAD). Engagement with the local communities including the vulnerable groups will be taken place during preparation of the abovementioned documents/ plans.

Component 3 on Piloting innovate financing approaches and instruments, engagement will be made with BAPPENAS and local government (e.g. BAPPEDA, BPKAD).

Component 4 on Policy dialogue and knowledge management, engagement will be made mostly with BAPPENAS, relevant line ministries that are part of TKPPN (National Coordination Team on Urban Development), practitioners, and local governments.

Under **Component 5 on Project Management**, engagement will be with the CPMU and PIU where all located within BAPPENAS.

Table 2. List of affected and other interested stakeholders

No	Component	Affected parties	Areas of Interest	Other Interest Parties
1	Integrated Planning and Urban Management	(1) Bappenas (Deputy of Regional Development, Deputy of Marine and Natural Resources; (2) Cities, (3) Consultant, (4) Community groups including low income households, informal land users, those living in slums and other informal settlements.	1-3 Preparation of TORs and relevant documents as well as public consultation 4 – direct and indirect impacts of the plans on their lives.	Ministry of Agrarian and Spatial Planning, private sectors, adjacent local governments

No	Component	Affected parties	Areas of Interest	Other Interest Parties
2	Catalyzing integrated Investment in priority areas	(1) Bappenas (Deputy of Infrastructure and Facilities) (2) Cities (3) Relevant consultants (4) Community groups including low income households, informal land users, those living in slums and other informal settlements.	1-3 Preparation of TORs and relevant documents as well as public consultation 4- direct and indirect impacts of the plans on their lives.	Ministry of Environment and Forestry, Ministry of Public Works and Housing, practitioners, adjacent local governments
3	Piloting innovate financing approaches and instruments	(1) Bappenas (Deputy of Financing) (2) Cities (3) Relevant consultants	1-4 Preparation of guidelines, structure of alternative financing, capacity building execution	Ministry of Finance, PT.SMI
4	Policy Dialogue and knowledge management	(1) Bappenas (2) Line Ministries (part of TKPPN) (3) Participating cities	Implementing capacity building, FGDs, trainings, etc	Academia, practitioners, NGOs, CSOs, ICLEI, etc
5	Project Management	Bappenas – Deputy of Regional Development, Deputy of Marine and Natural Resources	Ensuring smooth preparation and implementation of the project activities	

5.2. Other interested parties

Besides stakeholders that are affected by the project (see 5.1), main groups of stakeholders interested in the sustainable cities are government agencies from national to subnational levels, private sector, and Civil Society Organizations (CSOs) including international NGOs, academia, and development partners include United Nations Development Program (UNDP), ICLEI (International Council for Local Environmental Initiatives), SECO- Swiss Economic Corporation, DFAT (Department of Foreign Affairs and Trade) of Australian Government. The list of affected and other interested stakeholders will continue to be updated according to the development of the SCIP.

5.3. Disadvantaged / vulnerable individuals or groups

Given the nature of SCIP, it is anticipated that the activities will not directly result in any adverse environmental and social impacts on disadvantaged or vulnerable groups. However, the ESMF will provide reference to the participating cities engage in a process of meaningful consultations with the potentially affected groups including the vulnerable.

5.4. Stakeholders from government agencies

The project will be implemented by the Directorate of Local Development under Deputy of Regional Development and Directorate of Environmental Affairs under Deputy of Marine and Natural Resources of Bappenas at the national level as the Project Management Unit and Project Implementation Unit for several components (i.e. Component 1, 3, 4, and 5). Other two Deputies in Bappenas (i.e. Deputy of Infrastructure and Facility and Deputy of Funding) will be responsible for Component 2 and 3 of the

Project. Ministry of Environment and Forestry will act as the GEF Focal Point and monitor project implementation. Other relevant line ministries which are part of TKPPN (*Tim Koordinasi Pembangunan Perkotaan Nasional* – National Coordination Team on Urban Development) will be contributed to the policy dialogue on greater sustainable urban development in Indonesia.

6. Stakeholder Engagement Plan

6.1. Purpose and timing of stakeholder engagement plan

The purpose of this SEP is to inform and involve all relevant stakeholders in the preparation and implementation of the SCIP project, to ensure that they understand their role in general context of the main project. Relevant stakeholders will include both representatives at national level and from the areas where the initial project activities will be carried out: five cities from five provinces of South Sumatera, DKI Jakarta, Central Java, East Kalimantan, and North Sulawesi.

The project’s broader stakeholder engagement will inform the project through consultations and participation during project implementation, e.g. i) communities will participate in the planning and design of the subprojects; ii) transparent feedback and grievance redress mechanism; iii) communication campaign and capacity building; and iv) development of risk management processes and engagement required under the World Bank’s Environmental and Social Framework (ESF).

The level and approach for stakeholder engagement will depend on the level of risks and influence each stakeholder shall manage anticipated environmental and social risks. Another important dimension is engagement to enhance project benefits by promoting participatory and inclusive project implementation and responding to community needs. The engagement approach for each component is summarized below. Generally, for all components under this Project, The SEP will be implemented as early as possible at the planning stage to ensure that stakeholder participation and their early feedback are well incorporated to better inform the design and planning of project implementation.

Stakeholder engagement activities are part of the overall project implementation and hence, will take place throughout project implementation. Indicative timeframes are included in Table 4 on the Consultation Strategy. Ad-hoc meeting and engagement are not included as these represent day-to-day engagement for the purpose of project implementation.

6.2. Proposed strategy for information disclosure

English and Indonesian versions of this ESCP and SEP will be prepared and disclosed on Bappenas’ website prior to commencement of any activity on the ground expectedly by early 2022.

Table 3. Strategy of Information Disclosure

Project Stage and Information Disclosure	Target stakeholders	Methods ⁸
Preparation Stage: Information related to project design and environmental and social approach will be discussed prior to project public consultations. A public consultation will be undertaken prior to the closing of project appraisal. Feedback channels (i.e. email) will be retained to enable the public to submit their feedback during project preparation		
<ul style="list-style-type: none"> - Project Design - ESCP, SEP, ESMF 	Internal Bappenas	Meeting, email, phone, WhatsApp messenger, exchange of official letters.

⁸ Appropriate adjustments in COVID pandemic (virtual meeting, phone calls, etc)

Project Stage and Information Disclosure	Target stakeholders	Methods ⁸
	Line ministries and agencies	Meeting, email, phone, WhatsApp messenger, exchange of official letters.
	Cities	Meeting, workshops, email, phone, WhatsApp messenger, press release in mass media, official website, and official social media platform.
	NGO/CSO	Meeting, email, official website, and official media platform.
	Development Partners	Meeting, email, official website, and official media platform.
Implementation stage: Information disclosure during implementation stage are embedded within the project activities, hence the schedule for the stakeholder engagement activities will follow the different phases of the project's implementation timeline.		
<ul style="list-style-type: none"> - Scope of project and activities for each component including the prepared instruments such as SESAs and ESIA's. - Project implementation progress. - ESMF implementation - ESCP and SEP implementation - FGRM implementation 	Internal Bappenas	Meeting, email, phone, WhatsApp messenger, exchange of official letters.
	Line ministries and agencies	Meeting, email, phone, WhatsApp messenger, exchange of official letters.
	Cities	Meeting, workshops, email, phone, WhatsApp messenger, press release in mass media, official website, and official social media platform.
	NGO/CSO	Meeting, email, official website, and official media platform.
	Development Partners	Meeting, email, official website, and official media platform.
	Local communities	Meeting (online and face to face; depends on the needs and situation), email, phone, WhatsApp messenger, exchange of official letters

6.3. Proposed strategy for consultation

Consultation will take place among relevant stakeholders including relevant line agencies, local governments with the coordination of Bappenas as the lead agency. Besides the line agencies and participating local governments, other groups interested in the GEF Indonesia SCIP project implementation in the country will be invited to consultations. Among others: private sectors and Civil Society Organizations (CSOs) including international NGOs, academia. During SCIP implementation, appointed E&S focal points supported by consultants who conduct assessments on the ground, e.g. baseline surveys activities, will engage with relevant stakeholders including local communities.

Due to this pandemic situation, consultation may take place through online platform, such as email and/or virtual meetings and issuance of official letters (submitted at least one-two weeks ahead of the consultations) to inform affected and interested stakeholders of the purpose of the project.

The methods of the proposed strategy for public consultations will vary depending on the topics of discussion and target stakeholders. General approaches include:

- Formal consultations through bilateral or multilateral meetings with government ministries and

agencies, regular meeting with other stakeholders;

- Informal consultations with key stakeholders, both at the national and sub-national levels, including phone calls or WhatsApp messenger;
- Public workshops or seminars with both government and non-government stakeholders;
- Public discussion and one-on-one consultations or interviews;

Table 4. Public Consultation Strategy

Project Stage and Information Disclosure	Target stakeholders	Methods. Appropriate adjustments in COVID pandemic (virtual meeting, phone calls, etc)	PIC
<p>Preparation Stage: Public consultations during project preparation will focus on high-level consultations with national and local government counterparts, including CSO/NGO representatives. Consultation will focus on project design, institutional arrangements and E&S approaches/instruments applicable to the project.</p> <p>The First consultation during this preparation stage is scheduled on end of September/early October 2021 through a virtual meeting with relevant stakeholders. A detailed list of invitees and agenda, including a project brief will be included in the formal invitation letter for the consultation.</p>			Bappenas
<ul style="list-style-type: none"> - Project Design - ESCP, SEP, ESMF 	Internal Bappenas	Workshop, formal and informal meetings	
	Line ministries and agencies	Workshop, formal and informal meetings, seminars both bilaterally and multilaterally.	
	Cities	Workshops, formal and informal meetings.	
	NGO/CSO	Workshop, formal and informal meetings.	
	Development Partners	Workshop, formal and informal meetings	
<p>Implementation stage: Public consultations during implementation stage are embedded within project activities, hence the schedule for the stakeholder engagement activities will follow the different phases of the project's implementation timeline.</p>			
<ul style="list-style-type: none"> - Project implementation progress. - ESMF implementation - ESCP and SEP implementation - FGRM implementation 	Internal Bappenas	Meeting, email, phone, WhatsApp messenger, exchange of official letters.	Bappenas
	Line ministries and agencies	Meeting, email, phone, WhatsApp messenger, exchange of official letters.	
	Cities	Meeting, workshops, email, phone, WhatsApp messenger, press release in mass media, official website, and official social media platform.	
	NGO/CSO	Meeting, email, official website, and official media platform.	
	Development Partners	Meeting, email, official website, and official media platform.	
	Local communities	Meeting (online and face to face; depends on the needs and	Local/ participating

Project Stage and Information Disclosure	Target stakeholders	Methods. Appropriate adjustments in COVID pandemic (virtual meeting, phone calls, etc)	PIC
		situation), email, phone, WhatsApp messenger, exchange of official letters.	cities government.

6.4. Engagement with vulnerable groups

The active participation of a wide range of stakeholders, both at national and city levels, will ensure that the Project activities will incorporate the views of vulnerable groups. Stakeholders’ consultation and information disclosure approaches for vulnerable groups, need to be carefully assessed to promote greater participation and social inclusion.

BAPPENAS, as the executing agency, should use meaningful consultations as a two-way dialogue to gather feedback and inputs from all affected and interested stakeholders, including vulnerable communities. Various alternative engagement approaches to reach vulnerable groups will be considered, including the provisions of information in accessible language(s) and sign language if relevant, peer discussions, use of media to aide information dissemination, community outreach and the use of trusted representatives or organizations to convey messages and facilitate dialogue based on their needs. BAPPENAS will have to establish a mechanism including through a webpage to capture public feedback and inputs from various consultation processes into their strategic planning and implementation activities.

Effective consultation with vulnerable groups will be based on the following principles:

- Begin early in the process and continue on an ongoing basis during project implementation;
- Involve members of communities, including those vulnerable households and their recognized representative bodies and organizations in good faith;
- Capture the views and concerns of men, women and vulnerable community segments including the elderly, youth, displaced persons, children, people with special needs, etc., about impacts, mitigation mechanisms, and benefits where appropriate. If necessary, separate forums or engagement need to be conducted based on their preferences;
- Supports active and inclusive engagement with project-affected parties, including ensuring the involvement of community members, including those vulnerable and their recognized representative bodies and organizations in good faith;
- Be based upon the prior disclosure and dissemination/socialization of relevant, transparent, objective, meaningful, and easily accessible information that is in a culturally appropriate language(s) and format and is understandable for target communities. In designing consultation methods and use of media,
- Ensure that the consultation processes are free of external manipulation, interference, coercion and/or intimidation. The consultations’ design should create enabling environments for meaningful participation, where applicable. In addition to the language(s) and media used, the timing, venues, participation composition need to be carefully thought through to ensure everyone could express their views without repercussions; and
- Be documented.

6.5. *Review of Comments*

After every consultation activity, Bappenas will prepare a stand-alone consultation report (including attendance sheets, photos, videos etc.) which will include a clear description of the issues and suggestions raised by the participants and the answers provided by Bappenas.

6.6. *Feedback and Grievance Redress Mechanism*

The objective of the feedback and grievance redress mechanism is to ensure that all views/complaints/grievances from individuals or groups involved or affected by the Project will be heard, accepted and handled in a timely manner. The Project provides a feedback and grievance redress mechanism for stakeholders who want to express their grievances/complaints during project implementation, including complaints related to environmental and social aspects.

CPMUs will be the focal point that coordinates the GRM with agencies at the national level. The Project will continue the ongoing complaints PMU's handling process, which will allow community members and the general public to channel complaints and inquiries. Bappenas currently are utilizing LAPOR! (<https://lapor.go.id>), a channel to submit grievances, aspiration, suggestion, complaint and information request related to development programs and public services. LAPOR! is the government's initiative to realize "no wrong door policy", ensuring that grievances/ complaints submitted by the concerned parties are managed by the responsible government entities.

All proposed participating cities do have existing GRM mechanism such as DKI Jakarta (e.g. SMS center–08111272206, QLUE application, LAPOR 1708, email at dki@jakarta.go.id), City of Semarang (e.g. Phone number – 3513355, email at pengaduan@semarangkota.go.id, Lapor Walikota twitter), City of Palembang (email – pengaduan@palembang3@gmail.cim, phone number – 0711354877, WA at +6285267015456), City of Balikpapan (email – sitanggapbalikpapan@gmail.com, sms/WA at 08115440542), and City of Bitung (email at lapor.kotabitung@gmail.com, phone number +6243821005). In the case that complaints cannot be solved at the city levels, CPMU will facilitate the follow-up and dispute resolution with relevant national agencies, as necessary. BAPPENAS will collect quarterly GRM reports from the city level. BAPPENAS will establish a GRM team to receive and facilitate resolution of specific concerns of affected people not only limited to environmental and social issues, but other issues related to the Project. The GRM will aim to resolve concerns promptly, in an impartial, understandable, and transparent process tailored to the specific community, and at no cost or without retribution to the complainant/s.

In this Project, the PIU plans to assign one of its technical experts (for instance, the institutional expert) to manage complaints as part of its GRM team. With the assistance of the PMC, BAPPENAS will also develop a Standard Operating Procedure for Complaint Handling that in detail will specify, among others: the responsible unit, development and maintenance of venues and media for complaints/follow-up, flows of complaint handling, standard service, assessment, verification process, procedures to receive and respond to complaints (including appeals), grievance log and documentation, socialization of the system and disclosures, and reporting.

All grievances will be able to be filed through the official website of CPMU, a local contact point (phone number), or in person filing. The online GRM will operate with the mechanism as follows:

- The public will submit complaints through a form on the CPMU website.
- The complaint will be processed by the team formed by the CPMU.

- Relevant files will be forwarded by BAPPENAS to relevant Units of Organizations in the CPMU within 5 working days, while irrelevant ones will be recorded.
- Responses will be processed by the Team and to be announced on the CPMUs website.
- CPMU/PIU will inform the World Bank of complaints received and report on their resolution. CPMU will also inform the public on access to the World Bank’s Grievance Redress Systems.

7. Resources and Responsibilities for implementing stakeholder engagement activities

7.1. Resources

To ensure the Stakeholder Engagement Plan for the Project is implemented as planned and achieve its intended purpose (as described from Section 3.3. - Proposed strategy for consultation, and Section 3.5 –Timelines), Bappenas will ensure sources are secured and readily available to conduct the planned consultation meetings. Funding should be available to cover additional consultations meetings that may be required, but not initially planned, in this SEP.

The Bank will provide training to the Bappenas staff who will directly conduct consultations to organize, deliver, and record the engagement activities in compliance with the ESF requirements. The Project will allocate budget for SEP implementation. Relevant budget lines will be incorporated in the Annual Work Plan and Budget.

Table 5. Financing Needs

Expenditure Items	Quantity	Estimated Unit Cost	Estimated Total Amount
Information disclosure (including publication of materials, logistics and operations costs)	Tbd	Tbd	Tbd
Public consultations, stakeholder engagement activities and capacity building at the national level	Tbd	Tbd	Tbd
Public consultations; stakeholder engagement activities and capacity building at the sub-national level	Tbd	Tbd	Tbd
FGRM operationalization, including but not limited to: <ul style="list-style-type: none"> • Recruitment of a key stakeholder engagement specialist/ FGRM coordinator; • Development of FGRM guidelines and dissemination; • Website development and FGRM database. 	Tbd	Tbd	Tbd

7.2. Institutional Arrangement

The institutional arrangement for the SEP will follow the project’s overall implementation arrangements to ensure that stakeholder engagement is fully mainstreamed into the project implementation. BAPPENAS (i.e. Directorate of Local Development and Directorate of Environment) will act as the EA for this project, with day to day project management and project coordination under a Central Project Management Unit (CPMU). As the EA, the two abovementioned directorates in BAPPENAS will be responsible to coordinate the results achieved by each of the Project Implementation Units (PIUs) and measure progress towards the project’s objectives. The Head of the CPMU will be responsible for the overall implementation of the Stakeholder Engagement Plan (SEP). The CPMU will also facilitate regular coordination meetings with PIUs; implement Environmental and Social Standards (ESSs) in accordance with the ESF; manage and report on the Results Framework; and

develop, utilize, and update the Project Operations Manual (POM) with PIUs. It will be led by a dedicated Project Coordinator, who will be responsible for managing the project’s technical, fiduciary, safeguards, and monitoring and evaluation (M&E) activities.

In terms of staffing, there will be focal points at the Central Project Management Unit (CPMU) and each PIUs (Project Implementation Unit). These focal points will be financed through Component 5 (Project Management) and/or client’s budget. There will be at least 4 environmental and social focal points at the central level. A Project Management Consultant team will also be established to support PMU financed by Component 5 (Project management). The PMC will consist of professional experts related to urban planning, municipal finance, environment, social, etc. A city coordination team will be established in each city through a Mayoral Decision Letter (Surat Keputusan – SK) and functions under the overall leadership of the City Secretary or BAPPEDA (Regional Planning Office), with key team members drawn from relevant offices (e.g. Public Works Office, Environment Office, Finance Unit, etc.). A Mayoral Decision letter will make sure that sufficient staffing and city budget, if necessary, is allocated for this coordination team. Vertical coordination between the five city coordination teams and the PMU and PIUs will be structured through regular consultations to foster national-local coordination and monitor the implementation of project activities. The project operation manual (POM) will provide detail information on how the stakeholder management is documented, tracked and management. The Project plans to enhance the existing stakeholder engagement approach at both the central and local level.

7.3. Management functions and responsibilities

Focal points for all activities related to stakeholder engagement

To ensure outcomes obtained from stakeholder engagement activities are managed properly and are incorporated into the project design, implementation, monitoring system, the following persons are appointed by Bappenas as focal points responsible for a) implementing the Stakeholder Engagement Plan, and b) managing and monitoring the entire Stakeholder Engagement process.

- Focal Points : 1. Mrs. Mia Amalia, Director of Local Development, Bappenas
2. Mr. Medrilzam, Director of Environmental Affairs, Deputy of Maritime Affairs and Natural Resources
- Mailing address : Ministry of National Development Planning/National Development Planning Agency (BAPPENAS)
Jalan Taman Suropati No. 2, Jakarta, 10310
- Telephone number : (021) 3193 6207
- E-mail address : dit.pd@bappenas.go.id; lingkungan.hidup@bappenas.go.id; mia@bappenas.go.id; and medril@bappenas.go.id.

If people have comments and/or questions about consultation outcomes and/or process, the above-mentioned persons can be contacted. The contact details will also be provided to consultation participants/village heads at consultation meetings in case local people need additional information or want to provide comments/suggestions following the meetings.

Focal points in charge of oversight and management of the entire stakeholder engagement process

At the management level, the Deputy of Regional Development and Deputy of Maritime Affairs and Natural Resources, Bappenas will be responsible for oversight and overall management of the entire stakeholder engagement process, including ensure staff in charge of facilitating consultation are appropriately training on consultation methods as required by the World Bank before initiating the consultation on field.

Documentation and management of stakeholder consultation outcomes

To ensure stakeholder engagement process and consultation outcomes are properly documented for intended use, templates will be developed, including the following key documents:

- i. A brief and reader-friendly leaflet describing the purpose of main project, with focus on the Project activities, and its potential risks and impacts, including measures to avoid/manage such impacts and risks. Leaflet will include contact details of focal point mentioned at Section 4.2.
- ii. Standardized format to record key information obtained from consultation meetings, such as venue, time, list of participants, ethnic groups, villages, consultation purpose, its outcome, including comments/questions, if any, from people attending the consultation, including response from the facilitators to questions raised, and actions that are needed on the part of Bappenas to address comments/questions from participants.
- iii. A logbook recording all consultation meetings (with reference number to the standardized form mentioned at number 2 (above). Where possible, all meetings should be digitalized for record and for sharing with relevant stakeholders for the purpose of addressing questions/comments, or undertaking actions in response to the comments from participants.

8. Monitoring and Reporting

8.1. Involvement of stakeholders in monitoring activities

Bappenas will take the lead in monitoring all stakeholder engagement activities to be conducted under the Project, including management of the entire process (as mentioned at Section 7.3 Management Functions and Responsibilities) to ensure achievement of the intended purpose of the stakeholder engagement process for the purpose of the Project.

Bappenas (Directorate of Local Development and Directorate of Environmental Affairs) will conduct meetings regularly or ad-hoc (as needed) during the Project period to report the process and outcome of the consultation meetings and how relevant stakeholders address comments/questions raised by concerned peoples/groups. Monitoring include also the efficiency of all grievance redress mechanisms that are established – as mentioned in Section 6.6 (Grievance Redress Mechanism) and the ESCP prepared for this Project.

Bappenas will perform an oversight function to ensure the process of stakeholder engagement that Bappenas implement and manage are on track. Bappenas will also update the World Bank regularly, and ad-hoc (as needed) to ensure meaning full feedback from stakeholders are timely considered and reflected in the design of the main project, which is under preparation.

8.2. Reporting back to stakeholder groups

Timely and regular reporting of consultation outcomes, including how the concerns/questions/suggestions raised by affected groups and interested parties, to relevant stakeholders are important to enable Bappenas to adjust how activities under the Project are implemented, and inform the design of the main project to avoid any shortcomings that be known during implementation of the Project activities.

9. Stakeholders Engagement during COVID-19 Pandemic

This note is intended to provide guidance on addressing public health measures for the prevention and management of COVID-19 during consultation activities. Relevant requirements include:

a. Assigning focal point in BAPPENAS who will be responsible for coordinating preparation on consultation activities and ensuring that the COVID-19 prevention measures are communicated to all participants. It is also advisable to designate co-focal point as back-up person; in case the main focal point becomes ill. At this stage of project preparation, virtual consultations are the preferred approach to the extent feasible.

b. Adjust consultation approaches based on public health risk assessments which may include:

- i. Conducting virtual meeting as much as possible and implementing physical distancing for direct meetings and field works.
- ii. Decreasing the size of and/or limiting the number of consultation participants at any one time.
- iii. Provision of Personal Protective Equipment (PPE) to prevent COVID-19, using masks at minimum.
- iv. Continuing with the usual environmental and social management trainings, adding self-hygiene and COVID-19 related trainings as appropriate.
- v. Assess the extent to which consultation and field work schedule needs to be adjusted (or stopped) to reflect prudent work practices, potential exposure of both project workers and other stakeholders to public health risks. Consider availability of Infection Prevention and Control PPE supplies, taking into account Government advice and instructions.

c. General hygiene should be communicated and monitored, to include:

- i. Training project workers on the signs and symptoms of COVID-19, how it is spread, how to protect themselves (including regular handwashing and social distancing) and what to do if they or other people have symptoms.
- ii. Ensuring handwashing facilities supplied with soap, disposable paper towels and closed waste bins exist at key places throughout site, including at entrances/exits to work areas where there is a toilet, food distribution, or provision of drinking water; at waste stations at stores; and in common spaces. Alcohol based sanitizer (60-95% alcohol) can also be used.

d. Regular cleaning and waste disposal. Conduct regular and thorough cleaning of all facilities and provide project workers deployed to the field with adequate cleaning facilities (such as soap, hand sanitizers, disinfectants, etc.). Disposable PPEs should be collected safely in designated containers or bags and disposed of following relevant requirements (e.g., national, WHO). In the case where COVID-19 cases are reported on site, extensive cleaning with high-alcohol content disinfectant should be undertaken in the area where consultations activities are undertaken, prior to any further activities being undertaken in the same venue.

e. Identify accessible local medical facilities. Preparation for this includes:

- i. Obtaining information on resources and capacity of local medical services and selecting which medical facilities to be referred to for specific level of illness.
- ii. Discuss with specific medical facilities, to agree what should be done in the event of ill project workers and people involved in consultations needing to be referred, and method of transport for sick workers.
- iii. Establishing an agreed protocol for communications with local emergency/medical services.
- iv. Agreeing with the local medical services/specific medical facilities the scope of services to be provided, the procedure for in-take of patients and (where relevant) any costs or payments that may be involved.
- v. If testing for COVID-19 is available, project workers with COVID-19 symptoms should be tested on site. If a test is not available at site, the worker should be transported to the local health facilities to be tested (if available).
- vi. An emergency response procedure should also be prepared for when a project worker ill with COVID-19 dies in coordination with relevant local authorities, including any reporting or other requirements under national law.

f. Communication and contact with the community should be carefully managed. The following good practice should be considered:

- i. Communications should be clear, regular, based on fact and designed to be easily understood by community members through forms of communication other than face-to-face; posters, pamphlets, radio, text message, electronic meetings. The means used should take into account the ability of different members of the community to access them.
- ii. Existing grievance redress mechanism should be utilized to manage feedbacks and grievances from the communities.
- iii. The community should be made aware of all measures being implemented to limit contact between project workers and amongst community members themselves.