

Stakeholder Engagement Plan

Provision of Project Preparation Services through the GCF Project Preparation Facility (PPF) for the Partnership for Governance Reform (Kemitraan) for the Project *“Building Flood Resilient Community through Adaptive Livelihood and Runoff Management in Petanglong Area of Central Java Province of Indonesia (BRAVE)”*

September 2025

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List of abbreviations

	Building Flood Resilient Community through Adaptive Livelihood and Runoff Management in
BRAVE	Petanglong Area of Central Java Province of Indonesia
CARM	Community Accountability Reporting Mechanism
FGD	Focus group discussion
FP	Funding Proposal
FPIC	Free, Prior and Informed Consent
GESI	Gender Equality and Social Inclusion
GPAD	Gerakan Peduli Anak Difabel
GRM	Grievance Redress Mechanism
MCI	Mercy Corps Indonesia
PMIU	Project Implementation & Management Unit
PPF	Project Preparation Facility
PWD	People with disabilities
SEP	Stakeholder Engagement Plan

1 Introduction

1.1 Background

This report consists of a Summary of Consultations and a Stakeholder Engagement Plan (SEP) to support the Funding Proposal (FP) to the GCF for the project titled 'Building Flood Resilient Community through Adaptive Livelihood and Runoff Management in Petanglong Area of Central Java Province of Indonesia (BRAVE)'. This study is prepared as part of the Project Preparation Framework (PPF) for the Executing Entity of Mercy Corps Indonesia (MCI).

The BRAVE Project aims to enhance community resilience to climate change by adopting a flood resilience-building framework that integrates livelihood improvement and ecosystem preservation in the Petanglong Area. This initiative will be implemented across the Kupang and Sengkarang watersheds. A watershed-based approach is proposed to address and mitigate interconnected socio-economic and environmental impacts across three administrative regions within the Petanglong Area.

A landscape resilience assessment will be conducted to inform the design of climate-resilient interventions at the initial stage. The project interventions are classified into three altitude areas. In the upstream areas, the project will promote climate-smart agricultural practices to preserve critical ecosystems, reduce landslide risks in the upstream and reduce flood risks in downstream regions. In the midstream areas, the focus will be on implementing climate-smart agriculture and managing surface run-off through the development of blue-green infrastructure, utilizing nature-based solutions and ecosystem-based approaches to strengthen flood management. Downstream interventions will focus on promoting adaptive aquaculture practices and high value aquaculture commodities to anticipate climatic change conditions.

The proposed climate-smart agriculture and adaptive aquaculture concept have been tested and are scaling up of the resilient livelihood activities under the Zurich Flood Resilience Alliance (ZFRA) program that is currently piloted in 10 villages in Pekalongan City and Pekalongan Regency area. This expansion of the intervention area is expected as it could build a positive business ecosystem that would create a stronger impact to the Petanglong economy.

This project will lead to direct resilience benefits for the community living in flood prone areas as well as farmers and fishermen supporting and adopting climate smart

agriculture/aquaculture. The implementation and evaluation of climate-smart agriculture and aquaculture practices provide tangible insights that support adaptation efforts and facilitate the scaling up of initiatives across the Petanglong area.

The project's goal statement is therefore that: IF climate information is integrated into watershed planning and livelihood options, and IF communities, governments, and private sector actors adopt climate-smart agricultural/aquaculture, runoff management practices, financial mechanisms, and market linkages, THEN the climate resilience of communities in the Sengkarang and Kupang watersheds will be strengthened and sustained. This will occur BECAUSE stakeholders' climate literacy and adaptive capacity will be enhanced through participatory planning and training, socio-economic resilience will be improved through climate-resilient value chains and diversified livelihoods, and ecosystem resilience will be reinforced through integrated water resource management, blue-green infrastructure, and ecosystem-based solutions. Replication and scaling will be supported through evidence-based policies with an improved policy landscape that is based on evidence, CIS, and inclusive market frameworks that support long-term transformation of agriculture systems and watershed governance.

The project will contribute to the following GCF Results Areas:

OUTCOME 1 - Development planning processes in Sengkarang and Kupang watersheds are participatory and climate-informed

This outcome supports a shift into climate-informed development plan by providing access to climate change evidence and providing adaptive management plans and designs that could strengthen institutional and regulatory framework, which in turn will contribute to GCF Result Area: i) Most Vulnerable People and Communities; and ii) Ecosystem and Ecosystem Services)

OUTCOME 2 - Communities in the targeted watersheds implement climate-resilient livelihoods and integrated watershed/runoff management practices that reduce climate-related risks

This outcome will translate the developed plan and design of Outcome 1 into climate resilience activities that will allow runoff to be managed better and safer. Communities in the targeted areas that adopt climate-smart agriculture and aquaculture have a lower risk of failure. Both will contribute to GCF Result Area: i) Most Vulnerable People and Communities; and ii) Ecosystem and Ecosystem Services)

OUTCOME 3 - Enabling environment to replicate and scale-up climate-resilient IWRM exists

This outcome supports a shift in enabling environment by strengthening institutional and regulatory framework and also creating a conducive market environment, which in turn will contribute to GCF Result Area: i) Most Vulnerable People and Communities; and ii) Ecosystem and Ecosystem Services)

1.2 Objective

This study is composed of two main components. The first component presents a summary of the stakeholder consultations conducted as part of the project design process, while the second outlines the Stakeholder Engagement Plan (SEP) for the project's implementation phase. The objectives of each component are as follows:

- Summary of Stakeholder Consultations – Provides documentation of how relevant project stakeholders were engaged throughout the design process.
- Stakeholder Engagement Plan (SEP) – Specifies the approach and mechanisms through which relevant stakeholders will be engaged during the project's implementation phase.

The overarching purpose of these components is to ensure that both the design and implementation of the project are responsive to community needs and guided by the priorities of national governments and other relevant stakeholders. Stakeholder engagement will be undertaken at national, provincial, municipal, and community levels to ensure that key organisations, groups, and individuals are consulted throughout the entire project lifecycle.

The project's approach to stakeholder management is guided by the following core principles:

- **Country ownership and leadership** – Ensuring that both the design and implementation are led by, and responsive to, the priorities of the participating countries and the evolving needs of the target beneficiaries.
- **Commitment to Gender Equality and Social Inclusion (GESI)** – Adhering to the project's GESI standards and implementation plan.
- **Consistent stakeholder data management** – Establishing a standardized process and platform for recording, storing, and managing stakeholder details and data.
- **Knowledge sharing for impact** – Disseminating lessons learned and evidence generated by the project to promote scaling-up, replication, and long-term sustainability.

The BRAVE Project encompasses the Kupang and Sengkarang river basins, which originate in the mountainous areas of Pekalongan Regency, flow through Batang Regency and Pekalongan City, and ultimately discharge into the Java Sea. Although the project is implemented within municipal boundaries, several assets within the project area fall under the jurisdiction of both the national and provincial governments, including rivers, forests, and designated local protection zones. Consequently, the project involves a wide range of stakeholders, from the national level to community-based actors. A detailed mapping of the project stakeholders will be presented in the following section.

2 Stakeholder Consultation

2.1 Previous Stakeholder Engagements

The proposal development process involved various stakeholders in Pekalongan Regency, Pekalongan City, and Batang Regency through focus group discussions (FGDs) and key informant interviews (KIIs). The following provides more detailed information on the stakeholder engagement process in developing the project proposal.

2.1.1 Interviews and Bilateral Meeting

The team conducted a series of interviews to gather information for gender analysis, market value chain analysis for identified livelihoods, and a pre-feasibility study for blue-green spaces. The interviews involved actors at the national, provincial, and district/city levels. The following summarizes the interviews conducted during the proposal development process.

Table 1 List of Key Informant Interviews in the Development of the BRAVE Proposal

No	Date/ Organization	Points of Interview
Gender Analysis		
1.	Monday, 26 May 2025 Head of Bandengan Village of Pekalongan City	Bandengan Urban-Village, home to around 6,000 people who mostly work as labourers and fishermen, with women mainly working in factories. Youth groups, such as APB (Bandengan Youth Alliance), are actively involved in community and environmental initiatives, while no formal disability group exists. Climate change and livelihood programs face challenges from tidal flooding and limited land availability, although efforts in urban farming and tilapia cultivation are ongoing. Development planning remains active, yet still focuses on infrastructure, underscoring the need for more substantial community ownership and sustainable practices.
2.	Monday, 26 May 2025 Disability Inclusion	Climate change impact affects all vulnerable groups, with persons with disabilities requiring tailored responses due to diverse needs. The government and the Disability Inclusion Services Unit (LIDI) provide specialised support, including

No	Date/ Organization	Points of Interview
	Services Unit of Pekalongan Regency	accessible evacuation facilities and services for people with disabilities. LIDI also facilitates communication and advocacy through direct input and community forums. While some regions offer inclusive disaster training and improved access to information via social media, challenges remain in engaging isolated individuals and strengthening their participation in planning. Economic support focuses on training for self-managed livelihoods, favouring individual over group-based initiatives to reduce conflict.
3.	Tuesday, 27 May 2025 Simego Village of Pekalongan Regency	Simego Village, located in a highland agricultural area in Pekalongan Regency, is exacerbated by deforestation for farming purposes. Both men and women participate equally in agriculture and village planning; women's involvement is limited by time constraints and infrastructure issues, especially poor road access. Simego has the data of persons with disabilities and has access to basic services, but tailored programs remain limited. Key initiatives include the installation of climate information tools by Mercy Corps Indonesia and the proposed diversification of crops to improve resilience and income stability. However, land conversion issues, market constraints, and the absence of formal disaster preparedness structures remain pressing concerns.
4.	Tuesday, 27 May 2025 Government and Socio- Cultural Division- Planning Agency of Pekalongan Regency	Pekalongan Regency has developed the disaggregated data collection primarily focused on gender-specific issues. A Regional Regulation on gender mainstreaming is under discussion, alongside plans for an Integrated Service Unit to address violence against women and children. Stakeholder participation in development planning is encouraged, with proposals from various vulnerable groups, including persons with disabilities and women-headed households. Some climate change adaptation initiatives support capacity building, access to credit, and the dissemination of information. Some challenges in implementation include ensuring an inclusive disaster

No	Date/ Organization	Points of Interview
		<p>response, particularly in addressing the needs of vulnerable populations and bridging digital literacy gaps.</p> <p>Targeted consultation regarding IPs in 2 April 2026:</p> <p>Community groups preserving cultural practices and traditions exist and are supported by the Pekalongan Regency Government; however, they do not meet the criteria for Indigenous Peoples as defined under the GCF Indigenous Peoples Policy.</p>
5.	<p>Wednesday, 28 May 2025</p> <p>Fatayat NU of Pekalongan Regency</p>	<p>Women in Pekalongan Regency actively participate in development planning through organisations like Fatayat NU to address issues such as gender-based violence, child nutrition, and maternal health. Women face several challenges, including limited skills, low income, social norms, restricted mobility, and unequal access to technology and education. Women participation in agriculture is stronger in upland areas, especially in post-harvest processing and market trade. Women also play a key role in disaster response, notably through Fatayat NU's GARFA unit (a specialized disaster response unit), which leads preparedness and relief efforts. However, additional support is needed for families of persons with disabilities to ensure an inclusive climate and disaster resilience.</p>
6.	<p>Wednesday, 28 May 2025</p> <p>Sahabat Diffable (Disability Group) of Pekalongan City</p>	<p>The participation of people with disabilities (PWDs) in development planning is still limited. The input from people with disabilities is often overlooked, and accessibility infrastructure frequently fails to meet actual needs due to inadequate consultation. Several barriers for people with disabilities are exclusion from events, difficulties obtaining legal documents, and limited access to climate information. Economically, many disabled people work informally with low wages. Some government programs usually lack follow-through or fail to align with community needs. Some strategies for addressing disabilities include the need for advocacy on integrated support</p>

No	Date/ Organization	Points of Interview
		that combines capital, technical assistance, and market access, alongside improved physical accessibility and affirmative employment policies to ensure the meaningful inclusion and empowerment of individuals with disabilities.
7.	Wednesday, 28 May 2025 Health Agency of Pekalongan City	Pekalongan City encourages the participation of women and vulnerable groups in inclusive budgeting and climate-related planning. The Health Agency has a Climate-Healthy Urban Village initiative, which promotes community resilience in health. However, budget constraints and digital literacy are the bottlenecks to broader outreach and access to climate information and infrastructure. Efforts to develop inclusive green-blue open spaces should incorporate accessibility designs for women and vulnerable groups. The contingency plan for disasters has to ensure support for PWD, the elderly, and children, although physical and informational barriers still limit equitable access and effective response.
8.	Wednesday, 28 May 2025 Disaster Management Group Jeruksari Village	The Disaster Preparedness Group (KSB) in Jeruksari Village plays a key role in disaster mitigation, response, and community training. There is a strong presence of women with disabilities. There are coordinated evacuation procedures during flooding in Jeruksari, though challenges remain in equitable aid distribution and logistics. Livelihoods in the village depend mainly on informal labour and coastal fishing, with limited access to capital, particularly for women; there is potential to improve incomes through fish processing initiatives. Some challenges in flood control efforts include damaged drainage and land acquisition for a proposed dam. Meanwhile, programs like hydroponic farming for persons with disabilities show promise but still require further support.
9.	Wednesday, 28 May 2025	The Social Agency in Pekalongan Regency runs an emergency shelter. In Pekalongan Regency, the Social Agency oversees emergency shelters, provides meals, and facilitates trauma

No	Date/ Organization	Points of Interview
	Social Agency of Pekalongan Regency	<p>healing in the aftermath of disasters. The Social Agency established TAGANA volunteers to ensure inclusive, needs-based assistance. However, some challenges faced by the Social Agency during disaster management include nutrition planning, rigid budgeting, and a lack of disaster designation for coastal flooding. Efforts to support persons with disabilities (PWDs) and vulnerable women face systemic stigma, limited data registration, and poor access to employment and training, although small-scale programs exist. Proposed green-blue infrastructure for flood mitigation is challenged by land issues, innovation, community-driven solutions and coordinated, long-term investments to enhance resilience.</p> <p>Targeted consultation regarding IPs in 2 April 2026:</p> <p>Certain community groups demonstrate a collective attachment to territory and traditional practices in the highland areas. However, they do not self-identify as Indigenous Peoples and do not meet the criteria for IPs as defined under the GCF Indigenous Peoples Policy.</p>
10	Wednesday, 28 May 2025 Jolotigo Village Pekalongan Regency	<p>The examples of women's participation in agriculture and village decision-making are still limited. Farmers have shifted from rice to dryland crops, such as maize and coffee, due to climate change; however, there is still a lack of follow-up on agricultural training, which impacts their effectiveness. People with disabilities have communication challenges that impact their ability in the participation process. While the village faces frequent landslide risks and previously received disaster preparedness training, the lack of regular follow-up has weakened long-term community resilience.</p>
11	Thursday, 30 May 2025	<p>The Social Agency has extensive experience addressing the needs of women, children, and persons with disabilities (PWDs), particularly in disaster-prone areas. Women and vulnerable groups in urban areas participate in planning processes, such as</p>

No	Date/ Organization	Points of Interview
	Social Agency of Pekalongan City	the development planning deliberation (MUSRENBANG), although traditional gender roles and time burdens still limit women's engagement. Climate change impacts, including flooding, disproportionately affect women and PWDs. The impacts including the contributing to increased psychological stress, domestic violence, and child marriage. Well-designed green and blue public spaces could offer social, psychological, and economic benefits, but must be managed carefully to prevent safety risks and social issues.
12	Thursday, 29 May 2025 Lingkar Kajian,(Study center on social issues) Pekalongan City	<p>In Panjang Wetan, women's participation is more prominent in daytime activities. Women play a vital role in post-harvest fisheries, sales, and household financial management. Women often take on additional economic responsibilities due to low and inconsistent incomes from male fishermen. Women working in small-scale trade and participation in empowerment programs like PEKKA (Women as the Head of Household). While access to information is primarily through mobile phones, coastal residents rarely monitor weather updates due to their routine exposure to tidal flooding; however, evacuation shelters have met the basic needs of women and vulnerable groups during disasters.</p> <p>Additional targeted consultation regarding IPs in 1 April 2026:</p> <p>The targeted project area is relatively well developed, contributing to runoff-related challenges. Community groups with strong collective attachment to land and traditional practices are limited, and interactions with natural resources tend to be more transactional in nature. Based on the current screening, no groups have been identified that meet the criteria for Indigenous Peoples as defined under the GCF Indigenous Peoples Policy.</p>
13	Thursday, 29 May 2025	The Disability Service Unit (Unit Lidi) supports persons with disabilities in education, health, employment, and disaster management, with a strong presence in Pekalongan Regency.

No	Date/ Organization	Points of Interview
	Disability Inclusion Services Unit of Central Java	Unit LIDI collaborates with inclusive schools, health services, and disaster agencies to ensure accessible facilities and promote disability-friendly environments. During disasters, Unit LIDI provides support based on the types of disabilities, with trained disability volunteers playing a crucial role in effective evacuation and communication. While participation in development planning is encouraged, active involvement of persons with disabilities remains limited in some areas, prompting ULD to continue promoting empowerment and inclusive engagement.
14	Friday, 30 May 2025 Perempuan Kepala Keluarga (Female- Headed Household) of Pekalongan Regency	PEKKA organizes and supports women-headed households to strengthen their social and economic resilience. Female heads of households require support, as climate change intensifies their vulnerability. However, their dual roles (income earning and domestic responsibility) potentially limit their participation in the program. Time constraints also reduce opportunities to learn new skills including the use of information technology even though it is useful for marketing and finding economic opportunities. Widows often get more pressure by social norms that participation beyond the village deem inappropriate.
15	Friday, 30 May 2025 Gerakan Peduli Anak Difabel (GPAD) of Pekalongan City/ Movement to Care for	The GPAD advocates for the inclusion of children with disabilities in development processes, particularly in accessing climate information and public services. GPAD collaborates with stakeholders like Kemitraan to bridge communication gaps and ensure no one is left behind during disasters. Children with disabilities often lack access to early warning systems and inclusive preparedness efforts. Several challenges on the children's participation are low public awareness, limited data on persons with disabilities (PWDs), and social stigma that hinders service access. GPAD also promotes inclusive design in green and blue spaces, though most infrastructure remains

No	Date/ Organization	Points of Interview
	Children with Disabilities	inaccessible, restricting PWDs' mobility, participation, and economic opportunities.
16	Friday, 30 May 2025 Childrens Forum of Pekalongan City	The Children's Forum in Pekalongan is a government-supported platform that enables children to participate in development planning and voice concerns on issues like education, safety, and climate change. The forum actively engages in advocacy, outreach, and peer-based initiatives to address bullying, stunting, and gender-based violence. It also promotes child-centered disaster response and calls for more inclusive, child-friendly public spaces.
17	Monday, 30 Juni 2025 Milkfish Farmer	Climate change has severely impacted aquaculture in Jeruksari Village, causing most fishponds to submerge due to rising sea levels and floods. Remaining farmers focus on milkfish, a resilient species, while others have shifted to capture fishing. The value chain relies on middlemen and requires high capital, particularly for feed and fry, making it difficult for farmers to access formal credit. Adaptation strategies, such as fixed and floating net systems, are in place; however, farmers are seeking greater government support for infrastructure, cooperative-based financing, and sustained training to ensure the viability of their livelihoods.
18	Tuesday, 10 June 2025 Ministry of Women's Empowerment and Child Protection of Central Java	Climate change disproportionately affects vulnerable groups—such as women, children, older people, and persons with disabilities—by deepening existing inequalities. Limited access to resources, climate information, and participation opportunities, especially for women, hinders their ability to adapt effectively. Although Indonesia has adopted gender-responsive climate policies, including the National Action Plan on Gender and Climate Change (RAN-GPI), implementation gaps persist, particularly in leadership, access to funding, and inclusive decision-making. Strengthening gender analysis, empowering women through skills and leadership development, and

No	Date/ Organization	Points of Interview
		addressing climate-induced risks like gender-based violence are essential for inclusive and effective climate action.
Market Value Chain Analysis for Identified Livelihood		
1.	Thursday, 19/6/2025 Corn farmer	The farmer has been growing corn for over 10 years, harvesting it every four months, with yields ranging from 800 kg to 1 ton, depending on the weather conditions. She sells the dried corn to local buyers, having learned farming techniques through observation, and faces recurring challenges such as pests, fungus, and unpredictable weather. Her farming operations involve the use of hired labour, fertilizers, and initial costs that are partly covered through BRI's KUR loan program, which she has accessed three times. Currently, she needs support with seeds, pesticides, fertilizer, and post-harvest equipment like a drying machine and husker.
2.	Thursday, 19/6/2025 Coffee farmer	Many coffee farmers routinely sell their harvest to collectors, primarily due to the convenience and financial flexibility that this arrangement offers. Approximately 80 farmers have established trust-based arrangements with collectors, allowing them to borrow amounts ranging from Rp 200,000 to Rp 10,000,000 in advance for personal needs, with repayment made after the harvest season. This system is favoured over selling to markets, as collectors offer comparable market prices, pick up coffee directly from the farmers' homes, and eliminate the need for transportation. Collectors purchase both wet coffee and green beans, priced between Rp 8,000 and Rp 11,000 per kg, and Rp 40,000 and Rp 56,000 per kg, respectively, and can handle volumes of up to Rp 200,000,000, supplying around 45 tons of green beans daily to factories in Temanggung.
3.	Q3 2025 – Q1 2026	Consultations have been conducted with a range of financial service providers, including national commercial bank (BRI), regional development bank (Bank Jateng), microfinance institution (BPR Jateng), non-bank financial institutions (PNM), and insurance

No	Date/ Organization	Points of Interview
	Financial Institutions and key market ecosystem actors	companies (Zurich Syariah and ACA Asuransi). In addition, consultations were held with key ecosystem actors operating within a closed-loop model, such as input suppliers, off-takers, and aggregators (e.g., Petung Bumi Makmur and Moya Bahari Perdana). These consultations explored several areas, including the potential for bundling parametric insurance with credit products, defining participant eligibility criteria in agreement with financial service providers, conducting financial literacy and strengthening financial management capacities (such as separating business and household finances and calculating the cost of goods sold); and insurance awareness
Sustainable Landscape – Water Resource Management		
	Krompeng Water Utility Company (February 2026)	Field engagement with PDAM Krompeng (State-owned water utility company) confirms that an Imbal Jasa Lingkungan (IJL) scheme (Payment for Environmental Services (PES)-type approach) is already in place, functioning as a collective, programmatic “social contract” between water users (PDAM) and upstream communities. This provides a practical proof of concept for PES-type approaches in the local context
Pre- Feasibility Study for Blue-Green Space		
1.	Tuesday, 19/8/2025 Public Work and Spatial Planning Agency (Dinas Pekerjaan Umum dan Penataan Ruang) of Pekalongan City	The challenge for blue-green space is limited land. Flood-affected areas are along the Kuripan-Yosorejo and Kuripan-Kertoharjo watersheds. Green open space management falls under the authority of the Environmental Agency, and the Public Works Agency is responsible for consultation and/or infrastructure procurement, as well as urban drainage management. The Water Resources Management Agency (BBWS) is responsible for managing primary and secondary irrigation channels in Pekalongan City. Secondary irrigation channels fall under the authority of the Agriculture Agency. Pekalongan City has eight drainage systems. Other flood control facilities include pump houses and mini polders. Information

No	Date/ Organization	Points of Interview
		regarding space utilization in Pekalongan City can be accessed at geoportal.pekalongankota.go.id/jelajah/ .
2.	Tuesday, 19/8/2025 Public Works and Spatial Planning Agency (Dinas Pekerjaan Umum dan Penataan Ruang) of Batang Regency	The Kupang-Kerompeng Dam in Batang Regency has experienced a shift in water flow following flash floods. Several affected sub-districts are Talun and Warungasem (Kerompeng Village). The Central Java Provincial PUSDATARU Office has implemented a program to restore water flow from the dam. River management is under the authority of the Central Java Provincial PUSDATARU Office. The Batang Regency government manages drainage channels. Irrigation channels with an area of <1,000 Ha are managed by the Batang Regency Agriculture Office and areas of 1,000-3,000 Ha are managed by the Central Java Provincial Government. The Batang Regency drainage master plan for the eastern region was completed in 2024. The 2025 target is to prepare a drainage master plan for the western region and to prepare the Warungasem District RDTR.
3.	Tuesday, 19/8/2025 Public Work and Spatial Planning Agency (Dinas Pekerjaan Umum dan Penataan Ruang/DPUTA RU) of Pekalongan Regency	Pekalongan Regency is currently revising its spatial planning (RTRW) documents. Several land uses in the northern part have changed from rice fields to swamps. Flooding problems occur due to water runoff from the Wonokerto, Tirto, and Pabean embankments. Components that must be considered when developing blue-green space are the economic and social aspects of the community. Some challenges related to riverbank management in Pekalongan Regency are the presence of C excavations that cause sedimentation and informal settlements. The runoff flood return period is 25 years. Several rivers that flow through Batang Regency are the Sengkarang, Kupang, Seragi Baru, and Genteng Rivers. Additionally, there are discharged rivers, including Sragi Lama, Kalidodo, Mrican, and Meduri-Bremi. Meduri-Bremi receives wastewater from agricultural activities, housing, and other

No	Date/ Organization	Points of Interview
		<p>sources. Potential initiatives to encourage green space include mangrove restoration and planting as green corridors.</p> <p>Pekalongan Regency has a Kedungwuni Detailed Spatial Plan (RDTR), which can be accessed on the AISHITARU Pekalongan Regency portal.</p>
4.	<p>Thursday, 21/8/2025</p> <p>Public Works, Water Resources and Spatial Planning Agency (DINAS PUSDATARU) of Central Java Province</p>	<p>Pusdataru supports the development of blue-green spaces as a means to reduce runoff into rivers, particularly when these spaces connect to main rivers or tributaries under its authority. Coordination is required with either Pusdataru or the local Public Works Office, depending on the outlet's location. While Pusdataru is keen on utilizing riverbanks for green space development, land tenure issues—especially in urban areas—pose significant challenges. Additionally, Pusdataru monitors high water levels in key watershed bends and cautions against channeling polluted household drainage into blue-green spaces.</p>
5.	<p>Friday, 22/8/2025</p> <p>BBWS Pemali Juana</p>	<p>The BBWS has been developing the downstream areas of the Sengkarang and Kupang watersheds since 2016, supported by a Presidential Decree that enables Pusdataru to access central government funding. However, a key issue arises post-construction, as Pusdataru or local governments often lack the necessary budget for ongoing maintenance. This highlights the critical need for a Memorandum of Understanding (MoU) to ensure clear responsibilities and funding for post-project management. Without it, infrastructure risks rapid deterioration due to neglect.</p>
6.	<p>Tuesday, 26/8/2025</p>	<p>The Watershed Management Agency (BPDAS) supports the Blue-Green Space concept as part of integrated watershed management. BPDAS can provide seedling assistance through city, district, or village government proposals, particularly under</p>

No	Date/ Organization	Points of Interview
	BPDAS Pemali Jratun	productive or seedling assistance schemes. For larger-scale interventions (e.g., over 25 hectares), programs like Community Seed Gardens (KBR) or UPSA offer capital support and land management demonstrations. Additionally, BPDAS encourages farmers to build small reservoirs to enhance water retention for irrigation and soil moisture.

2.1.2 Group Meeting and Consultation

The information-gathering process also involved focus group discussions (FGDs) and public consultations for gender analysis, market value chain analysis, environmental and social analysis, and a pre-feasibility study for blue-green spaces. The participatory discussion process mapped the actual conditions, potential, and recommendations for BRAVE. The following provides information on the FGDs for each analysis.

FGD Gender

The team conducted gender focus groups (FGDs) in Pekalongan City, Pekalongan Regency, and Batang Regency. The FGDs involved participants from both government and non-governmental organizations to obtain a comprehensive overview for developing gender work plans. The detailed explanations on each FGD are as below.

○ **FGD Gender for Pekalongan City**

19 organisations participated, comprising 11 government organisations and eight non-governmental institutions (NGOs and university). The FGD was held on Thursday, June 5, 2025, at the Aston Pekalongan Hotel. The government agencies that attended the FGD were 1) City Planning Agency (Badan Perencanaan Pembangunan/BAPPEDA); 2) Agriculture and Food Service Agency (Dinas Pertanian dan Ketahanan Pangan); 3) Maritime and Fisheries Agency (Dinas Kelautan dan Perikanan); 4) Trade, Cooperatives, and SMEs Service Agency (Dinas Perdagangan, Koperasi dan Usaha Kecil Menengah); 5) Health Agency (Dinas Kesehatan); 6) Disaster Management Agency (Badan Penanggulangan Bencana Daerah/BPBD); 7) Community Empowerment, Women and Child Protection Agency (Dinas Pemberdayaan Masyarakat, Perempuan dan Perlindungan Anak/ DPMPPA); 8) North Pekalongan District; 9) Degayu Village; 10) Krapyak Village; and 11) Bandengan Village. Meanwhile, the representative from non-government organizations consisting of 1) Aisyiyah Organization; 2) Farmers of Jeruksari Village; 3) Sahabat Difabel of Pekalongan City; 4) Bandeng Presto Group of Pekalongan City/ milkfish group; 5) Female

Head of Family of Pekalongan City (Perempuan Kepala Keluarga/PEKKA); 6) Universitas Pekalongan; and 7) Study Circle of Pekalongan City (Lingkar Kajian Kota Pekalongan/LKKP).

The FGD objectives were to identify gender roles, challenges, and strategies for strengthening inclusivity and encouraging meaningful participation in the project implementation. The FGD revealed entrenched gender norms where women are primarily confined to domestic roles, with limited involvement in public decision-making, aquaculture, and fisheries value chains—especially in fish farming and large-scale trade. Community organizations remain largely gender-segregated, with women's participation mostly channelled through female-specific groups such as PKK (women's group), PEKKA (female head of family), and KWT (women's agricultural group). The women and PWD participation in disaster preparedness, development planning, and livelihood recovery remains minimal due to cultural perceptions, physical barriers, and lack of institutional capacity. The assessment identified internal and external barriers to participation, including limited access to knowledge, finance, and technology, and called for actionable support such as localized training, inclusive infrastructure, disaggregated data collection, and improved market access strategies to strengthen women's and PWDs' economic resilience.

- **FGD Gender for Pekalongan Regency**

17 organisations participated, comprising 9 government organisations and eight non-governmental institutions. The FGD was held on Thursday, 12 June 2025, at Meeting Room of Planning Agency of Pekalongan Regency. The government agencies that attended the FGD were 1) Development Planning Agency (Badan Perencanaan Pembangunan, Riset dan Inovasi Daerah/BAPPERIDA); 2) Public Work and Spatial Planning Agency (Dinas Pekerjaan Umum dan Penataan Ruang); 3) Women's Empowerment, Child Protection, Population Control, and Family Planning Agency (Dinas Pemberdayaan Perempuan, Perlindungan Anak, Pengendalian Penduduk, dan Keluarga Berencana/P3APPKB); 4) Maritime and Fisheries Agency (Dinas Kelautan dan Perikanan); 5) Social Agency (Dinas Sosial); 6) Health Agency (Dinas Kesehatan); 7) Cooperatives, small and medium enterprises, and labor Agency (Dinas Koperasi, UKM, dan Tenaga Kerja); 8) Food Security and Agriculture Agency (Dinas Ketahanan Pangan dan Pertanian /DKPP); and 9) Simego Village. Meanwhile, the representative from non-government organizations consisting of 1) Forum Serasi Madani; 2) Fatayat NU; 3) Disaster Preparedness Group of Jeruksari Village (Kelompok Siaga Bencana/KSB); 4) Female Head of Family of Pekalongan Regency (Perempuan Kepala Keluarga/PEKKA); 5) Aisyiyah Organization; 6) Children Forum; and 7) PPDFI of Pekalongan Regency (Disability Group); and 8) Farmer Group of Semut Village.

PEKKA (Female as the Head of Household) initiative supports gender and social inclusion through engagement with programs, which empowers women by facilitating entrepreneurship and skills development. The discussion on women's roles across the agriculture and fisheries value chains highlights their key contributions in production and processing, while also underscoring their limited participation in input supply, marketing, and land-related decision-making. Women demonstrated stronger engagement in accessing credit and participating in capacity-building activities through targeted groups, such as KWT (a women's agricultural group). Participated in policy development discussions on gender mainstreaming and social inclusion, aiming to strengthen multi-stakeholder

collaboration. Identified untapped potential of persons with disabilities, particularly in digital marketing, and explored opportunities through partnerships with organizations like PPDFI (the social organization for disability) and government-led initiatives such as the Boat School for coastal youth.

- **FGD Gender for Batang Regency**

10 organisations participated, comprising six (6) government organisations and four (4) non-governmental institutions (NGOs and university). The FGD was held on Monday, 16 June 2025, at Meeting Room of Planning Agency of Batang Regency. The government agencies that attended the FGD were 1) Development Planning, Research and Innovation Agency (Badan Perencanaan Pembangunan, Riset dan Inovasi Daerah/Bapperida); 2) Food and Argiculture Agency (Dinas Pangan dan Pertanian); 3) Women's Empowerment, Child Protection, Population Control, and Family Planning Agency (Dinas Pemberdayaan Perempuan, Perlindungan Anak, Pengendalian Penduduk, dan Keluarga Berencana/P3APKB); 4) Public Works and Spatial Planning Agency (Dinas Pekerjaan Umum dan Penataan Ruang); 5) Wonotunggal Subdistrict; and 6) Warungasem District. Meanwhile, the representative from non-government organizations consisting of 1) University Student Communication Forum (Forum Komunikasi Mahasiswa Batang Indonesia/ FORKOMBI); 2) Childrens forum; 3) Disability Group; and 4) Female Head of Family of Pekalongan Regency (Perempuan Kepala Keluarga/PEKKA).

Women's participation in development planning remains limited, with no formal representation in spatial planning (RTRW) processes. Women-headed households (PEKKA) contribute actively to green space management through initiatives such as mangrove and tree planting. In the agricultural value chain, women play supporting roles in production, particularly in corn planting and shelling, while also handling domestic responsibilities. In disaster risk management, women are primarily engaged in support roles, such as managing public kitchens through the Si Pitung emergency system and participating in DESTANA (Disaster Resilient Villages). Capacity building for women is facilitated through KWT and Gapoktan groups, as well as specialized training programs for former female migrant workers. Persons with disabilities are involved in small-scale production and marketing but face challenges in mobility and access. Broader regional issues include the impacts of climate change, a shift in agricultural commodities due to water scarcity, and declining bamboo production, which affects local crafts, highlighting the need for integrated, inclusive development strategies guided by the Batang Regency master plan.

FGD Market Value Chain Analysis

FGD for market value chain covered five commodities: two FGDs for coffee, milkfish, carrots and potatoes, as well as grouper. Participants in each FGD included farmers, village government officers, and collectors. Information for each FGD is provided below.

1. **FGD Market Value Chain: Coffee at Jolotigo and Silurah Villages**

The Focus Group Discussion (FGD) at Jolotigo was held on Friday, June 20, 2025, and included 20 coffee farmers and government staff from Jolotigo Village and Talun District. The FGD at Silurah Village was held on Monday, 23 June

2025, and consisted of 15 Coffee Farmers, 2 coffee collectors, the head of Silurah Village, government staff from Silurah Village, and the Women's Group of Silurah Village. The FGD aimed to map the coffee value chain, including challenges and strategies for increasing commodity value within the value chain. Focus group discussions (FGDs) in Jolotigo and Silurah villages revealed that the coffee value chain is short and dominated by farmers, local collectors, and small-scale processors. Farmers capture the smallest share of value despite high labour input. Low productivity (700–1,100 kg/ha vs. 2,500–3,500 kg/ha) is due to limited implementation of Good Agricultural Practices (GAP), post-harvest handling challenges, and low financial literacy. The primary difficulties are reliance on intermediaries, the absence of cooperatives, and limited financing options. However, opportunities for coffee businesses, e-commerce, and agrotourism remain. Recommended initiatives for coffee include GAP/GHP training, cooperative formation, improved post-harvest infrastructure, tailored financial products, and building stronger market linkages to increase farmer income and competitiveness.

2. FGD Market Value Chain: Milkfish

The FGD was held on Saturday, June 21, 2025, and included seven milkfish farmers, eight representatives from the Moya-Milkfish Presto Group, and government staff from Jeruksari Village and Talun District. Focus group discussions (FGDs) on the milkfish value chain in Pekalongan and Batang Regency revealed that actors include farmers, collectors, and processors. The added value of milkfish occurs at the processing stage (for example, the “bandeng presto” product achieves margins of up to 40%). Some challenges faced by farmers include low-quality fish seeds, high feed costs, limited capital, and vulnerability to price fluctuations. Price fluctuations often result in reliance on intermediaries for financing and market access. Survival rates of 60–70% and a B/C ratio above 1 indicate feasibility but low profitability in traditional practices. Key constraints include inadequate technical knowledge, poor infrastructure, and a lack of tailored financial products and services. Opportunities lie in improving seed and feed quality, adopting sustainable practices, enhancing processing for value-added products, and leveraging cooperatives to gain better bargaining power and market linkages.

3. FGD Market Value Chain: Grouper

The FGD was held on Saturday, June 21, 2025, and included one grouper farmer from Tratebang, a grouper farmer from Pecakaran, a grouper farmer from Jeruksari, a grouper farmer from Wonokerto Kulon, and the Head of Tratebang Village.

FGDs on the grouper value chain in Pekalongan and Batang involved seed suppliers, farmers, feed providers, and collectors, with farmers earning margins of 25–33%. Risks associated with grouper farming include high mortality rates, high feed costs, and lengthy production cycles (8–10 months). While the business is technically feasible (B/C ratio ~1.03), profitability is low due to disease susceptibility, salinity fluctuations, infrastructure damage, and a lack of cooperation or collective management. Other challenges include reliance on manual feeding, the risk of chemical contamination, and theft. Opportunities identified during the FGDs include establishing cooperatives, introducing floating

net cage systems, improving feed efficiency, enforcing village-level regulations on chemical use, and establishing direct partnerships with buyers or exporters.

4. FGD Market Value Chain: Carrot and Potato

The FGD was held on Sunday, 22 June 2025, consisting of 7 Carrot Farmers, the Collector of Carrot and Potato, and the Head and Government Staff of Simego Village. A focus group discussion (FGD) on the carrot value chain in Simego Village identified actors in the carrot value chain, including input suppliers, farmers, collectors, and wholesalers. Farmers achieve the highest margins but face challenges such as low financial literacy, a lack of cooperative support, poor planting techniques, and a reliance on intermediaries. Productivity is low due to seed dissemination, limited disease control, and risks associated with climate change. Opportunities include the formation of cooperatives, establishing local nurseries, introducing mechanisation, and creating direct market linkages. Gender roles are mainly limited to women in post-harvest activities such as sorting and local sales.

ESAP Consultation

The ESAP consultation aims to gather information on the social and environmental components of BRAVE. This activity was conducted in Pekalongan City and Regency, inviting government and non-governmental organisations. The following is information about the public consultation for ESAP.

1. ESAP Consultation: Pekalongan City

The ESAP consultation in Pekalongan City was held on Monday, June 23, 2025, at the Aston Pekalongan Hotel. A total of 18 institutions participated in the consultation, comprising 13 government institutions and five non-governmental organisations. The government participants included: 1) City Planning Agency (Badan Perencanaan Pembangunan/BAPPEDA); 2) Maritime and Fisheries Agency (Dinas Kelautan dan Perikanan); 3) Trade, Cooperatives, and SMEs Service Agency (Dinas Perdagangan, Koperasi dan Usaha Kecil Menengah); 4) Health Agency (Dinas Kesehatan); 5) Community Empowerment, Women and Child Protection Agency (Dinas Pemberdayaan Masyarakat, Perempuan dan Perlindungan Anak/ DPMPPA); 6) Public Work and Spatial Planning Agency (Dinas Pekerjaan Umum dan Penataan Ruang/DPUPR); 7) Social Agency (Dinas Sosial); 8) Tourism Agency (Dinas Pariwisata); 9) Environmental Agency (Dinas Lingkungan Hidup); 10) North Pekalongan District; 11) Degayu Village; 12) Krapyak Village; and 13) Bandengan Village. The five non-government organizations including 1) Sahabat Difabel of Pekalongan City; 2) Study Circle of Pekalongan City (Lingkar Kajian Kota Pekalongan/LKKP); 3) Women's Economic Enhancement Program (Program Peningkatan Ekonomi Perempuan/ PPEP); 4) Difabel Group, and 5) Farmer of milkfish from Degayu Village.

Various development programs, such as the formation of working groups (POKJA), community training (including PEKKA and people with disabilities), spatial planning management, and adaptive livelihood development, are considered beneficial in increasing inclusivity. These activities can increase

participation, expand networks, and strengthen the social and economic resilience of vulnerable groups. Some challenges still faced include conflicts of interest, inappropriate training materials for participants, loss of income during training, and unmet expectations for assistance. Mitigation efforts are needed through active involvement of all stakeholders, adjustments to training schedules and materials, strengthening open space management institutions, and ongoing mentoring to ensure programs are more targeted, inclusive, and sustainable.

2. ESAP Consultation: Pekalongan Regency

The ESAP consultation in Pekalongan Regency was held on Monday and Tuesday, June 24, 2025, in the Meeting Room of the Planning Agency of Pekalongan Regency. A total of 22 institutions participated in the consultation, comprising 18 government institutions and four non-governmental organisations. Government participants included: 1) Development Planning Agency (Badan Perencanaan Pembangunan, Riset dan Inovasi Daerah/BAPPERIDA); 2) Public Work and Spatial Planning Agency (Dinas Pekerjaan Umum dan Penataan Ruang); 3) Women's Empowerment, Child Protection, Population Control, and Family Planning Agency (Dinas Pemberdayaan Perempuan, Perlindungan Anak, Pengendalian Penduduk, dan Keluarga Berencana/P3APPKB); 4) Maritime and Fisheries Agency (Dinas Kelautan dan Perikanan); 5) Social Agency (Dinas Sosial); 6) Health Agency (Dinas Kesehatan); 7) Cooperatives, small and medium enterprises, and labor Agency (Dinas Koperasi, UKM, dan Tenaga Kerja); 8) Food Security and Agriculture Agency (Dinas Ketahanan Pangan dan Pertanian /DKPP); 9) Disaster Management Agency (Badan Penanggulangan Bencana Daerah/BPBD); 10) Settlement and Environmental Agency (Dinas Pemukiman dan Lingkungan Hidup); 11) Educational and Cultural Agency (Dinas Pendidikan dan Kebudayaan); 12) National Land Agency (Badan Pertanahan Nasional/BPN); 13) Talun District; 14) Wonokerto District; 15) Karanganyar District; 16) Jeruksari Village; 17) Jolotigo Village; and 18) Simego Village. The four non-government organizations including 1) Milkfish farmer from Semut Village; 2) Fatayat NU; 3) Disaster Preparedness Group of Jeruksari Village (Kelompok Siaga Bencana/KSB); and 4) Disability Inclusion Service Unit (Unit Layanan Inklusi Disabilitas/LIDI).

Participants provided input and reflections on the implementation of community empowerment and sustainable resource management programs. In general, programs such as the formation of Working Groups (POKJA), climate-smart agriculture and fisheries training, adaptive livelihood development, spatial and air management, and strengthening early warning systems were considered to have positive impacts. These activities encouraged increased community capacity, inclusiveness, disaster resilience, and economic well-being. However, several challenges needed to be addressed, such as social concerns, unequal participation, resistance to change, limited resources, potential conflicts of interest, and environmental impacts. Participants also emphasized the importance of continuity, a well-thought-out and participatory layout, an approach based on local wisdom, and the need for ongoing mentoring and evaluation to ensure these programs are effective, equitable, and effective in the long term.

FGD Pre-Feasibility Study for Blue-Green Spaces

The Focus Group Discussion (FGD) was held on Wednesday, August 20, 2025, in the Bokoran Meeting Room at the Pekalongan City Regional Secretariat. Government agencies from Pekalongan City, Pekalongan Regency, and Batang Regency attended the event. The FGD aimed to identify the understanding of blue-green spaces and potential locations using participatory mapping methods. The following are the participants of the Pre-Feasibility Study for Blue-Green Spaces FGD.

Table 2 Participants in the consultation sessions for Pre-Feasibility Study for Blue-Green Spaces

No	Organizations
	Governments of Pekalongan City
1.	Development Planning Agency (Badan Perencanaan Pembangunan/BAPPEDA)
2.	Public Works and Spatial Planning Agency (Dinas Pekerjaan Umum dan Penataan Ruang)
3.	South Pekalongan District
4.	Environment Agency (Dinas Lingkungan Hidup)
	Governments of Pekalongan Regency
1.	Housing, Settlement Areas and the Environment Agency (DinPerkimLH)
2.	Disaster Management Agency (Badan Penanggulangan Bencana Daerah/BPBD)
3.	Karangdadap District
4.	Kedungwuni District
5.	Buaran District
6.	Development Planning Agency (Badan Perencanaan Pembangunan, Riset dan Inovasi Daerah/BAPPERIDA)
	Governments of Batang Regency

No	Organizations
1.	Disaster Management Agency (Badan Penanggulangan Bencana Daerah/BPBD)
2.	Development Planning Agency (Badan Perencanaan Pembangunan, Riset dan Inovasi Daerah/BAPPERIDA)
3.	Public Works and Spatial Planning Agency (Dinas Pekerjaan Umum dan Penataan Ruang)

Hydrological analysis and discussions with the government at the city, regency and sub-district levels narrowed down some indicative locations at the village level for the blue-green space development. Hydrological analysis identified the villages based on elevation relative to the surrounding river and the presence of tributaries. Governments identified the location based on its proximity to the river and the open green space development plan. However, other villages within the indicative area still have the potential for blue-green space development because they are generally located in the water catchment areas from the upstream and midstream of the Kupang and Sengkarang watersheds. Blue-green space can still be developed by regulating the inlet and outlet channels to and from the nearest drainage channels/streams.

Regarding the design and development process, the government recommends that the location and design of blue-green spaces consider socio-cultural aspects. In addition to considering topography and inlet-outlet networks, site selection should include areas with minimal economic loss. During the development process, community involvement should be considered regarding the function and types of vegetation to build a sense of ownership. After construction, management operations need to involve community groups to ensure the sustainability of ecological and socio-economic functions.

2.2 Summary of Issues Raised during Stakeholder Consultations

During the stakeholder consultations conducted as part of the proposal preparation process, eighteen interviews and bilateral meetings were held in relation to Gender Assessment and Action Plan, two for market value chain analysis, and six for pre-feasibility study for blue-green space. Three focus group discussions were held for gender assessment, four for market value chain analysis, two for ESAP, and one for pre-feasibility study for blue-green space. A wide range of issues and concerns were raised by different groups of stakeholders. These concerns reflect not only broader challenges in general development, but also the specific vulnerabilities associated with climate change impacts, as well as potential risks that may arise from the proposed project interventions themselves. Documenting and understanding these perspectives is critical to ensure that the project design is both responsive and inclusive.

The following table presents a consolidated overview of the key issues raised, categorized by theme and linked to the respective stakeholders who voiced them. This structured mapping of challenges provides an evidence-based foundation for developing targeted responses, engaging directly with affected stakeholder groups, and refining the project design to maximize its relevance, sustainability, and positive impact.

Table 3 Summary of issues raised during consultation

Type of Issue	Description	Stakeholder Raising the Issues
Information access, technology, and literacy	<p>Limited knowledge and skill to use information technology to access general and climate information</p> <p>Reliance on traditional knowledge and resistance to modern knowledge</p> <p>Limited channels and tools/devices to access information due to specific needs of stakeholders, especially PWDs</p>	PEKKA, GPAD, Sahabat Difabel, Health Agency, Bapperida, KPPPA, Unit LIDI Jateng.
Social & inclusive participation	<p>Gender barriers caused by women face double burdens, patriarchal limits, and exclusion from male-dominated sectors; rarely included in formal planning.</p> <p>Lack of transport and inclusive facilities for women and PwDs including urban–rural infrastructure gap.</p> <p>Unequal participation of women, youth, small farmers, and PwDs. They are often involved symbolically.</p> <p>Sexual violence in flood-affected and less managed areas. Construction parks and open spaces can increase social risk if poorly managed.</p> <p>Disaggregated data gaps on vulnerable groups making difficulties in ensuring participation. Additionally, PwDs lack confidence to voice their concern.</p>	PEKKA, GPAD, Unit LIDI Jateng. LKPP, Sahabat Disabilitas, Bapperida, Unit LIDI Pekalongan, Social Affair Agency, KPPPA, Fatayat NU, KSB Jeruksari, DPMPPA Pekalongan, and Sahabat Difabel.
Knowledge and capacity	<p>Weak financial and enterprise management, especially among women and disability groups, and lack of strong collective organization.</p> <p>Dependence on climate-sensitive commodities (e.g., paddy, coffee, aquaculture) with weak irrigation systems, leading to shifts in crops and increased livelihood insecurity.</p> <p>Farmers rely on traditional/self-taught methods with minimal extension support, limited post-harvest facilities, and vulnerability to pests, diseases, and extreme weather;</p>	Children Forum, Unit LIDI Jateng, farmer associations, Unit LIDI Pekalongan, Simego village government, Health Agency, Social Affair Agency

	<p>aquaculture faces outdated systems, high production costs, and uncertain supply.</p> <p>Limited disaster response and resilience skill including in trauma healing, nutrition expertise, and disaster preparedness</p>	
Financial and Economic challenges	<p>The increase of climate-related economic risks including lost of assets, yield decrease, uncertain income, dilemma between economy and conservation;</p> <p>Limited access to capital and credit including difficulties in bank loan access, reliance in informal loans, and lack of financing options;</p> <p>Market dependency and commodity price instability including dependency on middlemen and rising of production cost;</p> <p>Technology and business adaptation challenges including losing traditional jobs due to technological changes, and lack of mentoring.</p>	LKPP, Sahabat Difabel, Bapperida, farmer Association, Simego government Village, and Fatayat NU
Land and space	<p>Insufficient farmland to support adaptation activities and to generate adequate income for farmers.</p> <p>Interventions involving land often trigger protests and conflicts with communities who feel disadvantaged.</p> <p>Lack of sufficient land for parks and green open spaces in urban areas to support blue and green spaces</p>	FKPP, Public Works & Spatial Planning Agency, Bapperida, Farmer association
Project Sustainability	<p>Dependency on external aid and piloting phase. Communities remain reliant on government and NGO assistance, with limited mechanisms to ensure continuity once projects end.</p> <p>Insufficient follow-up support and integration in the government program and policies including not sufficient mentoring and limited enabling environment.</p>	LKPP, Bapperida, farmer association
Health and disease	<p>Development and improper management of blue and green spaces might increase vector-borne diseases in surrounding areas</p>	Health agency

Some stakeholders raise concern on potential risks emerging associated with the project design. One of the key concerns relates to the possibility of spreading vector-borne diseases in surrounding areas as a result of developing blue and green spaces, particularly if the blue and green spaces are not properly designed, operated, and maintained. Organizations of PwDs also highlighted that blue and green open spaces could heighten risks during flood events to them. The design of blue spaces for water storage needs to consider inclusive accessibility, adequate safety, and protection systems. Making accessibility and disaster preparedness are critical issues in blue and green spaces for PwD. In addition, the Social Affairs Office and the DPMPPA pointed out the potential emergence of social problems and sexual violence within public parks and open spaces—both blue and green—if they are not effectively managed and safeguarded.

In light of the issues and concerns raised during the consultation process, it is essential to integrate a comprehensive assessment of potential risks and negative impacts into the project design. This entails conducting a systematic root-cause analysis to identify the underlying drivers of each issue and their possible consequences. Such an approach will enable the formulation of targeted mitigation measures that not only reduce risks and adverse impacts but also ensure alignment with safeguard standards and the project's broader development objectives. The table below presents the proposed mitigation actions, structured according to the root-cause analysis, to strengthen the project's ability to deliver the intended outcomes in a sustainable and inclusive manner.

Table 4 Mitigation strategies

Type of Issue	Causes	Potential Impacts/Risks	Mitigation Strategy
Information access, technology, and literacy	<ul style="list-style-type: none"> • Social construction makes women and vulnerable not priority • traditional knowledge and social norms that undervalue modern technology and science • Lack of affordable, accessible devices and inadequate communication channels 	<ul style="list-style-type: none"> • Intervention through technology application i.e. early warning system tend to be not effective • Women and vulnerable groups will be left behind: potential disaster victims, not get benefit from the project 	<ul style="list-style-type: none"> • Provide multiple information channels accommodating specific needs • Targeted digital literacy for women and PwDs with inclusive training delivery • Explore and use traditional knowledge as starting point and bridge to modern science and technology • Promote gender sensitive and disability-responsive communication plan
Social & Inclusive participation	<ul style="list-style-type: none"> • Gender & disability bias, patriarchal norms and cultural practices in community • Lack of transport and inclusive facilities 	<ul style="list-style-type: none"> • Women and vulnerable groups left behind and can get negative impact from the project • Women and vulnerable groups get most affect to climate impacts 	<ul style="list-style-type: none"> • Disaggregated data collection and participation • Support with mobility, companion, and translation in the training and meeting • Promote inclusive approach and campaign to stakeholders • Carry out training locally and consider livelihood and women domestic schedule

Knowledge and capacity	<ul style="list-style-type: none"> • Partial training • Gender & disability bias, patriarchal norms and cultural practices in community • Women and disability get less priority and discrimination in the education • Stakeholders ignore the role of science and focus on financial and physical assistance 	<ul style="list-style-type: none"> • Low innovation, low productivity, low yield, low income • increasing losses due to climate change impacts • Lost of job due to new technology and innovation 	<ul style="list-style-type: none"> • Comprehensive and integrated training program • Provide demonstration plot to support training implementation • Promote participation of women and disabilities in training and capacity building • Provide risk assurance to try new approaches and methods
Financial and economic challenges	<ul style="list-style-type: none"> • not obtaining credit information that is in accordance with needs and targets • farmer and producer acting individually • no risk assurance 	<ul style="list-style-type: none"> • Business slow down • increasing losses due to climate change impacts • • 	<ul style="list-style-type: none"> • Establish and organise association, group, and or cooperative • Facilitate and connect to market, insurance, financiers and banks • Assist along commodity value chain
Land and space	<ul style="list-style-type: none"> • No information on public land and government assets • Too much focus on production and less on added values 	<ul style="list-style-type: none"> • Promotion of agricultural cultivation in areas of limited land ownership can trigger forest clearing • No blue and green spaces executed 	<ul style="list-style-type: none"> • Collect and select blue green spaces in government land and assets • Focus on intensification and added values rather than expansion of farmland
Project Sustainability	<ul style="list-style-type: none"> • Activity designed without meaningful participation • Intervention is not comprehensive • No sustainability strategy • Limited government involvement and commitment 	<ul style="list-style-type: none"> • project benefits cease after the project is completed • dependency on subsequent programs/projects • increasing losses due to climate change impacts 	<ul style="list-style-type: none"> • Involve and set governments in the steering structures and partners • Elaborate sustainability strategy in the design and implementation • Provide comprehensive approach along the activity cycle
Health and disease	<ul style="list-style-type: none"> • Blue and green spaces are not designed and operated properly • Low institution and capacity to maintain the operation 	<ul style="list-style-type: none"> • The spread of vector-borne diseases such as dengue fever, • the occurrence of casualties during flash flood events. 	<ul style="list-style-type: none"> • Involve potential users in the design and planning of the blue and green spaces • Setup operators and safety procedures and equipments

3 Stakeholder Engagement Plan

The proposed SEP outlines the program approach for engaging with each stakeholder group influencing to and affected by the program along the project entire cycle. The program will ensure meaningful stakeholder participation including affected communities to make an impactful program. The engagement strategy will inform, consult, and closely manage stakeholders according to their power and interest in the program. MCI¹ and Kemitraan² have established clear standards and policies on inclusive participation, reflecting their consistent commitment and effort to engage all groups—particularly vulnerable and marginalized communities—throughout the entire project cycle. The organization ensures that these stakeholders are adequately informed, actively consulted, and provided with meaningful opportunities to contribute from the earliest stages of project planning through to implementation. By embedding inclusivity as a guiding principle, both organizations not only promote fairness and equity but also strengthen the legitimacy and sustainability of their programs. These policies are in line with the GCF's revised Environmental and Social Policy.³

The objectives of the SEP are:

- Identify the roles and responsibilities of all relevant stakeholders in project delivery and ensure their meaningful participation in all stages,
- Assess the level of stakeholder power and interest to the project and enable stakeholders to be informed, recognise and incorporate their inputs/ideas, as well as addressed their concerns in project design and environmental and social performance,
- Develop mechanisms for effective information sharing, communication between stakeholders, and consultation in a meaningful way during project implementation,
- Ensure and empower targeted beneficiaries, particularly marginalized populations, women and girls, indigenous peoples, local communities, and others subject to potential unintended impacts to have equal access to project activities and benefits and are able to voice their opinions and concerns into project processes,
- Ensure sustainability and project ownership beyond and after the conclusion of the project.

A Project Management and Implementation Unit (PMIU) will be established to oversee day to day project execution that will be guided and supported in strategic decision making. PMIU is responsible for ensuring the SEP implementation including updating the stakeholder mapping during the program implementation. The project will reflect on the appropriateness

¹ <https://www.mercycorps.org/pathway>

² https://kemitraan.or.id/tentang-kami/kebijakan-pengamanan/?utm_source=chatgpt.com

³ <https://www.greenclimate.fund/sites/default/files/document/revised-environmental-and-social-policy.pdf>

of the SEP and update it annually or whenever necessary. The review and updating of the stakeholder mapping may take place at any time, based on inputs received from stakeholders, including community members, through the project's feedback mechanisms. This flexible approach ensures that the stakeholder map remains a 'living document,' continuously reflecting the evolving dynamics, needs, and concerns of those engaged in or affected by the project. By integrating feedback loops into the stakeholder engagement process, the project strengthens transparency, accountability, and inclusivity, while ensuring that emerging voices and perspectives are not overlooked.

3.1 Landscape of Stakeholders and Steering Structures

The BRAVE Program covers the area of Sengkarang and Kupang river basins, crossing the administrative areas of Pekalongan and Batang Regencies as well as Pekalongan City. Under the regulatory perspective, the program intervenes two issues: water resources management and watershed management. The governance of water resources in Indonesia is regulated under Government Regulation (PP) No. 38/2011 on Rivers. The management of rivers that cross district and city boundaries within a single province—such as the Kupang and Sengkarang rivers—falls under the technical mandate of the Agency of Public Works, Water Resources Management, and Spatial Planning of Central Java Province (Dinas PUSDATARU) of Central Java. This management adheres to norms, standards, and technical guidelines issued by the Ministry of Public Works (PU) through the Directorate General of Water Resources. On strategic issues, the central government may provide additional support to the provincial government.

The second issue, watershed management covers a broader ecological scope, representing an integrated ecosystem unit delineated by natural topographical boundaries. The management of watersheds is regulated under Government Regulation (PP) No. 37/2012 on Watershed Management. At the national level, responsibility lies with the Ministry of Forestry through the Directorate General of Watershed Management and Forest Rehabilitation (PDASRH). At the provincial level, Dinas PUSDATARU develops watershed management plans and implement rehabilitation and conservation programs. Meanwhile, district and municipal governments integrate watershed management into their spatial planning documents (RTRW). Depending on the specific issue, multiple municipal agencies may be involved—for example, the Environmental Agency (DLH) for open green spaces and conservation measures, the Public Works Agency for drainage system, and the Agriculture Agency for farmland management.

Reflecting on the regulatory multi-government framework above, the stakeholder architecture consists of three levels of steering: the political level, the strategic level, and the operational level. The design and implementation of the BRAVE Program need to be structured to accommodate and align with this distribution of authority. To make a more effective and efficient decision making while ensuring meaningful participation of all stakeholders including community at operational level, the steering structure will be developed in two levels combining political and strategic steering stakeholders and operational level. The steering structure will assist and guide PMIU by making strategic decisions. Overall steering structures is visualised in the following diagram:

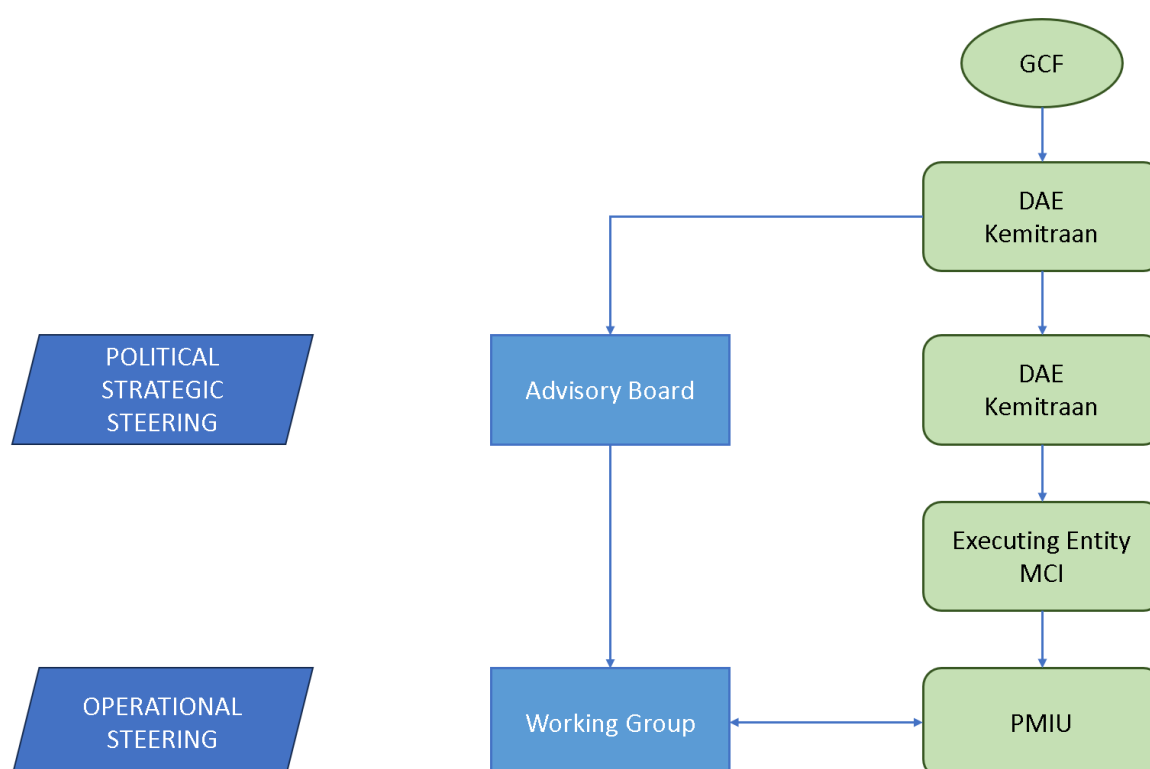


Figure 1 Steering committee structure

Advisory Board (Political & Strategic Steering)

The Advisory Board plays a political and strategic steering level that serves as the decision-making and guidance body. The advisory board also makes strategic decisions to ensure the project is implemented on time, effectively, and efficiently.

It provides overall project direction from planning to evaluation annually ensuring national development priorities. Its primary role is to determine the path to achieve objectives by:

- Leading the annual planning and targets of the program.

- Aligning the project output and outcome with national priorities
- Evaluating project learning for shifting paradigm
- Reviewing available strategic options and deciding the priority.
- Analysing deviations from agreed targets.
- Adjusting implementation strategy and milestones for future implementation to ensure overall goal achievement

The Advisory Board consists of high-ranking officials—such as directors general of ministries, chief of provincial agencies, and regent/mayor or executive secretaries of three municipalities. The board is responsible for carrying out the above tasks and providing big-picture guidance and oversight to keep the project aligned with its overall objectives. To ensure these tasks, the board meets twice a year for planning and evaluation events.

Working Groups (Operational Steering)

The working groups translate strategic goals and targets into technical activities in accordance with the project intervention. The technical team provides inputs, advice, and feedback to PMIU in executing the project activities. The technical team, comprising representatives of organizations and agencies that both influence and are affected by the project, plays a pivotal role in bridging communication between the PMIU and their respective institutions. They align and establish synergy between their organization and the project resources. The joint mobilization of project resources and stakeholder capacities enhances efficiency and strengthens collaborative efforts, thereby contributing to the effective achievement of the project's objectives. The functions of technical teams include:

- Translating strategies and targets into operational guidance and priorities for PMIU
- Identifying potentials overlapping and synergies of activities and resources between the project and local governments
- Providing inputs and technical advice for the PMIU for effective project implementation and execution.
- Monitoring the project activities and results to provide reports to the advisory board for strategic decisions.

Project Implementation and Management Unit

The PMIU is responsible for the practical, day-to-day management of project implementation. Its main functions include:

- Making all operational decisions required to carry out specific measures within the framework set by the strategic level.
- Providing the strategic steering level with reliable information on progress, challenges, and discrepancies in implementation, thus serving as a critical feedback loop.
- Developing detailed action plans and ensuring their execution.
- Engaging a broader range of actors, including updating stakeholder maps and engagement plans in the planning and delivery of project measures.
- Providing inputs based on the project experiences and learning to the working group as part of advocacy measures for the government policy, program, and plan improvement.

In terms of information flow, PMIU is the primary source of data, findings, experiences, and lessons learned. PMIU shares these data with working groups for policy advocacy. Working groups analyze and adopt recommendations for policy improvement, replication, and/or scale-up. Furthermore, experiences and lessons learned are passed on to the advisory board.

3.2 Representation of Indigenous People, Diverse Gender and Vulnerable Groups

Kemitraan and MCI, in their policies and standards, and in alignment with the GCF Indigenous Peoples and Gender Policies enhance indigenous people, gender-sensitive, and inclusive approach in its processes and operations. The policies recognise that the impact of climate change can exacerbate existing inequalities and vulnerability of indigenous people, women, and vulnerable groups. Therefore, participation and empowerment are integrated into the design and implementation of the BRAVE project.

The screening of Indigenous Peoples has been conducted in accordance with the GCF Indigenous Peoples Policy (2018). According to the policy, Indigenous Peoples are identified based on the following parameters:

- a) Self-identification as members of a distinct indigenous social and cultural group and recognition of this identity by others**
- b) Collective attachment to geographically distinct habitats, ancestral territories, or areas of seasonal use or occupation as well as to the natural resources in these areas**
- c) Customary cultural, economic, social, or political systems that are distinct or separate from those of the mainstream society or culture**
- d) A distinct language or dialect, often different from the official language or languages of the country or region in which they reside. This includes a language or dialect that has existed but does not exist now due to impacts that**

have made it difficult for a community or group to maintain a distinct language or dialect.

The population of the Petanglong area is largely dominated by the Javanese. Other notable ethnic groups include Arabs and Chinese, particularly concentrated in Pekalongan City and Pekalongan Regency.⁴ Population composition according to ethnicity in the Petanglong area is not specifically available in statistical data. In Central Java Province, where the Petanglong area lies, the Javanese account for 97.9 %, Sundanese 1.4 %, Chinese 0.4 %, and other ethnic groups 0.3 %. In internationally recognised terminology⁵, indigenous people are not present in the Petanglong area. The project is targeting agriculture and aquaculture livelihoods which involve local communities of Javaness households as direct and indirect beneficiaries.

In accordance to the above criteria, the community groups and ethnicities residing in the project area are not categorised as Indigenous Peoples. In addition to statistical and desk reviews of available data, targeted consultations were undertaken to validate the presence or absence of Ips in the project area. Additional consultations included engagement with the Social Planning Division of Planning Agency Pekalongan City, Social Agency Pekalongan, and Lingkar Kajian Pekalongan, a local civil society organisation with knowledge of social and community dynamics in the region. The results of these consultations consistently indicated that there are no Indigenous Peoples communities present within the project area, thereby strengthening the preliminary conclusion of the screening.

Based on the GCF Indigenous Peoples Policy criteria, the current screening indicates that no IPs are present within the project area. At this stage, no dedicated field verification has been undertaken. Therefore, this conclusion remains preliminary and will be revisited. Field validation and more detailed stakeholder engagement will be conducted during the subsequent stages of project preparation and implementation. If additional information is available, the AE commits to fully comply with the GCF policy including the application of Free, Prior and Informed Consent (FPIC), targeted consultations, and the preparation of relevant safeguard instruments as required.

With gender composition comprising 50.64 % men and 49.07 % women, the project will ensure women and vulnerable groups participation through consultation and empowerment.

⁴ RPJP Kota Pekalongan 2025-2045,
https://bapperida.pekalongankota.go.id/files/dokumen/Perda%20RPJPD%20Kota%20Pekalongan%20Tahun%202025%20-%202045_Final_Uploaded.pdf?utm_source=chatgpt.com

⁵ RPJP Kota Pekalongan 2025-2045,
https://bapperida.pekalongankota.go.id/files/dokumen/Perda%20RPJPD%20Kota%20Pekalongan%20Tahun%202025%20-%202045_Final_Uploaded.pdf?utm_source=chatgpt.com

To ensure effective participation, the project will conduct consultation with relevant government agencies such as women and children protection and social affair agencies, as well as people with disability organisations and informal leaders. The project will work closely with the organization to expand information and outreach and improve their capacity in the project activities.

The participation of women and vulnerable groups will cover the entire cycle of project activities including planning, implementation, and evaluation. In adaptive livelihood activities, the project will encourage their participation along the commodity value chain, according to their preference and interest. The project will provide equitable access and opportunities to involve in the production, processing, and or marketing activities of the commodities.

The project seeks to strengthen inclusive and meaningful participation while at the same time to enhance economic resilience of women and vulnerable groups. Specific training and assistance will be offered to improve the capacity of women and vulnerable groups to ensure the project benefits and impacts can be distributed in an equitable manner. This approach will empower women and vulnerable groups as active contributors and therefore maintain the project sustainability. The Gender Assessment and Action Plan provide detailed guidance to the PMIU to ensure equitable access to the opportunities.

3.3 Stakeholder Engagement for Project Implementation

This study defines power as the ability of stakeholders to influence the program's outcomes, decisions, and resource allocations. In a broader context, power can also be understood as the ability to influence the decisions and resource use of other stakeholders. Power can be in the form of and influenced by formal position, expertise/knowledge, ability to speed up/slow down, provide incentives, and form networks/alliances (Ackermann & Eden, 2011). Meanwhile, interest is the level at which a stakeholder gains influence/effect from a program or the stakeholder expectation to the program. Interest can be influenced by perception of risks or benefits and similarity of values or missions or tasks between the stakeholders and the program.

The primary and secondary stakeholders, along with the targeted beneficiaries of the project, are presented in the tables below for each respective country. These tables outline each stakeholder's interests and level of influence in relation to the project, their proposed roles, their involvement during the project design phase, and the planned engagement

strategies for implementation. This information will be continuously reviewed, updated, and refined throughout the course of project implementation.

Table 5 List of stakeholders to be engaged

Stakeholder	Interests in the project	Influence to the project	Proposed role in the project	Engagement strategy for implementation
NATIONAL				
BAPPENAS	Preparing long-term and mid-term development plans and protecting from climate change risks. It aligns development with international commitments (NDCs, SGD)	It has high power in coordinating all stakeholders to align with the plans and has a budgetary role in overall development issues including climate change.	Coordinate and align project with national plans and priorities	BAPPENAS will be closely managed and put in the advisory board of the project political steering. It leads annual planning and political decision making
Meteorology, Climatology, and Geophysics Agency (BMKG)	It is responsible to inform climate variability information to be used in sectorial policy, program and plans, capacity building for climate related stakeholders	Has strong power in climate related data at national level. It has regional offices and equipment to monitor and compile climate variable data. Climate field school is also one of their flagship programs.	Provides access to climate variable data for the project areas, strengthens stakeholders on sectorial planning and design that incorporate climate information. Collaborate with their Climatology Station and Maritime Station in Semarang to carry out climate field schools.	The project will engage BMKG through consultation, access data, and resource personnel for training and capacity building for local stakeholders, including collaborating in conducting a series of climate field schools in the upstream, midstream and downstream villages.
BBWS Pemali-Juana	BBWS is responsible in managing water resources of rivers to conserve and	Conserve water resource management and control of the	Provide advice and assist the project team on the long-term planning of Kupang watershed	BBWS will be closely consulted and engaged as project advisory board, from inception to the evaluation phases

Stakeholder	Interests in the project	Influence to the project	Proposed role in the project	Engagement strategy for implementation
	control destruction force of water	destructive power of water in the specific river in Petanglong Area		
National Board for Disaster Management (BNPB)	It provides guidelines and direction, set standards, convey information, and report on disaster management activities	In the context of disaster management, BNPB supports tool, capacity building for provincial and local government, EWS technology application, etc	Provides advice, knowledge, and capacity building for local BPBD.	BNPB has a strong mandate on disaster management. BNPB will be engaged as part of the advisory board to provide inputs regarding flood contingency plan and response.
Ministry of Environment (including BPDAS)	It has an interest in preventing water quality. In the context of climate change, watershed conservation is strategic for meeting the NDCs target.	Has strong power in watershed management including conservation of land cover, pollution control and rehabilitation through policy and standard	Provide advice and technical knowledge in on watershed conservation and how the project contribute to NDCs	MoE has a strong mandate for climate change issues and NDCs. It will be closely consulted for watershed management, adaptation action registration for NDCs, and scale up and replication strategy.
Ministry of Women and Child Protection	formulate policies and coordinate the implementation of policies related to women's empowerment and child protection	The ministry setups national policy on gender, women empowerment, and child protection	Provides advise, knowledge, and guidance for gender and child protection integration strategy	The ministry will be consulted on the policy and strategy on gender equality and child protection strategy especially in relation to climate change impacts, and provide advice regarding GESI context incorporation in the project.
PROVINCIAL				
Bappeda Central Java	preparation of regional development plans, implementation of development planning,	Bappeda has a budgetary role in overall development issues including climate change. It can influence the budget allocation for	Since Kupang and Sengkarang are under the provincial authority, the project will closely	It has a strong mandate in the climate change and has budgetary tools. The project will put Bappeda province in the advisory board to involve in strategic

Stakeholder	Interests in the project	Influence to the project	Proposed role in the project	Engagement strategy for implementation
	control, monitoring and evaluation of development implementation, as well as research and development.	specific agencies to intervene in Kupang and Sengkarang watershed management and flood control.	manage Bappeda along the project cycle	decisions and to guide relevant agencies in supporting the project or the topics. The project will engage them in the advisory board
Department of Public Works, Water Resources and Spatial Planning (DINAS PUSDATARU) Provinsi Jawa Tengah	It is responsible in implementing water conservation, utilization, and control of the destructive power of water in the rivers of Kupang and Sengkarang,	Enforcing the policy and standard on water management, conservations, utilization and control in the specific river in Petanglong Area	Provide advice and assist the project team on water management, conservations, utilization and control in the Kupang and Sengkarang watershed	As the authority who has the mandate for Kupang and Sengkarang watershed management, the project will engage them in the advisory board and technical team.
Environmental Agency of Central Java	It has an interest in preventing water quality and quantity. In the context of climate change watershed conservation is strategic for meeting the climate change action plan target.	Has strong power in watershed management including conservation of land cover, pollution control and rehabilitation through policy and standard	Provide advice and technical knowledge in on watershed conservation, and also explore the potential for collaboration in conservations	The agency will be consulted for conservation plans and measures under the project. .
Women and Children Protection Agency	The agency might get knowledge and support in protecting women and children from climate change impacts. However, the interest is low because the	It has a mandate to protect and improve participation of women and children. It has low influence on the project since the project at the municipal level.	It provides inputs and advises on optimizing women and children participation in the project. It can share the policy, norms, and standards.	The project will keep the agency informed about the project status and progress/ Sharing the lesson learnt and experience will allow potential scale up and replication.

Stakeholder	Interests in the project	Influence to the project	Proposed role in the project	Engagement strategy for implementation
	project activities are at municipal level.			
Agriculture Agency	It is responsible for increasing agriculture production, food diversification and resilience. The project might contribute to adapting to climate change in the agriculture sector and prevent/improve the production. The interest might be low since the project is at the site level.	It can support tools, expertise, and technical assistance to the farmers in adapting to climate change in agriculture sectors. They will continue to measure and monitor climate information to implement CSA. Their participation influences the sustainability of the project output in livelihood.	It provides technical inputs, shares experiences, policies and programs on adaptive agriculture systems.	The project will keep the agency informed about the project activities and results. The project will consult on CSA and GAP strategy and share experience at the later stage for potential scale up and replication.
Marine and fishery agency	It is responsible for managing marine and fisheries resources, as well as supporting fisheries businesses and empowering coastal communities at the provincial authority. The interest might be medium to high since coastal and mangrove areas are also in their concern.	Supporting tools, expertise, and technical assistance to the fish farmers in adapting to flood impacts. Their participation influences the sustainability of the project output in livelihood.	It provides technical inputs, shares experiences, policies and programs on adaptive aquaculture systems.	The project will keep informed and to some extent manage closely in adaptive aquaculture. The project will consult on adaptive aquaculture strategy and share experience at the later stage for potential scale up and replication.

Stakeholder	Interests in the project	Influence to the project	Proposed role in the project	Engagement strategy for implementation
BPBD Central Java	It provides guidelines and direction, sets standards, conveys information, and reports on disaster management activities. Its interest might be medium to high because the Sengkarang and Kupang rivers are under provincial authority.	In the context of disaster management, BNPB supports tools, capacity building for provincial and local government, EWS technology application, etc. It has high power to influence local BPBD.	It provides advice, knowledge, and capacity building for local BPBD.	BNPB has a strong mandate on disaster management and long experiences in disaster management, EWS, etc. BNPB will be closely engaged throughout the project as it provides technical support and knowledge and advice for flood disaster management. The project will engage them in the advisory board.
MUNICIPAL				
Bappeda/Bapperida	It is responsible for preparing planning and budget allocation for all agencies. It has interest to get resources to contribute in achieving the development goal and targets.	Bappeda has strong power to coordinate other institutions, allocate funds, and evaluate project direction to align with the development plan. This power can be positive or negative to the project.	Bappeda will provide advice and be involved in technical discussion especially in outcome 1 and 3. Their advice will ensure that the project contributes to the development plan and target.	The project will manage closely and suggest putting Bappeda representatives in both advisory board and technical team especially in outcome 1 and 3. The project will closely consult and coordinate to align the project direction with the development planning.
Public Works Agency	The agency is responsible for water management including drainage and water supply. It expects to gain knowledge, support, and	It has authority, resources and knowledge in water management including water infrastructure planning & construction. It can affect the planning and	The Public Works Agency will provide technical inputs and advisory to all outputs related to water management planning, implementation, and scale-up. It	The project will manage closely and suggest putting the agency's representatives in the technical team. The project will consult and collaborate in activities on blue and green space,

Stakeholder	Interests in the project	Influence to the project	Proposed role in the project	Engagement strategy for implementation
	assistance in managing stormwater and water resources.	implementation of the project particularly in the blue and green spaces output.	informs relevant policies, norms, standards, and programs to the project to ensure alignment and synergy.	water management, and storm water issues.
Environmental Agency (DLH)	It has an interest in protecting water resources from pollution contamination and land cover. In the context of climate change, watershed conservation is a strategic climate change action plan.	It has authority in formulating policies, implementing, controlling, and evaluating flood impacts in terms of waste management and biodiversity protection. Its policies and program might affect green and blue space output.	Environmental Agency (DLH) provides technical inputs and advisory in green open space issues. It will also monitor the potential impact of the project intervention and provide feedback to PMIU. It informs relevant policies, norms, standards, and programs to the project to ensure alignment and synergy.	The project will manage closely and suggest putting the DLH representatives in the technical team of outcome 1 and 2. The project will consult and collaborate in activities on blue and green space, and land coverage of watersheds.
Health Agency	Protecting public health from the impacts of flooding such as infectious diseases, clean water pollution, and damage to health facilities. It can gain knowledge and experience for climate associated diseases.	It is responsible for implementing a health emergency response system, educating the public about sanitation and environmental hygiene, and mobilizing health personnel and facilities for disaster response. Its authority and resources might influence the project activities in	The Health Agency provides inputs and advice on the potential health risks from the project activities. The agency will monitor the health impacts of the project and provide information to PMIU. Their inputs will be used by the PMIU	The project will manage closely and suggest putting the Health Agency representatives in the technical team of outcome 2. The project will consult on potential health risks from the project activities implementation.

Stakeholder	Interests in the project	Influence to the project	Proposed role in the project	Engagement strategy for implementation
		flood impacts and design of blue and green space.	to minimise the health impact by refining the activities or designs.	
Social Affair Agency	It has interest that the project contributes in improving DRR knowledge and strengthen community resilience especially the most vulnerable groups	Contributing in guidance in distributing logistics and ensuring living costs for flood affected communities. It might influence the project activities in disaster management and responses.	It provides technical inputs and advisory in management of disaster affected communities. It informs relevant policies, norms, standards, and programs to the project to ensure alignment, improvement, and synergy.	The project will manage closely and suggest to put the Social Affair Agency outcome 2 technical team. The project will consult regarding their input for the flood contingency plan.
Women and Children Protection Agency	The agency might get knowledge and support in protecting women and children from climate change impacts.	It has a mandate to protect and improve participation of women and children. It might influence the project in improving the participation of women and vulnerable groups in all project activities.	It provides inputs and advises on optimizing women and children participation in the project. It can share and advise engagement strategy, programs, and activity to ensure alignment and synergy.	The project will manage closely and suggest putting the Women and Children Protection Agency representatives in the technical team. The project will consult for GESI inclusion throughout project implementation. .
Agriculture Agency	It is responsible for increasing agriculture production, food diversification and resilience. The project might contribute to adapting to climate change in the agriculture	It can support tools, expertise, and technical assistance to the farmers in adapting to climate change in agriculture sectors. They will continue to measure and monitor climate information to implement CSA. Their participation influences the	It provides technical inputs, shares experiences, policies and programs on adaptive agriculture systems. It can share resources to jointly implement activities in using climate information in agriculture, CSA, and commodity processing.	The project will manage closely and suggest putting the Agriculture Agency representatives in the technical team, especially in outcome 2. It provides technical input in climate information, CSA, and agriculture commodity processing to PMIU throughout the project implementation. Their

Stakeholder	Interests in the project	Influence to the project	Proposed role in the project	Engagement strategy for implementation
	sector and prevent/improve the production.	sustainability of the project output in livelihood.		agriculture extension worker will also be closely engaged in the relevant training and demoplot implementation. Further, their engagement also opens up opportunities for project replication and scaling up.
Marine and fishery agency	managing marine and fisheries resources, as well as developing fisheries businesses and empowering coastal communities.	Supporting tools, expertise, and technical assistance to the fish farmers in adapting to flood impacts. Their participation influences the sustainability of the project output in livelihood.	It provides technical inputs, shares experiences, policies and programs on adaptive aquaculture systems. It can share resources to jointly implement activities in using climate information in aquaculture, adaptive livelihood, and commodity processing.	The project will manage closely and suggest putting Marine and fishery agency representatives in the technical team, especially in outcome 2. It provides technical input in aquaculture policy and practices to PMIU throughout the project implementation. Their aquaculture extension worker will also be closely engaged in the relevant training and demoplot implementation. Further, their engagement also opens up opportunities for project replication and scaling up.
BPBD	minimizing the impact of floods on communities. Its core mandate is disaster risk reduction, emergency response, and recovery	coordinating disaster management at the local level. It facilitates early warning systems, evacuation plans, contingency planning, inter-agency	It provides technical inputs, advisories, and experiences to the project on disaster management. It can share policies, norms, standards, and	The project will manage closely and suggest putting BPBD representatives in the technical team, especially in outcome 1 and 2. It provides technical input to PMIU along the project

Stakeholder	Interests in the project	Influence to the project	Proposed role in the project	Engagement strategy for implementation
	planning. It has interest in protecting lives, assets, and ensuring community preparedness from hazards.	coordination, and community-based disaster risk reduction (CBDRR) initiatives. Their participation influences the sustainability of the project output in disaster resilience.	programs. It can share resources, tools, and networks in disaster management within the project areas.	implementation. The project will consult the BPBD and at the same time provide capacity building based on the learning of the project for potential scale up.
People with Disability Organizations	The organizations get knowledge, assistance and support/advocacy for meaningful participation and to adapt to climate change impacts	It might have low power to influence the project. However, their participation represents the principle of no one left behind which has been the global and national commitments.	People with Disability Organizations are important beneficiaries to involve in the project design and implementation. The project will target them in capacity building and provision of support.	Has strong interest in the project as beneficiaries. The project will keep them informed about the project activities and progress. The project will establish direct and indirect communication channels, targeting them for capacity development.
Farmers and farmer groups	The association get knowledge, assistance, and support to adapt to climate impact and risk.	They are project direct beneficiaries for adaptive livelihood. Their active participation, local knowledge, and assets determine the successful project implementation in all livelihood related activities.	Farmers and farmer groups are important beneficiaries to involve in the project design and implementation. The project will target them in capacity building and provision of support.	Has strong interest in the project as beneficiaries. The project will keep the farmers and their groups informed about the project activities and progress. The project will establish direct and indirect communication channels, targeting them for capacity development.
Agriculture and aquaculture processors and offtakers	The companies get better and more suppliers of	They are important stakeholders in the commodity value chain that might influence the project	The project needs to monitor their interest so that the project results align with their interest	The project will monitor their interest to understand market trends, commodity requirements and specification, and

Stakeholder	Interests in the project	Influence to the project	Proposed role in the project	Engagement strategy for implementation
	agriculture and aquaculture commodities.	activities related to adaptive livelihood. Their business interest and commodity information might be used to establish continued markets.	including the trend market and commodity requirements. The project might facilitate partnership between producers and processors.	prices. The project will facilitate partnership/agreement between producers and processing actors to ensure supply and demand.
Women headed families and its association	The group get access to capacity development and assistance for livelihood and DRR from the project	They are an important targeted group and beneficiaries that are vulnerable to climate change impacts.	To keep the association informed about the project activity and progress. The association can ensure female-headed households participate in the project.	The project will keep the association informed about the project activities and results, inviting in the kick-off, circulate progress update, workshop, seminar, etc. As for the family head, they can be involved in the project as part of women groups that run value-added scheme processes.
Agriculture related company (Sang Hyang Seri, BISI, Corteva, Syngenta, etc)	The companies (seed producers) gain access to new markets or through the implementation of the project.	Their business interest might affect to the project activities, output, and indicators i.e. level of participation and adoption of measures that will be promoted by the project including selection of seeds and production techniques	They can be potential partners to promote sustainable agriculture practices, business to business cooperation with the project beneficiaries,	As part of the activities under outcome 3, potential partner companies will be identified. These companies will be integrated into the closed-loop agriculture model, connecting them with other agricultural and market actors involved in selected commodities. The project will also explore potential collaboration through B2B mechanism

Stakeholder	Interests in the project	Influence to the project	Proposed role in the project	Engagement strategy for implementation
Aquaculture related companies (Central Proteina Prima, JSI, etc)	The companies (fish feed, fisheries products, and/or fish processing industries) gain access to larger markets or suppliers through the implementation of the project.	Their business interest might affect the project activities, output, and indicators i.e. level of participation and adoption of measures that will be promoted by the project.	They can be potential partners to promote sustainable aquaculture practices, business to business cooperation with the project beneficiaries,	As part of the activities under outcome 3, potential partner companies will be identified. These companies will be integrated into the closed-loop agriculture model, connecting them with other agricultural and market actors involved in selected commodities. The project will also explore potential collaboration through B2B mechanism

3.4 Component-wise and Phase-wise Stakeholder Engagement

Based on the stakeholder mapping, including their interests and power in relation to the project, as well as their roles and the engagement strategy, it is necessary to establish engagement at the operational level. The implementation of the engagement strategy is structured according to the project components/outcomes and phases.

The project components/outputs include:

- **COMPONENT/OUTCOME 1** – Climate information-based planning and design applied.
- **COMPONENT/OUTCOME 2** – Resilient community and ecosystem achieved through improved runoff management and climate-resilient livelihoods across the watersheds.
- **COMPONENT/OUTCOME 3** – An enabling environment established to replicate and scale up climate-resilient Integrated Water Resources Management (IWRM).

Meanwhile, the project phases consist of the preparation phase and the implementation phase. The SEP (Stakeholder Engagement Plan) phasing plan serves as a reference but remains dynamic and can be updated and adjusted in line with project conditions and challenges. The engagement plan, structured by project components and phases, is presented in the table below.

Table 6 Stakeholder engagement by phases

Project outputs	Topic of consultation	Key stakeholders	Potential issues / Engagement strategy	Methods Used	Timeframe / Location	Indicative Budget
Preparation Phase						
All	Design of project components	BAPPEDA MCI Kemitraan GCF	Issues: Assessing the current situation; incorporating the feedback from multiple stakeholders; flexibility with the activity's improvements and mobilization in the proposed regions Engagement strategy: Regular communication, one on one consultation, meetings, workshops, document reviews	Consultations/interviews/inception and workshops.	Prior to the proposal development phase	3,280

Project outputs	Topic of consultation	Key stakeholders	Potential issues / Engagement strategy	Methods Used	Timeframe / Location	Indicative Budget
All	<ul style="list-style-type: none"> • ESAP • GA-GAP • SEP & GRM • Risk assessment and mitigation plan • M&E Plan 	BAPPEDA MCI Kemitraan NDA	Issues: identifying and minimizing risks and incorporating into the proposed effective and suitable measures Engagement strategy: Enabling key stakeholders to provide their opinion, feedback, suggestions on the assessments and further incorporate in the assessments	Consultations (online and in-person), interviews, emails, workshops.	Right after the inception meeting of the above deliverable	18,471
Implementation Phase						
COMPONENT 1 – Climate information-based planning and design applied	Access historical and forecast of climate data and level of confident of trend and climate data forecast Utilization of climate information and	BAPPEDA, Public Works, DLH, and NDA Other experts in water management and hydrology within NGOs, universities, MCI and Kemitraan.	Issues: Limited technical capacity of respective local institutions on accessing, utilizing, and incorporating climate information in the land use, water management, and design practices	Meetings and workshops	This activity will run throughout the duration of the project (year 1 – year 5), and will be done in the project location	24,326

Project outputs	Topic of consultation	Key stakeholders	Potential issues / Engagement strategy	Methods Used	Timeframe / Location	Indicative Budget
	incorporation of climate information in the planning and design		Engagement Strategy: identifying the potential members for the steering structure and technical team. Involves operational steering representatives in the training and participatory planning process as part of capacity building.			
COMPONENT 2 – Resilient community and ecosystem achieved through improved runoff management and climate-resilient	Feasibility and profitability of adaptive agriculture and aquaculture measures as well as feasibility of green blue spaces Business models of commodities along their value chain	Public Works, DLH, Agriculture Agency, Marine and Fishery Agency, and NDA Technical experts from association, NGOs, private sector and university Farmers and fish farmers groups agriculture/aquaculture companies	Issues: technical design and feasibility of agriculture, aquaculture, blue green space operations. Market barriers of commodities and processed commodities in the value chain Engagement Strategy: providing relevant experts to provide technical assistance to sectoral agencies on policy improvement for	Meetings, municipal and provincial workshops and training; technical assistance consulting service contracts; cooperation with agri- and	This output will run the duration of the project (year 1 – year 5) in the project areas.	65,575

Project outputs	Topic of consultation	Key stakeholders	Potential issues / Engagement strategy	Methods Used	Timeframe / Location	Indicative Budget
livelihoods across the watersheds.		MCI and Kemitraan	enablers; and also build networks and cooperation with high potential agri- and fisheries businesses (established and start-up), farmers and fishfarmer groups and financial institutions to provide training and support for business planning development.	fisheries businesses.		
COMPONENT 3 – An enabling environment established to replicate and scale up climate-resilient Integrated Water	Documentation of experiences, learning, and advocacy strategy to scale up and replicate measures. Incorporate lessons learnt and experiences in	Public Works, DLH, Agriculture Agency, Marine and Fishery Agency, and NDA Technical experts in agriculture and aquaculture from association, NGOs,	Issues: lack of enabling condition to enhance scale up and replication on adaptive measures, market barriers; and minimal financial access Engagement Strategy:	Local and provincial workshops, Training, development of guideline and standards, policy papers,	The activities will run from year 2 to year 5 in the focus areas. Documentation lesson learnt and scale up/replication strategy in the second half of	49,335

Project outputs	Topic of consultation	Key stakeholders	Potential issues / Engagement strategy	Methods Used	Timeframe / Location	Indicative Budget
Resources Management (IWRM).	<p>policies, norms, and standards.</p> <p>Market system development and business model adoption</p>	<p>private sector and university</p> <p>Farmers and fishfarmer groups</p> <p>Financial institutions</p> <p>MCI and Kemitraan</p>	<p>Development of policy papers and advocacy to incorporate lesson learnt in local policies and higher government policies; Identify potential market actors to be engaged in the closed-loop model; identify companies that can provide a combination of technical experts and agri input/offtakers; explore potential financial products that can be accessed</p>	<p>dialogue, consultations</p>	<p>the project implementation.</p>	

4 Monitoring and Evaluation

Monitoring and evaluation (M&E) of the SEP will take place at project inception, mid-term review and final evaluation, although the SEP will be refreshed every year during the routine progress review of the project. During the course of implementing the project, the PMIU which includes the MEL Team as well as the ESS Specialist will work closely to collect monitoring data on stakeholder engagement which will feed into the overall M&E of the SEP. This includes:

- Data on stakeholders engaged, including sex-disaggregated data individuals' names and contact details and the date and nature of the engagement;
- Pre- and post-training participant surveys to get feedback on quality and impact of the training, this can also happen for important consultations and workshops;
- Feedback sessions with samples of farmers directly involved in the project to get their personal evaluation of the effectiveness of the support, trainings and inputs being provided;
- User surveys for select outputs produced by the project, including the app and knowledge products.

All this data and information will be stored centrally and secured safely with data protection rules and considerations being followed. This information will then be used to inform the evaluation of the SEP, summarized in the table below.

Table 7 Monitoring and evaluation plan

Stage	M&E Focus	M&E Key Questions
Preparatory/ inception	Review and validation of stakeholder mapping and SEP	<p>Are the most relevant stakeholders identified in the stakeholder mapping?</p> <p>What are their roles and how are they connected to the project?</p> <p>Is there a fair representation of women and marginalized/vulnerable groups?</p> <p>Are the engagement strategies appropriate?</p>
Mid-Term	Effectiveness of stakeholder engagement	<p>How effective has been stakeholder engagement to date? How can it be improved?</p> <p>Is the SEP relevant and appropriate? How can it be improved?</p> <p>Is the project ensuring women and marginalized/vulnerable groups are able to voice</p>

Stage	M&E Focus	M&E Key Questions
		<p>their concerns and priorities to the project? How can it be improved?</p> <p>To what extent does the quality of stakeholder engagement contribute to the achievement of the project outcomes?</p> <p>Does the engagement strategy need to be adjusted?</p>
Final	Effectiveness and impact of stakeholder engagement	<p>To what extent has the SEP been achieved?</p> <p>To what extent did the quality of stakeholder engagement contribute to the achievement of the project outcomes?</p> <p>How likely is it that the project stakeholder engagement strategies will be sustained? How could these be improved post-project?</p>

5 Grievance Redress Mechanism

At any time, an affected member of a community may raise their concerns or grievances related to the environmental and social impacts of the activities.

5.1 Kemitraan Grievance Redress Mechanism

Kemitraan's Grievance Redress Mechanism (GRM) is formalised in its Complaint Handling Policy, which sets out procedures for receiving and addressing complaints across all Kemitraan-supported projects and ensures that the mechanism is accessible to affected communities and relevant stakeholders. The GRM is guided by the following principles:

- **Transparency:** Ensuring that the grievance process is clear, accessible, and understandable to all stakeholders.
- **Fairness:** Treating all grievances impartially, with respect and without discrimination.
- **Responsiveness:** Addressing grievances promptly and effectively.
- **Continuous Improvement:** Using feedback from grievances to strengthen project implementation, services, and operational practices.

In implementing the GRM, Kemitraan adheres to relevant legal and institutional frameworks, including:

- **Law No. 30/1999 on Arbitration and Alternative Dispute Resolution**, which provides the legal basis for dispute resolution mechanisms; and
- **ISO 9001:2015 on Quality Management Systems**, which requires organisations to collect feedback, including complaints, and to undertake corrective actions as part of continuous improvement.

Kemitraan's programme and operational policies are publicly available on its official website: Kemitraan Programme and Operational Policies. These policies outline procedures related to accountability and provide guidance for stakeholders wishing to raise concerns regarding environmental and social risks, impacts, or project performance. Stakeholders may submit grievances through the available channels or via email at: pengaduan@kemitraan.or.id

5.2 MCI Grievance Redress Mechanism

The Grievance Redress Mechanism (GRM) of MCI is implemented through the Community Accountability Reporting Mechanism (CARM) that is designed to ensure accountability to affected populations while preventing exploitation and abuse. Through the CARM, MCI receives, assesses, handles, and resolves complaints or grievances from affected parties, both individuals and groups in a safe, confidential, transparent, and accessible channels. The accessible channels ensure MCI to respond quickly and effectively. It is embedded as a mandatory component of all MCI programs, with specific budgeting, staffing, and operational procedures in place to guarantee its functionality.

MCI appoints CARM focal points at both the country and program levels who are responsible for managing the feedback and inputs including to record, clarify, verify, and follow up. MCI informs all targeted community members as well as partners to make them aware and sensitive to the cases, reporting mechanism, and channels. Every program is required to establish at least three feedback channels including face-to-face interaction, an anonymous channel, and one additional method appropriate to the local context, such as a hotline, email, or social media platform. These channels are assessed to ensure there are no barriers for vulnerable and marginalized groups in speak up or submitting feedback and complaints.

CARM is applicable to provide all types of safeguard policies and standards of MCI. It includes anti-fraud, anti-corruption, anti-trafficking, child safeguard, code of ethics, anti-discrimination, protecting from harassment and bullying, prohibited transaction, conflict of interest, and speak out policy. Therefore, these policies must be informed to the targeted partners as well as communities in every program, especially vulnerable and marginalised groups.

All grievances and complaints from various channels are documented in a CARM database by the focal point. This database ensures consistent record-keeping, secure data protection, and traceability of each case. Grievances are classified into six grades, according to severity and magnitude of impacts with clear guidelines for corresponding actions. The grade and severity impacts are described as follow:

GRADE 1	Positive feedback, suggestions or requests for information
GRADE 2	Requests for assistance
GRADE 3	Minor dissatisfaction with program activities that has no major safety risks
GRADE 4	Major dissatisfaction with program activities or the behavior of Mercy Corps Team Members or Partners that has a potential impact on safety or wellbeing
GRADE 5	Fraud or corruption by Mercy Corps team members or partners
GRADE 6	Sexual exploitation and abuse, child abuse, sexual misconduct, human trafficking by Mercy Corps team members or partners

Figure 2 Grades of grievances

The CARM fosters a close feedback loop where every non-anonymous complaint is resolved and obtained resolution. A broader community updates will be provided anonymously to increase awareness, sensitivity, as well as to show accountability of the mechanism. MCI applies the same standards to its partners and subrecipients, requiring them either to establish similar or equivalent mechanisms. CARM's feedback serves as a critical feedback loop for adaptive management. Insights from community reports are systematically analyzed and used to inform programmatic adjustments, contributing to continuous improvement and responsiveness to community needs. Data from CARM is regularly reviewed by program managers and/or project coordinators, MEL officers, CARM focal points, and country leadership to adapt and improve the system. All responsible officers are accountable for compliance and resource allocation according to their authority and have an obligation to report safeguarding concerns, especially Grades 5 and 6.

5.3 Project-level Grievance Redress Mechanism

The project will build GRM according to the existing policy of CARM. Since it is a mandatory procedure of all MCI programs, the project will allocate a specific budget, assign specific staff as focal points, and develop operational procedures to ensure functionality. The procedures are aligned and integrated with the current CARM reporting system and database to make it easy to monitor and respond to the national as well as global level.

Project stakeholders, including community in the project areas, local authorities, implementing partners, as well as vulnerable and marginalised groups will be engaged in the

development, review, and refinement of the project-level GRM. Engagement of stakeholders is applied through:

- One on one interview to selected stakeholders especially representative of vulnerable and marginalised groups;
- Stakeholder consultation prior to project implementation and during project inception;
- Project feedback session and periodic review meeting to assess the accessibility and effectiveness of the channels

The project will review and refine the GRM and its channels, based on the input and recommendation from stakeholders. The updated GRM and channels will be disseminated to ensure all stakeholders are aware of their rights and available reporting channels. The dissemination measures will include:

- Distribution of all project communication materials both printed and digitals;
- Presentation on GRM and its channels during community meeting, training session, and workshop
- Inclusion of GRM information and requirement in the project procurement documents, project orientation for sub-contractors and vendors

Special efforts will be made to ensure accessibility for vulnerable and marginalised groups, including the use of local languages where necessary and provision of anonymous reporting channels. Additionally, the refinement and updated GRM will be reported to the GCF at any time after the refinement and update are completed.

The project MEL officer will serve as the **CARM-Safeguarding focal point** for the BRAVE project. He/she will ensure the availability of relevant forms and communication channels, and access to safeguard policies and standards. Special attention will be given to vulnerable and marginalized groups so that they can express their concerns without barriers.

The **MEL officer and CARM-Safeguarding focal point** will actively inform and increase sensitivity of all targeted community members and partners about the GRM. The focal point will:

1. Inform safeguard policies and standards to improve awareness and sensitivity of all targeted communities, partners and subrecipients. Provide reference of CARM on <https://www.mercycorps.or.id/accountability>,
2. Provide three feedback channels through face-to-face, hotline and email to focal points and PMIU which will report to the MCI ethic team. The online channels include filling out the online grievance complaint form at bit.ly/kritiksaran_mci and emailing it to kritiksaran@id.mercycorps.org. For fast response, MCI will also provide a hotline: **+62**

811-1000-381. These feedback channels should be brought up during training, workshops and meetings.

3. Record and input the incidents and complaint in the monitoring sheet and database to make sure appropriate and quick response
4. Inform the complaint anonymously to demonstrate the effectiveness of the GRM and build trust to wider targeted communities
5. Evaluate and assess the effectiveness of project GRM and refine and improve the mechanism

The roles and responsibilities for managing GRM are shared between the focal point, PMIU, MCI, Kemitraan, and NDA. Role and responsibilities of each actor:

- a. CARM-Safeguarding Focal point: responsible to inform and do community sensitization activities regarding safeguard policies and standards at the program activity level. He/she receives complaints from all channels and log in the form and database.
- b. PMIU Lead (Project Manager/PM): monitor and review the feedback. He/she might require detailed information on the event chronology, severity, and other critical information. As per suggestion from the MCI ethics team and when it is required (depending on the grade of the feedback), He/she then will undertake necessary follow up, as a response to the feedback.
- c. MCI: it is the responsibility of the ethics team to assess and give feedback and advice to MCI executive team, PMIU lead and focal points (depending on the grade of the feedback).
- d. Kemitraan: monitor and provide advisory on the feedback mechanism referring to GCF policies, guidelines and standards. Take serious follow up on complaint grade 5-6
- e. NDA: monitor and provide advisory on feedback mechanisms referring to GCF policies, guidelines and standards. Take serious follow up on complaint grade 5-6

The focal points will receive and register the complaint through form and input into the database. Feedback received is addressed according to its severity grade: Grades 1–3 are resolved at the program level with the involvement of the Program Manager; Grade 4 requires action from the CARM Team; Grade 5 is escalated to the Executive Director; and Grade 6 is handled directly by the Ethics Team. Each case is managed in line with internal procedures and the urgency of the issue. The duration of feedback resolution under the CARM mechanism is determined by the assigned severity grade. Higher-grade cases typically require more time to process due to their complexity and the need for thorough investigation and cross-functional coordination. The duration for resolving feedback through the CARM mechanism varies by severity grade, ranging from as few as 3 working days for minor cases to 45 working days or more for complex ethical violations, with higher-grade cases generally requiring longer processing due to their complexity and the need for thorough investigation. Duration should be sufficient to screen the complaint, outline how the

grievance will be processed, screen for eligibility as well as assign organizational responsibility for proposing a response. This process will possibly involve engaging with other project stakeholders to resolve the issue.

Mercy Corps acknowledges the complainant's right to pursue external avenues if unsatisfied with the internal resolution process. While the GRM may respond to inquiries, it does not serve as a legal advisor. All grievances are documented and securely stored, typically in accordance with donor requirements and organizational data retention policies.

Implementation, performance, and documentation of GRM will be reported periodically to the GCF through project feedback session and project reporting system. The GRM report will at least cover number and type of grievance received, severity level, resolution status, average time of resolution, corrective action undertaken, lesson learned and refinement measures to prevent a recurrence of the incident. This reporting will ensure transparency, accountability, and continuous improvement of the grievance redress system in line with GCF requirements

5.4 Access to the GCF Independent Redress Mechanism

In addition to the project-level GRM implemented through MCI's CARM, all project stakeholders have equal right to access the GCF Independent Redress Mechanism (IRM). The IRM is an independent accountability mechanism established by the GCF to address concerns, complaints, and requests for consideration related to GCF-funded activities. It provides additional channel for stakeholders who believe they have been adversely affected by the GCF-funded activities in any phases and concerns including Indigenous Peoples' right, environmental and social safeguard, gender and SEAH policy or other relevant issues that not comply with GCF policies and standards.

Stakeholders might approach GCF through IRM at any time through its channels. Access to the IRM does not require prior exhaustion of the project-level grievance mechanism.

Complaints may be submitted to the GCF IRM through the following channels:

Email: irm@gcfund.org

Website: <https://irm.greenclimate.fund>

Mail:

Independent Redress Mechanism

Green Climate Fund

175 Art Center-daero, Yeonsu-gu

Information regarding the IRM will be communicated to stakeholders during project consultations, community meetings, training sessions, and through project communication materials to ensure accessibility and transparency.

5.5 Special Handling to Sexual Exploitation, Abuse and Harassment (SEAH) Grievance

The project adopts a zero-tolerance approach towards Sexual Exploitation, Abuse and Harassment (SEAH). Complaints related to SEAH will be treated with the highest level of confidentiality, urgency, and sensitivity.

All SEAH-related complaints will:

- Be handled using a survivor-centred approach, prioritising safety, dignity, privacy, and informed consent of the complainant;
- Be received through confidential and secure reporting channels, including anonymous options;
- Be immediately escalated to the MCI Ethics Team, regardless of severity grade;
- Not be investigated by untrained programme staff;
- Be protected from retaliation or intimidation.

Where appropriate and with the survivor's consent, referral pathways to medical, psychosocial, legal, and protection services will be facilitated in accordance with national regulations and organisational safeguarding procedures.

Information regarding safe reporting channels for SEAH will be clearly communicated to communities, partners, and project staff. Special measures will be taken to ensure women, girls, and vulnerable groups can safely access reporting mechanisms without fear of stigma or reprisal. SEAH cases will not be publicly disclosed in community updates and will be reported in aggregate form only, in line with confidentiality requirements.

To maintain high level of confidentiality, urgency, and sensitivity, SEAH grievance will be handled through tailored principles as follow:

1. Survivor centered approach,

All SEAH cases will be managed in a manner that prioritises the safety, dignity, confidentiality, and informed consent of the survivor. The survivor's wishes will guide any further action, including referrals and investigation processes

2. Confidential and safe channels

Multiple confidential reporting channels will be available, including anonymous options. SEAH complaints will not be discussed in open community forums or through general feedback disclosure mechanisms.

3. Immediate and restricted response

The project will conduct special training to relevant project staff on handling SEAH grievance reporting. SEAH complaints will be immediately escalated to the MCI Ethics Team and handled only by trained safeguarding personnel. Programme staff who are not specifically trained in SEAH case management will not conduct investigations.

4. Gender-responsive and inclusive access

The GRM will ensure that women, girls, persons with disabilities, and other vulnerable groups can safely access reporting channels. The project will identify and map and where applicable setup a collaboration with organizations experienced working with women, girls, persons with disabilities, and other vulnerable groups. Communication materials will clearly explain that retaliation, stigma, or intimidation against complainants is strictly prohibited.

5. Protection from retaliation and intimidation

The project strictly prohibits retaliation against any individual who reports SEAH concerns in good faith. The project will identify and map local authorities on the procedure and access to protect from retaliation and intimidation including to safe house or facility alike.

6. Referral pathway,

with subject to the survivor consent, the project will facilitate a referral to medical, psychosocial, legal, and protection services. The project will identify, map and assess entities that have competency and capacity in SEAH-related support service including medical facilities, psychological counselling, legal aid, and protection service where appropriate.

In the remote areas where service gaps are available, the project will:

- Establish partnerships with service providers to extend coverage and ensure priority handling;
- Develop remote referral arrangements where feasible;

- Coordinate with local authorities and specialised organisations to strengthen response capacity;
- Allocate contingency resources, where necessary, to facilitate survivor access to services.

7. Confidential reporting

All referrals and follow-up actions will be conducted with strict confidentiality and in a manner that prioritises survivor safety, dignity, and informed consent. No information will be shared without the explicit consent of the survivor, except where required by law.

Attendance Lists

FGD Market System Development for Milk Fish

PT. OXFORD POLICY MANAGEMENT INDONESIA

DAFTAR HADIR/ATTENDANCE LIST



Tanggal/Date : 21 June 2025 on Session 1
 Agenda/Agende : Focus Group Discussion (FGD) Market System Development of Milkfish
 Tempat/Venue : Ayam Gepuk Restaurant

Dengan menandatangani daftar hadir ini, saya memahami dan menyetujui sebagai berikut /
 By signing this attendance list, I acknowledge and agree to the following:

- Fotografi dan videografi: Saya mengerti bahwa tim OPHL mengambil foto dan video selama acara untuk keperluan dokumentasi dan komunikasi/
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 Respect for Privacy: I understand that the organizers will use all images and videos responsibly and respectfully
- Penarikan Persetujuan: Jika saya tidak ingin difoto atau direkam, saya akan memberitahu panitia acara pada saat kedatangan/
 Withdrawal of Consent: If I do not wish to be photographed or recorded, I will inform the event committee upon arrival

Dengan menandatangani di bawah ini, saya menyatakan persetujuan saya atas penggunaan gambar/video saya sebagaimana diuraikan di atas/
 By signing below, I confirm my consent for the use of my images/videos as outlined above

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5	[REDACTED]	[REDACTED]	L	T	[REDACTED]	[Signature]
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11	[REDACTED]	-	L	T	[REDACTED]	[Signature]
12	[REDACTED]	-	L	T	[REDACTED]	[Signature]

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24	[REDACTED]	-	L	T	[REDACTED]	[Signature]

FGD Market System Development for Silurah Coffee

PT. OXFORD POLICY MANAGEMENT INDONESIA

DAFTAR HADIR/ATTENDANCE LIST



Tanggal/Date : 22 Juni 2025
Agenda/Agenda : Focus Group Discussion (FGD) Market System Development
Tempat/Venue : Balaladesa Simogo

Dengan menandatangani daftar hadir ini, saya memahami dan menyetujui sebagai berikut /
By signing this attendance list, I acknowledge and agree to the following:

- **Fotografi dan videografi:** Saya mengerti bahwa tim OPML mengambil foto dan video selama acara untuk keperluan dokumentasi dan komunikasi/
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19	[REDACTED]		L		[REDACTED]	[Signature]
20	[REDACTED]	[REDACTED]	P		[REDACTED]	[Signature]

No.	Nama/ Name	Nomor Induk Kependudukan/ ID Card Number	Jenis Kelamin/ Gender (L/P) (M/F)	Disabilitas/ Disability Ya/Tidak Yes/No	Nomor Telepon/ Phone Number	Tanda Tangan/ Signature
21	[REDACTED]	-	P	T	[REDACTED]	[Signature]
22	[REDACTED]	-	L	T	[REDACTED]	[Signature]
23	[REDACTED]	-	L	T	[REDACTED]	[Signature]
24	[REDACTED]	-	L	T	[REDACTED]	[Signature]

No.	Nama/ Name	Nomor Induk Kependudukan/ ID Card Number	Jenis Kelamin/ Gender (L/P) (M/F)	Disabilitas/ Disability Ya/Tidak Yes/No	Nomor Telepon/ Phone Number	Tanda Tangan/ Signature
25	[REDACTED]	-	L	T	[REDACTED]	[Signature]
26	[REDACTED]	-	P	T	[REDACTED]	[Signature]

FGD Market System Development for Carrot

PT. OXFORD POLICY MANAGEMENT INDONESIA

DAFTAR HADIR/ATTENDANCE LIST



Tanggal/Date : 22 Juni 2025
 Agenda/Agenda : Fokus Group Discussion (FGD) Market System Development
 Tempat/Venue : Balitades Simaga

Dengan menandatangani daftar hadir ini, saya memahami dan menyetujui sebagai berikut /
 By signing this attendance list, I acknowledge and agree to the following:

- Fotografi dan videografi: Saya mengerti bahwa tim OPML mungkin foto dan video selama acara untuk keperluan dokumentasi dan komunikasi/
 Photography and videography: I understand that OPML team may take photos and videos during the event for documentation and communication purposes
- Penggunaan Gambar/Video: Saya mengizinkan gambar dan video saya untuk digunakan dalam laporan, presentasi, media sosial, situs web dan publikasi non-komersial lainnya yang berkaitan dengan acara tersebut/
 Usage of Images/Videos: I give permission for my images and videos to be used in reports, presentations, social media, websites, and other non-commercial publications related to the event
- Tidak Ada Penggunaan Komersial: Saya mengetahui bahwa gambar dan video saya tidak akan dijual atau digunakan untuk tujuan komersial/
 No Commercial Use: I acknowledge that my images and videos will not be sold or used for commercial purposes
- Penghormatan Privasi: Saya memahami bahwa penyelenggara akan menggunakan semua gambar dan video secara bertanggung jawab dan penuh hormat/
 Respect for Privacy: I understand that the organizers will use all images and videos responsibly and respectfully
- Penyerahan Persetujuan: Jika saya tidak ingin di foto atau direkam, saya akan memberitahu panitia acara pada saat kedatangan/
 Withdrawal of Consent: If I do not wish to be photographed or recorded, I will inform the event committee upon arrival

Dengan menandatangani di bawah ini, saya menyatakan persetujuan saya atas penggunaan gambar/video saya sebagaimana diuraikan di atas/
 By signing below, I confirm my consent for the use of my images/videos as outlined above

No.	Nama/ Name	Nomor Induk Kependudukan/ ID Card Number	Jenis Kelamin/ Gender (L/P) (M/F)	Disabilitas/ Disability Ya/Tidak Yes/No	Nomor Telepon/ Phone Number	Tanda Tangan/ Signature
1	[REDACTED]	-	L	T	[REDACTED]	[Signature]
2	[REDACTED]	-	L	Tidak	[REDACTED]	[Signature]
3	[REDACTED]	[REDACTED]	L	T	-	[Signature]
4	[REDACTED]	[REDACTED]	L	T	-	[Signature]

No.	Nama/ Name	Nomor Induk Kependudukan/ ID Card Number	Jenis Kelamin/ Gender (L/P) (M/F)	Disabilitas/ Disability Ya/Tidak Yes/No	Nomor Telepon/ Phone Number	Tanda Tangan/ Signature
5	[REDACTED]	[REDACTED]	P	T	[REDACTED]	[Signature]
6	[REDACTED]	[REDACTED]	P	T	[REDACTED]	[Signature]
7	[REDACTED]	[REDACTED]	L	T	[REDACTED]	[Signature]
8	[REDACTED]	[REDACTED]	L	T	[REDACTED]	[Signature]

No.	Nama/ Name	Nomor Induk Kependudukan/ ID Card Number	Jenis Kelamin/ Gender (L/P) (M/F)	Disabilitas/ Disability Ya/Tidak Yes/No	Nomor Telepon/ Phone Number	Tanda Tangan/ Signature
9	[REDACTED]	[REDACTED]	L	T	[REDACTED]	[Signature]
10	[REDACTED]	[REDACTED]	L	T	[REDACTED]	[Signature]
11	[REDACTED]	[REDACTED]	L	T	[REDACTED]	[Signature]
12	[REDACTED]	-	P	T	[REDACTED]	[Signature]

No.	Nama/ Name	Nomor Induk Kependudukan/ ID Card Number	Jenis Kelamin/ Gender (L/P) (M/F)	Disabilitas/ Disability Ya/Tidak Yes/No	Nomor Telepon/ Phone Number	Tanda Tangan/ Signature
13	[REDACTED]	-	P	T	[REDACTED]	[Signature]
14	[REDACTED]	-	L	T	[REDACTED]	[Signature]
15	[REDACTED]	-	P	T	[REDACTED]	[Signature]
16	[REDACTED]	-	L	T	[REDACTED]	[Signature]

FGD Market System Development for Grouper

PT. OXFORD POLICY MANAGEMENT INDONESIA

DAFTAR HADIR/ATTENDANCE LIST



Tanggal/Date : 21 June 2025 on Session 2
 Agenda/Agenda : Focus Group Discussion (FGD) Market System Development of Grouper Fish
 Tempat/Venue : Ayam Gepuk Restaurant

Dengan menandatangani daftar hadir ini, saya menyetujui dan menyetujui sebagai berikut:
 By signing this attendance list, I acknowledge and agree to the following:

- Fotografi dan videografi: Saya mengerti bahwa tim OPM, mengambil foto dan video selama acara untuk keperluan dokumentasi dan komunikasi/
 Photography and Videography: I understand that OPM, team may take photos and videos during the event for documentation and communication purposes
- Penggunaan Gambar/Video: Saya mengizinkan gambar dan video saya untuk digunakan dalam laporan, presentasi, media sosial, situs web dan publikasi non-komersial lainnya yang berkaitan dengan acara tersebut/
 Usage of Images/Videos: I give permission for my images and videos to be used in reports, presentations, social media, website, and other non-commercial publications related to the event
- Tidak Ada Penggunaan Komersial: Saya menyetujui bahwa gambar dan video saya tidak akan digunakan untuk tujuan komersial/
 No Commercial Use: I acknowledge that my images and videos will not be used for commercial purposes
- Menghormati Privasi: Saya menyetujui bahwa gambar dan video saya akan digunakan secara bertanggung jawab dan saling menghormati/
 Respect for Privacy: I understand that the organizers will use all images and videos responsibly and respectfully
- Penarikan Persetujuan: Jika saya tidak ingin foto atau video saya akan diambil, saya akan memberitahu panitia acara pada saat kedatangan/
 Withdrawal of Consent: If I do not wish to be photographed or recorded, I will inform the event committee upon arrival

Dengan menandatangani di bawah ini, saya menyetujui penggunaan saya atas penggunaan gambar/video saya sebagai mana diuraikan di atas/
 By signing below, I confirm my consent for the use of my images/videos as outlined above

No.	Nama/ Name	Nomor Induk Kependudukan/ ID Card Number	Jenis Kelamin/ Gender (L/P) (M/F)	Disabilitas/ Disability Ya/Tidak Yes/No	Nomor Telepon/ Phone Number	Tanda Tangan/ Signature
1	[REDACTED]	[REDACTED]	L	T	[REDACTED]	[Signature]
2	[REDACTED]	[REDACTED]	L	T	[REDACTED]	[Signature]
3	[REDACTED]	[REDACTED]	L	T	[REDACTED]	[Signature]
4	[REDACTED]	[REDACTED]	L	T	-	[Signature]

No.	Nama/ Name	Nomor Induk Kependudukan/ ID Card Number	Jenis Kelamin/ Gender (L/P) (M/F)	Disabilitas/ Disability Ya/Tidak Yes/No	Nomor Telepon/ Phone Number	Tanda Tangan/ Signature
5	[REDACTED]	[REDACTED]	L	T	[REDACTED]	[Signature]
6	[REDACTED]	[REDACTED]	L	T	[REDACTED]	[Signature]
7	[REDACTED]	[REDACTED]	L	T	[REDACTED]	[Signature]
8	[REDACTED]	[REDACTED]	L	T	[REDACTED]	[Signature]

No.	Nama/ Name	Nomor Induk Kependudukan/ ID Card Number	Jenis Kelamin/ Gender (L/P) (M/F)	Disabilitas/ Disability Ya/Tidak Yes/No	Nomor Telepon/ Phone Number	Tanda Tangan/ Signature
9	[REDACTED]	-	P	T	[REDACTED]	[Signature]
10	[REDACTED]	-	L	T	[REDACTED]	[Signature]
11	[REDACTED]	-	L	T	[REDACTED]	[Signature]
12	[REDACTED]	-	L	T	[REDACTED]	[Signature]

No.	Nama/ Name	Nomor Induk Kependudukan/ ID Card Number	Jenis Kelamin/ Gender (L/P)	Disabilitas/ Disability Ya/Tidak Yes/No	Nomor Telepon/ Phone Number	Tanda Tangan/ Signature
13	[REDACTED]	-	P	T	[REDACTED]	[Signature]
14	[REDACTED]	-	L	T	[REDACTED]	[Signature]
15	[REDACTED]	-	P	L	[REDACTED]	[Signature]
16	[REDACTED]	-	L	T	[REDACTED]	[Signature]

FGD Market System Development for Corn

PT. OXFORD POLICY MANAGEMENT INDONESIA

DAFTAR HADIR/ATTENDANCE LIST



Tanggal/Date : 20 Juni 2025
Agenda/Agenda : Focus Group Discussion (FGD) Market System Development
Tempat/Venue : Balai Desa Jolotiga

Dengan menandatangani daftar hadir ini, saya memahami dan menyetujui sebagai berikut /
By signing this attendance list, I acknowledge and agree to the following:

- **Fotografi dan videografi:** Saya mengerti bahwa tim OPMI, mengambil foto dan video selama acara untuk keperluan dokumentasi dan komunikasi/
Photography and Videography: I understand that OPMI team may take photos and videos during the event for documentation and communication purposes
- **Penggunaan Gambar/Video:** Saya mengizinkan gambar dan video saya untuk digunakan dalam laporan, presentasi, media sosial, situs web dan publikasi non-komersial lainnya yang berkaitan dengan acara tersebut/
Usage of Images/Videos: I give permission for my images and videos to be used in reports, presentations, social media, websites, and other non-commercial publications related to the event
- **Tidak Ada Penggunaan Komersial:** Saya mengetahui bahwa gambar dan video saya tidak akan dijual atau digunakan untuk tujuan komersial/
No Commercial Use: I acknowledge that my images and videos will not be sold or used for commercial purposes
- **Hormati Privasi:** Saya memahami bahwa penyelenggara akan menggunakan semua gambar dan video secara bertanggung jawab dan penuh hormat/
Respect for Privacy: I understand that the organizers will use all images and videos responsibly and respectfully
- **Pencarikan Persetujuan:** Jika saya tidak ingin difoto atau direkam, saya akan memberitahu panitia acara pada saat kedatangan/
Withdrawal of Consent: If I do not wish to be photographed or recorded, I will inform the event committee upon arrival

Dengan menandatangani di bawah ini, saya menyatakan persetujuan saya atas penggunaan gambar/video saya sebagaimana diuraikan di atas/
By signing below, I confirm my consent for the use of my images/videos as outlined above

No.	Nama/ Name	Nomor Induk Kependudukan/ ID Card Number	Jenis Kelamin/ Gender (L/P) (M/F)	Disabilitas/ Disability Ya/Tidak Yes/No	Nomor Telepon/ Phone Number	Tanda Tangan/ Signature
1	[REDACTED]	[REDACTED]	L	T	-	[Signature]
2	[REDACTED]	[REDACTED]	P	T	-	[Signature]
3	[REDACTED]	[REDACTED]	P	T	[REDACTED]	[Signature]
4	[REDACTED]	[REDACTED]	P	T	-	[Signature]

No.	Nama/ Name	Nomor Induk Kependudukan/ ID Card Number	Jenis Kelamin/ Gender (L/P) (M/F)	Disabilitas/ Disability Ya/Tidak Yes/No	Nomor Telepon/ Phone Number	Tanda Tangan/ Signature
5	[REDACTED]	[REDACTED]	P	T	-	[Signature]
6	[REDACTED]	[REDACTED]	P	T	-	[Signature]
7	[REDACTED]	[REDACTED]	P	T	-	[Signature]
8	[REDACTED]	[REDACTED]	P	T	-	[Signature]

No.	Nama/ Name	Nomor Induk Kependudukan/ ID Card Number	Jenis Kelamin/ Gender (L/P) (M/F)	Disabilitas/ Disability Ya/Tidak Yes/No	Nomor Telepon/ Phone Number	Tanda Tangan/ Signature
9	[REDACTED]	[REDACTED]	P	T	-	[Signature]
10	[REDACTED]	[REDACTED]	P	T	-	[Signature]
11	[REDACTED]	[REDACTED]	P	T	-	[Signature]
12	[REDACTED]	[REDACTED]	L	T	[REDACTED]	[Signature]

No.	Nama/ Name	Nomor Induk Kependudukan/ ID Card Number	Jenis Kelamin/ Gender (L/P) (M/F)	Disabilitas/ Disability Ya/Tidak Yes/No	Nomor Telepon/ Phone Number	Tanda Tangan/ Signature
13	[REDACTED]	[REDACTED]	L	T	-	[Signature]
14	[REDACTED]	[REDACTED]	L	T	-	[Signature]
15	[REDACTED]	[REDACTED]	L	T	-	[Signature]
16	[REDACTED]	[REDACTED]	L	T	-	[Signature]

No.	Nama/ Name	Nomor Induk Kependudukan/ ID Card Number	Jenis Kelamin/ Gender (L/P) (M/F)	Disabilitas/ Disability Ya/Tidak Yes/No	Nomor Telepon/ Phone Number	Tanda Tangan/ Signature
17	[REDACTED]	[REDACTED]	L	T	[REDACTED]	[Signature]
18	[REDACTED]	[REDACTED]	L	T	[REDACTED]	[Signature]
19	[REDACTED]	[REDACTED]	L	T	[REDACTED]	[Signature]
20	[REDACTED]	[REDACTED]	P	T	[REDACTED]	[Signature]

No.	Nama/ Name	Nomor Induk Kependudukan/ ID Card Number	Jenis Kelamin/ Gender (L/P) (M/F)	Disabilitas/ Disability Ya/Tidak Yes/No	Nomor Telepon/ Phone Number	Tanda Tangan/ Signature
21	[REDACTED]	-	L	T	[REDACTED]	[Signature]
22	[REDACTED]	-	L	T		[Signature]
23	[REDACTED]	[REDACTED]	P	T	[REDACTED]	[Signature]
24	[REDACTED]	-	L	T	[REDACTED]	[Signature]

No.	Nama/ Name	Nomor Induk Kependudukan/ ID Card Number	Jenis Kelamin/ Gender (L/P) (M/F)	Disabilitas/ Disability Ya/Tidak Yes/No	Nomor Telepon/ Phone Number	Tanda Tangan/ Signature
25	[REDACTED]	-	P	T	[REDACTED]	[Signature]
26	[REDACTED]	-	L	T	[REDACTED]	[Signature]
27	[REDACTED]	-	P	T	[REDACTED]	[Signature]
28	[REDACTED]	-	L	T	-	[Signature]

No.	Nama/ Name	Nomor Induk Kependudukan/ ID Card Number	Jenis Kelamin/ Gender (L/P) (M/F)	Disabilitas/ Disability Ya/Tidak Yes/No	Nomor Telepon/ Phone Number	Tanda Tangan/ Signature
29	[REDACTED]	-	L	T		[Signature]
30	[REDACTED]	-	L	T		[Signature]
31	[REDACTED]	-	L	T		[Signature]

FGD Market System Development for Jatilogo Coffee

PT. OXFORD POLICY MANAGEMENT INDONESIA

DAFTAR HADIR/ATTENDANCE LIST



Tanggal/Date: 18 Juni 2023
Agenda/Agenda: Focus Group Discussion (FGD) Market System Development
Tempat/Venue: Solatikus Jatilogo

Dengan menandatangani daftar hadir ini, saya memahami dan menyetujui sebagai berikut /
By signing this attendance list, I acknowledge and agree to the following:

- Fotografi dan videografi: Saya mengerti bahwa tim OPMs, mengambil foto dan video selama acara untuk keperluan dokumentasi dan komunikasi/
Photography and videography: I understand that OPMs team may take photo and video during the event for documentation and communication purpose
- Penggunaan Gambar/Video: Saya memberikan gambar dan video saya untuk digunakan dalam laporan, presentasi, media sosial, situs web dan publikasi non-komersial lainnya yang berkaitan dengan acara tersebut/
Usage of Images/Video: I give permission for my images and video to be used in reports, presentations, social media, websites, and other non-commercial publications related to the event
- Tidak Ada Penggunaan Komersial: Saya mengetahui bahwa gambar dan video saya tidak akan di jual atau digunakan untuk tujuan komersial/
No Commercial Use: I acknowledge that my images and video will not be sold or used for commercial purpose
- Penghormatan Privasi: Saya memahami bahwa penyelenggara akan menggunakan semua gambar dan video secara bertanggung jawab dan penuh hormat/
Respect for Privacy: I understand that the organizers will use all images and video responsibly and respectfully
- Penarikan Persetujuan: Jika saya tidak ingin difoto atau direkam, saya akan memberitahu panitia secara pada saat kedatangan/
Withdrawal of Consent: If I do not wish to be photographed or recorded, I will inform the event committee upon arrival

Dengan menandatangani di bawah ini, saya menyatakan persetujuan saya atas penggunaan gambar/video saya sebagaimana diuraikan di atas/
By signing below, I confirm my consent for the use of my images/video as outlined above

No.	Nama/ Name	Nomor Induk Kependudukan/ ID Card Number	Jenis Kelamin/ Gender (L/P) (M/F)	Disabilitas/ Disability Ya/Tidak Yes/No	Nomor Telepon/ Phone Number	Tanda Tangan/ Signature
1	[Redacted]	[Redacted]	L	T	-	[Signature]
2	[Redacted]	[Redacted]	L	T	-	[Signature]
3	[Redacted]	[Redacted]	L	T	-	[Signature]
4	[Redacted]	[Redacted]	L	T	[Redacted]	[Signature]

No.	Nama/ Name	Nomor Induk Kependudukan/ ID Card Number	Jenis Kelamin/ Gender (L/P) (M/F)	Disabilitas/ Disability Ya/Tidak Yes/No	Nomor Telepon/ Phone Number	Tanda Tangan/ Signature
5	[Redacted]	-	L	T	[Redacted]	[Signature]
6	[Redacted]	[Redacted]	L	T	[Redacted]	[Signature]
7	[Redacted]	-	L	T	-	[Signature]
8	[Redacted]	[Redacted]	L	T	-	[Signature]

No.	Nama/ Name	Nomor Induk Kependudukan/ ID Card Number	Jenis Kelamin/ Gender (L/P) (M/F)	Disabilitas/ Disability Ya/Tidak Yes/No	Nomor Telepon/ Phone Number	Tanda Tangan/ Signature
9	[REDACTED]	[REDACTED]	L	T	-	[Signature]
10	[REDACTED]	[REDACTED]	L	T	-	[Signature]
11	[REDACTED]	33260157699100	L	T	[REDACTED]	[Signature]
12	[REDACTED]	3 [REDACTED]	L	T	[REDACTED]	[Signature]

No.	Nama/ Name	Nomor Induk Kependudukan/ ID Card Number	Jenis Kelamin/ Gender (L/P) (M/F)	Disabilitas/ Disability Ya/Tidak Yes/No	Nomor Telepon/ Phone Number	Tanda Tangan/ Signature
13	[REDACTED]	[REDACTED]	L	T	[REDACTED]	[Signature]
14	[REDACTED]	[REDACTED]	P	T	[REDACTED]	[Signature]
15	[REDACTED]	-	L	T	[REDACTED]	[Signature]
16	[REDACTED]	-	L	T	[REDACTED]	[Signature]

No.	Nama/ Name	Nomor Induk Kependudukan/ ID Card Number	Jenis Kelamin/ Gender (L/P) (M/F)	Disabilitas/ Disability Ya/Tidak Yes/No	Nomor Telepon/ Phone Number	Tanda Tangan/ Signature
17	[REDACTED]	[REDACTED]	L	T	-	[Signature]
18	[REDACTED]	[REDACTED]	P	T	[REDACTED]	[Signature]
19	[REDACTED]	[REDACTED]	L	T	[REDACTED]	[Signature]
20	[REDACTED]	[REDACTED]	L	T		[Signature]

No.	Nama/ Name	Nomor Induk Kependudukan/ ID Card Number	Jenis Kelamin/ Gender (L/P) (M/F)	Disabilitas/ Disability Ya/Tidak Yes/No	Nomor Telepon/ Phone Number	Tanda Tangan/ Signature
21	[REDACTED]	[REDACTED]	L	T	-	[Signature]
22	[REDACTED]	[REDACTED]	L	T	-	[Signature]
23	[REDACTED]	-	L	T	[REDACTED]	[Signature]
24	[REDACTED]	-	L	T	[REDACTED]	[Signature]

No.	Nama/ Name	Nomor Induk Kependudukan/ ID Card Number	Jenis Kelamin/ Gender (L/P) (M/F)	Disabilitas/ Disability Ya/Tidak Yes/No	Nomor Telepon/ Phone Number	Tanda Tangan/ Signature
25	A [REDACTED]	[REDACTED]	L	T	[REDACTED]	[Signature]
26	[REDACTED]	[REDACTED]	L	T	[REDACTED]	[Signature]
27	[REDACTED]	-	L		[REDACTED]	[Signature]
28	[REDACTED]	-	P	T	[REDACTED]	[Signature]

No.	Nama/ Name	Nomor Induk Kependudukan/ ID Card Number	Jenis Kelamin/ Gender (L/P) (M/F)	Disabilitas/ Disability Ya/Tidak Yes/No	Nomor Telepon/ Phone Number	Tanda Tangan/ Signature
29	[REDACTED]	[REDACTED]	P	T	[REDACTED]	[Signature]
30	[REDACTED]	-	L	T	[REDACTED]	[Signature]
31	[REDACTED]	[REDACTED]	L	T	-	[Signature]

Public Consultation ESAP Pekalongan Regency

PT. OXFORD POLICY MANAGEMENT INDONESIA

DAFTAR HADIR/ATTENDANCE LIST



Tanggal/Date : 24 Juni 2018
Agenda/Agenda : Konsultasi Publik Penyusunan Rencana Lingkungan dan Sosial
Tempat/Venue : Kantor Bapenride Kabupaten Pekalongan

Dengan menandatangani daftar hadir ini, saya memahami dan menyetujui sebagai berikut /
By signing this attendance list, I acknowledge and agree to the following:

- Fotograf dan videografi: Saya mengerti bahwa tim OPMI mengambil foto dan video selama acara untuk keperluan dokumentasi dan komunikasi/
Photography and videography: I understand that OPMI team may take photos and videos during the event for documentation and communication purposes
- Penggunaan Gambar/Video: Saya memberikan gambar dan video saya untuk digunakan dalam laporan, presentasi, media sosial, situs web dan publikasi non-komersial lainnya yang berkaitan dengan acara tersebut/
Usage of Images/Videos: I give permission for my images and videos to be used in reports, presentations, social media, websites, and other non-commercial publications related to the event
- Tidak Ada Pengambilan Komersial: Saya mengetahui bahwa gambar dan video saya tidak akan dijual atau digunakan untuk tujuan komersial/
No Commercial Use: I acknowledge that my images and videos will not be sold or used for commercial purposes
- Respek terhadap Privasi: Saya memahami bahwa penyelenggara akan menggunakan semua gambar dan video secara bertanggung jawab dan penuh hormat/
Respect for Privacy: I understand that the organizers will use all images and videos responsibly and respectfully
- Penarikan/Pencabutan: Jika saya tidak ingin difoto atau direkam, saya akan memberitahu panitia acara pada saat berlangsung/
Withdrawal or Consent: If I do not wish to be photographed or recorded, I will inform the event committee upon arrival

Dengan menandatangani di bawah ini, saya menyatakan persetujuan saya atas penggunaan gambar/video saya sebagaimana diuraikan di atas/
By signing below, I confirm my consent for the use of my images/videos as outlined above

No.	Nama/ Name	Nomor Induk Kependudukan/ ID Card Number	Jenis Kelamin/ Gender (L/P) (M/F)	Disabilitas/ Disability Ya/Tidak Yes/No	Nomor Telepon/ Phone Number	Tanda Tangan/ Signature
1.	[Redacted]	3 [Redacted]	P	Tidak	[Redacted]	[Signature]
2.	[Redacted]	3 [Redacted]	L	T	[Redacted]	[Signature]
3.	[Redacted]	3 [Redacted]	L	Tidak	[Redacted]	[Signature]
4.	[Redacted]	3 [Redacted]	L	T	[Redacted]	[Signature]

No.	Nama/ Name	Nomor Induk Kependudukan/ ID Card Number	Jenis Kelamin/ Gender (L/P) (M/F)	Disabilitas/ Disability Ya/Tidak Yes/No	Nomor Telepon/ Phone Number	Tanda Tangan/ Signature
5.	[Redacted]	—	P	T	[Redacted]	[Signature]
6.	[Redacted]	3 [Redacted]	L	T	[Redacted]	[Signature]
7.	[Redacted]	3 [Redacted]	L	T	[Redacted]	[Signature]
8.	SUDARWANTO	3 [Redacted]	L	T	[Redacted]	[Signature]

No.	Nama/ Name	Nomor Induk Kependudukan/ ID Card Number	Jenis Kelamin/ Gender (L/P) (M/F)	Disabilitas/ Disability Ya/Tidak Yes/No	Nomor Telepon/ Phone Number	Tanda Tangan/ Signature
9	[REDACTED]	-	P	T	[REDACTED]	[Signature]
10	[REDACTED]	-	L	T	[REDACTED]	[Signature]
11	[REDACTED]	[REDACTED]	L	T	[REDACTED]	[Signature]
12	[REDACTED]	[REDACTED]	L	T	[REDACTED]	[Signature]

No.	Nama/ Name	Nomor Induk Kependudukan/ ID Card Number	Jenis Kelamin/ Gender (L/P) (M/F)	Disabilitas/ Disability Ya/Tidak Yes/No	Nomor Telepon/ Phone Number	Tanda Tangan/ Signature
13	[REDACTED]	[REDACTED]	L	T		[Signature]
14	[REDACTED]	[REDACTED]	L	T		[Signature]
15	[REDACTED]	[REDACTED]	P	T	[REDACTED]	[Signature]
16	[REDACTED]	[REDACTED]	P	T	[REDACTED]	[Signature]

No.	Nama/ Name	Nomor Induk Kependudukan/ ID Card Number	Jenis Kelamin/ Gender (L/P) (M/F)	Disabilitas/ Disability Ya/Tidak Yes/No	Nomor Telepon/ Phone Number	Tanda Tangan/ Signature
17	[REDACTED]	[REDACTED]	L	T	[REDACTED]	[Signature]
18	[REDACTED]	[REDACTED]	P	T	[REDACTED]	[Signature]
19	[REDACTED]	[REDACTED]	P	T	[REDACTED]	[Signature]
20	[REDACTED]	[REDACTED]	P	T	[REDACTED]	[Signature]

No.	Nama/ Name	Nomor Induk Kependudukan/ ID Card Number	Jenis Kelamin/ Gender (L/P) (M/F)	Disabilitas/ Disability Ya/Tidak Yes/No	Nomor Telepon/ Phone Number	Tanda Tangan/ Signature
21	[REDACTED]	[REDACTED]	F	N	[REDACTED]	[Signature]
22	[REDACTED]	[REDACTED]	P	N	[REDACTED]	[Signature]
23	[REDACTED]	[REDACTED]	L	T	[REDACTED]	[Signature]
24	[REDACTED]	[REDACTED]	L	T	3 [REDACTED] 3	[Signature]

No.	Nama/ Name	Nomor Induk Kependudukan/ ID Card Number	Jenis Kelamin/ Gender (L/P) (M/F)	Disabilitas/ Disability Ya/Tidak Yes/No	Nomor Telepon/ Phone Number	Tanda Tangan/ Signature
25	[REDACTED]	[REDACTED]	L	NO	[REDACTED]	[Signature]
26	[REDACTED]	[REDACTED]	P	T	[REDACTED]	[Signature]
27	[REDACTED]	[REDACTED]	L	T	[REDACTED]	[Signature]
28	[REDACTED]	[REDACTED]	L	T	[REDACTED]	[Signature]

No.	Nama/ Name	Nomor Induk Kependudukan/ ID Card Number	Jenis Kelamin/ Gender (L/P) (M/F)	Disabilitas/ Disability Ya/Tidak Yes/No	Nomor Telepon/ Phone Number	Tanda Tangan/ Signature
29	[REDACTED]	3 [REDACTED]	L	T	[REDACTED]	[Signature]
30	[REDACTED]	[REDACTED]	L	Tidak	[REDACTED]	[Signature]
31	[REDACTED]	[REDACTED]	L	T	[REDACTED]	[Signature]
32	[REDACTED]	[REDACTED]	P	T	[REDACTED]	[Signature]

No.	Nama/ Name	Nomor Induk Kependudukan/ ID Card Number	Jenis Kelamin/ Gender (L/P) (M/F)	Disabilitas/ Disability Ya/Tidak Yes/No	Nomor Telepon/ Phone Number	Tanda Tangan/ Signature
33	[REDACTED]	[REDACTED]	P	M.	[REDACTED]	[Signature]
34	[REDACTED]	[REDACTED]	L	T	[REDACTED]	[Signature]
35	[REDACTED]	[REDACTED]	L	T	[REDACTED]	[Signature]
36	[REDACTED]	[REDACTED]	L	T	[REDACTED]	[Signature]

No.	Nama/ Name	Nomor Induk Kependudukan/ ID Card Number	Jenis Kelamin/ Gender (L/P) (M/F)	Disabilitas/ Disability Ya/Tidak Yes/No	Nomor Telepon/ Phone Number	Tanda Tangan/ Signature
51	[REDACTED]	[REDACTED]	L	Tidak	[REDACTED]	[Signature]
38	[REDACTED]	[REDACTED]	L	T	[REDACTED]	[Signature]
39	[REDACTED]	[REDACTED]	P	t	[REDACTED]	[Signature]
40	[REDACTED]	[REDACTED]	L	t		[Signature]

No.	Nama/ Name	Nomor Induk Kependudukan/ ID Card Number	Jenis Kelamin/ Gender (L/P) (M/F)	Disabilitas/ Disability Ya/Tidak Yes/No	Nomor Telepon/ Phone Number	Tanda Tangan/ Signature
41	[REDACTED]	[REDACTED]	P	NO	[REDACTED]	[Signature]
42	[REDACTED]	[REDACTED]	L	NO	[REDACTED]	[Signature]
43	[REDACTED]	-	L	-	[REDACTED]	[Signature]
44	[REDACTED]	-	P	T	[REDACTED]	[Signature]

Public Consultation ESAP Pekalongan City

PT. OXFORD POLICY MANAGEMENT INDONESIA

DAFTAR HADIR/ATTENDANCE LIST



Tanggal/Date : 22 Juni 2025
Agenda/Agenda : Konsultasi Publik Penyusunan Rencana Lingkungan dan Sosial
Tempat/Venue : Hotel Aston Pekalongan

Dengan menandatangani daftar hadir ini, saya menyetujui dan menyetujui sebagai berikut:
By signing this attendance list, I acknowledge and agree to the following:

- Fotografi dan videografi: Saya mengakui bahwa tim OPMI mengambil foto dan video selama acara untuk keperluan dokumentasi dan komunikasi/
Photography and Videography: I acknowledge that OPMI team may take photos and videos during the event for documentation and communication purposes
- Penggunaan Gambar/Video: Saya menyetujui gambar dan video saya untuk digunakan dalam laporan, presentasi, media sosial, situs web dan publikasi non-komersial lainnya yang berkaitan dengan acara tersebut/
Usage of Images/Video: I give permission for my images and videos to be used in reports, presentations, social media, websites, and other non-commercial publications related to the event
- Tidak Ada Penggunaan Komerstasi: Saya mengetahui bahwa gambar dan video saya tidak akan dijual atau digunakan untuk tujuan komersial/
No Commercial Use: I acknowledge that my images and videos will not be sold or used for commercial purposes
- Menghormati Privasi: Saya menyetujui bahwa penyelenggara akan menggunakan semua gambar dan video secara bertanggung jawab dan penuh hormat/
Respect for Privacy: I understand that the organizers will use all images and videos responsibly and respectfully
- Penarikan Persetujuan: Jika saya tidak ingin difoto atau direkam, saya akan memberitahu panitia acara pada saat kedatangan/
Withdrawal of Consent: If I do not wish to be photographed or recorded, I will inform the event committee upon arrival

Dengan menandatangani di bawah ini, saya menyatakan persetujuan saya atas penggunaan gambar/video saya sebagaimana diuraikan di atas/
By signing below, I confirm my consent for the use of my images/videos as outlined above

No.	Nama/ Name	Nomor Induk Kependudukan/ ID Card Number	Jenis Kelamin/ Gender (L/P) (M/F)	Disabilitas/ Disability Ya/Tidak Yes/No	Nomor Telepon/ Phone Number	Tanda Tangan/ Signature
1.	[REDACTED]	[REDACTED]	L	T	[REDACTED]	[Signature]
2.	[REDACTED]	[REDACTED]	L	T	[REDACTED]	[Signature]
3.	[REDACTED]	-	P	T	[REDACTED]	[Signature]
4.	[REDACTED]	3 [REDACTED]	P	T	[REDACTED]	[Signature]

No.	Nama/ Name	Nomor Induk Kependudukan/ ID Card Number	Jenis Kelamin/ Gender (L/P) (M/F)	Disabilitas/ Disability Ya/Tidak Yes/No	Nomor Telepon/ Phone Number	Tanda Tangan/ Signature
5.	[REDACTED]	-	P	T	[REDACTED]	[Signature]
6.	[REDACTED]	3 [REDACTED]	P	X	[REDACTED]	[Signature]
7.	[REDACTED]	[REDACTED]	L	T	[REDACTED]	[Signature]
8.	[REDACTED]	3 [REDACTED]	L	T	[REDACTED]	[Signature]

No.	Nama/ Name	Nomor Induk Kependudukan/ ID Card Number	Jenis Kelamin/ Gender (L/P) (M/F)	Gangguan/ Disability Ya/Tidak Yes/No	Nomor Telepon/ Phone Number	Tanda Tangan/ Signature
9	[REDACTED]	[REDACTED]	L	T	[REDACTED]	[Signature]
10	[REDACTED]	[REDACTED]	P	T	[REDACTED]	[Signature]
11	[REDACTED]	[REDACTED]	L	T	[REDACTED]	[Signature]
12	[REDACTED]	-	L	T	[REDACTED]	[Signature]

No.	Nama/ Name	Nomor Induk Kependudukan/ ID Card Number	Jenis Kelamin/ Gender (L/P) (M/F)	Gangguan/ Disability Ya/Tidak Yes/No	Nomor Telepon/ Phone Number	Tanda Tangan/ Signature
9	[REDACTED]	[REDACTED]	L	T	[REDACTED]	[Signature]
10	[REDACTED]	-	L	T	[REDACTED]	[Signature]
11	[REDACTED]	[REDACTED]	P	T		[Signature]
12	[REDACTED]	-	L	T	[REDACTED]	[Signature]

No.	Nama/ Name	Nomor Induk Kependudukan/ ID Card Number	Jenis Kelamin/ Gender (L/P) (M/F)	Gangguan/ Disability Ya/Tidak Yes/No	Nomor Telepon/ Phone Number	Tanda Tangan/ Signature
13	[REDACTED]	[REDACTED]	L	No	[REDACTED]	[Signature]
14	[REDACTED]	[REDACTED]	P	No	[REDACTED]	[Signature]
15	[REDACTED]	[REDACTED]	L	T	[REDACTED]	[Signature]
16	[REDACTED]	[REDACTED]	L	T	[REDACTED]	[Signature]

No.	Nama/ Name	Nomor Induk Kependudukan/ ID Card Number	Jenis Kelamin/ Gender (L/P) (M/F)	Disabilitas/ Disability Ya/Tidak Yes/No	Nomor Telepon/ Phone Number	Tanda Tangan/ Signature
17	[REDACTED]	[REDACTED]	L	No	[REDACTED]	[Signature]
18	[REDACTED]	[REDACTED]	P	No	[REDACTED]	[Signature]
19	[REDACTED]	[REDACTED]	P	No	[REDACTED]	[Signature]
20	[REDACTED]	[REDACTED]	L	No	[REDACTED]	[Signature]

No.	Nama/ Name	Nomor Induk Kependudukan/ ID Card Number	Jenis Kelamin/ Gender (L/P) (M/F)	Disabilitas/ Disability Ya/Tidak Yes/No	Nomor Telepon/ Phone Number	Tanda Tangan/ Signature
21	[REDACTED]	[REDACTED]	P	T	[REDACTED]	[Signature]
22	[REDACTED]	[REDACTED]	P	T	[REDACTED]	[Signature]
23	[REDACTED]	[REDACTED]	L	T	[REDACTED]	[Signature]
24	[REDACTED]	[REDACTED]	L	T	[REDACTED]	[Signature]

No.	Nama/ Name	Nomor Induk Kependudukan/ ID Card Number	Jenis Kelamin/ Gender (L/P) (M/F)	Disabilitas/ Disability Ya/Tidak Yes/No	Nomor Telepon/ Phone Number	Tanda Tangan/ Signature
25	[REDACTED]	[REDACTED]	L	T	[REDACTED]	[Signature]
26	[REDACTED]	-	L	T	[REDACTED]	[Signature]
27	[REDACTED]	-	P	T	[REDACTED]	[Signature]
28						

FGD Gender and GAP Pekalongan City

PT. OXFORD POLICY MANAGEMENT INDONESIA

DAFTAR HADIR/ATTENDANCE LIST



Tanggal/Date : 5 Juni 2025
Agenda/Agenda : Fokus Grup Diskusi (FGD) Gender dan Inklusif Sosial
Tempat/Venue : Hotel Aston Pekalongan

Dengan menandatangani daftar hadir ini, saya menyetujui dan menyetujui sebagai berikut:
By signing this attendance list, I acknowledge and agree to the following:

- Fotograf dan videografi: Saya mengakui bahwa foto dan video selama acara untuk keperluan dokumentasi dan komunikasi.
Photography and videography: I understand that OPM may take photos and videos during the event for documentation and communication purposes.
- Penggunaan Gambar/Video: Saya mengizinkan gambar dan video saya untuk digunakan dalam laporan, presentasi, media sosial, situs web dan publikasi non-komersial lainnya yang berkaitan dengan acara tersebut.
Usage of Images/Videos: I give permission for my images and videos to be used in reports, presentations, social media, websites, and other non-commercial publications related to the event.
- Tidak Ada Penggunaan Komersial: Saya mengakui bahwa gambar dan video saya tidak akan dijual atau digunakan untuk tujuan komersial.
No Commercial Use: I acknowledge that my images and videos will not be sold or used for commercial purposes.
- Respek Privasi: Saya memahami bahwa penyelenggara akan menggunakan semua gambar dan video secara bertanggung jawab dan penuh hormat.
Respect for Privacy: I understand that the organizers will use all images and videos responsibly and respectfully.
- Penarikan Persetujuan: Jika saya tidak ingin di foto atau direkam, saya akan memberitahu panitia secara pada saat berlangsungnya.
Withdrawal of Consent: If I do not wish to be photographed or recorded, I will inform the event committee upon arrival.

Dengan menandatangani daftar hadir ini, saya menyetujui persetujuan saya atas penggunaan gambar/video saya sebagaimana diuraikan di atas.
By signing below, I confirm my consent for the use of my images/videos as outlined above.

No.	Nama/Name	Nomor Induk Kependudukan/ ID Card Number	Jenis Kelamin/ Gender (L/P) (M/F)	Disabilitas/ Disability Ya/Tidak Yes/No	Nomor Telp./ Phone Number	Tanda Tangan/ Signature
1	[Redacted]	[Redacted]	L	Tidak	[Redacted]	[Signature]
2	[Redacted]	[Redacted]	P	Tidak	[Redacted]	[Signature]
3	[Redacted]	[Redacted]	P	Tidak	[Redacted]	[Signature]
4	[Redacted]	[Redacted]	P	Tidak	[Redacted]	[Signature]

No.	Nama/Name	Nomor Induk Kependudukan/ ID Card Number	Jenis Kelamin/ Gender (L/P) (M/F)	Disabilitas/ Disability Ya/Tidak Yes/No	Nomor Telp./ Phone Number	Tanda Tangan/ Signature
5	[Redacted]	[Redacted]	L	T	[Redacted]	[Signature]
6	[Redacted]	[Redacted]	P	T	[Redacted]	[Signature]
7	[Redacted]	[Redacted]	P	Ya	[Redacted]	[Signature]

No.	Nama/ Name	Nomor Induk Kependudukan/ ID Card Number	Jenis Kelamin/ Gender (L/P) (M/F)	Disabilitas/ Disability Ya/Tidak Yes/No	Nomor Telepon/ Phone Number	Tanda Tangan/ Signature
9	[REDACTED]	3 [REDACTED]	L	T	[REDACTED]	[Signature]
10	[REDACTED]	[REDACTED]	L	T	[REDACTED]	[Signature]
11	[REDACTED]	3 [REDACTED]	P	T	0 [REDACTED]	[Signature]
12	[REDACTED]	3 [REDACTED]	P	T	[REDACTED]	[Signature]

No.	Nama/ Name	Nomor Induk Kependudukan/ ID Card Number	Jenis Kelamin/ Gender (L/P) (M/F)	Disabilitas/ Disability Ya/Tidak Yes/No	Nomor Telepon/ Phone Number	Tanda Tangan/ Signature
13	[REDACTED]	[REDACTED]	P	T	[REDACTED]	[Signature]
14	[REDACTED]	3 [REDACTED]	L	T	[REDACTED]	[Signature]
15	[REDACTED]	3 [REDACTED]	P	T	[REDACTED]	[Signature]
16	[REDACTED]	[REDACTED]	P		0 [REDACTED]	[Signature]

No.	Nama/ Name	Nomor Induk Kependudukan/ ID Card Number	Jenis Kelamin/ Gender (L/P) (M/F)	Disabilitas/ Disability Ya/Tidak Yes/No	Nomor Telepon/ Phone Number	Tanda Tangan/ Signature
17	[REDACTED]	[REDACTED]	L	T	0 [REDACTED]	[Signature]
18	[REDACTED]	3 [REDACTED]	P	T	[REDACTED]	[Signature]
19	[REDACTED]	[REDACTED]	L	T	[REDACTED]	[Signature]
20	[REDACTED]	[REDACTED]	L	T	0 [REDACTED]	[Signature]

No.	Nama/ Name	Nomor Induk Kependudukan/ ID Card Number	Jenis Kelamin/ Gender (L/P) (M/F)	Disabilitas/ Disability Ya/Tidak Yes/No	Nomor Telepon/ Phone Number	Tanda Tangan/ Signature
21	[REDACTED]	[REDACTED]	L	T	[REDACTED]	[Signature]
22	[REDACTED]	3 [REDACTED]	P	T	[REDACTED]	[Signature]
23	[REDACTED]	[REDACTED]	L	T	[REDACTED]	[Signature]
24	[REDACTED]	5 [REDACTED]	L	T	[REDACTED]	[Signature]

No.	Nama/ Name	Nomor Induk Kependudukan/ ID Card Number	Jenis Kelamin/ Gender (L/P) (M/F)	Disabilitas/ Disability Ya/Tidak Yes/No	Nomor Telepon/ Phone Number	Tanda Tangan/ Signature
25	[REDACTED]	[REDACTED]	P	T	[REDACTED]	[Signature]
26	[REDACTED]	3 [REDACTED]	L	T	[REDACTED]	[Signature]
27	[REDACTED]	-	L	T	[REDACTED]	[Signature]
28	[REDACTED]	-	P	T	[REDACTED]	[Signature]

No.	Nama/ Name	Nomor Induk Kependudukan/ ID Card Number	Jenis Kelamin/ Gender (L/P) (M/F)	Disabilitas/ Disability Ya/Tidak Yes/No	Nomor Telepon/ Phone Number	Tanda Tangan/ Signature
29	[REDACTED]	[REDACTED]	Pasien Rawat	Tidak	[REDACTED]	[Signature]
30	[REDACTED]	-	L	T	[REDACTED]	[Signature]
31	[REDACTED]	3 [REDACTED]	P	T	[REDACTED]	[Signature]
32	[REDACTED]	[REDACTED]	L	T	[REDACTED]	[Signature]

FGD Gender and GAP Pekalongan Regency

PT. OXFORD POLICY MANAGEMENT INDONESIA

DAFTAR HADIR/ATTENDANCE LIST



Tanggal/City: 12 Juni 2019
 Agenda/Agenda: Focus Group Discussion (FGD) Gender dan Inklusif Sosial
 Tempat/Venue: Ruang Rapat Indraprasta II 3 BAPPENAS Kabupaten Pekalongan

Dengan menandatangani daftar hadir ini, saya menyetujui dan menyetujui sebagai berikut:
 By signing this attendance list, I acknowledge and agree to the following:

- Fotografi dan videografi: Saya menyetujui bahwa foto dan video selama acara untuk keperluan dokumentasi dan komunikasi.
 Photography and videography: I understand that OPM, team may take photos and videos during the event for documentation and communication purposes.
- Penggunaan Gambar/Video: Saya menyetujui bahwa gambar dan video saya untuk digunakan dalam laporan, presentasi, media sosial, situs web dan publikasi non-komersial lainnya yang berkaitan dengan acara tersebut.
 Usage of Images/Videos: I give permission for my images and videos to be used in reports, presentations, social media, websites, and other non-commercial publications related to the event.
- Tidak Ada Penggunaan Komersial: Saya menyetujui bahwa gambar dan video saya tidak akan dijual atau digunakan untuk tujuan komersial.
 No Commercial Use: I acknowledge that my images and videos will not be sold or used for commercial purposes.
- Respek terhadap Privasi: Saya menyetujui bahwa penyelenggara akan menggunakan semua gambar dan video secara bertanggung jawab dan penuh hormat.
 Respect for Privacy: I understand that the organizers will use all images and videos responsibly and respectfully.
- Penarikan Persetujuan: Jika saya tidak ingin foto saya diambil, saya akan memberitahu panitia acara pada saat kegiatan.
 Withdrawal of Consent: If I do not wish to be photographed or recorded, I will inform the event committee upon arrival.

Dengan menandatangani di bawah ini, saya menyetujui persetujuan saya atas penggunaan gambar/video saya sebagaimana di atas.
 By signing below, I confirm my consent for the use of my images/videos as outlined above.

No.	Nama/ Name	Nomor Induk Kependudukan/ ID Card Number	Jenis Kelamin/ Gender (L/P) (M/F)	Disabilitas/ Disability Ya/Tidak Yes/No	Nomor Telepon/ Phone Number	Tanda Tangan/ Signature
1			L			
2						
3			L			
4			P			

No.	Nama/ Name	Nomor Induk Kependudukan/ ID Card Number	Jenis Kelamin/ Gender (L/P) (M/F)	Disabilitas/ Disability Ya/Tidak Yes/No	Nomor Telepon/ Phone Number	Tanda Tangan/ Signature
5			P	T		
6			P	T		
7			P			
8						

No.	Nama/ Name	Nomor Induk Kependudukan/ ID Card Number	Jenis Kelamin/ Gender (L/P) (M/F)	Disabilitas/ Disability Ya/Tidak Yes/No	Nomor Telepon/ Phone Number	Tanda Tangan/ Signature
9			P	t		
10			P	t		
11			P	t		
12			P	t		

No.	Nama/ Name	Nomor Induk Kependudukan/ ID Card Number	Jenis Kelamin/ Gender (L/P) (M/F)	Disabilitas/ Disability Ya/Tidak Yes/No	Nomor Telepon/ Phone Number	Tanda Tangan/ Signature
13	[REDACTED]	[REDACTED]	L	Y	[REDACTED]	[Signature]
14	[REDACTED]	[REDACTED]	P	T	[REDACTED]	[Signature]
15	[REDACTED]	[REDACTED]	P	T	[REDACTED]	[Signature]
16	[REDACTED]	[REDACTED]	L	T	[REDACTED]	[Signature]

No.	Nama/ Name	Nomor Induk Kependudukan/ ID Card Number	Jenis Kelamin/ Gender (L/P) (M/F)	Disabilitas/ Disability Ya/Tidak Yes/No	Nomor Telepon/ Phone Number	Tanda Tangan/ Signature
17	[REDACTED]	[REDACTED]	P	-	[REDACTED]	[Signature]
18	[REDACTED]	[REDACTED]	L		[REDACTED]	[Signature]
19	[REDACTED]	[REDACTED]	P		[REDACTED]	[Signature]
20	[REDACTED]	[REDACTED]	P		[REDACTED]	[Signature]

No.	Nama/ Name	Nomor Induk Kependudukan/ ID Card Number	Jenis Kelamin/ Gender (L/P) (M/F)	Disabilitas/ Disability Ya/Tidak Yes/No	Nomor Telepon/ Phone Number	Tanda Tangan/ Signature
21	[REDACTED]	[REDACTED]	L	T	[REDACTED]	[Signature]
22	[REDACTED]	[REDACTED]	L	T	[REDACTED]	[Signature]
23	[REDACTED]	[REDACTED]	P	T	[REDACTED]	[Signature]
24	[REDACTED]	[REDACTED]	L	T	[REDACTED]	[Signature]

No.	Nama/ Name	Nomor Induk Kependudukan/ ID Card Number	Jenis Kelamin/ Gender (L/P) (M/F)	Disabilitas/ Disability Ya/Tidak Yes/No	Nomor Telepon/ Phone Number	Tanda Tangan/ Signature
25	[REDACTED]	[REDACTED]	P	Tidak	[REDACTED]	[Signature]
26	[REDACTED]	[REDACTED]	L	tidak	[REDACTED]	[Signature]
27	[REDACTED]	[REDACTED]	P	Tidak	[REDACTED]	[Signature]
28	[REDACTED]	[REDACTED]	L	Tidak	[REDACTED]	[Signature]

No.	Nama/ Name	Nomor Induk Kependudukan/ ID Card Number	Jenis Kelamin/ Gender (L/P) (M/F)	Disabilitas/ Disability Ya/Tidak Yes/No	Nomor Telepon/ Phone Number	Tanda Tangan/ Signature
29	[REDACTED]	[REDACTED] 2	P	No	[REDACTED] 3	[Signature]
30	[REDACTED]	[REDACTED]	P	No	[REDACTED]	[Signature]
31	[REDACTED]	[REDACTED]	L	T	[REDACTED]	[Signature]
32	[REDACTED]	[REDACTED]	P	T	[REDACTED]	[Signature]

No.	Nama/ Name	Nomor Induk Kependudukan/ ID Card Number	Jenis Kelamin/ Gender (L/P) (M/F)	Disabilitas/ Disability Ya/Tidak Yes/No	Nomor Telepon/ Phone Number	Tanda Tangan/ Signature
32	[REDACTED]	[REDACTED]	F	No	[REDACTED] 5	[Signature]
34	[REDACTED]	[REDACTED]	P	No	[REDACTED]	[Signature]
35	[REDACTED]	-	P	T	[REDACTED]	[Signature]
36	[REDACTED]	-	L	T	[REDACTED]	[Signature]

No.	Nama/ Name	Nomor Induk Kependudukan/ ID Card Number	Jenis Kelamin/ Gender (L/P) (M/F)	Disabilitas/ Disability Ya/Tidak Yes/No	Nomor Telepon/ Phone Number	Tanda Tangan/ Signature
37	[REDACTED]		P	No	[REDACTED]	[Signature]
38	[REDACTED]	[REDACTED] 1	P	No	[REDACTED]	[Signature]
39	[REDACTED]	[REDACTED]	L	No	[REDACTED]	[Signature]

FGD Gender and GAP Batang Regency

PT. OXFORD POLICY MANAGEMENT INDONESIA

DAFTAR HADIR/ATTENDANCE LIST



Tanggal/Date: 18 Juni 2025
Agenda/Agende: Focus Group Discussion (FGD) Gender dan Inklusi Sosial
Tempat/Venue: Ruang Ujungnegeri SAPPERDA Kabupaten Batang

Dengan menandatangani daftar hadir ini, saya menyatakan dan menyetujui sebagai berikut:
By signing this attendance list, I acknowledge and agree to the following:

- **Fotografi dan videografi:** Saya mengerti bahwa tim OPMs, mengambil foto dan video selama acara untuk keperluan dokumentasi dan komunikasi.
Photography and videography: I understand that OPMs team may take photos and videos during the event for documentation and communication purposes.
- **Penggunaan Gambar/Video:** Saya mengizinkan gambar dan video saya untuk digunakan dalam laporan, presentasi, media sosial, situs web dan publikasi non-komersial lainnya yang berkaitan dengan acara tersebut.
Usage of Images/Video: I give permission for my images and videos to be used in reports, presentations, social media, website, and other non-commercial publications related to the event.
- **Tidak Ada Penggunaan Komersial:** Saya mengakui bahwa gambar dan video saya tidak akan dijual atau digunakan untuk tujuan komersial.
No Commercial Use: I acknowledge that my images and videos will not be sold or used for commercial purposes.
- **Hormati Privasi:** Saya memahami bahwa pengorganisasi akan menggunakan semua gambar dan video secara bertanggung jawab dan penuh hormat.
Respect for Privacy: I understand that the organizers will use all images and videos responsibly and respectfully.
- **Pasifitas Partisipasi:** Jika saya tidak ingin difoto atau direkam, saya akan memberitahu panitia acara pada saat kedatangan.
Withdrawal of Consent: If I do not wish to be photographed or recorded, I will inform the event committee upon arrival.

Dengan menandatangani di bawah ini, saya menyetujui penggunaan saya atas penggunaan gambar/video saya sebagaimana diuraikan di atas.
By signing below, I confirm my consent for the use of my images/videos as outlined above.

No.	Nama/ Name	Nomor Induk Kependudukan/ ID Card Number	Jenis Kelamin/ Gender (L/P) (M/F)	Disabilitas/ Disability Ya/Tidak Yes/No	Nomor Telepon/ Phone Number	Tanda Tangan/ Signature
1.	[REDACTED]	[REDACTED]	L	T	08 [REDACTED]	[Signature]
2.	[REDACTED]	[REDACTED]	P		[REDACTED]	[Signature]
3.	[REDACTED]	[REDACTED]	P		[REDACTED]	[Signature]
4.	[REDACTED]	[REDACTED]	L	T	08 [REDACTED]	[Signature]

No.	Nama/ Name	Nomor Induk Kependudukan/ ID Card Number	Jenis Kelamin/ Gender (L/P) (M/F)	Disabilitas/ Disability Ya/Tidak Yes/No	Nomor Telepon/ Phone Number	Tanda Tangan/ Signature
5.	[REDACTED]	[REDACTED]	L	T	[REDACTED] 5	[Signature]
6.	[REDACTED]	[REDACTED]	L		[REDACTED]	[Signature]
7.	[REDACTED]	[REDACTED]	P	T	[REDACTED]	[Signature]
8.	[REDACTED]	[REDACTED]	P	T	[REDACTED]	[Signature]

No.	Nama/ Name	Nomor Induk Kependudukan/ ID Card Number	Jenis Kelamin/ Gender (L/P) (M/F)	Disabilitas/ Disability Ya/Tidak Yes/No	Nomor Telepon/ Phone Number	Tanda Tangan/ Signature
9	[REDACTED]	[REDACTED]	P	-	[REDACTED]	[Signature]
10	[REDACTED]	[REDACTED]	L	-	[REDACTED]	[Signature]
11	[REDACTED]	[REDACTED]	L	-	[REDACTED]	[Signature]
12	[REDACTED]	[REDACTED]	L	-	[REDACTED]	[Signature]

No.	Nama/ Name	Nomor Induk Kependudukan/ ID Card Number	Jenis Kelamin/ Gender (L/P) (M/F)	Disabilitas/ Disability Ya/Tidak Yes/No	Nomor Telepon/ Phone Number	Tanda Tangan/ Signature
13	[REDACTED]	-	P	-	[REDACTED]	[Signature]
14	[REDACTED]	[REDACTED]	P	-	[REDACTED]	[Signature]
15	[REDACTED]	[REDACTED]	L	-	[REDACTED]	[Signature]
16	[REDACTED]	-	L	-	[REDACTED]	[Signature]

No.	Nama/ Name	Nomor Induk Kependudukan/ ID Card Number	Jenis Kelamin/ Gender (L/P) (M/F)	Disabilitas/ Disability Ya/Tidak Yes/No	Nomor Telepon/ Phone Number	Tanda Tangan/ Signature
17	[REDACTED]	[REDACTED]	L	T	[REDACTED]	[Signature]
18	[REDACTED]	-	P	T	[REDACTED]	[Signature]
19	[REDACTED]	-	L	-	[REDACTED]	[Signature]
20	[REDACTED]	-	L	T	[REDACTED]	[Signature]

No.	Nama/ Name	Nomor Induk Kependudukan/ ID Card Number	Jenis Kelamin/ Gender (L/P) (M/F)	Disabilitas/ Disability Ya/Tidak Yes/No	Nomor Telepon/ Phone Number	Tanda Tangan/ Signature
20	[REDACTED]	—	L	T	[REDACTED]	[Signature]
22	[REDACTED]		P	T	[REDACTED]	[Signature]
23	[REDACTED]	—	P		[REDACTED]	[Signature]
24	[REDACTED]	—	P		[REDACTED]	[Signature]

No.	Nama/ Name	Nomor Induk Kependudukan/ ID Card Number	Jenis Kelamin/ Gender (L/P) (M/F)	Disabilitas/ Disability Ya/Tidak Yes/No	Nomor Telepon/ Phone Number	Tanda Tangan/ Signature
25	[REDACTED]	—	L	Tidak	[REDACTED]	[Signature]
26	[REDACTED]		L	Tidak	[REDACTED]	[Signature]
27	[REDACTED]		P	Tidak	[REDACTED]	[Signature]
28	[REDACTED]		P	No	[REDACTED]	[Signature]

No.	Nama/ Name	Nomor Induk Kependudukan/ ID Card Number	Jenis Kelamin/ Gender (L/P) (M/F)	Disabilitas/ Disability Ya/Tidak Yes/No	Nomor Telepon/ Phone Number	Tanda Tangan/ Signature
29	[REDACTED]	—	L	T	[REDACTED]	[Signature]
30	[REDACTED]	—	P	T	[REDACTED]	[Signature]
31						
32						

FGD Blue and Green Space

PT. OXFORD POLICY MANAGEMENT INDONESIA



DAFTAR HADIR/ATTENDANCE LIST

Tanggal/Date : 28 August 2025
 Agenda/Agenda : FGD feasibility study of Blue-Green Space
 Tempat/Venue : Kantor Setda Kota Pekanbaru - Ruang

Dengan menandatangani daftar hadir ini, saya menyetujui dan menyetujui sebagai berikut /

By signing this attendance list, I acknowledge and agree to the following:

- Fotografi dan videografi: Saya mengerti bahwa tim OPMS, mengambil foto dan video selama acara untuk keperluan dokumentasi dan komunikasi/ Photography and Videography: I understand that OPMS team may take photos and videos during the event for documentation and communication purposes
- Penggunaan Gambar/Video: Saya mengizinkan gambar dan video saya untuk digunakan dalam laporan, presentasi, media sosial, situs web dan publikasi non komersial lainnya yang berkaitan dengan acara tersebut/ Usage of Images/Video: I give permission for my images and videos to be used in reports, presentations, social media, websites, and other non-commercial publications related to the event
- Tidak Ada Pengungkapan Komersial: Saya mengetahui bahwa gambar dan video saya tidak akan dijual atau digunakan untuk tujuan komersial/ No Commercial Use: I acknowledge that my images and videos will not be sold or used for commercial purposes
- Penghematan Privasi: Saya memahami bahwa pengorganisir akan menggunakan semua gambar dan video secara bertanggung jawab dan penuh hormat/ Respect for Privacy: I understand that the organizers will use all images and videos responsibly and respectfully
- Penarikan Persetujuan: Jika saya tidak ingin difoto atau direkam, saya akan memberitahu panitia acara pada saat kedatangan/ Withdrawal of Consent: If I do not wish to be photographed or recorded, I will inform the event committee upon arrival

Dengan menandatangani di bawah ini, saya menyatakan persetujuan saya atas penggunaan gambar/video saya sebagaimana di atas/ By signing below, I confirm my consent for the use of my images/videos as outlined above

No.	Nama/ Name	Institusi	Jenis Kelamin/ Gender (L/P) (M/F)	Disabilitas/ Disability Ya/Tidak Yes/No	Nomor Telepon/ Phone Number	Tanda Tangan/ Signature
1.	[REDACTED]	DINPERKUMH KAB. PKL	P	No	[REDACTED]	[Signature]
2.	[REDACTED]	Din Perkim LH Kab. PKL	P	No	[REDACTED]	[Signature]
3.	[REDACTED]	BPSD Kab. Batang	L	No	[REDACTED]	[Signature]
4.	[REDACTED]	Bappenda Kota Pekanbaru	P	No	[REDACTED]	[Signature]

No.	Nama/ Name	Institusi	Jenis Kelamin/ Gender (L/P) (M/F)	Disabilitas/ Disability Ya/Tidak Yes/No	Nomor Telepon/ Phone Number	Tanda Tangan/ Signature
5.	[REDACTED]	APPSD Kab. PKL	L		[REDACTED]	[Signature]
6.	[REDACTED]	DH Kota PKL	P		[REDACTED]	[Signature]
7.	[REDACTED]	DH Kota Pahl	P		[REDACTED]	[Signature]
8.	[REDACTED]	Kec. Karang Jempur	L		[REDACTED]	[Signature]

No.	Nama/ Name	Institusi	Jenis Kelamin/ Gender (L/P) (M/F)	Disabilitas/ Disability Ya/Tidak Yes/No	Nomor Telepon/ Phone Number	Tanda Tangan/ Signature
9.	[REDACTED]	Bappenda Batang	L	Tidak	[REDACTED]	[Signature]
10.	[REDACTED]	MCI	P	Tidak	[REDACTED]	[Signature]
11.	[REDACTED]	BINTARI	P	Tidak	[REDACTED]	[Signature]
12.	[REDACTED]	BPUK Batang	L		[REDACTED]	[Signature]

No.	Nama/ Name	Institusi	Jenis Kelamin/ Gender (L/P) (M/F)	Disabilitas/ Disability Ya/Tidak Yes/No	Nomor Telepon/ Phone Number	Tanda Tangan/ Signature
13	[REDACTED]	DPUR Batang	P	Tidak	[REDACTED]	[Signature]
14	[REDACTED]	DPUR Batang	L	Tidak	[REDACTED]	[Signature]
15	[REDACTED]	Kec. Selatam	L	Tidak	[REDACTED]	[Signature]
16	[REDACTED]	Kec. Selatam	L	-	[REDACTED]	[Signature]

No.	Nama/ Name	Institusi	Jenis Kelamin/ Gender (L/P) (M/F)	Disabilitas/ Disability Ya/Tidak Yes/No	Nomor Telepon/ Phone Number	Tanda Tangan/ Signature
17	[REDACTED]	Kec. Buaran	L	-	[REDACTED]	[Signature]
18	[REDACTED]	OPML	P	-	[REDACTED]	[Signature]
19	[REDACTED]	Bappanid Kab. Bant.	L	-	[REDACTED]	[Signature]
20	[REDACTED]	DPUR	L	-	[REDACTED]	[Signature]

No.	Nama/ Name	Institusi	Jenis Kelamin/ Gender (L/P) (M/F)	Disabilitas/ Disability Ya/Tidak Yes/No	Nomor Telepon/ Phone Number	Tanda Tangan/ Signature
21	[REDACTED]	DPUR Kota Bk	L	-	[REDACTED]	[Signature]
22	[REDACTED]	Bappanid	L	-	[REDACTED]	[Signature]
23	[REDACTED]	BINTARI	P	-	[REDACTED]	[Signature]
24	[REDACTED]				[REDACTED]	[Signature]