

MSIA Reading Series 24

“EMERGENCY RESPONSE PLAN IN SOCIAL IMPACT ASSESSMENT”

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Moderator:
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22 August 2025

MSIA HARDTALK 2025

EMERGENCY RESPONSE PLAN

IN SOCIAL IMPACT ASSESSMENT

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MODERATOR

TS HJ MAHMOOD LONG
SPEAKER

FRIDAY, AUGUST 22, 2025 03:00 PM - 04:30 PM ZOOM

PARTICIPATION FORM

I hereby confirm that I will participate in the "MSIA Hardtalk on Emergency Response Management on 22 August 2025"

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Emergency Response Plan (ERP) for Social Impact Assessments of Development Projects

1. Introduction

The MSIA Hard Talk delved with an essential topic entitled “Emergency Response Plan (ERP) for Social Impact Assessments” inviting TS Hj Mahmood Long as panel speaker and TPr Mohammad Yusup as moderator on 22nd August 2025. This topic was specially selected considering how important ERP is for development projects especially during project construction and operational phases.

Development projects can cause unintended social impacts such as displacement, disruption of livelihoods, conflicts with local communities, or emergencies linked to environmental hazards (floods, pollution, accidents).

Social Impact Assessment (SIA) is not just about predicting potential impacts but also about ensuring resilience and preparedness when communities face crises arising from development projects. The roles of an ERP in SIA reporting were also be provided and deliberated by our eminent speaker.

2. Objectives and Scopes of ERP

An ERP has various objectives that may include:

- i. Provide a structured framework for anticipating, responding to, and recovering from social emergencies.
- ii. Minimize adverse social impacts on communities during unforeseen events.
- iii. Ensure timely communication, coordination, and stakeholder engagement, and
- iv. Align with national laws, international safeguard standards (e.g., IFC Performance Standards, World Bank ESS), and local community needs.

This plan can apply to:

- Communities directly or indirectly impacted by the project.
- Workers and subcontractors on the project site.
- Vulnerable groups (women, children, indigenous peoples, elderly, disabled).
- Stakeholders including local government, NGOs, and civil society groups.

3. Roles of ERP in SIA reporting and mitigations

An Emergency Response Plan (ERP), when integrated into SIA reporting and mitigation strategies, plays several important roles including

- Risk Anticipation and Preparedness
- Community Protection and Safety
- Communication and Transparency
- Institutional Coordination and Accountability
- Minimizing Social Disruptions
- Capacity Building and Empowerment
- Monitoring and Adaptive Management
- Trust-Building and Social License to Operate

Specifically these roles of ERP in SIA Reporting and Mitigations were discussed :

- i. Risk Anticipation and Preparedness
 - ERP identifies potential social risks (displacement, accidents, livelihood disruptions, community conflicts, health crises) linked to a project.
 - In SIA reporting, ERP acts as a preventive tool, showing stakeholders how risks will be managed if they occur.
- ii. Community Protection and Safety
 - Provides clear procedures for protecting local populations during project-related emergencies (e.g., industrial accidents, construction hazards, pollution incidents).
 - Ensures vulnerable groups (elderly, women, children, indigenous people) are considered in mitigation planning.
- iii. Communication and Transparency
 - ERP includes early warning systems and communication channels so affected communities are kept informed.
 - In SIA reporting, this demonstrates a project's accountability and transparency to regulators and stakeholders.
- iv. Institutional Coordination and Accountability
 - ERP links project developers with local authorities, NGOs, and community leaders to ensure coordinated response.

- In mitigation, this reduces confusion, duplication, and delays when crises occur.
- v. Minimizing Social Disruptions
- ERP ensures continuity of essential services (healthcare, water, transport) and quick recovery of community functions.
 - This helps mitigate long-term social and economic dislocation that projects might otherwise trigger.
- vi. Capacity Building and Empowerment
- ERP includes training, drills, and awareness programs for local communities.
 - In SIA, this strengthens community resilience, trust, and adaptive capacity.
- vii. Monitoring and Adaptive Management
- ERP establishes indicators and protocols for monitoring social conditions during crises.
 - SIA reporting then reflects a dynamic process, where mitigation measures evolve with lessons learned.
- viii. Trust-Building and Social License to Operate
- ERP shows stakeholders that the project cares about community welfare beyond just compliance.
 - Helps build long-term trust, reducing risks of protests, opposition, or conflicts.

4. Potential Social Emergency Scenarios

An SIA of development projects may record various social impacts that may have social emergency scenarios. These would include among others:

- i. Community Conflict & Social Unrest – protests, opposition, or disputes related to land acquisition, compensation, or project activities.
- ii. Displacement & Livelihood Disruption – sudden relocation or loss of access to land/resources.

- iii. Accidents with Social Impacts – construction accidents, hazardous spills, fire, or explosion affecting nearby settlements.
- iv. Health Emergencies – outbreaks of disease, pandemics, occupational health hazards impacting communities.
- v. Environmental-Social Emergencies – flooding, landslides, pollution, or resource scarcity caused/worsened by the project.
- vi. Gender-based Violence (GBV) & Social Risks – risks of harassment, abuse, or exploitation linked to project operations.

5. Response Framework

Given the above emergency scenarios, an ERP has several response framework:

i. Preparedness

An essential element to have is the project preparedness to response by having:

- Risk Mapping: Identify vulnerable communities and high-risk project zones.
- Stakeholder Engagement: Establish community liaison committees.
- Early Warning Systems: Mechanisms for reporting grievances or risks quickly.
- Training & Drills: For staff, contractors, and community representatives.

ii. Response Actions

The project has to action-oriented activities including:

- Activation of ERP: Triggered when a social emergency is reported or verified.
- Emergency Communication: Deploy multilingual alerts, community radio, WhatsApp groups, village meetings.
- Rapid Response Team (RRT): Dedicated project team + local representatives to handle crisis.
- Protection of Vulnerable Groups: Priority evacuation, health services, temporary shelters.
- Coordination with Authorities: Police, hospitals, fire departments, and local councils.

iii. Recovery

The project has to have recovery mechanisms such as:

- Support & Compensation: Provide financial, health, or livelihood recovery assistance.

- Reintegration Measures: Counseling, livelihood restoration, community rebuilding.
- Monitoring & Lessons Learned: Post-event review to strengthen future responses.

6. Roles and Responsibilities

For an ERP to be effective, an ERP Team has to be set up with dedicated roles and responsibilities. An illustration is provided below:

Role	Responsibility
Project Management Unit (PMU)	Overall coordination of ERP, resources, decision-making
Community Liaison Officer (CLO)	First point of contact with communities; manages grievances
Rapid Response Team (RRT)	On-ground response (evacuation, first aid, communication)
Contractors & Site Managers	Ensure worker/community safety; implement emergency SOPs
Local Authorities (District/State)	Provide enforcement, medical support, law & order
NGOs	Independent monitoring, humanitarian support

7. Communication Protocols

For the ERP to be effective, open communications have to be in place among responsible parties that would include:

- i. Internal Reporting: All staff must immediately escalate emergencies to ERP Coordinator.
- ii. External Notification: Local leaders, community groups, and authorities informed within 1 hour of confirmation.
- iii. Information Dissemination: Posters, loudspeakers, digital platforms for transparent updates.
- iv. Media Management: Designated spokesperson only.

8. Resources & Logistics

Proper and adequate resources and facilities have to be provided by the project management that include:

- i. Emergency funds (for compensation, relief supplies).
- ii. Medical kits, mobile health units.
- iii. Evacuation vehicles, temporary shelters.
- iv. Communication tools (hotlines, two-way radios, mobile alerts).

9. Monitoring and Evaluation

The ERP has to have a proper monitoring and evaluation mechanism and these would include:

- i. Regular simulation exercises with community participation.
- ii. Post-incident assessments with documentation of lessons learned.
- iii. Annual review of ERP effectiveness during SIA monitoring.

10. Annexes

Various information boards and decision making process charts have to be prepared for ready implementation that would include

- i. Annex A: Contact list

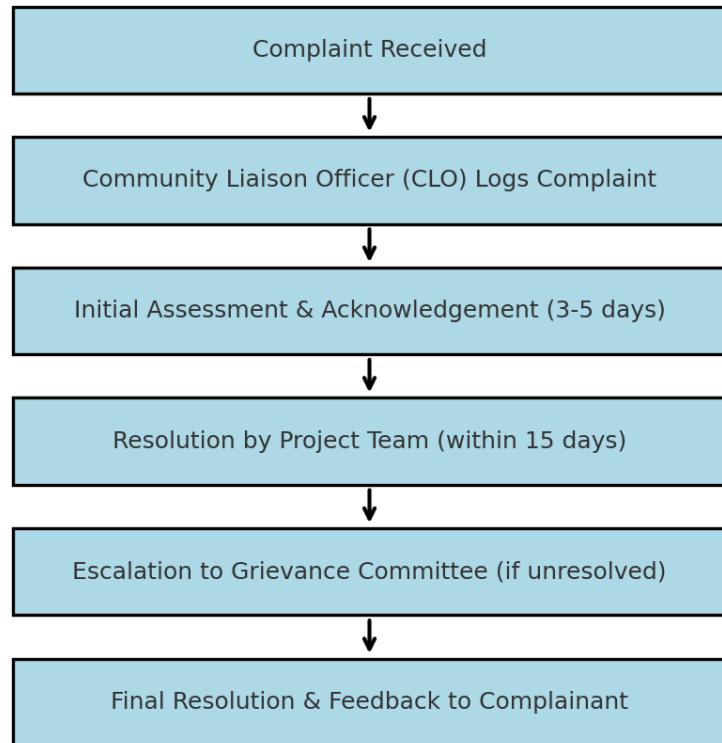
In this contact list of relevant agencies and of officials where necessary, that should be communicated during an emergency event are provided and publicised. The list may consist among others:

- local leaders
- hospitals
- police station,
- NGOs.

- ii. Annex B: Grievance Redress Mechanism flowchart. An illustration of this is as follows:

Annex B: Grievance Redress Mechanism Flowchart

The following flowchart illustrates the steps in the grievance redress mechanism to ensure transparency, accountability, and timely resolution of community concerns.



iii. Annex C: Emergency Communication Templates (press release, SMS alert).

An illustration of

1. Press Release Template (for Media & Public Updates) :

[Project Name / Company Name]

Press Release – For Immediate Release

Date: [Insert date]

Location: [Insert project/incident location]

Subject: [Brief headline – e.g., “Update on Incident at [Project Site]”]

[Project Name/Company] confirms that an incident occurred at [location] on [date/time]. Immediate emergency response actions were activated in line with the Emergency Response Plan.

Key facts:

- Nature of incident: [brief description – e.g., “chemical spill at construction site”]
- Affected area: [village/road/river, etc.]
- Status of community safety: [e.g., “All residents evacuated safely; no fatalities reported”]
- Actions taken: [e.g., “On-site emergency teams deployed; medical staff assisting”]
- Authorities notified: [list relevant agencies]

We assure the community that the situation is under control, and continuous monitoring is in place. Regular updates will be provided every [time interval].

For further information, contact:

- Emergency Hotline: [number]
 - Community Liaison Officer: [name, phone/email]
 - Website/Social Media: [links]
- [Authorized Spokesperson Name & Position]
[Signature / Seal if applicable]
-

2. SMS Alert Template (Short & Direct Messages to Community Members) included:

Template A – Incident Notification

 **Emergency Alert:** An incident has occurred at [location]. Please remain calm. Follow evacuation route [X] if you are in the area. Updates will follow. Hotline: [number]

Template B – All-Clear Message

 **Update:** The incident at [location] is under control. It is now safe to return. Thank you for your cooperation. Hotline: [number]

Template C – Safety Reminder

 **Reminder:** Stay away from restricted zones near [location] until further notice. Your safety is our priority. Hotline: [number]

3. Notes for Use

It is important to note that:

- Messages must be concise, accurate, and verified before release.
- Press releases are for public/media consumption, while SMS alerts are for direct community notification.
- Templates should be translated into local languages for accessibility.

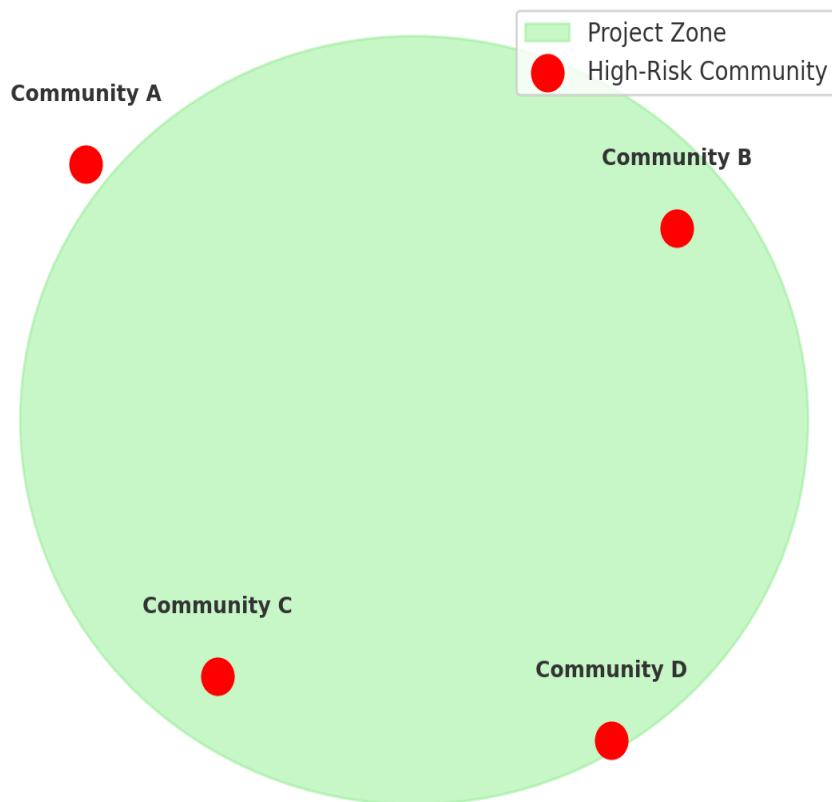
- Community liaison teams should maintain an updated contact database for SMS distribution.

👉 Would you like me to also create a ready-to-use table format version (like a fill-in-the-blank template) for Annex C, so that project teams can just insert the details during an actual emergency?

Annex D: Map of High-Risk Communities and Project Zones

The map below illustrates the location of project development zones in relation to nearby high-risk communities. This serves as a reference for planning emergency preparedness and response actions.

Annex D: Example Map of High-Risk Communities and Project Zones



11. Questions and Answers Session

TS. Hj. Mahmood Long : I think for the remaining 20 minutes or so, we can open the floor for questions.

TPr. Mohammad : Haji, thank you very much for your presentation. I've learned a lot today. While I was listening, Puan Zuriati also commented that the ELP section was very detailed. I've actually prepared a few questions myself but first let me open the floor to the audience. There's a question from the chat.

TPr. Mohammad (reading Syahril's question): Tuan Haji, usually the ERP (Emergency Response Plan) during the construction phase is only prepared after the contractor has been appointed, which is after EIA and SIA approval. At the same time, it is requested to be included in the recommendations of the EIA or SIA. Could you clarify this?

TS. Hj. Mahmood Long : That's a very good question from Syahril. The ERP is indeed not very common at the early stage of a project. One reason could be the lack of authority or mandate at that point. Also, the EIA title itself is "environment" it doesn't mention "environmental safety impact assessment." So, the safety elements are not strongly included. It's true, as Syahril mentioned, ERP is usually only prepared once the EIA has been approved. In fact, the EIA approval conditions often state that the project must then prepare an ERP. But from what I've seen, within the SIMP framework, ERP is made clearer as one of the important components. So I think SIA is actually more comprehensive in terms of framework, especially for ERP preparation. From my own experience preparing EIAs, ERP is rarely included. At most, there may just be one or two short paragraphs mentioning that emergency and safety measures will be considered. Very general and simple. That's it. So, in my view, SIA is the better platform for this.

TPr. Mohammad : Alright, another question from the chat. This one is from Miss Gun. She said that ERP should actually be a common, comprehensive element to support the SIMP, not just a subtopic in one of its chapters. How can consultants incorporate ERP in detail according to PSA at this stage?

TS. Hj. Mahmood Long : That's a very good question. And I completely agree with it. We've already discussed why ERP is so important and why it should be highlighted and made mandatory in the SIA. But the issue is: how do consultants integrate it in detail? For me, in the SIA, ERP doesn't need to be too detailed. What's important is to identify and highlight the key elements, and ensure there's a framework. Detailed SOPs are not necessary yet at this stage. But things like flowcharts and overall procedures should already be there. Operational ERPs, on

the other hand, are much more detailed. From my experience, they usually run 30–40 pages, with lots of SOPs, work instructions, and procedures. That's appropriate for implementation, not for SIA. So at this stage, a simplified framework is enough, while the detailed operational ERP can come later.

TPr. Mohammad : Haji, I have a few more questions. There are quite a number, including some I received through WhatsApp. Let me read one of them. The question is, You mentioned earlier about the six key aspects, particularly Community Engagement and the principles of ERP within the SIA. In SIA, community engagement and participation are usually included through stakeholder sessions and FGDs (focus group discussions) with specific community groups.

TPr. Mahmood Long : Based on my experience conducting EIAs and working on-site, we know it's not possible to visit the field frequently we simply don't have the capacity or resources for that. Even if we manage to go for one or two days, that's already good enough for an engagement session. For village communities, the best time is usually in the evening or at night. That's when engagement works best. Personally, I prefer if we can do things concurrently all in one session. It's possible. However, before meeting the community, we must prepare properly. At first, the preparation may be brief, but once we engage, we should keep in mind that villagers don't have much time for us either. So, it's important to respect their time. For me, concurrent sessions are fine. Of course, drills are different. A drill can only be done once construction has started, or just before it begins. In that case, we must first identify the assembly point—the designated gathering area. That needs to be specific. But to gather feedback, which is the main objective of engagement, we can do this in a casual discussion with the villagers. It depends on how well we manage the session and shape the discussion. Much of it depends on the skills of the team on the ground. Thank you.

TPr. Herlina Ab Aziz: En. Mohammad, may I add something? Usually, when we conduct engagement during the data collection process, even asking questions about neglect or risks can be difficult. Sometimes, we hesitate to ask such questions because villagers might think, "Are you planning a project that will be abandoned later?" So often, we avoid asking about worst-case scenarios. For example, if we were to ask, "What if the factory project explodes? Where would the villagers go in case of such an incident?" These kinds of questions sound very negative towards the project. I believe project proponents also wouldn't be comfortable with us asking such questions, because most engagements with the community tend to emphasize only the positives: "The project will not harm you, the project will benefit you." That's usually the approach. But I think we need to

be more transparent and open with the community. We should say, "Yes, we have strong mitigation measures. We are prepared, and we understand the situation. However, if something does go wrong, what are the best steps to take?" We must clearly explain to people what the possible consequences are, and how likely such events could occur.

TS. Hj. Mahmood Long : Thank you, Madam President. That's a good point. I also have some experience related to this. For example, in one project, there was a case where a village cemetery ended up submerged. During the early engagement sessions what we call randau or community dialogues this issue was never mentioned, not even 10 years earlier. But when the project began operating, the cemetery was flooded and could not be saved. Imagine the implications for the community. That's just one example. For me, if we have already identified risks and possible scenarios, it is better to inform the community, but in a careful and sensitive manner. We should avoid asking frightening, direct questions that alarm people. Engagement depends a lot on our skills whether we are welcomed guests or not. This is where the human touch is very important. We need interpersonal skills when engaging with communities. There are many ways to approach it. Don't ask questions too directly for example, "Will people die?" that would backfire, and the community might reject us completely. Remember, the villagers know their place better than we do. They know what has happened over the past 10, 20, even 50 years. So, our approach must be tactful, as I said earlier. At the same time, we should not hide potential risks or possible emergencies if the project goes ahead. If we conceal such things, the long-term implications 20 or 30 years down the road could be very serious. People will look back and say, "When the consultants came, they never mentioned this risk. Why is it only happening now?" That is unfair to the community.

TPr Mohammad: We still have about two minutes left. There are a few more questions from the chat room, some from WhatsApp. Let's take maybe one or two more questions. The first is from Dr. Mazlan. I think this also relates to what happened recently. Based on some past cases, ERP (Emergency Response Plan) in Malaysia faces challenges such as coordination, community preparedness, and others. What is your view, Tuan Haji, on the steps that should be taken to overcome these challenges? I also think this can be linked to recent projects, like the one in Bukit Mansara, where we saw a video of construction material falling on someone. Madam President also mentioned this earlier. So please, Tuan Haji, your thoughts.

TS. Hj. Mahmood Long: Thank you, Dr. In my view, there are at least two key factors here. First, the ERP preparation process is often lacking, or no proper risk

assessment is carried out. Risk identification and assessment are not done properly. That is why so many unexpected and shocking incidents happen because mitigation measures were not put in place. Second, community engagement is missing. For example, in the recent condominium case in Kuala Lumpur, there was no proper assessment of residents' risk awareness, and mitigation efforts were not carried out. Coordination is another challenge. The process flow is not clear: what needs to be done, who should be contacted, when, and how. That is why emergency drills are necessary. With drills, when an accident or emergency happens, people will know how to respond more effectively. That's my opinion.

TPr Mohammad: Okay, next, Haji. This one is a bit longer. It includes her thoughts and she's also asking for yours. This comes from my friend, Madam Amandah Rissa. Based on experience, ERP is usually referred to in IAE reports with a focus on technical aspects and environmental pollution control. But it only touches in general on emergency response. From today's session, in the context of SIA, ERP needs to be expanded to become more comprehensive and detailed. It should involve coordination, community engagement, and simulation training if possible. This is quite heavy, Haji, and it requires everyone's involvement. So, ERP should be more comprehensive, not just something prepared by one party. I kind of agree with this. Please share your views, Haji. I am genuinely concerned, Chairman. If En. Dzul Azrai were to review our ERP presentation in its current form, it might not receive approval.

TS. Hj. Mahmood Long: As I mentioned earlier, in the EIA report, there are no details on how ERP should involve the social or community aspects. It only focuses on the project area. For example, what needs to be done to control pollution, what equipment should be used, and what technology should be applied. These are covered. But that's only the technical aspect. When it comes to social safety and community protection, it is not explained. It's not detailed in the EIA. That is why, in my view, engagement and drill exercises are very important. In ERP, it must be clearly stated. For example: once construction starts, emergency drills must be conducted. Even before construction, they can already be done. At least once a year, minimum. And the local community must be truly involved, not just sitting on the roadside watching from afar. No, they must participate directly. They need to be educated. For instance, involve the village head as an educator, and then he too must take part. That way, he understands and can guide his community to respond. Otherwise, when incidents happen, actions are often delayed. It's not only coordination, but also confusion—because the communication flow is not clear. That's what causes chaos. That's why I think it's high time to strengthen our SIA in terms of ERP.

TPr Mohammad: Thank you. Now, let's take a question from Dr. Kuppu. This is about the SIA panel. If there is an EIA, then an ERP would already exist. For a project, how do we ensure compatibility between the ERP in the SIA and the one in the EIA?

TS. Hj. Mahmood Long: In my opinion, the ERP within the SIA should actually come earlier. This is because ERP is not usually prepared during the EIA study. It will only be developed once the EIA has been approved, as it is one of the conditions of approval. So, if they don't prepare the ERP, that would mean non-compliance, and action can be taken against them. That is why ERP is only developed after the EIA approval, not before. During the EIA study, at most, there will only be one or two paragraphs stating that ERP needs to be prepared. But no detailed explanation of how or by whom. That is why I believe SIA should prepare the real ERP, not just a statement.

TPr Mohammad: I agree. Not all development projects require both SIA and EIA. Sometimes, a project only requires an SIA without an EIA.

TS. Hj. Mahmood Long: Even worse, some projects don't require EIA or SIA only EMP. Some require nothing at all. How is that possible?

TPr Mohammad: So, let's take one more question, Tuan Haji. I received several questions directly via WhatsApp. One example is about CLQ (Centralised Labour Quarters). Earlier you mentioned waste, spills, and disasters. But perhaps you gave less emphasis on riots or disturbances. So maybe, Tuan Haji, you can explain the key principles in ERP concerning riots especially related to SIA for CLQs, which involve many residents, foreign workers with different languages, backgrounds, and cultures. I'm sure in preparing an ERP, if such an emergency were to happen, it would not be easy. Giving instructions to people who all speak different languages. That is very challenging. Please, Tuan Haji, your thoughts.

TS. Hj. Mahmood Long: That's a very good question, En. Mohammad. From my personal experience when handling ERP projects in Kuching, we faced similar issues. Workers came from different backgrounds China, Nepal, Bangladesh, Indonesia. Different languages, different cultures, even different work styles. This created communication problems. One key principle before ERP even begins is compliance. Everyone must comply with legal requirements, whether under the Labour Department, OSHA, or others. Sometimes workers come in without permits or visas that creates problems. Once work begins, in my experience, these workers cannot live in the same quarters. They must be separated. In our project, we set up two centralised hostels. Then we divided them further:

- One block for Indonesian workers,
- One block for Chinese workers,
- One block for Nepali workers,
- One block for Bangladeshi workers.

They cannot be mixed, otherwise conflicts arise—even small issues like waste disposal can lead to fights. Therefore, ERP must include strategies to prevent such issues, at least in general terms. The challenges of language, culture, and lifestyle differences must be acknowledged. It is not easy. For example, I personally experienced a strike. Workers went on strike simply because their salary was delayed by three days. That's how sensitive the situation can be. So, worker welfare is very important. In SIA, ERP must address welfare considerations. Thank you.

TPr. Mohammad: There are more questions in the chat. Maybe this will be the last one for Tuan Haji. Let's take a look at our friends' questions there. There are many, Haji, but I'll take one or two important ones. This is from me, Faiz, a junior town planner. In the earlier presentation, it was shown that we need to list the main contractor and subcontractors. I noticed your boxes just now, Haji. They were very detailed. But if we look at the current standard operation procedure that we present, at that stage the approving authority or PP might not yet be able to provide such information because it may not be the right time yet. At the early stage, it might not be necessary. So how should we do it? Can we submit to Plan Malaysia or the authority with just the organisation format, not including the main contractor and subcontractors? What is your opinion, Tuan Haji?

TS. Hj. Mahmood Long: Thank you, Mr. Faiz. In my view, at the very least there should be a framework. It doesn't have to be too detailed. Phone numbers, for example, can be found easily. But the framework must be there, it must specify what information is needed. Ideally, I would suggest including the essential stakeholders. It's not too difficult to obtain those details. Personally, I've never prepared an SIA before, but my opinion is that it doesn't need to be as detailed as what I showed earlier. Only the key information is required. Perhaps a one-page document is enough. Include the nearest police station number, fire station, and hospital. These aren't difficult to find. For contractors' numbers, we usually already have them. Just copy and paste it's not complicated. That's my opinion. I would strongly encourage it.

TPr Mohammad: One last question before we close. This one I agree with, so I'd like to hear it. From Mr. Faizul. His question, though short, is very relevant to SIA awareness. It relates to engagement, including drills and simulations. As Madam Amalina mentioned earlier, we need to teach the public how to respond. So, who should organise this? Should it be the consultant or the project proponent? This is a bonus question.

TS. Hj. Mahmood Long: To be frank, I don't have a direct answer it's very subjective. Yes, consultants must carry out engagement. But when it comes to training and drills, I don't think consultants generally have the capability. Maybe some do, but most of us are experts in social or environmental aspects, not in emergency management. That is why, in my view, the responsibility should go back to the project proponent. The authority should require the project proponent to conduct drills. Of course, the project proponent won't conduct the training themselves. They would engage experts the Fire Department, Police, Civil Defence (APM), or the District Disaster Committee. Not the consultant. Consultants should only provide recommendations, guidance, and advice. That is our role.

TPr Mohammad: Okay, Haji, we've already gone more than 15 minutes over time. Perhaps you can give us a short conclusion before we invite Madam President for the final closing. Please, Haji, your conclusion.

TS. Hj. Mahmood Long: Maybe one minute for my conclusion. Regarding PRP and social impact assessment: We need to incorporate these properly. This is very important to demonstrate our commitment. We cannot simply wash our hands of it because we don't want long-term impacts on the community. We must also improve effectiveness by ensuring we clearly identify the communities involved. That way, we take responsibility through the SIA process for their safety and welfare. Of course, the aim is to minimise risks and make sure communities are better prepared if anything happens. That's my conclusion. It requires teamwork. It cannot be done by one person or one agency alone. No single party can handle it all. Collaboration is essential.

TPr Mohammad: Thank you, Tuan Haji.

Acknowledgment

The contributions and deliberations of the panelist and participants during the MSIA Hard Talk session are very much appreciated.

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