

INDONESIA



# SECTOR MINISTERS' MEETING

## WELCOME BOOKLET

# Building Forward Better for Recovery and Resilience

Jakarta,  
18<sup>th</sup> – 19<sup>th</sup> May 2022

**#2022SMM**  
SMM-SWA.ORG

# INTRODUCTION

We welcome you to the 2022 Sector Ministers' Meeting (SMM),  
taking place in Jakarta, Indonesia,

**in Swissotel PIK Avenue, North Jakarta.**

This event will be conducted on May 18<sup>th</sup> – 19<sup>th</sup> 2022  
with the theme

**“Building Forward Better for Recovery and Resilience”.**

We hope this document can provide you with the health,  
logistics, and other general information regarding the  
arrangement of the event to help you during your stay.

For questions related to event logistics and management,  
please contact

[smmsecretariat.id@gmail.com](mailto:smmsecretariat.id@gmail.com)

For broader questions about the meeting, please contact

[smm@sanitationandwaterforall.org](mailto:smm@sanitationandwaterforall.org)

**Delegates, invited guests, and the organizers are expected  
to comply with the health protocol**

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# ABBREVIATION AND GLOSSARY

## List of Abbreviations

- PL** : Peduli Lindungi (mobile application)  
**e-Hac** : Electronic Health Alert Card  
**LO** : Liaison Officer  
**EO** : Event Organizer

## Glossary

### **Peduli Lindungi Application :**

Application for contact tracing to strengthen the means of reducing the spread of COVID-19. This application helps to enhance community participation in reporting location and travel history during the pandemic.



You may download Peduli Lindungi Application in Google Play Store (for Android) and Apple Store (for Apple). PLEASE install and register yourself in the application prior to your departure to Indonesia to avoid long queue at the health screening area at the Soekarno-Hatta International Airport. Please see appendix Page 55 on how to install the app.

### *# Peduli Lindungi Mobile Application*



# ABBREVIATION AND GLOSSARY

**Indonesia Health Alert Card (e-Hac)** : An electronic health alert card that is designated for all domestic and international travelers during the COVID-19 pandemic.



**Vaccine Certificate** : physical or digital proof of COVID-19 Vaccination (2-dose vaccination)

# HEALTH PROTOCOL

## Personal Hygiene

1. Avoid using shared items where possible, or disinfect items before use



2. Cough into your mask, sleeve, or tissue and dispose used masks properly to mask disposal provided by the event committee.



3. Greetings should only be conducted by **Close hands “Namaste”**



4. Avoid physical contact including hugs and handshakes



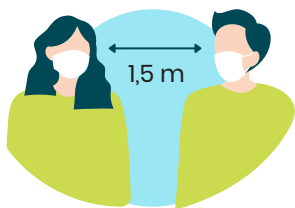
5. Avoid the **3Cs**: spaces that are **Closed**, **Crowded**, or involve **Close contact**



# HEALTH PROTOCOL

## Mandatory Health Protocol

1. Always wear a mask to protect you and everyone around you. It is recommended to use a 3-ply mask or double masking is even better, organizing committee must provide a place to dispose used masks



2. Keep a safe distance - a minimum of 1,5 meters from others

3. Wash your hands regularly with soap (at least 20 seconds) or use hand sanitizer. Organizing committee must provide handwashing facilities throughout the venue



4. Daily self-screening: check body temperature (must be  $<37,5^{\circ}\text{C}$  to perform activities) and oxygen saturation (must be  $>95\%$  to perform activities)

# HEALTH PROTOCOL

## Antigen and PCR Testing

- Delegates arrive on May 16<sup>th</sup> must take:
  - PCR at the Soekarno Hatta airport if they have symptoms / temperature is above 37,5° C. Expenses paid by each delegates.
  - Antigen at the Hotel if they don't have symptoms/ temperature is below 37,5° C.
- All delegates arrive on May 17<sup>th</sup> or before May 17<sup>th</sup> must take PCR test at the hotel (mandatory for Opening ceremony by President of Republic of Indonesia).
- Delegates arrive on May 18<sup>th</sup> can only enter the venue after the departure of The President of Republic of Indonesia from the venue and need to take an antigen test.



**Note:** Any delegate with a positive PCR test result will be handled directly by COVID-19 Task Force



# HEALTH PROTOCOL

## Peduli Lindungi Application

Peduli Lindungi is a Health Pass application introduced by the Government of Indonesia to provide convenient access to those who have been fully vaccinated and those who have obtained negative results from tests taken 48 hours prior to departure to Indonesia.

The **COVID-19 SMM Task Force** provides a QR Code in all entry points such as Hotel Entrance, Rooms, Venue Entrance, etc.

All guests must install the application on their mobile devices to support COVID-19 countermeasures.

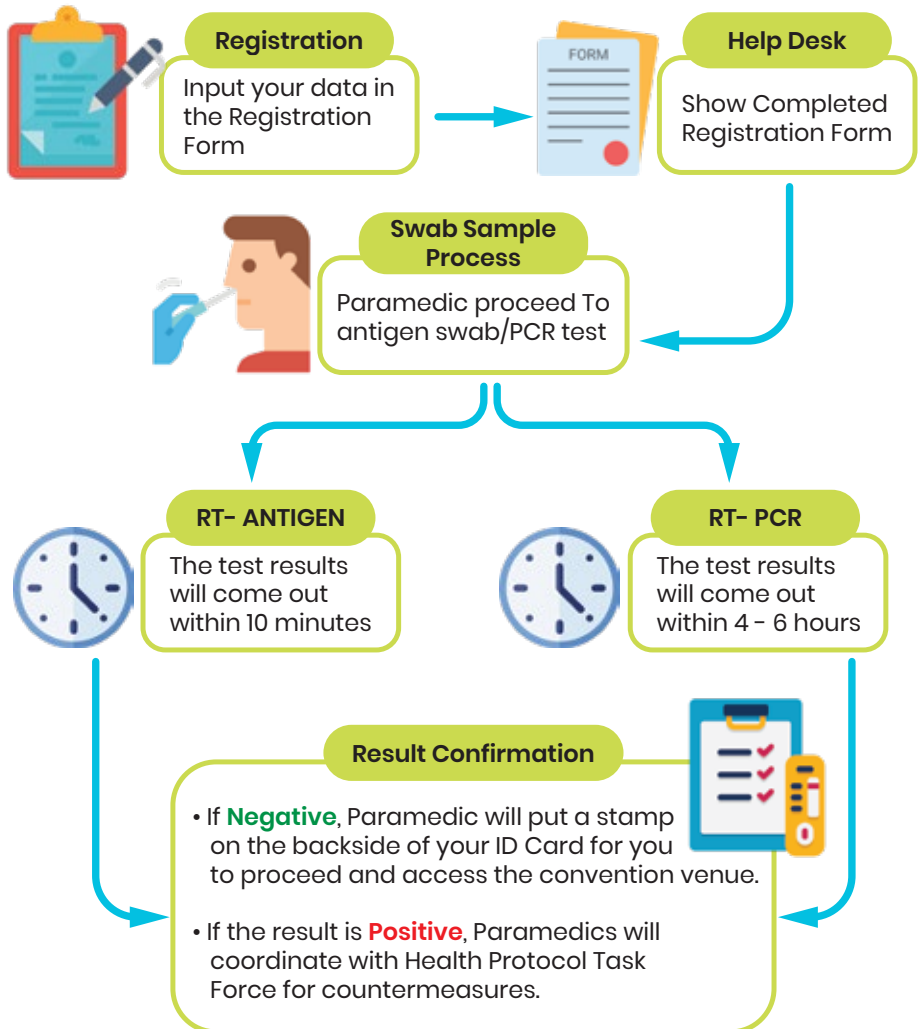
**(Participants must fill in the data in the PL application immediately to give some time for approval at least 2 days before arrival)**

### QR Code Color Information in Peduli Lindungi

- Green** : **Low Risk-Entry is allowed**  
Fully vaccinated and negative RT-PCR result
- Yellow** : **Medium Risk - Entry is allowed after data verification**  
Partially vaccinated and negative RT-PCR result
- Red** : **High risk - Entry is not allowed**  
Unvaccinated, close contact with a confirmed case
- Black** : **Very high risk - Entry is not allowed**  
Close contact tested positive for COVID-19

# HEALTH PROTOCOL

## Flow for daily swab antigen/PCR test at the Lausanne 1 Ballroom



# HEALTH PROTOCOL

## RT- antigen & PCR swab schedule (mandatory)

Date	Rapid Test	Negative Result	Positive Result
May 16 <sup>th</sup>	Antigen	Go to Hotel Room	Report to Paramedics and Committee on duty
May 17 <sup>th</sup>	PCR *mandatory for opening ceremony by President of Republic of Indonesia on May 18 <sup>th</sup>	Go to Meeting Venue	Report to Paramedics and Committee on duty
May 19 <sup>th</sup>	Antigen before meeting (for participants who only join the SMM on May 19 <sup>th</sup> )	Go to Meeting Venue	If it happens after the event is finished on the evening of May 19 <sup>th</sup> , the committee will only escort positive delegates to the nearest hospital and the cost will be covered by the delegates insurance (25.000 USD)

# HEALTH PROTOCOL

## Venue Arrangement

1

Ensure that everyone present at the venue is in good health and implement 3M: Physical distancing, Wearing Mask, and Washing Hand/Using Hand Sanitizer.

2

Delegates must scan the Peduli Lindungi QR Code before entering and leaving the venue, and have their temperature checked before entering the venue.

3

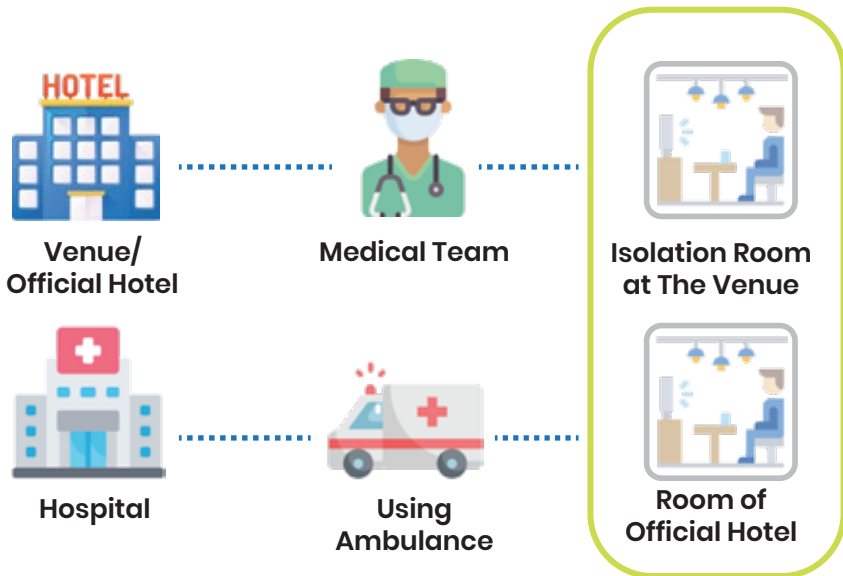
The meeting room will be cleaned and disinfected daily, immediately before and after use.

4

Entrance and exit ways are made separate to ensure delegate flow is in orderly manner.

# HEALTH PROTOCOL

## Emergency Measures



1. Delegates will immediately be handled by COVID-19 Task Force
2. Delegates with COVID-19 symptoms and present at the venue will first be directed to the provided isolation room
3. Delegates will be brought to a dedicated COVID-19 Hospital using an ambulance which will be on standby at the venue
4. The Hospital will have a room ready in the Emergency Department, the ICU, and an inpatient ward will be available for SWA SMM Delegations
5. Dedicated COVID-19 Hospital near venue:
  - Cinta Kasih Tzu Chi Hospital
  - Pantai Indah Kapuk Hospital
  - Cengkareng Regional Public Hospital

# HEALTH PROTOCOL

## Follow Up Mechanism for confirmed COVID-19 cases\*\*

### Classification of confirmed COVID-19 Case Management

#### No Symptoms

#### Mild Symptoms

Fever, cough, fatigue, anorexia shortness of breath, myalgia, other non specific symptoms WITHOUT signs of viral pneumonia or hypoxia

#### Moderate Symptoms

Clinical symptoms of pneumonia, such as: fever, cough, dyspnea, and rapid breathing WITHOUT signs of severe pneumonia (oxygen saturation <93%)

#### Severe Symptoms

Clinical symptoms of pneumonia, such as: fever, cough, dyspnea, and rapid breathing WITH respiratory rate > 30 times per minute, severe spiratory distress, or oxygen saturation < 93%

HOTEL



Self-isolation /isolation at the hotel and cannot join the conference



Isolation/Care at dedicated COVID-19 Hospital

Contact tracing for those in the same area

### Mechanism of payment for confirmed COVID-19 Case Expenses

Paid by Insurance

\*\* (Source: Guidelines Travel Bubble Minamata Convention, March 2022)

# HEALTH PROTOCOL

## Contact tracing & isolation

### Tracing



- Every participant who is in close contact with a person who tested positive for COVID-19 have to take PCR Test and shouldn't be allowed to participate in the event until they receive a negative test result.
- Close contacts are those who had long exposure (for 15 minutes or more) with a person who tested positive for COVID-19, within a one meter distance, without wearing a mask.
- Close contact cases will be confirmed by Indonesian Health Authorities based on provided information.

### Isolation



- Participants that are advised to do isolation have to be isolated until further notice from Public Health Authorities

# PRE-ARRIVAL





# PRE-ARRIVAL

1. Prepare negative **COVID-19 PCR Test Results 2x24 hours** before departure
2. Prepare Health Insurance with COVID-19 coverage
3. Prepare Verified Vaccination Certificate (print/digital) written in English (minimum 2-dose vaccination)
4. Fully Vaccinated (2 doses) verified on Peduli Lindungi Application at least 2 days prior to the flight schedule.  
**Verification Process through the Embassy in Indonesia.**  
Participants with comorbidity or who cannot receive 2nd dose of COVID-19 vaccination due to health conditions should provide **a letter from their medical doctors**. These documents also need to be shown at the airport upon arrival (Immigration checkpoint in the airport)
5. Install Peduli Lindungi Application and register in e-Hac
6. International Arrival can use passport number for Peduli Lindungi application registration
7. **Show proof of involvement or invitation to the SMM 2022** (invitation letter from the host of the event) and accreditation letter (a letter from Indonesian immigration stating that you are entitled to apply for a visa on arrival)
8. Show proof of health insurance with minimum coverage of **USD 25.000 and make sure it is applicable in Indonesia**. Which includes COVID-19 care and medical evacuation to the referral hospital

# INTERNATIONAL ARRIVAL



# INTERNATIONAL ARRIVAL

## Head of State/ Minister/ Head of Agency Participants



Arrive at:  
Soekarno Hatta  
International  
Airport,  
**Terminal 3.**



Will be directed  
to Terminal 3  
VIP/VVIP Lounge  
Building or using  
regular lane



Submit Passport  
and Health  
documents. Health  
Document screening  
and visa process will  
be handled by EO



Follow our LO  
to the Shuttle  
pick up point  
area



Follow to Visa payment  
for Visa On Arrival, for  
diplomatic and Visa  
exempted country do  
not have to pay



Transfer in  
to the Hotel

1. The transportation arrangement will be managed by the delegate's respective Embassy in Jakarta.
2. In case of the country has no representative in Jakarta, the committee will provide transportation.

# INTERNATIONAL ARRIVAL

## Regular Participants



Arrive at:  
Soekarno Hatta  
International  
Airport,  
**Terminal 3.**



Follow  
"International  
Arrivals" Signage  
or SWA SMM  
signage



Meet an usher  
with SWA SMM  
digital signage  
at the Health  
Check Area and  
Submit your  
Passport and  
Health documents



Meet an usher  
with SWA SMM  
digital signage  
at the Visa section.  
Those with e-Visa  
can proceed to  
Immigration



Go to regular  
lane with signage  
SWA SMM



Go to Immigration  
lane and meet  
Liaison Officer with  
SWA SMM Signage



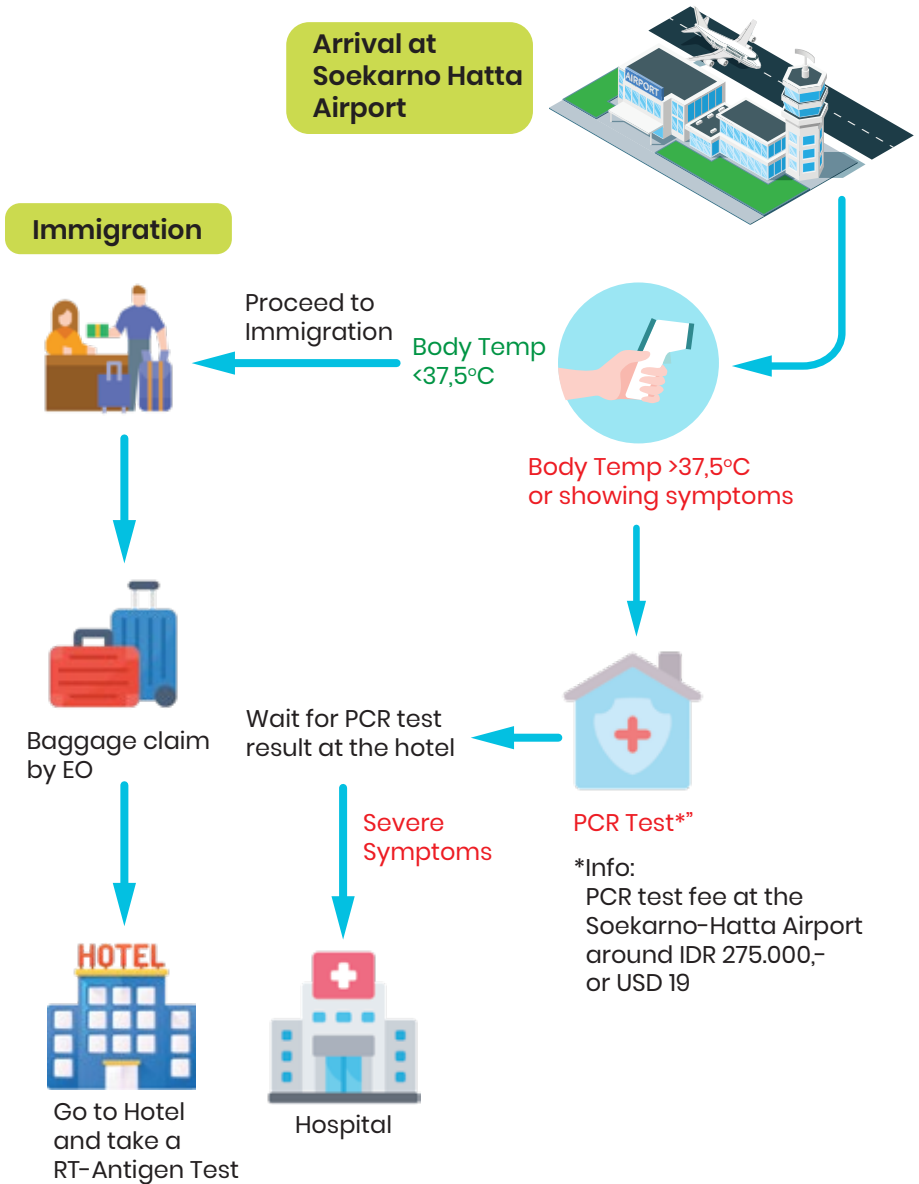
Follow our LO  
to the Shuttle  
pick up point  
area



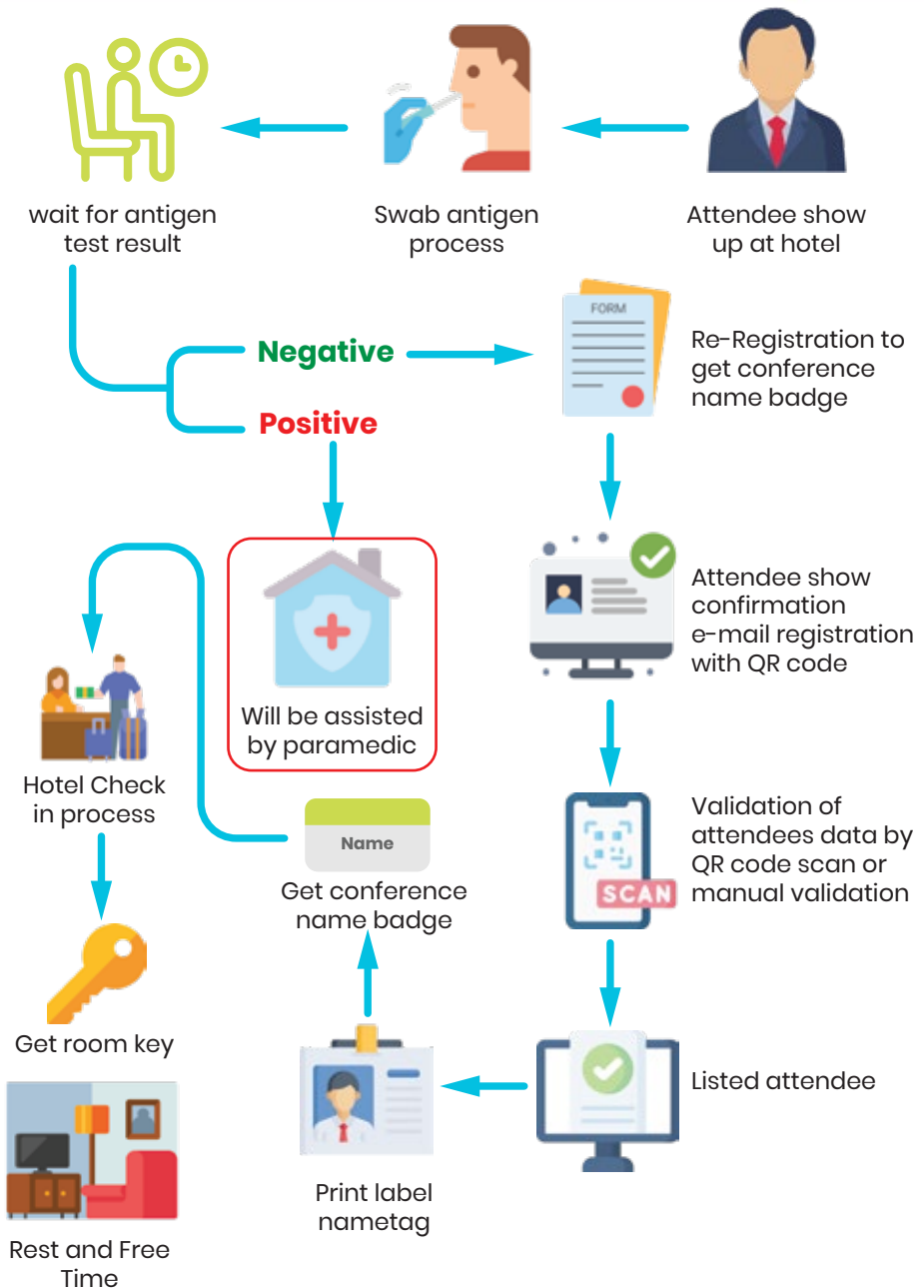
Transfer in  
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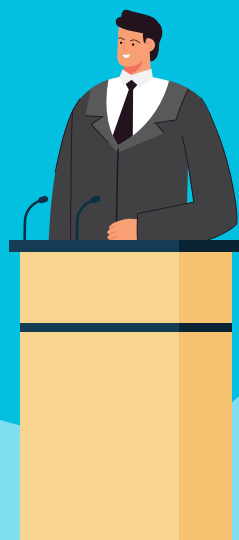
# INTERNATIONAL ARRIVAL



# FLOW ARRIVAL AT HOTEL



# DURING MEETING



# DURING MEETING

1. Event location: **Swissotel Pantai Indah Kapuk (PIK), North Jakarta**

2. Entering the Meeting



i. Recieve a badge to access the meeting provided by the event committee



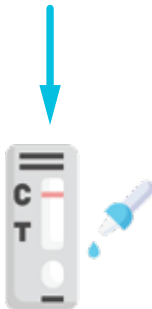
ii. All participants must have their Peduli Lindungi App ready and scan the QR code made available at the venues,



iv. COVID-19 test before entering the meeting room (go to page 10 for RT-Antigen & PCR Schedule)



iii. Undergo temperature screening



v.  
- Negative : Go to the meeting room  
- Positive : Will be assisted by medical staff



# DURING MEETING

## vii. Day to day meeting

- a. All participants must follow the mandatory health protocols.
- b. Dispose of used mask in the [designated mask disposal](#).
- c. Wash hands regularly with hand sanitizer or at handwashing facilities (particularly after direct contact with shared devices or materials).
- d. Apply physical distancing measures for a minimum of 1,5 meters.
- e. Install and use the Peduli Lindungi Application when needed.
- f. If there are any symptoms of COVID-19 (fever, cough, etc.), participants are strongly encouraged to notify the Event Committee and/or medical staff during the event.

# DURING MEETING

viii. In case of a positive case or other health issues

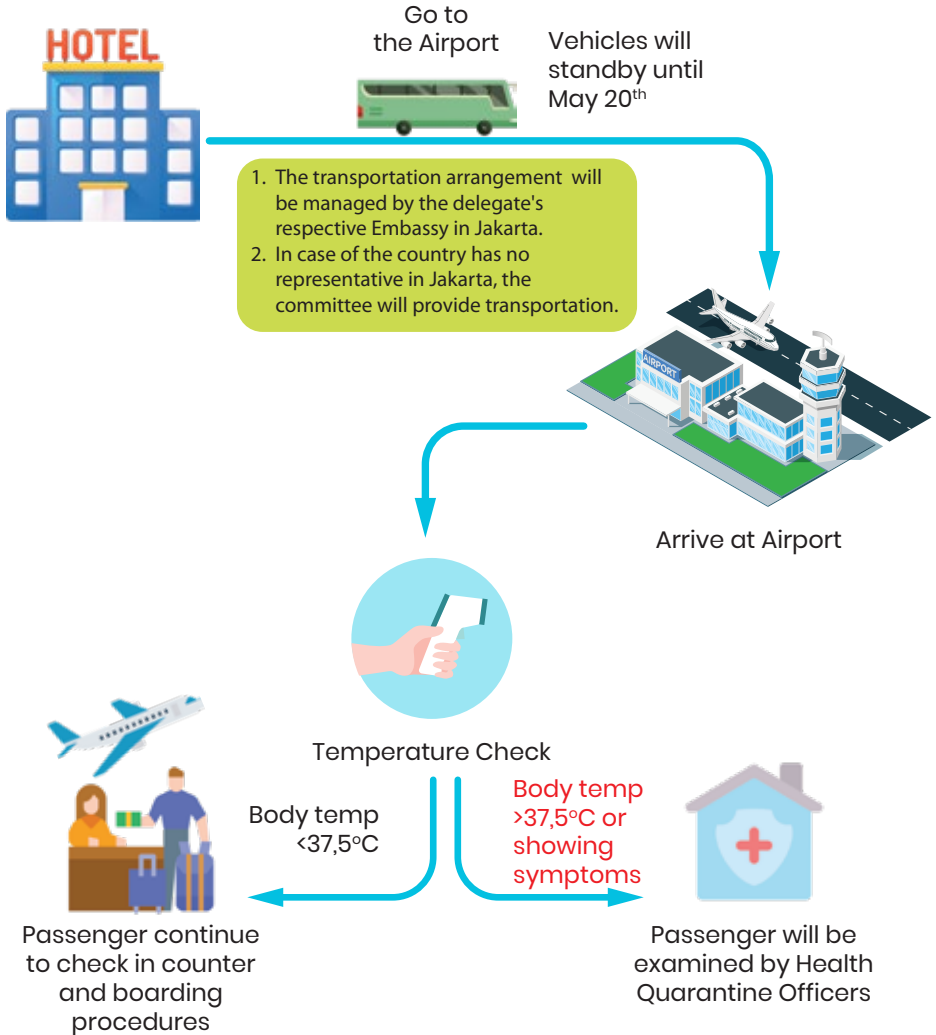
1. Non-emergency cases: check-up at the medical center at the hotel
2. Emergency cases: immediate treatment and/or evacuation by a medical officer
3. Positive COVID-19:
  - All participants are obligated to comply with predetermined tracing, isolation, and treatment arrangement
  - Asymptomatic participants to isolate at the hotel room
  - Participants with severe symptoms to be treated as emergency cases, and
  - Tracing will be conducted on all participants with a history of contact with positive cases based on the epidemiological investigation.
  - **Medical officer will be standby 24 hours at the hotel**

# PRE-DEPARTURE/ LEAVING INDONESIA



# PRE-DEPARTURE/ LEAVING INDONESIA

## Departure Flow



# PRE-DEPARTURE/ LEAVING INDONESIA

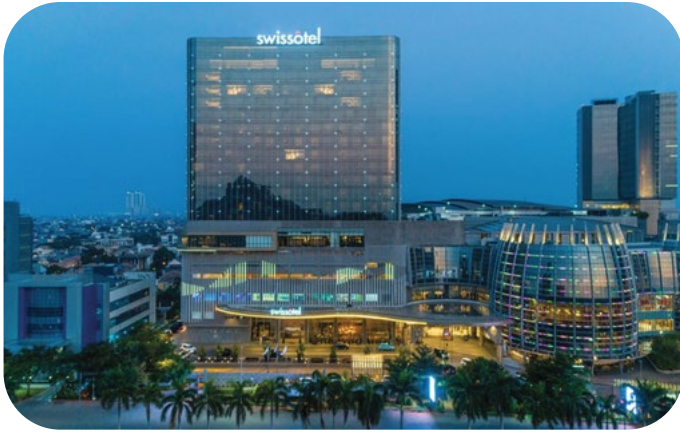
1. COVID-19 test: participants follow the regulation of the destination country
2. For participants with positive COVID-19, departure follows the isolation schedule
3. For participants with positive COVID-19 under hospital care, departure follows the recovery criteria from the hospital



# MEETING VENUE



# MEETING VENUE



## Swissotel PIK Avenue, North Jakarta

Jl. Pantai Indah Utara 1, RT.6/RW.2,  
Kapuk Muara, Kec. Penjaringan,  
Jakarta Utara,  
DKI Jakarta 14460



## 31



















# MEETING VENUE

## • Main Meeting Room

Main meeting room will be at the **Grand Ballroom (Geneva and Zurich Ballroom)** at the 7<sup>th</sup> floor.

## • Breakout Rooms

Breakout rooms will be at the Lucerne 1, Lucerne 2, Basel 1, Basel 2 & 3, Lugano, Bern 1 - 3, Lausanne 1, and Davos

Legend	
	Emergency Exit
	Elevator
	Escalator
	Stage Ladder
	Table 1.8m x 0.45m
	Chair 0.45m x 0.45m
	Circular Table diameter = 1.8m
	Temporary Partition
	Attendee Swab Test Flow
	Attendee Registration Flow
	Attendee Entrance Flow
	Mr Joko Widodo Entrance Flow
	VIP Lunch Flow
	Attendee Lunch Flow
	Toilet Flow
	Ministrial Dialogue Flow



# MEETING VENUE

- **Lunch and Coffee Break Room**

Luncheon room will be served at the restaurant area at the 7<sup>th</sup> floor. Coffee Break will be served at foyer area Breakout Room

## Head of State/Minister/Head of Agency Participants



## Regular Participants



















# MEETING VENUE

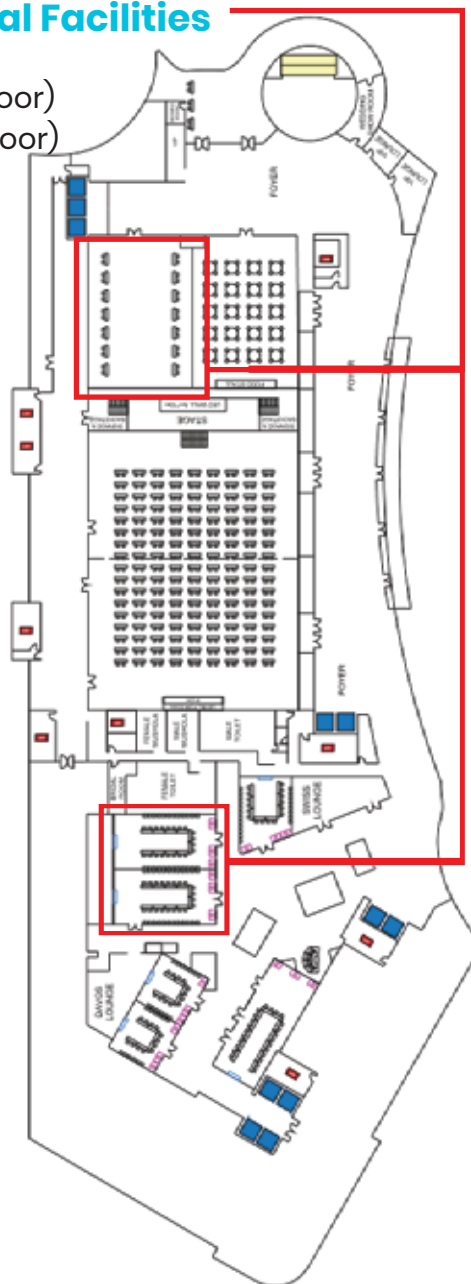
## • Medic Room and Medical Facilities

Location:

- May 15<sup>th</sup>–16<sup>th</sup>: Basel 1, 2, 3 (7<sup>th</sup> floor)
- May 17<sup>th</sup> : Lausanne 1 (7<sup>th</sup> floor)
- May 18<sup>th</sup>–19<sup>th</sup>: Parking Area.

For the Medical facilities, Health Booth / Desk (there will be medic team with health protocol & equipment), a 24 hours general practitioners, and ambulances for emergency situation will standby at the venue.

Legend	
	Emergency Exit
	Elevator
	Escalator
	Stage Ladder
	Table 1.8m x 0.45m
	Chair 0.45m x 0.45m
	Circular Table diameter = 1.8m
	Temporary Partition
	Attendee Swab Test Flow
	Attendee Registration Flow
	Attendee Entrance Flow
	Mr Joko Widodo Entrance Flow
	VIP Lunch Flow
	Attendee Lunch Flow
	Toilet Flow
	Ministrial Dialogue Flow



















# MEETING VENUE

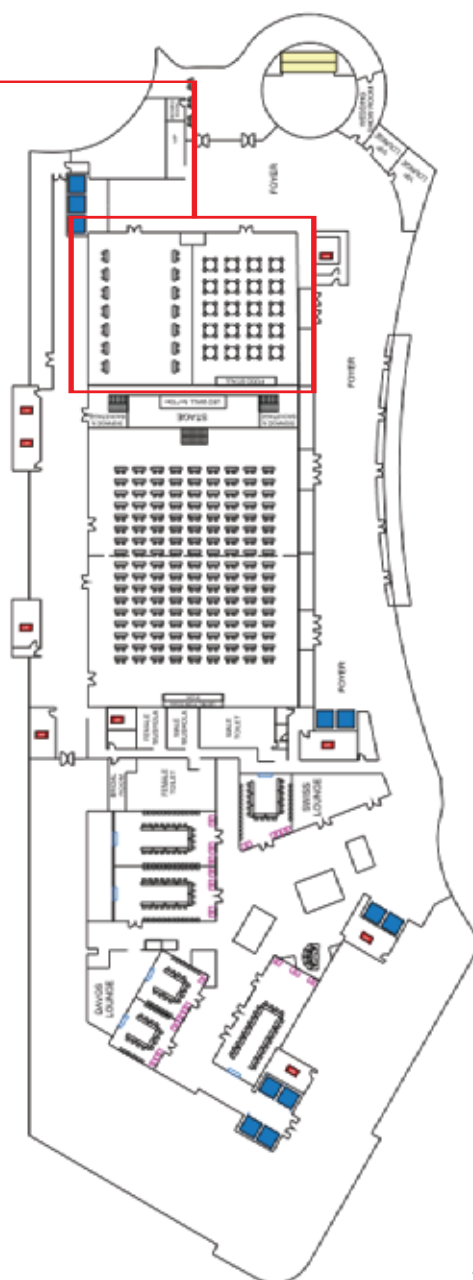
## • Dinner Reception

will be conducted on May 18<sup>th</sup> at the Lausanne 1 & 2 on 7<sup>th</sup> floor.

**7 PM:** Launching Event of Integrated Urban Water Management (IUWM) in Indonesia

**8 PM:** Dinner Reception with standing buffet style

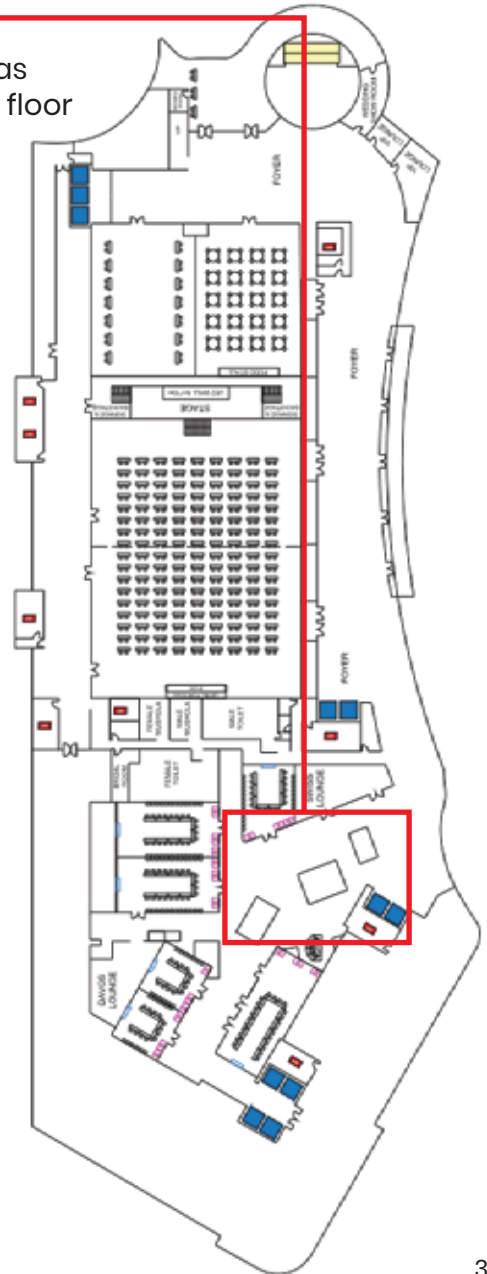
Legend	
	Emergency Exit
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	Mr Joko Widodo Entrance Flow
	VIP Lunch Flow
	Attendee Lunch Flow
	Toilet Flow
	Ministrial Dialogue Flow



# MEETING VENUE

- **SMM Sofa Talk Area**

There will be some lounge areas near the breakout rooms at 7<sup>th</sup> floor



# MEETING VENUE

## • Prayer Room

Prayer room (for Moslem) is located at the 7<sup>th</sup> floor. There are Male and Female prayer room served by the hotel.





# MEETING VENUE

- **Track and Trace App Coverage**

QR Codes will be placed at the entrance of every meeting room, you need to scan the QR codes with the application every time you enter the meeting rooms.

# Peduli Lindungi QR Code



# MEETING VENUE

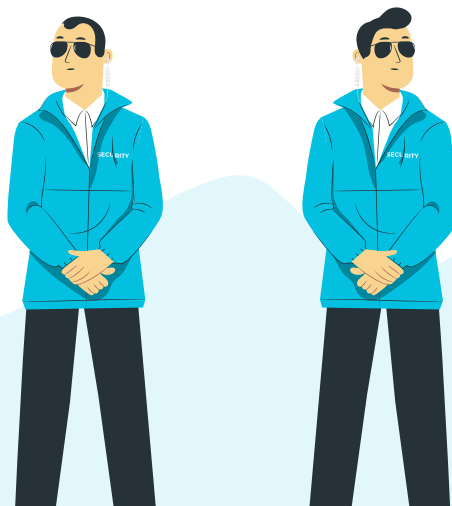
- **Wireless Internet**

Free Wi-Fi in the hotel area up to 8 mbps (use access code)



- **Venue Security**

For any security issue at the hotel you may report to your Liaison Officer or organizing committee.

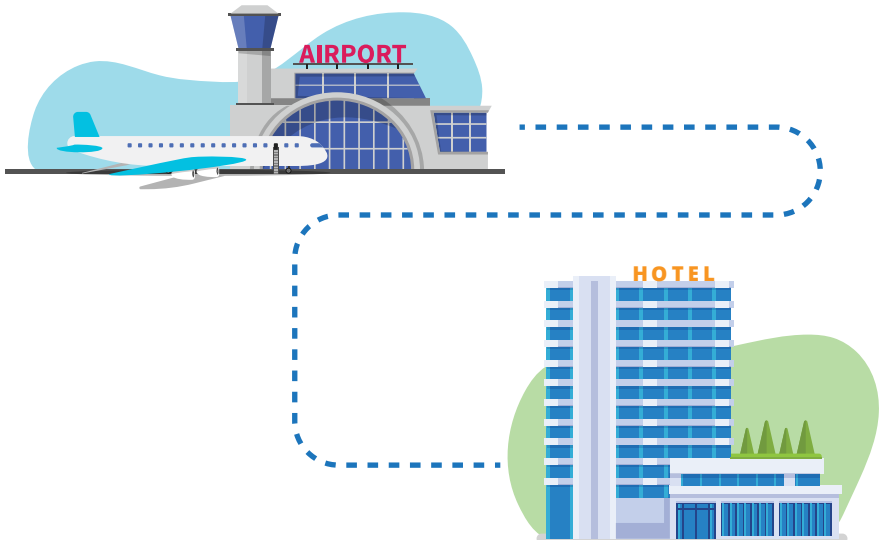
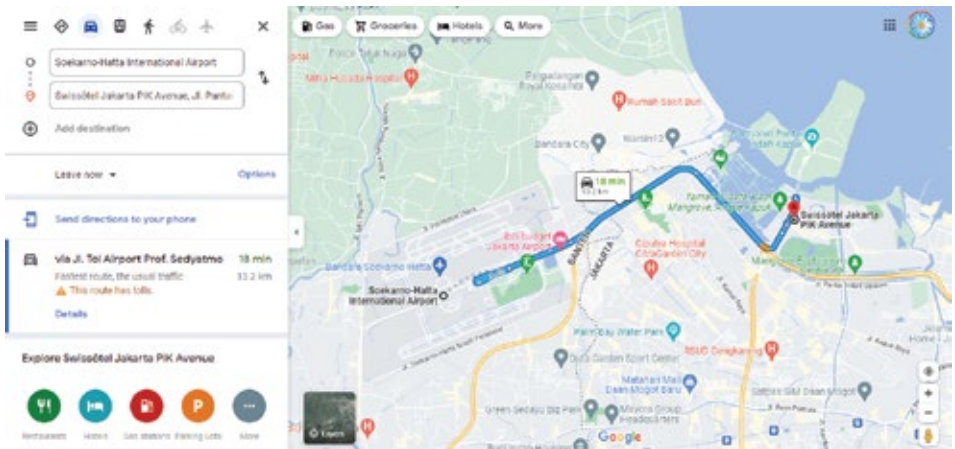




# MEETING VENUE

- **Access to Venue**

Swissotel PIK Avenue is located near the Soekarno-Hatta International Airport, Jakarta. It is approximately 18-30 minute drive by toll road (13,2 KM)



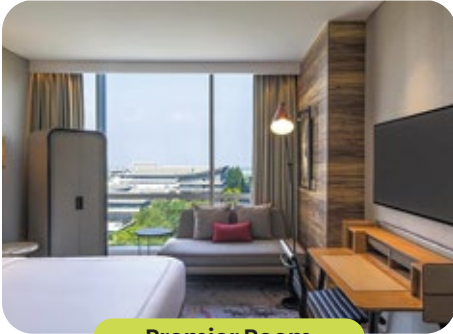
# ACCOMMODATION & TRANSPORTATION



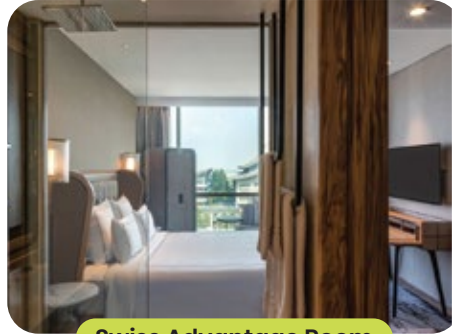
# ACCOMMODATION

## • Room Type

Link for Room Reservation: <http://caritempat.co.id/en>



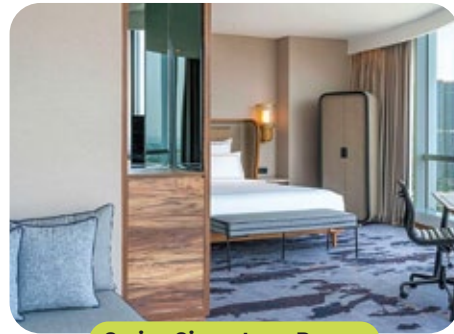
Premier Room



Swiss Advantage Room



Swiss Select Room



Swiss Signature Room



Swiss Grand Suite



Swiss Prestige Suite

# TRANSPORTATION

- **Transportation fleets will be provided at the Terminal 3 Soekarno–Hatta International Airport:**

- Delegates will be greeted at arrival gate (terminal 3)
- Participants will be accompanied by LO to hotel
- LOs are fluent in English and French / Portuguese / Spanish and will assist you on 16th May to 20th May 2022.



# VISA REQUIREMENTS



# VISA REQUIREMENTS

## • Visa Requirements

There are three optional access for Visa requirements

- A. You are a diplomatic and service passport holder and come from country where Visa on Arrival is permitted. You will not need to get your visa before departing.**

Please submit these following informations to SWA Secretariat in order to process your VoA approval.

1. Name
2. Country of origin
3. Name of Institution
4. Position
5. Copy of your passport
6. Itinerary/ return ticket

Please make sure you bring the following documents upon your arrival:

1. Passport with a validity date at least 6 months beyond your intended period of stay.
2. Return Ticket
3. Invitation Letter
4. Proof of travel/health insurance (authorize and applicable in Indonesia)
5. VoA approval from Immigration
6. Proof of VoA payment: 34 USD (should be paid in cash)

**Note:** Please prepare your vaccination certificate and make a verification through this link :

<https://vaksinln.dto.kemkes.go.id/user>.

For those who are not fully vaccinated need to bring a letter from their medical doctors stating health conditions that they can not be vaccinated for medical reasons.

# VISA REQUIREMENTS

## • Visa Requirements

**B. For national passport holder, eligible for the e-visa, Please submit these following informations to SWA Secretariat in order to process your e-visa :**

1. Guarantee Letter – (**Note:** will be provided by Bappenas)
2. Passport Cover
3. Passport Identity Page (**Note:** minimum validity period of 6 months **prior to e-visa submission**)
4. Round Trip or Through Ticket
5. Passport Photo (in colour with white background)
6. Evidence of Complete Doses for COVID-19 Vaccine.

Prepare a vaccination certificate and make a verification through this link: <https://vaksinln.dto.kemkes.go.id/user>.

For those who are not fully vaccinated need to bring a letter from their medical doctors stating health conditions that they cannot be vaccinated.

7. Statement letters on following issues (**provided and signed by each delegation**):
  - Willingness to Comply with Health Protocols in Indonesia
  - Willingness to Cover Health Costs Independently

# VISA REQUIREMENTS

## • Visa Requirements

### **C. You have diplomatic and service passport, and come from an exempted visa country (PBVDD):**

1. You do not need a visa to enter Indonesia.
2. Please kindly contact Indonesia's Embassy in your respective country for further information
3. Documents need to be prepared:
  - SMM's invitation letter (provided by the host of the event)
  - Proof of registration (provided by SWA)
  - Diplomatic notes from their respective ministries or institutions stated that they are the delegates for SMM in Indonesia
  - Prepare their vaccination certificate and make a verification through this link:  
<https://vaksinln.dto.kemkes.go.id/user>.  
For those who are not fully vaccinated need to bring a letter from their medical doctors stating health conditions that they cannot be vaccinated.
4. Verified the document to the Republic of Indonesia Embassy in your country



# REGISTRATION AT THE VENUE



# REGISTRATION AT THE VENUE

- **Liaison Officers**

A professional Liaison Officer with fluent English and French/Portuguese/ Spanish will be assisting you during the event

- **Collection of Registration Passes**

The registration passes will be collected at the Lausanne Ballroom 1 along with hotel's check-in



- **Use of Personal Information**

Your database of personal information will only be used for the event's registration and room reservation purposes.

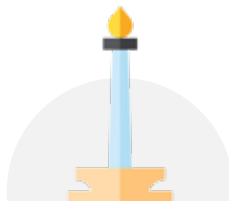
# **GENERAL** **INFORMATION**



# GENERAL INFORMATION

## Jakarta

Jakarta is the capital city of Indonesia, located in the northwest part of Java Island



## Climate

During the month of May, Indonesia is in the dry season. In Jakarta, the temperature ranges from an average high of 31.2°C (88.2°F) and an average low of 26.1°C (79°F).

## Dress Code

The dress code for the meeting is formal business attire



## Time Zone

Local time in Jakarta is Western Indonesian Time (GMT +7)

## Working Language and Interpretation

The main languages of this event are English and Indonesian, however there will be an interpreter in Portuguese, Spanish and French.



# GENERAL INFORMATION

## International Dialling Codes

Indonesia's country code is +62, and Jakarta's local code is +6221.



## Electricity and Drinking Water

The electricity supply voltage in Indonesia is 220 volt with plug types C and F. Tap water is undrinkable.

## Currency and Banking

The currency in Indonesia is the Indonesian Rupiah (Rp or IDR). All transactions in Indonesia require the rupiah as the legal tender. Authorized money changers and ATMs are available at the airport.



## Photography & Videography

The 2022 Sector Ministers' Meeting will be documented and streamed live on the Sanitation and Water for All (SWA) website. Delegates may be filmed or photographed. Photos and videos may also be available on the SWA website after the event.

# GENERAL INFORMATION

## Tipping

Tipping is optional in Indonesia. However, tax and service charges (21 %) may occasionally be applied to hotel and restaurant bills.



## Emergency Phone Numbers

For urgent matters, please contact your LO or call the emergency numbers below:



**Emergency  
112**



**Police  
113**



**Ambulance  
118**

# APPENDIX

# APPENDIX

## How to follow the mandatory health protocols\*\*

### PeduliLindungi application download



Google Playstore



Apple App Store



Huawei App Gallery

### How to fill in e-HAC Indonesia



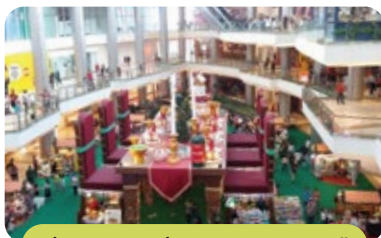
### COVID-19 referral hospital locations





# APPENDIX

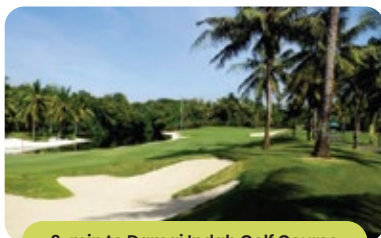
## Surrounding Attractions



Direct connection to PIK Avenue Mall



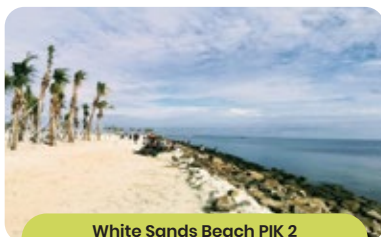
Bike Tour Facility



3-min to Damai Indah Golf Course



San Antonio – Jogging Track



White Sands Beach PIK 2  
(Temporarily Closed)



5-min drive to Taman Wisata  
Mangrove



Cove @Batavia PIK



Pantjoran PIK

# APPENDIX

## Attractions in Jakarta



Ancol



Monas



National Museum



Museum Bank Indonesia



Jakarta Old Town



Sunda Kelapa Harbour



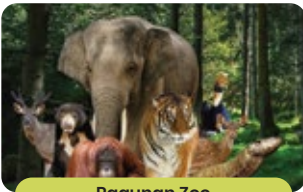
Istiqlal Mosque



Jakarta Cathedral



TMII



Ragunan Zoo



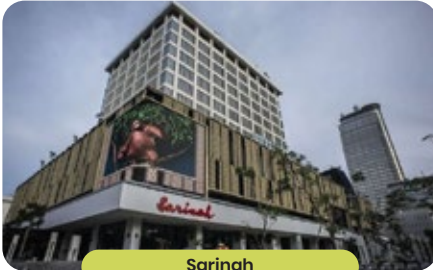
Jakarta Aquarium



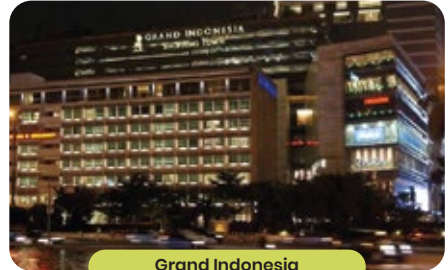
Gelora Bung Karno Stadium

# APPENDIX

## Shopping Malls in Jakarta



Sarinah



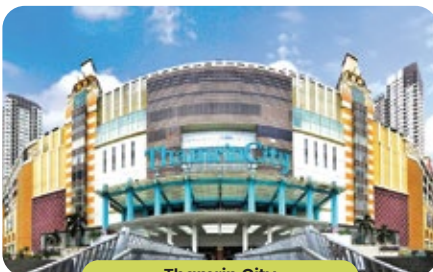
Grand Indonesia



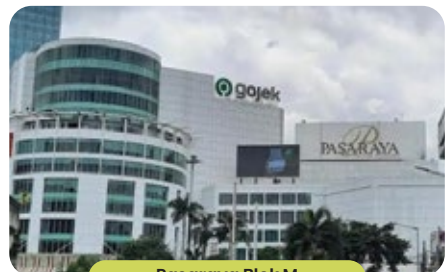
Plaza Indonesia



Central Park



Thamrin City



Pasaraya Blok M

INDONESIA



# SECTOR MINISTERS' MEETING

18<sup>th</sup> – 19<sup>th</sup> MAY 2022

**Building Forward Better**  
for Recovery and  
Resilience