



REGIONAL SUPPORT OFFICE
THE BALI PROCESS

Regional Support Office of the Bali Process

Work Plan 2024-2026

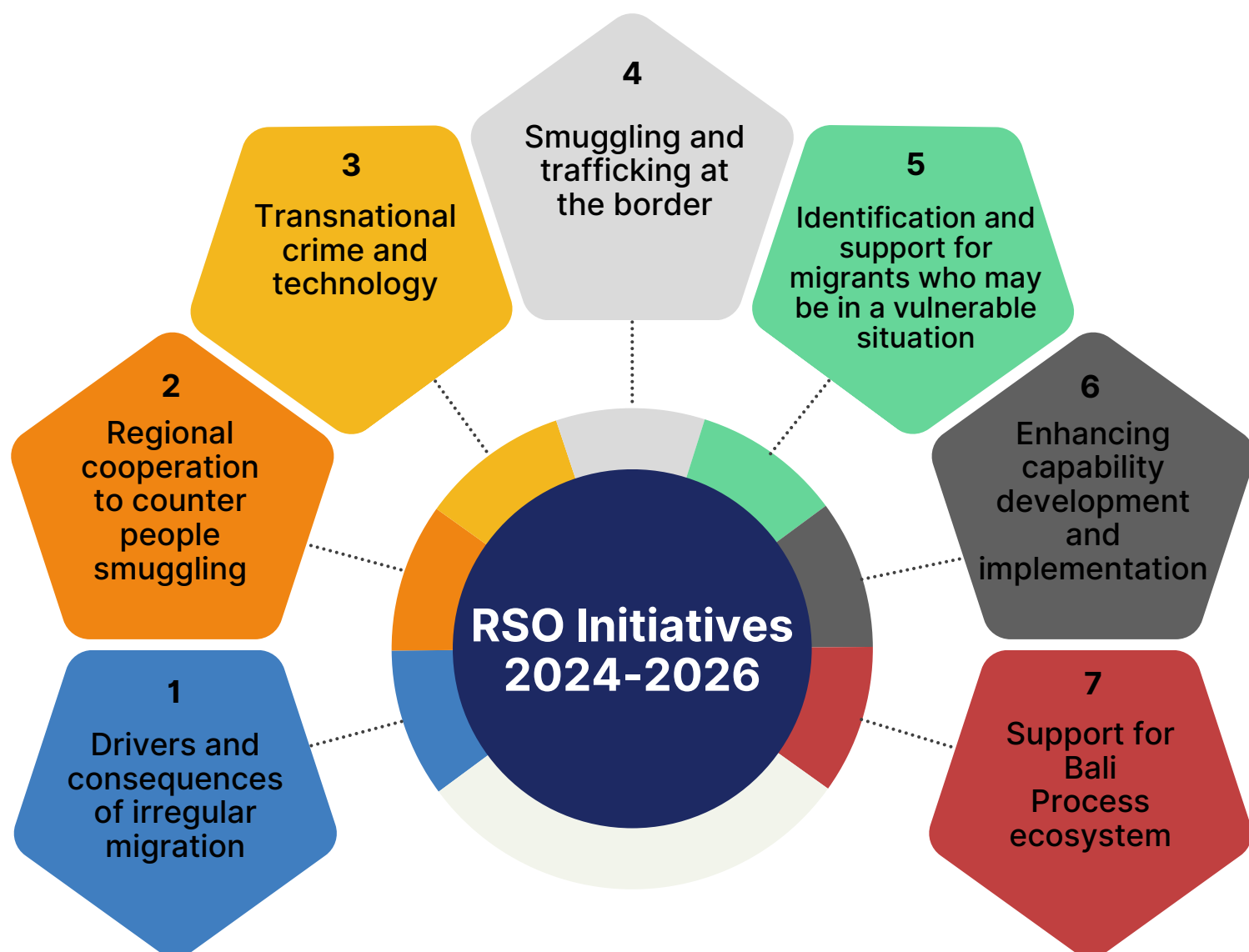


RSO WORK PLAN

2024-2026



REGIONAL SUPPORT OFFICE
THE BALI PROCESS



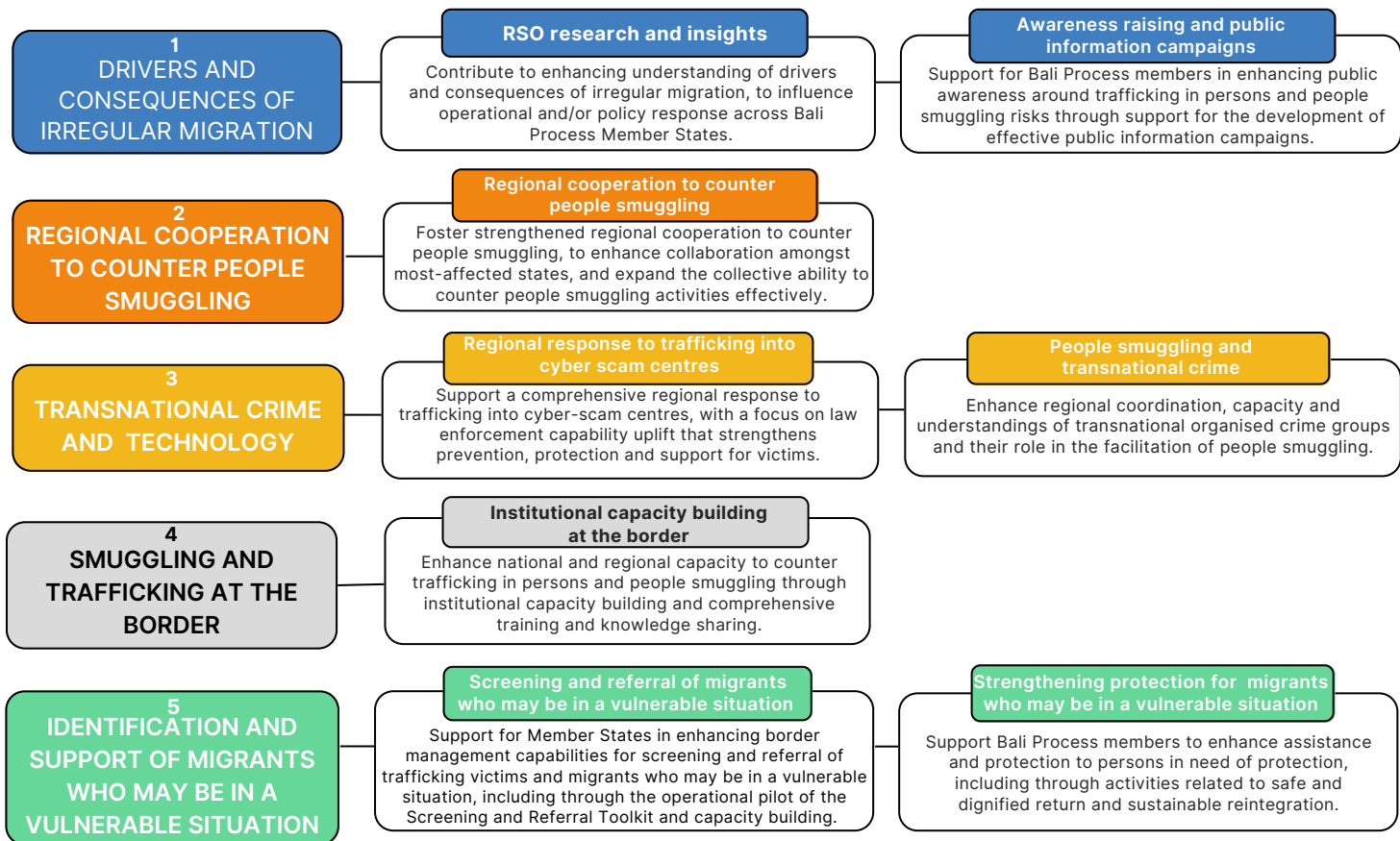
The Regional Support Office of the Bali Process (RSO) 2024-26 Work Plan sets out how the RSO aims to support Bali Process Member States in efforts to counter people smuggling, trafficking in persons and related transnational crime and to strengthen cooperation on refugee protection and international migration in line with the RSO Strategic Plan 2024-26.

Central to the RSO's 2024-26 Strategic Plan are seven RSO Initiatives through which the RSO will implement planned projects and activities.

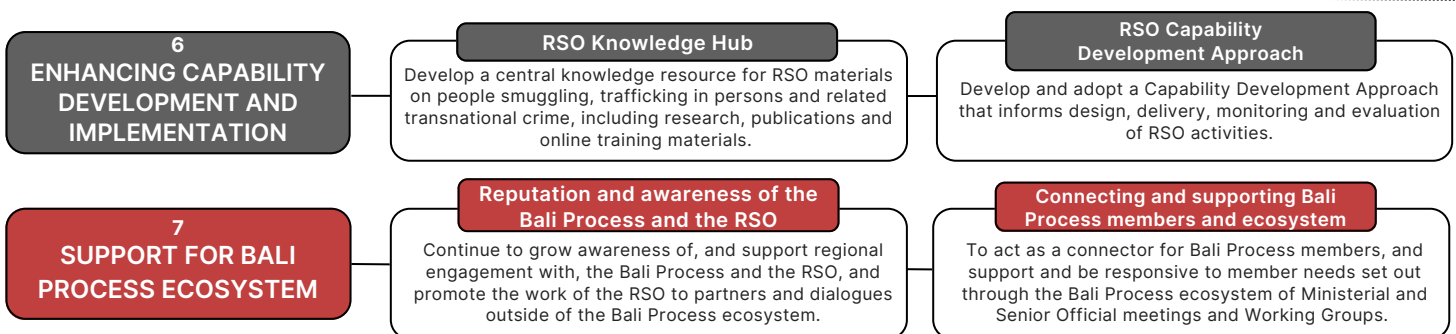
RSO Initiatives and Projects

Thematic and Enabling Projects

Thematic Initiatives



Enabling Initiatives



The RSO 2024-26 Strategic Plan provides a roadmap for the delivery of RSO activities designed to support members to counter people smuggling, trafficking in persons and related transnational crime. The RSO's seven Initiatives provide the framing through which the RSO has identified its priorities and Work Plan for 2024-2026.

Supporting the delivery of each initiative are individual projects. The detailed activities, objectives and anticipated impact proposed for each project are set out through project overviews contained within this Work Plan. RSO Initiatives and Projects are designed to complement objectives across the 2024-26 Strategic Plan and activities may cut across and contribute to multiple projects.

RSO Projects and Activities identified through engagement with Bali Process members have been reconciled and prioritised against Bali Process objectives set out in the Bali Process Adelaide Strategy for Cooperation, Bali Process Working Group Forward Work Plans, RSO Outcome Documents and other regional workplans, to contribute to complementary efforts that align with Member State needs.

RSO INITIATIVE 1: DRIVERS AND CONSEQUENCES OF IRREGULAR MIGRATION

CONTEXT

The Bali Process region continues to witness large-scale irregular movements of people as a result of natural and humanitarian disasters driven by international conflicts, and political and economic pressures. The dynamics of irregular migration in the region, while not new, are continuously shifting, and can place significant pressure on Member State resources and communities.

A complex range of adverse drivers and structural factors exacerbate the vulnerabilities of hard-to-reach and marginalised communities, including asylum seekers, refugees and stateless persons—propelling these cohorts to undertake irregular migration journeys as a last resort in search of safety, protection, and livelihood opportunities. Such journeys create opportunities for exploitation by transnational organised crime groups.



ACTIVITY OVERVIEW

The RSO aims to enhance understanding across Bali Process Members of drivers and consequences of irregular migration.

RSO-led research will take an inclusive, practical and a whole-of-society approach to address knowledge and policy gaps in thematic areas including legal identity, natural and humanitarian disasters and irregular labour migration.

The RSO will support Member States in public messaging and awareness efforts, and to strengthen preparedness in the event of large-scale migration events.

Timely, regionally-focused assessments of current or emerging threats, thematic research and future-focused research will support Member States in assessing responses needed and contribute to RSO programming. RSO research centres and actively integrates the perspectives of those with lived experience.



RSO RESEARCH AND INSIGHTS

RSO-led research on irregular migration, people smuggling and trafficking in persons

RSO Initiative 1: Drivers and consequences of irregular migration

OBJECTIVE

To contribute to enhancing the understanding of Bali Process Members of drivers and consequences of irregular migration, and emerging trends and patterns around people smuggling and trafficking in persons through RSO research and knowledge products.

IMPACT

RSO research and briefings provides Bali Process members with timely knowledge and tools to inform decision-making and contributes to policy and operational responses.

Adelaide Strategy for Cooperation



RSO Core Purposes



Target Phases

- Before smuggling/trafficking
- During smuggling/trafficking
- At a border crossing point
- After smuggling/trafficking
- Return and reintegration

In Focus

- South Asia
- Southeast Asia
- East Asia
- Pacific

Key Bali Process Stakeholders



DEVELOP RSO STRATEGIC RESEARCH FRAMEWORK

- Develop strategic framework defining the vision, strategies, and long-term goals of RSO research, based on literature mapping of social, political, economic, cultural and environmental drivers of irregular migration
- Develop guidelines for development of RSO knowledge products
- Develop to framework to support active integration of perspectives of those with lived experience in RSO research

TRENDS AND ANALYSIS CAPABILITY

- Develop capability to deliver timely, regionally-focused trends and analysis insights that provide practical advice to support Members to respond to current and emerging transnational crime threats

KNOWLEDGE PRODUCTS

- Insights and analysis reporting on trends, routes and methodologies relating to irregular movements of people
- Review and refresh Bali Process Handbooks and Policy Guides, working with Bali Process Working Groups
 - Bali Process Handbook on Addressing Irregular Migration through Effective Campaigns
 - Bali Process Policy Guide on Following the Money in Trafficking in Persons Cases
 - Bali Process Policy Guide on Identifying and Protecting Victims of Trafficking in Persons
 - Bali Process Policy Guide on Returns and Reintegration
- Research and policy briefs on issue-specific transnational crime threats involved in people smuggling and/or trafficking in persons, including on illicit financial flows
- Development of a toolkit on online platforms, trafficking in persons and people smuggling

THEMATIC RESEARCH

- Assessment of community perceptions and information needs of persons at risk of irregular migration in Bali Process Member States
- Cohort Analysis of Persons at Risk of Irregular Migration in Bali Process Member States
- Assessment of national legal frameworks for identification and protection of victims of trafficking in persons
- Research on technology-facilitated trafficking in persons, people smuggling and related transnational crime
- Research exploring the nexus between mis/disinformation and irregular maritime ventures in the Andaman Sea
- Research on the experiences of women in Southeast Asia's cyber-scam centres

Awareness raising and public information campaigns

Supporting public messaging and awareness raising

RSO Initiative 1: Drivers and consequences of irregular migration

OBJECTIVE

To support Member States to more effectively reach and provide information to communities and individuals at risk of irregular migration, and to develop messaging and utilise communication channels that resonate with those considering undertaking an irregular migration journey.

IMPACT

RSO research, resources and technical assistance builds institutional capacity of Bali Process Members to develop and implement effective public messaging that contributes to reducing irregular migration, people smuggling and trafficking in persons. Improved public awareness, including amongst at-risk cohorts, promotes awareness and consideration of safe and regular migration routes.

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RSO Core Purposes



Target Phases

- Before smuggling/trafficking
- During smuggling/trafficking
- At a border crossing point
- After smuggling/trafficking
- Return and reintegration

In Focus

- South Asia
- Southeast Asia
- East Asia
- Pacific

Key Bali Process Stakeholders



RESOURCES INFORMED BY LIVED EXPERIENCES

- Conduct an Assessment of Community Perceptions and Information Needs of Persons at Risk of Irregular Migration
- Refresh the Bali Process Handbook on Addressing Irregular Migration through Effective Information Campaigns, working with the Bali Process Working Group on Trafficking in Persons
- Research on irregular maritime ventures and irregular migration mis-and-dis information
- Support active inclusion of the perspectives of those with lived experience in RSO and Bali Process activities through the development of a Lived Experience Engagement Framework.

CAPACITY DEVELOPMENT AND KNOWLEDGE EXCHANGE

- Convene Crisis Preparedness Forum, bringing together Bali Process Members to support and strengthen region's preparedness for irregular movements in response to emergency events
- Knowledge exchange supported by report on Community Perceptions and Information Needs of Persons at Risk of Irregular Migration, an Analysis of Migrant Cohorts and Research on Irregular Migration Mis-and-Dis Information

PUBLIC INFORMATION CAMPAIGNS AND AWARENESS RAISING

- Deliver a public messaging workshop to strengthen Members' strategic messaging capacities and to support coherent and coordinated delivery of public messaging, informed by updated Bali Process Handbook on Addressing Irregular Migration through Effective Information Campaigns

RSO INITIATIVE 2: REGIONAL COOPERATION TO COUNTER PEOPLE SMUGGLING

CONTEXT

Unsafe irregular land and maritime movements, and aviation people smuggling, are priority concerns for the Bali Process region. Displaced populations continue to increase due to natural and humanitarian disasters, conflict, and economic hardships. People smuggling is a highly profitable business and smugglers and criminal networks take advantage of those seeking a better life. Costs and bureaucracy associated with regular migration pathways can push people towards riskier options, where they can become easy targets for smugglers and traffickers.

Bali Process Members continue to face significant challenges in effectively countering people smuggling activities, as transnational organised crime groups operate online and within communities to facilitate the irregular movement of individuals across borders. Regional cooperation is necessary to effectively detect people smuggling operations and undertake disruption activities.



ACTIVITY OVERVIEW

The RSO seeks to foster strengthened regional cooperation to counter people smuggling, to enhance collaboration amongst most-affected countries, and expand the collective ability to counter people smuggling activities effectively.

This will include a range of approaches—from improving capacity and skills through targeted training and exercises, to enhanced information sharing, to establishing greater trust and cooperation amongst international counterparts and improved knowledge of people smugglers' business models and modus operandi.



Regional cooperation to counter people smuggling

RSO Initiative 2: Regional cooperation to counter people smuggling

Enhancing cross-border collaboration and cooperation

OBJECTIVE

To enhance regional cooperation between most affected Bali Process Member States to counter people smuggling that supports law enforcement and border officials to enhance cross-border detection, deterrence and disruption activities and strengthens cross-border information sharing.

IMPACT

Enhanced regional cooperation that results in tangible outcomes to deter people smuggling—including joint investigations and information sharing, disruption of transnational organised crime groups, and information campaigns.

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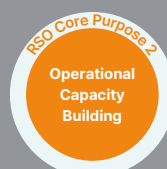
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Information sharing and public information campaigns

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Border Management

RSO Core Purposes



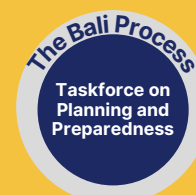
Target Phases

- Before smuggling
- During smuggling
- At a border crossing point

In Focus

- Australia
- Bangladesh
- Indonesia
- Malaysia
- Sri Lanka
- Thailand
- Timor Leste

Key Bali Process Stakeholders



ENGAGE ASEAN VOLUNTARY LEAD SHEPHERD FOR PEOPLE SMUGGLING

- Support the convening of a Regional Meeting on Countering People Smuggling and related Transnational Crime, in collaboration with the ASEAN Voluntary Lead Shepherd for People Smuggling

PATHWAYS FOR ENHANCED REGIONAL COOPERATION AND KNOWLEDGE EXCHANGE

- Convene most affected Bali Process Member States and stakeholders at senior and frontline levels through the Six Country Immigration Group (SCIM) and Regional Information and Liaison Outreach Network Initiative (RILON Andaman Sea Response Group)
- Workshop on Disrupting the Logistics of People Smuggling and Tabletop Exercise
- Roundtable on the Protocol against the Smuggling of Migrants by Land, Sea and Air
- Roundtable on Sustainable Donor Responses to People Going Missing Along Dangerous Routes in Asia
- Focus Group Discussions and Reporting on Irregular Maritime Ventures

FRONTLINE TRAINING

- Support the regional delivery of the International People Smuggling Investigations Program (IPSIP) in Cox's Bazar, Bangladesh, in partnership with the Jakarta Centre for Law Enforcement Cooperation, Australian Federal Police, New Zealand Police and Royal Canadian Mounted Police
- Delivery of regional online investigations training, supporting capability to counter activities of transnational criminal groups online
- Delivery of RSO Introduction to Countering People Smuggling course
- Deliver capacity building for investigating people smuggling and trafficking in persons cases
- Support for regional trainings, with a focus on coordinated cross-border investigations

RESEARCH AND REPORTING

- Assessment of community perceptions and information needs of persons at risk of irregular migration in Bali Process Member States, and Cohort Analysis of Persons at Risk of Irregular Migration
- Research on irregular migration mis-and-dis information
- Timely reports and briefings to key Bali Process Member States on current and emerging maritime people smuggling trends, routes and methodologies
- Refresh Bali Process Handbook on Addressing Irregular Migration through Effective Information Campaigns

RSO INITIATIVE 3: TRANSNATIONAL CRIME AND TECHNOLOGY

CONTEXT

As new technologies emerge, transnational organised crime groups are often among the first to integrate these technologies into their operations. To prevent such abuses, it is vital that law enforcement and policymakers are supported by forward looking policy development and capacity building efforts, allowing governments to proactively prepare their responses to new and emerging technologies before transnational organised crime groups exploit them.

Transnational organised crime groups exploit social media and online platforms to identify persons at risk of irregular migration, recruit potential victims of trafficking, coordinate criminal operations across borders and to promote and discuss strategies for incorporating new technologies into their operations. As social media, cryptocurrencies, artificial intelligence (AI) and other new technologies become more pervasive, the links between transnational organised crime, irregular migration, and technology continue to deepen, rapidly transforming the landscape of counter-trafficking in persons and people smuggling.

Technology also offers significant opportunities for countering trafficking in persons. Advancements in technology have paved the way for smoother cross-border law enforcement coordination, as well as the more efficient sharing of information, intelligence, and best practices.

With technical expertise and resources related to many emerging technologies concentrated in the private sector, there is a need to connect expertise to facilitate the development and implementation of enhanced safety practices, so that potential risks are foreseen and mitigated within new technologies.



ACTIVITY OVERVIEW

The RSO will provide research, training and policy guidance to prepare Member States for emerging and future challenges driven by technology, while also prioritising responding to current challenges that have emerged from the convergence of new technologies that have enabled cyber-scam centre operations.



Regional response to trafficking into cyber-scam centres

RSO Initiative 3: Transnational crime and technology

A coordinated response: law enforcement capability, prevention, protection, support for victims, and returns and reintegration

OBJECTIVE

To support a comprehensive, coordinated cross-regional response to trafficking into cyber-scam centres with a focus on both improving the policy environment and law enforcement capacity that strengthens prevention, protection and support for victims, and champions promising returns and reintegration practices.

IMPACT

RSO-led training, research and support for policy development contributes to enhanced coordination between response actors, including law enforcement, governments and civil society, resulting in meaningful disruption to and reduced prevalence of cyber-scam centre operations and strengthened support for victims.

Adelaide Strategy for Cooperation



RSO Core Purposes



Target Phases

- Before smuggling/trafficking
- During smuggling/trafficking
- At a border crossing point
- After smuggling/trafficking
- Return and reintegration

In Focus

- South Asia
- Southeast Asia
- East Asia
- Pacific

Key Bali Process Stakeholders



AWARENESS RAISING AND INSIGHTS FROM THE FIELD

- Provide technical briefings and join relevant regional forums to support broader awareness of trafficking for forced criminality and the broader criminal operations of cyber-scam centre operators
- Support for field visits in contextualised locations, providing access to frontline officers to support understanding of the scale and context of trafficking for forced criminality

RESEARCH AND REPORTING

- Trends and analysis coordination capability to deliver timely, issue-focused research, including on trafficking for forced criminality, cyber-scam centres and novel uses of technology by organised crime
- Deep dive into the criminal eco-system enabling cyber-scam operations
- Research on the experiences of women in Southeast Asia's cyber-scam centres
- Publication of policy briefs and research papers in response to emerging trends
- Compile and disseminate insights from law enforcement, civil society and private sector partners

LAW ENFORCEMENT AND PROSECUTION

- Capacity building for law enforcement including support for online investigation capabilities to counter misuse of online technology and social media
- Support for regional trainings, with a focus on coordinated cross-border investigations and interagency operational trainings, and addressing the use and adoption of new and emerging technologies.
- Support for regional operations to address trafficking for forced criminality, including support for Bali Process Disruption Working Group activities
- Development of a toolkit for criminal justice officials to improve electronic evidence requests and content moderation coordination with social media platforms
- Regional technical workshop on investigating and prosecuting cyber-scam cases

ILLICIT FINANCIAL FLOWS

- Refresh Bali Process *Following the Money Guide in Trafficking in Persons Cases*, including development of related tools for practitioners, in alignment with the Bali Process Working Group on Trafficking in Persons
- Publication of policy briefs on illicit financial flows related to cyber-scam centres

RETURNS AND REINTEGRATION

- Support and capacity development in line with the refreshed Bali Process Policy Guide on Returns and Reintegration, in alignment with the Bali Process Technical Experts Group on Returns and Reintegration.

People smuggling and transnational crime

RSO Initiative 3: crime and technology

Enhance coordination, capacity and understanding of the role of transnational organised crime groups in people smuggling

OBJECTIVE

To enhance regional coordination, capacity and understandings of transnational organised crime groups in the facilitation of people smuggling, immigration crime, document fraud and related illicit financial flows.

IMPACT

RSO-led training and research contributes to enhanced law enforcement coordination and knowledge holdings, resulting in strengthened comprehensive regional responses to addressing people smuggling in Bali Process Member States.

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RSO Core Purposes



Target Phases

- Before smuggling/trafficking
- During smuggling/trafficking
- At a border crossing point
- After smuggling/trafficking

In Focus

- Australia
- Bangladesh
- India
- Indonesia
- Sri Lanka
- Malaysia
- The Maldives
- Pakistan
- Thailand
- Timor Leste

Key Bali Process Stakeholders



PATHWAYS FOR ENHANCED REGIONAL COOPERATION AND KNOWLEDGE EXCHANGE

- Convene most affected Bali Process Member States and stakeholders at senior and frontline levels through the Six Country Immigration Group (SCIM) and Regional Information and Liaison Outreach Network Initiative (RILON) Andaman Sea Response Group
- Knowledge exchange supported by Bali Process Handbook on Addressing Irregular Migration through Effective Information Campaigns, Analysis of Migrant Cohorts and research on Irregular Migration Mis-and-Dis Information

RESEARCH AND REPORTING

- Regularised and timely reporting on trends and insights related to role of technology in people smuggling
- Research examining transnational organised crime groups across Bali Process region facilitating people smuggling
- Research on irregular maritime venture planning and irregular migration mis-and-dis information methodologies
- Research on technology-facilitated people smuggling and related transnational organised crime, with a focus on fraudulent visas and travel documents

CAPACITY BUILDING

- Regional workshop to build capabilities of frontline officers in conducting online investigations and support evidence collection relating to people smuggling and trafficking in persons activities conducted online
- Partner in regional delivery of the International People Smuggling Investigations Program (IPSIP) in Cox's Bazar
- Delivery of Introduction to Countering People Smuggling course
- Support for regional trainings, with a focus on coordinated cross-border investigations
- Support for regional capacity building activities, and cross-border cooperation and networks focused on immigration crime, document fraud and illicit financial flows

KNOWLEDGE DISSEMINATION

- Dissemination of knowledge products and trends reporting related to transnational organised crime groups and people smuggling through a dedicated counter people smuggling cooperation and coordination mechanism
- Development of resources on following the money in people smuggling cases
- Briefings for Member States on the role of transnational organised crime groups in people smuggling, immigration crime and document fraud, and emerging trends and activities of concern
- Toolkit on online platforms, trafficking in persons and people smuggling, aligning with the Bali Process Working Group on Trafficking in Persons

RSO INITIATIVE 4: SMUGGLING AND TRAFFICKING AT THE BORDER

CONTEXT

Borders are points of great vulnerability in the context of trafficking in persons and people smuggling—with factors including geography, systems, resources, knowledge of border officials and corruption playing a role in exploitation of border security and border management frameworks.

The RSO works with regional partners to equip frontline law enforcement, border and immigration and maritime officers across Bali Process Member States to be able to recognise and respond effectively to signs of trafficking in persons and people smuggling, and to support governments to prepare for and mitigate risks.



ACTIVITY OVERVIEW

The RSO will deliver national and regional training for frontline officers that supports practical investigation skills, through a victim-centred approach. These efforts are designed to enhance the skills of frontline officials in effectively identifying and assisting migrants who may be in a vulnerable situation, including potential victims of trafficking, thereby improving both national and regional border management practices.

The RSO will support institutional capacity development by building capability and ownership of training materials within agencies.



Institutional capacity building at the border

RSO Initiative 4: Smuggling and trafficking at the border

National and regional training for frontline officers

OBJECTIVE

To enhance national and regional capacity to counter trafficking in persons and people smuggling at border checkpoints. RSO training empowers frontline officers to take forward and implement learning back into the workplace and to build on connections and networks formed to support cross-border coordination.

IMPACT

RSO capability development activities aimed at frontline officers are responsive to needs identified by Member States. Engagement with the RSO leads to strengthened institutional capacity, and enhancement of cross-border networks, information sharing and trust across agencies.

Adelaide Strategy for Cooperation



RSO Core Purposes



Target Phases

- Before smuggling/trafficking
- During smuggling/trafficking
- At a border crossing point
- After smuggling/trafficking

In Focus

- South Asia
- Southeast Asia
- East Asia
- Pacific

Key Bali Process Stakeholders



REGIONAL CAPACITY BUILDING AND INSTITUTIONAL PARTNERSHIPS

- Delivery of the RSO flagship capability development event for frontline officers across the Bali Process membership—the RSO Border Forum
- Provide continued cooperation and professional development opportunities for frontline officers through the RSO Alumni Network
- Deliver national and regional trainings in partnership with the United Nations International Training Centre for Authorities and Leaders in Jeju, Republic of Korea (CIFAL Jeju), The People's Police Academy, Viet Nam.
- Support for regional training programmes including the Border Control Agency Management Program (BCAMP), the International Management of Serious Crime (IMOSC) Programme, and the Counter Trafficking in Persons Centre of Excellence (CTIP-COE) in Thailand
- Strengthening regional cooperation and capability to counter irregular maritime ventures, including through the Regional Information and Liaison Outreach Network Initiative (RILON Andaman Sea Response Group)
- Partner in regional delivery of International People Smuggling Investigations Program (IPSIP) in Cox's Bazar
- Support for regional operations to address trafficking for forced criminality
- Support for Bali Process All Working Group Tabletop Exercise

PACIFIC REGION TRAFFICKING IN PERSONS INDICATORS

- Knowledge product development on indicators of trafficking in persons for frontline officials and community members contextualised to the Pacific context

CURRICULUM DEVELOPMENT AND OPERATIONALISATION

- Deliver introductory training on trafficking in persons and people smuggling to provide comprehensive understanding of legal frameworks, investigation techniques, and identification and support mechanisms
- Delivery of RSO curriculum on victim identification and protection
- Support for Member States in international migration and risk profile management, with a focus on immigration crime, document fraud, and coordinated cross-border investigations
- National and regional capacity building applying online investigation capabilities to counter cases of people smuggling and trafficking in persons
- Promotion of e-learning curriculum on following financial flows in context of trafficking in persons

RSO INITIATIVE 5:

IDENTIFICATION AND SUPPORT FOR MIGRANTS WHO MAY BE IN A VULNERABLE SITUATION

CONTEXT

Recognising and conveying the human impact for migrants undertaking dangerous journeys is critically important to the RSO. Through its work, the RSO aims to equip frontline officers with relevant skills to effectively identify migrants who may be in a vulnerable situation, and provide support to Members to enhance and strengthen protection-based approaches across national and institutional frameworks and operating procedures.

Positive institutional changes to policies and practices are important to strengthen refugee protection and to enhance management of movements and arrivals—as well as to support safe and dignified returns and sustainable reintegration in the Bali Process region.

The RSO acknowledges the importance of including the perspectives of those with lived experience in informing effective programme development and policy.



ACTIVITY OVERVIEW

The RSO aims to enhance border and migration management across Bali Process Member States around a core theme of effective screening and protection for individuals at border crossing points. The RSO will seek to support Members to strengthen operational responses at border points within the Bali Process region through a dual approach: piloting the Screening and Referral Toolkit and through the delivery of targeted training programs.

The RSO will also contribute to strengthening policies and practices promoting safe and dignified returns and sustainable reintegration of migrants who may be in a vulnerable situation, using Bali Process and RSO-led guidance and resources.



Screening and Referral of migrants who may be in a vulnerable situation

Enhancing land, aviation and maritime border and migration management

RSO Initiative 5: Identification and support for migrants who may be in a vulnerable situation

OBJECTIVE

The RSO aims to support Bali Process Members to enhance border and migration management capabilities around a core theme of effective screening and protection for individuals crossing borders who may be in a vulnerable situation.

IMPACT

The pilot of the Screening and Referral toolkit and RSO-led training enhances the skills of frontline officials at border crossing points to effectively identify and assist migrants who may be in a vulnerable situation, including refugees who may be potential victims of trafficking.

Adelaide Strategy for Cooperation



RSO Core Purposes



Target Phases

- At a border crossing point

In Focus

- Cambodia
- Indonesia
- Philippines
- Thailand
- Timor Leste

Key Bali Process Stakeholders



TOOLKIT EVALUATION AND SOFTWARE UPDATES

- Evaluation of quality and performance of the existing Screening and Referral Toolkit
- Enhance Screening and Referral Toolkit functionality ahead of national pilot, implementing feedback from the Toolkit evaluation

SCOPE AND IDENTIFY PILOT COUNTRIES

- Call for Expressions of Interest from Bali Process Member States to act as pilot locations
- Brief interested governments and secure senior government buy-in and support for the pilot
- Establish shared understanding of technical and personnel resource requirements to pilot rollout of the Screening and Referral Toolkit in selected airports
- Agree parameters for Toolkit rollout and project expectations
- Develop risk management plans
- Agree and confirm pilot locations

TOOLKIT TRAINING AND PILOT ROLLOUT IN TARGET AIRPORTS

- National pilot of Screening and Referral Toolkit and aligned training in airports at identified Bali Process Member States
- Data collection to support monitoring and evaluation
- Reporting on Toolkit rollout to host governments and development of case studies
- Identification of proposed next steps for the Toolkit

REGIONAL CAPACITY BUILDING IN MARITIME CONTEXT

- Regional capacity building focused on challenges around mixed migration and irregular maritime movements
- Application of Screening and Referral Toolkit in maritime settings, supporting best practices in migration management

Strengthening protections for migrants who may be in a vulnerable situation

Contribute to policies that enhance assistance and support for persons in need of protection

RSO Initiative 5: Identification and support for migrants who may be in a vulnerable situation

OBJECTIVE

To enhance advocacy and support for persons in need of protection, including migrants undertaking dangerous journeys and those forced to migrate in response to emergency events. The RSO will support Members to enhance routes for safe and dignified returns and sustainable reintegration.

IMPACT

RSO dialogues recognise broader protection support needed, including for missing migrants and those forced to migrate in mass displacement events. RSO resources support the development of policies and practices which promote safe and dignified returns and reintegration.

Adelaide Strategy for Cooperation



RSO Core Purposes



Target Phases

- After smuggling/trafficking
- Return and reintegration

In Focus

- Bangladesh
- Philippines
- Fiji
- Pakistan
- Indonesia
- Sri Lanka
- Laos
- Thailand
- Malaysia
- Viet Nam

Key Bali Process Stakeholders



SUPPORT COMPREHENSIVE AND SUSTAINABLE RETURNS AND REINTEGRATION

- Review and refresh the Bali Process Policy Guide on Returns and Reintegration, working with the Bali Process Technical Experts Group on Returns and Reintegration
- Conduct a regional policy training and thematic dialogue on sustainable reintegration, using the refreshed Bali Process Policy Guide on Returns and Reintegration
- Provide guidance and share good practices on returns and reintegration programmes, working together with the Bali Process Technical Experts Group on Returns and Reintegration

ADVOCACY AND AWARENESS RAISING

- Regional roundtable responding to the issue of missing migrants aiming to enhance the protection of irregular migrants along key maritime routes in Asia
- Convene Bali Process Crisis Preparedness Forum, bringing together Bali Process Members to support and strengthen region's preparedness for irregular movements in response to emergency events
- Regional capacity building on screening, referral and support for migrants in a vulnerable situation, targeting Member States who are impacted by irregular maritime ventures in the Andaman Sea

SUPPORT FOR POLICY AND LEGAL FRAMEWORKS

- Review the Bali Process Policy Guide on Identifying and Protecting Victims of Trafficking in Persons, together with the Bali Process Working Group on Trafficking in Persons, to inform its refresh
- Mapping of Legal Frameworks for Identification and Protection of Victims of Trafficking in Persons
- Support development of ASEAN guidelines on alternatives to detention for children in context of migration
- Dissemination and awareness raising via the RSO Regional Roadmap

INCLUDE PERSPECTIVES OF THOSE WITH LIVED EXPERIENCE

- RSO research will take a whole-of-society approach where the perspectives of those with lived experience are actively included and integrated

RSO INITIATIVE 6: ENHANCING CAPABILITY DEVELOPMENT AND IMPLEMENTATION

CONTEXT

Operational capacity building efforts support awareness of, and access to, practical and technical learnings that can build skills and influence internal and institutional processes and procedures. Timely access to information and trends supports responsive and effective interventions and provide a foundation for informed dialogue and policy formulation.

The RSO Capability Development Approach will inform the design, delivery, monitoring and evaluation of RSO activities. The RSO will enhance access to RSO, Bali Process and partner information and resources through the RSO Online Knowledge Hub.

The RSO will further seek to strengthen connections across implementing partners and donors in the region, to support awareness of planned activities and enhance opportunities to share expertise and resources.



ACTIVITY OVERVIEW

The RSO will roll out a Capability Development Approach that informs design, delivery, monitoring and evaluation of RSO activities. Those who benefit from in-person training will be supported onwards through the RSO Alumni Network, enhancing peer connections and providing ongoing opportunities for personal development. The RSO will develop a 'Return to Work Action Plan' framework to support consideration of how learning can be implemented into the workplace.

Through the development of the RSO Knowledge Hub, the RSO will provide a central point of access to learning and information resources developed by the RSO, the Bali Process and regional partners and actors.



RSO Knowledge Hub

Central knowledge resource on people smuggling and trafficking in persons

RSO Initiative 6: Enhancing capability development and implementation

OBJECTIVE

To develop a central knowledge hub for RSO, Bali Process and partner resources relating to refugee protection and international migration, including people smuggling, trafficking in persons and related transnational crime. The RSO will identify opportunities to facilitate sharing of expertise and collaboration across the region by bringing together implementing partners.

IMPACT

Launch of RSO Knowledge Hub supports access to relevant resources that can enhance regional capacity and responses to irregular migration and related challenges. Regional actors and donors are connected improving awareness of activities taking place across the region and enhancing cooperation and coordination.

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RSO Core Purposes



DEVELOPMENT AND LAUNCH OF RSO KNOWLEDGE HUB

- Develop sitemap for the development of the RSO Knowledge Hub, enhancing access to RSO, Bali Process and partner information and resources
- Review existing RSO and Bali Process resources, including RSO Regional Strategic Roadmap, Bali Process Regional Directory, Policy Guides and Knowledge Products
- Develop library of RSO curricula, including online learning modules
- Establish regularised approach to Trends, Insights and Analysis reporting
- Oversee RSO Knowledge Hub design and build on RSO website, informed by user feedback
- Launch, promotion, engagement and ongoing maintenance and development

STRENGTHENING IMPLEMENTING PARTNERS COORDINATION

- Engagement with key actors, donors, implementing partners and other regional forums to establish a pathway to strengthen cooperation and coordination
- Establish a schedule of regularised engagements
- Engage partners to establish library of shared resources and links on RSO Knowledge Hub

RSO REGIONAL STRATEGIC ROADMAP REFRESH AND REDESIGN

- Review and refresh content for RSO Regional Strategic Roadmap website, enhancing access to Bali Process Member State legal frameworks relating to trafficking in persons
- Oversee refresh and population of content, informed by user feedback
- Incorporate Regional Strategic Roadmap into RSO Knowledge Hub
- Launch, promotion, engagement and ongoing maintenance

RSO LIVED EXPERIENCE ENGAGEMENT MODEL

- Development of a Lived Experience Engagement Framework for RSO and Bali Process activities
- Development of Lived Experience Principles to guide Bali Process Member States
- Lived Experience Engagement Framework and Principles actively integrates perspectives of individuals with lived experience in policy and programme development

RSO Capability Development Approach

Training framework and Monitoring, Evaluation and Learning

RSO Initiative 6: Enhancing capability development and implementation

OBJECTIVE

To develop the RSO Monitoring, Evaluation and Learning Framework and formalise a Capability Development Approach for the RSO that informs design, delivery, monitoring and evaluation of RSO activities.

IMPACT

The RSO Monitoring, Evaluation and Learning Framework supports robust review of impact, and decision making for RSO activities. The RSO Capability Development Approach informs and influences planning, delivery, monitoring and evaluation for RSO activities.

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Stakeholder Engagement

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Coordination and Support

RSO Core Purposes



MONITORING, EVALUATION AND LEARNING FRAMEWORK

Develop and implement RSO Monitoring, Evaluation and Learning Approach and Framework:

- Log frame including indicators, indicator targets, and indicator data collection methods
- Development of data collection tools
- Results monitoring plan, and MEL reporting schedule

CAPABILITY DEVELOPMENT APPROACH FRAMEWORK

Formalise the RSO Capability Development Approach Framework to support RSO capability development activities:

- Educational Capability Development
- Operational Capability Development
- Institutional Capability Development

DEVELOP RSO TRAIN THE TRAINER APPROACH

- Develop 'Train-the-trainer' approach and integrate within RSO Capability Development Approach Framework
- Train-the-trainer approach supports institutionalisation of RSO training and research within Member States, including at Member State academies and colleges

RETURN-TO-WORK ACTION PLAN FRAMEWORK

- Develop Return-to-Work Action Plan Framework to support RSO training participants to embed knowledge gained into their workplaces
- Enhance participant and trainee engagement with Return-to-Work Action plans through pre and post project/activity engagement, and RSO Alumni Network

RSO GOVERNANCE

- Coordination of RSO Governance Forum
- Development of RSO Database to support planning and reporting, and enhance engagement with RSO donors and corporate service providers

RSO INITIATIVE 7: SUPPORT FOR BALI PROCESS ECOSYSTEM

CONTEXT

The RSO plays an important role as a connector across the Bali Process ecosystem, engaging with Bali Process members to deliver activities that contribute towards commitments and undertakings arising from Bali Process meetings and Working Group activities. The RSO brings together Bali Process members and observers, civil society organisations, non-government organisations, the private sector and academia to further dialogue, exchange information, share ideas, and promote cooperation across the Bali Process region.

The RSO will support and be responsive to priorities set out through the Bali Process ecosystem of Ministerial and Senior Official meetings and Working Groups. The RSO will also continue to grow awareness of, and support regional engagement with, the Bali Process and the RSO, and promote the work of the RSO to partners and dialogues outside of the Bali Process ecosystem. The RSO Secondments and Internship programme will provide ongoing opportunities for Bali Process members to closely engage with the RSO, and to strengthen relationships, mutual understanding and influence.



ACTIVITY OVERVIEW

The RSO aims to support Bali Process Member States in developing cross-border contacts across international counterparts, facilitating operational and senior level cooperation and dialogue. RSO activities will seek to support the wider Bali Process ecosystem of Ministerial and Senior Official meetings and Working Groups.

The RSO will establish and maintain productive partnerships with stakeholders within the Bali Process ecosystem and continue to grow external awareness, reputation, and engagement across priority issues impacting Bali Process Member States.



Connecting and supporting Bali Process members and ecosystem

RSO Initiative 7: Support for Bali Process ecosystem

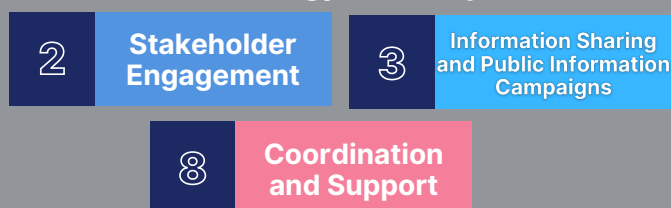
OBJECTIVE

To connect international counterparts and thematic experts across the Bali Process, supporting cooperation and coordination in efforts to counter people smuggling, trafficking in persons and related transnational crime. To support the Bali Process ecosystem of Ministerial, Senior Official and Working Group meetings.

IMPACT

RSO networks and activities bring together Bali Process members, facilitating information sharing, cooperation and dialogue. RSO activities tie into and support the wider Bali Process ecosystem of Ministerial, Senior Official and Working Group activities.

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RSO Core Purposes



SUPPORT FOR BALI PROCESS ECOSYSTEM

- RSO support and contribution to Bali Process Ministerial, Senior Official and Steering Group meetings
- RSO support and contribution to Bali Process Working Group meetings and activities
- RSO joint working and cooperation with the Bali Process Government and Business Forum
- RSO to regularise engagement with Bali Process Working Groups on practical and technical initiatives

RSO FLAGSHIP EVENTS

- RSO Constructive Dialogue—the RSO's flagship annual meeting for Senior Officials
- RSO Border Forum—the flagship annual capability development event for frontline officials
- RSO Members' Engagement Function. This evening networking event is held annually in Bangkok, Thailand where the RSO office is hosted, in Jakarta in recognition of Indonesia as Co-Chair of the Bali Process and in a third strategically selected Member State capital, often tied to the ASEAN Chairmanship.
- Delivery of the Crisis Preparedness Forum

RSO ALUMNI NETWORK

- Ongoing engagement and development of RSO Alumni Network, including through development of Alumni Champions and Mentoring opportunities, and professional development opportunities
- Annual RSO Event, held alongside RSO Border Forum
- Publication of Alumni Annual Report

SECONDMENTS AND INTERNSHIPS

- Formalisation of RSO Secondment Framework
- Formalisation of RSO Internship Calendar
- Continued close collaboration with sponsoring Member States and academic institutions to maximise benefit, mutual gains and learning

REGIONAL INFORMATION, LIAISON, OUTREACH AND NETWORK INITIATIVE (RILON)

- Establish Regional Information, Liaison and Outreach Network (RILON) Initiative Framework, to support cross-border information sharing and cooperation.
- RILON Response Groups to be established in response to thematic priorities or challenge
- Establish formal link between RILON Initiative and RSO Secondment Programme

RSO STAKEHOLDER DATABASE

- Enhanced stakeholder database to support RSO operations

OBJECTIVE

To continue to grow awareness of, and support regional engagement with, the Bali Process and the RSO, and promote the work of the RSO to partners and dialogues outside of the Bali Process ecosystem.

IMPACT

Strategic communications and engagement sustains strong partnerships with stakeholders within the Bali Process ecosystem. This enhances the reputation and grows awareness of the Bali Process and the RSO. RSO communication outputs provide insights on priority issues impacting Bali Process members.

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RSO Core Purposes



RSO VISIBILITY AND COMMUNICATION OUTPUTS

- Promote Bali Process and RSO activities across digital platforms, including through development of news stories, blogs and interviews, social media, video content and infographics
- Delivery of quarterly newsletter RSO Highlights
- Manage, maintain and enhance the RSO website, and provide inputs for Bali Process website
- Deliver in-house design services for RSO activities and reports, and oversee RSO brand

DEVELOP RSO PARTNERSHIPS AND FUNDING STRATEGY

- Develop relationship management approach for high-priority partners
- Formalise RSO approach for securing additional funding
- Establish a cadre of subject matter experts who can positively contribute to the delivery of RSO initiatives, projects and activities

ESTABLISH ANNUAL SCHEDULE FOR BRIEFINGS AND ENGAGEMENTS

- Develop RSO Partnerships Strategy and annual schedule of RSO engagement meetings and briefings
- Review and identify grant and partnership opportunities and standardise RSO funding proposal and presentations, through a new Funding Approach Framework
- Identify and participate in external conferences, forums and dialogues
- Support and respond to Bali Process Member and partner requests through RSO expertise and resources

RSO REPORTING AND STRATEGY PRODUCTS

- RSO Monthly Reporting
- RSO Impact Report (Review of the year)
- RSO Work Plan and Strategic Plan
- Support for other reporting requirements, including for donors and secondees

MONITOR AND FACILITATE MEDIA ACTIVITY

- Monitor, facilitate and report on media coverage and activities relating to the Bali Process and the RSO



REGIONAL SUPPORT OFFICE
THE BALI PROCESS

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