



## Regional Information, Liaison and Outreach Network (RILON) Initiative Framework

This Framework sets out the purpose, scope and governance of the Regional Information, Liaison and Outreach Network (RILON) Initiative, detailing how RILON mechanisms are established, operated and evaluated, who participates, and how activities align with Bali Process priorities.

The RSO provides technical support to Bali Process Members to strengthen cooperation on refugee protection and international migration, including combatting people smuggling, trafficking in persons, and related transnational crime. Get in touch to find out more and discuss new activity proposals.



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## Background

Information sharing is consistently highlighted by Bali Process Member States (BPMS) and Governments as a regional challenge to effectively address the activities of transnational criminal groups. Information sharing among law enforcement and immigration agencies faces persistent challenges stemming from a lack of standardised systems, legal complexities, and sensitivities surrounding data privacy. Many agencies rely on informal methods for information exchange, leading to inconsistencies, potential gaps in data availability, and delays in operational impact.

The Regional Information, Liaison and Outreach Network (RILON) Initiative provides a framework to bring together focal points from relevant BPMS law enforcement, border and immigration, and other relevant agencies around a priority challenge or issue.

Cross-border counterparts will be supported in coordination and sharing of non-operationally sensitive information through time-limited RILON Groups, established under the RILON Initiative Framework. In addition, the Regional Support Office of the Bali Process on People Smuggling, Trafficking in Persons and Related Transnational Crime (RSO) secondment opportunities will sit under the RILON framework to ensure a strategic and coordinated approach to secondment engagements. The RILON framework will foster sustainable engagement practices and have consistent integration into existing RSO mechanisms such as the Alumni Network, Knowledge Hub and Capability Development Approach (CDA) to improve interoperability across RSO enabling functions.

The Regional Immigration Liaison Officer Network—now the Regional Information, Liaison, and Outreach Network (RILON)—originated in 2009 following the Third Bali Regional Ministerial Conference on People Smuggling, Trafficking in Persons and Related Transnational Crime (RSO), where Ministers agreed to reactivate the Ad Hoc Group (AHG) mechanism to strengthen information-sharing arrangements among the most affected countries.

By 2016, activity declined due to competing priorities and the meeting of the original RILON was held in Kuala Lumpur in May 2016. The AHG Progress Report (October 2017) noted stagnation and identified RILON as a critical platform to support a proposed Bali Process Information and Intelligence Sharing Framework being developed by the RSO. Progress toward reinvigoration was subsequently disrupted by the COVID-19 pandemic, and momentum resumed when a refreshed proposal was raised in late 2022.

At the 16th AHG Senior Officials' Meeting (SOM) in December 2022, RSO Co-Managers provided an update that included plans to refresh the RSO Alumni Network, relaunch the Secondments Programme and reinvigorate RILON under its updated framing as the **Regional Information, Liaison, and Outreach Network (RILON) Initiative**.

These discussions were then translated into the formation of the **2023 Adelaide Strategy for Cooperation**, endorsed by Ministers at the 8th BPMC, which identifies *Information Sharing and Public Information Campaigns* as one of eight areas of cooperation. The Strategy commits to facilitating information-sharing and collaboration among policy and operational officials through thematic dialogues and workshops.<sup>1</sup>

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<sup>1</sup> [Microsoft Word - 2023 Adelaide Strategy for Cooperation.docx](#)



## RILON Framework Objectives

The RILON Initiative is guided by the following objectives, which collectively aim to strengthen regional cooperation, knowledge-sharing and preparedness in addressing people smuggling, trafficking in persons, irregular migration, and related transnational crime. The objectives reflect the RILON's role in fostering trusted regional collaboration, enhancing shared understanding of emerging challenges, and supporting informed policy responses among BPMS. The objectives of the RILON Initiative are to:

1. **Strengthen cross-border cooperation** among BPMS by facilitating trusted, non-operational information sharing and peer engagement across relevant agencies.
2. **Enhance regional understanding of priority challenges** by supporting the identification, analysis and exchange of information on trends, typologies and emerging risks related to irregular migration, people smuggling, trafficking in persons and related transnational crimes.
3. **Support informed national decision-making** by providing participating agencies with access to regional perspectives, comparative practices and expert knowledge to inform policy development and strategic responses.
4. **Build sustainable regional networks and expertise** through the identification of focal points, secondments, alumni engagement and structured knowledge-sharing mechanisms.
5. **Improve regional preparedness and responsiveness** by enabling Member States to engage collaboratively through time-limited, issue-specific RILON Groups or other secondment opportunities.

## Purpose

The RILON Initiative is a RSO facilitated mechanism under the RSO. The RILON Initiative provides a structured framework to support enhanced cross-border cooperation and the sharing of non-operationally sensitive information among relevant agencies of BPMS in response to priority regional challenges.

The RILON Initiative is designed to complement existing mechanisms by enabling timely, practical and issue-focused engagement between counterparts from law enforcement, border and immigration management, maritime agencies and other relevant government departments.

The **purpose statement** for the RILON Framework is:

***The RILON Initiative provides a structured framework to support enhanced cross-border cooperation and the sharing of non-operationally sensitive information among relevant agencies of Bali Process Member States in response to priority regional challenges.***

## Scope and Guiding Principles

The RILON Initiative provides a structured mechanism for regional cooperation, learning and collaboration on agreed priority challenges. It is designed to strengthen regional understanding, institutional connections and strategic responses through non-operational engagement that complements, but does not replace, national or bilateral mechanisms. Participation in RILON is voluntary, and activities are undertaken at the request of, and in partnership with, Member States.



RILON focuses on clearly defined priority issues that fall within the mandate of the RSO, bringing together relevant agencies and regional partners, as appropriate, to share experiences, lessons learned and good practices. All engagements take place in accordance with national laws, policies, and mandates, and respects the diversity of institutional arrangements across BPMS. Through this approach, RILON supports collective problem-solving while preserving national ownership and control.

### What RILON Does and Does Not Do

| RILON <b>does</b>  | RILON <b>does not</b>   |
|--|---|
| Facilitate strategic, non-operational groupings of BPMS and observers on agreed regional challenges.                         | Conduct or coordinate operational activities.                                 |
| Supports sustainable peer learning, data collection and analysis, and capacity development.                                  | Exchange operationally sensitive, classified or law-enforcement intelligence. |
| Enables information sharing to support shared understanding of regional trends, emerging challenges and effective responses. | Direct or override national decision-making, policies, or mandates.           |
| Strengthen professional networks and regional understanding.   | Establish permanent structures or impose obligations on Member States.        |
| Provide flexible, time-bound platforms aligned to Member State priorities.   |   |

### Guiding Principles

The implementation of the RILON Framework is guided by a set of core principles that shape both its design and delivery. Member State ownership and leadership underpin all RILON activities, ensuring that engagement remains demand-driven and aligned with national priorities. Respect for sovereignty and national mandates is fundamental, with RILON serving as an enabling platform rather than a decision-making authority.

Trust, confidentiality, and professionalism are essential to effective cooperation, supported by clear parameters on information sharing and engagement. RILON promotes practical, action-oriented collaboration that delivers tangible value, while remaining inclusive of relevant agencies and perspectives. Flexibility and responsiveness are embedded to allow the Initiative to adapt to emerging challenges, ensuring continued relevance in a dynamic regional environment.

### Proposed Outcomes

The proposed outcomes below set out the intended results of the RILON Framework across institutional, operationally relevant, network and strategic dimensions.

Collectively, these outcomes articulate how RILON supports BPMS-led cooperation, strengthens regional architecture and contributes to the effective implementation of Bali Process priorities.

|   |  |
|---|--|
| <p><b>Institutional Outcomes</b></p> <ul style="list-style-type: none"> <li>• Strengthened regional mechanisms for structured non-operational cooperation,</li> <li>• Improved institutional memory and continuity within the Bali Process,</li> <li>• Enhanced alignment between national agencies and agreed regional priorities.</li> </ul>                                | <p><b>Operationally Relevant (Non-Operational) Outcomes</b></p> <ul style="list-style-type: none"> <li>• Better identification of regional trends and emerging risks,</li> <li>• Earlier recognition of cross-border linkages and patterns,</li> <li>• Stronger integration of protection and gender-centered approaches in operational matters,</li> <li>• More evidence-informed national and regional strategic responses.</li> </ul> |
| <p><b>Network and Capacity Outcomes</b></p> <ul style="list-style-type: none"> <li>• Durable, trusted professional networks across Member States,</li> <li>• Increased regional expertise through secondees and alumni,</li> <li>• Established common understanding and regional standardisation,</li> <li>• Reduced reliance on ad-hoc or fragmented cooperation.</li> </ul> | <p><b>Strategic Bali Process Outcomes</b></p> <ul style="list-style-type: none"> <li>• Reinforced Member State ownership of regional responses,</li> <li>• Practical delivery against Bali Process commitments under the Adelaide Strategy,</li> <li>• Enhanced credibility of the RSO as a facilitator of cooperation.</li> </ul>   |

The above outcomes reflect the potential contribution of the RILON Framework to sustained, trusted and Member State-driven cooperation, and highlight the overarching benefits expected to support informed and effective regional responses.

The overarching **Outcome Statement** for the RILON Framework is:

***The RILON Initiative strengthens regional cooperation, knowledge-sharing and preparedness among Bali Process Member States, enabling more coordinated, informed and sustainable responses to trafficking in persons, people smuggling and related transnational crime.***

## Governance and Coordination

The RILON Initiative operates within the established RSO governance architecture. The RSO supports the design, facilitation and administration of RILON activities, including convening participating agencies, maintaining institutional knowledge, and ensuring continuity across time-limited initiatives. The RSO performs these functions in a non-operational capacity, consistent with its mandate, and acts in support of BPMS priorities and regional objectives.

Strategic oversight of the RILON Initiative is provided through relevant mechanisms, including the RSO Governance Forum (GF) which will offer guidance on overall direction and strategic alignment across RSO thematic areas. Decisions relating to the establishment of RILON Groups, the prioritisation of thematic focus areas, and the conclusion of activities are informed by RSO executive collectively and considerations are taken in accordance with agreed RSO strategic priorities and future RSO workplans.

The RSO provides technical support to Bali Process Members to strengthen cooperation on refugee protection and international migration, including combatting people smuggling, trafficking in persons, and related transnational crime. Get in touch to find out more and discuss new activity proposals.



In addition, Senior Champions and/or Senior Policy Groups (see further details below) may be developed in correlation to RILON Groups. These Senior representatives from relevant BPMS would oversee the approval of RILON Group Terms of Reference (ToR), deconflict efforts against other Bali Process priorities, and ensure outputs align with existing regional initiatives. Decisions relating to the deliverables of RILON Groups, the prioritisation of thematic focus areas, and the conclusion of activities will be informed by Member State input and regional considerations, in accordance with agreed RSO modalities. This ensures that RILON remains Member State-led, responsive to emerging issues and complementary to other Bali Process efforts.

Participating Member States will contribute to agenda-setting, thematic prioritisation, and knowledge exchange, while designated focal points and secondees support implementation and continuity. The RSO reports on RILON activities, outcomes and lessons learned through established RSO and donor partner reporting channels, providing transparency and supporting collective oversight.

This governance approach is intended to promote accountability, transparency, sustain trusted cooperation, and enable effective delivery under the RILON framework.

As the coordinator and facilitator of the RILON Initiative, the RSO is responsible for:

- Supporting the identification of priority issues for RILON engagement,
- Facilitating the establishment and operation of RILON Groups,
- Convening participating focal points and stakeholders,
- Ensuring consistency with Bali Process priorities and guidance, and
- Reporting on RILON activities to relevant BPMS and donor agencies, as appropriate.

## Participation and Focal Points

Participation in the RILON Initiative is facilitated through the nomination of national focal points by BPMS. Focal points may be drawn from relevant government agencies based on the priority issue under consideration and may include representatives from law enforcement, border and immigration management, maritime authorities, and other agencies with a relevant mandate or expertise. This flexible approach ensures that RILON engagement is appropriately tailored to the thematic focus of each priority area.

Focal points are selected on the basis of agreed criteria, including demonstrated subject-matter expertise, an appropriate institutional mandate, and the capacity to contribute to national coordination and regional engagement. Where possible, focal points should have sufficient seniority or decision-making authority to effectively represent national perspectives, facilitate internal information flows, and support follow-up actions within their respective institutions.

Within the RILON framework, focal points play a central role in enabling structured, non-operational cooperation. Their responsibilities include contributing expertise and regional perspectives, supporting information sharing within agreed parameters, and facilitating national-level coordination across relevant agencies. Focal points also contribute to collective analysis by sharing insights on non-operationally sensitive cases, trends, and emerging challenges, and by participating in RILON Group activities and thematic discussions, as relevant. Through these functions, focal points act as key connectors between national institutions and regional RILON Groups.



Focal points are expected to:

- Contribute subject-matter expertise and regional perspectives,
- Facilitate information-sharing within the agreed scope of the Initiative,
- Support national coordination and engagement, and
- Participate in RILON Group activities, as relevant.

## RILON Groups

### Purpose and Scope

RILON Groups are time-limited, Member State–driven mechanisms established to support coordinated regional engagement on agreed priority challenges where enhanced cooperation or shared understanding is needed. Groups are formed in response to a call from BPMS and bring together **cohorts of secondees linked to specific priority themes**, enabling focused and practical collaboration. They facilitate structured, non-operational information exchange, **faster coordination across agencies**, regional trend analysis, peer-to-peer problem solving, and the identification of capacity gaps. RILON Groups complement national, bilateral, and other regional efforts by strengthening cross-border networks and shared situational awareness, without replacing or duplicating national mandates or operational processes.

RILON Groups are designed to generate shared regional insights and learning that **support coherent and informed regional responses** to irregular migration, people smuggling, trafficking in persons and related transnational crime. Outputs and insights from each Group inform Member State approaches and contribute to broader RILON and RSO knowledge-building and capacity development efforts, ensuring lessons learned and regional expertise are embedded and sustained across future activities.

### Establishment and Composition

RILON Groups are established where there are identified regional needs and agreement among participating Member States to engage collectively. Thematic focus areas must fall within the mandate of the RSO and will be confirmed in partnership between relevant Member States, the RSO, and donor agencies.

Future thematic areas for RILON secondment groups will be **identified, raised, and confirmed directly in consultation with BPMS** through existing consultation and governance channels. Priority themes may emerge from formal forums such as the RSO Border Forum or Constructive Dialogue, bilateral or multilateral engagements, RSO programmes/activities, or Member State submissions highlighting emerging risks, information gaps, or operational challenges requiring regional attention.

The RSO will consolidate these inputs and conduct preliminary scoping to assess feasibility, alignment with Bali Process priorities, and potential cross-border value. Proposed themes will then be presented to the RSO Governance Forum (GF) and relevant senior representatives from relevant BPMS for strategic consideration and endorsement and donor funding will be sought.

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Participating Members nominate focal points from relevant government agencies and second an officer to the Regional Support Office (RSO) for the duration of the Group. Secondees are typically drawn from mid- to senior-level immigration, border management, or other relevant agencies, and are selected based on subject-matter expertise, institutional mandate, and decision-making capacity.

Secondees form a dedicated unit hosted at the RSO, working collaboratively with regional counterparts and maintaining clear links to relevant agencies in their home countries to support national coordination and regional engagement. Each RILON Group is supported by an RSO Programme Manager, and in addition, participating governments are encouraged to nominate a Senior Champion to provide strategic oversight, support effective reporting and follow-up.

Where relevant, secondees and other RILON-supported officers may also contribute analytical inputs, coordination support, or follow-up activities to ensure coherence between RILON Groups and other RSO mechanisms, including secondments.

### Lifecycle and Sustainable Engagement

RILON Groups operate on a defined, time-limited basis, typically between six months and one year, and follow a structured lifecycle guided by agreed Standard Operating Procedures (SOPS).

The **Initiation phase** includes a formal Group Initiation Meeting to confirm objectives, scope, roles, ways of working and reporting arrangements. These details will form the TOR of the RILON Group.

During **Active Engagement**, secondees collaborate through structured information sharing, regional trend and case analysis, peer exchange, and targeted capability development. This phase is supported by training and network-building activities. During this phase, RILON Groups will remain agile and responsive to direction from Senior Policy Champions and/or relevant governance groups. Whilst not critical to the success of RILON group, the interoperability between frontline officers and senior policy officials would strengthen relationships across operational and strategic levels of government and extend the influence and impact of RILON Groups in addressing priority issues beyond the Group's lifespan.

The **Conclusion phase** is marked by a Group Close-out Meeting, where lessons learned, good practices and identified capacity needs are consolidated and shared. Findings will be documented and shared through appropriate RILON or RSO knowledge-sharing mechanisms to support continuity, future engagement, and evidence-based decision-making. Professional networks established through RILON Groups are intended to be informally maintained, where appropriate, to support future cooperation and rapid re-engagement on emerging issues.

### Roles and Responsibilities

RILON Groups are responsible for advancing agreed regional priorities through collaborative engagement, information sharing, and capability development. The roles and responsibilities of RILON Group members are



guided by agreed RILON Seconded Workplans and the RILON Groups' ToR which sets out objectives, activities, deliverables, and reporting expectations for the duration of the Group.

RILON Group members are expected to work collaboratively to:

- **Address specific thematic challenges** linked to the Group's priority issue by implementing activities and delivering outputs in line with the agreed RILON Workplan, including timelines, roles, and responsibilities.
- Develop and apply agreed ways of working that **build trust, strengthen professional relationships, and support effective information sharing, establish common understanding and regional standardisation** with clear lines of reporting back to Member State governments.
- **Contribute to structured information sharing and the production of non-operational analytical outputs**, including trends, insights, and assessments, to strengthen shared situational awareness, inform national policy and planning, and support institutional learning across the Bali Process.
- **Operate as a dedicated cross-border network**, supporting coordination with regional counterparts and reinforcing sustained professional relationships that facilitate collaboration on shared challenges, consistent with the scope of the RILON Framework.
- Participate in **targeted capability development activities** provided to secondees, including thematic technical skills, leadership development, taskforce approaches, and intra- and inter-agency cooperation.
- Support the **design and delivery of national capacity building workshops** in participating Member States, contributing technical expertise and leadership to strengthen frontline skills and national capability.
- Participate in study visits or in-country engagements, as appropriate, to deepen understanding of national contexts, strengthen networks, and support peer-to-peer learning.

## Reporting and Governance

RILON Groups operate under the oversight of the RSO and within the governance arrangements of the RILON Framework. RILON Groups are accountable for reporting on progress, outputs, and outcomes against the agreed RILON Workplan.

Regular reporting will be provided to any designated Senior Policy Champions or relevant governance groups, as agreed at the establishment of each RILON Group and recorded in the ToR. This reporting will support strategic oversight, alignment with Member State priorities, and consideration of recommendations arising from RILON Group activities.

The establishment, operation, and conclusion of RILON Groups are guided by agreed Standard Operating Procedures (SOPs).

The work of the RILON Groups will directly align with the [Bali Process Adelaide Strategy for Cooperation](#) and directly respond to the direction under the RSO's [2024-2026](#) and 2026-2028 Workplan.



Work undertaken by RILON groups will be reported in the RSO's monthly reporting to highlight the impact the RILON efforts have regionally.

## Senior level Sponsorship

Senior Champions could provide strategic oversight and guidance for RILON Groups, supporting high-level dialogue across Member States and ensuring alignment with broader regional priorities. Their participation strengthens the integration of RILON activities, linking frontline operational engagement with strategic decision-making at the national and multilateral level. Senior Champions would play a pivotal role in enabling RILON Groups to maximize their impact on priority issues, ensuring that insights, recommendations, and opportunities identified through the Group inform both national and regional policy, coordination, and capacity-building efforts.

## Who Should Participate

Senior Champions should be capital-based officials holding **senior leadership roles** within government, such as directors, heads of agencies, or other officials with the mandate and authority to influence decision-making. They should have the capacity to champion recommendations arising from the RILON Group, advocate for regional cooperation, and enable implementation of enhancements to ways of working both within Member States and multilaterally. Participation should be limited to officials whose position allows them to act as a direct link between national policy priorities and the work of the RILON Group.

## Role and Responsibilities

The Senior Champion would play a critical role in setting expectations, strategic objective, policy alignment and suggesting actionable deliverables for the RILON Group. Senior Champions will be asked to attend the RILON Group Meetings, be briefed on trends and insights that the RILON Group develop and provide remarks at national workshops held in their respective country.

The formation and modality of senior level participation will be determined in partnership with donor agencies, relevant Member States and the RSO.

Senior Champions could be expected to:

- Provide strategic direction and guidance to RILON Groups on objectives, priorities, and deliverables,
- Champion or progress recommendations arising from RILON Group discussions and outputs,
- Ensure alignment between Group activities and national or regional policy frameworks,
- Attend RILON Group meetings to engage directly with secondees and focal points,
- Be briefed regularly on trends, insights, and outputs developed by RILON Groups,
- Participate in national workshops hosted by RILON Group secondees, providing high-level remarks, guidance, and support for knowledge-sharing,
- Advise on opportunities for strengthening collaboration, both within Member States and across the regional network.

## Timing and Engagement

Senior Champions are engaged **throughout the lifecycle of a RILON Group**: from Initiation, where they help set strategic objectives and expectations; through Active Engagement, where they provide oversight and guidance; and into Conclusion, where they support the dissemination of lessons learned, endorsement of recommendations, and identification of potential follow-up actions. Their ongoing engagement ensures that the benefits of RILON Group activities are sustained beyond the Group's formal timeframe.

## Value to RILON Groups

Having Senior Champions is encouraged to support RILON Groups in:

- Maintain strategic relevance and alignment with national and regional priorities,
- Benefit from senior-level advocacy to support implementation of recommendations,
- Strengthen relationships between operational officers and senior decision-makers,
- Enhance the long-term impact and sustainability of the RILON Initiative, ensuring lessons learned, insights, and network connections continue to inform regional cooperation.

## Member State and RSO commitments

RILON Groups provide Member States with a dedicated platform to advance regional cooperation, strengthen access to shared information and operational insights, and build professional networks, trust, and ways of working that endure beyond the lifespan of a Regional Group.

The success of RILON Groups depends on shared commitment and clear responsibilities. Both the RSO and participating BPMS commit to absorbing the costs and fulfilling the responsibilities outlined below.

## Commitments of the RSO

The RSO commits to providing the following support:

- Covering the costs of the Secondee's return airfare from their capital city to Bangkok, Thailand; personal accommodation; office space and equipment; daily subsistence allowance; and costs associated with approved work-related activities for the duration of the secondment.
- Designating a Programme Manager-level focal point within the RSO to oversee coordination of the RILON Group and to support regular reporting and engagement with Member States.
- Delivering targeted capability development for secondees, with an emphasis on leadership development, taskforce operations, and intra- and inter-agency cooperation.
- Coordinating one capacity-building workshop in each participating Member State during the lifecycle of the RILON Group.
- Convening initiation and close-out meetings for the RILON Group.
- Producing a final report capturing outcomes, lessons learned, and recommendations from the RILON Group for future regional cooperation.

The RSO provides technical support to Bali Process Members to strengthen cooperation on refugee protection and international migration, including combatting people smuggling, trafficking in persons, and related transnational crime. Get in touch to find out more and discuss new activity proposals.



## Commitments of Member States

Each participating Member State commits to providing:

- The services of a government official to undertake a secondment at the RSO in Bangkok. The salary of the Seconded will continue to be paid by the Member State Government.
- Member State Government will be responsible for ensuring the seconded member has sufficient health insurance during their secondment period in Bangkok.
- Time and active engagement from a designated Senior Champion to serve as the national focal point for the RILON Group, support strategic direction-setting, and promote the implementation of recommendations and opportunities for regional cooperation.
- Support for national workshops conducted in-country, including the identification of 25–30 officers from relevant agencies to participate. This may include in-kind contributions such as training venues and technical input from senior officials.

## Secondments to the RSO

The other core mechanism under the RILON framework will be secondment opportunities. Secondments provide a complementary pathway to RILON Groups for strengthening regional cooperation, capability, and institutional linkages.

Under the RILON Framework, all secondments hosted by the RSO are brought within a single, coherent framework to ensure a consistent, coordinated, and forward-looking approach to secondment engagement. This approach supports sustainable partnerships with Member States, embeds regional perspectives within the RSO's work programme, and strengthens institutional memory across the Bali Process. By situating secondments within RILON, the framework ensures alignment with RSO thematic priorities, avoids fragmented or ad-hoc arrangements, and maximises the long-term value of secondee expertise and networks.

### Purpose and Value of Secondments

Secondments across the RSO are designed to **strengthen cross-border understanding** and enhance practical cooperation by enabling officials from Member States to work directly within the RSO environment. Through time-limited placements with clear ToR and defined deliverables, secondees contribute technical expertise, regional insights, and national perspectives to RSO workstreams while gaining exposure to comparative practices, regional analysis, and multilateral coordination processes.

Secondments also **embed regional perspectives within both the RSO and Member State agencies**, ensuring that national and regional priorities inform each other in a systematic and sustainable way. Secondees return to their home agencies with strengthened understanding of regional dynamics, improved analytical capability, and practical experience in multilateral coordination.

In addition, secondments **build trusted professional networks** across the region. This two-way value exchange strengthens relationships among practitioners, supports ongoing cooperation beyond the duration of the placement, and contributes to a growing pool of regional expertise aligned with Bali Process priorities.

### Distinction from RILON Groups

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Secondments are distinct from RILON Groups in both function and structure. RILON Groups are collective, Member State-driven forums established to address specific priority issues or emerging challenges over a defined period, bringing together multiple agencies to share analysis, identify trends and develop regional perspectives. Secondments, by contrast, focus on individual capability development, provide opportunities to co-design, and deliver projects or events, and are more specific partnerships, rather than collective issue-based engagement.

While distinct, secondments and RILON Groups are designed to be interoperable. Secondees may support the establishment, facilitation or analytical work of RILON Groups, contribute to thematic outputs, or assist with follow-up activities. This interoperability strengthens coherence across RILON mechanisms and ensures that insights generated through RILON Groups are captured, contextualised, and sustained within the RSO and across Member State networks.

### Strategic Integration, Mentorship and Sustainability

A key feature of integrating all secondments under the RILON Framework is the ability to foster mentorship, continuity, and alumni engagement. Secondees are supported through structured induction, access to RSO expertise, and opportunities to engage with other secondees and RILON Group participants. Over time, this creates a layered network of current and former secondees who can mentor new participants, support knowledge transfer, and reinforce trusted regional relationships.

This approach reduces reliance on short-term or transactional engagement and supports sustainable cooperation by maintaining established links beyond the duration of individual secondments. The RSO Alumni Network may be leveraged to support future RILON activities, thematic discussions, or regional initiatives, further amplifying the long-term impact of secondment investment.

### Roles and Responsibilities

Each secondment will be governed by a clear ToR, defined objectives, and agreed deliverables, ensuring alignment with RSO priorities and transparency for participating Member States. Secondments are **time-limited placements** designed to provide practical exposure to RSO workstreams while contributing technical expertise and regional perspectives.

The RSO is responsible for coordinating secondment arrangements, providing supervision, and ensuring secondees are fully integrated into relevant thematic areas. Secondees will **co-develop analytical products, policy inputs, and other agreed outputs** in collaboration with RSO staff, gaining direct experience in multilateral coordination and regional programme delivery.

Secondments also play a key role in **strengthening professional networks**. Secondees are encouraged to engage regularly with regional counterparts, participate in RSO-facilitated knowledge-sharing activities, and contribute to sustained contact across Member States.

Reporting on secondment activities, outcomes, and lessons learned will be incorporated into existing RSO reporting processes, supporting oversight, accountability, interoperability, and continuous improvement. This governance approach ensures that secondments contribute strategically to the objectives of the RILON Framework and the broader RSO; delivering mutual benefit to both the RSO and participating Member States.



## Information Sharing and Coordination

The RILON Initiative provides a structured mechanism for the exchange of non-operational information to support regional cooperation, policy development, and capability strengthening among participating Member States. Information sharing under the RILON Framework is guided by principles of trust, mutual respect, confidentiality, and alignment with existing RSO initiatives.

| Scope and Types of Information Shared   | Communication Channels and Modalities   |
|---|---|
| <p>Information shared under the RILON Framework is non-sensitive and non-operational in nature. It may include, but is not limited to:</p>  | <p>Information sharing and coordination may take place through a range of agreed channels, including:</p>   |
| <ul style="list-style-type: none"> <li>• Strategic and regional assessments,</li> <li>• Trend analysis and emerging risks,</li> <li>• Typologies, methodologies, and patterns relevant to border and migration challenges,</li> <li>• Policy approaches, legislative developments, and institutional arrangements,</li> <li>• Good practices, lessons learned, and case studies, and</li> <li>• Capability development needs and opportunities for regional collaboration.</li> </ul> | <ul style="list-style-type: none"> <li>• In-person or virtual RILON Group meetings,</li> <li>• Initiation or close-out meetings, and thematic workshops,</li> <li>• Written analytical products, briefing notes, and summary reports,</li> <li>• Secure communication platforms approved and supported by the RSO, and</li> <li>• Knowledge-sharing tools and repositories maintained by the RSO.</li> </ul> <p>The RSO will facilitate and coordinate these channels to ensure consistency, accessibility, and appropriate record-keeping.</p> |

## Confidentiality and Information Handling

All participants are required to adhere to agreed confidentiality and information-handling protocols outlines in the SOPs and ToRs, including:

- Using shared information solely for the purposes of RILON activities and regional cooperation,
- Respecting any dissemination limitations or caveats attached to shared materials,
- Ensuring information is stored, accessed, and transmitted in accordance with national laws, policies, and agreed RSO procedures, and
- Seeking consent prior to further sharing of RILON-related information beyond the RILON Group.

Breaches of confidentiality may undermine trust and may result in restricted access to RILON activities or information.

## Coordination with Other Bali Process Initiatives

The RSO provides technical support to Bali Process Members to strengthen cooperation on refugee protection and international migration, including combatting people smuggling, trafficking in persons, and related transnational crime. Get in touch to find out more and discuss new activity proposals.



RILON Groups operate as part of the broader Bali Process architecture and are designed to complement, not duplicate, existing initiatives. The RSO will support coordination with relevant Bali Process mechanisms, including RSO programmes, working groups, and capacity-building activities.

Where appropriate, insights, lessons learned, and non-sensitive outputs from RILON Groups may inform or be shared with other Bali Process initiatives, subject to confidentiality protocols and Member State agreement. This coordination aims to promote coherence, maximise impact, and strengthen regional outcomes across the Bali Process.

### Capacity Building and Sustainability

The RILON Initiative builds long-term regional capacity by embedding expertise, relationships and learning mechanisms that should extend beyond the lifespan of individual RILON Groups or secondments (see infographic below). Central to this approach are time-limited secondments coordinated through the RSO, which place regional experts within priority workstreams to strengthen cross-border understanding, integrate regional perspectives into national and regional institutions, and cultivate trusted professional networks. These secondments are supported by clear ToR and thematic alignment, ensuring that expertise developed through RILON is both targeted and transferable across Member States and institutional contexts.

Activities under the RILON framework sustain capacity and continuity through thematic RILON Groups, which bring together cohorts of secondees working on shared priority issues. These groups enable peer learning, collaborative analysis, and the sharing of national experiences, while maintaining engagement beyond individual placements.

### Interconnected with RSO initiatives

Complementing this structure is the integration of RILON Group members into the RSO's [Alumni Network](#), which maintains professional connections, ongoing information and knowledge sharing, and supports capability and professional development. By linking the RILON Groups with the Alumni Network, Alumni can continue to contribute through mentoring, knowledge exchange, and participation in relevant RILON activities, ensuring that expertise and relationships are retained rather than lost. This linkage reinforces operational, educational, and institutional capacity building.

To anchor learning institutionally, RILON links its work to the RSO Knowledge Hub, capturing non-sensitive analytical products, lessons learned and good practices for ongoing regional use. This prevents knowledge erosion when Response Groups conclude and supports evidence-based policymaking across the region. Underpinning these efforts is the Capability Development Approach (CDA) framework, which provides a holistic strategy for strengthening operational, educational, and institutional capabilities. Through initiatives such as Return-to-Work Action Plans and Train-the-Trainer models, the CDA ensures that RILON investments translate into sustainable information sharing, durable partnerships, and enduring regional impact.



# Regional Information, Liaison, and Outreach Network (RILON) Initiative Framework

**Purpose statement:** The RILON Initiative provides a structure framework to support enhanced cross-border cooperation and the sharing of non-operationally sensitive information among relevant agencies of Bali Process Member States in response to priority regional challenges.

**Outcome statement:** The RILON Initiative creates sustained and institutionalised regional cooperation, knowledge-sharing and preparedness among Bali Process Member States, enabling more coordinated, informed and sustainable responses to trafficking in persons, people smuggling and related transnational crime.



## Capacity Building, Knowledge Retention and Network Sustainability

### RILON Groups

**Purpose**

- ▶ Create cohorts of secondees linked to specific priority themes.
- ▶ Faster coordination and information exchange.
- ▶ Support coherent and informed regional responses.

**Key Functions**

- ▶ Address specific areas/challenges.
- ▶ Contribute to the development of regional analyses, thematic briefings and analytical products.
- ▶ Act as regional points of contact on specific issues and outputs.
- ▶ Structured information sharing and knowledge exchange.

### Secondments

**Purpose**

- ▶ Strengthen cross-border understanding.
- ▶ Embed regional perspectives within the RSO and Member State agencies.
- ▶ Build trusted professional networks.

**Key Functions**

- ▶ Time-limited secondments.
- ▶ Clear terms of reference and deliverables.
- ▶ Co-deliver events and projects between RSO and Member States.
- ▶ Secondees receive professional development, and RSO acquire new technical skills.

### Interconnected with...

**Capability Development Approach**

**Purpose**

- ▶ Drive initiatives that contribute to knowledge sharing and building connections.
- ▶ Have a holistic and comprehensive strategy that enhances the operations, educational and institutional capabilities of Bali Process Member States.
- ▶ Provide a framework to support sustainable information sharing and impactful partnership.

**Activities**  
Return to Work Action Plans and Train the Trainer models.

**Alumni Network Integration**

**Purpose**

- ▶ Bring together former secondees and RSO trainees through information.
- ▶ Provide a platform to facilitate professional networking, knowledge sharing and resources exchange.
- ▶ Provide a space for continuous learning and professional development.

**Activities**  
Alumni communications and updates, Alumni Camp, Mentorship, Leadership Development.

**Knowledge Hub Linkages**

|  |   |
|--|---|
| <b>Purpose</b>   | <b>Content</b>  |
| <ul style="list-style-type: none"> <li>▶ Capture lessons learned, trends and good practices.</li> <li>▶ Support evidence-based policy-making.</li> <li>▶ Avoid loss of knowledge when Response Groups conclude.</li> </ul> | Non-sensitive analytical products, thematic summaries, tools and templates, training resources. |

## Standard Operating Procedures

Standard Operating Procedures (SOPs) support the effective implementation of the RILON Framework by translating agreed principles, roles, and responsibilities into practical guidance for day-to-day operations. SOPs are intended to promote consistency, clarity, and accountability across RILON Groups, while allowing sufficient flexibility to respond to regional priorities and Member State contexts. By establishing common approaches and expectations, SOPs help build trust, reduce ambiguity, and support the delivery of agreed outcomes.

SOPs provide practical guidance on:

- The establishment, operation, and management of RILON Groups,
- Roles and responsibilities of the RSO, RILON Group members, and participating national focal points,
- Information-sharing protocols, confidentiality safeguards, and approved communication channels, and
- Reporting, documentation, review, and close-out processes.

## Development and Approval of SOPs

SOPs will be developed collaboratively by each RILON Group, with coordination and technical support from the RSO, to ensure they are fit-for-purpose and responsive to the Group's agreed objectives and workplan. Draft SOPs will be informed by the RILON Framework, relevant RSO policies, and lessons learned from previous regional initiatives.

Once developed, SOPs will be endorsed by all members of the RILON Group and submitted to the RSO GF for review. Final approval will be provided through consultation with Senior Policy Champions or relevant oversight bodies, as appropriate. SOPs may be reviewed and updated during the lifecycle of a RILON Group to reflect evolving priorities, emerging risks, or agreed improvements in ways of working.

## Monitoring, Evaluation and Learning

Monitoring, Evaluation and Learning (MEL) under the RILON Framework provides a structured approach to demonstrating results, accountability and value, supporting the credibility and fundability of RILON activities. It establishes clear indicators of success, outputs and outcomes, and systematic mechanisms for capturing feedback and lessons learned, with learning integrated into the design and delivery of future RILON activities.

The Information Sharing and Regional Responses Team (ISRR) is developing a [RILON Lessons Learned, Risks and Issues Register](#) to systematically capture key risks, issues and insights arising from the development of the RILON Framework and the delivery of the inaugural RILON Group. This register will support the RSO to proactively manage risks, strengthen implementation, and incorporate lessons learned into the design and delivery of future RILON activities.

In addition, the Information Sharing and Regional Responses (ISRR) Team will support monitoring, evaluation and learning activities to assess the effectiveness of the RILON Initiative. This includes defining and aligning goals, objectives, outcomes, outputs and activities within the [RSO Logframe](#) to ensure coherent performance tracking and learning.



## Review of this framework

This Framework may be reviewed periodically, as required, to ensure continued relevance, effectiveness and alignment with RSO priorities and emerging regional challenges.

The RSO provides technical support to Bali Process Members to strengthen cooperation on refugee protection and international migration, including combatting people smuggling, trafficking in persons, and related transnational crime. Get in touch to find out more and discuss new activity proposals.



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