



OUTCOME STATEMENT CRISIS PREPAREDNESS FORUM ENHANCING FUTURE PREPAREDNESS FOR EMERGENCY IRREGULAR MIGRATION SITUATIONS

30 SEPTEMBER - 1 OCTOBER 2025



REGIONAL SUPPORT OFFICE
THE BALI PROCESS

FOREWORD

Asia Pacific is the world's most disaster-prone region with over half the global total of disaster-related displacements taking place across the region. These disasters compound other complex drivers of migration. Overlapping pressures including natural and humanitarian disasters, and economic and political instability intersect and accelerate complex population movements that test governments' ability to act early and coherently. Disasters also increase exposure to people smuggling and trafficking in persons by disrupting livelihoods, limiting safe pathways, and overwhelming border and referral systems. Bali Process Members face growing pressure on reception systems, borders and essential services when movements surge.

The Crisis Preparedness Forum held in Bangkok, Thailand over 30 September–1 October 2025 provided a platform for Bali Process Member States to convene around the challenge of strengthening preparedness and coordinated responses to emergency irregular-migration situations linked to natural and humanitarian hazards. Hosted by the Regional Support Office (RSO) with financial support provided by Australia's Department of Home Affairs, the Forum convened 49 officials from 15 Member States and seven

international organisations to exchange experience, apply forward-looking tools, and test protection-sensitive crisis coordination approaches.

This event realised a Ministerial commitment from the former Australian Minister for Home Affairs, the Hon Claire O'Neil MP who announced the convening of such a Forum in Adelaide in 2023 at the [Eighth Bali Process Ministerial Conference](#). Capability-building efforts such as this reflect the enduring commitment of Australia and Indonesia, as Bali Process Co-Chairs', under article 13 of the Adelaide Strategy for Cooperation and Task Force for Planning and Preparedness to advance pragmatic, cooperative solutions to address the drivers of irregular migration.

The Forum's recommendations call for stronger national planning capacities, clearer coordination structures, and faster data-driven decision-making to manage migration during crises. As Co-Managers of the Regional Support Office, we thank all participants and partners for their engagement and reaffirm our shared commitment to advancing practical, cooperative approaches that strengthen the region's collective preparedness and resilience.



Fuad Adriansyah
RSO Co Manager (Indonesia)



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KEY INSIGHTS

FROM THE CRISIS PREPAREDNESS FORUM

The two-day Crisis Preparedness Forum programme sequenced futures analysis, applied crisis planning, and scenario-based simulation to test coordination under multi-hazard conditions. Discussions demonstrated that disasters disrupt irregular migration flows and efforts to counter people smuggling, trafficking in persons, and related transnational crime.

The following key insights emerged:

MAKING PREPAREDNESS PART OF EVERYDAY SYSTEMS

Participants noted that most emergency systems focus on reacting after a crisis starts, rather than preparing in advance. The Forum encouraged governments to see preparedness as a continuous process of managing risks and building community resilience. Participants highlighted that limited legal authority and

funding mechanisms often delay action. They recommended including preparedness and migration considerations in national laws, budgets, and coordination plans to make responses faster and prevent exploitative actors from filling gaps in transport, documentation, and labour supply.

BUILDING JOINED-UP GOVERNMENT RESPONSES

Participants agreed that managing migration during crises requires cooperation across many sectors, including health, social welfare, disaster management, and border control. The lack of central coordinating bodies can delay operational decisions affecting cross-border movement,

humanitarian access, and referral and service provision for vulnerable groups. Participants suggested that creating national coordination bodies with clear leadership and regular practice exercises can reduce confusion and help agencies act quickly during emergencies.

CRISES AS ENABLERS OF EXPLOITATION

Participants observed that sudden shocks often irregularise movement and increase exposure to people smuggling and trafficking in persons. When livelihoods collapse, documents are lost, or legal pathways are disrupted, people may turn to smugglers to move or work. When border, labour, and social-protection systems are overwhelmed, gaps in registration and screening can be

exploited. Members suggested that preparedness plans should include measures to maintain access to documentation and regular channels during crises, strengthen early identification and referral of trafficking victims, and ensure that anti-smuggling and anti-trafficking units are engaged during the response and recovery phases.



IMPROVING DATA TO SUPPORT FASTER ACTION

Participants discussed how information flows and incomplete data often delays response. While the region benefits from systems like IOM's Displacement Tracking Matrix and the Association of Southeast Asian Nations (ASEAN)'s Coordinating Centre for Humanitarian Assistance

on Disaster Management (AHA Centre), migration environment, and economic data remain poorly connected. Participants called for more compatible, shared systems and regular information exchanges to produce "decision-ready data" that can guide early action.

INTEGRATING PROTECTION INTO CRISIS RESPONSE

Participants recognised that border officials are often the first to meet people in need during crises, coordinating reception, registration, and referrals to health and protection services. Participants supported expanding humanitarian border management training to ensure officers can respond safely and humanely under pressure.

Members suggested expanding crisis response frameworks to integrate counter-smuggling and counter-trafficking considerations, including protection-sensitive case management, gender-responsive analysis, and stronger links between frontline officers, specialised investigation units, and labour regulators.

STRENGTHENING REGIONAL COOPERATION

Scenario exercises showed that countries often depend on each other for support in areas such as search and rescue, supply chains, and temporary shelter. Participants agreed that practical coordination systems, including quick

contact networks and simple information-sharing channels, could help neighbouring states communicate and act together faster when cross-border crises occur.

REGIONAL PERSPECTIVES: PROMISING PRACTICE

Throughout the Forum, Member States and Member Organisations highlighted regional innovations demonstrating how preparedness can be localised and institutionalised.

SOUTHEAST ASIA

Participants described how severe natural hazards intersect with dense mobility corridors and economic migration.



PHILIPPINES The landmark Declaration of State of Imminent Disaster Act passed by the Senate in June 2025 aims to embed anticipatory action for disaster management, allowing proactive measures before hazards strike. Separately, officials highlighted multi-agency collaboration with the Coast Guard and local governments to address maritime “backdoor” routes.

Why it matters: Legal triggers plus routine inter-agency practice enables earlier activation, clearer roles, and protection-sensitive screening/referral at pace.



THAILAND Thailand’s post-arrival regularisation of Myanmar nationals was noted as a way to manage protection at scale when volumes are high.

Why it matters: Pairing community operations with flexible status solutions reduces vulnerability to trafficking/smuggling during surges.

SOUTH ASIA

Participants reported increasing internal displacement linked to floods, drought, and economic shocks. Many referenced the challenge of maintaining public trust while managing cross-border flows under political scrutiny.



BANGLADESH The Bangladesh Red Crescent Society’s Cyclone Preparedness Programme, jointly run with the Government of Bangladesh, and extended into Cox’s Bazar camps, demonstrates anticipatory action that links community early warning to operational response across agencies.

Why it matters: It demonstrates how government-humanitarian architectures that include displaced populations can enable better-coordinated assistance and protection.



BHUTAN Bhutan’s National Adaptation Plan was cited by participants as a practical foundation to connect environmental impacts, local livelihoods and future mobility pressures.

Why it matters: A standing, government-owned policy framework makes it easier to mainstream migration and protection triggers into disaster planning, rather than treating mobility as an afterthought.

PACIFIC

The Pacific discussion underscored how traditional knowledge and local governance structures enhance resilience as both an adaptation mechanism and an expression of sovereignty and identity.



FIJI Fiji is modernising its Immigration Act; deploying Advanced Passenger Information and Passenger Name Record¹, and a documents laboratory; and operating a trafficking case-management coordination unit. It has also integrated climate adaptation into national resilience strategies.

Why it matters: Legal, data, and operational upgrades with planned pathways help absorb shocks while maintaining protections and border integrity.



PALAU The National Emergency Management Office of Palau embeds traditional leaders in state-level response teams to strengthen preparedness, communications, and community cohesion across dispersed islands.

Why it matters: Trusted, locally legitimate command nodes improve last-mile execution, information flows, and acceptance of measures during fast-moving crises.



¹ Parliament of the Republic of Fiji (2025) Daily Hansard – Wednesday, 16 July 2025. Suva: Parliament of Fiji. Available at: <https://www.parliament.gov.fj/wp-content/uploads/2025/08/Daily-Hansard-Wednesday.-16th-July-2025.pdf>. Explains the Fiji Government's introduction of Advanced Passenger Information and Passenger Name Record systems to enable pre-arrival risk assessment and strengthen border security and resilience.

FUTURES FRAMING

Discussions at the Crisis Preparedness Forum were framed through futures thinking as a structured approach for analysing current trends and events to anticipate emergency irregular migration scenarios driven by natural and humanitarian disasters. Ten 'megatrends' for the Bali Process were identified ahead of the Forum by the Australian National University's National Security College Futures Hub as forces of global structural change that intersect as drivers and multipliers of irregular migration, people smuggling, trafficking in persons, and broader regional security. They are:

Geopolitical Complexity Power and influence are shifting around the world. New and non-traditional partners are becoming more active, while long-standing alliances and regional balances are changing. These shifts create new challenges and opportunities for international cooperation.	Shifting Economic Weight The world economy is changing as emerging markets continue to grow faster than advanced economies. Global growth is slowing overall, and many countries are facing higher living costs. Economic power is becoming more widely shared, leading to new trade and investment patterns.	Demographic Flip Population structures are changing differently across regions. Some countries have large youth populations entering the workforce, while others are ageing and shrinking. These trends affect labour markets, social protection systems, and patterns of migration.
Volatile Environment Natural hazards such as floods, droughts, earthquakes, and storms are occurring more often and with greater impact in the Asia Pacific region. These events can damage infrastructure, affect livelihoods, and increase the need for coordinated response and recovery efforts.	Cutting Edge Technology Advanced technologies are now available to almost everyone, not just governments. Tools such as artificial intelligence, encrypted messaging, and digital mapping can support development but can also be used for crime and misinformation. Managing their use has become a key challenge for authorities.	Surging Inequality Economic inequality continues to rise worldwide. Gaps in income, access to education, and job opportunities are growing, especially between and within countries. These disparities can increase social tension and influence migration and mobility.
Automation and AI Disruption Automation and artificial intelligence are changing the job market. Demand is falling for routine and low-skilled jobs but increasing for technical and care-related work. These shifts can create labour shortages in some sectors and over-supply in others.	Intensifying Conflict Population structures are changing differently across regions. Some countries have large youth populations entering the workforce, while others are ageing and shrinking. These trends affect labour markets, social protection systems, and patterns of migration.	Extreme Heat Periods of high temperature and humidity are expected to become longer and more intense in South and Southeast Asia, the Middle East, and North Africa. Extended heat exposure can limit outdoor work, strain health systems, and disrupt daily life and livelihoods.
Societal Fault Lines Public trust in governments and institutions is changing in many countries. People feel divided over who makes decisions and whose voices are heard. New social and political movements are emerging, making societies more dynamic but sometimes more polarised.		

This framing helped surface policy and operational considerations for Bali Process Members in strengthening preparedness to respond to irregular migration within a poly-crisis context, where hazards interact and amplify one another, resulting in a cascading "multi-hazard-chain" of interconnected effects which could cause sudden displacement or surge in arrivals, overwhelming border systems and complicating protection of migrants who may be in a vulnerable situation.

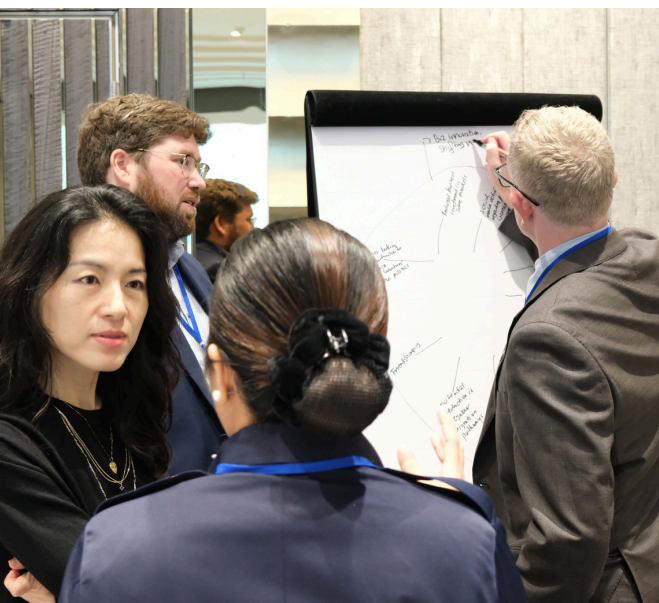
FUTURES WHEEL

To anchor foresight in practical policy dialogue, participants undertook a Futures Wheel exercise as a visual method to help Member States connect second- and third-order effects of crises directly to issues they manage every day. By mapping consequences outward from a central hazard, such as a cyclone or economic shock, delegates linked trends to operational risks. The Futures Wheel provided a shared framework for anticipating where vulnerabilities may emerge, identifying opportunities for cooperation, and aligning early warning, preparedness, and protection efforts across the region.

Participants recognised five recurring patterns:

- 1 Environmental livelihood disruptions** consistently appeared as the primary trigger for onward movement, fueling irregular migration and heightening exposure to trafficking networks.
- 2 Economic disruption and inequality** were seen as amplifiers of community fragility, eroding coping capacity and driving migration through both regular and irregular channels.
- 3 Infrastructure collapse**, from ports to digital systems, was identified as a stress multiplier, overwhelming border and registration systems and delaying humanitarian access.
- 4 Public misinformation and political polarisation** were recognised as secondary impacts that can undermine trust and hinder coordinated response.
- 5** Participants observed that **institutional fatigue and governance stress** often follow large-scale crises, leading to fragmented coordination and diminished protection outcomes.

This tool reinforced that migration crises often arise not from a single event but from compounding consequences that overwhelm systems, helping Member States visualise how the shocks of tomorrow will manifest at the border, in refugee camps, and in affected communities.



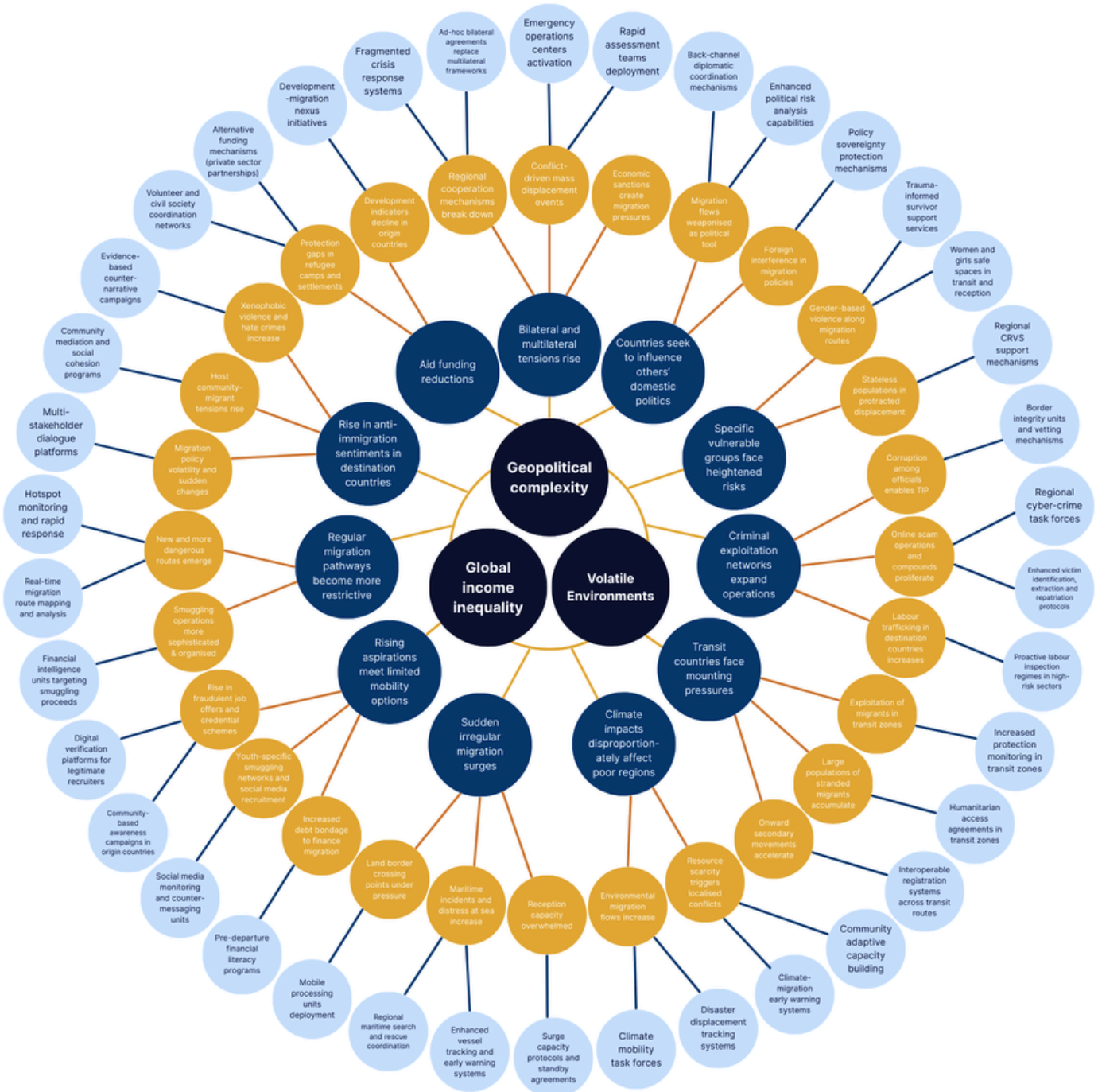
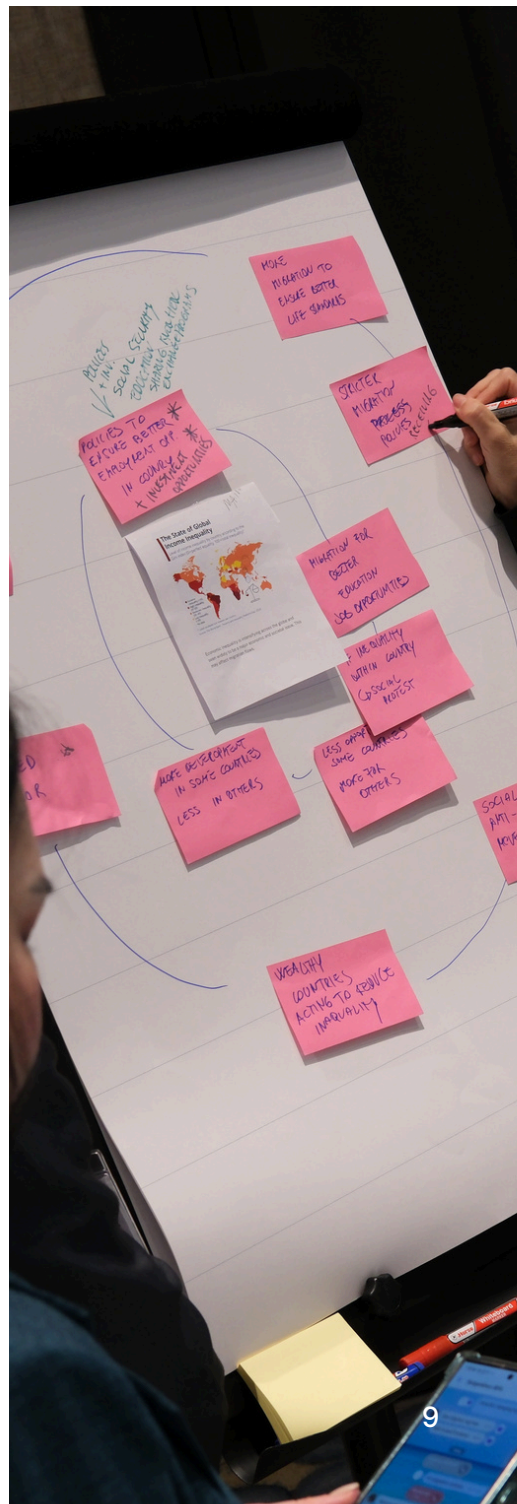


Figure 1: Combined Futures Wheel developed by delegates at the Crisis Preparedness Forum

SPOTLIGHT ON PACIFIC FUTURES APPROACHES

Pacific Member States and the United Nations Development Programme (UNDP) highlighted how shared approaches rooted in indigenous knowledge systems such as wayfinding and customary governance can strengthen community resilience and adaptive planning. Speakers noted that Pacific communities plan for uncertainty through collective navigation, reciprocity, and long-term stewardship of land and sea, offering lessons for crisis governance across the region. UNDP's *Pasifika Futures Report: Navigating Development with Indigenous*

Wisdom Pasifika Futures was given as an example of how culturally grounded foresight can inform anticipatory action, linking traditional decision-making with modern policy tools under the 2050 Strategy for the Blue Pacific Continent. Participants stressed that such methods embed dignity, community consent, and cultural continuity into mobility planning, principles directly relevant to Bali Process cooperation on protection-sensitive preparedness, relocation, and crisis response.



APPLIED CRISIS PLANNING METHODS

Across the Indo-Pacific, the capacity of governments to prepare for and manage complex migration-related crises vary widely. In many contexts, emergency management and border agencies operate under distinct mandates, coordination structures, and planning cultures. This fragmentation can create uncertainty over roles and delay critical decisions when disasters intersect with irregular migration, trafficking, or displacement.

To this end, the Crisis Preparedness Forum introduced participants to the Australian Government's Crisis Appreciation and Strategic Planning (CASP) process in a workshop facilitated by Australia's National Emergency Management

Agency (NEMA), as an example of promising practice within the Bali Process. CASP is the Australian Government's standard method for strategic crisis planning, originating from military decision-making processes and adapted for civilian all-hazards contexts. It provides a disciplined yet flexible framework for anticipating cascading impacts, structuring inter-agency coordination, and translating strategic intent into actionable outcomes.

Through guided exercises, participants explored how crisis management disciplines can offer transferable tools to help inform how border, humanitarian, and law enforcement systems would coordinate when multiple hazards converge.

KEY CONSIDERATIONS FROM THE CRISIS APPRECIATION AND STRATEGIC PLANNING (CASP) WORKSHOP

Strategic planning principle	Insight and recommendations
<i>Establishing a Common Operating Picture</i>	Participants noted that coordination often breaks down between national and local agencies where mandates or resources overlap. Members noted that secondary impacts such as income loss, insecure routes, and weakened oversight often create openings for smuggling and trafficking networks. They agreed preparedness improves when ministries share a common planning rhythm and situational picture, recommending simple mechanisms such as designated liaison officers and joint assessments to link border, disaster, and social sectors during early response.
<i>Planning for Consequences, Not Causes</i>	Participants observed that diverse hazards produce similar cascading impacts such as displacement, supply-chain disruption, or exploitation, suggesting crises should be analysed by consequences, not causes. Focusing on shared outcomes allows use of existing disaster frameworks to address migration and protection risks. Participants recommended templates mapping secondary impacts across humanitarian, security, and economic sectors to improve coordination.
<i>Clarity of Strategic Intent and Decision Authority</i>	Participants stressed that clear strategic intent and decision authority are essential for crisis planning. Overlapping mandates had delayed border responses in past emergencies. Delegates recommended concise intent statements, pre-agreed activation thresholds, and coordination mechanisms like the example given of Australia's National Coordination Mechanism to rapidly align agencies, share situational awareness, and act without bureaucratic delay.
<i>Lines of Effort and Resource Prioritisation</i>	Participants agreed strategic intent must translate into realistic lines of effort with timely resource mobilisation. Early emergency declarations, a single coordination authority, and clear sectoral roles ensure unity of effort. Given resource constraints, prioritising saving lives, restoring trust, stabilising systems, and embedding needs assessments and communication protocols were seen as essential.
<i>Communication, Coordination and Trust</i>	Participants identified reliable information flow and public trust as vital to crisis response. They urged multilingual, accessible communication strategies and pre-agreed message templates. Unified coordination between government and humanitarian partners, regular inter-agency back-briefs, and continuous feedback loops between operations centres and field teams were seen as key to coherence and learning.
<i>Integrating Environmental and Cultural Resilience</i>	Delegates highlighted that damage to ecosystems, cultural sites, and livelihoods can prolong displacement and erode social cohesion. They recommended integrating environmental recovery and cultural heritage protection early in crisis planning, linking environmental stewardship with protection-sensitive migration management to strengthen long-term community resilience and sustainable recovery after disasters.

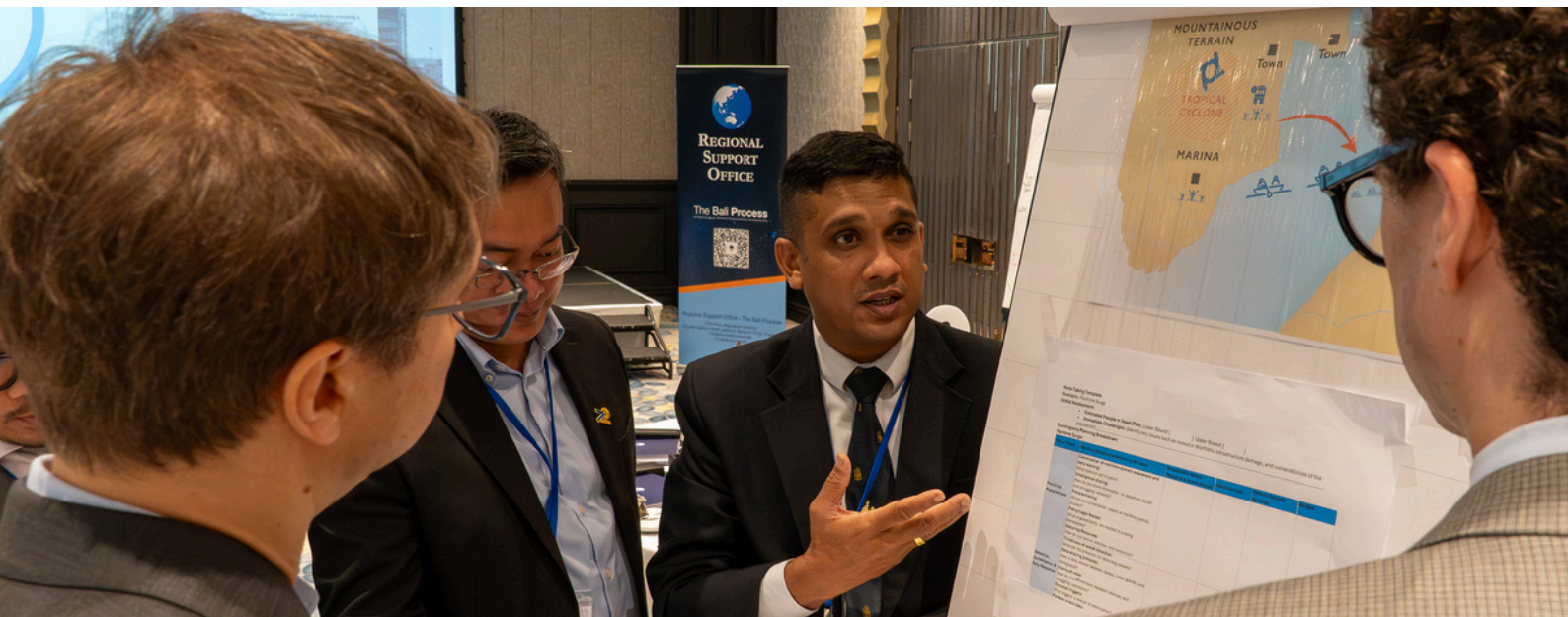


SCENARIO EXERCISE

Scenario exercises are central to preparedness under Article 13 of the Adelaide Strategy for Cooperation (2023), which calls on Bali Process members to strengthen preparedness to respond to irregular migration and changing patterns and trends through multi-disciplinary table-top and planning exercises. The RSO partnered with the International Organisation for Migration (IOM) to deliver a scenario that complimented humanitarian border management principles to help Member States surface considerations for implementing protection-sensitive approaches that safeguard vulnerable persons while maintaining operational control under pressure. IOM's facilitation, led by IOM Philippines and supported by the IOM Regional Office for Asia and the Pacific, grounded the activity in real-world border management frameworks and practical tools for planning, referral, and coordination.

The exercises showed how natural and humanitarian hazards can quickly create conditions exploited by people-smuggling and trafficking networks, especially when border capacity is overwhelmed, or referral systems are unclear. In both scenarios, participants saw how delayed disembarkation, unclear status, and mixed movements of nationals and non-nationals can push people into irregular channels or informal work where smugglers and traffickers operate.

The following summaries capture the main operational issues observed and the corresponding lessons participants proposed for strengthening preparedness across Bali Process Member States.



MARITIME SCENARIO	Coordination and protection challenges	Recommendations and insights
<p>Phase 1 – Early Response & Activation</p>	<ul style="list-style-type: none"> • Search-and-rescue assets and logistics networks were rapidly overwhelmed. • No single authority to activate a cross-government crisis response. • Weak legal basis for immediate entry or rescue operations. 	<p>Participants recognised the need for pre-agreed multi-agency coordination triggers that allow rapid activation of national and regional response plans. Member States could strengthen contingency planning by establishing joint maritime crisis protocols linking coastguard, navy, immigration, and humanitarian agencies, and by clarifying command and communication hierarchies before emergencies occur.</p>
<p>Phase 2 – Protection & Coordination under Pressure</p>	<ul style="list-style-type: none"> • Absence of pre-defined disembarkation arrangements created delays and uncertainty. • Protection screening was inconsistent and under-resourced. • Political sensitivity around maritime arrivals complicated coordination. 	<p>The exercise highlighted the importance of regional humanitarian disembarkation frameworks anchored in protection-sensitive border management. Delegates noted that Members could work through the Bali Process and ASEAN to design predictable disembarkation and referral arrangements, ensure minimum protection standards, and adopt joint communication strategies that balance security, sovereignty, and humanitarian obligations.</p>
<p>Phase 3 – Stabilisation & Recovery Planning</p>	<ul style="list-style-type: none"> • Fragmented resource mobilisation and unclear leadership structure. • Gaps in public information management and donor engagement. • Over-reliance on ad hoc international support. 	<p>Members could consider institutionalising high-level crisis committees to oversee resource prioritisation and partner coordination, supported by standing agreements with humanitarian actors for surge deployment and information sharing. Establishing national crisis-response dashboards could help maintain transparency and donor alignment during recovery operations.</p>
LAND SCENARIO	Coordination and protection challenges	Recommendations and insights
<p>Phase 1 – Early Response & Activation</p>	<ul style="list-style-type: none"> • Mixed movements of nationals and migrants strained limited shelters. • Border officers lacked protocols for humanitarian screening. • Infrastructure failure delayed assistance and situational awareness. 	<p>Participants underscored the value of joint contingency planning between emergency-management and immigration authorities, including mobile registration and screening teams. Member States could strengthen resilience by integrating migration considerations into national disaster frameworks and ensuring redundant data and communications systems at high-risk border points.</p>
<p>Phase 2 – Protection & Coordination under Pressure</p>	<ul style="list-style-type: none"> • Fragmented command between security, health, and social-welfare agencies. • Insufficient referral mechanisms for trafficking victims and unaccompanied children. • Public mistrust and politicisation of crisis response. 	<p>The scenario reinforced that whole-of-government crisis cells linking border, police, labour, and protection authorities are helpful. Delegates suggested developing inter-agency standard operating procedures (SOPs) for identification and referral and expanding training on humanitarian border management to ensure coherent, rights-based practice during surges.</p>
<p>Phase 3 – Stabilisation & Recovery Planning</p>	<ul style="list-style-type: none"> • Fragmented resource mobilisation and unclear leadership structure. • Gaps in public information management and donor engagement. • Over-reliance on ad hoc international support. 	<p>Members could strengthen regional response frameworks under the Bali Process and ASEAN that align humanitarian supply-chain planning with border operations. Participants also proposed formalising public-private logistics partnerships and incorporating scenario-based drills to test coordination protocols and ensure readiness for large-scale displacement crises.</p>

KEY RECOMMENDATIONS

Based on the key insights and examples of promising practice identified by participants and expert speakers and facilitators, the following non-binding areas for continued cooperation could be considered by Member States:

- 1 Institutionalise Migration Crisis Planning Capacities** by embedding structured planning methods within national preparedness frameworks, and by conducting regular inter-agency exercises that test coordination between border, immigration, emergency and disaster management, and humanitarian authorities.
- 2 Strengthen Regional Coordination Protocols** by establishing or designating a single national crisis-coordination mechanism or taskforce to lead cross-agency planning, and by developing simple liaison arrangements for rapid peer consultation during cross-border crises, in coordination with existing regional mechanisms, including ASEAN forums where appropriate.
- 3 Enhance Protection-Sensitive Border Management** by supporting officer training on humanitarian border management principles, protection screening under pressure, and compatible SOPs for identifying, referring, and protecting smuggled migrants and victims of trafficking, as well as other vulnerable persons during emergencies.
- 4 Advance Data and Early-Warning Linkages** through technical dialogue on compatible migration and disaster data systems, that also capture labour and protection risks, to support anticipatory action.

These recommendations provide a foundation for continued regional cooperation through the RSO's convening and technical-support role, aligned with donor priorities and Member State ownership.



LOOKING AHEAD

The Crisis Preparedness Forum reinforced the Bali Process's emphasis on practical, applied cooperation. The RSO will consolidate lessons from the Forum and integrate key learnings to inform future capability-building activities and Work Plan development.

Insights on early warning, interoperable SOPs, and protection-sensitive border governance will inform future technical cooperation and RSO activities. Participants will remain connected through RSO networks to exchange tools, maintain contact points, and explore opportunities for subregional tabletop exercises.

Sessions and topics at the Forum were identified through the RSO's recently published *Literature Mapping: Impact of Natural and Humanitarian Disasters on Irregular Migration and Irregular Labour Migration*, produced with the Australian National University's Migration Hub. This research identified 40 knowledge gaps and six priority areas for future research and policy making which can help Member States understand triggers that irregularise movement and inform preparedness.

The Forum confirmed Member States' appetite for continued applied learning and short scenario-based drills. Future activities will build on this momentum, translating insights into national practice and sustaining cooperation under the Bali Process Task Force on Planning and Preparedness (TFPP).

PARTICIPATION AND SUPPORT

The RSO extends its sincere gratitude to all participants in the Crisis Preparedness Forum for their continued partnership and valuable contributions and extend our gratitude to our partners; the International Organization for Migration (IOM), the Australian National University's National Security College Futures Hub, and the Australian Government Department of Home Affairs and National Emergency Management Agency (NEMA) for their leadership in guiding the Forum's technical sessions and scenario exercises.

The Crisis Preparedness Forum was attended by Australia, Bhutan, Fiji, Hong Kong SAR, India, Indonesia, Laos PDR, Maldives, Mongolia, New Zealand, Palau, Philippines, Sri Lanka, Timor-Leste, and the United States (USA).

Organisations represented include the International Federation of Red Cross and Red Crescent Societies (IFRC), the International Organisation for Migration (IOM), Raks Thai Foundation, the United Nations Refugee Agency (UNHCR), and the United Nations Development Programme (UNDP).



GLOSSARY

ANU	Australian National University
ASEAN	Association of Southeast Asian Nations
AHA Centre	ASEAN Coordinating Centre for Humanitarian Assistance on Disaster Management
CASP	Crisis Appreciation and Strategic Planning Process (planning doctrine of the Australian Government)
IOM	International Organization for Migration
IFRC	International Federation of Red Cross and Red Crescent Societies
NEMA	National Emergency Management Agency (general acronym, used here to refer to the Australian Government agency)
TFPP	Bali Process Task Force on Planning and Preparedness
UNDP	United Nations Development Programme
UNHCR	United Nations Refugee Agency



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