



REGIONAL SUPPORT OFFICE
THE BALI PROCESS

STRATEGIC PLAN

2021 - 2022

Co-Managers Foreword

This *Strategic Plan 2021-22* is the primary planning document for the Regional Support Office (RSO) to the Bali Process. It sets out our purposes, what we do to achieve them and how we report on our performance. It is guided by the core purpose of the Bali Process being a forum for policy dialogue, information sharing and practical cooperation to help the region address the challenges of people smuggling, trafficking in persons and related transnational crime. Finally, it demonstrates the RSO's contribution to achieving commitments made at Bali Process Ministerial Conferences, Senior Official Meetings and Working Groups.

The final year of the *Strategic Plan 2021-22* coincides with the 20th Anniversary of the Bali Process on People Smuggling, Trafficking in Persons and Related Transnational Crime. We anticipate the 20th Anniversary will provide opportunity for Bali Process Members to reflect on the achievements and successes as well as challenges of this regional forum and consider opportunities for the RSO into the future.

We commend to Bali Process Members the *Regional Support Office Strategic Plan 2021-22*.



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Regional Support Office

The Regional Support Office to the Bali Process (RSO) was established in 2012 as a unique regional mechanism that brings together relevant **Policy knowledge, Technical expertise** and **Operational experience** from Bali Process members and other key stakeholders to develop practical initiatives that address people smuggling, trafficking in persons and related transnational crime.

The *Strategic Plan 2021-22* guides the activities of the RSO for the 2021-2022 period, including the development of Annual Work Plans. The *Strategic Plan 2021-22* reaffirms the RSO's mission to reduce irregular migration from, to and through the Asia-Pacific region and strengthen practical cooperation on countering people smuggling, trafficking in persons and related transnational crime, including migration and border management as well as refugee protection.

Guiding Principles

Four guiding principles shape how the RSO achieves our objectives.

- **Participatory and consultative** engagement with State and International Organisation Members, private sector and other partners
- **Inclusive, non-discriminatory, gender-sensitive** and supportive of **gender equality**
- In line with **international law, norms and standards**, including human rights and refugee law
- **Responsive and adaptive** to needs and emerging priorities of Bali Process Member States and International Organisations

Our Purposes

Our purposes for 2021-22 guide the activities of the RSO and demonstrate how we contribute to the overall work of the Bali Process.

Purpose 1

Responsive to Bali Process Members and Working Groups

We engage with Bali Process Members to deliver activities that contribute towards commitments and undertakings arising from Bali Process meetings. We source and provide specialist technical assistance to Bali Process Members, Task Forces and Working Groups.

Purpose 2

Operational Capacity Building

We work with Bali Process Members and partners to develop and deliver fit-for-purpose operational capacity building activities relevant to the mandate of the Bali Process.

Purpose 3

Policy Development and Promotion of Best Practice

We provide support to Bali Process Members to improve aspects of migration management, responses to people smuggling, trafficking in persons and related transnational crime.

Purpose 4

Outreach, Engagement and Advocacy

We engage and promote the work of the Regional Support Office to partners and dialogues outside of the Bali Process architecture, and publicly advocate on our issues and activities.



Purpose 1 –

Responsive to Bali Process Members and Working Groups

This captures the RSO’s engagement activity with Bali Process Members. This includes (but not limited to) follow-up meetings and activities that result from the Bali Process Ad Hoc Group, Working Groups, the Government and Business Forum and direct tasking from the Bali Process Co-Chairs. This also captures the provision of specialist technical assistance and advice to Bali Process Members and Working Groups.

Examples of current and planned activities that contribute to this purpose include:

- Sustainable Reintegration Project linking to the work of the Technical Experts Group on Returns and Reintegration (in partnership with IOM and Bali Process Member States)
- The Civil Registration and Vital Statistics Toolkit (developed in partnership with UNHCR and Bali Process Member States)
- Border Management Conferences that focus on specialist thematic areas such as the role of biometrics and the nexus between technology and the crimes of people smuggling and trafficking in persons
- Provide support to events commemorating the Bali Process’s 20th Anniversary



Purpose 2 – Operational Capacity Building

This includes RSO delivered capacity building training. This also captures the RSO’s work with Bali Process Members and partners such as the Jakarta Centre for Law Enforcement Cooperation (JCLEC), the People’s Police Academy of Vietnam and the United Nations Institute for Training and Research affiliated CIFAL Jeju training facility, to develop and deliver fit-for-purpose operational capacity building activities.

Examples of current and planned activities that contribute to this purpose include:

- Victim Centered Approach Training
- Border Fundamentals and COVID-19 Operational Awareness Training
- Workshops on Enhanced Information Sharing to respond to People Smuggling and Trafficking in Persons
- Workshops on Identifying and Protecting Victims of Trafficking in Persons
- Maritime tabletop exercise focused on the smuggling of migrants at sea
- Training module on combatting corruption in response to people smuggling and trafficking in persons.



Purpose 3 – Policy Development and Promotion of Best Practice

This allows the RSO to provide support to Bali Process Members to improve aspects of migration. Activities include the development of policy guides and thematic papers, hosting of events such as roundtables, dialogues and conferences to promote awareness and sharing of best practices.

Examples of current and planned activities that contribute to this purpose include:

- Practitioner Guides to assist in identifying, protecting and reintegrating victims of trafficking (developed in partnership with the NEXUS Institute)
- Thematic briefing note on people smuggling and human trafficking by sea
- Protecting of Migrants at Sea: Practical guide to fulfilling international obligations (developed in partnership with IOM)
- Understanding the Smuggling of Migrants Protocol (in partnership with UNODC Regional Office for Southeast Asia and the Pacific)
- Policy Guide on Returns and Reintegration (in partnership with Bali Process Member States and International Organizations)
- Research on corruption as a facilitator of trafficking in persons and people smuggling (in partnership with the UNODC Regional Office for Southeast Asia and the Pacific)



Purpose 4 – Outreach, Engagement and Advocacy

This captures all public advocacy and engagement with partners and dialogues outside of the Bali Process architecture such as ASEAN, the Budapest Process, the Asia-Pacific Centre for Security Studies, the Asia Dialogue on Forced Migration, Global Coast Guard Summit, Global Forum on Migration and Development, Global Compact on Migration and the International Border Management and Technologies Association. This also enables the RSO to promote its work and that of the Bali Process to other interested stakeholders.



Reporting and Performance

The *Strategic Plan 2021-22* informs the development of our Annual Work Plans. The RSO Co-Managers present on the annual performance of the RSO and how it aligns to the purposes outlined in the *Strategic Plan 2021-22* to the Bali Process Co-Chairs and Members at full meetings of the Bali Process, the Ad Hoc Group and Steering Group meetings.



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