IOM STRATEGY FOR **INDONESIA**

(2022–2025)

IOM
UN MIGRATION

IOM is committed to the principle that humane and orderly migration benefits migrants and society. As an intergovernmental organization, IOM acts with its partners in the international community to: assist in meeting the operational challenges of migration; advance understanding of migration issues; encourage social and economic development through migration; and uphold the human dignity and well-being of migrants.

Publisher: International Organization for Migration
Sampoerna Strategic Square
North Tower Floor 12A
Jl. Jend. Sudirman Kav.45–46
12930 Jakarta
Indonesia
Tel.: +62 21 57 95 12 75
Fax: +62 21 57 95 12 74
Email: iomjakarta@iom.int
Website: https://indonesia.iom.int

Cover photo: Ex-migrant worker family in temporary shelter in Yogyakarta. © IOM 2017/Muse MOHAMMED

Required citation: International Organization for Migration (IOM), 2023. *IOM Strategy for Indonesia (2022–2025)*. IOM, Jakarta.

ISBN 978-92-9268-601-7 (PDF)

© IOM 2023

Some rights reserved. This work is made available under the Creative Commons Attribution-NonCommercial-NoDerivs 3.0 IGO License (CC BY-NC-ND 3.0 IGO).*

For further specifications please see the Copyright and Terms of Use.

This publication should not be used, published or redistributed for purposes primarily intended for or directed towards commercial advantage or monetary compensation, with the exception of educational purposes, e.g. to be included in textbooks.

Permissions: Requests for commercial use or further rights and licensing should be submitted to publications@iom.int.

* https://creativecommons.org/licenses/by-nc-nd/3.0/igo/legalcode

PUB2023/032/EL

IOM STRATEGY FOR **INDONESIA** (2022–2025)

IOM
UN MIGRATION

FOREWORD

The International Organization for Migration (IOM) began working in Indonesia in 1979, with various line ministries in the areas of emergency and post-crisis response; immigration and border governance; migration health; migrant protection and assistance; and refugee care and assistance. IOM has thus been operational in Indonesia for more than four decades and now has over 300 staff members based in nine offices across the archipelago. IOM and the Government of Indonesia signed its long-standing Cooperation Arrangement almost 22 years ago, on 14 October 2004, which provides the legal basis for IOM offices and activities in Indonesia and has since been continuously renewed. This agreement allows IOM to operate and carry out its mandate nationwide, responding to both development and humanitarian needs.

With Indonesia's recent accession to the Global Compact for Safe, Orderly and Regular Migration and its role as a Global Compact "Champion Country", there has been increased cooperation between IOM Indonesia and the Government of Indonesia in support of the Government's migration priorities under its Global Compact for Migration National Action Plan, including the "end-to-end" protection of Indonesian migrant workers. To build on the success of this cooperation, IOM formulated a Country Strategy 2022–2025 for Indonesia to define a clear strategic pathway to work within the country and enhance current and future collaborations with the Government to guide its operations and strategic engagement with wider stakeholders in the country and the region.

Indonesia is currently experiencing mixed migratory flows, both into and out of the country, given the recent migration context. As the world's largest archipelagic State, bordering eight countries and situated between the Indian and Pacific Oceans, Indonesia is primarily known as an origin country for migrants, but it also serves as a transit and destination country to a lesser extent. The issue of cross-border and internal human mobility is crucial, particularly given the rapid regional and domestic infrastructure development, high economic growth, and increasing global challenges like COVID-19 and the Myanmar refugee crisis. To address these challenges, well-managed migration is becoming increasingly crucial to Indonesia's sustainable development. Indonesia, particularly the island of Java, is one of the most disaster-prone countries in the world and one of the most vulnerable to the impacts of environmental degradation and climate change. Communities in Indonesia are facing new challenges to which they must adapt. The changing climate is just one of these. The relationship between climate change and migration is complex, tied up in a web of political, economic, social and legislative factors that impact people's need, ability and willingness to move. As the world, including Indonesia, moves towards COVID-19 recovery, addressing the impacts of the pandemic on migration and mobility, specifically in reference to migrants' vulnerabilities, becomes critical. A well-managed migration system can help support Indonesia's aspirations to achieve the RPJMN as well-managed migration has the potential to contribute to the realization of the Mid-term National Development Plan (Bahasa: *Rencana Pembangunan Jangka Menengah Nasional* (RPJMN)) to ensure quality, inclusive, stable, sustainable and green economic growth for everyone.

There is much scope for strengthening migration programming in Indonesia in a way that would benefit individual migrants, their communities in countries of origin, transit and destination, and governments throughout the region. Therefore, this is an opportune time for IOM Indonesia to further strengthen the Organization's technical assistance in the overall migration governance, and facilitate the safe, orderly and regular migration through the implementation of the IOM Country Strategy for Indonesia (2022–2025). The targets set out in the documents are aligned to the development priorities of the country, including the Government's priorities under its 2023 ASEAN Leadership. In addition, the Country Strategy draws on the IOM Strategic Vision, its corresponding IOM Regional Strategy for Asia and the Pacific (2020–2024), and the IOM Strategic Results Framework, which are anchored in the overall framework of the 2030 Agenda and the Global Compact for Migration.

I am pleased to share the IOM Country Strategy for Indonesia 2022–2025, which lays the foundation of our work for the next four years. The strategy envisages that by 2025, IOM Indonesia will have developed a holistic approach, inclusive of government, civil society, migrants and private sector partners to improve migration management and the protection of migrants. The migration management response is outlined in the four strategic areas of the United Nations Sustainable Development Cooperation Framework (UNSDCF): (a) inclusive human development; (b) green development, climate change and natural disasters; (c) innovation to accelerate progress towards the SDGs; (d) safe, orderly and regular human mobility, with cross-cutting themes of right-based approach, leaving no one behind, the Global Compact for Migration, youth, gender mainstreaming, disability, and protection from sexual harassment, exploitation and abuse.

IOM Indonesia will work in partnership and coordination with all stakeholders, including migrants, communities, government and non-governmental organizations, United Nations partners, civil society organizations, academia and the private sector through a whole-of-government and whole-of-society approach.

Jeffrey Labovitz
Chief of Mission
IOM Indonesia

CONTENTS

Foreword iii

Acronyms vi

1. Introduction 1
1.1. About IOM 1
1.2. IOM in Indonesia 1
1.3. Vision statement 2

2. Contextual analysis 5
2.1. Migration and human development 5
2.2. Migration and economic transformation 7
2.3. Migration, climate change and disaster resilience 8
2.4. Migration governance, data and innovation 9

3. Strategic priorities 11
3.1. Strategic priorities 11
3.2. Cross-cutting themes 16
3.3. Partnerships and coordination 18

4. Institutional development 19
4.1. Policy capacity 19
4.2. Knowledge management, monitoring, evaluation and data 19
4.3. Media and communications 19
4.4. Staff development 20

5. The way forward 21

ACRONYMS

ASEAN	Association of Southeast Asian Nations
IOM	International Organization for Migration
RPJMN	Mid-Term National Development Plan (Bahasa: *Rencana Pembangunan Jangka Menengah Nasional*)
SDG(s)	Sustainable Development Goal(s)
SEA	sexual exploitation and abuse
UNCT	United Nations Country Team
UNSDCF	United Nations Sustainable Development Cooperation Framework

1. INTRODUCTION

1.1. ABOUT IOM

The International Organization for Migration (IOM) is the lead United Nations agency on migration and the leading intergovernmental organization in the field of migration working closely with its key stakeholders – migrants and Member States – to promote humane, safe and orderly migration. It does so by providing services and advice to governments and migrants from an integral and holistic perspective of migration, which considers its links to development, to maximize the benefits and opportunities of migration and reduce its challenges. Established in 1951, IOM now has 175 Member States, offices in over 400 field locations and more than 16,000 staff – 90 per cent of whom are deployed in the field. In the Asia-Pacific region, IOM has 40 country offices. In Indonesia, IOM has over 300 staff members, a head office in Jakarta and eight field offices throughout the archipelago.

As recognized in the 2030 Agenda for Sustainable Development, human mobility is indivisible from sustainable development. The Sustainable Development Goals (SDGs) – and the commitment to leave no one behind and to reach the furthest behind – will not be achieved without due consideration of migration. Additionally, the Global Compact for Safe, Orderly and Regular Migration is grounded in the 2030 Agenda and promotes the principle of having a whole-of-government and whole-of-society approach to addressing this intrinsic link. This Country Strategy will support the Government of Indonesia in achieving this, ultimately leveraging the potential of migration through a whole-of-government approach to achieve sustainable development outcomes for all. It is a direct contribution to the Decade of Action to fast-track progress towards reaching the SDGs. It brings greater coherence and development impact to IOM activities and allows for a joined-up approach to the way the Organization designs and delivers its operations, as called for in its Strategic Vision 2019–2023.

The IOM Strategic Vision, presented to IOM Member States in 2019, covers the period 2019–2023. It articulates how the Organization plans to meet its new and emerging responsibilities, including its mandated role as Coordinator of the United Nations Network on Migration towards the implementation of the Global Compact for Migration. It sets out the "direction of travel" for IOM, which is forward-looking and encourages "joined-up thinking."

1.2. IOM IN INDONESIA

IOM operations in Indonesia date back to 1979 with the processing of Vietnamese refugees arriving in Tanjung Pinang in the Riau Islands. Indonesia became an IOM Observer State in 1991. In 2000, the Government of Indonesia and IOM signed a Memorandum of Understanding on Cooperation, followed by the Arrangement on Migration Cooperation signed in 2004. This allows increased opportunities for IOM to expand its work and mandate on migration management. Since then, cooperation between IOM and the Government has been further strengthened in terms of thematic areas and geographic coverage. Today, IOM works in partnership with the Government of Indonesia, migrants, communities, civil society,

academia, the private sector, the United Nations Country Team (UNCT) and development partners across a wide range of thematic areas of migration management, namely:

- Counter-trafficking and protection
- Immigration and border governance
- Disaster, climate and resilience
- Labour mobility and social inclusion
- Migration health
- Migration policy and data
- Refugee care and assistance
- Resettlement and assisted voluntary return and reintegration

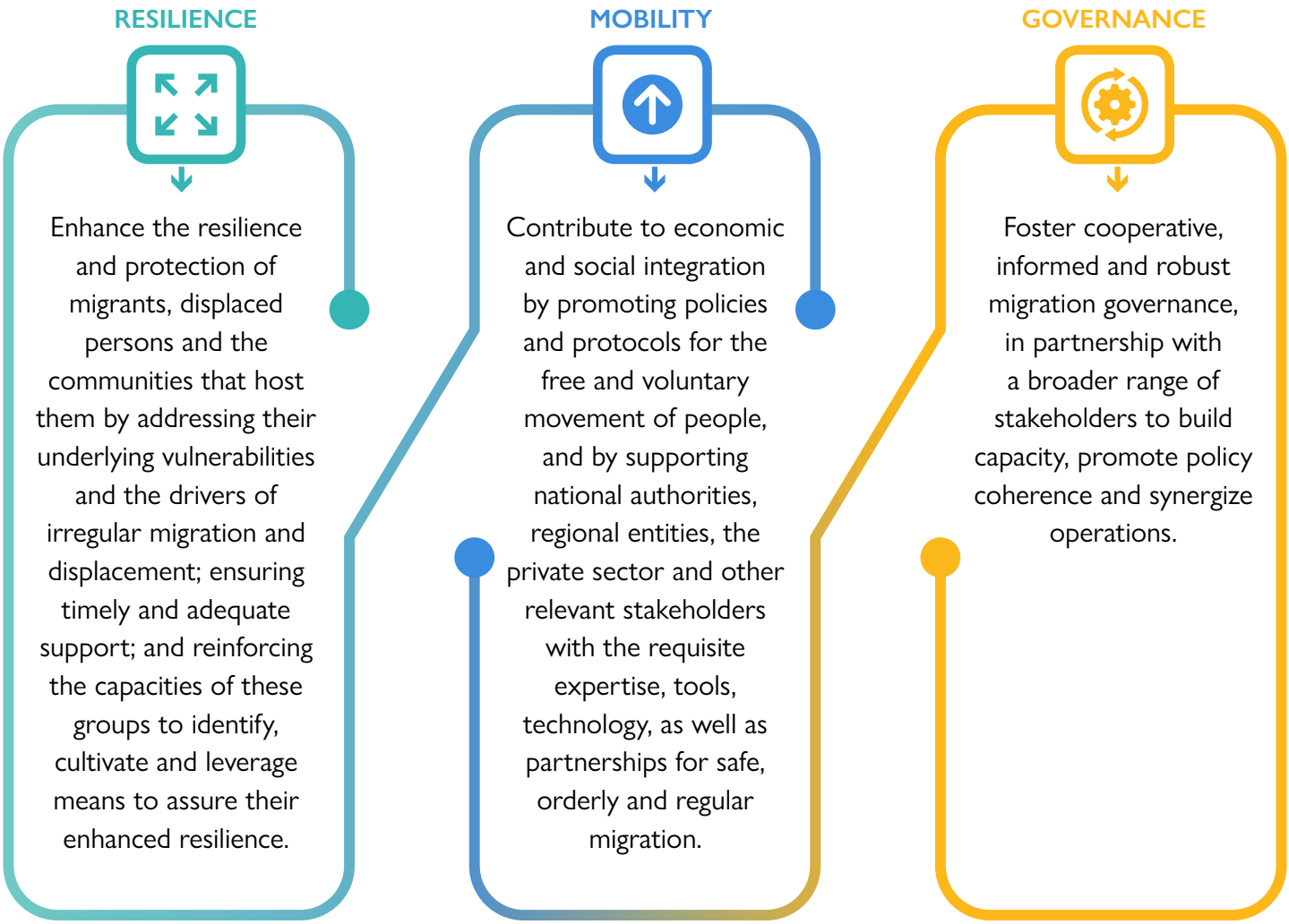
The collaborative partnership envisioned under the Arrangement on Migration Cooperation supports the implementation of Indonesia's Mid-Term National Development Plan (Bahasa: *Rencana Pembangunan Jangka Menengah Nasional* (RPJMN)) 2020–2024 and United Nations Sustainable Development Cooperation Framework (UNSDCF) 2021–2025 and its four priority areas, thereby contributing to the 2030 Agenda for Sustainable Development. It also provides further opportunities for IOM to assist the Government of Indonesia to work towards its commitments under international and regional processes such as the Global Compact for Migration, for which Indonesia is a "champion country," and the Association of Southeast Asian Nations (ASEAN).

1.3. VISION STATEMENT

By 2025, IOM in Indonesia will have consolidated a holistic approach that is inclusive of the central and local governments, civil society and private sector partners in efforts to improve migration management and the protection of migrants.

> *IOM empowers migrants to realize their potential for themselves, their communities and the Indonesian nation.*

The focus of the IOM vision of harnessing the development benefits inherent in migration is in line with the socioeconomic development agenda of the Government and people of Indonesia as espoused in the Mid-Term National Development Plan (RPJMN) 2020–2024, in which the Government recognizes improved migration management as an integral factor in boosting social and economic development. The Country Strategy is harmonized with UNSDCF 2021–2025, with its four priority areas, and is aligned with its timeline. It draws on and contributes to the IOM Strategic Vision, its corresponding Regional Strategy for Asia and the Pacific (2020–2024), and the IOM Strategic Results Framework, which are anchored in the overall framework of the 2030 Agenda and the Global Compact for Migration. The priorities articulated in this Country Strategy are founded on the three IOM Strategic Vision pillars of resilience, mobility and governance.



Woman ex-migrant worker with the mushroom harvest. © IOM 2017/Muse MOHAMMED

2. CONTEXTUAL ANALYSIS

Migration within, to and from Indonesia has shaped the diverse cultures that constitute its population that today number 279 million people. For decades, the nation has been a major origin country for labour migration, with an estimated 9 million of its citizens (or almost 7% of its total labour force) currently working overseas, of whom 84 per cent are in Malaysia; Hong Kong Special Administrative Region, China; and Taiwan Province of the People's Republic of China.[1] Women comprise much of this workforce, representing 88 per cent of regular migrants in 2021.[2] Irregular migrants form an estimated 47 per cent of the Indonesian migrant worker stock, with more than half of these undocumented workers being male migrant workers in Malaysia.[3] Internal migrants in Indonesia constitute an even more significant percentage of the population. The 2021 national census found that nearly 16 million individuals had migrated internally in the previous 10 years.[4] Internal migration is heavily influenced by the Indonesian economy's shift from agricultural production to urban livelihoods, with agricultural employment decreasing by around 1.3 million jobs over the last decade.[5] Finally, the latest data on inbound migrants residing in Indonesia indicates that they constitute a relatively low proportion of the total population, at 0.1 per cent.[6] This figure includes 9,957 refugees and 3,262 asylum-seekers hosted by Indonesia. Of this displaced population, 74 per cent are male and 26 per cent are female; 27 per cent are children.[7]

2.1. MIGRATION AND HUMAN DEVELOPMENT

Social protection is at the centre of Indonesia's inclusive growth strategy. However, migrants can often struggle to access their rights to essential services, including housing, health, education and social security. The ability of an Indonesian international migrant worker to access social services and protection depends on the destination country and the worker's legal status. Indonesians working in the informal sector, the majority of whom are women, are particularly prone to being unprotected under local labour laws and unable to access social protection. This is compounded by the fact that migrants working in the informal sector are more likely to be undocumented and, in the absence of legal agreements, can find themselves without the ability to claim their rights.[8] The Government has undertaken several measures to address this, including the enactment of the Law on the Protection of Indonesian Migrant Workers (No. 17/2018), which seeks to provide end-to-end protection to overseas Indonesian workers, as well as the negotiation of memorandums of understanding with destination countries. However, there remain significant gaps between policy intent and reality. The COVID-19 pandemic further exposed pre-existing imbalances, inequalities and vulnerabilities experienced by migrants and their families, both in Indonesia and abroad. Lack of access to social protection and health support, language barriers, restrictions on mobility,

1 World Bank, *Indonesia's Global Workers: Juggling Opportunities and Risk* (Jakarta, 2017). Available at https://openknowledge.worldbank.org/handle/10986/28937.
2 BP2MI, "*Data pekerja migran Indonesia – periode tahun 2021*a" [Data on Indonesian migrant workers – 2021 reporting period], report (Jakarta, 2021). Available at www.bp2mi.go.id/uploads/statistik/images/data_11-04-2022_Laporan_Publikasi_Tahun_2021_Final_23022022.pdf.
3 World Bank, *Indonesia's Global Workers* (see footnote 1).
4 Central Bureau of Statistics, National census data. Available at https://sensus.bps.go.id/main/index/sp2020.
5 World Bank, *Indonesia's Global Workers* (see footnote 1).
6 World Bank, "International migrant stock data (% of population) – Indonesia", data set. Available at https://data.worldbank.org/indicator/SM.POP.TOTL.ZS?locations=ID.
7 United Nations High Commissioner for Refugees (UNHCR) Indonesia, "Monthly statistical report, January 2022", fact sheet. Available at https://reporting.unhcr.org/document/1958.
8 World Bank, *Indonesia's Global Workers* (see footnote 1).

irregular immigration status, confiscated or lost identity and travel documents, limited social networks and discrimination are some factors that hinder the ability of migrants to ensure their own safety and well-being.

The primary driver of internal migration, as with international migration, is the state of the economy. However, access to better education, health care and other services are also important considerations, especially for groups of families that migrate together. Indeed, lifetime internal migrants in Indonesia can expect to achieve the same socioeconomic and health status as their non-migrant counterparts, and there is evidence that their children are able to achieve higher educational attainment than the non-migrant population. However, educational outcomes are worse for children who have migrated by themselves.[9] Additionally, recent migrants' unfamiliarity with social service providers and limited disposable incomes (which result from them remitting large proportions of their earnings back to their families) act as barriers to accessing services. There is also evidence that migrant populations may be more vulnerable to ill health, for example, HIV/AIDS, due to reasons that include trafficking, sex work, poor living and working conditions, and lack of access to medical facilities in places of destination.[10] Whether in the context of internal or international migration, being and staying healthy is a fundamental precondition for migrants to work, be productive and contribute to the social and economic development of communities of origin and destination. Moreover, the inclusion of all migrants in health systems is good public health practice.

While Indonesia has yet to sign the 1951 Refugee Convention and its 1967 Protocol, the country continues to allow refugees to enter and seek asylum. Most refugees residing in Indonesia originally intended only to transit the country. However, due to strict border control in destination countries and limited options to aid in realizing durable solutions, most have stayed for more than eight years. The Presidential Regulation on the Treatment of Refugees and Asylum Seekers in Indonesia (No. 125/2016) provides access and temporary protection to refugees in the country until they are resettled to a third country or return voluntarily to their country of origin, usually with no provision for local integration. Currently, Presidential Regulation No. 125/2016 lacks detailed guidelines for its technical implementation at the operational level that would help to establish best practices. As a result, the decentralized nature of governance in Indonesia, budgetary constraints, frequent rotation of government officials and anti-refugee stigma have resulted in significant variation in how and if the regulation is operationalized. Consequently, refugees live for years with limited access to rights and services, such as formal access to higher education, legal identity documentation, apprenticeships and internships, and the right to work, which would have improved their self-sufficiency during their displacement and contribute to their successful resettlement.

The Government of Indonesia has proactively sought to improve its ability to combat transnational crimes associated with migration. The US Department of State's 2021 Trafficking in Persons (TIP) Report notes that the Government demonstrated increased efforts overall compared to the previous reporting period. However, the impact of the COVID-19 pandemic on the country's anti-trafficking capacity resulted in its remaining on Tier 2.[11] The Government of Indonesia has signed and ratified many of the critical international legal instruments and has steadily increased the capacity of its institutional actors and agencies. Even with these efforts, smuggling of migrants and trafficking in persons continue

[9] IOM, UNESCO, United Nations Development Programme (UNDP) and UN-Habitat, "Overview of internal migration in Indonesia", policy brief (Bangkok, 2020). Available at https://bangkok.unesco.org/content/policy-briefs-internal-migration-southeast-asia.

[10] Ibid.

[11] Tier 2 comprises countries whose governments do not fully comply with all of the Trafficking Victims Protection Acts minimum standards but are making significant efforts to bring themselves into compliance with those standards. (US Department of State, *2021 Trafficking in Persons Report: Indonesia* (Washington, D.C., 2021). Available at www.state.gov/reports/2021-trafficking-in-persons-report/indonesia.)

because of the high demand for cheap or bonded labour, well-established transnational criminal networks, complex borders and limited legal channels for regular migration.[12] Additionally, the complexity and cost of becoming a documented worker means that many aspiring migrant workers choose irregular pathways associated with increased protection risks, including debt bondage. Indonesia's lengthy, porous borders and weaknesses in border management exacerbate the country's vulnerability to smuggling of migrants and trafficking in persons. The archipelago's geography means that there is a vast number of remote and difficult-to-control areas that can be easily used as entry and exit points by traffickers and smugglers. In addition, even when vulnerable migrants and victims of trafficking use official points of entry, they are rarely detected by government officials and subsequently do not receive protection-sensitive services and support.

2.2. MIGRATION AND ECONOMIC TRANSFORMATION

Recognizing the development potential of the millions of Indonesians migrating within the country and abroad, while at the same time ensuring their protection and access to services, will lead to significant contributions to household economies and the country's overall growth. As a matter of fact, remittances already exceed total government spending on social assistance programmes. Prior to the COVID-19 pandemic, remittances generated by Indonesian overseas workers reached an all-time high of USD 11.6 billion in 2019, equating to around half of total foreign direct investment into the country.[13] However, the economic impacts of the pandemic sent half a million Indonesian migrant workers returning home and forced an estimated 900,000 Indonesians to shelve their plans to take up jobs overseas.[14] As a result, international remittances fell by as much as 17.6 per cent in 2020, which contributed to the 40-per-cent reduction in gross domestic product.[15] While there is no official data available on internal migrants' remittances, research indicates that 85 per cent of internal migrants send a portion of their earnings to their families.[16] The benefit of remittances is evidenced by research, which shows that Indonesian households that receive remittances are 28 per cent less likely to be poor than non-migrant households (i.e. households without migrant members). However, only a minority manage to use the money they receive in a way that can sustain the benefits of migration, such as education, investment as business capital or savings (e.g. in a bank account).[17]

The RPJMN recognizes the need for a skilled, creative, innovative and adaptive workforce, and for the Indonesian diaspora to contribute to it. Well-managed migration can bring a skills dividend to Indonesia, as migrants return with new competencies. More than three quarters (77%) of Indonesian international migrants in a World Bank survey stated that they obtained new skills during their employment abroad.[18] While most Indonesian migrants currently work in low-skilled jobs in the domestic, agricultural, construction and services sectors, and as digital transformation occurs in migrant-receiving countries, migrants of all genders will increasingly need to be prepared to fill Industry 4.0 jobs. The World Bank survey also shows that migration increases the workforce participation of women and youth – groups that have traditionally been underrepresented in the Indonesian workforce.

[12] IOM, *Labour Migration from Indonesia: An Overview of Indonesian Migration to Selected Destinations in Asia and the Middle East* (Jakarta, 2010). Available at https://apmigration.ilo.org/resources/resource-content/labour-migration-from-indonesia-an-overview-of-indonesian-migration-to-selected-destinations-in-asia-and-the-middle-east.
[13] World Bank, "Annual remittances data (updated as of May 2021)", data set. Available at www.worldbank.org/en/topic/migrationremittancesdiasporaissues/brief/migration-remittances-data.
[14] *The Straits Times*, "Indonesia, Philippines hit as Covid-19 weighs on remittances", 1 March 2021. Available at www.straitstimes.com/asia/se-asia/indonesia-philippines-hit-as-covid-19-weighs-on-remittances.
[15] IOM, *Remittance Inflow Trends Snapshot* (Bangkok, 2021).
[16] IOM et al., "Overview of internal migration in Indonesia" (see footnote 9).
[17] World Bank, *Indonesia's Global Workers* (see footnote 1).
[18] Ibid.

However, while they seem to be more likely to engage in paid work once they return to Indonesia (more research is needed on this), almost half of female migrant workers fall out of the active labour force after returning home.[19] Collaboration between the Government, private sector, academic institutes and other stakeholders is needed to develop evidence-based policies and programmes to ensure the skills dividend is not lost.

Socioeconomic factors such as gender, age and wealth level also impact the economic benefits of migration in other ways. For example, while women and men remit similar amounts to their families, the amount remitted by women represent a higher proportion of their wages as they earn less.[20] The wage differential results from the fact that women mostly enter feminized sectors, such as domestic work, which are more likely to be informal and offer lower wages. International migrant workers are also primarily drawn from economically depressed areas of Indonesia where migration cultures are developing that see young people and women encouraged to migrate. Community and household pressures, combined with social norms, have been linked to migrants, especially women, engaging in dangerous migration and accepting poor workplace conditions.[21] Additionally, migrants face pressure to demonstrate their migration has been "successful". This is often expressed as consumption spending rather than in investing in productive assets, which would sustain the economic dividend. The extent to which these issues could be addressed through pre-departure and post-return training and other interventions has yet to be fully tested in Indonesia.

2.3. MIGRATION, CLIMATE CHANGE AND DISASTER RESILIENCE

Indonesia's exposure to a variety of hazards – including tsunamis, earthquakes, volcanic eruptions, floods, landslides and droughts – combined with a high population density and concentration of economic activities in low-elevation coastal zones, make it particularly vulnerable to climate change. Indonesia is among countries experiencing the largest and most frequent population displacements due to natural disasters. Some 749,000 people were internally displaced in the country as a result of disasters in 2021, around 69,000 of whom remained displaced by the end of that year.[22] While the number of people displaced by rapid-onset disasters is significant, evidence suggests that compared to climate change and its impacts, sudden disasters are less likely to result in permanent migration in Indonesia.[23] Although integrated measures to mitigate climate change impacts and improve resilience may potentially lessen the number of drivers of environmental migration, livelihood impacts and permanent land loss will be too severe in some cases, leaving relocation as the only viable adaptation option. Environmental migrants in Indonesia currently face multiple barriers, including availability of land, deteriorating land prices, lack of financial and social capital, and limited employment opportunities and transferable skills that could enable them to secure livelihoods. Deep and persistent poverty increases the risk of populations becoming trapped in place, resulting in continued exposure to climate change impacts that would further undermine already fragile economic livelihoods.

[19] Ibid.
[20] IOM, *The Tradition of Toil: The Interplay of Social Norms and Stigma in Relation to Human Trafficking in Indonesia* (Geneva, 2021). Available at https://publications.iom.int/books/tradition-toil.
[21] Ibid.
[22] Displacement figures from: Internal Displacement Monitoring Centre, Country Profile: Indonesia section. Available at www.internal-displacement.org/countries/indonesia.
[23] Pratikshya Bohra-Mishra, Michael Oppenheimer and Solomon M. Hsiang, "Nonlinear permanent migration response to climatic variations but minimal response to disasters", *Proceedings of the National Academy of Sciences of the United States of America*, 111(27):9780–9785 (June 2014).

The Government of Indonesia has invested heavily in improving its emergency response preparedness and has mainstreamed disaster risk reduction in most of its major sectors, in accordance with the Sendai Framework. The success of such efforts has been reflected in the Indonesian Disaster Risk Index, which has seen a 23.97-per-cent decline throughout the period 2015–2018. While the 2020–2044 Disaster Mitigation Master Plan draws a clear link between climate change and the expected number/frequency of disasters, national policy and frameworks on climate change in the country do not yet consider the linkages between climate change and mobility. This, combined with lack of specific evidence on human mobility in response to environmental changes, results in environmental migrants being largely absent from national programme and policy strategies.

2.4. MIGRATION GOVERNANCE, DATA AND INNOVATION

A national Migration Profile exercise – which assessed the comprehensiveness of national migration governance structures and allow stakeholders to build a common understanding of challenges and potential solutions is yet to be completed in Indonesia. Furthermore, while it is committed to ensuring the country's migration policies are consistent with its international obligations and contributing to national development objectives, the Government of Indonesia is still in the process of developing an overarching "whole-of-government" coordination mechanism for migration governance. In the absence of one, the Government continues to develop and implement national regulations aimed at protecting and fulfilling the rights of Indonesian migrants and takes a prominent role in regional and global efforts. Indonesia serves as a "champion country" for the implementation of the Global Compact for Migration. It is a signatory to the ASEAN Consensus on the Promotion and Protection of the Rights of Migrant Workers and a State Party to the International Convention on the Protection of the Rights of All Migrant Workers and Members of Their Families. Indonesia is an active member of the Colombo Process and co-chairs the Bali Process with Australia. The governance framework for inbound migrants and refugees is less developed.

A major challenge for migration management efforts for technical specialists and policymakers alike is the limited availability of data for some dimensions of migration. Presidential Regulation No. 39/2019 calls for "One Data Indonesia", whereby government agencies are to produce accurate, up-to-date, integrated and accountable data that is accessible to and usable by all. Currently, data collection and disaggregation across different dimensions of migration (including income, sex, age, religion, ethnicity, geographic location, marital status and migration status, among others) is not always available to specialists and policymakers that design interventions, and challenges remain in data production and analysis, particularly gender data and statistics. Accessing immigration data is particularly problematic, as it is often withheld due to security concerns, and some points of entry are not fully connected to national data management systems. Additionally, well-developed protocols, procedures and secure technology (which are often lacking), are required in balancing the need to ensure that information-sharing respects human dignity and individuals' right to privacy against the need for evidence to inform interventions. These limitations make it challenging to share actionable data and research across agencies and between stakeholders, thus impeding evidence-based "whole-of-government" and "whole-of-society" responses to migration.

The intersection of migration and technological innovation is increasingly being felt. Sparked in part by mass-migration events, researchers, policymakers, analysts and law enforcement agencies are trying to understand how technology is being used to facilitate migration through its ability to connect people with services that enable both regular and irregular movements. Technology also facilitates new modus operandi for transnational crimes, such as the increase in the number of cases of online sexual exploitation of children during COVID-19.[24] Furthermore, there is evidence that anti-migrant – including anti-refugee – sentiment is being fuelled by social media.[25] On the positive side, there has also been a strong focus on understanding how migrants access information, communication and technology to adapt to new communities, workplaces and cultures, while maintaining links to their families and societies back home. More recent discussions have turned to blockchain technology[26] and what that might mean for migration and migrant rights, especially for remittances, but also for monitoring work conditions, digital identities and global mobility. Spurred by the increasing amount of legislation seeking to address modern slavery and a demand from consumers that companies demonstrate corporate social responsibility, the private sector is increasingly willing to provide technical expertise and funding to address economic, ecological and human rights issues linked to migration.

[24] International Justice Mission, "COVID-19 brief on the online sexual exploitation of children" (Arlington, Virginia, 2021). Available at https://osec.ijm.org/news-and-insights/news-updates/covid-19-brief-online-sexual-exploitation-children.

[25] See, for example: Mattias Ekman, "Anti-immigration and racist discourse in social media", *European Journal of Communication*, 34(6) (December 2019). DOI: 10.1177/0267323119886151.

[26] Blockchain is a peer-to-peer decentralized, distributed ledger technology that makes records transparent and unchangeable, and works without involving any third-party intermediary. It has the potential to change the way we pay for goods and services, run global supply chains and store critical information.

3. STRATEGIC PRIORITIES

3.1. STRATEGIC PRIORITIES

The strategic priorities listed in Table 1 outline the IOM contributions to the UNSDCF outcomes, the IOM Strategic Vision and the IOM Regional Strategy for Asia and the Pacific (2020–2024). The UNSDCF outcomes are fully aligned to the RPJMN and the SDGs. Additionally, the Country Strategy is mapped and monitored against the objectives of the Global Compact for Migration.

Table 1. Alignment of UNSDCF strategic priorities against the UNSDCF, RPJMN, SDGs and the Global Compact for Migration

UNSDCF strategic priority (SP)	Global Compact for Migration objective	Related SDGs	RPJMN pillar	IOM Strategic Vision pillar	IOM Regional Strategy objective
SP1	7, 12, 13, 15, 16, 17 and 22	1, 3, 4, 5, 10 and 16	1, 2 and 7	1	1
SP2	3, 5, 6, 7, 18 and 23	5, 8, 9 and 10	1	2	1 and 3
SP3	2, 7 and 8	11 and 13	7	1	1
SP4	1, 19 and 20	9, 16 and 17	1, 2, 6 and 7	3	2 and 4
SP5	4, 5, 9, 10, 11, 14, 21 and 23	3, 10 and 16	5 and 7	2	3

UNSDCF Strategic Priority 1: Inclusive human development (aligned with RPJMN Pillars 1, 2 and 7)

IOM works to ensure that migrants, including displaced people, and their communities, especially those at risk of being left furthest behind, are empowered to fulfil their human development potential as members of a pluralistic, tolerant, inclusive and just society, free of gender and all other forms of discrimination. The Organization will promote a public narrative of migration that is well-informed and balanced and recognizes the human rights of persons on the move, of all genders and ages, and their contribution to local and national development. At the national and local level, IOM will provide technical assistance to the Government of Indonesia officials to support the localization of the Global Compact. In line with the United Nations Joint Migration and Development Initiative's Guidelines on Mainstreaming Migration into Local Development Planning,[27] authorities will have increased access to guidance and tools to ensure legislative and policy frameworks and programming are inclusive of migrants. IOM will work with local governments to incorporate a migration lens into city planning activities through their Smart City structures, which are used to plan for and manage demographic and population change.

[27] The full text of the document can be accessed at https://migration4development.org/en/resources/guidelines-mainstreaming-migration-local-development-planning.

Building on the existing body of memorandums of understanding between the Government of Indonesia and migrant-receiving countries, as well as the efforts of ASEAN, the Colombo Process and other intergovernmental forums, IOM will support stakeholders in Indonesia and abroad to develop frameworks and protocols aimed at improving Indonesian migrant workers' access to protection throughout the migration continuum. IOM will work with government authorities to remove impediments to migrants' access to social protection in destination and transit countries and on return by improving the coverage and portability of social protection. IOM will leverage its international presence to support the Government in providing up-to-date information to migrant workers about their rights and options for assistance, including through improved outreach to communities with high rates of migration. Multisectoral partnerships and coordinated efforts with the Ministry of Health and other stakeholders will ensure that migrant health is addressed throughout the migration cycle, as will efforts to develop migration-inclusive and responsive health systems.

IOM will support the Government of Indonesia and other parties to the Global Compact on Refugees towards achieving the goals of the framework, so that host communities get the support they need and refugees can lead productive lives and achieve durable solutions. To ensure refugees have access to services during their displacement, IOM will work closely with government counterparts, such as those forming the National Refugee Task Force and other service providers to increase refugees' access to safe accommodation and basic needs, health care, mental health and psychosocial support, formal and informal education, and vocational training. This will include direct provision where State services are not provided, but with the long-term goal of ending parallel services provision through the integration of refugees into national and local government systems. The Organization will continue to advocate for enhanced autonomy and access to rights for refugees, including higher education, legal identity, freedom of movement and livelihoods. Social cohesion activities will promote bonds between refugees and their hosts, fostering trust, willingness to cooperate and confidence in the institutions managing the refugee response. Particular attention will be given to improving communication between IOM, refugee communities and their hosts; increasing information-sharing and consistency in messaging; and implementing more effective feedback mechanisms to channel beneficiary feedback into programming.

IOM will bolster protection programming and referral pathways to respond to gender-based and other forms of violence, including partnering with authorities to increase access to government protection services. Duty-bearers and other stakeholders will have improved knowledge, skills, and resources to protect the rights of vulnerable people, including children and victims of trafficking, and will be equipped to apply a survivor-centred, gender-sensitive, human-rights-based approach. This will include advocating for alternatives to detention for migrants of all genders, ages, abilities and status, with special attention to more at-risk migrants, including women, children, trafficked persons and people with severe health conditions and disabilities. Work preventing the radicalization of Indonesian migrant workers will protect migrant workers and their families and communities from the risks and harm of radicalization and extremism. In times of crisis, IOM stands ready to support government authorities and communities to promote stability, prevent forced migration and restore trust among community members, vulnerable populations and local authorities.

IOM will prioritize increasing migrant, including displaced persons and community participation in these efforts, increasing ownership, creating accountability of services and reducing dependency. To this end, IOM will strengthen its collaboration with civil society representing people on the move both in Indonesia and abroad.

UNSDCF Strategic Priority 2: Economic transformation (aligned with RPJMN Pillar 1)

IOM will support stakeholders to ensure all migrants, including displaced persons, and transnational communities are able to contribute to sustainable development throughout the migration continuum. IOM will work with relevant ministries to increase access to decent work for migrants and enhance the positive economic benefits of their migration. IOM will continue to advocate for refugee access to productive activities, such as internship opportunities with private sector partners and targeted income-generating activities, which will lead to an improvement in refugees' livelihoods while also contributing to host communities' economies and preparing refugees for resettlement.

IOM will leverage its regional presence to assist the Government of Indonesia and other governments in the region to develop compatible national skills assessment frameworks and tools to facilitate the recognition of the prior skills of migrant workers. To maximize the financial benefit of migration, IOM will share regional best practices to monitor remittance costs, expand access to formal remittance channels and support remittance-receiving households and migrants to build household assets through improved financial literacy and access to migrant-friendly financial services. IOM will work in partnership with the private sector and technical and vocational education training providers to improve opportunities for skills training for migrant workers of all genders, especially Industry 4.0 skills, and facilitation of migrants' access to official certification and effective job-matching. This will include activities to address unhelpful social norms that see gender, age and ethnicity impact on the type of work migrants engage in and on their ability to maintain control over their resources.

Based on the shared values outlined in the United Nations Guiding Principles on Business and Human Rights, IOM will seek to partner with businesses operating and sourcing in Indonesia and destination countries to address human rights and modern slavery risks in businesses' operations and supply chains through migrant-centred human and labour rights risk assessments. IOM will raise awareness about ethical recruitment and employment practices, provide practical training and tools and support ethical recruiters in accessing credible accreditation systems, such as IRIS: Ethical Recruitment[28] (IOM), and other responsible recruitment markets based on the "Employer pays" principle. To reduce fraudulent and exploitative practices targeting migrant workers and to enable labour market efficiency, information on the demand for different types of skills, existing sectoral wage levels, labour rights, training opportunities and remedies for workers in adverse circumstances will be produced and disseminated.

UNSDCF Strategic Priority 3: Green development, climate change and natural disasters (aligned with RPJMN Pillar 7)

IOM and its United Nations partners will support institutions, communities and migrants and host communities in affected provinces to actively apply and implement low-carbon development, sustainable natural resources management and disaster resilience approaches that are all gender-sensitive. IOM will assist the Government of Indonesia to prepare for higher numbers of people moving in and out of situations of vulnerability stemming from a range of complex drivers at the intersection of climate change, environmental degradation and the changes this will bring to agricultural livelihoods. Research will be undertaken to improve understanding and enhance data on linkages between climate change, disasters and migration for use by policymakers and practitioners in Indonesia, including by enhancing the

[28] The IRIS website is available at https://iris.iom.int.

understanding of trapped populations and those most vulnerable to climate impacts. Based on this evidence, IOM will support the Government in developing policies and effective responses to address the human mobility dimensions of climate change and environmental degradation, including in relation to migration, adaptation, displacement and planned relocation. Particular attention will be given to creating green businesses and sustainable livelihoods that contribute to resilience and foster innovative green technologies.

IOM is committed to preventing displacement by enhancing community resilience to environmental degradation, climate change and natural disasters. Community-based disaster risk reduction initiatives will focus on close cooperation between government, non-governmental actors and communities to incorporate rights-based, participatory and gender-responsive approaches. IOM will support the Government's policy development efforts by providing technical expertise; conducting policy assessments that, among others, identify best practices and gaps, and provide budgeting and costing analysis; contributing to developing monitoring systems to analyse progress against national and global targets related to resilience to disasters and climate change; facilitating knowledge exchange; and advocating for the adoption of international standards, as relevant.

In times of crisis, IOM will support the Government of Indonesia and other responders to provide humanitarian assistance, support cluster coordination, conduct early-recovery interventions and support durable solutions for displaced populations in line with the United Nations Secretary-General's Action Agenda on Internal Displacement.[29] As requested, IOM will provide technical and operational support to the Government's first response team and other humanitarian partners, particularly in relation to the Displacement Tracking Matrix (DTM)[30] and camp management operations. IOM will continue in its role as the international partner co-lead of the National Cluster on Displacement and Protection (Klasnas PP) and the Camp Coordination and Camp Management Sub-cluster, together with the Ministry of Social Affairs (MOSA) as the main cluster leader, effectively coordinating with its members and with key stakeholders at the national and subnational levels.

UNSDCF Strategic Priority 4: Innovation to accelerate progress towards the SDGs (aligned with RPJMN Pillars 1, 2, 6 and 7)

Mindful of the important role innovation has in identifying more efficient and responsive solutions to development challenges, IOM aims to work closely with key stakeholders including the Government of Indonesia, development partners, United Nations partners, non-government organizations, civil society organizations and the private sector to support research on, pilot-testing and scaling-up of innovative solutions to migration-related challenges in Indonesia. This will include developing ways to more effectively harness the diverse mechanisms channeling diaspora finance, both remittances and diaspora investment, into development. This should include innovations to shift from informal to formal channels, through making official money transfers more widespread and accessible. The Organization's research agenda will remain alive to the changing dynamics of migration in Indonesia and designed to guide and inform innovative migration policy and practice.

IOM seeks to work with the Government to assess the comprehensiveness of national migration governance structures and provide a space for authorities and other stakeholders to build a common understanding of challenges and to promote solutions. IOM will assist in the development of an evidence-base that supports innovative programming by strengthening national and regional capacities for collection, analysis and dissemination of migration data, with an emphasis on data collection on access to rights of migrants. This will include

[29] The website of the Action Agenda is available at www.un.org/en/content/action-agenda-on-internal-displacement.
[30] The DTM website is available at https://dtm.iom.int.

providing technical support to the Ministry of National Development Planning (Bahasa: *Badan Perencanaan Pembangunan Nasional* (BAPPENAS)) to facilitate reporting progress against SDG 10.7: Responsible and Well-Managed Migration Policies. IOM encourages the formation of a national United Nations Technical Working Group on Migration as a platform to discuss, coordinate and exchange data and information on migration.

UNSDCF Strategic Priority 5: Safe, orderly and regular human mobility (aligned with RPJMN Pillars 5 and 7)

IOM will partner with State authorities to achieve integrated, non-discriminatory border management policies, legislation, strategies, operational systems and human resources structures that ensure the human rights, dignity, safety and security of all those on the move, including children and migrants in vulnerable situations. IOM will support Indonesian border and immigration authorities in further enhancing their capacities to manage entry and exit, through the provision of assistance to assess the most urgent needs of the Indonesian Border Control Management System, enhance the capacity to collect and analyse migration data, conduct intelligence-based risk analysis and better identify red flags related to smuggling and human trafficking. IOM will strive to support Indonesian authorities along the entire migration and identity management continuum, including in critical situations, through its Humanitarian Border Management[31] approach. Efforts to progress towards to provision of legal identity for all and consular support to produce documents certifying a person's nationality while abroad will also be ensured, in line with 2030 United Nations Legal Identity Agenda (UN LIA).[32]

In line with the Eradication of Trafficking in Persons Law 2007's aim of combating transnational crime associated with migration, IOM will provide capacity development support to front-line police and immigration officers on advanced counter-smuggling and counter-trafficking of migrants, including detection, screening for vulnerabilities and conducting investigations, as well as ensuring the humane handling of migrants according to international standards. These standards include those related to the intersection of border management, gender and human rights. Together with other IOM missions in the region, IOM will support cross-border and regional coordination and cooperation. IOM will mobilize community engagement to reduce irregular migration and other forms of unsafe migration.

The IOM Health, Border and Mobility Management Framework[33] will be employed to improve preparedness, prevention, detection and response to, and recovery from, public health emergencies and communicable disease transmission along the mobility continuum. IOM will support the Government of Indonesia's engagement with intergovernmental forums to ensure coordination around migrant health and harmonization of approaches to major diseases of international importance and emerging public health threats. This will include technical support for the integration of the health of migrants into national health surveillance systems and mechanisms for sharing this information, with due regard for ethical considerations. Governments and service providers will be capacitated to deliver migrant-sensitive and responsive health-care services to migrants throughout the migration process, including in hard-to-reach border areas. This will include harmonizing approaches to pre-departure screening with migrant-receiving, including refugee-receiving, countries. Support will be extended to border and front-line officials and officers to improve surveillance, detection, notification, referral and risk communication.

[31] More information on the humanitarian border management (HBM) activities of IOM is available at www.iom.int/humanitarian-border-management.
[32] The UN LIA website is available at https://unstats.un.org/legal-identity-agenda.
[33] The full text of the framework is available at https://publications.iom.int/books/health-border-and-mobility-management-framework-framework-empower-governments-and-communities.

IOM will ensure that migrants, including refugees, have access to safe, orderly and regular, protection-sensitive pathways, as well as non-discriminatory, responsive resettlement and repatriation solutions and complementary protection pathways. For those claiming asylum and granted official refugee status, IOM will provide logistical support for resettlement to third countries, including case processing, health assessments, and pre-departure orientation and pre-departure movement. IOM also coordinates with resettlement countries and communities to develop interventions to facilitate successful resettlement. Through the continuation of its assisted voluntary return and reintegration programme, IOM will assist migrants in vulnerable situations who wish to return to their countries of origin to make the reintegration process safe, efficient and sustainable.

3.2. CROSS-CUTTING THEMES

Rights-based approach to programming

IOM is mandated to contribute towards the protection of migrants. This is done by emphasizing the promotion of the dignity of migrants, their well-being and respect for their rights. IOM acknowledges that the primary duty to protect migrants and their rights lies with States, and recognizes States' sovereign right to determine admission to and residence of non-nationals in their territory. In line with its responsibility to promote and contribute to the protection of migrants, IOM supports States and partners in their respective protection responsibilities. IOM policies, strategies, projects and activities are rights-based and are developed and conducted based on international legal principles, which includes relevant rights and protections contained in international human rights law.

"Leave no one behind"

The SDGs acknowledge migration as one of the core enablers of development and calls for fair rules to manage migration in a manner that ensures no migrants are left behind, including women, girls, men, boys and persons of diverse sexual orientation, gender identity, gender expression and sex characteristics. The inclusion of migration in the SDGs is made explicit under target 10.7, which prescribes the facilitation of orderly, safe and responsible migration and mobility of people, including through implementation of planned and well-managed migration policies. The objectives of this Country Strategy have been developed in line with the values, particularly Principle Two ("Leave no one behind") of the 2030 Agenda,[34] which:

(a) Highlights the impact of humanitarian crises and forced displacement of people on development progress;

(b) Calls for empowerment of vulnerable groups, including refugees, internally displaced persons and migrants;

(c) Calls for access by all – including migrants – to life-long learning opportunities;

(d) Commits to eradicating forced labour and human trafficking and to end child labour;

(e) Recognizes the positive contribution of migrants for inclusive growth and sustainable development.

[34] Refer to the SDG website for a more detailed discussion of the principle: https://unsdg.un.org/2030-agenda/universal-values/leave-no-one-behind.

To ensure that migrants are not left behind, initiatives developed under this Country Strategy will promote a shared understanding and whole-of-society approach to migrant inclusion and social cohesion. It will develop the skills and capacities of different stakeholders to facilitate inclusion and social cohesion and foster an evidence-based and unifying narrative on the contributions of both migrants and communities. Importantly, IOM and its partners' interventions will be tailored to the needs of migrants in all their diversity to ensure equal access to rights and opportunities.

Youth

Indonesia has one of the youngest populations in South-East Asia. Well-managed migration can offer young people opportunities to gain new skills, employment and experiences. This Country Strategy aims to support Youth 2030: United Nations Youth Strategy and is committed to developing activities targeting youth to address their needs and vulnerabilities. The strategic priorities outlined will support initiatives contributing towards access to basic services for all youth, as well as building youth capacity through access to education and employment, as outlined in the Youth Strategy.

Gender mainstreaming

Ensuring that this Country Strategy positively impacts gender dynamics is a key aim across all strategic objectives. IOM will assess the implications for women, men and other genders of any planned action, including legislation, policies, or programmes, in all areas and at all levels. IOM will ensure that the concerns and experiences of people of all genders are an integral dimension of the design, implementation, monitoring and evaluation of policies and programmes in all political, economic and societal spheres so that all genders benefit equally.

Disability

IOM is committed to reducing and addressing barriers facing people with disabilities both in its efforts to benefit from a diverse workplace and improve the impact of its programmes. To ensure people with disabilities can access assistance and interventions on the same terms as other members of the population. IOM takes a twin-track approach that combines inclusive mainstream programmes with targeted interventions for persons with disabilities.

Protection from sexual exploitation and abuse and sexual harassment

IOM is committed to addressing sexual exploitation and abuse (SEA) and sexual harassment through effective prevention, risk mitigation and response measures at all stages of programming across all types of interventions and within all IOM offices worldwide. IOM will conduct regular mandatory training on IOM standards of conduct and protection from sexual exploitation and abuse and sexual harassment (PSEAH), and ensure that PSEAH key messages/information, communication and education materials are continuously shared with IOM personnel, partners, beneficiaries and communities. Measures to protect beneficiaries will be integrated across its interventions throughout the programme cycle, and IOM will raise beneficiary awareness on SEA, prohibited behaviours of IOM and humanitarian personnel, and how to report SEA. IOM will support its partners to strengthen their PSEA capacity through the development of PSEA policies and standard operating procedures.

3.3. PARTNERSHIPS AND COORDINATION

The mobilization of strategic partnerships will be central to addressing the strategic priorities. The Organization will continue its close collaboration with the Government of Indonesia at both the central and local levels. Key agencies include the Ministry of Foreign Affairs, which will likely lead on the implementation of the Global Compact for Migration. The Ministry of Manpower and Transmigration, the Ministry of Law and Human Rights, the Ministry of Social Affairs (MOSA), and the Ministry of Child Protection and Women Empowerment are key partners for migration governance and migrant protection. IOM engages with the National Agency for Disaster Management, MOSA, National Cluster for Displacement and Protection, Ministry of National Development Planning (BAPPENAS) and National Statistics Bureau to prepare for and respond to crisis. Refugee and resettlement services are coordinated with local task forces, comprising of representatives from immigration, police and city authorities, with guidance from the National Refugee Task Force. The Ministry of Health and IOM have agreed to collaborate towards contributing to the health and well-being of migrants and mobile populations. The National Board for the Placement and Protection of Indonesian Overseas Workers is a key partner for achieving positive outcomes for international migrant workers. Immigration and border management priorities are the remit of the Director General of Immigration, the National Border Management Agency and the Maritime Security Agency, among others.

Civil society, including migrant and refugee-led organizations in Indonesia and beyond, and IOM share many areas of common interest and complementary expertise in the policy and operational areas of migration. Civil society organizations often have strong ties to the migrant and refugee communities in Indonesia and countries of destination, an aspect which complements and enhances the impact of IOM efforts in the field of migration. For example, they are critical to the IOM ambition to create policy processes that include all migrant and refugee voices for representation. If given the space and listened to, they are invaluable partners in times of personal and community crisis, being able to communicate key messages, identify different needs and vulnerable individuals, and deliver assistance and support where needed. Additionally, civil society partners, including academic institutions, will strengthen the Organization's ability to generate data and research to inform its own and other interventions. In addition, IOM will expand its cooperation to include industry associations, think tanks, data managers, and scientific and technology-driven agencies that offer prospects of innovation towards integrated development solutions that are very critical for the achievement of the SDGs.

IOM is an active member of the UNCT in Indonesia. The UNCT, under the leadership of the United Nations Resident Coordinator, is responsible for the overall effectiveness and implementation of the UNSDCF contributions and results along with its partners. IOM will work in partnership with other United Nations agencies to develop and implement joint work plans through the results groups under the UNSDCF and integrate these into its own programming documents. IOM will continue efforts to establish the United Nations Migration Network for Indonesia, which seeks to strengthen the capacity of the UNCT with regard to promoting a coherent system-wide approach to addressing migration and facilitating the implementation of the Global Compact for Migration.

4. INSTITUTIONAL DEVELOPMENT

4.1. POLICY CAPACITY

IOM will seek to bring to bear the wealth of experience and expertise held across the Organization, with specific emphasis on incorporating learning and best practices from global and regional policy initiatives, frameworks and programming to Indonesia. It will develop its own and its partners' (a) analytical capacity to absorb and process information in all aspects of policy formulation, decision-making, programme design and implementation, and evaluation; (b) technical and operational capacity for leadership, shared vision, constituency-building, policy research and ability to develop inclusive and participatory dialogues; and (c) political capacity to identify other key stakeholders and understanding their essential interests and ideologies as well as the relationships among them.

4.2. KNOWLEDGE MANAGEMENT, MONITORING, EVALUATION AND DATA

While monitoring, evaluation and learning processes are well established at the project level, there is a need to improve cross-organization learning to support the implementation of the Country Strategy. Cognizant of effective knowledge management as key to improving overall organizational agility and capacity to make better and faster decisions, the Country Office aims to further strengthen its knowledge management capacity by developing, improving and maintaining a single knowledge management system within the Country Office. This will include standardizing processes and templates to gather, analyse and store information, as well as strengthening its overall capacity to develop and disseminate multisectoral reports that articulate how specific interventions link to broader country, subregional and regional priorities.

4.3. MEDIA AND COMMUNICATIONS

IOM acknowledges that effective media and communication strategies enable the organization to communicate critical information about project achievements, key advocacy points and other essential messaging to stakeholders at the local, national, regional and global levels. The overarching goal of the Organization's media and communications efforts will be to maximize impact, effect positive change and increase interest in its work. IOM will use messaging and branding to raise awareness of its own and partners' work in Indonesia in advancing safe, orderly and regular migration. Media and communications messaging will be key to communicating the positive contribution that migrants and refugees can make to their communities. This will involve strengthening the Organization's strategic communications partnerships and stakeholder networks in Indonesia, including supporting collaborative efforts of the UNCT in developing and organizing joint campaigns and events.

4.4. STAFF DEVELOPMENT

Conscious that the work environment is changing rapidly because of emerging technologies, shifting career landscapes, as well as in response to new hybrid work norms brought about by the COVID-19 pandemic, IOM is committed to adapting to new work trends and enabling staff to gain or strengthen the skills required to stay current and excel in their desired roles. Towards this end, IOM will maximize the resources of the Country Office and the Organization, to ensure that tools, training and other skill enhancing opportunities are made available to all staff. IOM will gather feedback from staff, partners and beneficiaries to identify skills needs in specific areas of work. This skills-sensing approach will enable the Country Office to monitor changing needs and ensure staff are prepared to address these needs.

Central Sulawesi Response – United Nations Central Emergency Response Fund (CERF). © IOM 2018

5. THE WAY FORWARD

The IOM Indonesia Country Strategy 2022–2025 provides the Country Office with a clear, conceptual structure to achieve the four outcomes and realize its vision to "empower migrants to realize their potential for themselves, their communities, and the nation". The objectives defined herein aim to address key migration and displacement challenges in Indonesia and contribute to the achievement of shared goals described in the UNSDCF, as well as the Government of Indonesia's RPJMN. Moreover, the Country Strategy was designed to be in line with IOM Strategic Vision 2019–2023 and IOM Regional Strategy for Asia and the Pacific (2020–2024).

Over the next four years, IOM will use this Country Strategy as a road map for implementing targeted and effective programming to address priority migration issues and contribute to the realization of the outcomes clearly articulated in the document. All programmes developed within the strategic period will ultimately contribute to the outputs defined within the strategy. Recognizing that contextual factors, needs and priorities may shift within the strategic period, IOM will conduct a yearly review process to assess whether the objectives, outcomes and outputs of the strategy remain fit-for-purpose and, as needed, will adapt the Country Strategy to respond to emerging trends and needs.

International Organization for Migration (IOM)

Sampoerna Strategic Square, North Tower Floor 12A, Jl. Jend. Sudirman Kav. 45–46, 12930 Jakarta, Indonesia
Tel: +62 21 57 95 12 75 • Fax: +62 21 57 95 12 74 • Email: iomjakarta@iom.int • Website: https://indonesia.iom.int/