

Protection of Indonesian Migrant Workers: Strategies for Sustainable Policies and Best Practices

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Abstract

Law Number 18 of 2017 on the Protection of Indonesian Migrant Workers is a policy product that is a comprehensive correction to Law Number 39 of 2004 on the Placement and Protection of Indonesian Migrant Workers. Law Number 18/2017 mandates stages of protection by the state, from when the Indonesian migrant workers (IMW) candidate has not yet been dispatched; when IMW works in the destination country; and after IMW completes its work contract. The law also regulates the division of tasks among government officials, from the village level; regional government; to the central government, including the network of Representatives of the Republic of Indonesia abroad. The stages of protection services and the involvement of various government agencies and other parties are necessary because the problems surrounding them are also complex. The question that arises is how the policies and actions of these various agencies may interact harmoniously so that IMW protection services can take place on a sustainable basis? This study found that the integration of data and information systems can improve the performance of IMW protection services. The integration of the system also supports the formation of a sustainable IMW protection service ecosystem.

Keywords:

Indonesian migrant workers' protection; The sustainable ecosystem; Migrant protection

INTRODUCTION

Law Number 18 of 2017 on the Protection of Indonesian Migrant Workers is a comprehensive correction to Law Number 39 of 2004 on the Placement and Protection of Indonesian Migrant Workers. Many analysts considered that Law No. 39/2004 prioritized business interests, which places Indonesian migrant workers

(IMW) only as owners of traded services. Meanwhile, Law Number 18/2017 emphasizes the state's role in managing the placement and protection of IMWs, in line with the International Convention on the Protection of the Rights of All Migrant Workers and Members of Their Families. The Convention upholds the commitment to protecting civil and political rights, as well as the economic, social, and cultural rights of migrant workers.

Through Law Number 6 of 2012, Indonesia has ratified the Convention on which details various matters relating to

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the fulfilment of the human rights of migrant workers, including the right to obtain a livelihood and a safe working environment, protect migrants from physical violence and sexual harassment, gain access to information, equality before the law, and access to education and social services. According to Jennifer Yau (2005), this Convention does not create new rights for migrant workers but rather emphasizes the fundamental rights that migrant workers must enjoy, as stated in other United Nations documents related to the protection of migrant workers, fundamental civil and political rights. The essence of this Convention affirms the equality of human rights between migrant workers and local population (Yau, 2005).

Law Number 18/2017 mandates series of protection services that the state should provide, from when the IMW candidate has not yet been dispatched; the period in which IMW works in the country of destination, and the stage when IMW completes his/her work contract. The Law also regulates the division of tasks among government officials, from the village level, regional Government, to the central Government. The stages of protection services and the involvement of various government agencies and other parties are critical to address the complex problems. Law Number 18/2017 has further strengthened the legal basis for all levels of the Indonesian Government, including the Representatives of the Republic of Indonesia in protecting migrant workers.

Weak coordination among ministries and institutions has

contributed to the complexity of handling the protection of Indonesian migrant workers. The management of Indonesian migrant workers involves extensive coordinated exercise among at least 13 government ministries and agencies, particularly the Ministry of Manpower, BP2MI, and Ministry of Home Affairs as the leading agencies.

The question that arises is how the policies and actions of these various agencies may interact harmoniously so that IMW protection services can take place sustainably? This paper discusses this question by examining the laws and regulations regarding the protection of IMW, namely Law Number 18/2017, and its derivative regulations that have been in effect. This paper will also examine the IMW protection policies implemented in Singapore, through a case study at the Indonesian Embassy, especially to discover best practices or valuable lessons in the implemented of protection policy.

ARTICLE REVIEW

The protection of migrant workers has long been on the global political agenda. The rights of migrant workers have been mentioned in many international conventions, including the UN International Convention on the Protection of the Rights of All Migrant Workers and their Families (ICRMW), the ILO Convention on Migration for Employment, and the ILO Convention on Migrant Workers. However, the norms contained in the conventions failed to regulate international cooperation as expected due to the limited number of countries that ratified

them (Van Den Bosch and Van Genugten 2002).

There are several reasons why many countries still do not ratify the Convention. For practical reasons, some countries are reluctant to harmonize existing legal provisions with the content of the Convention or to formulate new laws in line with the Convention (Pecoud, 2017). For many developing countries, the Convention places additional burdens on creating a new governance environment that needs more resources to manage, such as preparing social security systems, monitoring patterns, applying strict sanctions for brokers and placement agents that violates the provisions, and providing adequate institutional support, including the preparation of protection systems and resources in the country's representatives in the destination country of migrant workers (Iredal and Nicola, 2003). Given the rampant competition among migrant workers in the global market, every labor-exporting country will take careful steps to avoid the possibility of missing out on market opportunities in countries that have not ratified the Convention (Iredale et al., 2005, Pecoud, 2017).

Among developed countries, there is a view that the substance of the Convention is duplicated with various international conventions and agreements on human rights so that the implementation of the Convention is inefficient (Iredal and Nicola, 2003). In terms of institutional capacity, developed countries do not face significant problems. Even the prevailing laws and regulations, in general, are in line with the provisions

and norms contained in the Convention, in fact, there are no obstacles to ratifying it (Pecoud, 2017).

Many countries eventually back away from international commitments because they do not want to incorporate global norms into their national legislation (Ruhs 2017). Although the number of state parties is not too many, the international community can still take advantage of these global norms as a code of practice to protect migrant workers (Piper and Iredale, 2003). Against this backdrop, it is urgent to strengthen national commitment by putting in place right policies and regulations that provide firm protection to migrant workers. In 2012 Indonesia ratified the ICRMW. Thus, Indonesia has more robust legal instruments to protect the fundamental rights of migrant workers, including protection for undocumented migrant workers (Susilo, 2012; Misbach and Palmer, 2018).

For Indonesia, being a state party to the ICRMW is part of her strong commitment to protect IMW. The government must ensure that it does something to fulfil its obligations to protect the interests of its citizens through appropriate rules and policies (Budiardjo, 2008; Damsar, 2010). Ensuring that the country of destination applies laws and regulations that guarantee the basic rights of migrant workers is part of the protection. Based on international law, a country can protect its citizens in another country as long as it can be proven as a legal citizen (Koesrianti, 2012). Therefore, the enactment of Law Number 18/2017 is another concrete undertaking in cementing a solid basis on which

governance on IMW is properly managed. State intervention becomes very important provide assistance for migrant workers to ensure access to their basic rights.

With the increasing interconnectedness of today, solving complex problems in development requires synergistic steps in decision making (Ljungjohm, 2015). The character of the government, which tends to be centralized, hierarchical, and bureaucratic in decision making, has to deal with a networked society that has a decentralized and flexible nature (Castells, 2000). Information and Communication Technology (ICT) has become a reliable tool in consolidating dynamic decision-making processes and providing a practical and real-time interaction space between the government and the public, which is far more numerous and wide-reaching (Castells, 2000, Ljungjohm, 2015).

In addressing complex problem, the government is a driver of public value in multi-sectoral, multi-organizational, and inter-governmental communication networks (Goldsmith and Eggers, 2004). Collaboration has become a new strategy developed in recent decades—popularly known as “collaborative governance” (Ansell and Gash, 2007). The level of trust and correctness of the information is fundamental in strengthening an organization's capacity to act and collaborate (Hocking and Melissen, 2015).

. Public policy must adapt to the paradigm of “governing by network”—managing governance in a network, namely the occurrence of a high-level

collaboration supported by network management capabilities between government agencies and utilizing technology to connect the network to be able to provide various service delivery options to the public (Goldsmith and Eggers, 2004). In this case, the digital revolution makes it very possible for an organization to collaborate with other parties in real-time to meet the diverse interests of the network community (Goldsmith and Eggers, 2004, Ljungjohm, 2015).

There is a need to ensure the delivery of the protection services on target and on time. In the current digital era, the interaction between the government and the community can occur instantly and is not too constrained by the distance between points, between countries, and can penetrate time differences. Digitalization has created a new dynamic of relations between government and society that marginalizes outdated interaction routines (Melissen and Caesar-Gordon, 2017). The internet has an extraordinary ability to effectively connect various groups and provide them with an open forum to express their aspirations and share information and wisdom, increasing public participation in the implementation of public policies, including providing advice and opposing views on policy directions taken by the government. For the government, the internet can also provide public services cheaply, efficiently, and on-time (Westcott, 2008).

Currently, on-line services for consular services are increasingly available, such as applications for passport issuance and renewal, travel

advisory, as well as various other important information that citizens have the right to know. Although face-to-face services have not entirely disappeared, consular services with an internet platform have streamlined the process and overcome the dimensions of distance and time. The rapid spread of information through the internet requires public policy actors, including diplomats, to follow the development of information quickly, interact with the public, and respond to various challenges that arise quickly and accurately (Fachir, 2017; Melissen and Caesar-Gordon, 2017). The Internet is “a network of networks”—a network that is connected to various other networks (Schemidt and Cohen, 2013). Thus, the internet based on information technology has multiple reach—networks between people, between individuals and groups, between large and small groups—in delivering information and can be a means for governance, including in the management of migrant worker protection services.

RESEARCH METHODS

This paper was prepared based on qualitative research by assessing several journal articles and applicable laws and regulations, especially Law Number 18/2017 and its implementing regulations. The objective of the review on laws and regulation is to understand the overall policies on the protection of IMW. The Embassy of the Republic of Indonesia in Singapore was chosen as a case study to reveal more deeply a phenomenon in a particular locus, which is specific, contextual, descriptive, and

concrete (Savin-Baden and Major, 2013), with a view to understanding the performance of policy implementation in the field.

According to Law No. 18 of 2017, the Indonesian Embassy in Singapore is responsible for providing protection services to Indonesian migrant workers while working in Singapore. A study on the effectiveness of coordination through on-line system between the Indonesian Embassy with BP2MI was conducted by analysing the performance of licensing governance and issuance of verified documents carried out by the Indonesian Embassy.

This process shows that there has been an ongoing integration of service systems between agencies using information and communication technology. Although still limited, this electronic business process integration can provide clues that inter-agency system integration can help overcome the range of coordination with more than one partner of the relevant agency. Service data, such as issuance of employment documents, case settlement, and issuance of Indonesian worker card in Singapore (KPIS), are compared from year to year, at least in the last 3 years to find out the progress of its performance.

DISCUSSION

Policy Review

International conventions provide valuable norms that can guide governments to formulate suitable policies on migration governance, including providing wider access to migrant workers to enjoy their basic rights (Thompson (2013). Protection is a

constitutional and legal action for the state takes to its citizens at home or abroad when their lives and interests are threatened (Akila, 2019). With that similar spirits, Law Number 18 of 2017 on the Protection of Indonesian Migrant Workers (IMW) regulates new governance in the placement and protection of IMW. The Law covers significant changes in the placement and protection of IMW. The Law defines IMW as active subjects with dignity and respect. According to the Law the state obliges to protect by guaranteeing the fulfilment of legal, social, and economic rights. The protection is not only defending and addressing problems caused by abusive practices that are detrimental to Indonesian migrant workers but also empowering them to become skilful workforce in order to improving their competitiveness in the global market.

Several implementing regulations have been issued as the legal consequence of the Law, consist of Government Regulations, Presidential Regulations, Ministerial Regulations, and BP2MI Regulations. However, there are several regulations in the making, including the Draft Government Regulation on the Placement and Protection of Migrant Commercial Vessels and Crews of Migrant Fishing Vessels and Draft Presidential Regulation on Duties and Authorities of Manpower Attaches. Some salient points contain in the Law are as follow:

Division of duties and authorities

Some common problems found in the past were overlapping of authorities among government agencies. Law No.

18/2017 introduces the division of tasks and authorities among government agencies at a different level, from the village to the central government level. The Law clearly describes what level of the government agency to undertake what service delivery at a different level of protection. Presidential Regulation Number 90 of 2019 on the Indonesian Migrant Workers Protection Agency (BP2MI) revitalize the Agency as the implementing organization for the placement and protection of IMW. The Regulation eliminates unnecessary overlapping duties and authorities between the Agency and the Ministry of Manpower. The Ministry may concentrate as a regulator on the placement and protection of IMW.

According to the Regulation, the Agency is responsible for carrying out various functions in implementing policies on placement and protection by providing services, among others, on licensing, verification of working contract, pre-departure training, and social and economic empowerment for IMW and their families. The Agency may also carry out facilitation, rehabilitation, and reintegration of IMW after completing the working contract.

Integration of data and information systems

Protection against IMW is a series of processes from when a person becomes a migrant worker candidate before departure, while working, and upon retirement from a working contract. The whole processes involve various government agencies and other stakeholders. One key factor ensuring the continuity and smooth running of the process from one stage to the next is

the availability and access to adequate data and information. Government Regulation Number 10 of 2020 on Procedures for the Placement of Indonesian Migrant Workers provides guidelines for integrating data and information systems developed by relevant agencies. The integration aims to support the management of the placement and protection. There are currently three data and information systems operated in three principal agencies, namely the Computerized System for the Protection of Indonesian Migrant Workers (Sisko P2MI), the Integrated Manpower Information System (Sisnaker) at the Ministry of Manpower, and the Indonesian Citizen Care Portal (Portal Peduli WNI) at the Ministry of Foreign Affairs and the Representatives of the Republic of Indonesia abroad.

Integrating data and information systems among the government agencies will help improve protection service delivery performance across every stage of the placement and protection process. The integration is necessary to ensure the smooth transfer of data and information cost-effectively and timely. System interfacing and data sharing will further facilitate real-time coordination among relevant stakeholders, including Indonesian representatives abroad, in addressing urgent issues encountered by IMW in the destination country. The integration of the data and information system is essential for efficient and effective service continuity and protection for IMW, including making it easier to trace data when IMW faces problems in the future (Farbenblum et al., 2018).

Education and training

The Law stipulates that the state guarantees IMW's economic and social rights. Thus, empowerment is one of the crucial principles in migrant workers' management. Every person who enters the migrant workforce must have adequate working competence according to the position she/he will hold. Empowerment for IMWs through education and training can improve their professional capacity. Government Regulation Number 59 of 2021 on the Implementation of the Protection of Indonesian Migrant Workers specifies that all levels of governments, under their respective authorities, are responsible for facilitating education and training programs for IMW.

The Regulation also emphasizes the need for standardization of job training competencies and a competency-based education system following the type of occupation carried out by IMW. Therefore, the Government must allocate a sufficient budget for education and training programs. The Government also has the responsibility to carry out social reintegration through skills improvement services, both for IMW and their families. Efforts to skill up IMW competencies may also involve accredited vocational education institutions with extensive networks. Capacity building and professional standardization of IMW will increase their competitiveness in the global job market. Therefore, the Government may also expand international cooperation to promote mutual recognition of competency standards.

Social Security

The Law mandates the state to ascertain social protection to ensure that IMW can fulfill their basic needs for a decent life under the National Social Security System. The social security policies for IMW have long been implemented by a consortium of insurance companies that offer protection programs, including pre-placement, placement, and post-placement protection. Due to its ineffectiveness in producing good security services, the Minister of Manpower revoked the insurance scheme in 2017 and introduced the new one in 2018 (Permenaker Number 18 of 2018 on Social Security for IMW).

Under the latest Regulation, the social security scheme offers three types of insurance, namely.

1. Work Accident Insurance in the form of cash and health services provided when the participant experiences an accident or illness caused by the working environment;
2. Death Insurance in the form of cash benefits given to heirs when the participant dies not due to a work accident; and
3. Old Age Security in the form of cash benefits paid at once when the participant finishes the work agreement and returns to Indonesia, dies, or experiences permanent total disability.

The Regulation also stipulates that BPJS Ketenagakerjaan, as the implementing social security agency, can cooperate with the Indonesian Representative abroad and other institutions in the receiving country to expand the

membership and improve its services to IMW.

Best Practices

To complement the implementation of Law Number 18/2017, the Ministry of Foreign Affairs of Indonesia issued Regulation Number 5 of 2018 on the Protection of Indonesian Citizens Abroad. The Regulation outlines consular and diplomatic protections toward Indonesian citizens abroad, including migrant workers. The Regulations presents several missions, including

1. providing protection and services quickly, and responsively;
2. prioritizing excellent service;
3. responsive, always alert, and carefully monitors every development of the situation, and can provide appropriate policy inputs;
4. improve communication and networking with the community and stakeholders; and
5. maintaining the efficiency and effectiveness of program implementation according to the priority scale.

The Regulation also introduces contingency conditions that were not explicitly regulated in the previous regulations (Permenlu 4/2008).

At the field level abroad, the Indonesia Embassy in Singapore plays a vital role as the executor of protection services to IMW while working at the destination country as mandated by Law Number 18/2017. However, the Embassy is also responsible for ensuring the flow of data and information to support the other stages of protection, both before

placement and post-termination of contract. Protection of IMW while working in the destination country will depend on the completeness of the verified pre-departure documents. On the other hand, before the contract between IMW and the employer is processed, the Embassy has to provide accurate information about the job market, prospective employers, the work to be undertaken, and working conditions in Singapore. IMW should be well aware of the country's situation where she/he will work.

In providing employment and protection services for IMW, the Embassy aligns itself with the laws and regulations in place. The services offered are, among others: employment agency accreditation, issuance and legalization job orders, issuance and legalizing employment contract, issuance and legalization employment contract extension, issuance of Indonesian migrant identity card, and handling Indonesia migrant cases. The Embassy has been using a digital-based platform called Smart Embassy to support its operation, including managing protection services. Digital platform integration involving relevant agencies is part of the service management and protection control system to realize harmony and coordination of government activities in this field.

Standardized protection protocol

The Embassy introduces standard operation procedure (SOP) as a protection protocol on certain service delivery. The SOP provides certainty to manager and recipient on procedures and flow of service delivery. The SOP

offers a guideline for the delivery of protection services by whoever implements it and a platform for evaluating organizational performance and monitoring the level of organizational compliance. This SOP also outlines the way coordination can come to play within the Embassy as well as with other stakeholders.

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Currently, the Embassy integrates its digital platform only with BP2MI for a limited number of activities, namely,

verification of work contracts and job orders. However, it indicates that information technology for data and information management effectively strengthens networks and coordination with other stakeholders. The Embassy has also enjoyed a better performance in delivering its services. Integration among platforms of different

organizations has potentially resulted in the collection and sharing of valuable data for policy reference. Table 1 shows the improvement in service delivery, in particular on the issuance of documents supported by the Smart Embassy platform.

Table 1: Issuance of Documents, 2017-2020

	2017	2018	2018	2020
Job Order	215	174	263	152
New Working Contract	10.004	11.133	11.744	3.535
Renewal of Working Contract	20.660	9.650	7.842	1.040
Migrant Workers' ID Card	21.029	20.027	26.956	4.801
Agency Accreditation	-	174	263	190
Direct Hiring	-	-	8.443	878

Source: Embassy of the Republic of Indonesia, Singapore, 2021

Beyond protection

Protection services for IMW are not solely about the administrative process, data collection, legal assistance, and counselling. The protection must also include efforts that reflect humanity's spirit to elevate the dignity of IMW. As stipulated in Law 18/2017, protection must place IMW as an active subject to strengthen abilities to increase their quality of life. The Indonesian Embassy should put in place programs that foster improving IMWs' capacities (Article 21(g) of Law 18/2017), called "beyond protection." Under this theme, the Embassy implements empowerment and capacity-building activities for IMWs by providing skills training in various fields of interest, including facilitation to pursue higher levels of formal education through various packages and even up to the Open University.

These programs aim to lead IMWs to become more productive and skilful workers and even encourage them to run income-generating activities in the country that contribute to creating new jobs. Higher education and better skills will be a precious added value and social investment critical for IMWs and their families. Social capital in the form of knowledge, skills, new experiences, habits, and more positive daily behaviour possessed by IMW while working abroad is a very valuable social remittance in addition to the remittances of money they generate (Anwar, 2013; Dibyantoro and Alie, 2014; Barowi, 2014). This education and experience will also strengthen IMW's behavioural wisdom, which is more productive and away from consumptive patterns of lifestyle in utilizing the funds they set aside while working overseas (Mas'ud, 2013; Barowi, 2018).

Implementing gender-sensitive training programs is meaningful for migrant workers in the domestic sector. According to Marie-Jose Tayah (2016), female domestic workers benefit from this kind of training program as a means of self-actualization in the community, especially among professional colleagues. This kind of training program is an effort to develop skills and a "social space" for female migrant workers to meet each other. Such training programs may also build perspective among migrant workers that skills development, performance appraisal, and skills certification will expand their opportunities to find better-paying jobs abroad (ILO, 2018). Therefore, the access of female domestic workers to skills training centers and information on overseas employment is becoming increasingly important.

Having better skills and knowledge may strengthen bargaining position in the job market. Lolwana et al. (2015) explain that conceptually increasing skills is self-development that strongly supports efforts to fulfil demand in the labour market to be an economic and social solution to development problems. Occupational skills to do specific tasks relate to equipping oneself with "know-how," which is essential to overcome problems in many situations. Thus, skill development is not limited to vocational programs but also must strengthen transversal skills, namely a person's ability to understand, communicate well, get along constructively and healthily in dynamic networks, and solve problems creatively (Lolwana, 2015, Tayah, 2016). In addition, there is also the need to

form attitudinal skills, namely strengthening initiative, confidence, perseverance, determination, and others, including flexibility in capturing requests from employers (Tayah, 2016).

Employment in the domestic sector has been growing in line with the increasing need for caregivers over a long period. With the life expectancy of the world's population getting higher, the number of older people (over 65 years) is increasing, including in Singapore, the demand for home care for the elderly will be more and more. According to ILO report (2010), there have been a shifting in nursing tasks from those usually carried out by nurses in hospitals to domestic workers in homes. The salary range for standard caregivers in Singapore is between S\$800 to S\$1,500, which is much more promising than the standard salary of a regular domestic worker, around S\$ 550.

Building a sustained-services ecosystem

Domestic workers' education and training programs should ideally match the growing demand for occupational services in the receiving countries. Such a program requires a well-planned curriculum and needs a relatively long period. The Embassy has been organizing the training program during the weekend, taking advantage of the one-day off enjoyed by the IMW. However limited, the program has an essential meaning for IMW, as explained earlier. Basic knowledge and skill on more promising competencies, such as caregivers, nursing, and cooking, can build IMW's better perspective of these fields. Following the contract termination, the Government may

facilitate IMWs to take more intensive training programs to improve their professional capacity as specified in the Government Regulation Number 59 of 2021.

As the organizer of the training programs, the Indonesian Embassy may provide a record of performance to participants as a valuable certificate of achievement. The importance of such certificate for migrant workers are:

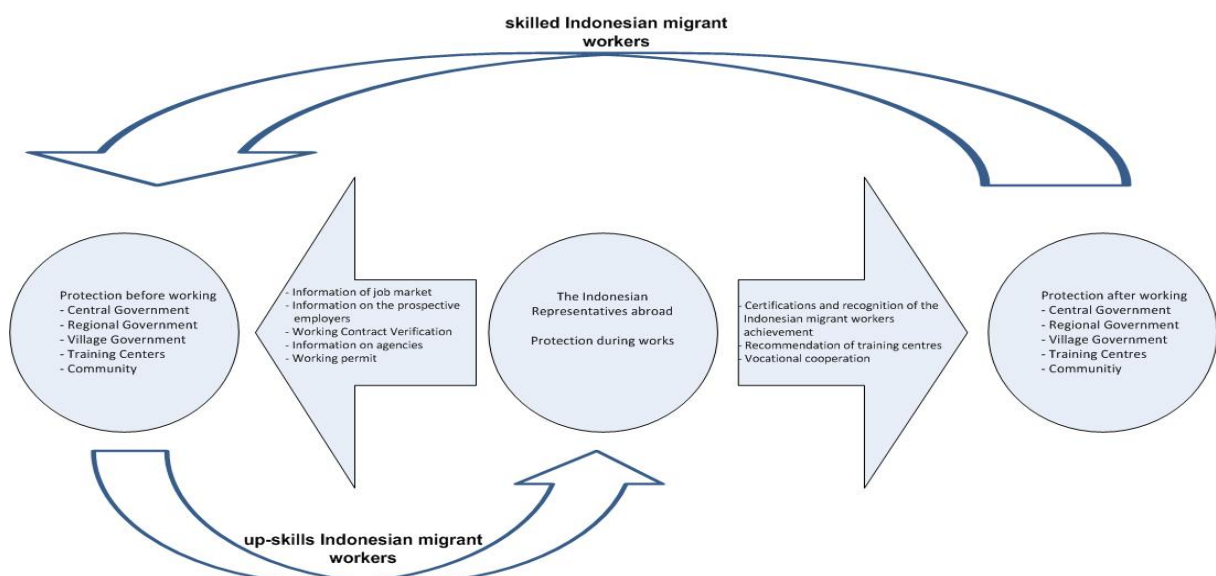
1. Giving recognition to the achievements of IMWs will further strengthen their confidence in facing life after working abroad. This achievement is also the fruit of their cultivation, a valuable social remittance.
2. The record of achievement can provide the level of skills and professional capacity that might need for up-skilling. For example, someone who has attended a caregiver short course during her/his

placement can be encouraged to continue developing more demand-oriented skills for better pay.

3. The record of achievement is a written proof of professional skill with which someone may defend from de-skilling, an unfair practice to treat a profession far below their capacity, resulting in a modest salary.

An unbroken link along with the multi-stage protection programs, from pre-deployment, during deployment, and post-placement, is an ideal necessity in developing an ecosystem of protection services. Information and communication technology can enable the continuous process to take place (Al Farisi et al., 2020). In this way, the Embassy plays a catalytic role in maintaining the ecosystem works, as illustrated by Diagram 1 below:

Diagram 1: Sustained protection services ecosystem
(Source: Al Farisi, 2020)



The International Labor Organization (ILO) also pays serious attention to capacity building for returning migrant workers. The ILO has developed guidelines on skill recognition for migrant workers returning to work in various destination countries (ILO, 2010). The guidelines are available for sending and receiving countries, educational and training institutions, professional certification bodies, non-governmental organizations, and the private sector. Matching work and skills is an essential issue for workers and employers, and of course, a never-ending challenge faced by the government (Branka 2016). Therefore, the government must prepare a policy tool that keeps the IMW protection ecosystem more sustained, keeping the circle of process uninterrupted from one stage of protection to the other. Partnerships with various parties are becoming increasingly relevant in advancing IMW's professional capacity, including vocational training and certification through international cooperation. For employers, IMW skills may be considered a short-term need, but for migrant workers, certified skills are a long-term dynamic process, as an integral part of human development programs.

CONCLUSION

Law Number 18/2017 concerning the Protection of Indonesian Migrant Workers and its implementing regulations that have been in effect demonstrate the commitment of the Government of Indonesia to the fulfillment of the fundamental rights of

Indonesian migrant workers. In addition to the division of tasks and authorities in each level of government, the Law and its implementing regulations also stipulate the application of data and information system integration in various government agencies directly responsible for delivering services and protecting Indonesian migrants. The integration shows the transformation in governance on migrant workers towards a networked government, providing more cost-effective, timely, and accessible services.

Inter-agency system integration involving the Indonesian Embassy in Singapore and BP2MI has contributed to better coordination in protection service delivery. This research reveals improved performance as identified from the increasing issuance of employment documents in Singapore in compliance with the laws and regulations, including the issuance of employment contract documents, employment contract extensions, job orders, and verification of migrant workers' recruitment agencies. The ISO-awarded standard operation procedures (SOP) on specific processes provide firm guidance on services delivery, a best practice that is potentially applicable at other branches of government institutions.

The protection programs must be understood as continuous steps, as an unbroken link from pre-placement, during placement, to post-placement. As the Representative of the Republic of Indonesia abroad, the Indonesian Embassy in Singapore has a vital role to play. The Embassy should ensure the accurate and timely supply chain of

information about the labor market, employer conditions, applicable customs and regulations, and ensuring work permits before IMWs depart to their destination. During the deployment, the Embassy must guarantee the state presence to deliver its services to IMW while working in the destination country. As instructed by law, the Embassy must also undertake a capacity-building program to assist IMWs in developing themselves to a better level of life through coaching and capacity/skills development. In this way, the Embassy can play a strategic and catalytic role in maintaining a sustained protection ecosystem.

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