

INDONESIA'S IMMIGRATION POLICY IN MANAGING THE MOBILITY OF MICE TOURIST DELEGATES AT INTERNATIONAL CONFERENCES

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Abstract: This study examines Indonesia's immigration policies in managing the mobility of MICE delegates attending international conferences. Delegates' mobility is a strategic element of business tourism, influencing participant arrival efficiency, travel experience, and overall destination competitiveness. The research analyzes the effectiveness of visa-on-arrival schemes, e-visa mechanisms, conference-specific immigration facilitation, and interagency coordination that supports participant flows. Data were drawn from regulatory reviews, institutional reports, and empirical insights from event organizers. Findings indicate that responsive and integrated immigration policies significantly enhance Indonesia's attractiveness as a MICE destination, particularly in terms of accessibility, processing time, and procedural certainty. Nevertheless, challenges remain in regulatory harmonization, technological readiness, and policy literacy among stakeholders. This study recommends strengthening event-based immigration service models to improve Indonesia's competitiveness in the global MICE market.

Keywords: *Immigration, International Conference, MICE Conference Delegates, MICE (Meeting, Incentive, Convention and Exhibition)*

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1. Introduction

The growth of Meetings, Incentives, Conferences, and Exhibitions (MICE) activities in recent years has positioned business tourism as a significant driver of global economic development. Indonesia, as one of the leading destinations in Southeast Asia, continues to strengthen its competitiveness through strategic tourism and international mobility policies. Within this context, immigration policy plays a pivotal role as it functions as the primary gateway for facilitating the entry of foreign delegates attending international conferences. Previous studies demonstrate that visa accessibility and the efficiency of immigration services significantly influence a destination's attractiveness and competitiveness in the MICE market (Lee & Chen, 2021). Thus, immigration policy extends beyond an administrative function and becomes a strategic instrument with economic, reputational, and diplomatic implications for international event hosting.

Indonesia has undertaken several immigration reforms, including the implementation of Visa on Arrival (VoA), e-Visa schemes, and the increasing use of digital technologies in immigration clearance processes. Despite these initiatives, practical challenges persist,

particularly regarding processing speed, regulatory clarity, and coordination between immigration authorities and conference organizers. Existing literature indicates that mobility constraints experienced by international delegates can negatively affect participant satisfaction, attendance rates, and overall confidence in a host country's event management capacity (Swarbrooke & Horner, 2020). Consequently, the effectiveness of immigration facilitation emerges as a critical determinant of a country's ability to sustain competitiveness in the international MICE market.

However, a clear research gap remains in the Indonesian context. While previous studies largely focus on tourism mobility, visa liberalization, or immigration policy from a general tourism perspective, limited scholarly attention has been given to the specific mobility characteristics and policy needs of MICE delegates, particularly international conference participants whose travel patterns, time sensitivity, and professional obligations differ substantially from those of leisure tourists. Moreover, existing policy analyses tend to be normative or macro-oriented, providing limited empirical insight into how immigration policies are implemented and experienced by MICE stakeholders at the operational level.

Reports from international organizations further emphasize this gap. The UNWTO (2022) highlights those countries successfully integrating tourism and immigration governance demonstrate faster recovery and higher resilience in the post-pandemic era. Nevertheless, Indonesia continues to encounter challenges such as visa complexity for certain delegations, fragmented stakeholder coordination, and the underutilization of migration data in event planning and risk management. These conditions indicate a disconnect between policy design and its practical implementation in facilitating international conference mobility.

The urgency of addressing this gap is reinforced by empirical evidence showing that the MICE sector generates significantly higher economic value than mass tourism, with delegate expenditure estimated to be two to three times greater than that of leisure tourists (Susanti & Prasetyo, 2023). Despite this strategic importance, there is still a lack of comprehensive, evidence-based studies in Indonesia that systematically evaluate the effectiveness of immigration policies in supporting MICE delegate mobility, particularly from the perspectives of policy implementation, stakeholder coordination, and service outcomes.

Therefore, the novelty of this study lies in its focused and integrative approach. This research specifically examines immigration policy implementation in relation to the mobility of international conference delegates, rather than general tourists, by combining policy analysis with stakeholder perspectives from government authorities, conference organizers, and industry practitioners. By doing so, the study offers a nuanced understanding of how immigration facilitation operates within the MICE ecosystem and identifies actionable policy gaps that have not been sufficiently explored in previous Indonesian studies.

Accordingly, this study aims to analyze the effectiveness of Indonesia's immigration policies in supporting the mobility of international conference delegates, identify key implementation barriers, and propose evidence-based recommendations to enhance immigration facilitation for the MICE sector. The findings are expected to contribute theoretically to the literature on the intersection of immigration policy and business tourism, while providing practical insights for policymakers, event organizers, and MICE industry stakeholders. This approach aligns with recent scholarly and institutional recommendations emphasizing that cross-sectoral synergy between immigration, tourism, and the MICE industry is a decisive factor in sustaining global destination competitiveness (Munifi et al., 2022; UNWTO, 2022; Lee & Chen, 2021).

2. Literature Review

International Mobility and Immigration Policy

International mobility has increasingly been recognized as a strategic dimension of globalization, particularly in relation to business travel, international conferences, and MICE activities. Immigration policy functions not only as a regulatory mechanism for cross-border movement but also as a governance tool that balances national security interests with economic competitiveness. Shachar and Hirschl (2020) conceptualize contemporary immigration policy as a selective mobility regime, in which states actively facilitate the movement of high-value individuals—such as professional delegates, investors, and business travelers—while maintaining control over migration risks. This theoretical perspective positions immigration policy within a broader framework of economic diplomacy and competitiveness rather than mere border administration.

From a tourism and mobility governance perspective, UNWTO (2022) emphasizes that effective integration between immigration policy and tourism strategy—through visa facilitation, digitalization, and risk-based screening—has become a critical success factor for business tourism growth. Similarly, IOM (2021) argues that well-managed international mobility enhances not only economic outcomes but also international trust, cooperation, and destination reputation. These studies collectively suggest that immigration policy should be analyzed as part of an interconnected system involving mobility governance, tourism development, and international relations. However, existing literature largely treats these dimensions in parallel, with limited efforts to integrate them into a single analytical framework tailored to the MICE sector.

Visa Facilitation for Conference Delegates: Global Practices and Analytical Implications

Global best practices demonstrate that visa facilitation for conference delegates is a decisive factor in the successful organization of international events. Leading MICE destinations have adopted service-oriented and time-sensitive visa policies that acknowledge the specific mobility characteristics of conference participants. The EU Immigration and Asylum Report (2021) documents how the Schengen Short-Stay Visa framework incorporates priority processing and digital applications for conference attendees, reducing administrative barriers while maintaining security standards. In Asia, Singapore and Japan apply pre-clearance and organizer-supported verification mechanisms, allowing immigration authorities to rely on event-level risk screening without compromising processing speed (Tan & Lee, 2022). Australia's Business Visitor Visa Stream further exemplifies a risk-based approach that differentiates conference delegates from general visitors (Australian Government Department of Home Affairs, 2023).

While these practices illustrate effective policy models, much of the literature stops at descriptive comparisons and does not sufficiently address contextual transferability. Differences in institutional capacity, inter-agency coordination, and regulatory environments raise important questions about whether and how such models can be adapted to emerging MICE destinations such as Indonesia. UNWTO (2023) confirms that delegate-friendly visa regimes correlate with higher conference participation, yet empirical evaluations explaining *why* certain facilitation mechanisms succeed in specific national contexts remain limited. This gap suggests the need for country-specific analysis that goes beyond benchmarking to examine implementation dynamics and stakeholder interaction.

National Immigration Policies for Conference Delegates in Indonesia: A Critical Perspective

Indonesia has introduced several immigration reforms aimed at enhancing international mobility, including Visa on Arrival (VoA), e-Visa services, and the Electronic Customs and Immigration Clearance system. According to the Ministry of Law and Human Rights (2023), these reforms are designed to support Indonesia's positioning as a competitive destination for global business and conference activities. From a policy perspective, the introduction of business visit visas, conference-related permits, and organizer-sponsored guarantees reflects alignment with international trends toward facilitation.

However, when critically compared with international benchmarks, Indonesia's immigration framework still faces structural and operational challenges. The World Bank (2022) highlights persistent issues related to regulatory consistency, uneven service standards across entry points, and limited coordination between immigration authorities, tourism institutions, and event organizers. Although Munifi et al. (2022) demonstrate that immigration optimization positively influences perceptions of professionalism in Indonesia's MICE industry, their analysis remains largely outcome-oriented and does not fully explore the policy implementation process. As a result, existing studies tend to describe reforms without sufficiently assessing how immigration policies function in practice from the perspective of MICE delegates and organizers.

Previous Research and Identification of Research Gaps

Previous studies consistently confirm the importance of immigration efficiency in supporting international conference mobility. Lee and Chen (2021) show that visa facilitation directly affects delegates' participation decisions and perceptions of host-country credibility. Tan and Lee (2022) and Wang, Lim, and Park (2021) further demonstrate that visa digitalization and automated border control significantly enhance operational efficiency and delegate satisfaction. Recent studies by Rahman and Idris (2022) and Chen and Alvarez (2023) highlight the growing adoption of risk-based and data-driven immigration systems, which strengthen destination competitiveness in the post-pandemic era.

Despite this growing body of literature, several critical gaps remain. First, most studies focus on developed or leading MICE destinations, offering limited empirical insight into emerging contexts such as Indonesia. Second, existing research predominantly examines policy design or macro-level outcomes, with insufficient attention to policy implementation and stakeholder coordination in real-world conference settings. Third, the specific mobility needs of MICE delegates—distinct from leisure tourists—are often assumed rather than empirically evaluated.

Therefore, the research gap lies in the lack of comprehensive, context-specific empirical studies that critically assess how immigration policies are implemented to support MICE delegate mobility in Indonesia, particularly in terms of effectiveness, coordination mechanisms, and service outcomes.

Synthesis and Positioning of the Present Study

Based on the reviewed literature, it is evident that adaptive, efficient, and integrated immigration policies are fundamental to the success of international conferences. However, the absence of empirical evaluations focusing on implementation dynamics in Indonesia limits both theoretical development and policy learning. This study directly addresses this gap by

examining Indonesia's immigration policies through an integrated analytical framework that links international mobility theory, visa facilitation practices, and MICE governance.

By focusing on international conference delegates as a distinct mobility group and incorporating perspectives from policymakers, event organizers, and industry stakeholders, this research positions itself not as a continuation of descriptive policy analysis, but **as a** critical and evidence-based evaluation of immigration facilitation in the Indonesian MICE context. In doing so, the study contributes to both academic discourse and practical policymaking by clarifying how immigration policy can be optimized to enhance Indonesia's competitiveness as an international conference destination.

3. Research Methods

Research Design and Approach

This study employs a qualitative-dominant mixed-methods approach with an explanatory orientation, **in** which qualitative data serve as the primary source of analysis and are supported by documentary evidence. The research is designed to critically evaluate the implementation of immigration policies in facilitating the mobility of international conference delegates within the Indonesian MICE sector. This approach is appropriate for capturing institutional practices, coordination mechanisms, and policy implementation dynamics that cannot be fully explained through quantitative measurement alone.

Study Sites and Research Context

The study is conducted in three strategic regions that frequently host international conferences in Indonesia, namely Bali, Jakarta/Bogor, and Banten. These regions are selected purposively due to their high concentration of international MICE events, availability of international entry points, and their strategic role in Indonesia's business tourism ecosystem. The selection of multiple sites enables comparative insights into regional implementation practices and enhances the robustness of the findings.

Data Types and Sources

This research utilizes primary and secondary data. Primary data are obtained through in-depth interviews with key stakeholders directly involved in managing immigration processes for international conference delegates. Secondary data are collected through systematic document analysis, including immigration laws and regulations, ministerial policies, official government publications, and formal information regarding immigration facilities provided for MICE delegates. Reports from international organizations and relevant academic literature are also used to contextualize national policy implementation within global practices.

Data Collection Techniques

The primary data collection technique is in-depth semi-structured interviews. Interviews are conducted with officials from regional immigration offices in Bali, Jakarta/Bogor, and Banten, focusing on their roles in visa issuance, border clearance, and coordination with event organizers. In addition, interviews are carried out with hosts or organizers of international conferences who have direct experience in facilitating the entry of foreign delegates. Semi-structured interview guides are used to ensure consistency while allowing flexibility to explore emerging issues related to policy implementation, operational challenges, and institutional coordination.

In addition to interviews, document analysis is conducted to examine relevant immigration regulations, policy guidelines, and official government information on immigration facilities for international conference delegates. This technique allows the study to assess alignment between formal policy frameworks and actual implementation practices.

Selection of Informants

Key informants are selected using purposive and criterion-based sampling. Immigration officials are chosen based on their institutional role, professional experience, and direct involvement in immigration services related to international events. Conference hosts and organizers are selected based on their experience in organizing international conferences in Indonesia and their interaction with immigration authorities. This selection strategy ensures that the data collected are relevant, authoritative, and reflective of practical policy implementation.

Data Analysis Procedures

Qualitative data obtained from interviews are analyzed using thematic analysis. The analysis process involves data transcription, coding, theme development, and interpretation to identify recurring patterns related to immigration policy effectiveness, coordination mechanisms, and implementation barriers. Documentary data are analyzed through content analysis, focusing on policy objectives, regulatory instruments, and institutional responsibilities. The findings from interviews and documents are systematically compared to identify consistencies, gaps, and areas for policy improvement.

Data Integration and Validity

Data integration is achieved through methodological triangulation, in which interview findings are cross-validated with documentary evidence. This triangulation strategy enhances the credibility and validity of the research findings by ensuring that conclusions are supported by multiple data sources. The use of multiple regions, diverse informants, and complementary data types further strengthens the trustworthiness and analytical rigor of the study.

4. Results and Discussion

4.1. Results

Immigration Policy Implementation Across Conference Mobility

Phase 1 – Pre-Arrival: Policy Effectiveness and Early Facilitation

In the pre-arrival phase, the effectiveness of immigration policy is assessed using three key indicators: visa accessibility, processing predictability, and inter-agency coordination. Findings from in-depth interviews with immigration officials in Bali, Jakarta/Bogor, and Banten indicate that visa facilitation mechanisms—such as Visa on Arrival (VoA), e-Visa, and calling visa schemes—have significantly improved travel certainty for international conference delegates, particularly for officially registered participants. This supports UNWTO (2021), which reports that visa simplification positively influences MICE participation.

However, primary data reveal that the effectiveness of pre-arrival facilitation is uneven across events and regions. While large-scale, high-profile events such as the G20 and ASEAN Summit benefited from expedited visa approvals and centralized delegate list verification, interviewees from regional immigration offices noted that similar facilitation is not systematically extended to medium-scale international conferences. This finding highlights an

implementation gap between policy intent and operational practice, which is not fully captured in existing descriptive studies.

Inter-agency coordination—another indicator of effectiveness—was found to be critical but highly event-dependent. Interviews with conference organizers indicate that coordination mechanisms function effectively when a dedicated national task force is established. In contrast, events without formal inter-ministerial coordination structures often experience delays in visa confirmation and inconsistent information dissemination. These findings extend Wang and Chen (2020) by demonstrating that coordination effectiveness in Indonesia is largely ad hoc rather than institutionalized.

The use of Advance Passenger Information (API) and digital health screening systems further reflects the balance between security and facilitation. Immigration officials confirmed that API contributes to risk mitigation without significantly delaying delegate mobility; however, limitations in data integration between immigration and other agencies occasionally result in duplicate verification processes. This infrastructural gap, identified through primary interviews, represents a practical constraint not fully addressed in prior literature.

Phase 2 – During Arrival: Operational Effectiveness and Service Consistency

During the arrival phase, immigration effectiveness is evaluated based on processing speed, infrastructure readiness, and service consistency. Interview data confirm that fast-track lanes, autogates, and dedicated inspection counters substantially reduce waiting times for VVIP and VIP delegates, aligning with Li and Teng (2021). Immigration officers in Bali reported that during major events, average processing times were reduced to under 10 minutes.

Nevertheless, primary data also reveal capacity-related limitations. Immigration officials in Jakarta/Bogor and Banten noted that autogate availability remains limited to specific airports and nationalities, resulting in unequal service experiences among delegates. Organizers reported that delegates not eligible for autogates often experienced longer queues, particularly during peak arrival periods. These findings empirically support claims of uneven infrastructure readiness, moving beyond media-based reporting.

Coordination between immigration services and event organizers was identified as another determinant of arrival-phase effectiveness. Interviews with organizers emphasized that seamless transitions from immigration checkpoints to official transportation significantly improved delegate experience. However, such coordination depended heavily on informal communication channels rather than standardized procedures, indicating a structural weakness in service integration.

Baggage and equipment handling further illustrate implementation variability. While integrated green and red lane systems functioned effectively during flagship events, immigration officials acknowledged that such arrangements are resource-intensive and difficult to sustain for routine international conferences. This finding reveals a scalability challenge not previously highlighted in the literature.

Phase 3 – Post-Event: Administrative Closure and Policy Learning

In the post-event phase, effectiveness is assessed through departure efficiency, compliance monitoring, and policy feedback mechanisms. Interview data from immigration offices indicate that coordinated departure management during major events was effective in minimizing congestion and ensuring orderly exits. However, officials acknowledged that post-event administrative services—such as stay permit extensions—remain underutilized due to limited information dissemination to delegates and organizers.

Security audits and compliance checks were reported to function effectively through digital monitoring systems. Nevertheless, immigration officials noted constraints related to data integration across agencies, which occasionally delayed post-event verification processes. This supports Scott and Laws (2022) while providing empirical evidence of Indonesia-specific operational challenges.

Importantly, organizers highlighted that post-event evaluations are rarely formalized into policy revisions. While internal assessments were conducted after major events such as the G20, findings are not consistently translated into standardized guidelines for future conferences. This lack of institutional learning limits the long-term effectiveness of immigration facilitation policies.

Synthesis: Effectiveness of Indonesia's Immigration Policies for MICE Delegates

Based on the empirical findings, this study defines the effectiveness of immigration policy for MICE delegates through five interrelated criteria:

- (1) visa accessibility,
- (2) processing speed,
- (3) regulatory clarity and flexibility,
- (4) infrastructure and technological readiness, and
- (5) inter-agency coordination.

The findings reveal that Indonesia's immigration policies are effective in principle and during high-priority international events, particularly through visa facilitation, fast-track services, and digital verification systems. However, the study also uncovers three key limitations that have not been sufficiently addressed in previous research: first, uneven implementation across regions and event scales; second, infrastructural and data integration constraints affecting service consistency; and third, the absence of institutionalized mechanisms for translating event-based experiences into long-term policy improvements.

Novel Empirical Contribution of the Study

This study contributes new empirical insights by demonstrating that the effectiveness of Indonesia's immigration policy for MICE delegates is event-contingent rather than systemically embedded. Unlike prior studies that emphasize policy design or outcomes, this research reveals how implementation capacity, coordination structures, and infrastructural readiness shape actual delegate experiences. By grounding the analysis in primary data from immigration offices and conference organizers across multiple regions, the study moves beyond descriptive narratives and provides an evidence-based assessment of policy effectiveness in practice.

These findings suggest that enhancing Indonesia's competitiveness as an international conference destination requires not only visa facilitation policies but also institutionalized coordination frameworks, scalable infrastructure investment, and systematic post-event policy learning mechanisms. In this way, the study positions immigration policy as a dynamic component of MICE governance rather than a standalone administrative function.

Table 1. Challenge and Policy Recommendation

Policy Aspect	Current Conditions	Ideal Standards / Global Best Practices	Policy Gaps	Implications for MICE Delegates	Policy Recommendations	References
Visa & Delegate Pre-clearance	Visa processing for delegates still requires several manual documents; not all countries receive visa facilitation; pre-clearance remains very limited.	Major host countries (G20, APEC) implement event visas, fast-track pre-arrival clearance, and digital approval systems.	No permanent event visa scheme; processing times vary; inter-ministerial coordination is not yet fully integrated.	Delegates face uncertainty regarding processing time, long queues, and risks of delayed arrival.	Establish an Indonesian Event Visa scheme with digital pre-clearance and an integrated coordination mechanism between the Ministry of Foreign Affairs, Immigration, and Event Organizers.	Nugraha (2022); UNWTO (2021); Setiadi (2023).
Arrival & Border Processing	Special delegate lanes are often limited to VVIPs; airport task-force coordination varies between events.	Advanced countries provide dedicated diplomatic/MICE lanes, mobile verification, and customized automated gates.	Dedicated lanes are often ad hoc; limited staffing capacity; no standardized national SOP.	Potential long queues for non-VIP delegates; inconsistent arrival experiences across airports and events.	Standardize SOPs for MICE Delegation Lanes; adopt customized e-gates and implement temporary staffing reinforcement during major events.	ICAO (2020); Tempo (2023); Hariani (2021).
Security & Risk Screening	Screening relies heavily on manual checks and officer profiling; not fully risk-based.	Risk-based screening, real-time API-PNR, and coordinated security intelligence sharing.	Indonesia has API-PNR, but real-time integration with event organizers and committees is limited.	Potential delays for low-risk delegates; longer processing time.	Develop risk-tiered screening specifically for conference delegates based on the official participant list provided by the event organizer.	Amiruddin (2020); UNCTAD (2019); Kompas (2022).
In-Event Mobility Support	Immigration facilities at venues are available only for certain events (e.g., G20 Bali 2022).	Many countries provide on-site immigration desks, document troubleshooting, and temporary permit issuance.	Venue-based services are not standardized; depend on event scale and central government decisions.	Delegates experiencing document issues must return to the airport, reducing convenience.	Establish a standard for Event Immigration Desks for Tier-1 and Tier-2 international conferences.	G20 Indonesia Report (2022); Lee & Kim (2020).
Post-Event Exit Control & Reporting	Monitoring of delegate departure relies on	Advanced countries implement delegation	No dedicated monitoring system for conference	Risk of overstay or data discrepancies,	Integrate immigration data with an EO reporting portal for	OECD (2021); Republika (2023);

	regular immigration data.	departure tracking systems and automated compliance reporting.	delegates; event organizers are not always involved in reporting.	complicating post-event evaluation.	delegate departure tracking.	Wahyudi (2022).
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4.2. Discussion

The Need for a Harmonized Immigration Framework for International MICE Events

In relation to the first research objective—to assess the effectiveness of Indonesia’s immigration policies in supporting international MICE delegate mobility—the findings indicate that policy effectiveness is constrained by institutional fragmentation. Interview evidence from immigration officials in Bali, Jakarta/Bogor, and Banten consistently shows that immigration facilitation for conferences is managed through event-specific coordination mechanisms rather than a permanent national framework. Officials noted that procedures, required documents, and communication channels often differ depending on the scale and political significance of the event.

From the perspective of conference organizers, this fragmentation results in uncertainty during pre-arrival coordination, particularly for medium-scale international conferences that do not receive centralized government task-force support. These empirical findings substantiate claims of fragmentation and demonstrate that Indonesia’s current approach relies heavily on ad hoc arrangements. Compared with global best practices—such as permanent conference visa schemes and standardized pre-clearance protocols—the absence of a harmonized framework limits Indonesia’s capacity to deliver consistent immigration services across events. This finding directly addresses the research question concerning institutional readiness and highlights the need for standardized, event-specific immigration governance.

Operational Inefficiencies at Points of Entry and Their Impact on Delegate Experience

Addressing the second research objective—to identify operational barriers affecting immigration policy implementation—the study reveals that operational inefficiencies at points of entry significantly affect delegate experience. Interview data from immigration officers indicate that dedicated lanes, fast-track services, and inter-agency airport coordination are only fully activated during high-profile events. For other international conferences, officers reported constraints related to staffing availability, infrastructure capacity, and the absence of standardized operating procedures for MICE arrivals.

Conference organizers corroborated these findings by reporting longer waiting times and inconsistent service quality for delegates who were not categorized as VVIP or VIP. These empirical observations support the claim that inefficiencies are not merely infrastructural but also organizational in nature. While international benchmarks emphasize systematic automation and permanent MICE lanes, Indonesia’s reliance on temporary arrangements weakens service consistency. This discussion links directly to the study’s objective of evaluating implementation barriers and demonstrates how operational inefficiencies reduce the overall quality of delegate mobility management.

Limitations of Non-Risk-Based Security Screening in Immigration Processing

In response to the research objective concerning policy effectiveness and security–facilitation balance, the findings show that Indonesia’s current screening mechanisms remain

predominantly manual and uniform. Immigration officials acknowledged in interviews that, although API systems are available, real-time data integration with event organizers is limited, resulting in redundant checks even for pre-verified delegates. This confirms that existing screening practices do not fully utilize risk-based differentiation.

Organizers further noted that delays during arrival often stem from additional document verification for delegates whose credentials had already been validated at the pre-arrival stage. These empirical insights provide concrete support for the claim that non-risk-based screening increases processing time without proportionally improving security outcomes. The findings suggest that implementing a tiered, risk-based screening model—based on verified delegate lists and organizer data—would better align security objectives with operational efficiency, thereby directly contributing to improved policy effectiveness.

Underdeveloped Post-Event Monitoring and Its Implications for Policy Evaluation

The final research objective—to propose evidence-based recommendations for improving immigration facilitation—is informed by findings related to post-event monitoring. Interviews with immigration officials revealed that post-event evaluations are typically limited to internal reporting and are not systematically integrated with data from event organizers. Officials noted that **exit** tracking and compliance monitoring for conference delegates rely on general immigration databases, which do not distinguish MICE participants from other short-term visitors.

Organizers similarly reported that they are rarely involved in post-event compliance reporting, resulting in fragmented data on delegate departures and permit extensions. These findings empirically support claims that post-event monitoring systems are underdeveloped and limit evaluative capacity. Without integrated digital reporting and feedback mechanisms, policy learning remains reactive and event-specific rather than institutionalized. Strengthening post-event data integration would therefore enhance accountability, improve security oversight, and support continuous policy improvement.

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