

THE PRIVATE SECTOR FORUM ON MIGRATION AND REFUGEES **REPORT**

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Front/back cover: Guests attend a round table at the 2016 Concordia Summit

Top left: Filippo Grandi, George Soros, and John McCallum

Top center: A view of the The Private Sector Forum on Migration and Refugees panel at the 2016 Concordia Summit

Top right: T. Alexander Aleinikoff



INTRODUCTION: THE EVOLVING ROLES OF THE PRIVATE SECTOR

The Columbia University Global Policy Initiative, working in partnership with Concordia, the UN Special Representative of the Secretary-General for International Migration Peter Sutherland, the UN Special Adviser on the Summit on Refugees and Migrants Karen AbuZayd, the International Organization for Migration, and the United Nations High Commissioner for Refugees, and with the support of the Open Society Foundations and the Swiss Agency for Development and Cooperation, hosted the Private Sector Forum on Migration and Refugees at the 2016 Concordia Summit on 20 September 2016. The Forum was conceived as a response to Secretary-General Ban Ki-moon's call for the private sector to contribute in significant and innovative ways to resolving the forced displacement crisis the world faces today. It took place in parallel with the UN Summit for Refugees and Migrants and the US Leaders' Summit on Refugees, both of which centered on state responses to dealing with large movements of refugees and migrants.

The Private Sector Forum complemented these two summits and engaged the broader private sector—including corporations, foundations, NGOs, individuals, and civil society actors—as crucial stakeholders in addressing the unmet needs of displaced populations and their hosting communities.

Forced migration is at a post-World War II peak, with over 64 million people currently displaced from their homes. Current political and humanitarian responses are failing to provide real and sustainable solutions, and there is a clear need for innovative modes of operation and new business models of action to share responsibility more evenly, to provide more effective and sustainable assistance, and to empower refugees and the societies they live within. The call for greater collaboration between the public and the private sectors is particularly necessary at this

▶ 2016 Concordia Summit Keynote:
George Soros on Migration
youtu.be/Blq7gz8Z5ug

moment. The international community faces unique challenges as the realities of refugees and forced migrants are very different from the 20th century setting in which the humanitarian system was conceived.

The Private Sector Forum highlighted public-private partnerships and innovations from businesses and the broader private sector in addressing the current reality of forced displacement. It acknowledged the many important roles and diverse contributions of the private sector and sought to inspire further engagement and foster new partnerships that could make an actual difference in the lives of millions of forced migrants around the world.

The Private Sector Forum on Migration and Refugees brought together over 200 cross-sector stakeholders, ranging from governments, international humanitarian agencies, civil society actors, and private business enterprises. Participants examined a number of thematic areas in which the private sector can play a pivotal role in reshaping the international response, including private investment in refugee hosting areas, private resettlement initiatives, the private sector's part in increasing connectivity for refugees, and the place of local partnerships in addressing migration and refugee issues. The Forum focused on specific thematic areas and analyzed existing projects and practices that could be scaled up or adopted by other actors, new initiatives that could be developed, or potential new public-private funding opportunities.

This Report surveys the key findings of the Forum as well as the concrete action outcomes identified by participants for supporting the private sector's ongoing role in responding to the needs of refugees and migrants. It should be read in conjunction with the "The Private Sector's Engagement on Refugees and Migrants: Innovative Examples Booklet," a survey of existing good practices and projects that have already been developed, and which is intended to provide illustrative models for new initiatives.



Top left: 2016 Concordia Summit Plenary Participants

Top right: Karen AbuZayd

Middle right: Gregory Maniatis and George Soros

Bottom right: Julia Onslow-Cole



THE STATE OF HUMAN MOBILITY

Panel Participants

Michael W. Doyle (moderator),
University Professor and Director of
the Global Policy Initiative, Columbia
University

Filippo Grandi, United Nations High
Commissioner for Refugees (UNHCR)

William Lacy Swing, Director General
of the International Organization for
Migration (IOM)

Giorgos Kaminis, Mayor of Athens,
Greece

David Miliband, President & CEO,
International Rescue Committee

Karen AbuZayd, United Nations Special
Adviser on the Summit on Addressing
Large Movements of Refugees and
Migrants

Meb Keflezighi, Olympic Silver Medalist
& Boston Marathon Champion

The opening Plenary Session of the Private Sector Forum focused on mapping the state of migration and the historical roots of the contemporary context. There are currently over 64 million refugees and displaced people across the globe and most of the causes of displacement today are rooted in protracted situations. This has meant that the average time spent in a refugee situation is now estimated to be 17 years, with intergenerational refugee populations increasingly widespread. Moreover, although refugees are an international responsibility, this moral and financial responsibility is not evenly shared — nearly 90% of displaced populations reside in developing countries and not in industrialized nations. Additionally, over half of the world's refugees are now living in urban communities within host states, not in refugee camps. This challenges the typical humanitarian response mechanisms and creates new pressures on hosting communities to integrate these populations and provide long-term development solutions. The private sector has a vital part to play in addressing these emerging challenges.

Several panelists prefaced their statements with an acknowledgement of the state of crisis the world is collectively facing. These challenges represent long-term global problems that require long-term, sustainable solutions. William Lacy Swing noted that the international community has done a poor job addressing the root causes of displacement and failed to prevent or resolve the conflicts. The international community's moral authority has seriously eroded and increasingly widespread violations of long-established humanitarian law. Moreover, the panelists stressed that assisting refugees constitutes a global responsibility, and that the world has failed in its responsibility to support displaced populations, as well as to support hosting states. The private sector has a crucial role to play in filling this responsibility gap, though it cannot replace the primary responsibility of states. It can, however, create opportunities for refugees to become self-reliant and collaborate with the humanitarian community to develop agile and results-driven strategies.

The panelists urged that refugees not be conceived of as burdens, but as positive contributors to society with their own agency. Nevertheless, as Filippo Grandi noted, displaced populations are increasingly vulnerable, and need very specific support from the international community in order to become assets in the communities they inhabit. If the current crisis is a global responsibility, the private sector has a central role to play in creating opportunities and supporting innovation—whether in their respective fields or more broadly—and in collaborating with the humanitarian community to develop new strategies. Private companies can do their part as philanthropists, or more actively by creating awareness, providing opportunities, and publicly supporting refugees and the benefits of a diverse workforce. A key point emphasized by the panel for future efforts and collaboration was the importance of creating a broader positive narrative and

contemporary framing of migration, a task which the private sector should support.

The Forum's opening plenary session was followed by a discussion with philanthropist and businessman George Soros about his recent announcement to commit \$500 million in private capital for investing in

“To demonstrate how the private sector can make sustainable and enduring investments that improve the prospects of migrants and the countries in which they live.”

George Soros

businesses-lead responses to the migration crisis. In conversation with Gregory Maniatis, Senior Advisor to Peter Sutherland, the discussion focused on Soros' motivations for undertaking the initiative and the unique partnerships and projects that it will enable. Reflecting on his own experiences, Soros noted that he was himself a refugee, but that

the current situation of global displacement has raised novel challenges unlike those of the past. Soros said that a central goal of the initiative is: “To demonstrate how the private sector can make sustainable and enduring investments that improve the prospects of migrants and the countries in which they live.” To do so the initiative will invest in a number of sectors, including startups, established companies, social impact initiatives, and businesses started by migrants and refugees themselves. Given this unique focus of the initiative, its contribution should be understood as a social investment, as opposed to a humanitarian donation. Soros also emphasized the value of public-private partnerships, noting that organizations such as the UNHCR and the International Rescue Committee will help with the establishment of appropriate investment principles for the initiative.

 **The State of Human Mobility**
youtu.be/MOQKemsakmg

Top left: Meb Keflezighi, David Miliband, Giorgos Kaminis, Karen AbuZayd, William L. Swing, Filippo Grandi, and Michael Doyle

Bottom right: Filippo Grandi and Michael Doyle



PHILANTHROPY AND FORCED DISPLACEMENT

The first Strategic Dialogue session focused on the ways in which corporations and private foundations have contributed to the needs of forced migrants. Panelists sought to answer the following questions: Apart from offering financial support and donations, how are philanthropists making a difference in the lives of people on the ground? In what ways have private sector actors supported the resilience of both refugees and the societies that host them? What are some of the key lessons learned from the work that has been done?

Panelists spoke broadly on the key advantages that private companies and foundations bring to refugee assistance—creativity, flexibility and operational efficiency. The discussion touched on the changing nature of philanthropic work, which has increasingly moved beyond a singular focus on fundraising or charity. Here panelists stressed how foundations are looking at new, more creative and sustainable ways of providing support, including venture capital and social enterprise.

The corporate foundation panelists discussed how their strategies for philanthropic work are successfully grounded in the business expertise of their companies and partnership with key experts on the ground. For example, the IKEA Foundation has leveraged their housing expertise and has designed, in collaboration with the UNHCR, housing units that are safer, more energy efficient, and more dignified than traditional tents. Uniqlo has continued to build a global partnership with UNICEF and UNHCR, having initially focusing on providing clothing to refugee and migrant children. Google has targeted their efforts to increase access to information through mobile phone technology. These corporate foundations have moved beyond pure philanthropic giving to create strategic partnerships with humanitarian actors to craft tailored, high-quality responses to specific problems.

Panel Participants

Michael W. Doyle (moderator),
University Professor and Director of
the Global Policy Initiative, Columbia
University

Lina Sergie Attar, Co-founder and CEO,
Karam Foundation

Per Heggnes, CEO of the IKEA
Foundation

Amed Khan, President, Paradigm Global
Group; Founder, Elpida Home

Jean-Emmanuel Shein, Global Director,
Corporate Social Responsibility,
UNIQLO USA

Florian Maganza, EMEA Lead at
Google.org

Sofia Kouvelaki, Program Officer,
Bodossaki Foundation

Bottom left: Per Heggnes, Lina Attar, and Amed Khan

*Top right: Florian Maganza, Sofia Kouvelaki, and
Jean-Emmanuel Shein*





Over and over again, innovation was emphasized as a key benefit of partnering with the private sector. As an example of such collaborative efforts, IKEA and UNHCR developed the first renewable energy-powered lanterns for refugee camps, and have supported the creation of the UNHCR Innovation Unit, which connects several partners to implement and scale up innovations that are adapted to refugee-specific contexts.

Another panelist drew attention to the added value produced when a company focuses on its core business product and customer base when developing philanthropic programming. Companies have learned how their large customer base can be mobilized to work for social improvement. One panelist asserted: the company is making a public investment and gaining social returns. Companies have also found that by building upon their existing business models, they can provide support to the nonprofit sector while expanding the reach of their brands.

It is important to recognize the difference between the role of corporate foundations and the work done by humanitarian and development actors. Corporate foundations are inherently connected with their companies and follow the companies' mandate. Rather than pursuing purely humanitarian aims, they provide humanitarian assistance by building on their core business and driving innovation—fostering new models of assistance that empower refugees and migrants to help themselves.

Private non-profit foundations represented on the panel focused their efforts on protection and advocacy. One panelist explained that the most valuable lesson she gained from their work was that it is vital to listen to the needs of those whom they are serving. All panelists

agreed with this point and emphasized the importance of ensuring the agency of refugees and regarding them as people with talent and skills, not as 'beneficiaries.' Here the term 'venture philanthropy' was contrasted with more traditional charity-based models to describe the innovative work of private sector actors committed to developing new approaches focused on fostering sustainable solutions and supporting self-reliance. The panelist also emphasized that although innovative solutions are crucial, foundations must continue to advocate and insist that the international community bring about an end to the root causes of displacement. Not only does ongoing conflict continue to destroy the lives of millions of Syrians, Somalis, Afghans, and many others; it also destroys the many significant investments made to support people seeking to rebuild their communities.

"We are not in the aid business. We are in the business of helping people help themselves. I like to use the term investment, because it tells you that there's something coming out of it. But we are looking for social return, not financial return."

*Per Heggenes,
IKEA Foundation*

One of the key issues addressed in this discussion was the question of how to promote effective coordination between private, public, and nonprofit stakeholders working on refugee assistance projects. Panelists noted that the business sector does not always know who to engage with or what is the best way to provide effective assistance.

Meanwhile, NGOs and humanitarian agencies enjoy an extensive presence and understanding of issues on the ground but face bureaucratic and financial hurdles. The private sector, on the other hand, lacks the humanitarian expertise but is often subject to fewer bureaucratic constraints, allowing for greater creativity and speed in the execution of project. It also brings the opportunity of more sustainably financed programming.

A second key issue discussed was how to ensure a long-term view of investments, which will enable refugees to use their talents and skills in the communities they have settled within. This is especially important given the fact that the majority of refugees find themselves in situations of protracted displacement. One panelist asked how we might invest in countries to enable people to stay close to home. But for the private sector to create the needed jobs in refugee hosting nations greater coordination with national and local governments and development-focused international organizations will be required.

Overall, there was agreement that forced displacement requires multi-stakeholder solutions with a commitment to supporting people in efficient, effective ways, and in a manner that encourages empowerment and self-reliance. All participants emphasized the value of finding the special contribution that every person and group can provide—whether refugees, community members, customers, philanthropists, private companies, NGO workers, or public sector officials—and affirmed their commitment to amplify their ability to do so.

 **Philanthropy and Forced Displacement**
youtu.be/n9eiLXHEf4c



Creating Global Connectivity for Refugees
youtu.be/kjQLXcMpXgl

CREATING GLOBAL CONNECTIVITY FOR REFUGEES

The second Strategic Dialogue session focused on developing and utilizing technological tools to improve connectivity for refugees. This discussion affirmed the need to address the lack of connectivity that many refugees and migrants experience, while showing that this is a solvable problem. The private sector has already partnered to develop and pilot new technology and digital communications projects to help refugees rebuild their lives—enabling them to connect, learn, and increase self-reliance. It was recognized, however, that more can and needs to be done to improve collaboration and reach UNHCR's goal of universal coverage for refugees.

In today's connected world, access to the internet is a vital service that should be included as a core element in assisting and protecting refugees. For the displaced, connectivity provides a way to communicate with family, to know if they are safe and how to locate them. It is a source of information on safe travel routes and potential dangers for refugees in flight. Connectivity can enhance access to services and opportunities for work; it can save lives—and help people rebuild them. UN Deputy High Commissioner for Refugees Kelly Clements emphasized that improved

connectivity is also required to increase the effectiveness and efficiency of humanitarian actors in responding to the needs of refugees and migrants. Expanded connectivity improves service delivery, empowers people to make their own choices, and enables aid agencies to receive real-time feedback from those assisted. This helps to ensure that what is being provided matches actual needs and puts people at the center of decision-making.

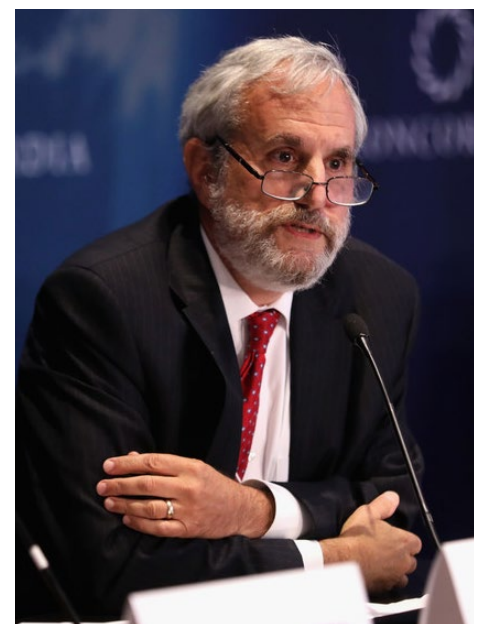
Providing access to both technology and connectivity for refugees remains a challenge. A UNHCR global assessment of refugees' access to the Internet and mobile phones revealed three significant issues: a lack of broadband infrastructure, insufficient access to devices, and the high cost of connectivity. About 90% of refugee communities are located in areas with infrastructure permitting connection to the internet and the use of mobile communications. However, 29% of refugee households do not own a phone, 20% of those living in rural areas lack either 2G or 3G mobile coverage, and only 50% of refugees globally have access to internet-enabled smart phones. Research shows that refugees may spend up to one-third of their total income on staying connected.

Top left: Niraj Singh, Hans Vestberg, and Blair Levin

Bottom left: T. Alexander Aleinikoff

Bottom right: Kathleen Newland, Garry Conille, and Lars Wiigh

UNHCR has committed to bring connectivity to 90% of the refugee population globally within the next five years, but will need the support of other stakeholders. This collaborative initiative will look to meet several connectivity goals: building infrastructure for connectivity, especially in rural areas; ensuring that all refugees have access to mobile phones and Internet-capable devices; lowering the cost of connectivity; and utilizing technology to provide crucial information to refugees and migrants.



Plenary Participants

T.Alexander Aleinikoff (moderator),
Visiting Professor of Law and Huo
Global Policy Initiative Research Fellow,
Global Policy Initiative, Columbia
University

Kelly Clements, United Nations Deputy
High Commissioner for Refugees
(UNHCR)

Garry Conille, Undersecretary General,
Programmes and Operations Digital, the
International Federation of Red Cross
and Red Crescent Societies (IFRC)

Niraj Singh, Global Head, International
Public Sector at Vodafone Global
Enterprise

Hans Vestberg, UN Foundation Board
Member and former CEO of Ericsson

Blair Levin, Nonresident Senior Fellow
at the Brookings Institute Metropolitan
Policy Program and Former Executive
Director of the United States National
Broadband Plan Team

Several of the panelists noted that the cost of improving connectivity is relatively low, and the technicalities of providing these services are fairly straightforward. The panel agreed that strategies to improve broadband access will vary by country and will depend heavily on getting and sustaining political buy-in. It was recognized that UN agencies cannot do this on their own: broadband companies with

the existing capacity and expertise will need to build the necessary infrastructure and partnerships, while governments will be key in moving this initiative forward. By scaling up efforts, the cost of connectivity per person should be reduced to a reasonable level. The UNHCR strategy includes arranging refugee discounts and subsidized plans, and supporting interventions that makes connectivity more affordable, such as community Internet access centers.

The panel also discussed how technology is already being deployed in new and innovative ways. These include important areas such as the movement of financial resources and resilience-building. In Jordan, UNHCR has worked with partners to introduce iris-scanning technology for cash transfers. Mobile devices are also increasingly used to facilitate the transfer of money between aid organizations and refugees as well as between refugees in the form of micro-credit initiatives. Ericsson recently launched an initiative called the 'Emergency Wallet,' a digital innovation to quickly deploy funds to humanitarian organizations and affected populations in emergency situations and areas with insufficient financial infrastructure. In Dadaab, Kenya, UNHCR has partnered with Vodafone to create the 'instant network classroom,' a portable box equipped with the tools and technology needed to access a world of quality educational materials. This innovation is crucial for communities that do not possess an Internet connection or a sufficient amount of other educational materials. The 'school' comes

with its own 3G hotspot device, which has the capacity to run for an entire day. There are currently 20 instant network schools in Kenya, the Democratic Republic of Congo, Tanzania and South Sudan, with an estimated 30,000 students and 600 teachers benefitting from the program each month. If scaled up, this program could make a significant difference for refugees, people caught in emergencies, communities lacking network access, and various other groups of children and youth who are currently not in school.

Several other connectivity initiatives have grown out of a broader recognition of the many hardships and vulnerabilities faced by people in flight or transit. Refugees and migrants depend on mobile devices and social media to quickly identify the safest routes. One panelist described the program Virtual Volunteer, which links 90,000 online volunteers with refugees to provide live information on the safety of migration routes and the location and availability of various services. The panel emphasized that UN agencies and international NGOs who are present and enjoy access on the ground need to connect with companies to deliver the infrastructure, bring innovation, and leverage their supply chains and faster procurement rates in deploying solutions. The goals of widespread connectivity, increased protection and safety, and greater access to services for refugees and migrants will be achieved far more quickly if humanitarian and private sector actors combine their relative strengths and work in a spirit of partnership and mutual commitment.



THE PRIVATE SECTOR'S ROLE IN REFUGEE RESETTLEMENT

The third Strategic Dialogue session considered how the broader private sector can support and improve the effectiveness of government refugee resettlement policies and contribute to the successful integration of refugees. The discussions highlighted the Canadian resettlement model as a leading example of how private sponsorship can serve as a valuable supplement to government resettlement efforts. Panelists examined the benefits of the Canadian approach and the lessons it provides. They also considered the exportability of the Canadian model to other countries, such as the United States. Another topic of discussion was the private sponsorship model's potential to foster public support and build greater political investment in refugee resettlement by contributing to better integration outcomes.

Panel Participants

Kathleen Newland (moderator), Senior Fellow and Co-Founder of the Migration Policy Institute

John McCallum, Minister of Immigration, Refugees and Citizenship of Canada

Anne Richard, Assistant Secretary of State for Population, Refugees, and Migration, U.S. Department of State

Melanie Nezer, Chair, Refugee Council USA

Becca Heller, Director and Co-Founder, IRAP

While refugee admissions are ultimately a government's prerogative, there is increasing recognition of the unique contributions that the private sector can make to enhance the resettlement process. Nonprofit organizations, private individuals, religious associations and other private sector actors already play a number of different roles in many countries in supporting refugee resettlement. However, there are ways to expand this involvement in order to significantly increase state capacity for resettlement and effective integration, as well as to sustain public buy-in and support for such efforts.

An important case that the panelists addressed was the Canadian experience with private sponsorship as part of the country's broader refugee resettlement program. Through a mix of public and private sponsorship, Canada has resettled over 34,000 Syrian refugees since November 2015—making it among the largest third-country resettlement programs for Syrian refugees. The panel emphasized that in Canada private sector engagement plays a valuable role in sustaining support for refugee admissions and enabling governments to fulfill their humanitarian duties more effectively. Not only has the private sector contributed significantly to expanding resettlement capacity by augmenting government resources, but the private sponsorship program has also helped promote successful integration. Minister McCallum suggested that this approach has also meant that Canadian citizens are more supportive of the government's resource allocation to refugees, with the private sector subsidizing key areas such as rent and income support. With over 300 communities across Canada now already hosting Syrian refugees, there is still greater public willingness to sponsor refugees than the government has the capacity to process for resettlement. This insight underlined the point made repeatedly throughout the Forum about the need to change current narratives on





migration and refugees and the private sector's important role in this endeavor.

At the Forum, the Canadian government, the Open Society Foundations, and UNHCR announced a new joint initiative to foster private sponsorship models in other countries. Thirteen countries have expressed interest in participating in the initiative so far. This multi-sector partnership will center primarily on providing technical assistance as well as advice to other governments committed to expanding their refugee resettlement programs. The Canadian Government will share its successes and lessons learned from applying the model over several decades, UNHCR will provide technical assistance to states who wish to adopt the model, and OSF will provide financial support to the initiative. Panelists also discussed the resettlement approach of the United States. As Anne Richard noted, the US refugee resettlement program is already greatly assisted by the private sector. While the government is responsible for screening and identifying the refugees, it also partners with nine nonprofit agencies that assist with refugee reception in local communities. Nevertheless, the process is still not as organized and institutionalized as it is in Canada, and the private sector's role could be significantly deepened. Richard announced that the US is interested in adapting aspects of the Canadian private sponsorship model and that a dialogue is underway with the Refugee Council USA to explore how to do so.

Despite the compelling reasons put forward to adopt the private sponsorship model, some panelists pointed out that there are challenges and obstacles to implementing such a model. Becca Heller stressed the need to adhere to a 'Principle of Additionality' when implementing the model—meaning that every case of private sponsorship should be treated as an addition, not a replacement, to the total number of resettlement spots allowed by the government.

Some panelists noted that negative public attitudes towards refugees in the United States pose an important obstacle to mobilizing broad political support for resettlement. Other panelists, however, emphasized the political opportunities that the private sponsorship model can open up. Jennifer Bond, Law Professor at the University of Ottawa and Special Advisor to Canada's Minister of Immigration, Refugees, and Citizenship on Canada's Syrian Refugee Initiative, underscored that the private sponsorship model provides a decentralized system of resettlement, placing refugees within local communities and creating direct links between refugees and citizens. Together with

the potential of better integration and long-term outcomes for refugees, this can contribute to more positive public attitudes and greater public support for resettlement. The private sponsorship model is an opportunity to engage the local community and potentially transform broader narratives about refugees and, in doing so, facilitate bolder political engagement by governments.

Canada has been an important pioneer of the Private Sponsorship model since 1978. Privately sponsored refugee resettlement is part of Canada's broader resettlement program, in which refugees are screened and approved by government officials overseas before arriving in Canada as permanent residents. Through the Private Sponsorship of Refugees (PSR) program, Canadian citizens and permanent residents are able to provide additional opportunities for refugees to find protection and build a new life in Canada. As integral partners in the program, private sponsors are groups of individuals or organizations that provide financial and social support, as well as broader settlement assistance, for the refugees they agree to assist. Sponsors may consist of a religious, ethnic, or community organization, as well as groups of five or more individuals and can be formed by applying directly to Immigration, Refugees, and Citizenship Canada or through 'Sponsorship Agreement Holders'—organizations recognized by the government of Canada to help facilitate private sponsorship. As a group, sponsors commit to provide support for up to 12 months after the arrival of a refugee, or until refugees are able to support themselves. Private sponsorship entails a substantial commitment, of which financial assistance is only one part, but has been undertaken by many Canadians. Moreover, as a community led-approach to resettlement, private sponsorship has been demonstrated to have a significant impact in supporting the successful integration of refugees.

 **The Private Sector's Role in Refugee Resettlement**
youtu.be/Qj89Ccvh8dk

Top: Anne Richard and Kathleen Newland

Middle: Anne Richard, John McCallum, and Kathleen Newland

Bottom: H.E. Johannes Hahn

INNOVATIVE APPROACHES FOR SKILLS MATCHING

During the fourth Strategic Dialogue session participants examined the possibility of using skills matching platforms to develop new and more efficient pathways to resettlement and successful integration for refugees and migrants. The discussion centered on what skills matching mechanisms can accomplish, how they could be adapted to the field of resettlement, and why they should be understood as helpful tools to adopt in order to produce more desirable outcomes for both refugees and host communities. Panelists addressed what they saw as the main obstacles to promoting the development of new legal pathways for refugees to enter the global job market. The session also looked at how various international actors might be able to advocate for these new approaches and participate in their successful implementation.

The panel explored how skills matching can be used as a mechanism to maximize welfare for both refugees and receiving communities. As Alexander Betts noted, although refugees may have vulnerabilities, they also have capacities and valuable skills. Refugees should not be viewed as simply a burden but as capable of conferring lasting contributions to the societies in which they reside. However, in order to fully realize this potential there is a fundamental need to coordinate supply and demand. So far, the international community has failed to enable such a matching process, with the result that opportunities have been lost for both refugees and host countries; skilled refugees and forced migrants have been prevented from accessing jobs for which their specific skill set is needed, and potential employers and industries that experience skills gaps are prevented from

Panel Participants

Alexander Betts (moderator), Professor of Forced Migration and International Affairs, Director of the Refugee Studies Centre at the University of Oxford, Fellow of Green-Templeton College

Laura Thompson, Deputy Director General of the International Organization for Migration

Justina Adlyte, Senior Associate, Global Corporate Responsibility, Deloitte

Bruce Cohen, Founder of Talent Beyond Borders

Will Jones, Lecturer in International Relations, Royal Holloway, University of London

Alexander Teytelboym, Otto Poon Research Fellow, University of Oxford



identifying and accessing this talent pool to fill the gaps. By creating a platform that allows both refugees and communities to indicate their needs, refugee matching maximizes welfare and promotes mutually beneficial outcomes for all parties. Matching techniques offer a proven technology for accomplishing this, having been used to help place children in school districts, or by medical students for arranging their residency programs at hospitals. When appropriately implemented, neither the needs of the receiving community or those of the individual are considered alone: rather, algorithmic models are applied to create an optimal match based on the interests of refugees, their individual skills and employment gaps in potential host communities.



Refugee populations include many skilled people who are interested in work opportunities. Yet far too often refugees are forced to sit idly, unable to work legally or even move outside of camps to contribute to their own livelihoods or the economy of host countries. Developing and deploying matching platforms is integral to creating more efficient and effective resettlement programs with the potential to improve outcomes for all stakeholders. Using matching techniques to promote the resettlement of refugees to specific countries based on their skills allows refugees the alternative of a safe and legal pathway as labor migrants, instead of relying on the overstretched and insufficient asylum resettlement system. This approach also protects the dignity of refugees, as it puts their skills, needs and aspirations at the center of resettlement decisions. Meanwhile, host states are given the opportunity to identify what kind of economic gaps their communities face and tap into the resources of the refugee talent pool to fill those needs. Although Western Europe, Australia, the United States, and Canada tend to be the regions of focus for asylum-based refugee resettlement, one panelist suggested that this approach could be particularly effective in sub-Saharan Africa, North Africa, and Asia, given the large skills gaps faced by many of the countries in these regions.

The panel acknowledged several technical barriers to implementing a successful resettlement match-making system. First, labor migration takes place against a backdrop of national legislation and regulations that have not previously been oriented toward refugees, and which include a wide set of bureaucratic procedures, visa processes, and protections. Much of this type of national legislation exists to ensure the ethical recruitment and treatment of labor migrants and to prevent abuse and exploitation. Because of this, a refugee skills matching program must be built as a robust multi-stakeholder initiative and guarantee that agencies continue to abide by ethical recruitment standards that secure the rights of refugees moving through labor migration channels.

While panelists tended to agree that skills matching to leverage the refugee talent pool is a solution that would benefit both local communities and refugees, the discussion also identified several political obstacles to pursuing this route. On the broader political level, there is the challenge posed by the common narrative that outsiders—whether refugees or migrants—are taking jobs from local populations. This narrative is exacerbated by a new current of xenophobia gaining ground in countries that have traditionally supported strong refugee resettlement programs. The result is that both private businesses and governments may be wary of being seen as promoting the interests of non-nationals over their own citizens. Another challenge is the potential perception that matching schemes

may impinge on a states' sovereignty to control their borders and be the final decision-maker in terms of entry.

Recognizing these challenges, advocates of skills matching programs will need to convince countries that bringing in refugees as labor migrants will benefit receiving communities, not endanger them. Nor will skills matching programs take jobs away from those already on the ground. The two-way identifications that matching techniques enable are meant to fill skills gaps in the private sector with refugee talent, not to compete with local labor. One way to overcome potential anxiety in society is to give host communities an active role in identifying what type of skill sets they need. This would establish matching as a two-sided process, rather than an outcome of top-down decisions. Moreover, it should be emphasized that when refugees are provided with opportunities that correspond to their skills and capabilities they are far more likely to flourish and contribute to their host communities.



A PRIVATE INVESTMENT MODEL FOR REFUGEE HOSTING AREAS

The fifth Strategic Dialogue panel focused on ways to incentivize private sector investment in refugee hosting areas. Drawing on Jordan as a country-example for the Syrian crisis, the panel emphasized the need to create a conducive investment climate for private-public partnerships in order to spur growth and develop scalable, sustainable solutions. The panel also addressed how private-public partnerships could be used to transform critical resource challenges into business investment opportunities. At the same time, the discussion highlighted the need to minimize risks and barriers to investment by introducing risk-sharing mechanisms and insurance schemes. The panel concluded with the suggestion of a potential investment bank dedicated to facilitate private sector involvement.

The central question the panel addressed was how to create incentives for effective private sector investments in countries hosting large displaced populations. Most panelists agreed that the key to spurring private sector investments is to move beyond a humanitarian approach and view the challenges of forced displacement as development issues. There was consensus that the private sector must move to the fore to assist in supporting such efforts, as governments in affected regions can often only do so much. However, in considering the potential role of the private sector it was crucial to recognize that companies also have a fiduciary duty to make profits and minimize risks and would not necessarily want to invest in or near conflict zones.

An important challenge therefore lies in creating conditions that would enable companies to recognize opportunities while also helping mitigate risks. One panelist suggested that a promising way to create win-win models that can effectively address long-term challenges is to identify how resource pressures can be transformed into investment opportunities. Looking specifically at Jordan, it was possible to identify water, energy and housing as the fundamental resource pressures for the country. For instance, it was noted that Jordan's fresh groundwater supplies could be completely depleted by 2060. From a private sector standpoint, however, these development challenges could be viewed as strategic investment opportunities. With agriculture as the biggest industry driving up demand for water in the country, this suggests that investments in hydroponics technology have the opportunity to create efficiency in this sector that also minimizes land use. In this context, Palestinian entrepreneurs have already shown how the potential for hydroponics can



Panel Participants

Christopher Egerton-Warburton
(moderator) , Partner, Lion's Head
Global Partners

Joel Bell, Founding Chairman and
President, Chumir Foundation for
Ethics in Leadership

Rapti Goonesekere, International
Finance Corporation (World Bank)
strategist for MENA

Alejandro Litovsky, Founder and CEO,
Earth Security Group

Ferid Belhaj, Director for the Middle
East, Middle East and North Africa,
World Bank

Supporting Private Sector Investments in Jordan

The ongoing crisis in Syrian has placed immense pressure on Jordan, which is currently hosting over 655,000 registered Syrian refugees, a total that represents about 10% of the country's population. To respond to this situation, the World Bank Group has announced a \$300 million 'Program for Results' operation to create a holistic development-orient approach that addresses the needs of both refugees and host communities by creating and expanding economic opportunities within the country. The program will support Jordan in promoting investment, improving the county's economic climate and creating jobs for Jordanians and Syrian refugees. Assistance for the program will be provided on concessional terms through the Global Concessional Financing Facility. This

refugees in this sector. As part of the program Jordan has also been providing increased access to work permits for Syrians in order to allow refugees to access formal and fair labor conditions. In doing so, these initiatives will contribute toward expanding employment opportunities for both Jordanians and Syrian refugees while also strengthening the resilience and economic stability of host communities in the country.

 **A Private Investment Model for Refugee Hosting Areas**
youtu.be/Dfy8dMyYmDo

be harnessed, but there is currently no capacity for scaling up due to supply issues. This is where both private investors and international agencies can step in with funding to support the development of sustainable solutions.

The panelists agreed that there is a growing need to introduce a risk sharing mechanism to address the high liabilities that can be inherent in such investment environments. Drawing on lessons used to advance high-risk industries in developed economies, such as robotics in Japan, one panelist noted that governments have often recognized that they have an imperative to take on some of the risks. In such circumstances government support has been understood as both desirable and necessary to enable private sector innovation. The concept of risk sharing can also be applied to the developing world, especially in locations with a high number of migrants, although different techniques would need to be applied to address different forms of risks. By creating "risk pooling" mechanisms that effectively spread the increased financial liabilities of investment across various actors, these approaches can support the private sector in successfully entering otherwise challenging investment environments. Instruments such as political risk insurance, derivatives and securitizations can also be used in this context to absorb higher liabilities and risks. At the same time, there is a need for mechanisms to ensure transparency, compliance and anti-corruption throughout the process.



new funding mechanism has been created to help middle income countries address refugee crises and is supported by Canada, the European Commission, Germany, Japan, the Netherlands, Norway, the United Kingdom and the United States. Key objectives of the World Bank Group's Program for Results include reforming Jordan's labor market to grant legal pathways to employment for refugees, assisting in the improvement of regulations to enhance the county's investment climate, as well as creating incentives for attracting and retaining domestic and foreign investment. Efforts to increase investment in the Jordanian economy will focus especially on manufacturing and will be facilitated by a new trade deal with the EU intended to ease trade rules for Jordanian factories exporting to the EU market, while encouraging the employment of Syrian

Top left: Justin MacDermott

Bottom left: Joel Bell

Middle right: Christopher Egerton-Warburton



CHANGING THE NARRATIVE: POSITIVE DISCOURSE ON REFUGEES AND MIGRANTS

The final Strategic Dialogue session focused on the narrative surrounding refugees and migration today. The negative discourse and rising xenophobia we see today fosters government inaction and is not based on the factual realities of refugee resettlement or forced displacement. It has fostered a political crisis in Europe and ignores the possibility for effective, collective policy solutions. In support of enabling a new, fact-based, positive public discourse several participants emphasized the need to tailor messaging to different types of domestic audiences. Rather than thinking of the issues with reference to a uniform public, a more nuanced and multivalent approach toward engagement was required, one which accounts for the different perspectives held by those supportive of refugees, those in opposition, and those who were more

ambivalent. While accounting for these differences in perceptions, panelists agreed that it was important to frame the narrative in a positive manner that focuses on the benefits of refugee resettlement to the host society. The discussion also emphasized a need for better organization among those trying to create a more positive narrative.

The panel opened by noting that the broader public narrative surrounding refugees depicts them primarily as security threats or economic burdens. There have been a growing number of cases of political figures attempting to portray refugees as dangerous criminals and potential terrorists. Given the negative discourse we see today, the panelists shared their reflections on how to push back on this negative narrative and build and maintain



▶ Changing the Narrative:
Positive Discourse on Refugees and Migrants
youtu.be/dGPdzTwqia4

public support for refugee assistance. Tim Dixon responded by offering a conceptual framework for thinking about the need for a variety of different strategies for engagement, drawing on the case of the United States and a recent cross-country comparison of public opinion on refugees. Rather than representing public opinion as consisting of a uniform group, this research suggested dividing individuals into three separate categories: those hostile or unsupportive of refugee policy, representing approximately a quarter; those supportive, also approximately a quarter; and those in the middle, representing approximately half overall. Those located in the middle category could be further broken down into subgroups: those ambivalent, but concerned about cultural issues; and those ambivalent, but concerned

such messaging should emphasize pragmatism. Other panelists similarly advocated for a micro-targeting model, while also acknowledging that developing a more effective communication strategy should include improved engagement and better outreach to refugee resettlement opponents. Panelists also addressed the example of private sponsorship as a way to create more refugee support and discussed a short video that demonstrated the power of effective messaging. The video focused on the fulfillment hosts could receive from hosting Syrian refugees. One panelist called this the story of a “welcomer”—a framing which importantly shifts the narrative away from the conception of refugee resettlement as a government imposition. Messaging such as this, which focused on the fulfillment and gains



Panel Participants

Jill Savitt (moderator), Special Advisor at the US Holocaust Memorial Museum in Washington

Tim Dixon, Refugee and Migration Hub

Mazen Hayek, Official Spokesman & Group Director of Commercial, PR & CSR, MBC Group

Lisa Ross, Managing Director, APCO Worldwide

Lara Setrakian, Co-Founder and CEO of NewsDeeply

Frank Sharry, Founder and Executive Director of America's Voice

about economic issues. This public opinion research showed that the supportive group tended to be younger and more well educated, but less organized and active. Many individuals in this category are open to hosting a refugee in their homes and this group was growing in size. However, improved positive messaging was still needed to capture more supporters.

Building on the insights suggested by public opinion research, other panelists acknowledged the need for a strategy that communicates to different groups. These messages are overlapping yet different, but do not have to be inconsistent. One panelist stated that there is a substantial opportunity to increase support among ambivalent members of the public, who tend to have legitimate concerns, but that

hosts could receive, rather than the refugees themselves, could be an effective method of messaging. There was acknowledgement that winning the narrative in the public is crucial in this context, as a government will do more if it believes its people are supportive.

Top left: Lisa Ross

Middle left: Joshua Bennett

Top right: Jill Savitt

Middle right: Mazen Hayek, Lisa Ross, and Frank Sharry



CONCLUSION: ACTION OUTCOMES AND FUTURE INITIATIVES



Top left: Gregory Maniatis

Middle left: Salil Shetty, Salim Salamah, Kathleen Newland, Gregory Maniatis, and T.Alexander Aleinikoff

Bottom left: Kathleen Newland, Gregory Maniatis, and T.Alexander Aleinikoff

Top right: Salim Salamah

Bottom right: Salil Shetty

Panel Participants

T.Alexander Aleinikoff (moderator),
Visiting Professor of Law and Huo
Global Policy Initiative Research Fellow,
Global Policy Initiative, Columbia
University

Gregory Maniatis, Senior Advisor
to SRSG Peter Sutherland; Senior
Program Advisor at The Open Society
Foundations; affiliated with Columbia
University's Global Policy Initiative.

Kathleen Newland, Senior Fellow and
Co-Founder of the Migration Policy
Institute

Salim Salamah, Director of the
Palestinian League for Human Rights -
Syria

Salil Shetty, Secretary General of
Amnesty International

Nicholas Logothetis, Co-Founder &
Chairman of the Board of Concordia

Concluding the forum, the final Plenary Session focused on assessing the main outcomes identified during the Strategic Dialogue sessions and highlighting what concrete actions could be taken moving forward. The panelists called on the participants to do their part in changing the status quo of the current global response to the refugee crisis and emphasized the significant potential of the private sector for introducing new and innovative approaches.

The closing plenary panel's discussion centered on the theme of global responsibility sharing and how to move forward in addressing the significant challenges of the ongoing migration crisis. In this context, Salil Shetty offered a critical appraisal of the results of the recent UN and US summits, suggesting that the inability to generate substantial state-led responses to the migration crisis represented a failure of multilateralism. Given this reality, there is a particularly pressing need for the private sector to step in and play a greater role in developing effective and sustainable responses. In order to point the way forward, the panelists offered a distillation of the larger discussions that took place during the forum, identifying six key outcomes that could be translated into action by the private sector:

Philanthropy

To go beyond the corporate social responsibility approach and build on core business models

to create social value grounded in sustainable ventures. Maintaining the success of future initiatives will depend on continuing to promote effective coordination between private, public, and nonprofit stakeholders.

Connectivity

To take advantage of the low marginal cost of technology and the interest and capacity of providers to provide the connectivity to refugees that will give them greater access to information and services and help them rebuild their lives. Moving forward with realizing UNHCR's goal of effectively integrating connectivity into forced migration assistance frameworks will be an inherently collaborative project.

Private Sector Support in Resettlement

To learn from the Canadian experience, to support a U.S government initiative, and to increase recognition of the valuable role the broader private sector can play in supporting successful refugee resettlement. To facilitate this goal, the Canadian government, the Open Society Foundations, and UNHCR are undertaking a joint project to foster private sponsorship models in other countries.

Refugee Matching

To implement well-proved matching methods in order to more efficiently pair refugees with communities and host countries in a way that increases the welfare of all parties. When complemented by the development of new legal pathways for refugees to enter the global job market, skills matching can support improved resettlement outcomes for all stakeholders.

Private Sector Investment in Host States

To create incentives for investment in refugee hosting communities by reducing barriers, adopting innovative risk-sharing strategies and fostering new forms of financing. Creating new public-private models for distributing investment liabilities across various actors is key to supporting the private sector role in addressing the pressing development issues raised by forced displacement.

Changing the Narrative

To launch campaigns that tell the full story of the refugee experience and the contributions they can make to their host societies, while also sharing the positive stories of communities who welcome them. The narratives we tell about refugees should both about who they are and who we are (and aspire to be).



 **Call to Action: Private Sector Forum on Migration and Refugees**
youtu.be/id7IKBNpef0



PRIVATE SECTOR ENGAGEMENT FOR MIGRANTS AND REFUGEES: ANNEX

The world is experiencing a devastating humanitarian crisis. The war in Syria alone has produced over 11 million refugees and internally displaced persons. It has also precipitated a historic level of private sector engagement to help meet the needs of the millions of desperate refugees and vulnerable migrants. The private sector has emerged as a vital partner of the organizations, governments and communities mobilizing to support both refugees and migrants.

It was to build on this momentum that the Columbia Global Policy Initiative and its partners hosted the Private Sector Forum on Refugees and Migrants on September 20. The Forum underlined the opportunity that private sector engagement presents for developing a more effective and sustainable international response to the global refugee and migration challenge. The forum provided a space for private sector actors – those already engaged or who wish to become so – to exchange ideas, discuss challenges and to learn from each other's experiences. The aim was to build on the commitment that the private sector has displayed in providing solutions to needs of refugees and forced migrants; and to discuss sector-specific and innovative ways of how to do so.

So far, companies large and small have answered the call for a larger role for the private sector in finding solutions for refugees and migrants. Some have provided financial support to the UN, NGOs and other partners responding to the immediate needs of refugees and displaced populations. But business leadership has extended far beyond financial donations. Businesses and philanthropists have helped support economic growth in the regions which host the majority of refugees. They have provided infrastructure to secure the most basic needs of refugee populations and invested in education for the future of the refugee youth. Companies have provided job opportunities and training programs. They have also recognized the need to engage refugees in community development projects and training activities that will bolster their self-reliance, while enabling them to contribute to the broader societies in which they live.



The considerable advantages that the private sector brings to the global migration and refugee crisis have gained increased recognition. The following report highlights just a few of the private sector innovations that the Columbia Global Policy Initiative discovered during its preparations for the Private Sector Forum. They span geographical locations and cross thematic boundaries.

Our hope is that they will help inspire further engagement and new public-private partnerships that can have a real impact on the lives of millions of refugees and migrants in the years to come.

Initiatives

Investment in Host Communities

- IKEA Foundation
- UPS Foundation
- United Spirit of America

Resettlement and Integration

- Danby
- Oliver Wyman
- McKinsey
- Eat Offbeat

Skills Matching

- LinkedIn
- Refugeeswork.at
- Talent Beyond Boundaries
- Workbeer

Banking Solutions

- MONI
- Mastercard

Social Enterprise

- ReBootKamp
- Dubarah

Education

- Blue Rose Compass
- Microsoft
- SAP
- Norwegian Airlines

Right: CEO Bjørn Kjos in the Central African Republic in 2014, 07 Jan. 2017 / Norwegian Airlines

INVESTMENT IN HOST COMMUNITIES

IKEA FOUNDATION



IKEA Foundation



Mission

Our mission is to create substantial and lasting change by funding holistic, long-term programmes in some of the world's poorest communities that address childrens' fundamental needs: home, health, education and a sustainable family income, while helping communities fight and cope with climate change.

Contact

Annelies Withofs, Programme Manager
IKEA Foundation

The IKEA Foundation has collaborated with IKEA and UNHCR to create Better Shelter, a social enterprise that has developed a 'flat packed' refugee shelter. The initiative leverages the company's expertise in design, flatpacking and procurement to create tents that are modular and offer better security and ventilation. Each unit has a renewable energy source. IKEA Foundation has recently launched the What Design Can Do for Refugees challenge to come up with additional innovative solutions to support refugees in urban environments - over 600 ideas have so far been gathered from around the globe.

IKEA Foundation, in collaboration with IKEA has also organised global in store 'Good Cause' campaigns, called Brighter Lives for Refugees. The global campaign has raised 30.8 million euros for UNHCR, the UN Refugee Agency, to provide light

and renewable energy sources for refugee families living in camps in Asia, Africa and the Middle East. The money was raised from the sale of LED light bulbs and lamps between February 2014 and December 2015. The IKEA Foundation donated one euro for every LED product sold in IKEA stores and online, to bring renewable energy solutions and education opportunities to refugees.

"We hope that our testimonials will touch your heart, and break the armouries of indifference, fear and misunderstanding."

Annelies Withofs

The campaign provided support to various projects in nine countries, including Jordan, where IKEA Foundation is funding a 6MW solar power plant to bring energy to the Azraq camp. It is a first for UNHCR to be able to build a solar farm and develop a large-scale energy solution for a camp, a project undertaken in close collaboration with the Jordanian government and by contracting a Jordanian company. The first phase of the solar farm will be ready in the fall of 2016. The IKEA Foundation gives great attention to climate change adaptation in its choice of projects reflected in its Environmental sustainability agenda.

Linked to the Good Cause campaigns is IKEA Foundation's award-winning Iwitness programme, allowing IKEA co-workers to visit the projects and share their experiences with fellow co-workers, keeping the engagement of the broader public alive, and helping to change the narrative around refugees.

*Left: 20150819_JOR_Warrick-Page_043,
20 Nov. 2015 / IKEA Foundation*

Right: UPS/UNICEF packing clothing / UPS Foundation



THE UPS FOUNDATION



Mission

To help build stronger and more resilient communities around the world. We always look for ways to apply our logistics expertise to help solve problems, save lives, and build community resilience around the world. We believe that all corporations have the ability to support improving the lives of refugees around the world by leveraging their skills, people, and expertise.

Contact

Joe Ruiz, Director, UPS Humanitarian Relief & Resilience Program

Since 2012, The UPS Foundation has partnered with United Nations agencies and NGOs to provide aid in response to the global refugee crisis. The scope of the aid has included a combination of donated supply chain and logistics services, transportation, human capital expertise, and financial contributions.

As the UNHCR's emergency standby partner, The UPS Foundation is committed to transporting critical supplies to the hands of refugees around the world. Through its Humanitarian Relief and Resilience Program, The UPS Foundation delivered air shipments of 163 metric tons of relief supplies in the beginning of 2015, including high-energy biscuits, blankets, sleeping mats, and solar lanterns. It has also brought 28 ocean containers to Turkey with mobile warehouses, sleeping mats, and water cans and is providing in-kind transportation of food, supplies, and winter clothing for Syrian refugees in support of UNHCR.

UPS is also a founding member of the UNHCR Innovation Circle and introduced the UPS Relief Link tracking system—enhancing last-mile tracking of relief supplies to ensure equitable distribution of food and non-food items. To date, UPS Relief Link has helped more than 120,000 refugees and cut the time it takes to equitably distribute urgent goods to those in refugee camps by 50 percent. In 2015, the technology helped UNHCR track the distribution of more than 1 million items to 100,000 refugees in camps in Mauretania.

UPS Relief Link is now being used to track distributions of vital supplies to refugees in Greece on the island of Lesbos

The UPS Foundation is providing UPS loaned executives to organizations that need on-the-ground logistics expertise and technical support and has loaned UNHCR an automotive fleet expert to support UNHCR global operations. As part of this program, skilled UPS logisticians assess capacities of ports, roads, and airports along key supply lines as part of the WFP's Logistics Emergency Team (LET) and oversee urgent supply chain logistics. UPS personnel have provided more than 2 million volunteer hours over the past years to support its partners. This includes more than 3,000 volunteer hours providing assistance directly to refugees in over 15 countries in Europe in 2015.

"We want to be a catalyst for the private sector to become more engaged in supporting the basic needs of refugees."

Joe Ruiz

Another project underway will support the rapid integration of refugees arriving on the Greek islands. UPS is committed to supporting its partners and to leveraging its multi-faceted portfolio of aid to assist in maintaining the health, welfare, and dignity of its beneficiaries and their communities as it responds to this crisis.

UNITED SPIRIT OF AMERICA

Personal hygiene is currently largely overlooked in responses to situations of displacement. United Spirit of America has developed a disaster relief waterless hygiene kit that is designed for extreme weather conditions. It is especially useful in refugee camps, where water is in short supply. The kit can be deployed rapidly, and can be utilized both by migratory and stationary population. It is gender/pediatric/adult specific, linguistically and culturally appropriate for the population utilizing the kit and aggressively combats infectious disease. Each kit is designed with ingredients that are ecologically and environmentally friendly, recyclable, designed with patented consumer friendly technology and assembled utilizing organizations that promote the employment of the deaf and blind.

The company has an arrangement to distribute its products to Syrian refugees through UNICEF. A pilot program was conducted in 2015 and the roll-out for a second pilot started in the summer of 2016. During the remainder of 2016 and under a strategic partnership with McWilliams Collective, the second pilot program will cultivate lasting partnerships that address front-line distribution channels, sustainable funding sources, donor impact and future public-private partnerships. When fully implemented, the second pilot program will allow United Spirit of America to directly impact the well being of the most vulnerable on a global scale.

Central to the launching of the new product is international awareness-raising around the scientific merits of waterless hygiene kits and the mitigation of infectious disease. A global corporate press campaign in over six hundred outlets during the summer of 2016 for this purpose is accompanied by a direct product orientation for domestic and international aid organizations about the effectiveness of waterless hygiene kits to motivate them to introduce them into their supply chain.

"It is an opportunity to make profit with the involvement of social consciousness and on the basis of social purpose in a way that is environmentally sensitive. With multiple crises unfolding today, such enterprises are vital to sustain a rigid and long-term response system."

J.J Agudelo

United Spirit of America has identified a number of different markets in which their products could be introduced. Investing in the market for refugees and natural disaster victims, however, makes sense both from a social responsibility and business perspective.

Mission

To develop and deliver waterless hygiene kits for displaced persons globally. As the most important necessity for refugees after food and shelter, personal hygiene is an aspect of situations of displacement that cannot be overlooked.

Contact

Juan Jose Agudelo, Co-Founder & CEO

UNITED ★ ★ ★ ★ ★
SPIRIT OF AMERICA

RESETTLEMENT AND INTEGRATION



DANBY APPLIANCES

Danby®

Mission

To do the right thing is a good battle cry for business – lead by example and you get more dedicated staff, greater employee support and ultimately more customers.

Contact

Jim Estill, CEO

Canadian entrepreneur Jim Estill is sponsoring 50 Syrian refugee families with \$1.5 million to cover their living expenses for their first year in Canada. The sponsorship is conceived under Canada's private sponsorship for refugee resettlement program. Estill's sponsorship consists of providing all kinds of services to help with the resettlement process, including mentorship programs, language lessons, help with setting up a bank account, obtaining a health card and a library card. Since November 2015, 13 of the 50 families have arrived and have generally integrated smoothly.

Danby Appliance's sponsorship of 50 refugee families is a community-wide operation involving several faith groups, businesses, social agencies, volunteers and the municipality of Guelph, Ontario, which is providing free bus passes and entrance to city recreation centers for one year. The local business community has provided resources and support and have hired refugees and organized in-company campaigns to collect items in shortage.

Estill regards private resettlement as beneficial for Canada and for refugees: It addresses labor shortages and creates new businesses by strengthening innovation and diversity – without the government having to foot the bill. It also ensures better integration as private resettlement often includes more services than government-sponsored resettlement. Ultimately, it is beneficial for companies to finance private resettlement.

“Millennials like to work for good people and good companies that are inspirational. Doing the right thing energizes people and builds morale, making businesses become more attractive in the labor market.”

Jim Estill

OLIVER WYMAN

The international management-consulting firm has designed a recruitment program to identify qualified applications from refugees arriving in Europe. A team of more than 17 employees who span departments and functions in their offices across Europe, the Middle East, and North America helped identify and create relevant opportunities for refugees. This consisted of identifying traditional and preexisting openings in Europe, and to create new opportunities by establishing a work placement program that provides refugees temporary employment and the skills and tools necessary to flourish in their new environments. Oliver Wyman has found refugee candidates directly, via LinkedIn and their website; through referrals from employees and alumni; and through partnerships with refugee organizations.

As of August 2016 the initiative has resulted the hiring of multiple refugee status holders who fled Middle Eastern countries (Iraq, Syria, Afghanistan) by four of Oliver Wyman's European offices. These employees work across the spectrum of functions and bring a particular eager,

positive spirit to their endeavors. Most have preferred to remain discreet about their immigration status; all have been embraced as peers. Oliver Wyman's search for refugee employees is ongoing.

The company has also conducted pro bono consulting work: the German market leader has run a substantial internal reorganization of an overloaded refugee employment non-profit organization. In the UK, Oliver Wyman advised the Home Office on how to increase refugee employment rates.

Oliver Wyman has also done social impact work, including activities such as designing a professional sponsorship program pairing refugees with mentors from Oliver Wyman (France); leading workshops giving refugees practical career advice and one-on-one coaching (Germany); helping build a platform that gives refugee entrepreneurs access to funding and support for setting up their own businesses (UK); and conducting a survey of European refugee organizations in the interest of sharing best practices within an international network.

Mission

To create value and make lasting contributions not only to our clients and industries, but also to our societies. We are watching thousands flee violent conflict and danger in search of a future for their families. Recognizing that the situation and its solutions are complex, we want to do our part to contribute.

Contact

Lyndsay Anderson, Regional Human Capital Manager



Left: Oliver Wyman to recruit refugees arriving in Europe, 18 Sep. 2015 / Consultancyuk

Right: McKinsey helps Germany with the refugee crisis, 07 Oct. 2015 / Consultancyuk



McKINSEY & COMPANY



Since 2015, nearly 1.2 million refugees have sought asylum in Germany. This situation posed major challenges for public institutions at the federal, state, and municipal levels. In particular, it was crucial to make sure that all refugees are registered and their asylum requests are considered in a timely manner while adhering to the highest quality and humanitarian standards – and, for positive cases, planning integration activities as soon as possible in the process. In order to address these challenges, McKinsey was asked by the German Federal Office for Migration and Refugees (BAMF) as well as the Federal Labor Agency (BA) to help design and implement a new, integrated refugee management system for Germany.

This integrated refugee management system accelerates the end-to-end asylum process through efficiency and optimal cooperation “under one roof” in new asylum centers, improves cooperation among all participating public authorities at federal and state level; and enables high security and quality standards throughout the entire process. The new, integrated process allows completion of non-complex asylum cases within 48 hours

(~50% of all applicants) – down from an average processing time of over 5 months. As a crisis response, 20 new asylum centers were opened in under 6 months.

The integrated system also ensures that individuals with positive asylum decisions are integrated into society and the labor market in the best and fastest way. Initial information meetings about the local labor market as well as structured, pragmatic competency assessments of formal and – particularly – informal skills (‘skills passports’) now take place within the first 48 hours in asylum centers. This information serves as an initial competency profile for labor agency advisors to enable skill-based matching with local employers and provides transparency regarding initial and future training needs – all in all facilitating the fastest possible ‘time to (labor) market’ for refugees. This speed also directly benefits both the government (shorter time on benefits) and the individual employers (access to new talent, often for positions that are traditionally harder to fill, e.g., in manufacturing, logistics, hospitality or care-giving).

Mission

To design and implement a new, integrated refugee management system for Germany - from primary registration via the asylum process to labor market integration or repatriation

Contact

Solveigh Hieronimus, Partner

McKinsey & Company

EAT OFFBEAT



Eat Offbeat delivers authentic and home-style ethnic meals that are conceived, prepared and delivered by refugees resettled in New York City. The company helps talented and skilled home cooks from the refugee community gain initial employment in the US, and aims to change the increasingly negative narrative about what refugees have to offer. By ordering from Eat Offbeat, customers are helping to create opportunities for talented refugees, and contributing to making them feel valued and welcome.

Eat Offbeat is collaborating with the International Rescue Committee to find and recruit refugees with the right skills and experience to cook for large groups. They have hired and trained twelve chefs (working either full or part time) and have sold over 6000 meals in their first six months of operation. By focusing on delivery, the enterprise becomes more scalable - the company hopes to grow first in New York and then to expand to other cities.

By employing refugees and diversifying the food in New York, Eat Offbeat has created a smart business model that combines both commercial and mission-oriented goals, bringing together the mission to provide employment for refugees with the commercially successful business concept of introducing New Yorkers to new and off the beaten track cuisines.

EAT OFFBEAT

Mission

To change the narrative around refugees — one tasty bite at a time. Eat Offbeat helps New Yorkers discover new cuisines all the while providing employment opportunities to refugees and highlighting the value they bring in to their host communities.

Contact

Manal Kahi, Co-founder & CEO

“It’s really about helping New Yorkers rather than the opposite.”

Manal Kahi

The ultimate goal, however, is to change the narrative about refugees by highlighting their entrepreneurial spirit, and the value they bring to their host communities.

SKILLS MATCHING

LINKEDIN

In February 2016, LinkedIn Sweden launched the platform Welcome Talent, linking refugees and asylum seekers with employers through the hashtag #welcometalent. Internship offers marked with the hashtag are posted at the website welcometalent.se, making it easier for refugees to find employment opportunities. The internships have no language requirements and are open to everyone, but the hashtag is intended to signal a special invite to refugees to apply. Apart from internship opportunities, the website provides tips for job searching, the development of an effective LinkedIn profile, and information about Swedish job market regulations. In addition, LinkedIn has provided free subscriptions for 2000 refugees to their education platform Lynda.

Welcome Talent was launched after LinkedIn Sweden noticed that more than two-thirds of the refugees in Sweden had skills that matched those needed in the labor market, especially within sectors such as the tech industry. The initiative offers employers the

opportunity to tap into this talent pool to enhance their businesses. The private sector has shown large interest in the platform and a number of companies have been involved in both the development of the initiative and as users of the platform, including Spotify, Coca Cola, Ericsson, Burger King and many more. Information about the platform has been spread to refugees through outreach to refugee centers. LinkedIn is also looking into ways of increasing awareness of the platform provided at municipal levels.

WelcomeTalent is a Swedish Pilot project without end date and it is hoped that the platform will continue to grow. LinkedIn HQ is monitoring the success of the project, with the intention to expand it to other countries. Close to 1000 jobs have been posted on the website by 50 companies.



Mission

As the world's largest professional network with a mission to connect talent with opportunity, LinkedIn aims to leverage their platform as a meeting place for companies and refugees to make it easier for refugees to access the job market.

Contact

Maryam Ghofraniha, Head of Global Partnership LinkedIn For Good

Left: Eat Offbeat celebrates World Refugees Day, 20 June 2016 / Facebook

REFUGEESWORK.AT

Refugeeswork.at is an online platform, matching employers with skilled refugees. The unique matching mechanism filters candidates by language, background, skills and legal status, so that employers can be sure that any future employee is hired in line with national regulations. The website also contains practical cultural guidance, developed by Refugeeswork in consultation with other stakeholders.

Recognizing the wide range of skills that refugees bring with them, founder Dominik Beron saw their potential to benefit the Austrian economy and to bring real value into Austrian companies looking for a more diversified mix of talent. While existing platforms put all the unemployed in one pool, Refugeeswork offers a specific employment-matching tool for refugees, thus acknowledging the specific issues relating to their employment. Refugeeswork wants to change the narrative on refugees, showing that they are skillful, talented and ambitious, thereby raising companies' awareness of the resources that they can offer.

Membership in the platform is free for refugees, who gain access to job-market information, legal advice, and guidelines on how to prepare for an interview and write a resume. In addition, an e-learning platform will be launched, featuring webinars by HR professionals. Refugeeswork keeps track of successful matches and the team sends reminders and advice to refugees before interviews, and additional tips if they are offered employment. They also organize events that bring companies and refugees together in a "speed dating" format that contributes to changing companies' perception and often result in concrete employment opportunities.

Refugeeswork has received funding from impact investors, and hopes to soon become self-financing through the fees paid by member companies. Companies pay an annual membership fee which varies depending on their size, and for an extra fee they can request services such as work-place consultations and workshops. Refugeeswork has also received some funding from the government

There was soft launch of the platform in early spring 2016, during which over 100 employers and some 1000 refugees registered. Since the official launch in May, 250 companies and 3600 refugees have become registered members. The platform operates in Austria, and expansion into the Netherlands is currently underway.

Left: The Refugees Work.at team. 10 Mar. 2017 / Facebook

Right: Refugee volunteers conducting information sessions about the TBB Talent Catalog / Talent Beyond Boundaries

refugees rk.at

Mission

To promote the social and economic integration of refugees in Austria and make their potential available to the Austrian labour market. Refugees do not lack relevant qualifications and competencies but the opportunities to put these into use.

Contact

Fatima Almkhtar, Co-Founder & CEO





TALENT BEYOND BOUNDARIES

Talent Beyond Boundaries (TBB) is promoting labor mobility as a global alternative legal pathway to refugee employment and self-sufficiency. It works to enable refugee employment by overcoming barriers to matching skilled refugees with private sector employment opportunities globally.

Many refugees are highly skilled, but in many host countries, they are not allowed to work legally. Aggregate registration data for the Syrian refugee population, for example, shows that the Syrian refugee population includes thousands of engineers, accountants, doctors, nurses and teachers among others. Meanwhile, numerous countries face skill gaps in the workforce - a recent survey by Manpower Group of 41,700 hiring managers in 42 countries found that 38 percent of employers worldwide have trouble filling jobs. Many of these jobs could be filled by skilled refugees who are eager to go back to work and use their talent and training around the world.

TBB launched a pilot project in early July 2016 to demonstrate that the hidden refugee talent pool can be a resource to global employers and will place a cohort of refugee job candidates with international employers. As a first step, TBB created a first-of-its-kind online Talent Catalog, in which refugees in Lebanon and Jordan share their employment experience, skills, education, and language capabilities. Within 2 months of launching, over 2,300 refugees have registered. Private sector partners including multinational corporations, staffing agencies, trade associations, and SMEs are eager to consider

refugee talent as part of their hiring practices. TBB is working with partner organizations to overcome barriers refugees typically face to accessing international employment. This will include facilitating access to travel documents, other missing documentation, or verification of their skills. TBB has partnerships with several local and international organizations across Lebanon and Jordan, as well as a cooperation agreement with UNHCR in connection with the pilot.

TBB's pilot project will show that labor mobility is a viable additional pathway for the world's refugees. This pathway will enable refugees to provide for themselves and their families. Employers with hard-to-fill jobs will benefit from an untapped talent pool. Communities in the receiving countries will gain talented workers who contribute to the completion of essential development projects, bring diverse skills to the workforce and bolster local economies. Furthermore, through international employment, refugees can continue to advance their careers and gain new skills that may be valuable for post-conflict economic recovery.

After the job placement model is demonstrated, Talent Beyond Boundaries plans to scale the effort to include tens of thousands of refugees around the world. Following a successful pilot, TBB will seek to export and adapt this model to other refugee hubs. TBB's implementing partner in Jordan and Lebanon is SPARK.



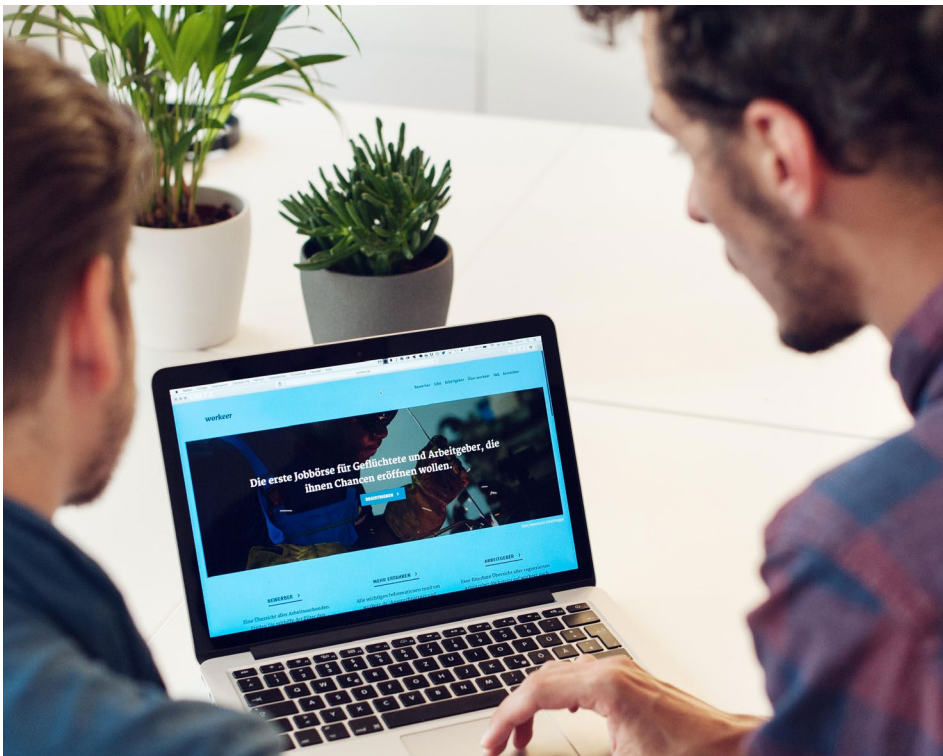
**TALENT BEYOND
—BOUNDARIES—**

Mission

To develop safe and legal pathways for refugees to be self-sufficient through global private sector employment.

Contact

Sayre Nyce, Executive Director



Mission

Workeer aims to create a low-threshold online platform for job seeking refugees and interested employers to get in touch with each other directly to offer refugees fair access to the labour market.

Contact

David Jacob, CEO and Co-Founder

workeer

WORKEER

Berlin-based startup Workeer is the first trainee and online job marketplace in Germany, which is specifically aimed at refugees. The platform creates an environment in which this particular group of jobseekers meets open-minded employers who have a positive attitude towards them. It is tailored especially to the needs and prerequisites of refugees and makes them and employers visible to each other: showing to refugees that there are countless employers who are willing to give them a chance and showing employers the potential value the refugees could bring to their companies. The platform enables refugees and employers to get in touch with each other as easily as possible and without any barriers.

In October 2015, two months after the launch, there were over 800 refugees and 1000 employers registered with a public profile, offering almost 1400 jobs. There are now 2011 employers, 2651 applicants and 2322 jobs on the platform. These include a broad array of employment offers: geriatric nurses, kitchen helpers, software developers, au pairs, car painters and a workshop manager in a steel company. Internships are also offered. Most applicants are refugees from Arab countries while a few of them are from sub-Saharan Africa. The site is currently only available in German but will be translated into other languages.

Left: David Jacob built Workeer, a job board for refugees, as his bachelor thesis, 01 Oct. 2015 / Felix Grimm

Right: Refugee holding a MONI card as part of its pilot program, 24 Mar. 2016 / MONI

BANKING SOLUTIONS



MONI

The MONI Refugee Solution is an innovative banking solution for refugees in Finland that enables faster integration into society and a faster route to full financial inclusion. Refugees are often unable to get bank accounts, which results in a cash-only living situation making it difficult to pay bills, receive salaries and to develop a financial history record. MONI has built different tools to solve these problems.

moni

Mission

To provide a better future for unbanked and underbanked people through financial inclusion. We're not providing a simple payment service, we're building the financial infrastructure of the future.

Contact

Fennie Wang, General Counsel

The MONI Banking Platform enables interoperability between new, real-time economy apps and legacy bank systems and provides users with access to personal financial services; The MONI Smart Account is a digital account that users can access everywhere and use to make payments through any type of device. Furthermore, a number of different services provided by third parties can be linked to the account through a cloud-based solution, and the MONI Prepaid Mastercard is linked to the Smart Account. MONI is also developing a simple model for micro-entrepreneurship and automated taxation for refugees. The company believes that this kind of simple rules system can increase the employment of refugees while at the same time decrease the governmental administrative burden, creating new tax payers in record time. MONI has already created a special feature inside its Smart Account enabling asylum seekers to instantly pay for a work permit, as is required under Finnish law.

The tools have been fully tested by refugees in Finland with great success. In November 2015 MONI was chosen for a pilot program by Migri, the Finnish Immigration Service. Today almost 5000 refugees, totalling more than 15% of the refugees in Finland, receive their benefits through MONI accounts, and an increasing number of employers choose to distribute salaries via MONI accounts. The MONI Refugee Solution is next planned to be implemented in other EU countries.

With user maturity, refugees can access another feature called the Circle of Trust, through which friends or family members can instantly send each other interest-free micro-loans through a transfer of funds between MONI Accounts, enabling the creation of hyper local banks for refugees. The Circle of Trust also enables Islamic lending and could be used by NGOs to distribute microloans.

"In a world where many refugees have access to technology such as smart phones there is a huge market opportunity in bringing financial service to this population. Digitalizing money also takes away the cost and security related issues connected to handling cash."

Fennie Wang

MONI is looking to grow in Finland and elsewhere in the EU and globally as a solution in refugee camps. They are currently looking to partnering with the UNHCR and related agencies and NGOs that participate in cash-based initiatives.

MASTERCARD

By leveraging technologies and products such as Mastercard Aid Network and Prepaid, Mastercard collaborates with partners to provide essential services to refugees at a critical time in their lives. To date, MasterCard Aid and Prepaid cards have been deployed in humanitarian responses across Africa, Asia and Europe – in countries such as Turkey, Kenya, Yemen, Nepal, Ethiopia, Nigeria, Niger, the Philippines, and Greece.

Mastercard has worked with Mercy Corps to distribute prepaid debit cards to eligible refugees traveling through Serbia. Approximately \$75,000 was distributed to nearly 400 families and individuals, who spent the assistance on transportation, food, medications and lodging. Many recipients also used their prepaid MasterCard to withdraw cash at automated teller machines. Based on the success in Serbia, Mercy Corps has launched a complementary program in Greece. Run on the islands of Lesbos and Leros, and on the mainland, the program will provide nearly 3,000 refugees with cash support. Important side benefit of this program is the cash it infuses into the economies and markets of the communities that are hosting refugees.

In communities that have the infrastructure to support a cashless payment system, the advantages are manifold: it provides a higher level of security for aid agencies and workers, as well as for the recipient of funds, as crime and the various risks associated with cash distribution are reduced; it increases the likelihood of funds being used for its intended purposes and since it is an electronic system, funds cannot get lost.

"Only so will it be valuable for all stakeholders - companies, refugees and third parties alike."

Ryan Erenhouse

A cashless system moreover has the advantage of providing the capacity for people to act independently. Prepaid cards provides flexibility in how much money is put on each card, and any money that is not used can be reallocated for other purposes at a later time. A cashless system also enables donors to follow the money and for NGOs to see how effective their programming is.



Mission

To provide the capacity to refugees to act independently, giving them the ability to spend money on what they need – anywhere throughout the world – with dignity and more control. The private sector can play an important role by applying what they do well to create innovative new solutions to social issues such as the global refugee crisis.

Contact

Ryan Erenhouse, Global
Communications & Thought Leadership



Left: MasterCard Prepaid Debit Cards provide refugees with mobility, flexibility and dignity, 20 June 2016 / MasterCard

Right: Syrian refugee Rana A: "Your self-awareness lecture changed my life", 06 July 2016 / RBK

SOCIAL ENTERPRISE



REBOOTKAMP (RBK)

ReBootKamp (RBK) is an edtech non-profit corporation based in Amman blending a non-profit and business model. Co-founded by Hack Reactor and launched in March of 2016, RBK uses agile training to rapidly impart both technical and non-technical skill. Its recruiting base is primarily refugees and at-risk populations. The camp consists of a five-week Prep phase followed by a 12 week immersive phase. It produces full-stack software engineers capable of building production grade web applications. RBK serves the refugee populations both inside the camps and at-large with programs in Amman and adjacent to Za'atari refugee camp in north Jordan. For its first cohort, RBK received 800 applications with an admissions rate of 3%. 60% of the seats are reserved for young women and the program maintains representative diversity, taking Kurdish and Palestinian applicants into consideration as well. Recognizing the psychological toll of the loaded schedule and the unique experiences of refugees, RBK employs mental health professionals as part of the instruction team.

The curriculum is designed to build leadership skills and empathy and students learn skills that not only answer the local market demand, but will serve the students throughout their careers. Another important gain is the skills required to be effective peace builders upon return to their countries. The local tech industry in Amman has pledged to hire graduates for the next three years and RBK has orders for over 500 graduates from local industry alone. RBK is in the early stages of building a remote seat,

talent pipeline to Silicon Valley. Tech companies can triple their development capacity at the same cost while RBK alumni enjoy salaries 4-5 times the local rate. RBK is also running its own for-profit consultancy employing its graduates in the competitive offshore IT development market valued at \$300 billion a year.

RBK remains sustainable by using a deferred tuition model whereby graduates offset the training costs by paying back RBK upon employment. Tuition can also be forgiven for students that volunteer for three months with the program as curriculum facilitators. As the organization grows, it hopes to implement locally developed content and build technical programs that serve sectors such as architecture, engineering, communication arts and medical arts.

RBK has an array of NGO and governmental partners including UNHCR, UNICEF, SPARK and Jordan's Ministry of Information and Communications Technology. RBK receives support from local industry as well. Jabbar Group, Souq.com and Zain Jordan sponsored the pilot. SAP and SPARK are providing generous financial support moving into cohorts 2 and 3.



Mission

To use a new form of education technology known as 'bootcamp' training to rapidly empower refugees and those suffering from conflict not only with high-demand tech skills, but also the social tools they will need to rebuild their countries.

Contact

Hugh Bosely, Founder & Executive Director

Mission

To enable refugees to play an active and productive role, changing their status from helplessness to independence, to one of empowerment and productivity through harnessing and building social capital, connectivity, trust, willingness to share, and empathy.

Contact

Ahmad Edilbi, Founder & CEO



DUBARAH NETWORK

Dubarah is a service and a social network that aims to understand the problems and needs of refugees, and use crowdsourcing to find solutions. It was created and launched in 2013 by Ahmad EdilBi, a Syrian refugee, to help Syrian refugees worldwide. The network now has five million users and helps hundreds every day in finding job opportunities, a place to live, education opportunities, psychological support and lifestyle information. The network helps the Syrian diaspora get back on their feet by introducing new arrivals (especially in Egypt, Lebanon, Jordan, Saudi Arabia, Canada and many parts of Europe) to Syrian expatriates already in the region. The network relies entirely on 1800 diaspora volunteers for its activities.

The network consists of a web platform that within the first hour of its launch had about 1800 registered users, and a Facebook page with nearly 3,000 likes. Over the years, Dubarah has grown significantly as approximately 100 people on average register every day to the web platform. An employment portal was launched in parallel, displaying opportunities within Syrian Diaspora firms or other vacancies in the refugees host countries. Within a few months of opening the job portal, 8,000 opportunities were posted, 4,000 of which were quickly filled by Syrian refugees. Additionally, an initiative was launched to provide career counseling, job advice, and coaching. The network is also in the process of establishing a directory for Syrian professionals, including profiles listing their profession and possible support areas.

The web platform also includes an "investment opportunities" section linking Syrian refugees and Syrian diaspora members with capital to invest. Funders can also use the platform to present their demands and readiness to finance ideas or projects. In less than a year, 420 funding and 560 partnership opportunities have been realized through the investment portal. Further, the portal provides strategic and technical assistance for Syrian start-ups. Within a few months of starting the investment portal, users of the portal were able to offer business consultations to 175 start-ups from the refugee community. In the "innovations in expatriation" section of the platform, successful innovations of Syrian diaspora around the world are showcased as a way to promote positive perceptions of refugees in host communities.

Finally, the web platform includes various portals to help refugees find housing, access educational opportunities and to get support in terms of emotional well-being. The network currently spans across 36 countries that have large communities of Syrian refugees but there are plans to expand it to other geographical areas and communities that have suffered from post-disaster displacement. Next steps also include launching a mobile application linked to the online Dubarah platform for easier accessibility.

EDUCATION



BLUE ROSE COMPASS

BRC travels to conflict zones in the Middle East, Africa and Latin America to identify young adults – especially, though not exclusively, girls – who have exceptional academic talent and leadership qualities. They help them to apply to top universities and to find work when they graduate. Among other criteria, candidates for BRC Scholarships must be either be living in a refugee camp, or otherwise displaced by conflict, and committed to finding ways in which they can use the opportunity of an education to contribute to peace and rebuilding in their region of origin. BRC's rigorous screening process matches candidates with opportunities in which they will excel. BRC then acts as mentors for each Scholar until he or she is back in the country of origin.

Scholarships are the springboard for the Scholars in their journey to give back and repatriate their success. As a diploma is only part of the equation, however, BRC works hard to get students first class summer internships and jobs with Fortune 500 companies on graduation. By providing paid internships and/or full-time employment to BRC's Scholars, their partners take dramatic steps in retaining talent in the region, mitigating "brain drain". MasterCard has so far been the largest hiring company, employing returning refugees in its offices all over the world. Other partners donate new technology, which plays a crucial role in ensuring the Scholars' success. In

instances where a purely academic scholarship is available, partners that provide health insurance, clothing and/or housing can be the tipping point for whether the BRC Scholar may accept the Scholarship.

Companies are motivated to provide support for a variety of reasons: it provides an opportunity for volunteerism for employees; companies such as McKinsey, Bain & Co. and Aramco have provided considerable support through volunteers from regional offices. Moreover, the scholarship program produces phenomenal graduates with vast potential to be beneficial for businesses who want to employ them when they return. Companies in turn provide Scholars with employment opportunities that help them sustain themselves and their families and to break out of poverty.



Mission

To give gifted young refugees the opportunity to develop their talents and become agents of change in the world.

Contact

Lorna Solis, Founder & CEO

MICROSOFT



Microsoft is developing a nationally-led Syrian refugee response education platform with partnerships and participation at the regional and local levels, involving Governments, NGOs and other stakeholders. The platform is based on a pre-existing model in use in various countries in the Middle East and Africa called YouthWorks. The Platform will be localized to each country and already functions as a regional site in Arabic, English, Turkish and French. In addition to being a repository for local resources, the platform has the ability to host over 1000 courses, which can be customized to curate content by each country. As a cloud based solution, additional content can be added and accessed seamlessly as needed.

The platform is being used as part of a blended learning approach that combines online learning with classroom and social engagement. It is implemented in partnership with regional and local partners, such as World Vision, UNDP, USAID, Chemonics, Udemy and by local governments, which populate the platform with relevant information and content.

The Syrian Refugee Support Platform will focus on job tasking and other revenue generating opportunities for refugees where direct employment is limited or not allowed by local law. It will thus have a job placement

interface which will serve as a means to connect job providers, government agencies and recruitment agencies into a single site, in accordance with relevant national legislation. The Platform also offers an array of entrepreneurship training and support and can link ideas and experience from within the refugee community to external mentors including those within the Syrian Diaspora.

In Egypt it is being used with University students, while in Tanzania it is being utilized for vocational trainings. It is set to launch later this year in Germany and Turkey.

The online learning pillar of the program has been adapted for low bandwidth and 2G use, while still utilizing a multimedia approach in content delivery—for example videos, PDFs, Word documents, etc. The courses do not, as of yet, provide exams or certification. Microsoft has also put forward a training management tool for refugee camps, which allows for tracking attendance, online exams and certification. The program is in use in Egypt and other African countries.

Microsoft's motivations to work to address the refugee crisis goes beyond CSR business requirements; the company is motivated to do this work because it believes that the ability to service refugees is a business and development opportunity.

Left: Microsoft CityNext partner ITWORX Education launched a pilot program at the Saad Nayel refugee camp / Microsoft

Right: Refugee Code Week youth learn how to code / SAP



SAP

Refugee Code Week is a central pillar of SAP's Refugee Aid program for displaced people across the Middle East and North Africa region (MENA). As part of the Refugee Code Week program, SAP held coding workshops for more than 10,000 refugee youth from October 15 - 23 2016 in Egypt, Jordan, Lebanon, and Turkey. Refugee Code Week focuses on education as the foundation for self-sufficiency and future employability.



Mission

By training young people in high-demand coding skills, the company aims to restore refugee families' hope for a better future, while building a pipeline of skilled workforce for Middle East companies currently seeking IT talent.

Contact

Houssam Chahin, Senior Private Sector Partnerships Officer in the Middle East and North Africa, UNHCR

Children and teens learned the MIT's simplified coding platform Scratch while young adults learned how to build a website with HTML, CSS, JavaScript, PHP, and SQL, and received an introduction to the SAP Business One software. The most promising students will also be able to join a 16-week coding boot camp with partner RebootKamp to become computer engineers ready to be hired.

"Refugee Code Week can put IT education at the heart of education programs for refugees, equipping thousands of young refugees with highly job-relevant skills that will provide the foundation for future employability and self-sufficiency – and many doors in their life beyond self-sufficiency."

Houssam Chahin

Volunteers from SAP started holding train-the-trainer courses in March and have already instructed 964 teachers, parents, and local volunteers in the four countries with coding skills, which they can now pass on to students in their respective communities. Free Online courses on the openSAP platform allow to multiply the efforts and impact beyond the actual event time.

Refugee Code Week is an initiative spearheaded by SAP and the UNHCR and the Galway Education Centre as key partners. A growing network of partners includes RebootKamp, International Medical Corps, Jordan Education Initiative, Petra University, Teach for Lebanon and more than 20 local authorities, non-profits, NGOs, educational institutions, and businesses.

This initiative builds on the success of Africa Code Week 2015, during which SAP passed on coding skills to 89,000 children, teenagers, and young adults from 17 African nations over a ten-day period. The program was launched again for 2016 recently from Kigali and aims to reach 150,000 youth across 30 African countries.

SAP's main goal is to empower everyone in the refugee community. However, by involving local volunteers and partners – parents, teachers, universities, schools, and nonprofits the initiative will also strengthen the region's IT landscape. In the Middle East particularly, a boost in the number of local IT specialists is not just desirable; it is absolutely critical to drive digital transformation and secure long-term economic growth throughout the region.



Mission

Companies are the sum of the people who work there and employees wish to work in companies that demonstrate social responsibility. Our efforts in this regard are key to employee satisfaction and engagement.

Contact

Lasse Sandaker Nielsen, VP Corporate Communications



NORWEGIAN AIR

Through the Help Us Fill a Plane initiative, Norwegian Air and UNICEF have joined efforts in a fund raising campaign where Norwegian's passengers and UNICEF supporters have donated more than £130,000 to send an aircraft loaded with emergency aid and school supplies to help Syrian children living in Za'atari, the world's second largest refugee camp. This is the second such flight resulting from the collaboration between UNICEF and Norwegian; In October 2014, the flight went to the Central African Republic and another flight is planned to take place this fall.

Norwegian Air has had a signature partnership with UNICEF since 2007. The Help Us Fill a Plane initiative was a result of a process where UNICEF identified an area in which there are great needs and where Norwegian Air could use their core business activity to provide support. Norwegian Air provided the airplane and the crew and covered all related costs. Passenger donations funded the content of

the airplane through an on-going donation program that Norwegian Air has established with UNICEF in which passengers who order a ticket are given the opportunity to donate, as well as through a separate campaign. The campaign page visualized what the contribution generated.

"Without education there is little hope for the future of Syrian children. For us at Norwegian, this has been the most important flight of the year."

CEO Bjørn Kjos

The focus of the campaign was to provide school supplies to refugee children and thus aimed to highlight the importance of preventing the creation of a lost generation of children in refugee camps. The Norwegian government supports this focus and Norwegian Air

therefore received much support for its initiative from several governmental agencies. The multi-party cooperation helped reinforce and expand the reach of the message. The campaign and the attention it has received is believed to have resulted in an increased awareness of education in refugee camps among the general population.

Left: CEO Bjørn Kjos and Bernt G. Apeland, Secretary General of UNICEF in Norway, 02 Nov. 2015 / Norwegian Airlines

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