

Private-Sector Mapping Research

Preliminary Outcomes for Discussion

12 March 2014

Our Focus

1. Explore issues and perspectives related to labour migration / talent mobility.
2. Begin a conversation on migrants as consumers of products and services with the ability to impact growth and development.
3. Engage meaningfully with firms throughout the research process.

Sectors: Banking, Construction, Education, Healthcare, ICT, Insurance, Mining/Extractive, Money Transfer, Recruitment & Relocation, and Tourism

A Two-Pronged Approach

- **Delphi Process**

- Discuss engagement directly with high-level executives
- Better understand their views and experiences on engaging in the migration debate

- **Traditional Survey**

- Learn more about company policies, practices, and positioning on a variety of subjects
- Develop an instrument that utilized language more appropriate to businesses (e.g., mobility; international hiring; growth; sustainability; benefits; etc.)

What is a Delphi Process?

- Consultative process among experts
- Participants share their own ideas on a specific, usually complex issue
- Multiple, progressive rounds of consultation
- Coordinated by a moderator who collects, collates, and refines contributions
- Aims to arrive at areas of convergence and/or divergence

Delphi Questions

- **Barriers to Engagement:** What major factors prevent businesses from investing more time and resources in the migration debate with government and international organizations?
- **Opportunities to Increase Engagement:** What would be the best way to motivate business leaders to invest more of themselves and their firms' time in the debate?

Delph Results - Barriers

1. Issue too risky
2. Business leaders not convinced
3. Lack of time/interest
4. Slow political processes
5. Capacity to influence
6. Lack of awareness
7. Local legislation

Delph Results - Opportunities

1. Cost-benefit evaluation
2. Outreach from governments
3. Form stakeholder coalitions
4. Align planning timeframes
5. Motivate business leadership
6. Cultivate continuous messaging
7. Universal work permits

The Takeaway

- **Businesses** may not participate in the debate due in some measure to the very **stereotypes** that are perpetuated partly due to non-participation.
- The **lack of time and/or interest** on the part of businesses is an overarching theme.
- **Legislation** at the local (state) level can be a mitigating factor.
- **Timeframes** are also an important consideration, both for designing outreach and setting goals.
- **Risk management** in general, and **cost-benefit evaluation** in particular, were central concerns for business leaders.
- **Demonstrating ROI** is clearly an urgent priority.

Room for Improvement

- Larger group of experts
 - More time
 - Separate groups for the perspectives of employing migrants and considering migrants as consumers
- **Regardless, identified areas of convergence validate the concrete possibility of finding common ground upon which we may pursue goal setting and planning.**

Traditional Survey

- **Survey I**

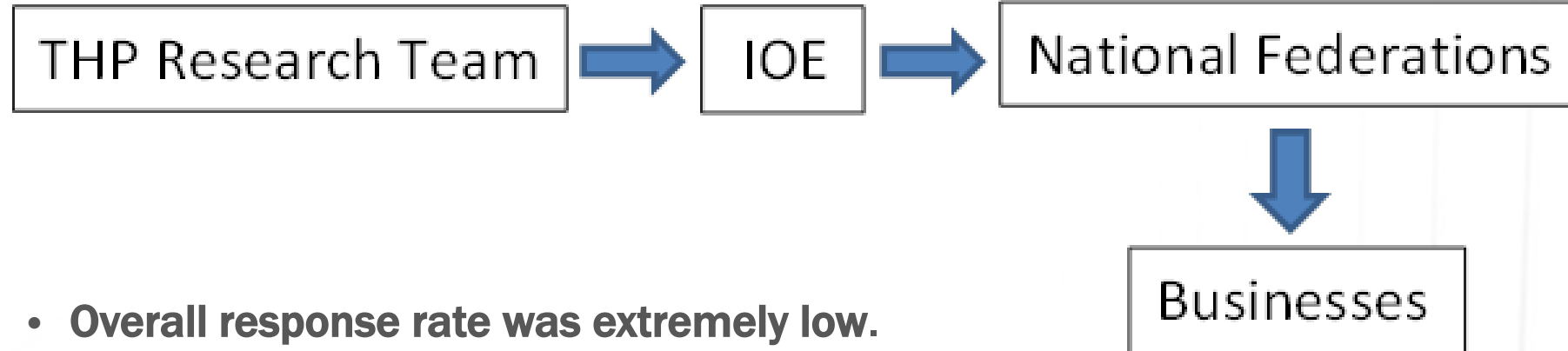
- Targeted to HRMs and legal; 48 questions; 30 minutes to complete.
- Labour shortages, training and skills matching, education and mobility, recruitment and work contracts, integration, and return and reintegration.

- **Survey II**

- Targeted to marketing, operations, general managers; 24 questions; 15 minutes to complete.
- Migrant access to products/services, marketing to migrant communities, potential impact of diasporas, and all of the above in relation to long-term planning and growth.

Testing the Surveys

- Tested in February 2014 by distributing via email on 3 separate occasions throughout the month.



- **Overall response rate was extremely low.**
 - 18 responses to Survey I
 - 10 responses to Survey II
- **Many skipped questions.**
- **Many “don’t know” responses.**

For Further Consideration...

1. In what ways can an evidence base be used to further and deepen engagement between businesses and states in the migration and development conversation (e.g., proving ROI)?
2. Considering the other barriers and opportunities identified in the Delphi process (risk, capacity, timeframes, etc.), what might a sustainable and practicable format for engagement between states and the private sector entail?
3. What are the specific, key areas of convergence that the private and public sectors can come together on today in the interest of long-term growth and development?

Thank you!