



Mapping private sector engagement along the migration cycle

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Mapping private-sector involvement in the migration cycle

Introduction

The private sector plays an important role in achieving development outcomes and its engagement can help strengthen the link between displacement, migration and sustainable development (OECD 2019). International development agendas¹ acknowledge this private sector role and advocate for joint solutions that involve the private sector in development - a sector traditionally dominated by public service actors.

The role of private sector engagement in migration and displacement has evolved beyond mobilising resources, to generating expertise, providing access and lobbying political leadership. However, the tendency of public-sector actors to engage with the private sector primarily as a funder or co-funder continues to prevail. In practice, there are numerous private actors operating at different levels. Consequently, their interests and the scope for collaboration with governments, donors and international organisations differs based on their assumed role in relation to migration and migrants. Public-sector actors therefore need to adopt different modalities and a variety of targeted approaches and tools to initiate and sustain partnerships with private-sector actors. This summary is based on a wider report which maps private-sector activities relevant to migrants and explores how private and public-sector actors can engage jointly with migrants at various stages of the migration cycle. It discusses entry points for donors and governments aiming to establish greater engagement by the private sector or support privately-owned initiatives in migration that can help to make migration processes safer, as well as strengthen the rights of migrants and improve the levels of service provided to them.

What do we mean by private sector?

In this context we have defined the private sector as a broad set of actors that use private capital to fund legitimate economic activities in different sectors of both the formal and informal economies within and beyond national boundaries. Our definition also includes privately-owned foundations and charities that raise private capital to pursue philanthropic objectives, as well as not-for-profit organisations operating on the basis of private financing. Private-sector actors are further characterised by their ownership, type and geographic location. These characteristics determine how they interact with different categories of migrants and the motivations that shape these interactions. Interactions between the private sector and migrants can be viewed from two main perspectives. Firstly, as part of their daily core business and profit-seeking activities and secondly, as part of their social and charitable outreach to society.

¹ For example, the Addis Ababa Action Agenda (AAAA) and the Sustainable Development Goals (SDGs) as well as global migration frameworks, such as the New York Declaration on Migrants and Refugees (UN 2016), the Global Compact for Migration (UN 2018a) and the Global Compact on Refugees (UN 2018b).

CHARACTERISTICS OF PRIVATE SECTOR ACTORS

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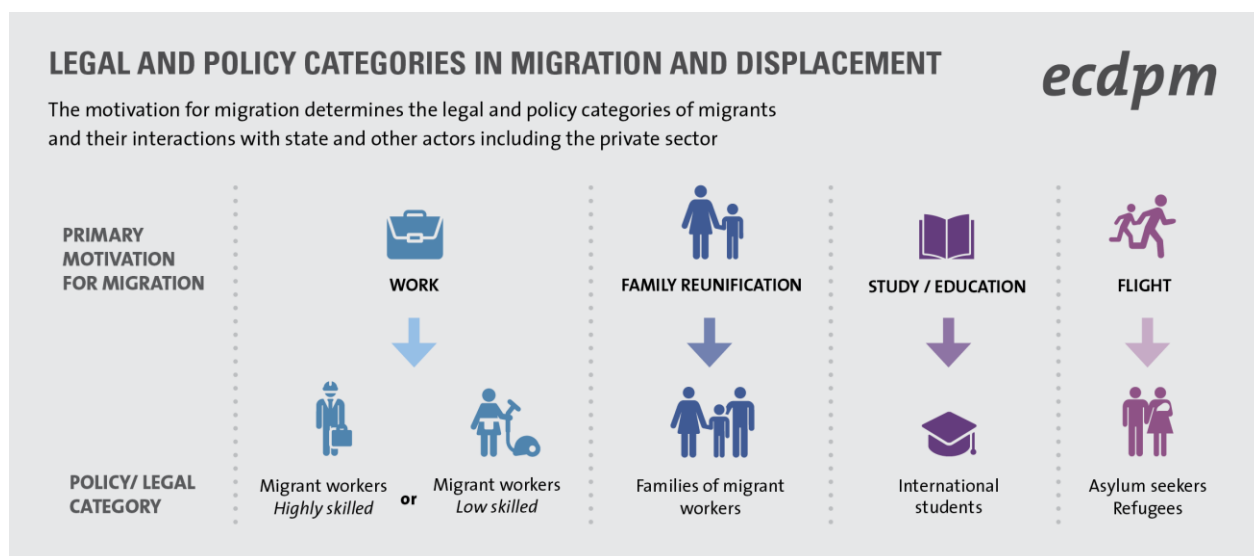
Private sector interaction with migrants is based on a mix of characteristics which contribute to shaping the nature of their engagement and the motivation for interaction.



Source: compiled by the authors

What do we mean by migrants?

IOM defines a migrant as “any person who is moving or has moved across an international border or within a state away from his/her habitual place of residence, regardless of (1) the person’s legal status; (2) whether the movement is voluntary or involuntary; (3) what the causes for the movement are; or (4) what the length of the stay is” (IOM 2019). The main focus of this mapping is international migration, i.e. across international borders.² the legal and **policy categories** commonly used in migration and displacement range from migrants in regular or irregular situations, migrant workers and their families, to international students, asylum seekers and refugees. Not all these categories are clearly defined or have a legal basis³ and they can differ between countries. Migrants may fall into one, several or none of these categories. These categories are shown in the figure below.



Private-sector involvement along the migration cycle

The migration cycle refers to the five possible stages of a migration process encompassing (i) pre-departure, (ii) transit, (iii) arrival, (iv) long-term options in the country of destination or a third country,⁴ and (v) return and reintegration in the country of origin. Longer-term options for migrants may include moving to a further third country destination. The process of return and reintegration emphasises the potential circularity of the migration process, although return may be forced, coerced or voluntary.⁵

² There are two general approaches adopted in defining the term ‘migrant’. The inclusive approach considers ‘migrant’ to be a term covering all forms of movement. The residual approach excludes from the term ‘migrant’ those fleeing war or persecution. (see J. Carling what is the meaning of a migrant? www.meaningofmigrants.org last accessed 8 May 2019). This paper adopts the inclusive approach: Migrants refers to all migrant categories, except where expressly stated otherwise.

³ An exception is the category of refugee under the 1951 UN Refugee Convention.

⁴ Lives of migrants are dynamic and may include onward movement to a third country.

⁵ Forced return is the return of persons who are required by law to leave but have not consented to do so. Coerced return is when state actors abuse and intimidate migrants with the ultimate aim of motivating their return. Voluntary return is when people freely choose to return to their country of origin. For more information see: ECRE (2018) and Human Rights Watch (2016).

This graph shows how the private sector plays a key role in linking development and migration objectives through its interaction with migrants along the migration cycle. This interaction contributes to achieving the Sustainable Development Goals and the objectives of the Global Compact for Migration and Global Compact on Refugees.

1 Pre-departure

Before the migration journey begins.

RECRUITMENT: recruitment agencies provide potential migrants with information about job opportunities abroad.

EDUCATION: migrants acquire skills required in the labour market of the destination country through educational and vocational training institutions.

PRE-DEPARTURE ORIENTATION: firms provide pre departure orientation for migrant workers which may include language and cultural training skills.

VERIFICATION OF CERTIFICATES AND SKILLS: firms verify certificates and skills of migrants, this includes formal, informal and non-formal skills. Health certificates may also be required.

INFORMATION: migration information centres provide information on the destination country.

FINANCE: financial institutions and banks provide potential migrants with access to finance in the country of origin and cater for those left behind.

TRANSPORT: transport providers have low cost travel options for different target markets.

INVESTMENT: investment agencies in countries of origin to promote livelihoods and economic growth offering alternatives to migration.

TELECOMMUNICATIONS: service providers enable migrants to connect with diaspora in destination country.

5 Return & re-integration

Migrants return to their country of origin either voluntarily, through coercion or by forced means.

RECRUITMENT: recruitment agencies in partnership with State agencies provide job placement and skills matching services.

INVESTMENT: investment agencies provide advice in country of origin including support for start-up businesses and skills training.

FINANCE: financial institutions and banks provide migrants with assistance in setting up businesses, access to credit and financial literacy skills for a start-up business.

EDUCATION: returnee migrants engage in skills transfer through providing training in their countries of origin.

VERIFICATION OF SKILLS AND CERTIFICATES: recognition of skills acquired in the host country is done by employment agencies or private agencies.

4 Long term options

Migrants may be given the opportunity to integrate in the destination country or choose to move to a third country.

FINANCE: financial institutions and banks enable migrants entrepreneurs to access credit facilities and provide financial literacy skills to start-up businesses.

INVESTMENT: investment agencies support schemes like incubation, mentorship and business development training.

EDUCATION: access to universities, skills training and technical and vocational training.

SOCIAL COHESION AND

INTEGRATION: migrants are provided with support by the private sector in partnership with state agencies. This includes language skills and integration courses.

ACCOMMODATION: estate agents provide long term home ownership programmes in collaboration with financial institutions.

3 Arrival

When the migrant arrives in the country of destination.

RECRUITMENT: recruitment agencies in countries of destination work in cooperation with job centres and the businesses.

VERIFICATION OF CERTIFICATES AND SKILLS: in the country of destination, this is done by employment agencies or private agencies.

EDUCATION: on site upskilling of migrants and refugees is provided through educational and vocational training institutions.

SOCIAL COHESION AND INTEGRATION: migrants are provided with support by the private sector in partnership with State agencies. This includes language skills, orientation courses, integration courses.

FINANCE: financial institutions and banks enable migrants to send and receive money from the country of origin. They also provide access to credit for start-up businesses.

ACCOMMODATION: firms provide temporary accommodation and short-term options when migrants arrive in the destination country.

MEDIA AND ENTERTAINMENT: the media as tools of cultural tolerance promote the social integration of migrants.

2 Transit

During the migration process.

TRANSPORT: transport providers check compliance with entry requirements.

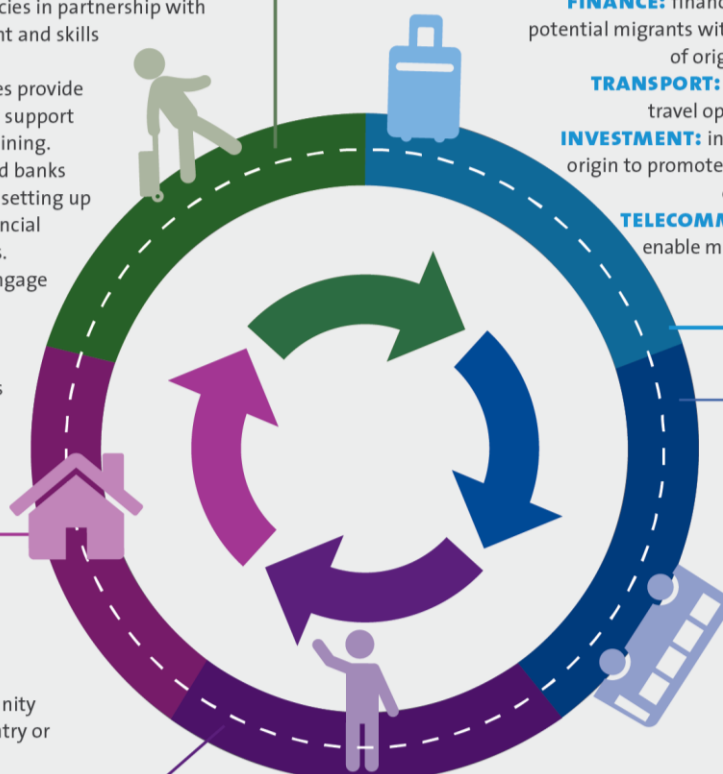
TELECOMMUNICATIONS: service providers enable migrants to connect and communicate with their families in the country of origin and the country of destination.

TECHNOLOGY: technology firms provide internet and mobile based solutions for migrants. Technology can be used to track displaced persons and migrants and provide supplies. Technology also provides solutions for education, communication, language courses and integration.

INFORMATION: migrant information centres provide information on labour market access in transit country.

FINANCE: financial institutions provide access to finance during the journey.

SOCIAL SERVICES: private actors provide donations, access to food, basic services and healthcare especially in displacement situations.



The following non-exhaustive list presents examples of private-sector actors and how they engage with migrants at the various stages along their migration trajectories.⁶

Financial institutions provide services to potential migrants and migrants in the pre-departure and transit stages of their journey, such as loans to fund migrants' travel costs. They promote financial inclusion through sharing information and providing training on financial literacy. Financial institutions work with startups to address the gaps in financial inclusion for migrants at home and abroad.

Recruitment agencies connect migrants from the countries of origin with available job opportunities in the destination countries. Recruitment agencies also connect refugees with potential employers. **Skills matching for migrants** ensures that migrant workers are placed in jobs that are commensurate with their qualifications and experience. Pre-departure orientation programmes provide migrant workers with contextual information about the job requirements and the destination country. Recruitment agencies also provide job placements for returnee migrants.

Private education and training institutions provide services ranging from training in language skills, technical and vocational training, to professional courses to prepare migrant workers for employment opportunities abroad. Training can be provided in the country of origin, in transit or on site in the destination country. Refugees and displaced persons in camps and while in transit can benefit from education courses. Partnerships between the private sector and educational institutions in countries of origin and destination are encouraged to enhance skills certification and to ensure that the training content matches the needs of private-sector actors, as this will enhance the chances of employment. Such services are especially important for international students and migrant workers who form the largest group of international migrants (in percentage terms).

Telecommunications service providers enable migrants to plan journeys and remain connected with their families during the entire migration process. This has led to other further innovations in funds transfer, learning and integration into host communities.

Transport providers, travel agencies and airline companies have modified their services to cater to the needs of different migrant categories. In some countries, airlines and transport companies have started to provide low-cost travel options catering to migrant categories with lower levels of resources. They reach various target groups by using low tech and offline distribution alongside internet services (Hirsh 2017).

Real estate and housing companies are undertaking new housing developments in urban areas to accommodate the increasing number of migrants that require adequate housing (Perry 2012). This is taking place mainly in areas where the urban housing is inadequate, as most migrants move to urban areas.

⁶ Some of their activities touch upon Objective 3,5,6, 18 and 21 of the GCM (UN 2018a) and Paragraph 33, 71 GCR (UN 2018b).

Hospitality companies provide displaced persons and migrants in search of accommodation and adequate housing⁷ with short-term housing options in North America and Europe. These companies work closely with private individuals to provide free accommodation to displaced persons and migrants in cities.⁸

Private sector actors in various sectors have in the past started own and self-regulating initiatives to apply **ethical standards** in order to improve rights and treatment of migrants in their sector, e.g. in the area of recruitment and migrant employment. As part of their **corporate social responsibility** private-sector actors may also contribute to humanitarian services⁹ to help migrants (including refugees) build sustainable livelihoods¹⁰ e.g. by providing basic services to vulnerable migrants and in cases of displacement (UNHCR 2018c). Some of these services include legal aid, health care, career counselling and business development counselling. Through investment and entrepreneurship opportunities created in partnership with private-sector foundations and charities, migrants (including refugees) are given opportunities to create sustainable livelihoods for themselves.

What roles does the private sector adopt when engaging with migrants?

Private-sector actors adopted at least five roles in relation to migrants:

- i. Private-sector actors provide goods and services to refugees and migrants.
- ii. Private-sector actors provide services to governments in support of migration governance and, in some cases, act on behalf of the government.
- iii. The private sector acts as an employer and is engaged in job creation for refugees and migrants (including prospective migrants and migrant hosting societies).
- iv. The private sector is engaged in lobbying to influence migration policies and legislation, thus contributing to how the governance of migration and mobility is shaped.
- v. The private sector is also a consumer or buyer of goods and services produced by migrants.

Private-sector actors play these roles in different thematic areas providing functions for migrants at various stages of the migration cycle, as shown in Figure 5. The role of the private sector as a consumer or buyer of services often overlaps with the role of job creation and is thus discussed in this context.

⁷ Paragraph 81 GCR (UN 2018b).

⁸ For example, AirBnB through its open homes programme which offers housing to displaced persons and migrants in North America and Europe (more information here: <https://www.airbnb.com/openhomes/refugee-housing>).

⁹ Paragraph 33 GCR (UN 2018b).

¹⁰ For example, companies in North America like Chobani which employ refugees as part of their corporate social responsibility (Chobani 2018).

Roles of public-sector actors in relation to migration when interacting with the private sector

i. Setting framework and governance conditions

Governments create the framework conditions governing migration which may **regulate private-sector actors** and determine their level of access to migrant workers, the standards for treatment, as well as setting the broader framework conditions for investment and business activities. Governments and donors also **create incentives** for the private sector to engage with certain categories of migrants who would otherwise be excluded on the basis of profitability. To promote open engagement and competitiveness innovative activities and partnerships greatly depend on an enabling environment which is flexible and proportionate to the envisaged risks. However, governments are responsible for ensuring that there is a level playing field for all businesses through competitive reforms and promoting responsible business conduct.

ii. Funding and investment in migration and development objectives

Governments and donors view the private sector as a **source of funding or co-funding**. This is taking place against a background of declining aid budgets over the past decade and increasing resources needed to address the challenges related to migration and displacement. The private sector presents an untapped source of funding to address issues of migration and displacement. A more sustainable approach to co-funding is creating synergies for greater impact by making increased funds and resources available jointly (DCED 2018).

iii. Co-implementer of programmes, projects and government contracts

Governments and donors engage private-sector actors as implementing partners or to provide specific services in support of programmes or projects. While donors may have restrictions on directly funding private-sector actors implementing public development programmes in partner countries due to regulations governing aid funding, they may nevertheless collaborate with private-sector actors for certain services in relation to migrants and migration governance.

iv. Convening public and private-sector platforms and promoting public-private partnerships

Donors and other development partners encourage collaboration and partnerships between governments and the private sector which can lead to positive outcomes for migrants (SDC 2018, Meijer and Deubler 2014). Public-sector actors also set up platforms for coordinating and facilitating exchange between the various private and other public stakeholders. There are also private-sector driven platforms emerging that actively work together to address specific aspects of migration.¹¹

¹¹ For example, the [tent partnership](#) or '[Wir Zusammen](#)' initiative of private companies in Germany.

Table 1: Potential roles of donors and governments in interacting with the private sector

Role	Example of potential roles for governments	Example of potential roles for donors and donor agencies
Implement framework and governance conditions	Provide transparent regulatory frameworks; Provide flexible regulations in innovative areas; Ensure coherence of policies, especially labour and migration policies in both countries of destination and origin; State agencies implement the regulations and where necessary impose sanctions	Information dissemination to private sector actors; Assist the private sector to better understand and implement government policies; Highlight the development aspects of the regulation and partnering with the private sector to create sustainable solutions
Funding (Investment)	Attracting diaspora investments in country of origin; Provide incentives for businesses to partner with migrants (including refugees); providing incentives for business investment; promoting entrepreneurship in the country of origin	Promote businesses (start-ups) engaged with migrants through (co-)funding and de-risking strategies; promote pilot programmes linking the private sector and migrants; Include private sector actors in funded development projects (in steering function or as co-implementer, if business interests match), Blending.
(Co-) implementer of programmes, projects and government contracts	Contracting out service provision and programme implementation to private actors.	Contracting out service provision and programme implementation to private actors.
Convenor of public- private partnerships and dialogue	Participate in PPPs and dialogue platforms, convene platforms and dialogue; Use information from the exchange as input for policy change	Participate in dialogue platforms with a view to providing / sharing experience; Convene platforms; Engage in and support follow up actions from the dialogue platforms; Motivate public and private sector actors to discover their common areas of interest.

Source: Table compiled by author

Dilemmas, opportunities and entry points for engagement between public and private-sector actors

The different interests of private-sector actors may not always overlap with those of governments or donors. However, there are opportunities for the joint creation of innovative solutions between sectors and countries of origin, transit and destination. Public and private-sector actors can combine their resources to address migration challenges and take advantage of the opportunities migration offers for development. Private-sector actors sometimes self-organise and set standards for improving services and ethical conduct towards migrants and their families. Based on the experience of public-private partnerships in general, the following elements are required to achieve successful cooperation.

1. Define the **common interests**. Common interests need to be defined. Private-sector actors only engage in partnerships with public actors to achieve migration-related objectives if there are clear benefits that will accrue to them. Such benefits can extend beyond increased profit as businesses may also aim to improve the social acceptance of their brand. Results from public-private engagement may be hard to generate or sustain without a clear common interest agreed in a joint position.

Recommendation: Private and public actors engaging in partnerships should first invest in fully understanding and discussing their priorities and identifying their common interests and needs, after which they can design strategies and tools together.

2. Bridge **differing cultures**. The private sector engaging with public sector and development partners often wants to see visible outcomes within a shorter timespan than policy cycles provide for. This mismatch in projected timelines and uncertainty about the policy outcome can adversely affect how businesses decide, especially when working with public sector and development partners.

Recommendation: Private-sector actors, donors and public-sector actors should **clearly communicate their expectations** to each other. Joint engagements should identify specific targeted inputs with visible outcomes for the private sector within precise and defined timescales.

3. Create a **conducive environment**. A conducive environment created by the government goes hand-in-hand with services offered to migrants by the private sector. If policies towards migrants are not conducive, (e.g. refugees' right to work, mobility options etc.) the services or opportunities provided by the private sector will be equally limited. It is also important for businesses that the government provides an adequate regulatory framework and supports incentives for effective self-regulation, which in turn promotes competitiveness and creates room for innovative services and good conduct.

Recommendation: Private-sector actors should be consulted when relevant policies and initiatives are designed as these will affect their incentives and actions.

4. **Type and timing of engagement** matters. Public actors, such as donors, often interact with private-sector actors as possible funders or implementers of already-designed development and migration programmes, e.g. in the area of employment. However, engaging private-sector actors adds value at the design, inception and monitoring stages of public engagement.

Recommendation: Public-sector actors can involve the private sector in the advice, inception, monitoring and later in the evaluation phases of programmes or projects (e.g. sitting on steering committees or advisory councils, engaging as co-implementers based on the available financial instruments, etc.).

5. Build **trust**. **Trust between the private and public-sector actors** contributes to improved cooperation on common migration initiatives. Distrust between public and private-sector actors may stem from different perceptions about the other party: public actors may be perceived as inefficient and with cumbersome procedures while the private actors are seen as solely profit seeking entities that undermine migrants rights and do not necessarily want to contribute to a wider common good. These notions lead to seeing each other as antagonists rather than collaborators (Glick et al 2015).

Recommendation: Working together on designing and implementing programmes can break down such notions and help to build trust between actors. Where roles and responsibilities as well as interests diverge, such trust can help to support more effective interaction and knowledge exchange (e.g. with regard to regulatory frameworks set by governments and self-regulating initiatives of private actors).

Source: Table compiled by author

There exist several dilemmas, opportunities and entry points for engagement between public and private-sector actors in specific areas in relation to different migration states and migrant types. We examined the roles that private-sector actors play in relation to migrants and how public and private actors can cooperate and bridge varying interests. The graph on pages 13/14 summarises the dilemmas, opportunities and entry points for donors to engage with private actors in specific sectors. Below explores those opportunities for joint engagement for different roles or private-sector actors.

A. Provision of goods and services

The private sector - as a provider of goods and services - is increasingly developing business models around the migrant economy and migration flows. Companies take advantage of the opportunities provided by global migration and advances in technology to design products that fit the increasingly transnational lifestyle of migrants.

In **financial services** there is considerable scope for public and private-sector actors to cooperate around devising regulatory frameworks that are targeted and adequate and therefore do not stifle innovation or the operations of banks, money operators and FinTech companies that contribute to lowering remittance transaction costs and promoting the financial inclusion of migrants. This could be done through jointly creating enabling frameworks, regulations and standards that facilitate financial transfers between countries, as well as support the financial inclusion of migrants and their families. Further incentives could be created by public actors to encourage the private sector to develop specific products for migrants and their families, especially for identified migrant categories such as diaspora or migrant entrepreneurs.

In **education and vocational services** there is room for cooperation around the quality and service of private and public institutions. Public and private actors could also work together to test and advance global skills partnerships through promoting similar skills requirements and standards for locals and migrants, balanced with a more pragmatic or 'fast-track' approach to skills attainment. Cooperation between public and private-sector actors with certification agencies in particular, could help to improve the recognition and certification of migrants' skills thus promoting integration. Donors could encourage private actors to offer training to migrants (as well as host communities) e.g. through financial incentives, subsidies, voucher schemes, that might otherwise have difficulties in accessing educational services.

In the area of **recruitment, labour matching services and labour standards** there is potential for cooperation between recruitment agencies, skills matching agencies, not-for-profit organisations involved in supply chains that employ migrant workers. Employers' and workers' organisations could work together to promote best practices in recruitment and safeguarding migrant workers' rights. There is also scope for developing and implementing industry-specific standards for recruitment and employment standards in sectors where there is a strong demand for migrant workers. Private and public-sector actors could establish

partnerships to prevent the exploitation and abuse of migrant workers by engaging with the recruitment and employment sectors, labour ministries, trade unions, and other employment-related associations. In some countries this may mean introducing new or flexible regulations along with soft measures for cooperation, as well as encouraging self-regulation among actors.

In **displacement situations**, there is scope for collaboration between private and public-sector actors to promote investment in displacement situations through reducing the risks involved for MSMEs, small-scale entrepreneurs and startups. These could include providing seed funding for small-scale entrepreneurs and startups, access to markets (as part of a supply chain), offering incentives to hire refugees and displaced persons and enacting legislation that will support the growth and survival of these enterprises. In this way, private-sector actors such as banks, micro-finance institutions, multinational and large corporations and social organisations could help governments and donors to increase their commitment to several international migration and development frameworks, such as the GCM, GCR and the SDGs

B. In migration governance

Apart from generating profit, private-sector actors acting as service providers to governments will be focused on supporting migration governance by governments, e.g. through the efficient delivery of services to migrants. Such engagement may shift state responsibility from the visible organs of the state to the private sector. In the past, this has raised concerns about whether private actors can be held responsible for any breach of state commitments, especially in relation to human rights abuses and respecting migrants' rights as laid down in international law (Lahav 1998). States can also impose requirements on private-sector actors when engaging with migrants that may effectively curtail migrants' access to services.

Providing information: While the interests of both public and private-sector actors in providing transparent information to actual and prospective migrants may differ, there is scope for public and private actors (especially the media, advertising and communications agencies) to work together around understanding how information influences migrants' decisions, with a view to providing access to information and improving the quality of the information available to migrants. Cooperation between public and private-sector actors could include providing accurate information and narratives on migration to migrants on the move and potential migrants. Public and private-sector actors could also work together on designing useful information for migrants which will appeal to the different migrant categories. They could also join forces to combat the smuggling and trafficking of migrants.

Providing innovative services: There is scope for public and private-sector actors (especially companies involved in designing and implementing border management solutions) to cooperate on ways of improving migration management through the use of technology to facilitate safe, orderly and regular migration, while delivering on public service mandates and protecting the privacy of migrants. This could include cooperation between public and private-sector actors in developing legal and policy frameworks that ensure data protection and promote the transparent use of migrant data.

C. Employers

The private sector is seen as the main driver of economic growth and job creation, and is viewed as an effective strategy for providing alternatives to migration, especially for young people in areas of high outward mobility and high unemployment. In some instances private-sector actors need additional incentives and a supportive regulatory environment for them to see the added-value of widening their hiring or sourcing strategies to include migrants. There is room for cooperation between public and private-sector actors, especially through large employer organisations and directly with businesses, to enhance the potential for job creation and employment and provide opportunities for migrants, potential migrants and refugees.

D. Lobbying and influencing migration governance frameworks and related policies

Private-sector actors mitigate risks and protect the reputation of their businesses by ensuring compliance with voluntary ethical standards. Business models are increasingly built around social initiatives that require the private sector to be accountable to consumers. Private-sector actors aim to influence migration governance and policy frameworks through lobbying governments in their countries on specific migration policies and regulations. Further collaboration between public and private-sector actors, especially not-for-profit organisations and private foundations, could focus on addressing the social challenges migrants face in their host communities. This could include promoting platforms for monitoring the commitments of both actors in terms of addressing the needs of migrants (including refugees).

Conclusions and way forward

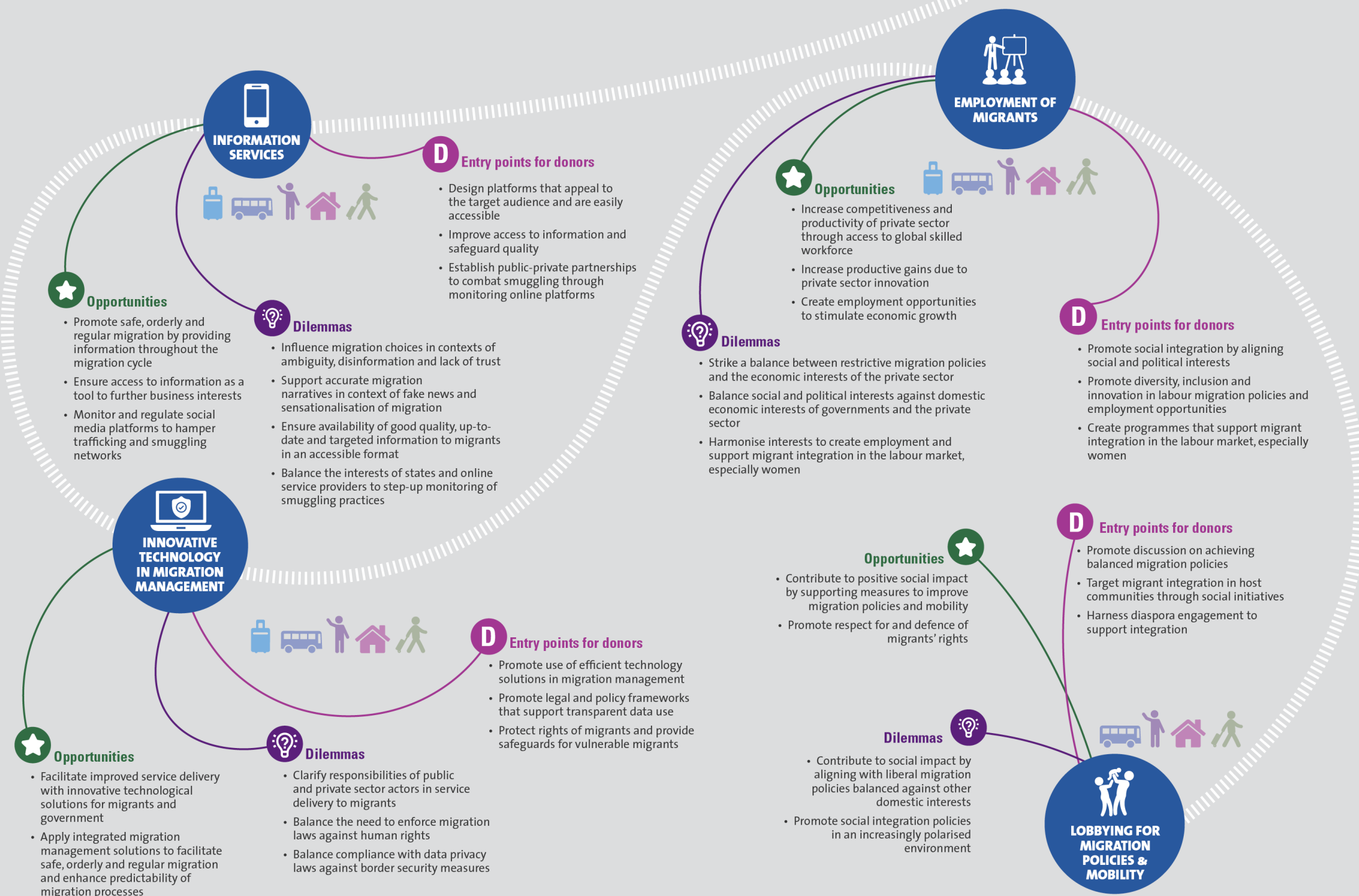
Motivations and interests of the private sector are context specific and vary according to their role, characteristics, geographical location, the stage of the migrant cycle and the type of migrant target group. The ECDPM mapping study Mapping private-sector involvement in the migration cycle, on which this summary is based, provides further details on the roles of private actor in the migration cycle. It gives an overview across the breadth of private sector engagement on the topic of migration and includes further examples and entry points for possible joint activities between public and private actors in a number of sectors.

Private-public engagement can only be successful if there are shared motivations that are fully understood and can be built upon. Clearly, not all private-sector actors will have the same interests and their approaches may align or be in tension with those of governments and development actors (such as donors and implementing agencies). This mapping explored some of these. In each sector, further analysis, dialogue and engagement can be useful to share lessons, exchange and define common interests. This can build on the many on-going activities between public and private actors highlighted in the mapping study. More in-depth analysis that identifies dilemmas, unpacks interests and explores possibilities to overcome 'policy-to-practice' gaps in a particular migration-related engagement situation can help to identify concrete opportunities for public and private-sector actors to work jointly in support of the Global Compacts on Migration and Refugees.

DILEMMAS, OPPORTUNITIES AND ENTRY POINTS FOR PUBLIC-PRIVATE COOPERATION FOR SAFE, ORDERLY AND REGULAR MIGRATION

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