



ADVANCING GOOD GOVERNANCE IN INTERNATIONAL DEVELOPMENT

Report on the 2017 Seminar

Risk, Governance and the Challenge of Migration

8 – 9 June 2017

Rhodes House, Oxford

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1 Executive Summary

The theme of the 2017 Advancing Good Governance seminar, which took place at Rhodes House, Oxford on 8 and 9 June 2017, was 'Risk, Governance and the Challenge of Migration.' Recent crises linked to refugee flows and migration have exposed the failure of current models of global governance to address a highly complex spectrum of risks, including xenophobia, political unrest, corruption and poverty.

The seminar took a focused look at the specific political, developmental, economic, security and humanitarian risks arising from the refugee and migration crises, and considered new models of governance which might be able to sustainably address those risks and resolve the root causes creating such risks. The seminar brought together over 150 delegates representing the governmental, multilateral, non-profit, academic and private sectors.

This document sets out summaries of each of the seminar sessions, which seek to draw out the main themes that were discussed and emerging areas where more research, discussion and action is required.

Several common themes emerged across the seminar sessions. Action to address the risks and challenges arising from migration should consider focussing on addressing the following issues:

- (i) **Changing the narrative:** A strong narrative needs to be built around the strengths and opportunities that refugees and migrants bring in the short and medium term, while acknowledging the possibility of return so that reconstruction can occur. This needs to engage with the anti-migration narrative that is prevalent, to build bridges and dialogue and seek to increase moderate attitudes to migration.
- (ii) **Looking to emerging actors and innovative solutions:** In an era of eroding faith in the international community and the power of multilateral agencies to resolve global issues, we need to look to emerging actors who are having a real impact on refugees and migrants. This includes cities and regions that are on the front line of migration, the development of grass roots responses to employment needs and the role that the private sector can play. As part of this focus on emerging actors, we need to invest in, and support the scaling up of, more innovative means of supporting refugees and migrants.
- (iii) **Generating an effective governance system:** Governance in the refugee and migrant context takes form at several different levels – the international community, regional groups, countries and sub-national levels – and encompasses a wide range of actors. It also includes the development and implementation of norms (including international conventions, non-binding compacts and local customs) and formal structures of coordination. With an increasingly complex system of actors and norms, an effective governance system needs to be formulated to identify and coordinate good practices, support innovation and increase accountability for failure to protect those who are most in need.

The seminar community hopes to carry forward these common themes over the next 18 months and beyond, ensuring that these important issues and perspectives feed into the ongoing processes to develop the Global Compact for Refugees and the Global Compact on Migration.

2 **Opening Keynote: Setting the Scene: Migration Crises and the Breakdown of the Global Order – What Are the New Models of Governance?**

This session assessed the failures of current models of global governance in the context of the recent refugee and migration crises. Several causes and consequences of such failings include: institutional failure, xenophobia, lack of access to education and lack of livelihood. Recent regional attitudes to refugee migration have varied considerably - some developing economies have played a key role in hosting refugees, while amongst developed economies there has been a mixed response to refugee needs. The session concluded with a discussion of what the international humanitarian and development communities can and should be doing to improve the situation.

2.1 **Key points from the session**

- 2.1.1 Failures on institutional, political, legal, security, economic and environmental levels have impacted the state of the migration crisis.** On an institutional level, we have seen a failure of multilateralism as many western states have reduced their financial contributions and instead turned their attention to closing their borders. On a political level, there have been repeated failures in predicting conflict. On the occasions that conflicts have been accurately foreseen, attempts to prevent them have frequently been unsuccessful. When conflicts erupt, there has often been little success in managing them. Upon failing to manage these conflicts, attempts to resolve them have repeatedly been difficult. From a legal perspective, there has been an erosion of respect for international law, especially humanitarian law. From a security angle, there has been a failure to effectively address the issue of terrorism. From an economic view, there has been a decline in the world economy. Finally, on an environmental level we have seen issues arise with regards to effectively managing climate change and addressing the different stances governments have taken. These various situations have contributed to the environment that we see today.
- 2.1.2 86% of the world's refugee population is hosted by developing countries that are facing their own development issues.** Many refugees have been forced to leave their countries and embark on often dangerous journeys in order to rebuild their lives. Unfortunately, there are only a few countries that actively open their borders to host these individuals. Countries such as Lebanon, Uganda, Turkey, Iran, Jordan and Chad, that are dealing with a myriad of challenges that come with the process of development, host the majority of the world's refugee population.
- 2.1.3 Education of refugee children is crucial. More attention and efforts should be directed at ensuring that refugee children have access to quality education.** There are widening gaps in the rates of attendance of refugee children that enrol in primary school versus the number that enrol in secondary school. There are also gaps in the numbers of refugee girls enrolled in schools as opposed to boys. Ensuring access to education for refugee children not only benefits the children, but is also an act of enlightened self-interest. Without education, these children can go on to become involved in future wars or conflict. We should strive to help them seize the opportunity to achieve their potential.
- 2.1.4 We must be careful about the slogans we champion.** We need to either have the political will and ability to implement what we raise as slogans or stop talking about them because they raise expectations and frustrate millions of people.

2.2 Emerging questions

- 2.2.1** How can the voices that welcome refugees and asylum seekers make themselves heard over those in opposition?
- 2.2.2** How do we ensure that we move past the discussion stage and actually implement proposed solutions?

3 **Plenary: Risks & Challenges in Specific Migration Contexts: What Will a New Governance Model Need to Address, and How? What Will it Look Like?**

This session explored the possibility of advancing a new model of governance to tackle issues of migration and the challenges that would be faced from a political, economic and humanitarian perspective. The panel discussed a broad spectrum of governance concerns at various levels, including regional, national and international challenges and shortcomings, as well as by whom and how these various areas need to be addressed. The panellists considered these concerns as they affect the migrant and refugee crises in the Middle East, Asia and sub-Saharan Africa and advanced potential solutions with an underlying focus on changing the overall narrative.

3.1 **Key Points from the Session**

- 3.1.1 **The institutional framework that exists currently is very fragmented; cohesion is needed to protect human rights at the global, regional, national and sub-national levels.** Panellists noted that while refugees are afforded protection under international treaties and the existence of transnational criminal law to combat issues such as human trafficking, there is still need for practical implementation of these norms and other measures at all levels. Panellists made suggestions in this area. These included allowing controlled labour migration through legal channels and instituting resettlement programmes, like those being used in Canada, through which private sponsorship of refugees allows people to feel more engaged and involved in the process of assisting refugees' needs.
- 3.1.2 **Rethinking the idea that refugees are in camps.** There is a need to change the discourse surrounding migrants and refugees so that focus can be placed on urban, front-line cities, towns and border areas that are currently absorbing a large majority of incoming people. Solutions need to consider town and municipal governments as a way of attempting to change the narrative from the bottom up and equip border regions with the ability to properly take in and assimilate large numbers of refugees and migrants.
- 3.1.3 **Changing the global perception against refugees.** Panellists have pointed out that there is a tremendous attitude against all things foreign, which now factors into refugees and forced migrants being seen as security threats, rather than a humanitarian concern. Whereas as people in areas such as Southeast Asia used to promote benign accommodation of others, compassion has markedly diminished and an "us against you" mentality has emerged. Panellists suggest that media, especially local newspaper coverage, needs to play a more active role in promoting positive ideas around refugees in our communities. Academics also need to consider how they can present their findings in a way that will be read and understood by key decision makers and communities.
- 3.1.4 **A new governance model must enable refugees to contribute to the community in the best way that they can.** Panellists pointed out that the existing framework surrounding refugees places burdens on the ability for refugees to play active roles in the community, as well as contribute to society through employment. In the United Kingdom, short term rights to remain limit the ability and willingness of refugees to contribute their full capabilities to society. Panellists noted that the process for migrating can be very long and cyclical in that refugees without other language skills

are often left without jobs or with jobs that do not suit their level of education or expertise.

3.2 Emerging Questions

- 3.2.1** How can efforts at different levels (global, regional, national and sub-national) of action be coordinated and integrated so that they achieve greater impact?
- 3.2.2** What are the most effective ways to engage with the dominant narrative of resistance to migration, to address the concerns that are being raised and to come to a solution that addresses those concerns while also meeting refugees' needs?

4 **Breakout: Spotlight on the Financial Sector: Bank De-risking and On-the-Ground Operations – Is There a Governance Solution?**

This breakout session focused on understanding and combatting the legal, economic and reputational risks that have caused banks to engage in significant de-risking by pulling out of high risk jurisdictions. Panellists discussed the need for financial institutions to continue to provide financing for humanitarian interventions, the importance of proper due diligence and the potential for regulatory dialogue. The panel also considered the benefits of NGOs engaging in risk-sharing by implementing policies and trainings that reflect a greater awareness of sanctions. Finally, the panel concluded by proposing increased dialogue and governance as the ultimate solutions to prevent bank de-risking.

4.1 **Key Points from the Session**

- 4.1.1 Financial institutions face significant legal, economic and reputational risks when operating in high risk jurisdictions.** In recent years, major international banks have faced significant fines, sometimes up to billions of dollars, from domestic regulators for funding organisations that engaged in sanctions violations. These fines, combined with the reputational blows of a regulatory investigation, have led banks to “de-risk” their operations by pulling out of high risk jurisdictions where they do not conduct significant business. Of course, NGOs and multilateral organisations working with refugees and migrants frequently find themselves operating in precisely these high risk jurisdictions, where they are unable to carry out their operations without stable access to money.
- 4.1.2 Ambiguous regulations and different national standards for sanctions increase confusion and risk.** Panellists agreed that sanctions regulations are often written with significant ambiguity, which creates increased confusion about how and when penalties will be applied. They agreed that there is room for dialogue between governments, banks, NGOs and multilateral organisations to create more effective sanctions regulations and clarity around how they will be applied. Further, both banks and multilateral organisations face difficulty in ensuring that due diligence is sufficient, given the number of distinct national sanctions and anti-terrorism financing regulations that may apply to a given transaction.
- 4.1.3 The best way forward for banks is to engage in increased due diligence, develop relationships with NGOs and communicate directly with regulators.** However, after all of this, though a large international bank may gain comfort with a certain transaction or organisation, correspondent banks, which international banks rely on to provide domestic service in many countries, may still block the transaction. Correspondent banks, which generally have fewer resources than their major international counterparts, tend to have crude technologies which automatically block “high risk” transactions. There is a need for an information sharing mechanism between international and correspondent banks, as correspondent banks currently receive significantly less information about a given transaction than the international bank which conducted the due diligence analysis of the transaction.
- 4.1.4 NGOs can help banks share the risk by implementing sanctions policies and training, and being transparent about their transactions.** It is important that NGOs do not just pass sanctions risks on to banks, but rather develop an understanding of all applicable sanctions regulations, actively work to comply with them and notify banks of the details of their transactions – thereby developing a

relationship based on trust. Audience participants noted the importance of explaining to donors that a portion of an NGO's funds must go towards setting up a legal structure that is able to address sanctions and compliance. Participants also noted the difficulties that small NGOs face in understanding the legal obligations that sanctions regulations impose.

4.2 Emerging Questions

- 4.2.1** Even if large international banks limit their de-risking and commit to providing services in high risk jurisdictions, how can we address the issue of correspondent banks refusing certain types of transactions?
- 4.2.2** What is the best way for banks, NGOs and multilateral organisations to work together to lobby for clearer sanctions regulations?
- 4.2.3** What is the way forward for multilateral organisations and NGOs to utilise fintech (financial technology) in their operations? What place will traditional financial institutions have in this?
- 4.2.4** Can we envision a global framework or standard by which NGOs can establish their compliance with sanctions regulations?

5 Breakout: Brookings Paper: Social Protection in a Time of Globalization

This session examined the relationship between social protections and extreme poverty. The authors' research analyses how the size of the middle class and the availability of social protections influence the ability of the poor to join the middle class. To this end, the authors compared the OECD Countries' middle class and social protections during industrialisation, with poorer countries in similar stages of economic development today. In this context, the authors also analysed how social protection spending shifts from a focus on social assistance programmes toward social insurance programmes. The panellists also discussed the impact of private safety nets. The session concluded with a discussion on how social programmes can use technology to reach migrant and transient populations.

5.1 Key Points from the Session

- 5.1.1 There is an inverse correlation between the size of the middle class and spending on social protections, and poverty levels.** Panellists noted that the marginal effect of social spending and middle class size on reducing poverty wears off as the middle class grows.
- 5.1.2 Social spending shifts from social protection to social assistance as the middle class grows.** A growing middle class demands increased spending on social insurance programmes, such as pensions and disability insurance. These benefit the middle class more directly, but are generally contributory, and therefore exclude the extreme poor. This results in reduced spending on social protection programmes, which include cash transfers, in-kind provisions, and waivers targeted towards the poor. In order to restrain costs, social protection programmes are then more narrowly tailored, which reduces eligibility, and leads to further loss of support of such programmes by the middle class.
- 5.1.3 Today's developing countries experience higher rates of poverty than OECD Countries did at a similar stage in their development.** While today's developing nations follow a similar pattern of economic development that OECD Countries experienced, they generally exhibit 5-10% higher rates of poverty. Although spending on social protection is not lower among non-OECD countries, these countries often rely on targeted programmes, rather than providing universal eligibility. In this context panellists also emphasised the relatively weaker position organised labour has in today's developing countries compared to its strength during the industrialisation of OECD Countries.
- 5.1.4 Public social spending legitimises government.** Within the social contract between governments and their people, spending on social protections is an important factor in legitimising governments, and creates a positive view of the government. The panellists noted that, while this was true for government at the national level, the benefits did not extend to local government, which the local population more often associates with issues of corruption and inefficiency.
- 5.1.5 Private safety nets do not have the same positive impact as public social protection.** Private social protection programmes do not bind the citizens and the state. This decreases middle class buy-in and the level of oversight the middle class exercises over government. This in turn results in a reduction in the quality of services provided by the government, further causing the middle class to seek out private services.

- 5.1.6 Call for expansion of social assistance programmes, and of participation in social insurance programmes.** Panellists emphasised that social protections can eliminate poverty most efficiently when social protection programmes are widely available, and social insurance programmes are structured in a way to allow the poorest of the poor to participate. This allows the poor to access the middle class, and prevents middle class exit into private safety nets.
- 5.1.7 The intersection between migration and social protection is complex.** Social protection programmes have an impact on the root causes of migration – such as poverty and vulnerability. However, migration complicates the state-citizen contract underpinning social protection programmes; it can affect the ability to build a political coalition supporting the establishment of such programmes.

5.2 Emerging Questions

- 5.2.1** How do we ensure that social protection programmes reach the most vulnerable members of society, including undocumented migrants?
- 5.2.2** How can we achieve ‘portability’ of social programmes, in order to consistently reach mobile populations?
- 5.2.3** As technology allows us to better identify and register individuals eligible for specific social protection programmes, how do we safeguard these individuals’ privacy interests?

6 Plenary: Translating Global Agreements Into Impact for Displaced People

This session examined recent major global initiatives seeking to address the challenges posed by migration and refugees, and explored how agreements made at the international level can realistically be translated into impact for those in need. The panellists discussed, among other topics, the Summit for Refugees and Migrants, the World Humanitarian Summit, the New York Declaration for Refugees and Migrants and the Global Compacts for Refugees and Migration, and offered insights into the successes and challenges associated with each. Finally, the panel contemplated ways in which the private and public sector can better engage with international actors in implementing collaborative solutions to migration and refugee crises.

6.1 Key Points from the Session

- 6.1.1 The migration and refugee crises, fuelled by increasing displacement, have brought the topic to the top of international political agendas, leading to action on a global scale.** Panellists pointed out that whereas migration and refugee crises were traditionally dealt with from a humanitarian perspective, they are now viewed as domestic political issues. Simultaneously, global efforts to address refugees and migration have coalesced around a handful of key summits and agreements: the World Humanitarian Summit (a multi-stakeholder process resulting in 3000 commitments), the Summit for Refugees and Migrants (an intergovernmental process which required states to make commitments as a pre-condition of attendance), the New York Declaration for Refugees and Migrants and the forthcoming Global Compacts dealing with refugees and migration. The panellists, while applauding these efforts, expressed some scepticism for their ability to move beyond general principles and towards operational impact.
- 6.1.2 The international agreements which have been created out of these major initiatives are not binding commitments, and are thus difficult to enforce.** Few to no mechanisms exist for following up on the commitments made by various actors at the World Humanitarian Summit and the Summit for Refugees and Migrants. The New York Declaration, which established a set of commitments to address current and future challenges as well as guidelines for their implementation, is similarly non-binding. Separate Global Compacts are being developed to address challenges relating to refugees and migration, but will likely not take the form of binding international treaties. Considering the non-binding nature of these instruments, the panel noted that follow-up monitoring, measurement and accountability measures will be key to making real progress with these issues.
- 6.1.3 Good governance frameworks at the national level can be key to translating international standards of protection into impact on the ground.** Panellists noted that crucial progress can be made at the national level by advocating with host countries for good governance frameworks that protect the rights of refugees and migrants to access work, school and other services. These frameworks should be grounded in the international standards and principles set out in global treaties and other non-binding instruments. Civil society actors attempting to “make the case” for these frameworks should articulate and identify the positive economic and security impacts of regularising the status of refugees and migrants.
- 6.1.4 Translating global agreements into impact for displaced people will require an inclusive approach that breaks down sector-specific siloes.** The private sector,

civil society actors and affected people themselves are often left out of high-level discussions on refugees and migration (which are generally centred on governments and international organisations). An inclusive approach which leverages the contributions of each of these actors will be key to gathering the resources and political will to implement the forthcoming Global Compacts on refugees and migration. Similarly, an approach which bridges the gap between humanitarian and development actors, while remaining grounded in strong government-led frameworks and policies, will be key to ensuring impact.

6.2 Emerging questions

- 6.2.1** How can we ensure that internally displaced persons are not left out of larger discussions around refugees and migration?
- 6.2.2** How do we measure progress in implementing the international agreements, and what are the key indicators?
- 6.2.3** Given the very different international legal regimes applicable to refugees and migrants, how do we address issues relevant to both populations in a concerted and coordinated fashion?

7 Plenary: Innovation and Migration: Biometrics, Cognitive Computing, Social Networks

This panel focused on innovative strategies to address issues arising among refugee and migrant populations, including promoting employment opportunities for technically skilled migrants and refugees, providing platforms for refugees to create their own technological solutions and assisting refugees and migrants in raising their voices and understanding their rights. Panellists discussed the opportunities and limitations of technology, the right to work for refugees, a need to engage refugees and migrants when determining how to spend aid and the difficulties surrounding effective partnership. Panellists also shared the work done by their organisations to provide innovative approaches to the refugee and migration crises, and discussed visions, challenges and future efforts in the field.

7.1 Key Points from the Session

- 7.1.1 Refugees bring with them technical skills, knowledge and talent. Tools and catalogues must be developed to prevent loss of this valuable human resource.** Panellists discussed the legal, political and logistical barriers that prevent refugees and migrants from utilising their technical skills upon relocation. Struggles in acquiring travel and work documentation, lack of awareness about labour rights, the absence of a systematic procedure to match refugees with employers and difficulty verifying education and skills all contribute to this issue. Creating a dialogue that recognises the skills that refugees and migrants have to offer can both portray these groups in a new light and help employers in meeting gaps in their pool of talent. Panellists are working on innovative solutions focused on educating refugees and migrants about their right to work and creating an online database to match refugees with employers globally.
- 7.1.2 Innovation is driven by putting refugees at the centre of the solution.** Often refugees and migrants are best able to determine the needs of their communities and, if given the necessary tools, can develop and implement innovative solutions. Panellists noted that innovative approaches in the refugee and migrant context are most successful when they focus on empowering refugees. Methods of empowerment can range from informing refugees and migrants about their legal rights, to teaching refugees to use the newest tools and technologies, to creating data collection platforms. Ultimately, any attempt at an innovative solution should begin with a conversation with the target refugee and migrant communities about their needs, skills and desires, long-term resilience development and appropriate resource utilisation.
- 7.1.3 Innovative solutions require ethical considerations.** Perhaps more so than traditional approaches, innovative solutions are accompanied by ethical dilemmas. Panellists agreed that, regardless of whether data is being collected to respond to a crisis, to start a dialogue about how to spend aid or to find employment, personal information must remain private and platforms have a duty to protect and accurately analyse data. Ethical questions also arise around profit-sharing, ownership and control in cases where an NGO assists refugees or migrants in starting their own businesses or developing technologies. Panellists stated that, in general, best practice is to allow the creator of products to maintain all ownership and control of their work, and to work with the creator to generate appropriate investment and disseminate their product more widely.

7.1.4 Increased coordination is required among NGOs, multilaterals, governments and the private sector to develop innovative solutions to the refugee and migrant crises. Panellists reported difficulty in having potential partners understand the management, financing and project selection models utilised by small NGOs. These NGOs need to partner with local governments so that they are able to develop a better understanding of how to grapple with political uncertainty and complex legal processes. Multilaterals and larger NGOs can also assist small, innovation-focused NGOs in scaling solutions; there was a noted deficit in such collaboration by both panellists and audience participants. Increased participation is also needed from trade organisations and the private sector to provide funding and expertise.

7.2 Emerging Questions

- 7.2.1** How can we ensure that innovative solutions and technology in the refugee and migrant context develop within ethical boundaries?
- 7.2.2** How do we continue to develop innovative solutions in cases where countries of relocation create legal, political and logistical barriers?
- 7.2.3** What is the best approach for partnership between small innovative NGOs, multilaterals and the private sector?

8 **Master Class: Oxford Department of International Development: Success and Failure in ‘Fighting’ Terror, Drugs and Migration**

In addressing the question of why global action on terror and drugs have proved largely ineffective, but continue to be waged in the same manner, this session examined the interplay between the interest groups having a vested interest in perpetuating such conflicts. It also explored why the methods and rhetoric of these ‘wars’ has been extended to activity to restrict migration. The panel discussed the strategies employed by different actors to profit from the conflicts they are ostensibly trying to resolve. The session concluded with a call for a more nuanced analysis of systems of intervention. Such an analysis should identify the beneficiaries of the current systems, and consider their costs, which are often shifted to other countries. Solutions should then be monitored and adjusted on an ongoing basis.

8.1 **Key Points from the Session**

- 8.1.1 **The current system of intervention frequently perpetuates the problems it is trying to address.** Directing large amounts of resources at a perceived problem creates structures whereby the local actors tasked with implementing the solution have a vested interest in the challenge continuing, and the funding they receive continuing. This can include governmental and private security actors, whose budgets have grown significantly in response to recent crises, including border crises in Europe and North America. It also includes situations where local actors align themselves with Western Governments and aid organisations, and their policy aims, while avoiding political reform that might resolve the underlying causes of the issues being tackled.
- 8.1.2 **Work should be undertaken to understand the audience of interventions and how benefits are measured.** Panellists argued that it is not always the end goal of an intervention to resolve the stated issues. Engaging in actions that predictably reproduce the challenge that is being addressed does not lead to failure where resolving the stated problem is not the true goal of the action. Political actors benefit from spectacular interventions that will prove ineffective, but will satisfy their intended audience – such as appearing tough on migrants. This helps solidify political power, attract votes or distract from other issues.
- 8.1.3 **Addressing underlying issues, particularly in peace-making and conflict prevention, are critical.** Interventions are bound to fail without buy-in from the people who have access to the means of violence and the means to carry out violence. In the short term, this requires mapping the beneficiaries and victims of conflict, and offering the parties sufficient reward to generate interest in creating peace. Although this stops violence, the peace will not last unless the resulting dependence on benefits is eventually removed. In the long term, parties must create a system whereby local stakeholders can identify and address the dependence on monetary peace dividends.
- 8.1.4 **The “balloon effect” means that addressing an issue in one place frequently displaces it to another location.** Panellists observed punitive immigration policies in one country will lead to increased immigration in a different country. This can create short term, localised successes in one country, at the cost of a different country. To be effective, cost benefit analyses must take into account the entire system and not be localised.

8.2 Emerging Questions

- 8.2.1** How can we empower the voices of migrants, who are missing in conversations about immigration crises?
- 8.2.2** To what extent are policy makers aware of the negative consequences of their actions?

9 Pamela D. Hartigan Master Class: Spotlight on Enterprise in Refugee and Migrant Crises Contexts

This session examined enterprise and entrepreneurship in refugee and migrant communities. Dominant current dialogues view migration as a crisis and consider refugees and migrants to be an inevitable burden on the host communities in which they reside. There is not enough focus on migrants as leaders and key drivers of development, enterprise and entrepreneurship. Some literature suggests that migrants exhibit higher rates of entrepreneurship due to cultures of networking, capital investment, cross-fertilisation and exchange of ideas, and enhanced diversity. Although not all migrants will be entrepreneurs, and governance frameworks make an immense impact on how many of them can be, and how many barriers stand between them and successful contributions to economic society. The panellists shared their insights based on personal experiences as migrant and refugee entrepreneurs, as well as their mentorship of other migrants and refugees. They discussed the importance of knowledge exchange, integration and the removal of obstacles to capital and business formation, and highlighted some of the many challenges faced by migrant entrepreneurs.

9.1 Key Points from the Session

- 9.1.1 **Mentorship is a crucial aspect of migrant entrepreneurship.** Through their stories and the stories of those they have mentored, the panellists highlighted the knowledge gap that migrants face when attempting to start a business and navigate a bureaucratic structure in an unfamiliar environment. They emphasised that their experiences as migrant entrepreneurs steered them to become mentors and support organisations that work to facilitate mentoring.
- 9.1.2 **There is a shortage of mentors.** Mentoring programmes are most successful when they ensure one-on-one interactions between mentors and mentees that are sustained and substantive. In these programmes, mentors take an integral hands-on role in such activities as shaping business plans, finalising concepts and organising marketing. However, this type of mentorship is time-consuming, and it is difficult to find enough mentors to meet the demand. Although organisations are leveraging technology and using remote access to ameliorate this shortfall, the need for more mentors is a barrier to further improvements in this field.
- 9.1.3 **Access to capital can be an obstacle for migrant entrepreneurs.** It can be difficult for migrants to obtain capital through the formal banking system because of lack of assets or credit, and migrants and refugees may not have sufficient access informal networks who can provide financing for them. Moreover, some jurisdictions have high capital thresholds for starting a business and may not have exceptions for small business or social enterprise organisations. These barriers, and the broader challenge of starting a business with limited capital, make it difficult and sometimes impossible for migrants and refugees to start businesses. Mentors can alleviate some of the strain by providing guidance and connections to additional resources, and governments can change their regulations to accommodate these organisations.
- 9.1.4 **Migrants must be able to integrate into and have a sense of belonging in their new communities.** The panellists used their experiences to illustrate the need for migrants to integrate into their new communities and find strong support networks which may be made up of both migrants and locals. A support network enables potential entrepreneurs to learn how things work in their host community and gain a

better sense of how to succeed in their new environment. It also provides access to resources, technology and market demand for ideas and products.

9.2 Emerging Questions

- 9.2.1** How do mentors and organisations ensure support for a broad base of migrants, so that more of them are able to fulfil their entrepreneurial capacity? How do organisations ensure that they are harnessing the full range of mentoring and social resources?
- 9.2.2** What kinds of public and private sector initiatives remove barriers to starting a business and facilitate access to capital?
- 9.2.3** What are the small-scale changes in public and private sector leadership that catalyse the large-scale shifts in dialogue, governance and resource provision that will better enable refugee and migrant enterprise?

10 Closing Plenary: From Ideas to Transformation: Achieving the Change We Need

The closing plenary considered ways in which the seminar community can galvanise change to address the needs of refugees and migrants. It also discussed models of governance that can address the challenges faced in the current environment – characterised by fatigue around efforts at reform, macro trends that run counter to global governance and a lack of political will. Panellists focused on changing the narrative around migration, engaging the private sector, leveraging indigenous values and local institutions and the concept of “governance for resilience.”

10.1 Key Points from the Session:

10.1.1 A new governance model for large-scale migration should incorporate a bottom-up, collaborative approach. Panellists pointed out that many indigenous values and customary norms align well with international standards, and can serve as a bridge connecting local and national actors with international institutions. Similarly, the oft-overlooked perspectives and contributions of women and young people should be at the heart of a governance model for large-scale migration. Lastly, any governance model to address large-scale migration should foster North-to-South and South-South cooperation, including by leveraging the private sector as an intermediary.

10.1.2 The concept of “governance for resilience” underscores the importance of structures and institutions in addressing the root causes and consequences of large-scale migration. Traditional concepts of resilience, while centred on the experiences and capabilities of affected people, often overlook the key role of the structures and institutions that shape their lives. A “governance for resilience” view, by contrast, engages in a systems analysis that situates the affected person within the social norms and institutions that can ultimately shape his/her response to crises. It points towards the need to develop those systems to support resilience.

10.1.3 Effective engagement of the private sector can create lasting social change. Corporations are increasingly aware of their governance, sustainability, human rights and business ethics obligations – to the extent that many leaders in the private sectors use their compliance, governance and ethics programmes as a selling tool. There is real progress being made in this regard, and an increased appetite from the private sector for taking part in larger discussions on social good. These developments can be leveraged in putting together a governance model for large-scale migration that is truly inclusive of all sectors. Consumers have an ability to influence companies through consciously choosing ethical operators.

10.1.4 Changing the narrative around migration is key to generating the political will for a new governance model for large-scale migration. Panellists stressed the importance of a renewed narrative on migration that frames it as a net positive, without ignoring the difficult conditions under which individuals choose (or are forced) to migrate. The panel posited that given the strong, coherent messages emanating from those who oppose migration, the time has come to develop a pro-migration messaging strategy that leverages media, populists and celebrities to build a new narrative emphasising universal values of solidarity and equality.

10.2 Emerging Questions:

- 10.2.1** In addition to exerting influence through consumer choice, how can we incentivise private sector actors to take an active role in promoting good governance and engaging with the issues posed by large-scale refugee and migrant movements?
- 10.2.2** In the current culture of impunity for human rights and humanitarian abuses, is the current multilateral structure fit for purpose?
- 10.2.3** How do we change the narrative on refugees and migration, given that negative headlines grab media attention more easily than positive ones, and considering that political leaders have proven unable to stand up to pressure from anti-migration populists?