

SUMMARY REPORT

Migrants in Countries in Crisis Initiative
Private Sector Consultation

**Geneva, Switzerland,
2-3 December 2015**



Publication: February 2016

Prepared by the MICIC Secretariat and endorsed by the MICIC Working Group.

The material in this document does not reflect the individual or collective views of the members of the MICIC Working Group.

This publication has not undergone professional editing by IOM.



The MICIC Initiatives is co-chaired by the Governments of the Philippines and the United States of America.

TABLE OF CONTENTS

I. INTRODUCTION	4
II. The Role of Private Sector as Employer and Recruiter of Migrants.....	4
Practices	5
1. <i>Engaging in ethical recruitment processes.....</i>	<i>5</i>
2. <i>Ensuring the duty of care equally for non-national employees, locally and internationally recruited, at all skill levels.....</i>	<i>7</i>
3. <i>Investing in coordinated crisis preparedness to be able to fully exercise the duty of care.....</i>	<i>9</i>
4. <i>Preparing migrants for a crisis.....</i>	<i>13</i>
5. <i>Assisting migrants during a crisis.....</i>	<i>15</i>
6. <i>Ongoing engagement with migrant employees in the aftermath of the crisis.....</i>	<i>17</i>
III. The Private Sector as Service Provider for Migrants.....	18
Practices	18
<i>Responding to migrants' specific needs by providing services.....</i>	<i>18</i>
IV. The Role of Governments	21
Practices	21
V. CONSIDERATIONS, CHALLENGES AND LESSONS	24
VI. WAY FORWARD	24
VII. ANNEXES.....	25

I. INTRODUCTION

On 2 - 3 December 2015, approximately 30 representatives from private sector employers, recruiters and providers of services to migrants in emergency contexts as well as of governments, civil society and international organizations convened in Geneva, Switzerland, for the first dedicated consultation for private sector actors on the Migrant in Countries in Crisis (MICIC) Initiative. Participants from the private sector represented different business functions and interests, including human resources, corporate security, business continuity and operations, Corporate Social Responsibility and reputational risk.

The consultation aimed to engage private sector actors as critical stakeholders in protecting and assisting migrants caught in countries experiencing conflict or natural disaster. This consultation sought to broaden MICIC's inclusive stakeholder reach by bringing in experiences and voices of the private sector, including by having participants contribute directly to the formulation of the MICIC Guidelines and Effective Practices. The ultimate aim of the meeting was to draft a set of guidelines and practices for employers, recruiters and providers of essential services for migrants in crisis contexts to enhance their protection and assistance. The two-day discussion focused on the roles and responsibilities of the private sector in protecting migrants caught in a country experiencing a crisis (conflict or natural disaster). It explored good business practice and how business can do better as employer and recruiter of migrant workers and as providers of essential services to migrants in the event of a crisis, and what Governments could do in support of this.

This report presents key findings of the two-day consultation and should be read in conjunction with the Background Paper prepared for it. It is organized around thematic areas, issues, and questions addressed during the consultation. Chapter III summarizes key points that emerged from the discussion on the role of employers; the role of recruiters; and the role of contractors and sub-contractors throughout the supply chain in protecting and assisting migrants caught in crisis. Chapters IV and V summarize key points from the debate on the role of the private sector in providing essential services to migrants in crisis contexts, and what is needed from governments to help private sector actors perform most effectively. The discussion was held pursuant to Chatham House rules and the report was drafted on a non-attribution basis. The final agenda and the list of participants are provided in annex.

II. The Role of Private Sector as Employer and Recruiter of Migrants

Crises can occur at any time and can hit anywhere. Indeed, they are a fact of life that must be anticipated, planned and prepared for by private sector employers and recruiters. Crises affect migrants as much as nationals, including both labourers and office workers, whether they migrated out of necessity or choice, and they will have different needs, beliefs and understandings compared to nationals of the country experiencing the crisis. During a crisis, migrants require protection and assistance as their specific vulnerabilities will differ from and be additional to those of the local population. Amongst migrants, those who work in the informal sector and/or in irregular situations often are at the greatest risk.

Employers and recruiters are central to ensuring the protection of migrant workers through their duty of care. In addition, it is well-known that a healthy and well cared for workforce increases productivity. Likewise, there is a good business case to be made for protection of the migrant workforce in times of crisis. If migrant workers are well taken care of by their employers and recruiters, Governments will have enhanced capacity to assist their remaining nationals in distress and humanitarian actors will provide more organized protection to “forgotten migrants” – those who fall through the cracks.

Participants underscored that private sector companies are morally responsible for the protection of migrants they employ, in addition to legal responsibility they carry that can vary depending on the specific country context. Debt bondage was identified as a major challenge, as it binds the migrant to her/his employer and often interferes with an individual’s prioritisation of the decision to evacuate to safety and return home in times of crisis.

The debate led to the identification of good practice in six key areas: (1) ethical recruitment processes; (2) equal duty of care for all migrant employees; (3) coordinated crisis preparedness; (4) migrant’s crisis preparedness; (5) assistance to migrants during crisis; and, (6) follow up to a crisis.

Practices

1. Engaging in ethical recruitment processes.

Employers and recruitment intermediaries should adopt an ethical model for the recruitment of migrant workers. By ensuring that migrants are not exploited during the recruitment process, employers and recruiters empower them to react more robustly and effectively as agents of their own safety/destiny in the event of a crisis. Many commercial recruitment models can easily exacerbate the vulnerability of migrant workers, especially for low/mid-skilled workers who leave their communities of origin out of desperation. Ethical recruitment models adopt common principles whereby job-seekers are not charged fees (whereas the commercial recruitment model commonly charges fees to job seekers - a practice which opens the door to multiple levels of exploitation of migrant workers, starting with the risk of debt-bondage); workers’ identity documents and passports remain in the possession of the employee and are not retained by the employer or recruiter; and there is a requirement for transparency in the labour supply chain. One participant elaborated on the business case for using ethical recruitment: a company that invests in a fair recruitment process, based on merit, skills certification and preparation of the job seeker to work overseas, will have a motivated and effective workforce. In times of crisis, these migrant workers will be more resilient, for example, in being able to safely leave the country in crisis and enter a place of safety with access to their identity and travel documents.

There was general agreement that fair recruitment is a necessary premise to a company’s due diligence. An employer who engages early and fairly in the recruitment of the workers and understands where they are coming from will be better prepared to assist them and bring them to safety should a crisis strike.

A recruiter's due diligence with respect to potential employers should include: checking the existence of a contingency plan; checking whether there is an appropriate insurance policy in place, to what extent it covers migrants' risks and whether it needs to be topped up; and check the conditions of workers in the workplace. The better planned the recruitment process is in normal times, the more resilient will migrants and companies be during a crisis.

- **Identification.** Migrants should maintain control over their identification and travel documents.
- **Respect for human rights.** Adherence to existing standards and principles for the private sector, such as those contained in the United Nations Global Compact and the Guiding Principles on Business and Human Rights, provides a critical foundation for private sector respect for migrants' human rights, in collaboration with governments.
- **Know migrant workers' stories.** Employers should engage early in the recruitment process and know their migrant employees: their nationality, cultural circumstances, health condition, and their personal stories. This knowledge and familiarity is crucial in the event of a crisis to mitigate the risks migrants are exposed to; manage the assistance and plan life-saving actions.
- **Mapping the personnel supply chain** to know the key contractors and identify risks in the major migration corridors. When recruitment is outsourced or sub-contracted, employers need to invest in the development of clear policies for the contractors and monitor their enforcement through previously established criteria.
- **Mapping and identifying health risks** for major migration corridors in the supply chain, not only of individual migrant employees but prevailing in host communities.
- **Certification schemes.** Promoting the development of certification schemes to further develop fair recruitment and fair migrant worker management. Several participants mentioned the International Recruitment Integrity System (IRIS), an initiative launched by the International Organization for Migration (IOM) and the International Organization of Employers (IOE) to support the promotion of ethical recruitment practices. IRIS is a multi-stakeholder, global voluntary accreditation system for recruitment intermediaries and employers, based on existing international standards such as the ILO Convention 181 and the code of conduct of the International Confederation for Private Employment Agencies' (CIETT). Participants stressed the importance of IRIS as a tool for recognizing "good" recruiters and as a platform to collect and share practical solutions and tools to make ethical recruitment viable. ILO's Fair Recruitment Initiative was also noted in this context. It was noted that, in addition to international accreditation initiatives, Governments and their consular services are an excellent source of information on compliant and non-compliant recruiters and employers. Some countries, like the Philippines, produce excellence lists, while others have lists of companies under suspension or investigation. Civil Society can also play a useful role, for example by

creating a “TripAdvisor guide”¹ for migrant workers, many of whom pay large fees to recruitment agencies but are then trapped in abusive employment - exploited, unpaid and in debt. The website Contratados.org allows migrant workers to write reviews about recruiters and employers.

- **Codes of conduct on the use of recruiters.** Industry groups and industry federations should consider developing Codes of Conduct for the sustainable procurement of recruitment agencies’ services. Companies should consider endorsing such Codes of Conduct and implement their provisions for the fair management of migrant workers.
- **Leadership.** Encouraging leadership by powerful industry players in the setting up of commitments addressing migrant workers’ protection. Participants stressed that big players in the business world can have a powerful leveraging effect. If they take a leading role in adopting gold standards for the fair management of migrant workers throughout the migration process, they can use the reputational argument to encourage other companies in the industry to follow.
- **Incentives for commitment.** Participants discussed the relevance of business incentives for commitment to ethical recruitment. One participant mentioned that respecting the law should be an incentive in itself, but recognized that competition can put pressure on companies to be non-compliant with laws, principles and recommendations in this domain. Another participant added that there is a gap in terms of evaluation and measurement of change, and reminded the audience about the importance of developing indicators and measuring effectiveness of business respect of human rights.

2. Ensuring the duty of care equally for non-national employees, locally and internationally recruited, at all skill levels.

Employers and recruiters should take all possible measures to ensure the health, safety and wellbeing of all employees. In an increasingly mobile world, with companies’ relying on migrant workers, the duty of care plays a central role in defining the nature and scope of responsibilities owed by employers toward geographically dispersed workers. Private sector actors have developed robust and integrated approaches toward fulfilling their duty of care toward employees working in overseas operations, as deployed personnel, or traveling on business, who may be affected by crises. Participants highlighted the need for employers to encompass non-national employees equally in their duty of care policies and provision, irrespective of their skills level and terms of employment (expatriate or national staff contract).

Participants discussed the following factors as crucial for a company to be able to exercise the duty of care toward all migrant workers in the event of a crisis.

- **Senior management and investors’ commitment.** Participants highlighted that executives’ buy-in is crucial to ensuring a company’s corporate commitment to

¹ See Reuters article “There is now a ‘Trip Advisor’ for migrants so they can avoid falling into slavery” (3.09.2015) at <http://uk.businessinsider.com/r-could-tripadvisor-style-ratings-save-migrant-workers-from-slavery-2015-9?r=US&IR=T>

human rights due diligence and the duty of care toward the national and migrant workforce. This top-down approach has proved to be the most powerful in ensuring inter-sectoral and cross-department commitment and responsibility. Investors can also play a crucial role, while consumers' leverage is more limited.

- **Mainstreaming duty of care of migrant workers across departments and companies.** Participants highlighted the need to mainstream the principles of duty of care toward non-nationals in all company departments and, in particular, human resources. Moreover, they stressed the need to socialize norms and practices across companies and train business leaders.
- **Supplier inclusion.** Including suppliers and engaging them in due diligence and sustainability programs. A company's liability chain covers the full supply chain, and a company should hold responsibility from the top to the bottom of its chain; hence, the importance for a company of mapping the supply chain -- the first tiers at a minimum. A participant mentioned Sedex as a good example in the world of supply chain sustainability. Sedex is a not for profit membership organization dedicated to driving improvements in ethical and responsible business practices in global supply chains.
- **Consulting with migrants.** One participant stressed the need to include migrants in the debate with companies on the duty of care.
- **Duty of care policy development.** Develop internal policy for the protection and assistance of the full migrant workforce. Companies have discussed their existing internal policies that legally bind them to provide crisis support to expatriate workers that have been internationally recruited. The representatives agreed on the feasibility of **extending legal responsibility to assist the locally hired, non-national workforce** in the event of a crisis, for example with relocation or evacuation. The legal responsibility toward nationally hired foreign employees remains a grey area. Although not specified in their policies, in recent crises some companies have acted on the basis of a moral imperative to protect their workforce, providing evacuation assistance to all non-nationals as well as nationals.
- **Code of conduct and monitoring of suppliers.** Participants highlighted the importance of extending a company's duty of care policy throughout their labour supply chain. It was pointed out that a growing number of companies have developed codes of conduct for suppliers and invest in enforcing it. Companies can also impose contractual requests across categories. A participant explained how his company expects suppliers and contractors to embrace the values and principles of the company and apply them in their work and in their relationship with sub-contractors. This is implemented through a Code of Conduct and a set of Supplier Principles, explicitly referred to in contracts with direct suppliers (legal liability). The Supplier Principles, derived from the company's General Business Principles, cover areas such as safety and care, labour and human rights and aim at keeping the company's staff and the contractor's staff safe. Direct employees and contractors receive regular training on the business principles and code of conduct. The company deals with suppliers through a "risk-based approach" which includes contractor pre-qualification, audits and inspections, and collaboration with contractors and peers in coalitions.

- **Inscribing duty of care in contracts.** Duty of care policies become legally binding if provisions for the assistance to migrant workers are included as clauses in their contracts. Participants shared examples of the contracts their companies provide for internationally-hired employees, which already include the employer's duty of care in the event of a crisis. They also agreed that it is feasible to include these clauses in the contracts of locally hired migrants. To ensure the protection of migrants across the supply chain, clauses should be added in contracts with contractors, subcontractors and subsidiaries. Reference to duty of care and the liability chain should equally be included in contracts with contractors and suppliers.
- **Grievance and report mechanisms.** Violations of a company's principles down the supply chain can be reported by employees to the main company.

3. Investing in coordinated crisis preparedness to be able to fully exercise the duty of care.

Participants stressed the importance of focusing on preparedness measures to build a company's readiness to react in a timely manner in the event of a crisis and fully exercise the duty of care toward migrant employees.

The following actions and practices were discussed in this regard:

- **Risk management policy.** Companies should establish a risk management policy compliant with existing requirements for the protection of migrant employees in the event of a crisis.
- **Crisis management teams.** The establishment of trained, de-centralized teams can enhance the capacity of a company (employer or recruiter of migrants) to react in a timely and effective manner to a crisis. Depending on the nature of the company, the industry and size, crisis management teams may be organized differently but should have some common denominators:
 - *Field-level management.* The field presence of the team allows the company to optimize time and rely on local-level information and coordination mechanisms.
 - *HQ counterpart.* The field-level team is normally supported by a second team, HQ based.
 - *Single contact person/emergency leader.* A single person should be designated at field level and another one at HQ level to communicate during a crisis, to simplify information flow. Interaction and information exchange with the emergency leader should be maintained during the entire time the worker(s) is caught in crisis, as evacuation may take several weeks.
 - *Clear line of decision making authority.* This may rest with the field-level crisis management team who is better informed of the environment on the ground, available options, and local intelligence. The executives' buy-in at HQ level and the policy of having an open check book for life-saving purposes are also crucial.
 - *Corporate plan.* A locally developed corporate plan and checklist that defines the roles and responsibilities of all employees in the event of a crisis.

- *Emergency pocket guide.* Should be produced to equip local crisis management teams with important information such as emergency numbers.
 - *Training.* The teams receive all relevant training on crisis management, based on the corporate crisis plan and in line with the company's principles and policies.
- **Crisis planning.** While some companies adopt a scenario-based model for business continuity and crisis planning, others have moved to a risk-based, corporate framework that can be adapted to any incident. Regardless of the crisis planning model, contingency planning remains a key aspect of preparedness and should be carried out in coordination with all stakeholders, at a strategic level. Plans should not be built in isolation but in collaboration with other companies and governmental actors, under a strategic governance framework. Plans should be actionable, manageable and flexible to adapt to any given crisis situation and should be updated regularly. Some common denominators of contingency plans that participants shared are:
 - Building-in/including key contractors.
 - Include options for relocation of operations within a country, to maintain business continuity and host government trust.
 - Encompass all employees (nationals and non-nationals, nationally and internationally recruited, at all skills levels), specifying their roles and responsibilities in the event of a crisis.
 - Coordinating with Governments and other stakeholders.

Building plans requires a lot of work, but it should be noted that planning is a crucial process that goes well beyond producing the plan document in itself.

- **Training and drills on the crisis plan.** Crisis management teams and employees at all levels within a company should be informed about the elements and procedures contained in the crisis plan. The plan needs to be practiced regularly and adjusted to changing realities to maintain its continuing relevance. Training and drills on the plan are important to identify possible challenges and think creatively about solutions.
- **Prepositioning relationships and partnerships.** Participants stressed the importance of establishing contacts and building relationships and partnerships with multiple stakeholders as a crucial crisis preparedness measure. Pre-established contacts can be a valuable source of reliable information when a crisis strikes, thus allowing a company to save time and resources when a country falls into chaos and it is difficult to identify who to talk to. Participants identified the following principal interlocutors with whom the private sector should build relationships:
 - *Consular authorities* – In addition to being a valuable source of intelligence, pre-established coordination and information sharing mechanisms with consular authorities can prove critical in the event of the need to evacuate or repatriate migrants (employees, clients and their families and dependants) on matters such as identification, identity and travel documents, communication with migrants' families, and insurance. It was noted that during a crisis, consular authorities are normally overwhelmed with requests for assistance from their own employees and other nationals and prioritize

those in the most vulnerable situations, such as hospitalized nationals. If companies exercise their duty of care toward their migrant workforce and inform consular authorities thereof through a pre-established data exchange system, the latter can more effectively concentrate their efforts on the remaining nationals in need of protection (for example, people in hospitals, schools, senior homes, etc.). In the event of evacuations, consular officials of transit countries are also relied upon to provide visas to travellers. In recent crises, officials stamped entry visas directly at the airport to speed up the process of emergency evacuations.

- *Other companies, in the same or other industries* – An existing relationship and informal coordination mechanism can facilitate the creation of a coordination platform in the event of a crisis.
- **Agreements with vendors and professionals.** Partnerships should also be built with vendors and service providers beforehand on the basis of the crisis management plan to ensure predictability and timeliness of the response. Participants highlighted the need to sign agreements with service providers in the areas of transportation for the evacuation and/or repatriation of employees (movement of personnel by air, land and sea); hospitality (safe accommodation in situ, in transit and at destination); security (security officers and escorts); logistics; health (healthcare facilities and medical escorts in situ, transit and destination country); communication (radios, telephones, internet); as well as banks and financial services (availability of cash, different currencies, payrolls in transit and destination). A participant suggested liaising with airline companies on agreements to reschedule without extra cost return flights in the event of a crisis. In addition to the above, participants noted that building partnerships with local lawyers is critical. Their knowledge, networks and problem solving capacities can be fundamental to accessing local services and avoiding infringing the law on sensitive matters such as, for example, data security and group communication, travel documents and exit visas, payments, obtaining landing permits, etc. Partnerships with translators and interpreters who can assist companies and migrants in their communication and information needs are also essential.
- **Collaboration and coordination platforms.** Companies identified an appetite to do better at collaboration and reverse the tendency to build emergency plans in isolation. It is necessary to establish a logistical vehicle to support and channel collaboration between the private sector and governments and to build on lessons learned from recent crises. During the Libya crisis, each company followed its own evacuation plan and, despite the number of people waiting to be evacuated, planes often took off with empty seats. This case was brought as an example of missed opportunities and highlighted the urgency of establishing a platform to coordinate requests for assistance with available resources. The Ebola Private Sector Mobilization Group (EPSMG)² for Sierra Leone, Liberia and Guinea was mentioned as a good example of industry specific coordination system during the Ebola crisis. Although used in a different crisis scenario not covered by the scope of MICIC, the experience of the EPSMG can provide useful lessons. For U.S.-incorporated companies doing business overseas, participants proposed to engage the Overseas Security Advisory Council (OSAC) of the Bureau of Diplomatic Security of the U.S.

² See www.epsmg.com

Department of State to create a formal emergency coordination group to support companies assisting migrants caught in a country in crisis.³ (www.osac.gov)

- **Engagement platform.** Developing a formal standing platform for the engagement of the private sector on assistance and protection for migrants in countries in crisis. The platform should be developed along the lines of a public-private partnership and be cross-industry and cross-supplier.
- **Use of technology.** Technology is a tool at the service of companies to enhance their capacity to collect and analyse information, track the mobility of their workers, coordinate, communicate and reach out to them. Companies often invest in the development of customized solutions but in crises, when coordination is key, the best platforms are those that are easily scalable and networkable. Some participants stressed the importance of being able to scale solutions to serve all companies' sizes.
- **Tracking migrants and their needs.** Employers and recruiters need to track their mobile employees in the event of a crisis in order to plan and assist them by moving them out of harm's way. Companies rely on a number of tools, internally developed or not, to track their employees. Participants mentioned a number of tools to track their mobile employees, including high tech products such as the Visual Fusion software platform of IDV Solutions⁴, or lower tech solutions such as GPS devices installed on cell phones. It was noted that no tool is fully reliable, and that the major challenge is staff accountability. Participants noted that government registration systems and tools are extremely useful and migrants should register with embassies. The Smart Traveller Enrolment Programme⁵ (STEP) Application of the US State Department and the similar registration program of Canada were mentioned as useful movement tracking programs for nationals abroad. The integration of and/or communication between government and corporate services for assistance to migrants caught in a country in crisis is key. Data exchange initiatives are under development that will allow companies that assist their migrant workforce (nationally and internationally hired) to advise consular services in a timely manner when their nationals have been evacuated, thus saving time on data management.
- **Migrants' documentation.** Ensuring migrants have valid travel documents at all times to speed up evacuations and/or relocations in the event of a crisis. This entails:
 - *Set-up reminder of document expiration dates.*
 - *Electronic backup of documents:* To counter the risk of losing identity and travel documents during a crisis, employers and recruiters should make

³ See www.osac.gov

⁴ Visual Fusion is a platform for building map-based solution applications that organizations can use to increase strategic insight and make informed decisions. With Visual Fusion, organizations can rapidly craft powerful visualizations that unite data from multiple sources and systems on an interactive map, timeline, charts, and graphs. For more information see: <http://idvsolutions.com/>

⁵ STEP is a free service to allow U.S. citizens and nationals traveling abroad to enroll their trip with the nearest U.S. Embassy or Consulate. Enrolling in STEP gives access to benefits such as receiving important information from the Embassy about safety conditions in the destination country, helping travelers make informed decisions about travel plans; helping the U.S. Embassy contact the traveler in an emergency, whether natural disaster, civil unrest, or family emergency; helping family and friends get in touch with the traveler in an emergency. Information gathered from: <https://step.state.gov/step/>.

- available to their employees a cloud space to store scanned copies of their identity documents which they can easily access and retrieve.
 - *Original document availability:* Employers and recruiters should not withhold employees' IDs and passports any longer than the time strictly required for their registration in country and to obtain any required permit from national authorities.
 - *Permits produced by the employer.* In countries where employers are responsible for providing consent or exit permits to allow their migrant employees to leave the country, employers should establish a mechanism beforehand to ensure that permits will be readily available in the event of a crisis, in case employees will need or wish to be evacuated or leave.
- **Contingency pay mechanism.** Establish flexible payroll and cash assistance systems to be used in the event of a crisis to ensure employees are paid in a timely manner. Employers are ultimately responsible for the payment of employees' salaries and for dealing with eventual currency problems. In the aftermath of the Libya crisis, it has been the practice of several companies to transfer payrolls to the workers' country of origin, either through their internal treasury departments or through local branches. Participants noted that if the workers were paid in a local currency that is no longer valid as a consequence of the crisis, the company needs to pay in another viable currency. Conversely, if the employee's country of origin suffers from an acute financial crisis and is unable to change currency for returning migrants, mechanisms should be established to prevent them from losing their savings.
 - **Micro-insurance.** Recruitment agencies and/or employers should buy repatriation and medical micro-insurance policies to cover healthcare and emergency evacuation and return of migrant workers in the event of a crisis. The Philippines Government requires recruiters to have a repatriation insurance package, but no other similar national example is currently known.

4. Preparing migrants for a crisis.

Employers and recruiters should proactively engage in preparing migrants for potential crises and should fulfil this responsibility by providing accurate information on the risks and on the procedures to follow in case of an emergency as well as by offering services and opportunities which contribute to maintaining their wellbeing and building their resilience. Recruiters, employers, and/or end users must coordinate throughout the employees' migration process in order to ensure effective support for migrant workers during a crisis. Recruiters and employers can and should play a major role in preparing migrants for all possible crisis-related risks. Preparedness and planning should be built into migrants' lives.

Participants identified the following relevant practices, specifically for recruiters:

- **Knowing the end user,** to be able to mitigate risks. Recruiters should collect all the necessary information on the employer and/or end-user and inform job-seekers accordingly.

- **Collecting workers' contact details and documents.** Collect in their databases the workers' contact details, passport number, visa information, family contacts, and flight booking.
- **Electronic backup of documents.** Scan and upload on Cloud identity and travel documents accessible to workers (in case the employer confiscates the documents).
- **Assessing health and providing medical details.** Assess the migrant worker's physical and mental health condition and build workers' health profiles. Develop preventive health programs for migrant workers, provide disease prevention education and inform migrants on the country of destination's available healthcare facilities.
- **Develop simple warning information tools** to inform migrant workers. Prepare and distribute "in case of crisis" leaflets and brochures; develop messages through Q&A describing what action migrants need to take in the event of a crisis; share useful website addresses and mobile applications; establish free call centres.
- **Translate warning messages in different languages.**
- **Pre-departure preparation and information.** Provide all necessary crisis-related information to migrant workers before departure, such as information on risks, on the employer/end user duty of care, on who to contact and what to do during a crisis (including contact details of the recruiter and employer Crisis Team Leader). Share information products with migrants and their families.
- **Designate workers team leader** to serve as contact for a group of 10-15 migrant workers.

Participants identified the following relevant practices for employers:

- **Upon arrival information and preparation.** Provide information on Health & Safety measures, on the emergency plan, provide useful contact details and "in case of crisis" leaflet, give multicultural training to employees.
- **Empower migrants** through education on existing tools, social media, etc.
- **Educate on financial services and savings.** Employers can be influential in educating migrants to access financial services and providing information on delivery channels for financial services.
- **Migrant insurance.** Employers should offer insurance schemes and packages to migrant workers. Small enterprises may not have the same capacity as big companies to provide insurance packages to migrants. However, they can offer alternative financial services such as digital accounts that can facilitate access to salaries and savings for them and for their families in countries of origin.

5. Assisting migrants during a crisis.

In the event of a crisis, employers and recruiters should liaise, coordinate and carry out joint actions to provide specific assistance to their non-national workforce. Participants stressed that when companies apply due diligence for human rights, focus on preparedness and build migrants' resilience to shocks, the vulnerability of migrants in the crisis phase will be reduced and the response to their needs will be more predictable and efficient.

It was stressed that the role of recruiters and employers should be complementary and collaborative. In particular, recruiters should be responsible for:

- *Liaising with the workers team leader to apply the emergency plan;*
- *Informing and supporting families;*
- *Activating micro-insurance schemes;*
- *Liaising with the Foreign Affairs Ministry in the country of origin and with representatives of the Embassy of the country of destination on workers caught in crisis;*
- *Arranging return flights with airlines; and*
- *Unlocking wages in advance.*

Employers should be responsible for:

- *Locating workers;*
- *Identifying workers' situations/specific needs;*
- *Liaising with workers team leader;*
- *Liaising with recruiters to deliver information, support and to set-up the repatriation plan;*
- *Establish a Crisis Team leader contact for the recruiters: and*
- *Provide Cloud access to ID, visas, etc.*

- **Intelligence and information sharing.** The availability of multiple sources of intelligence is crucial for crisis planning and response. Local intelligence is often the most significant and reliable. With often discordant information, efforts should be made to carry out coordinated operational analyses, in partnership with governments, and specifically consular authorities, as well as other companies. In the United States, the Overseas Security Advisory Council (OSAC) is comprised of private and public sector member organizations that represent specific industries or agencies operating abroad. OSAC was created to provide direction and guidance and to promote security cooperation between American private sector interests worldwide and the U.S. Department of State. Bodies like OSAC are key providers of information and operational recommendations between the Private Sector and a Government concerning developments in the overseas security environment. A participant mentioned the use of Verisk Maplecroft⁶ products to identify, monitor, forecast and mitigate risks. Participants shared that in recent crises their companies' intelligence flow followed two main channels: (1) from field level to Headquarters, communicating information on the situation on the ground (for example, security, health and safety of personnel, availability of goods and services, restrictions on movement, etc.); (2) from Headquarters to the field level, providing intelligence

⁶ See www.maplecroft.com.

analysis. Companies stressed the importance of having officers on the ground, including former intelligence officers hired as consultants, who speak the local language, count on local networks and can help sort out sources and carry out intelligence analysis. A participant stressed the need for more regular information on crises.

- **Establishing coordination platforms.** During a crisis, recruiters and employers should liaise, coordinate and act together to assist migrant workers and their families. During the Libya crisis, Philippines' recruitment agencies worked together with the employers to rescue Filipino overseas workers and evacuate them to safety.
- **Assess the situation and available assistance options.** Check the crisis contingency plan against the reality on the ground and assess viable options to provide safety and security to migrants.
- **Communication with migrant employees and their families.** Enable easy communication channels and information flow between the migrant workforce and all other relevant stakeholders, such as their employer, embassy and families, by providing them with necessary information (such as contact details) and with the means to do so (such as telephones and other mobile devices). Employers and recruiters should play a major role in delivering information to and from migrants and other stakeholders (such as embassies, families, international organisations, civil society, etc.). In particular, recruiters should liaise with the workers' team leader to apply the emergency plan.
- **Communication tools.** Participants stressed the importance of flexibility in communication systems and the need to build in redundancy to ensure all employees can avail of a system that works for them. It was stressed that social media as currently the major source of news for staff and the most used communication tools are telephones (landlines work longer than mobile lines) and group chats. A challenge for timely and effective communication with migrants was identified in national regulations on data security, which differ from country to country and in some cases hamper the possibility of sending group messages. An additional factor mentioned is the difference between communications tools used in the context of conflict or natural disaster, which pose different security concerns. It was noted that the use of SMS is considered insecure during conflict.
- **In situ protection and assistance.** The timely provision of protection and assistance during a crisis is crucial. Companies' representatives shared examples of strategies put in place during recent crises to provide safety and security to their migrant workforce by, inter alia, providing emergency information, secure accommodation (for example, relocating them from employee compounds to safer hotel rooms), access to health and other services. Participants stressed that the more prepared the migrants were for the crisis, the better they reacted when the crisis strike.
- **In-country relocation.** Companies stressed that, whenever possible, they should relocate their business out of harm's way but within the same country and evacuate only as a last resort. Relocation (as opposed to evacuation) can ensure business continuity without risking reputational damage with host country officials. A

company's duty of care toward employees during relocation should be part of a company's benefits program.

- **Evacuation.** Companies are aware of the political implications of evacuations for their business. The decision to evacuate the migrant workforce as a life-saving measure is taken on the basis of security considerations as a last resort. In recent experiences in crisis contexts, when the decision to evacuate migrants was taken by different actors (governments' foreign posts, companies and civil society organizations) independently, this caused confusion among migrants as well as with their families in their country of origin. Participants highlighted the importance of communicating clearly the evacuation plan to migrants beforehand, i.e. during the preparedness phase, to enhance the predictability of the operation, including criteria for prioritizing passengers, procedures for the evacuation of family members and dependants as well as luggage, meeting points, communication trees, and strategies such as the appointment of migrant group leaders or wearing clothes of a specific colour to be easily recognizable in a congested airport.
- **Payment of salaries.** Private employment agencies and employers should unlock wages in advance to ensure migrant workers receive their payroll on time.

6. Ongoing engagement with migrant employees in the aftermath of the crisis.

Whenever possible, recruiters and employers should make all possible efforts to maintain their relationship with their migrant workforce affected by a crisis, including by following up on their wellbeing and dignity. While this may be easier for larger companies – and is already the practice of several who have a global footprint, internal agility and financial capacity to relocate operations promptly or transfer workers, medium and small size enterprises should think creatively and establish partnerships with governments and other private sector actors to fulfil their legal and moral obligations toward their migrant workforce.

Participants identified the following relevant actions, specifically for recruiters:

- *Ensure all workers are repatriated;*
- *Check that repatriated workers are in safe conditions; and*
- *Amend processes based on experience.*

Participants identified the following relevant actions, specifically for employers:

- *Inform recruitment agency on workers repatriated; and*
- *Amend processes based on experience.*
- **Re-placement of workers.** Relocate migrant employees from a country in crisis to another country where a company has a presence to provide employees with working opportunities.
- **Post-arrival healthcare and follow up.**

- **Evaluation and lessons learned.**

III. The Private Sector as Service Provider for Migrants

The private sector has been, until now, a vastly untapped resource in the humanitarian response to crises affecting migrant workers. Yet, the private sector has skills and resources that are a much needed complement to classical humanitarian response. A better coordinated response could enhance the protection of migrants and ultimately save lives. In addition, it could increase resilience during crisis and ensure that evacuation becomes truly a solution of last resort, thus meeting the interest of business continuity of the private sector with that of continued paid employment of migrants and also of continued services to local markets and populations affected by the crisis.

The above goals can be achieved through innovative use of low and hi-tech solutions, as shown in the practices identified in the areas of communication, risk management and financial services. However, business continuity in crisis situations cannot ordinarily be ensured at reduced charges. Cutting costs to consumers can be a disincentive for business in difficult, high risk areas and can impact on the access of migrants to critical services. When feasible, companies could consider waving fees, but only if circumstances allow it and on a voluntary basis.

Creative thinking is required in anticipating and analysing crises, which should be supported by better market research and the application of an ethnographic approach to understanding the needs and strategies of diverse sectors of the population. The private sector can offer critical services to this end.

Today, focus in humanitarian response is on *inclusion*, accountability and coordination: making technology available to people wherever they are; applying technology solutions when the outcome in terms of impact on people's lives and wellbeing is worth the effort in terms of human and financial resources, and time invested; leveraging what already exists; and being based on what people really need (forgotten migrants have their own coping strategies and any intervention should bring added value).

Practices

Responding to migrants' specific needs by providing services.

- **Technology tools for communication with migrants.** Business can play a key role in crisis response by making technology available to reach people wherever they are. In terms of communication tools used by humanitarian actors, the Haiti earthquake was a watershed crisis in terms of the use of technology, but innovation did not always translate into a more thoughtful and inclusive approach to communication in the emergency responses, where companies and organizations developed customized tools. Reference was made to the usefulness of the CDAC

Network⁷, which convenes a diverse group of stakeholders to create space for innovative thinking, sharing knowledge, learning and skills, and strengthening collaboration between those seeking to communicate with disaster affected communities. Specific recommendations based on recent practice on communication services were:

- *Set-up SMS feedback mechanisms*, to establish two way communication with affected communities – a service that the private sector refers to as a “customer service desk”.
 - *Adapt SMS info collection systems*, as done in Haiti by the FrontlineSMS⁸ team members, who helped establish the 4636 Short Code through other related organizations (Ushahidi, INSTEDD) to allow people on the ground to report emergency information.⁹
 - *Use companies’ media stories and grassroots communication frameworks* to pass messages on crisis preparedness to migrants.
 - *Assessing system utility*. Assessing and building evidence for the utility of systems before they are implemented.
 - *Reviewing coordination between humanitarian and private sector actors*. Carrying out a real-time evaluation of the coordination and partnership with the private sector to assess what is working and what needs further tuning.
 - *Leverage existing platforms and invest in inter-operability of systems*, rather than developing new mobile applications to geo-locate and communicate with migrants. Social media platforms like Facebook or Google Check-in evolved naturally from team efforts trying to build on what people affected by a disaster where already using to communicate. GSMA is a mobile operators’ network organization that worked hard on coordination for development and disaster response. It published a number of guidelines on preparedness and response for Mobile Network Operators and Government Agencies.¹⁰
 - *Train on alternative means of communication*, so that migrants can rely on a varied toolkit of communication options. A participant mentioned that having migrants trained in using solar power enabled them to get in touch in the aftermath of the earthquake in Nepal, when electricity was cut.
- **Risk management services.** Representatives of risk management companies provided important insights on the key elements of their work, namely assisting companies, organizations and individuals directly to mitigate risks and react in the event of a crisis. Participants stressed the relevance of the following elements, which follow the same lines as those identified in the discussion on employers’ and recruiters’ duty of care:

⁷ The Communication with Disaster Affected Communities (CDAC) Network works to ensure that communities affected by, and prone to, crisis are better able to withstand and recover from humanitarian emergencies, and are actively engaged in decisions about the relief and recovery efforts in their country. See www.cdacnetwork.org/

⁸ FrontlineSMS is a free open source software used by a variety of organizations to distribute and collect information via text messages (SMS). The software can work without an internet connection and with only a cell phone and computer. The software was originally developed in 2005 for conservationists to keep in touch with communities in Kruger National Park in South Africa.

⁹ For more information see www.theguardian.com/activate/mobile-technology-disaster-relief

¹⁰ <http://www.gsma.com/mobilefordevelopment/>

- *Training and information.* Risk management companies' clients need to be aware of the risks they may encounter while abroad and what services are available to them (for example, healthcare facilities).
 - *Importance of preparedness for a crisis.* Companies' mobile employees and individual migrants need to be aware of the crisis management plan that will be activated in the event a crisis strikes in the country where they are travelling, including what to do, who to contact, and individual roles and responsibilities.
 - *Role of operators on the ground.* They are key informants and have the agility and knowledge to react in a timely and effectively manner.
- **Financial services.** Financial services are important in all phases of a crisis (before, during and after) in order to meet the specific needs of migrants, particularly the low income and undocumented who are often excluded from formal financial systems. An expert presentation provided the framework for the discussion on this topic, and offered examples of practices and ideas for the way forward. Overall, financial products for migrants should be affordable, simple and easy to use, flexible, and quickly accessible when needed. Documentation requirements, distribution strategy and information on the products are three key areas that require specific attention.
 - a. **Provision of customized financial products to migrants (money transfer, savings, insurance, loans).** Financial products can contribute substantially to building migrants' preparedness to crises and coping capacity, by addressing the need to build resilience before the event, provide for urgent needs during the emergency, and rebuild livelihoods in its aftermaths. Alone, no financial tool is sufficient to cover crisis-related risks. Insurance, in particular, is a complementary solution and must be part of a package of financial products. In designing products for migrants, the private sector should carry out assessments and consider the specific needs of migrant populations, especially low-income and irregular migrants and design products based on their needs. It may be necessary to adapt existing products or build new ones and explore non-traditional delivery channels. It is a useful practice to keep regular contact with insurance clients to remind them of the product characteristics and assess whether they are using it.

Financial products and services can respond to the specific needs of migrants throughout a crisis cycle as follows:

- *Before a crisis* – To address the vulnerabilities linked to the exclusion of many migrants from financial systems, having access to savings, remittances and portable (cross-border) services can help migrants, especially those in the informal sector who are more exposed to financial shocks, build resilience to cope with a crisis. Lack of documentation, limited ability or willingness to pay, the question of trust and cross border accessibility are some of the most evident challenges. In this phase, employers can play an important role in influencing their migrant employees to build savings. It is hard to sell micro-insurance to migrants in this phase, because the perception of risk is low.
- *During a crisis* – To address the need for physical protection, transportation to safety and accommodation, and healthcare, migrants can benefit from

multiple financial products, including insurance (to cover immediate needs and provide fast cash pay-out), cash transfers, and small fast-cash loans. While migrants' mobility and impermanence of address may make loans and remittances difficult to disburse, insurance products – if purchased before the crisis – are slow in putting liquidity in people's hands.

- *After a crisis* – The role of financial services after a crisis, when the perspective is one of re-building lives and livelihoods, is critical. To cover the cost of fleeing a crisis and adjust to a new living situation or stay and rebuild lost property and livelihoods, migrants can receive support through insurance policies providing cash to cover the initial costs and micro-finance loans to launch new income-generating activities. Migrants' legal status, and potential lack of a permanent address and/or documentation may represent obstacles to access these services.

- b. **Provision and delivery of cash and digital-cash.** Participants stressed that the importance of cash in crisis situations is still very tangible and financial services for migrants caught in crisis should avoid relying only on digital solutions for money transfer. Relevant companies can offer expertise and access in providing solutions to employers for cash distribution and disbursement in crises.

IV. The Role of Governments

Governments have a central role to play in enabling companies to cater for the needs of the migrant workers they employ. This applies equally to governments of countries of origin, transit and destination.

National laws and regulations enshrine procedures that work in ordinary times, but may hamper response at times of crisis. This is often the case, for instance, with regard to documents (travel docs, exit permits), telecom, banking, landing rights, data privacy and identity. The session identified some good practices in this regard.

Governments should also find solutions to better share information and intelligence with the private sector during and after crises but particularly before in order to allow for planning, preparedness and coordination. In crises, consular services should work out common messages and establish and communicate clear points of contacts. At the same time, governments should reach out to the private sector asking for expertise and resources that may assist in crisis management.

Practices

- **Including in national employment legislation the duty of care of employers, recruiters and their subsidiaries toward migrant employees.** The duty of care remains a voluntary principle unless countries define it as a legal obligation for employers and recruiters by developing national legislation. Governments should therefore develop legally-binding instruments to hold employers, recruiters and their subsidiaries accountable to protect and assist their migrant workforce in the event of a crisis. It was noted that the UN Guiding Principles on Business and Human Rights (the “Ruggie Principles”) are a crucial instrument to regulate the private

sector's due diligence.¹¹ Although formulated as a non-binding document, several countries have started incorporating the principles into national legislation. The legal trend shows that the Ruggie Principles will become law in the course of the next ten years, and that locally hired employees will be protected in the event of incidents in the same way as internationally recruited staff, and that these obligations will equally apply to subsidiaries, affiliates and subcontractors.

- **Bilateral agreements on migrant workers.** Entering into bilateral agreements to regulate protection of migrant workers in the event of a crisis. Adoption of bilateral agreements between countries of origin and countries of destination of migrant workers are recommended to clarify roles and responsibilities of employers, recruiters and governments toward the provision of assistance and protection to workers, to enhance the predictability, timeliness and effectiveness of the crisis response, as well as preparedness and post-crisis actions to build migrants' resilience. An interesting approach that could be replicated in the development of bilateral agreements is the European Union's Directive on Posting of Workers,¹² which stipulates that workers posted to another EU Member State should be registered in the country of destination and benefit from the same level of wages as national workers for the performance of the same work.
- **Regulating recruitment intermediaries and enforcing regulations, where these exist.** Migrants' countries of origin should develop clear regulations for recruitment agencies and private employment agencies to ensure they adopt ethical recruitment models as underpinned by international instruments (ILO Convention 181 on Private Employment Agencies), work within a human rights framework and refrain from any practice that could potentially put migrant workers in a situation of employment vulnerability. The practice of the Philippines requiring recruitment agencies to have repatriation insurance for their workers was mentioned as a model standard that should be followed by other governments.
- **Engaging in recruitment processes.** Engaging early in the recruitment process of migrant workers to understand the recruitment model, play a proactive role in protecting migrants and enforce existing regulations.
- **Providing pre-departure and post-arrival courses for migrants with crisis information.** Providing pre-departure and post-arrival orientation to migrants with information on ethical recruitment processes, employers' duty of care, and crisis information, namely how to prepare for crises and what to do in the event of an emergency.
- **Supporting financial products for migrant workers.** Establishing state-led insurance schemes and packages for migrants based on their specific needs, ensuring a responsible party (the State, recruiters or employers, migrants, etc.) regulates these schemes, including associated funding modalities and coverage.

Recommendations:

¹¹ http://www.ohchr.org/Documents/Publications/GuidingPrinciplesBusinessHR_EN.pdf

¹² <http://ec.europa.eu/social/main.jsp?catId=471>

- Fund research and support pilot programs to test ideas and prove viability to the private sector;
 - Support financial products that meet migrants' needs;
 - Mandate or incentivize product purchase or use;
 - Purchase or subsidize;
 - Act as risk carrier;
 - Consider regulatory aspects, in particular as they relate to irregular migrants;
 - Documentation requirements;
 - Enforceability of contracts; and
 - Regulation of distribution.
- **Providing migrant insurance.** Establishing mandatory insurance schemes and packages for migrants, adopting the Philippines model, which entitles members to assistance over and above whatever is provided pursuant to their contract of employment or the laws of the country of destination.
 - **Harmonizing laws for data protection and privacy.**
 - **Issuing travel documents.** Facilitating the issuance of migrants' travel documents to facilitate their departure from a country in crisis and their entry and/or transit through another country for evacuation purposes.
 - **Issuing entry visa.** Issuing entry visas to facilitate the relocation of migrant workers from a crisis affected country into another country for work purposes.
 - **Waiving documentation requirements.** Waiving the necessity of presenting identity documents to provide work permits in the event of a crisis where documents may have been lost, to promote the prompt employment and engagement in income-generating activities of affected migrants.
 - **Facilitating provision of life-saving service.** Countries' legal requirements for business to operate may, in the event of a sudden crisis, defer or deter the provision of life-saving services and the protection of migrant workers by the private sector. Companies have identified specific challenges with respect to the following areas:
 - landing permits for the provision of goods, including cash;
 - data protection and restrictions on the use of group messaging applications; and
 - identification and proof of identity for accessing financial services, including money transfer.

Governments should consider temporarily suspending or waiving such regulations or offering timely information and viable legal alternatives to empower companies to fully exercise their duty of care and to facilitate the provision of life-saving services.

- **Introducing electronic signatures** to accelerate processes during a crisis.

V. CONSIDERATIONS, CHALLENGES AND LESSONS

- **Identification and documentation to access services.** In most crisis settings, the most vulnerable often prefer to keep their identity confidential. Migrants, and especially those in an irregular situation, often do not want to disclose their identity out of fear of discrimination or of being deported by authorities. These “invisible migrants” are often the most destitute and in need of assistance and services, but their access is limited by the lack of identity documentation.
- **Layers of vulnerability.** How can we do better at providing assistance and protection to the most vulnerable migrants, including those in an irregular status and work in the informal sector – and thus do not benefit from the duty of care of employers? Humanitarian actors play a crucial role in supporting governments to protect migrants who fall through the cracks. What can the private sector do for these non-employed migrants?
- **Inclusion of migrants in the discussion on the duty of care.** What mechanisms can make this happen?
- **Business size and capacity.** What are the critical differences between large, medium and small size companies in this context? How does this affect their capacity to prepare for crises and assist migrants before, during and after a crisis?
- **Difference between crises prompted by disasters and conflicts** as these situations have different dynamics and may, at times, require the use of different tools.
- **Need to integrate a gender perspective.** Need to integrate into planning and response attention to the ways in which socially constructed expectations for gender roles and disparate treatment based on gender may impact some migrants’ access to help.
- **Innovation in information and communication systems.** Recent crises have shown that innovative tools are not necessarily the most effective. In a crisis, the key to reaching out to migrants through the lens of inclusion and accountability is adopting systems that are already in place, that migrants trust, and leverage existing communications strategies. We need to be more open about failures and apply an ethnographic approach to communications work.

VI. WAY FORWARD

The MICIC Consultation for the Private Sector allowed for the sharing of experiences and the identification of promising practices on assisting and protecting migrants in countries in crisis. Recommendations as well as key issues for further consideration, which could be explored in future MICIC consultations as well as capacity building activities, include the following:

- **Building synergies with existing fora and initiatives.** The MICIC Initiative should take stock of the outcomes of other initiatives and build synergies with existing fora where the private sector is engaged, such as the World Humanitarian Summit, the World Economic Forum, etc.
- **Identify existing channels.** Participants stressed the need to identify and use existing channels to get information to the business community about the MICIC Initiative and to

seek feedback. Some channels identified during our discussion were: ICAO¹³, OSAC¹⁴, SEDEX¹⁵, CDAC¹⁶. Work with HR and other professional societies and small business associations.

- **Structuring the MICIC Guidelines.** Several participants recommended that the final document for the private sector should be short and simple to consult, practical, direct, and with a feasible scope. It should focus on a limited number of tangible matters where there can be an impact. It should be sufficiently flexible to apply to big as well as medium and small size companies. Reflect on how the guidelines can influence private sector practice, and craft a message to them about this effort tailored to their interests. Otherwise, we risk this effort failing or falling on deaf ears. If the guidelines are too generic, they will be ignored; if too prescriptive, it could backfire.
- **Opportunities to engage.** Opening a space for engagement and participation of private companies who were not able to participate in the consultation but are willing to contribute to the guidelines.
- **Communication strategy.** A participant highlighted that the key is to work with each network (ex. small employers, industry associations, etc.) and speak to them in their own language. The message should not start with migrants but with something about that organization's particular interest in helping in a crisis situation; then we can bring up how migrants fit into that bigger picture and how migrants may have special needs.
- **Spell out clearly expectations from the private sector.** To facilitate long-term and committed engagement of the private sector in the development of the guidelines and their implementation, the MICIC Initiative should clearly formulate a set of concrete expectations from business actors and spell out the final objective, possibly in a measurable way.
- **Post-MICIC launch engagement of the Private Sector.** Leverage industry organizations, professional societies, to determine how the MICIC Guidelines fit the needs of their particular companies, including medium and small enterprises.

VII. ANNEXES

1. Agenda

¹³ <http://www.icao.int/>

¹⁴ <https://www.osac.gov/>

¹⁵ <http://www.sedexglobal.com/>

¹⁶ <http://www.cdacnetwork.org/>

Agenda

DAY 1: 2 DECEMBER 2015

8:30	<i>Arrival and Registration</i>
9:00-10:30	SESSION I: Opening Remarks and Background
9:00-9:30	<p><i>Welcome Remarks</i></p> <p>Ambassador Pamela Hamamoto, Permanent Rep. of the United States of America to the UN, Geneva</p> <p>Ambassador Cecilia Rebong, Permanent Representative of the Philippines to the UN, Geneva</p> <p>Ambassador William Lacy Swing, Director General, IOM</p>
9:30-9:45	<p><i>Keynote Address</i></p> <p>Sir Peter Sutherland, Special Representative of the Secretary General on International Migration; Chairman of the London School of Economics</p>
9:45-10:30	<i>Scene Setting Presentations and Discussion</i>
10.30-12.30	SESSION II: The Private Sector as Employer and Recruiter of Migrants
	<p><i>Discussion A. Role of Employers</i></p> <p><i>Presentation</i></p> <p><i>Presentation</i></p> <p><i>Interactive Discussion and Identification of Guidelines and Effective Practices for Employers</i></p>
12.30-1.30	LUNCH BREAK
1.30-3.00	SESSION II CONTINUED: The Private Sector as Employer and Recruiter of Migrants
	<p><i>Discussion B. Role of Recruiters</i></p> <p><i>Presentation</i></p> <p><i>Presentation</i></p> <p><i>Interactive Discussion and Identification of Guidelines and Effective Practices for Recruiters</i></p>
3.00-3.30	COFFEE BREAK
3.30-5.00	SESSION II CONTINUED: The Private Sector as Employer and Recruiter of Migrants

	<p><i>Discussion C. Role of Contractors and Sub-Contractors Throughout the Supply Chain</i></p> <p><i>Presentation</i></p> <p><i>Presentation</i></p> <p><i>Interactive Discussion of Guidelines and Effective Practices for Contractors and Sub-Contractors</i></p>
5.00-6.00	SESSION III: Guidelines and Effective Practices
	<p><i>Elaboration and Discussion of Key Guidelines and Effective Practices for the Private Sector</i></p> <p>Moderator: MICIC Secretariat</p>
6.00	RECEPTION

DAY 2: 3 DECEMBER 2015

8:30	<i>Arrival and Registration</i>
9:00-12:30	SESSION IV: Private Sector as Service Provider
9.00-10:30	<p>Introductory remarks on Humanitarian response</p> <p><i>Presentation</i></p> <p><i>Presentation</i></p> <p><i>Presentation</i></p>
10:30-11.00	<i>Coffee Break</i>
11.00-1.00	<p><i>Interactive Discussion of Guidelines and Effective Practices relating to Service provision:</i></p> <p>(1) Identify, locate and communicate</p> <p>(2) Evacuation and medical services</p> <p>(3) Financial services and insurance systems</p>
1.00-2.00	LUNCH BREAK
2.00-3.00	SESSION V: How Can the Private Sector Benefit from State Support and Partnerships
	<p><i>Presentation</i></p> <p><i>Interactive Discussion of Guidelines and Effective Practices on Support and Partnerships</i></p>
3.00-3.30	COFFEE BREAK
3.30-5.30	SESSION VI: Guidelines and Effective Practices

	<p><i>Elaboration and Discussion of Key Guidelines and Effective Practices for the Private Sector:</i></p> <ul style="list-style-type: none"> (1) Pre-crisis phase (2) Emergency phase (3) Post-crisis phase <p><i>Moderator: MICIC Initiative Secretariat</i></p>
5.30-6.00	SESSION VII: Closing, Conclusions, and Recommendations
	<i>Wrap-up and Closing Remarks: United States of America and the Philippines</i>

Contact: micicsecretariat@iom.int / www.micicinitiative.iom.int

MICIC Save Lives
Increase Protection
Decrease Vulnerability
Improve Response
MIGRANTS IN COUNTRIES IN CRISIS INITIATIVE