



Tent, founded in 2015 by Hamdi Ulukaya, is **mobilizing the private sector** to improve the lives and livelihoods of refugees.



Tent works with businesses to help them develop and implement commitments to support refugees and host communities.

As part of this process, Tent:

- offers guidance on **strategic communications** as well as a **platform** for announcing these commitments
- commissions **research and analysis**
- provides small **grants** with the goal of catalyzing private sector action in support of refugees



LinkedIn



Microsoft

Tent Partnership for Refugees

- A coalition of more than **80 companies**
- The Tent Partnership serves as a platform for companies to
 - share information and best practices
 - increase private sector coordination
 - forge innovative solutions to deliver greater impact in response to the global refugee crisis



Global Business and the Refugee Crisis: A Framework for Sustainable Development

**Mapping where businesses have a comparative advantage
in supporting refugees**

Approach

- CGD looked at the **top 20 refugee hosting countries**, excluding those countries under U.S. sanctions, countries in active conflict, developed countries, and those with few or no global businesses in refugee locations
- Seeking to identify the most promising entry points, CGD evaluated conducted preliminary analysis of:
 - the types of global businesses present in these countries or linked to them through supply chains
 - their capacity to generate employment or supply chain opportunities
 - potential matches with refugee skills and location
- **Right to work** was a key consideration, but no countries were excluded on the basis of right to work policies, which are dynamic and subject to exceptions

Countries CGD looked at...

- Turkey
- Pakistan
- Lebanon
- Uganda
- Ethiopia
- Jordan
- Dem. Rep. of the Congo
- Kenya
- Chad
- Cameroon
- United Rep. of Tanzania
- Iraq
- Egypt
- Rwanda
- Malaysia
- South Africa
- Ecuador
- Afghanistan
- India
- West Bank /Gaza

**Totals approx 15.6m of 22.5m refugees in 2016 (to be reordered based on # of refugees)*

Potential entry points for hiring and supply chains

Consumer
Product
Companies

Agribusinesses

Retailers

Franchises

- **Companies making consumer goods**, such as food and beverage products and clothes, could hire refugees and increase and diversify local sourcing to include refugee-led businesses
- **Agribusinesses** could partner with refugee coops and farms/processors employing refugees and host communities
- Global **retailers** have opportunities to employ refugees and source goods and services from refugee-owned and refugee-employing businesses
- **Franchises**, including fast food and delivery services, could offer opportunities for refugee employment; refugees may be well-positioned to provide some goods & services to hotel chains

Detailed analysis of specific markets, supply chains, and legal/regulatory environments, conducted in partnership with global businesses, is required to identify concrete opportunities.

Innovation and ICT entry points

Challenges might include...

- Poor connectivity in areas where refugees live
- Initial learning curve in digital literacy, for both refugee and host communities and the host government
- Legal and regulatory uncertainty

- New opportunities in ICT and ICT-enabled work, which are **less tied to global business presence**
- High quality **training and job matching** services have led to successful placement in ICT jobs
 - There may also be opportunities for refugee employment in **business process outsourcing** companies (e.g., call and data processing centers; back office functions)
- **Gig and remote work**, enabled by ICT and global tech companies, is a widening space for refugee work, including in coding, design, catering and food delivery, and translation services
 - Current opportunities for **full/part-time remote work are limited**, but may increase as models mature

Next Steps with CGD

- Refugee-Business **Index**
- **Case studies** of specific countries

Considerations for global businesses include...

- Building partnerships with governments and NGOs to develop refugee skills, and/or the pipeline of potential suppliers, as well as platforms that match supply and demand
- Ensuring commitments take place in the context of broader efforts promoting growth and benefiting both refugees and host communities



Tent's Focus Areas

Hiring & Supply Chains

- Hiring refugees as **employees**
- Sourcing from refugee-owned businesses
- Sourcing from businesses that employ refugees

Direct Services

- Businesses can engage refugees as **customers** by adapting their goods, services, and delivery systems to meet the needs of refugee communities.
- i.e. financial products and services, telecomms services, educational, training, and job-placement services

Impact Investment

- Companies can invest directly in refugee **entrepreneurs**, refugee-owned SMEs, social enterprises that meet refugee needs, and businesses that hire and source from refugees



Thank you!

To learn more about the Tent
Partnership, contact me at
scarlet@tent.org