

MIGRATION STRATEGY GROUP

ON GLOBAL COMPETITIVENESS



Agenda

Conference of the Migration Strategy Group on Global Competitiveness:

Competing for Labor in a Mobile World: Triple-Win Thinking in Current Labor Migration Policies

April 10, 2014, 9:00 – 17:30, followed by a reception

Location: Robert Bosch Stiftung, Französische Straße 32, 10117 Berlin

How can Germany become and remain an attractive place for the world's increasingly mobile workforce? What are the necessary building blocks and strategies related to issues such as recruitment, matching, and integration needed to achieve this goal? Is creating a triple-win (for the receiving country, the sending country, and the migrant) a necessary goal or simply a lofty ideal? Please join us for a conference addressing these questions and learn from current policy practices and pilot projects.

The conference is part of the Migration Strategy Group on Global Competitiveness (MSG), which was launched by the German Marshall Fund of the United States (GMF) and the Robert Bosch Stiftung in 2013. It is based on the premise that demographic change, growing global competition for an increasingly mobile workforce, and development of migrant-sending countries demand holistic and attractive migration and integration policies that create triple-win situations (for the receiving country, the sending country, and the migrant). The goal is to develop a common understanding of designing and implementing coherent policies that unlock the full potential of migration.

The Migration Strategy Group brings together key policy-stakeholders and decision-makers from the public and private sector, across different ministries and political departments from migrant-sending and receiving countries on both sides of the Atlantic through interdisciplinary workshop meetings, study tours, and publication of policy briefs.

We would be pleased if you are able to join us. Please note that the invitation is personal and non-transferrable and that the conference language is English.

AGENDA

Competing for Labor in a Mobile World: Triple-Win Thinking in Current Labor Migration Policies

April 10, 2014, 9:00–5:30, followed by a reception

Chatham House Rules

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| 9:00-9:30 | Arrival and registration of participants |
| 9.30 | Welcome Dr. Ingrid Hamm, Chief Executive Officer, Robert Bosch Stiftung Heike MacKerron, Director, Berlin Office, German Marshall Fund of the United State |
| 9:45-10:15 | Keynotes Aydan Özoğuz, Minister of State and Federal Government Commissioner for Migration, Refugees and Integration Destination Germany? What policymakers must do to keep Germany competitive Tobias Billström, Minister for Migration and Asylum Policy in Sweden, and Chair Migration Strategy Group Linking competition for labor with development policy: triple-win thinking and the importance of the private sector |
| 10:15-10:35 | Of high hopes and promises: can EU Mobility Partnerships deliver on triple-win? Dr. Steffen Angenendt, Senior Associate, German Institute for International and Security Affairs (SWP), and Senior Advisor Migration Strategy Group <u>Respondent:</u> Maria Asenius, Head of Cabinet of EU Commissioner Cecilia Malmström, Home Affairs, EU Commission |
| 10:40-11:10 | <i>Coffee Break</i> |
| 11:15-12.00 | Putting ideas to the test: learning from failures and successes in pilot projects <i>Small group presentations on pilot projects in three break out sessions, including Q&A</i> <ol style="list-style-type: none"> 1. BlueBirds- pilot project on circular migration, The Netherlands – Indonesia & South Africa (2009-2011): Jan Murk, Coordinator Labor Migration Projects, HIT Foundation <u>Moderator:</u> Jessica Bither, Program Coordinator, German Marshall Fund of the United States 2. TAPiG-Transformation partnership in the healthcare sector, Germany-Tunisia (2012-2013): Jan Stephan Hillebrand, Chairman, Brückenschlag e.V.; Project Manager TAPiG <u>Moderator:</u> Melanie Dense, Program Officer, Robert Bosch Stiftung 3. GIZ pilot project on legal migration– Engineering Sector, Germany-Tunisia, (2012-2013): Anna Wittenborg, Project Leader, Department for Migration, GIZ <u>Moderator:</u> Dr. Tanja Wunderlich, Senior Transatlantic Fellow, German Marshall Fund of the United States |

- 12.10-1:00 **When design meets reality: lessons learned from pilot projects**
(plenary discussion including Q&A)
- Jan Stephan Hillebrand, Chairman, Brückenschlag e.V.; Project Manager TAPiG,
Jan Murk, Coordinator Labor Migration Projects, Hit Foundation
Anna Wittenborg, Project Leader, Department for Migration, GIZ
Michael Clemens, Senior Fellow and Head of Migration and Development, Center for
Global Development
- Moderator: Tamar Jacoby, President and CEO of ImmigrationWorks USA, and Senior
Advisor Migration Strategy Group
- 1:00-2:00 *Lunch Break*
- 2:00-2:45 **Making new models work for Germany and the private sector: one idea for a triple-
win pilot project**
- Tamar Jacoby, President and CEO of ImmigrationWorks USA, and Senior Advisor
Migration Strategy Group
- Respondents:
Jan Dannenbring, Head of Division for Labor Market, Social Dialogue and Labor Law,
German Confederation of Skilled Crafts (ZDH)
Manjula Luthria, Senior Economist and Program Leader, World Bank/Center for
Mediterranean Integration
- Moderator: Ottilie Bälz, Head of Section Society and Culture, Robert Bosch Stiftung
- 2:45-3:15 *Coffee Break break*
- 3:15-5:15 **The three phases of labor migration: Recruitment, Matching, Integration — where do
we stand and what can Germany learn from others?**
(3 discussion rounds on each phase, including Q&A after each phase)
- Cindy Munro, Immigration Counsellor, Mission of Canada to the European Union
Bilkay Öney, Minister of Integration, Ministry of Integration Baden-Württemberg
Federico Soda, Head, Labour Migration and Human Development, Department of
Migration Management, International Organization for Migration (IOM)
TBD- German Private Sector Representative
- Moderator: Astrid Ziebarth, Director, Migration & Society, German Marshall Fund of the
United States
- 5:15-5:30 **Closing Remarks**
- Minister Tobias Billström, Minister for Migration and Asylum Policy in Sweden, and Chair
Migration Strategy Group
Ottilie Bälz, Head of Section Society and Culture, Robert Bosch Stiftung
- 5:30-7:00 **Reception**
light dinner buffet will be served

PILOT PROJECT DESCRIPTIONS

BlueBirds — *pilot project on circular migration, The Netherlands – Indonesia & South Africa (2009-2011)*

Jan Murk, Coordinator Labor Migration Projects, HIT Foundation

The Blue Birds pilot labour migration project was an initiative by the Netherlands Ministries of Foreign Affairs, Justice, and Social Affairs and Employment. HIT Foundation was commissioned by the Dutch government to execute the project and the World Bank was in charge of its evaluation. The Blue Birds pilot project was designed to provide 80 professionals from South Africa and 80 from Indonesia the opportunity to work in the Netherlands for a period of two years. A sector analysis identifying actual and anticipated labor shortages identified the following sectors for placement: the metal industry, the food industry, agribusiness and logistics. The project design included three phases, (1) a pre-departure phase (including recruitment & selection process); (2) a work & learn phase in the Netherlands (including professional training and monitoring); and (3) a reintegration preparation and post-return phase (including a return network and employment market mediation in the country of origin). The pilot project ended prematurely in 2011.

TAPiG — *Transformation partnership in the healthcare sector, Germany-Tunisia (2012-2013)*

Jan Stephan Hillebrand, Chairman, Brückenschlag e.V.; Project Manager TAPiG

The TAPiG project was initiated within the framework of Germany's transition partnership with the Arab world, here between the Federal Republic of Germany and the Republic of Tunisia, and was partly funded by the Federal Foreign Office. The central facilitator for its implementation was TAPiG Project Management & Brückenschlag e.V.; the employer was Asklepios hospital group. The project was geared towards 150 Tunisian graduates to arrive in groups of 25 every 6 months and was designed to be in three progressive stages: (1) a six-month 'welcome' stage; (2) three years of training; and (3) an employment stage generally lasting at least five years. TAPiG was funded by a grant of 950,000 Euro (particularly, a welcome program and basic language courses) and included a planned contribution by participants of approximately 3 Million Euro (20,000 per participant). The salary and training cost for employers was anticipated to be approx. 10 Million EUR. The project ended prematurely in August, 2013.

GIZ pilot project on legal migration — *Engineering Sector, Germany-Tunisia, (2012-2013)*

Anna Wittenborg, Project Leader, Department for Migration, GIZ

The GIZ pilot project in the engineering sector was financed by the Federal Foreign Office within the framework of the transition partnership with the Arab world, here between the Federal Republic of Germany and the Republic of Tunisia, and was conducted under GIZ leadership. Its core idea was an internship placement program that could potentially lead to full employment and followed a detailed labor market survey of the North African Region and labor sectors. As part of the pilot project, 120 Tunisian engineers (of which 30 per cent were women) were placed in German enterprises. The recruitment and selection was conducted jointly by the Tunisian employment agency and the Federal Employment Agency (BA/ZAV) in cooperation with the GIZ. A total of 56 German businesses participated, mostly in Southern Germany, 23 of which were interested in building up or maintaining ties with Tunisia or other countries in the Arab-speaking world. In over 70 per cent of cases, the internship placement led to full-time employment. The project was funded by a grant of 2.7 Million Euro from the Federal Foreign Office (excluding contributions by the participating employers, a minimum salary of 300 Euro per month). The project officially came to a close in December, 2013.

SPEAKER & MODERATOR BIOGRAPHIES

(in alphabetical order)

Dr. Steffen Angenendt, Senior Associate, German Institute for International and Security Affairs (SWP)



Dr. Angenendt has been a senior associate at the German Institute for International and Security Affairs (SWP) since 2006, where he is responsible for the topics of migration and demography within the research group “Global Questions.” From 2011 to 2013, Dr. Angenendt additionally worked as an advisor on migration and development issues to the Federal Ministry for Economic Cooperation and Development. Before joining the SWP, Dr. Angenendt worked for the German Council on Foreign Relations and with the Federal Commission on Immigration. He is the author of numerous publications on German, European, and international migration policy and served as an advisor to several international organizations, including the United Nations High Commissioner for Refugees (UNHCR). Dr. Angenendt is a member of several advisory boards, including the Board for Globalization of the Ministry of Foreign Affairs and the Migration and Mobility Board of the Goethe Institute. He is a member of the Working Group on Skilled Migration, which is a part of the Global Knowledge Partnership on Migration and Development (KNOMAD) of the World Bank. Mr. Angenendt is a senior advisor to the Migration Strategy Group.

Ms. Maria Åsenius, Head of Cabinet of EU Commissioner Cecilia Malmström, Home Affairs, EU Commission



Maria Åsenius is the head of cabinet to European Commissioner Cecilia Malmström, who handles migration and security issues. She joined the cabinet of Mrs. Malmström in 2010. Prior to working for the European Commission, she graduated from the Stockholm School of Economics with a degree in business and economics (specializing in economics). Ms. Åsenius then occupied different positions within the Swedish government, including time as a political adviser to the Minister for Culture and Immigration and as State Secretary for European affairs.

Ms. Ottilie Bälz, Head of Section Society and Culture, Robert Bosch Stiftung



Ottilie Bälz is head of section Society and Culture in the Robert Bosch Stiftung’s program area Education, Society, and Culture and is responsible for programs on migration and integration, civil society, youth and democracy, and arts and culture. At the Robert Bosch Stiftung, she previously served as program officer (and later program director) in the Program Area International Relations Central and Eastern Europe, CIS and China and directed various culture and media programs of the foundation. From 2004 to 2005 she was delegated to the Directorate-General for Culture and Education of the Federal Foreign Office, Berlin. Prior to joining the Robert Bosch Stiftung in 2002, she was a project manager at the Goethe-Institut Moscow and directed cultural programs in Russia, mainly in Siberia and the Ural and Volga regions. She has also worked in the NGO sector. She is the author of several articles on German-Russian cultural relations and on German and Russian foreign cultural policy. Ottilie Bälz studied Slavic and German Philology and Central and Eastern European History in Cologne and Moscow and has a master’s from the University of Cologne.

Mr. Tobias Billström, Minister for Migration and Asylum Policy, Government of Sweden



Mr. Tobias Billström has been Minister for Migration and Asylum Policy of Sweden since 2006. He is currently the chair of the Global Forum on Migration and Development and in 2010, he also served as the Minister of Employment. Previously, Minister Billström worked as a member of the Swedish Migration Board while also serving as a member of the Riksdag and participating in the Riksdag Committee on Social Insurance. Minister Billström studied history, political science, modern international history and Eastern and Central European studies at Lund University. He received a master's degree in history at Lund University and a Master of Philosophy in historical studies from Cambridge, University.

Ms. Jessica Bither, Program Coordinator, German Marshall Fund of the United States



Jessica Bither is a program coordinator with the German Marshall Fund of the United States. Based in Berlin, she works on the Migration Strategy Group on Global Competitiveness, relations between the U.S. Congress and the German Bundestag, and heads the Berlin chapter of GMF's Young Transatlantic Network. Her prior experience includes work at the European Council on Foreign Relations in Berlin, and at Crédit Agricole Structured Asset Management in New York City, where she was head of business development for the Alternative Investment Research division. Jessica Bither graduated Phi Beta Kappa from Vassar College with a bachelor's in international studies and holds a joint master's degree in international relations from the Free University of Berlin, the Humboldt University, and the University of Potsdam. She is a native speaker of German and English.

Mr. Michael Clemens, Senior Fellow and Head of Migration and Development, Center for Global Development (CDG)



Michael Clemens is a senior fellow at the Center for Global Development where he leads the Migration and Development initiative. He also serves as CGD's Research Manager. His current research focuses on the effects of international migration on people from and in developing countries, and on rigorous impact evaluation for aid projects. Clemens joined the Center after completing his PhD in Economics at Harvard University, where his fields were economic development and public finance, and he wrote his dissertation in economic history. His past writings have focused on the effects of foreign aid, determinants of capital flows and the effects of tariff policy in the 19th century and the historical determinants of school system expansion. Clemens has served as an Affiliated Associate Professor of Public Policy at Georgetown University, a visiting scholar at New York University, and as a consultant for the World Bank, Bain & Co., the Environmental Defense Fund, and the United Nations Development Program. He has lived and worked in Colombia, Brazil, and Turkey. In 2012, his research was awarded the Royal Economic Society Prize.

**Mr. Jan Dannenbring, Head of Division for Labor Market, Social Dialogue, and Labor Law,
German Confederation of Skilled Crafts (ZDH)**



Jan Dannenbring is head of unit for labour market, labour law and European social policy in the German Confederation of Skilled Crafts and Small Business (ZDH - Zentralverband des Deutschen Handwerks) in Berlin. Being a lawyer by profession, he started his career in 1996 in the ZDH representation to the European Union in Brussels dealing mainly with EU internal market issues. After 3 years he moved on to the ZDH headquarters in Berlin, specialising in European social and employment policy as well as in German labour market issues and industrial relations. In this capacity he is also responsible for the participation of the ZDH via UEAPME in the Social Dialogue of the European social partners. He has published various articles on European and German labour market issues and on corporate social responsibility (CSR).

Ms. Melanie Dense, Program Officer, Robert Bosch Stiftung



Melanie Dense is a program officer at the Robert Bosch Stiftung. She is responsible for projects in the focus areas “youth and democracy” and “integration and migration”. At the Robert Bosch Stiftung, she previously worked as a program coordinator for an educational project for socially disadvantaged teenagers in the social and public health sector and in the focus area “arts and culture.” Prior to joining the Robert Bosch Stiftung in 2006, she was involved in various projects in the field of cultural administration in Germany and Italy. She is the author of several articles on political education. Melanie Dense studied German and Romance literature, political science, and law in Bonn and Florence. She has two masters from the Universities of Bonn and Florence, Italy.

Dr. Ingrid Hamm, Chief Executive Officer, Robert Bosch Stiftung



Dr. Ingrid Hamm has been CEO at the Robert Bosch Stiftung since 2003, and is responsible for the “Education, Society, and Culture” and “International Relations America and Asia” divisions, as well as the Berlin Representative Office and the Foundation’s communications. Before starting at the Robert Bosch Stiftung, Dr. Hamm was a member of the Board of Management at the Bertelsmann Stiftung, where she headed the media division for a number of years, managed the New York office, and was responsible for Bertelsmann Stiftung projects abroad. She joined the Bertelsmann Stiftung in 1988. In 1984, the qualified social scientist and economist completed a doctorate at the Universität Erlangen-Nürnberg. From 1980 to 1988, she worked in research and media. She is an author and editor of publications relating to education, media, and demographics. Dr. Hamm undertakes assignments on the advisory and supervisory committees of national and international institutions.

Mr. Jan Stephan Hillebrand, Chairman, “Brückenschlag e.V. – Bridging the Gap” and Project Manager, TAPiG



Jan Stephan Hillebrand is the General Manager of TAPiG (*Transformationspartnerschaft im Gesundheitswesen* – transformation partnership in the health care sector) project office in Hamburg, Germany, and chairman of the non-profit association “Brückenschlag e.V. – Bridging the Gap.” He has spent the past 20 years in strategic consulting, with a strong focus on change-management projects, including: HR, personnel, executive consulting, cultural affairs, marketing, in- and external communications, and corporate social responsibility. His clients come mainly from the health care and financial sectors. In addition to consulting, Mr. Hillebrand is involved in theatre and opera projects, and from 2005-2008 was the managing and artistic director of the European Classic Festival in Essen, Germany. He received his education in law as well as the fine arts.

Ms. Tamar Jacoby, President and CEO, ImmigrationWorks USA



Tamar Jacoby is president and CEO of ImmigrationWorks USA, a national federation of small business owners working to advance better immigration law. She is a nationally known journalist and author. Her articles have appeared in *The New York Times*, *The Wall Street Journal*, *The Washington Post*, *The Weekly Standard* and *Foreign Affairs*, among other publications, and she is a regular guest on national television and radio. From 1989 to 2007, she was a senior fellow at the Manhattan Institute. Before that, she was a senior writer and justice editor for *Newsweek*. From 1981 to 1987, she was the deputy editor of *The New York Times* op-ed page. Ms. Jacoby is a senior advisor to the Migration Strategy Group.

Ms. Manjula Luthria, Senior Economist and Program Leader, World Bank/Center for Mediterranean Integration (CMI)



Manjula Luthria leads the International Labour Mobility program at the CMI. This program focuses on providing the analytical and technical basis for labor origin and host countries to engage in greater liberalization of international labour markets in ways that are truly win-win for the people who move as well as the places they move to and from. She has worked on core economic growth and development issues and has a PhD in economics from Georgetown University, USA.

Ms. Heike MacKerron, Director, Berlin Office, German Marshall Fund of the United States



Heike MacKerron is the director of the Berlin office of the German Marshall Fund of the United States (GMF). Additionally, she works closely with GMF’s president and vice president on overall strategic development for the organization. Ms. MacKerron first joined GMF in 1993 as a program officer responsible for research support programs for German academics and the study tour program for grantees in East Germany. Before coming to GMF, Ms. MacKerron worked as a marketing specialist for the European office of Nichiman Company and the Western German State Bank in Düsseldorf, and she was office manager of the European office of YouOne Construction Company. She is a member of the German Council on Foreign Relations and the New Traditions Network of the U.S. Embassy in Berlin. She is also an advisory board member of the Council on Public Policy in Bayreuth and Partner für Berlin. Ms. MacKerron received an M.A. in American studies, sociology, and journalism from the Free University of Berlin.

Ms. Cindy Munro, Immigration Counsellor, Mission of Canada to the European Union



Cindy Munro has been a foreign service officer with the Government of Canada since 1999, working for Citizenship and Immigration Canada. She is currently posted to the Mission of Canada to the European Union in Brussels as the Immigration Counsellor, where she has been since August 2013. She has completed previous postings to Sri Lanka and Trinidad & Tobago as a visa officer, and to Indonesia as Immigration Program Manager. While in Ottawa, she has worked on economic policy, refugee policy, operational coordination and human resources. Ms. Munro holds a master's degree in political science from the University of Toronto, and a Bachelor's degree in political science and German from McGill University (the third year of this degree was completed at Albert-Ludwigs Universität Freiburg).

Mr. Jan Murk, Coordinator Labor Migration Projects, HIT Foundation



Jan Murk is coordinator of the labour migration activities of HIT Foundation, an innovation platform on migration and labour, and managed the Dutch pilot on circular migration in 2010 and 2011. Jan Murk started his career in 2003 after obtaining his master in public administration as an assistant to a member of the European Parliament (Maria Martens, EPP, CDA). Since 2007 he works as an independent consultant for Dutch as well as international organisations in the private, public as well as the non-profit sector. Besides his work for HIT Foundation, Jan Murk currently works for the European Network of Guardianship Institutions, as a senior consultant for public affairs consultancy Van Belang & Partners, and as part-time Advocacy Officer on Children's Rights for UNICEF in the Netherlands.

Ms. Bilkay Öney, Minister of Integration, Ministry of Integration Baden-Württemberg



Bilkay Öney has been Minister for Integration in the German federal state of Baden-Württemberg since 2011. From 2006 to 2011, Ms. Öney served as a representative in the Berlin House of Representatives. She completed her studies at the Technische Universität Berlin in business management and media consulting, receiving a Diplom-Kauffrau.

Ms. Aydan Özoğuz, Minister of State and Federal Government Commissioner for Migration, Refugees and Integration



Aydan Özoğuz has been the Minister of State and Federal Government Commissioner for Migration, Refugees, and Integration in Germany since December 2013. Ms. Özoğuz has served as the deputy-chair of the Social Democratic Party (SPD) since 2011, and as a member of the NDR Broadcasting Council since 2012. She joined the SPD in 2004, and was elected as a member of the German Bundestag in 2009. From 2001 to 2008, she was a member of the Hamburg state parliament. Ms. Özoğuz has remained a research associate at the Körber-Stiftung in Hamburg since 1994 (albeit not actively since 2009, after having been elected to the German Bundestag). She received a *Magistra Atrium* for her studies in Spanish language and literature, English studies, and human resources management.

Mr. Federico Soda, Head, Labour Migration and Human Development, Department of Migration Management, International Organization for Migration (IOM)



Federico Soda has been head of the Labour Migration and Human Development Division in the Department of Migration Management at IOM headquarters since June, 2010. The division is responsible for developing global initiatives and programmes and for overseeing IOM's activities worldwide in the areas of labour migration, migration and development and integration. A particular area of interest is international labour recruitment and the development of operational systems to improve how it is conducted. From 2005 to June 2010, Federico Soda worked on labour migration, migration and development, research and policy at IOM's Regional Office for Southeast Asia in Bangkok, Thailand. He worked extensively with governments in East and Southeast Asia and governmental bodies on labour migration management and regional economic integration. He has authored and co-authored several articles on labour migration and migration and development. Federico Soda also worked with IOM in Bosnia and Herzegovina (2001-2005) and Myanmar (2008). Before joining IOM, he practiced labour and employment law with McCarthy Tétrault in Toronto, Canada.

Ms. Anna Wittenborg, Project Leader, Department for Migration, Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ)



Anna Wittenborg has been the project leader of the Department for Migration at the *Deutsche Gesellschaft für Internationale Zusammenarbeit* (GIZ) since 2011, working on the topic of skilled worker migration in an international context. Ms. Wittenborg began her career at GIZ in the Santiago, Chile office in 2008, from where she transferred to GIZ's department for political communication and strategic marketing, AgenZ, as a project manager. Prior to working at GIZ, Ms. Wittenborg was a communications manager at the Bertelsmann Stiftung in Barcelona, Spain. She graduated with a German-French double-degree in political and social science from the University of Stuttgart and the *Institut d'Études Politiques* (IEP) in Bordeaux, and holds a master's in corporate communications from the University of Barcelona.

Dr. Tanja Wunderlich, Senior Transatlantic Fellow, Migration & Society, German Marshall Fund of the United States



Tanja Wunderlich is a Senior Transatlantic Fellow with the Migration & Society Program based in Berlin and Bamberg. She is responsible for the strategic program development of the immigration program. She was one of the coordinators and organizers of the Transatlantic Forum on Migration and Integration (TFMI), a network of young leaders engaged in immigration and integration issues; the Transatlantic Trends: Immigration (TTI), a public opinion poll on migration and integration in Europe and the United States; and the Bellagio Dialogue on Migration, a month-long project in cooperation with the Rockefeller Foundation. In the past, she was also in charge of GMF's grantmaking initiative, the Immigration Key Institution Program. Prior to her position in Berlin, she worked at the European forum for migration studies (efms) in Bamberg, where she was responsible for research projects, funding management and international cooperation. Dr. Wunderlich holds a Ph.D. in political science from Otto-Friedrich-University in Bamberg, with study visits in the United Kingdom, and has published extensively in academic journals and books.

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Ms. Astrid Ziebarth, Director, Migration & Society, German Marshall Fund of the United States



Astrid Ziebarth is the director of the Migration & Society Program and is based in the German Marshall Fund's Berlin office. She coordinates the program development in the areas of research and public opinion polls, networking and convening, and leadership development in migration, integration, diversity, and inclusion. In this capacity, she oversees the Migration Strategy Group on Global Competitiveness, a high level platform for key stakeholders to exchange on designing coherent policies for the recruitment of talent also considering the development of the sending country. Prior to joining GMF in September 2005, Ms. Ziebarth worked with the Smithsonian Center for Folklife and Cultural Heritage and the Goethe Institut in Washington, DC. She holds an MA in American studies, sociology, and anthropology from the Free University Berlin with study visits at the Universiteit van Amsterdam and Emory University, Atlanta. She serves on the editing board of the journal *Migration and Development*.

Partners

The Robert Bosch Stiftung

Robert Bosch Stiftung Established in 1964, the Robert Bosch Stiftung GmbH is one of the major German foundations associated with a private company. It represents the philanthropic and social endeavors of Robert Bosch (1861-1942) and fulfills his legacy in a contemporary manner. The Robert Bosch Stiftung works predominantly in the areas of international relations, science, health, education, society and culture. Under “Migration and Integration” the Robert Bosch Stiftung seeks to emphasize the cultural and religious plurality of society, as well as migration for humanitarian reasons and immigration of skilled workers. Along these lines, the strategic goals of the foundation in the area of Migration and Integration rest on three pillars: Securing skilled workers and making labour immigration easier, recognizing the potential of refugees, shaping Germany’s plurality and giving Muslims a home. Since 2005, more than €20 million have been spent to achieve this aim.

The German Marshall Fund of the United States

G | M | F **The German Marshall Fund of the United States** The German Marshall Fund of the United States (GMF) strengthens transatlantic cooperation on regional, national, and global challenges and opportunities in the spirit of the Marshall Plan. GMF does this by supporting individuals and institutions working in the transatlantic sphere, by convening leaders and members of the policy and business communities, by contributing research and analysis on transatlantic topics, and by providing exchange opportunities to foster renewed commitment to the transatlantic relationship. In addition, GMF supports a number of initiatives to strengthen democracies. Founded in 1972 as a non-partisan, non-profit organization through a gift from Germany as a permanent memorial to Marshall Plan assistance, GMF maintains a strong presence on both sides of the Atlantic. In addition to its headquarters in Washington, DC, GMF has offices in Berlin, Paris, Brussels, Belgrade, Ankara, Bucharest, Warsaw, and Tunis. GMF also has smaller representations in Bratislava, Turin, and Stockholm.