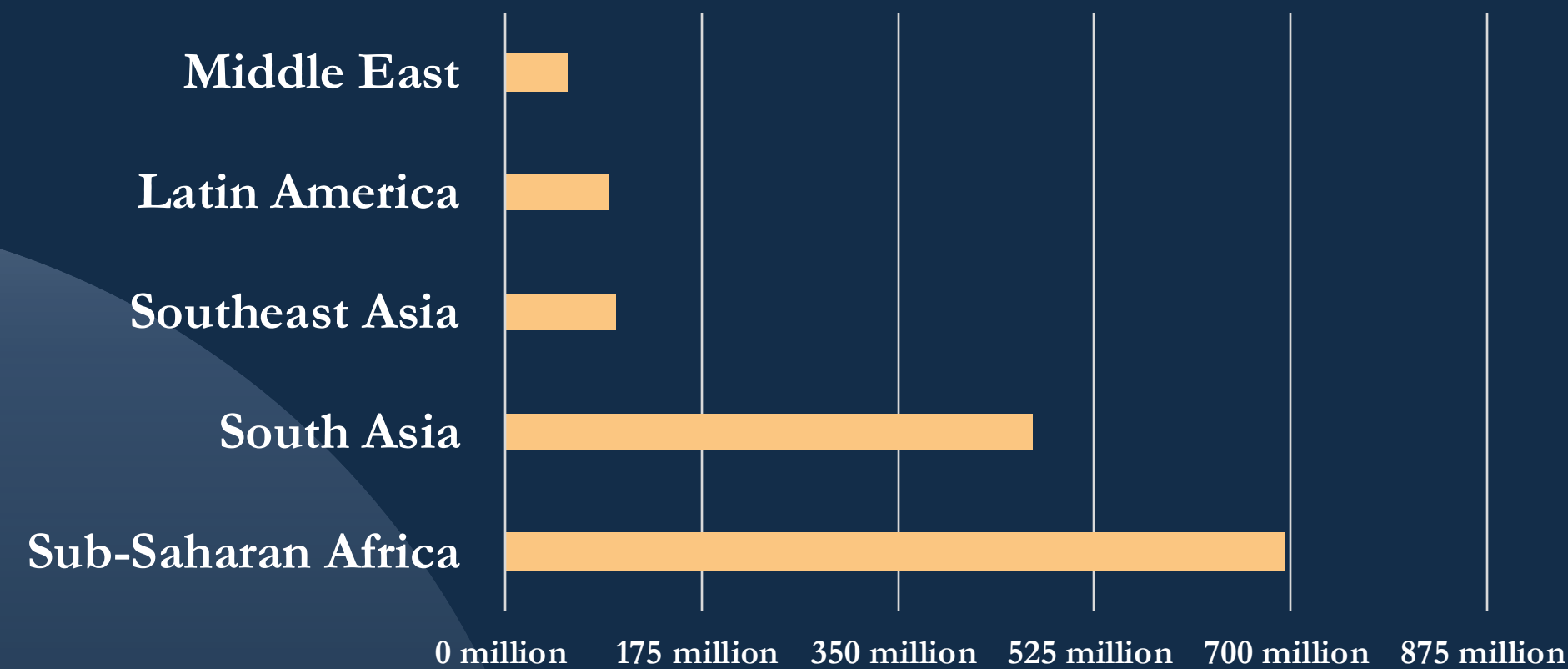# LaMP
Labor Mobility Partnerships

Labor migration can mitigate workforce shortages and provide quality services in the LTC sector

The developing world faces a massive problem

It has a growing number of workers – **but not enough good jobs**

The working-age population of low-income countries will increase by 1.4B by 2050…

Middle East	
Latin America	
Southeast Asia	
South Asia	
Sub-Saharan Africa	

0 million 175 million 350 million 525 million 700 million 875 million

…only 60% of whom will be likely* to find living wage jobs in their home country

819 MILLION
with **likely employment opportunities**

590 MILLION
with **limited employment opportunities**

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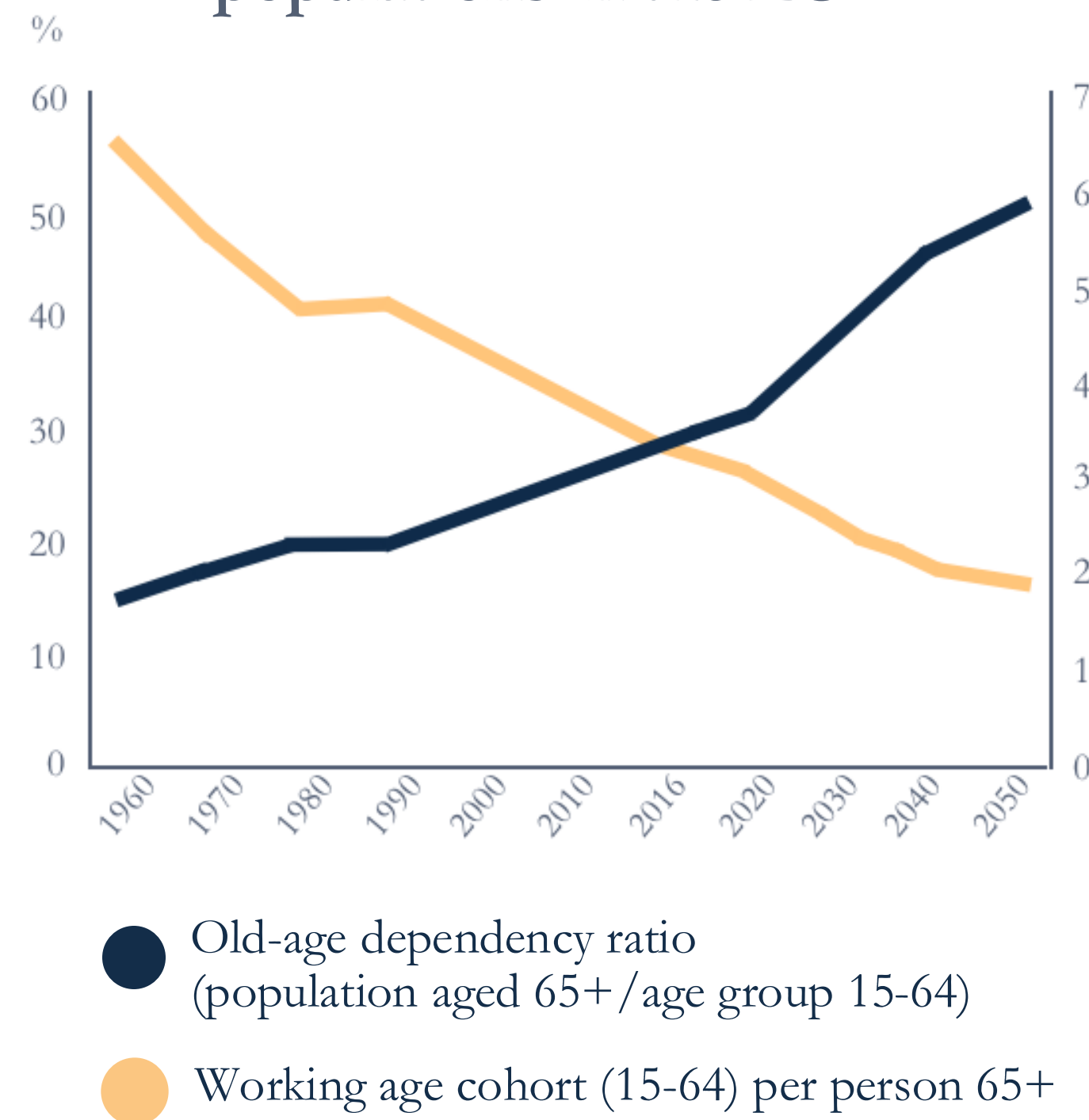# The developed world faces exactly the opposite problem

It has a growing number of jobs – **but not enough workers**

"The labor shortage is as bad as we feared [and] it is not getting better."

Sébastien Bazin, President and CEO of Accor (May 2022)

Trends in working and old-age populations in the EU

● Old-age dependency ratio
(population aged 65+/age group 15-64)

● Working age cohort (15-64) per person 65+

400 million new workers are required to maintain current worker-to-old-age ratios throughout the OECD by 2050

These labor shortages are already costing us all $1.3 trillion per year or $3-5 billion every day, and will get worse from here.

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The fastest growing jobs cannot be offshored or automated

Shortages of trade & service-sector, non-substitutable workers **will grow significantly**

Demand for long-term care is outpacing the growth of the long-term care workforce in **more than half of OECD countries.**
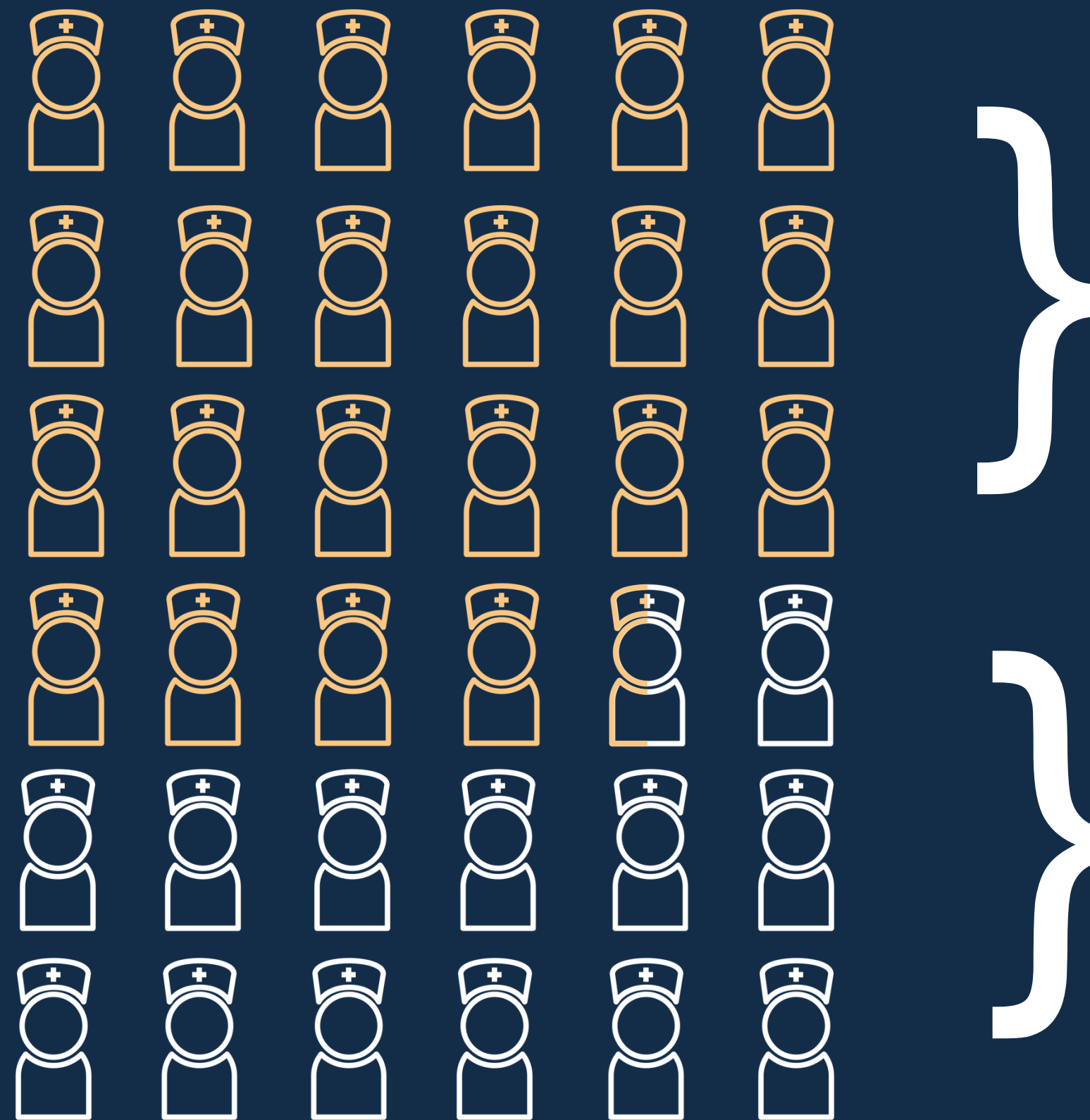
22.5 MILLION
Care workers in the OECD in 2016

13.5 MILLION
Additional workers required to sustain current care-worker-to-old-age ratio in the OECD in 2040

Source: ODI

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Unlocking overseas employment can mitigate labor shortages and skills gaps

The lack a qualified workers poses a serious threat to the quality of services in LTC sector

Effective investment in labor mobility can lead to the creation of 280 million jobs by 2030

- **1.2 billion people will be over 80 by 2050**: OECD countries' need of foreign workers across skills and levels set to increase (20% of today's LTC workers are foreign-born).
- By 2040, employers will need **+13.5 million LTC workers** to sustain the current care-worker-to-elderly-people ratio. In other words, OECD countries altogether will have to increase their LTC workforce by 27% in the next 10 years.
- Non-OECD countries in Latin America and Caribbean countries average **44 health workers per 10,000 inhabitants** (vs 70 prescribed by the UN). Average drops to 15 in African countries like Morocco, Algeria, or Nigeria.

- Attracting more native-born workers to the care sector will **create a shortage in another sector**, while other sectors remain still more appealing to foreign talents (LaMP 2021)
- Investments could create a great potential for **job generation** and **drive down gender gaps** in employment rates. It will be critical to ensure that such efforts are inclusive of migrant workers (GFMD 2023).
- The creation of **gender-responsive pathways for migrant care workers** can ensure fair recruitment, decent work, equality of opportunity and treatment, and recognition and development of skills for care workers (GAN 2023).

Well-designed labor mobility models can overcome barriers
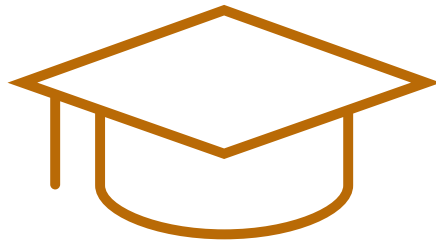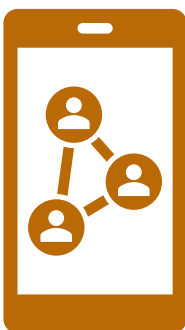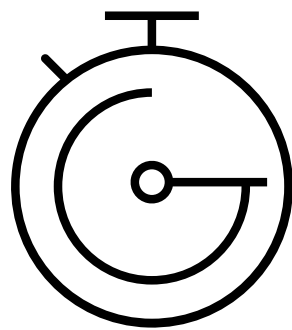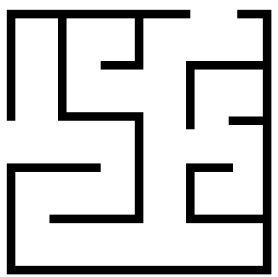
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Labyrinthine visa process and poor services halt employers' ability to hire

These obastacles can be solved by working with actors to build functional labor mobility ecosystems

GOVERNMENT		BUSINESS			NONPROFIT

Easy-to-manage visa processing for both workers and employers

- **User-friendly platforms** and communications tailored to visa needs
- **Data sharing** across ministries (e.g. syncing national security, labor policy, worker protection)

Prompt processing of visas by governments

- **Responsiveness to industry needs**, especially around seasonal or short-term labor contracts
- **Adequate staffing** to reflect stated priorities of state institutions

Appropriate technology to increase transparency and accountability

- Platforms to **connect workers directly to recruiters** or employers
- **Reporting mechanisms** for workers

Skill recognition or appropriate training to ensure prepared workers

- **Language & skills training** programs suited to employer needs
- **Alignment on qualifications** across sending and receiving countries

Financial instruments that could help scale or secure pathways

- **Working capital** for employers and recruiters
- **Insurance products** for employers and workers
- **Innovation capital** to build support services (platforms for skill-building, recruitment, etc.)

Effective interventions to ensure ethical treatment of workers

- **Agreement on norms**
- **Monitoring tools**
- **Certification/affiliations** with market power
- **Business incentives** for adopting best practices

Labor mobility is a critical global poverty reduction tool

Its positive economic impact dwarfs that of major **anti-poverty programs**

$ Annual income gain from labor mobility

$ Year 3 income gains from gold-standard "Graduation Program"

$9,247

$14,317

$15,375

20x

41x

45 x

$451

$344

$339

Ethiopia

India

Peru

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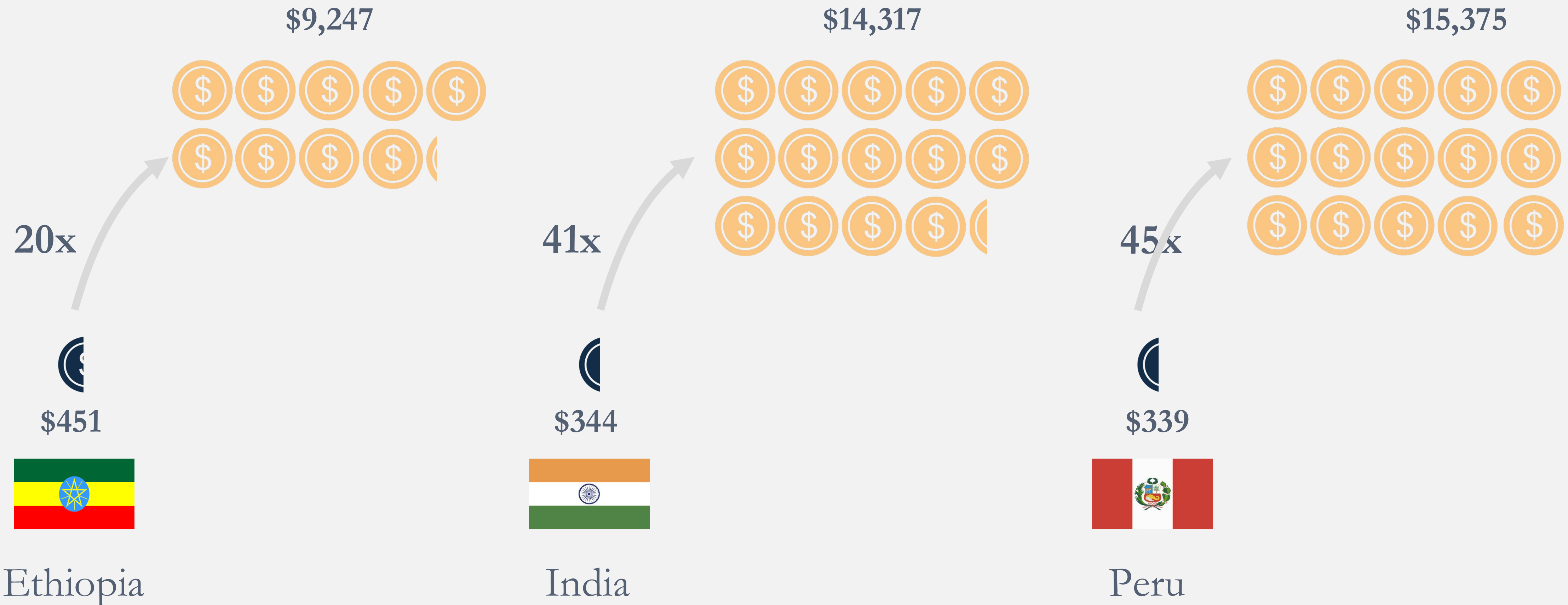
A New Skills Partnership for Aged Care Workers from Colombia to Spain

By adopting Skills Partnerships the sector can:

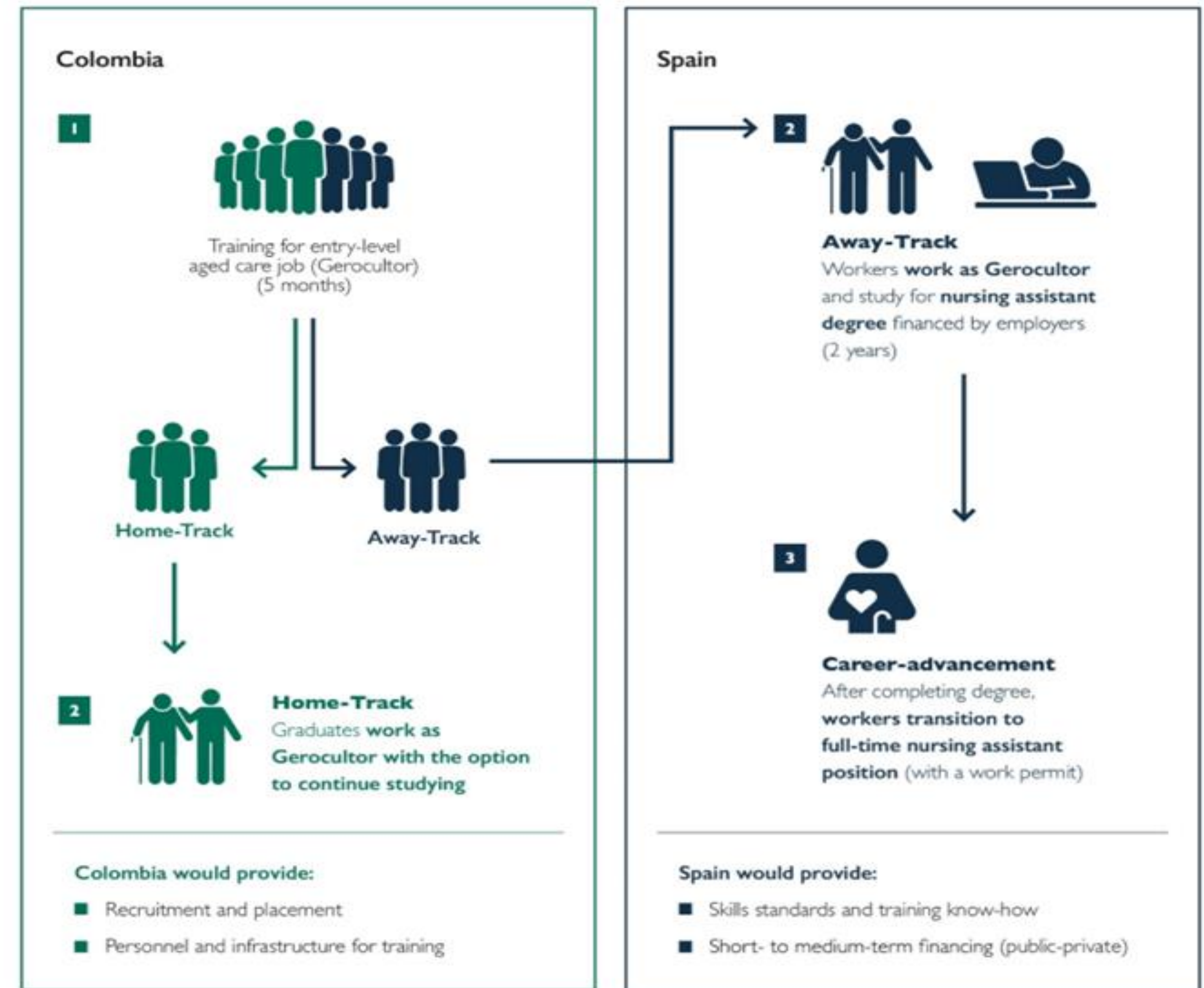- Offer **transformative and life-changing opportunities** for vulnerable populations facing high levels of poverty and limited access to formal employment.
- Create **formal jobs for aged care workers** with decent working conditions and appropriate training. Care for the elderly is often informal, meaning less qualified and trained personnel and precarious working conditions.
- Generate transformational income gains for workers who decide to migrate that offer economic stability for workers and their families. For example, **entry level aged care workers earn five times** as much in Spain than in Colombia.
- Contribute to **achieving countries' long-term policies** by increasing the quality of aged care services through professionalization of workers and the creation, strengthening and formalization of aged care workers.

Colombia

1 Training for entry-level aged care job (Gerocultor) (5 months)

Home-Track

Away-Track

2 Home-Track
Graduates **work as Gerocultor with the option to continue studying**

Colombia would provide:
- Recruitment and placement
- Personnel and infrastructure for training

Spain

2 **Away-Track**
Workers **work as Gerocultor** and study for **nursing assistant degree** financed by employers (2 years)

3 **Career-advancement**
After completing degree, workers transition to **full-time nursing assistant position** (with a work permit)

Spain would provide:
- Skills standards and training know-how
- Short- to medium-term financing (public-private)

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Including foreign workers voice and expectations as policy priority

2023 LaMP **Worker Voice Literature Review** to gather research on workers' perspectives showed the lack of qualitative data to establish what matters to workers during the migration lifecycle.

The **lack of information** about foreign-born workers' experience prevents policies proposals from being beneficial to employers, workers, both corridor countries' economies and ultimately the whole sector.

GAN / LaMP (as of 03/2024)
- **+2,500 visits / 120 replies**
- **+90% good experiences**
- **+80% remain in the sector**
- **+60% wishes to move**
- **+60% send money back**
- **+50% works overtime**

Learning new skills (language and Technical) and ability to support families ranked respectively #1 and #2 most rewarding parts of working abroad

https://survey.lampforum.org/s/LaMPGAN-Aged-Care-Worker-Survey/tt-4V6BrADyRoTBSeiRsTnGwp

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Our approach is unique

LaMP has developed an **effective four-pillar strategy** to help labor mobility thrive

Proof of concept of well-designed flows…

New and expanded mobility corridors

We develop migration models in specific corridors that directly speak to political concerns, reducing resistance

Replicable innovations for mobility systems

We solve common barriers preventing mobility by incubating new commercial tools and actors; drawing from the fields of finance, technology, and recruitment

…used to expand political support

Powerful coalitions

We foster and convene big-tent coalitions of powerful voices working to unlock mobility; translating the improved models into expanded political support

Evidence

We track the positive economic, social, and political impacts of labor mobility and effective migration outcomes to feed into policy dialogue.

Geography / corridor specific

Global

Our team is built-for-purpose

Globally labor mobility **experts with a proven track record** in innovative solutions

50+ years of combined expertise in labor mobility at top tier organizations

Experience designing labor mobility programs in South and South-East Asia, Oceania, the Middle East, Africa, and Europe

Deep bench of varied skills, including employment service and migration program design, labor and development economics, and innovative financing

Leveraging insights from prior roles at the World Bank, the National Immigration Forum, Dalberg Global Development Advisors, Global Fund to End Modern Slavery, GIZ, and the International Organization on Migration

Track record launching ambitious systems-change ventures and multi-stakeholder initiatives
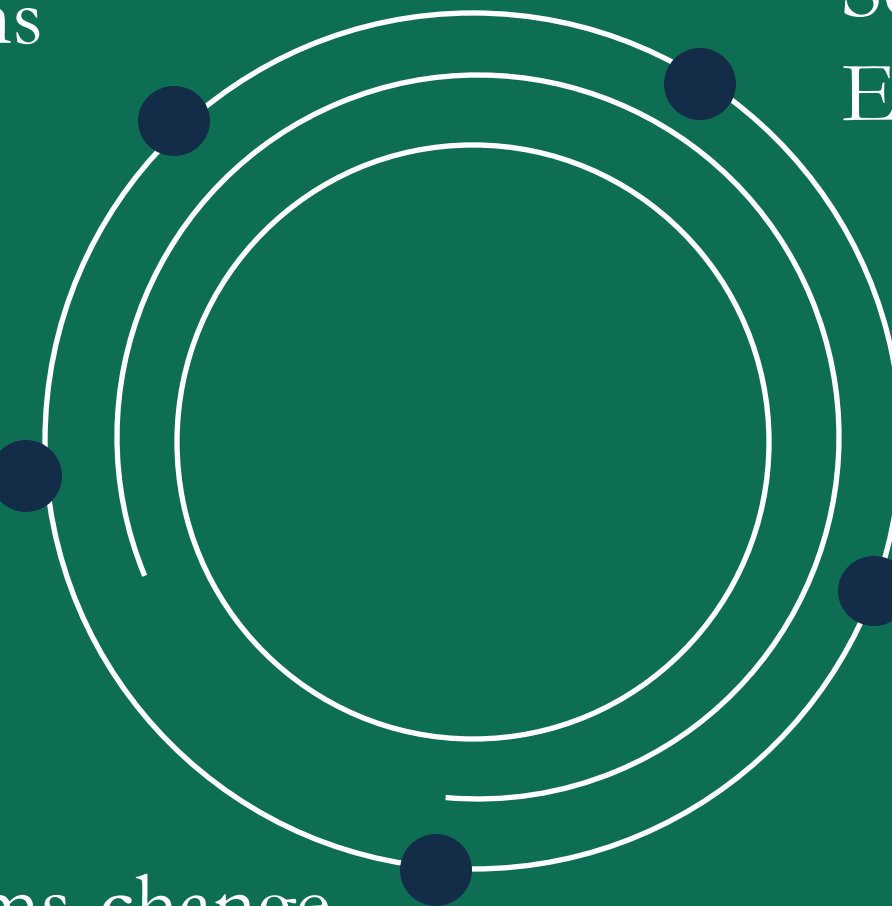
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Thank you!

Salvatore Petronella
Knowledge and Influence Lead
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