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THIS ACTION IS FUNDED BY THE EUROPEAN UNION

ANNEX IV

to the Commission Implementing Decision on the financing of the Annual Action Plan 2024 of the Multi-Country Migration Programme for the Southern Neighbourhood'

Action Document “**To increase employability and mobility of potential migrants from partner countries to the EU Member States in support of the Talent Partnership Initiative and South-South cooperation**”.

ANNUAL ACTION PLAN

This document constitutes the annual work programme in the sense of Article 110(2) of the Financial Regulation, and action plan in the sense of Article 23(2) of NDICI-Global Europe Regulation.

1. SYNOPSIS

1.1. Action Summary Table

<p>1. Title OPSYS Basic Act</p>	<p>To increase employability and mobility of potential migrants from partner countries to the EU Member States in support of the Talent Partnership Initiative and South-South cooperation OPSYS business reference ACT-62781 ABAC Commitment level 1 number: JAD.1571953 Financed under the Neighbourhood, Development and International Cooperation Instrument (NDICI-Global Europe).</p>
<p>2. Economic and Investment Plan (EIP)</p>	<p>Yes VIII. Migration and Mobility</p>
<p>EIP Flagship</p>	<p>Yes Flagship 8 “Migration”</p>
<p>3. Team Europe Initiative</p>	<p>Yes This action should contribute to the two Team Europe Initiatives (TEIs) covering regional migration actions, the TEI on a Comprehensive Migration Approach in the Maghreb, Sahel and West African Countries in the Western Mediterranean/Atlantic Route to which Belgium, Denmark, France, Germany, Italy, Spain and The Netherlands contribute, as well as Switzerland, and the TEI on the Central Mediterranean Route to which Austria, Belgium, Denmark, Finland, France, Germany, Italy, Malta and The Netherlands contribute. The TEIs offer a framework which allows the Union and Member States to improve coordination and increase efficiency of programmes and projects in the area of</p>

	migration. Contributions can take different forms, including co-financing and individual projects contributing to the same objectives.			
4. Beneficiar(y)/(ies) of the action	The action shall be carried out in North of Africa countries, notably Morocco, Tunisia and Egypt, and in Western Africa partner countries targeted by this action under SO3			
5. Programming document	Multiannual Indicative Programme (MIP) 2021-2027 for a Multi-Country Migration programme for the Southern Neighbourhood ¹			
6. Link with relevant MIP(s) objectives/expected results	The action is linked to the priority areas of the Multi-Annual Indicative Programme for a Multi-Country Migration programme for the Southern Neighbourhood (2021-2027) Priority area 4: supporting a comprehensive approach to legal migration and mobility			
PRIORITY AREAS AND SECTOR INFORMATION				
7. Priority Area(s), sectors	The action is linked to the priority areas of the Multi-Annual Indicative Programme for a Multi-Country Migration Programme for the Southern Neighbourhood (2021-2027): Priority area 4: Supporting a comprehensive approach to legal migration and mobility			
8. Sustainable Development Goals (SDGs)	Main SDG (1 only): SDG 10 (sub goal 10.7 on migration policies) Other significant SDGs (up to 9) and where appropriate, targets: SDG 8: “Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all”, especially target 8.6 and target 8.8 SDG 5: “Achieve gender equality and empower all women and girls”			
9. DAC code(s)	15190 (Facilitation of orderly, safe, regular and responsible migration and mobility) 100%			
10. Main Delivery Channel	International Organisations - 21000 Other Multilateral institutions - 47000 Public sector institutions - 10000			
11. Targets	<input checked="" type="checkbox"/> Migration <input type="checkbox"/> Climate <input checked="" type="checkbox"/> Social inclusion and Human Development <input type="checkbox"/> Gender <input type="checkbox"/> Biodiversity <input type="checkbox"/> Human Rights, Democracy and Governance			
12. Markers (from DAC form)	General policy objective	Not targeted	Significant objective	Principal objective
	Participation development/good governance	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Aid to environment	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

¹ C(2022) 8015 MULTI-ANNUAL INDICATIVE PROGRAMME FOR A MULTI-COUNTRY MIGRATION PROGRAMME FOR THE SOUTHERN NEIGHBOURHOOD (2021-2027), 28 November 2022 - European Commission (europa.eu)

13. Internal markers and Tags

Gender equality and women's and girl's empowerment	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Reproductive, maternal, new-born and child health	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Disaster Risk Reduction	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Inclusion of persons with Disabilities	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Nutrition	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
RIO Convention markers	Not targeted	Significant objective	Principal objective
Biological diversity	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Combat desertification	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Climate change mitigation	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Climate change adaptation	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Policy objectives	Not targeted	Significant objective	Principal objective
EIP	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
EIP Flagship	YES <input checked="" type="checkbox"/>		NO <input type="checkbox"/>
Tags	YES		NO
transport	<input type="checkbox"/>		<input checked="" type="checkbox"/>
energy	<input type="checkbox"/>		<input checked="" type="checkbox"/>
environment, climate resilience	<input type="checkbox"/>		<input checked="" type="checkbox"/>
digital	<input type="checkbox"/>		<input checked="" type="checkbox"/>
economic development (incl. private sector, trade and macroeconomic support)	<input type="checkbox"/>		<input checked="" type="checkbox"/>
human development (incl. human capital and youth)	<input checked="" type="checkbox"/>		<input type="checkbox"/>
health resilience	<input type="checkbox"/>		<input checked="" type="checkbox"/>
migration and mobility	<input checked="" type="checkbox"/>		<input type="checkbox"/>
agriculture, food security and rural development	<input type="checkbox"/>		<input checked="" type="checkbox"/>
rule of law, governance and public administration reform	<input type="checkbox"/>		<input checked="" type="checkbox"/>
other	<input type="checkbox"/>		<input checked="" type="checkbox"/>

Digitalisation	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Tags	YES		NO
digital connectivity	<input type="checkbox"/>		<input checked="" type="checkbox"/>
digital governance	<input type="checkbox"/>		<input checked="" type="checkbox"/>
digital entrepreneurship	<input type="checkbox"/>		<input checked="" type="checkbox"/>
digital skills/literacy	<input type="checkbox"/>		<input checked="" type="checkbox"/>
digital services	<input type="checkbox"/>		<input checked="" type="checkbox"/>
Connectivity	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Tags	YES		NO
digital connectivity	<input type="checkbox"/>		<input checked="" type="checkbox"/>
energy	<input type="checkbox"/>		<input checked="" type="checkbox"/>
transport	<input type="checkbox"/>		<input checked="" type="checkbox"/>
health	<input type="checkbox"/>		<input checked="" type="checkbox"/>
education and research	<input type="checkbox"/>		<input checked="" type="checkbox"/>
Migration	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Reduction of Inequalities	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
COVID-19	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

BUDGET INFORMATION

14. Amounts concerned	<p>Budget line: 14.020110 Southern Neighbourhood</p> <p>Total estimated cost: EUR 13 500 000</p> <p>Total amount of EU budget contribution EUR 13 000 000.</p> <p>This action is co-financed in parallel or joint co-financing by at least one Member State or a Member State agency for an amount of EUR 500 000.</p>
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MANAGEMENT AND IMPLEMENTATION

15. Implementation modalities (management mode and delivery methods)	Indirect management with the entities to be selected in accordance with the criteria set out in section 4.3.1.
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1.2. Summary of the action

The proposed action promotes a holistic approach to labour migration governance, human capital development and labour mobility, including through a South South cooperation approach - funded under the European Union Neighbourhood, Development and International Cooperation Instrument - Global Europe (NDICI-GE) for a six-year period as of 2024. It responds to one of the key priority areas of the Pact on Migration and Asylum²'s external dimension in relation to the implementation of the Talent Partnership launched by the European Commission in June 2021 that supports legal migration and mobility from key partners countries.

² [Pact on Migration and Asylum - European Commission \(europa.eu\)](https://european-council.europa.eu/media/e300042c-327d-47e1-9957-6d9c3612c988/asset/document/20210601_Pact_on_Migration_and_Asylum_en.pdf)

The action is also expected to contribute to delivering on the Joint vision for 2030 set out at the February 2022 European Union (EU)-African Union (AU) Summit in relation to the development of legal migration opportunities in respect of national needs, competencies and legal frameworks for an enhanced and reciprocal partnership for migration and mobility.³

The action is aligned with the Global Compact for Safe, Orderly and Regular Migration⁴ and with the partnership approach of the Joint Communication on a Renewed Partnership with the Southern Neighbourhood⁵, adopted on 9 February 2021, where migration and mobility are indicated as a priority area. It thus falls within the Multi-Country Migration Programme for the Southern Neighbourhood and responds to its priority area 4 “Supporting a comprehensive approach to legal migration and mobility”.

The action builds on and complements the existing regional action “*Towards a Holistic Approach to Labour Migration Governance and Labour Mobility in North Africa*” (THAMM) phase I and II funded by the EU Trust Fund for Africa and phase III and THAMM Plus funded by NDICI-GE, and is guided by the principles of ownership, aid effectiveness, sustainability, complementarity, comprehensiveness, coherence, and responsibility-sharing. It will build on lessons learned from the past and on-going actions and be coordinated with other actors present on the ground.

Beyond improved labour migration governance and mobility, the 72-month action should contribute to national development plans and more globally to reducing inequalities. The action will be implemented in complementarity and building synergies with ongoing and upcoming actions promoting legal migration pathways in line with national competencies, including TEIs. It will contribute to the operationalisation of the Talent Partnerships launched by the European Commission in June 2021.

The action is aligned with the 2030 Agenda for Sustainable Development, contributing to the achievement of the Sustainable Development Goals (SDG), such as SDG 8 “Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all”, especially target 8.6, which aims at “substantially reducing” the proportion of youth not in employment, education or training”, as well as target 8.8, with the objective to “protect labour rights and promote safe and secure working environments for all workers, including migrant workers, in particular women migrants, and those in precarious employment”. The action mainly contributes to SDG 10 “Reduce inequality within and among countries”, particularly to target 10.7 “facilitate orderly, safe, and responsible migration and mobility of people, including through implementation of planned and well-managed migration policies”. Besides, the action also contributes to the SDG 5 “Achieve gender equality and empower all women and girls”.

Likewise, this action will also contribute with the African Union’s (AU) Agenda 2064, where there are two specific outcomes that are directly related with the aim of the action: Goal 1 “A High standard of living, quality of life and well-being of all citizens” in which “incomes, jobs and decent work” and “social security and protection including persons with disabilities” are part of its priority areas; and Goal 17 “Full gender equality in all spheres of life”.⁶

³ [Africa-EU Partnership - European Commission \(europa.eu\)](https://europea.eu)

⁴ COM (2020) 609 final, Communication on a New Pact on Migration and Asylum, 23 September 2020

https://eur-lex.europa.eu/resource.html?uri=cellar:85ff8b4f-ff13-11ea-b44f-01aa75ed71a1.0002.02/DOC_3&format=PDF

⁵ <https://documents.un.org/doc/undoc/gen/n18/451/99/pdf/n1845199.pdf?OpenElement>

^[3] JOIN (2021) 2 final Renewed Partnership with the Southern Neighbourhood, A new Agenda for the Mediterranean: link

⁶ Key Transformational Outcomes of Agenda 2063 | African Union (au.int)

Finally, it should be noted that all EU external actions should be guided by a gender transformative approach (GTA) and use a GTA lens in determining priorities and actions in policy dialogue in all sectors of interventions⁷ in line with the Gender Action Plan (GAP) III⁸ in EU external action⁹.

1.3. Beneficiar(y)/(ies) of the action

For specific objectives 1, and 2, the action will be carried out in the North of Africa, notably in Egypt, Morocco and Tunisia, and final right holders will be the citizens of those countries.

Final rights holders of specific objective 1, 2, and 3 will mainly be citizens of Morocco, Egypt and Tunisia. Final holders for the action for specific objective 3 will also be citizens of Western Africa countries targeted by this action namely Côte d'Ivoire, Guinée, Mali, and Sénégal of working age and workers prone to study and seek job opportunities abroad as well as personnel of institutions (employment agencies, training and TVET institutes,...) dealing with labour migration in Morocco, Tunisia and Egypt and partner countries in Western Africa targeted by this action.

2. RATIONALE

2.1. Context

Labour migration is highly relevant for many North African countries with 10-15% of the population living abroad (5,4 million citizen for Morocco¹⁰, 1,2 million citizens for Tunisia, according to the respective governments) with relevant percentages in EU Member States. Labour market dynamics in these countries remain strongly characterised by unemployment, underemployment, skills mismatch, low wages, poverty, and deficits in decent work. Not only have these triggered social unrest and political transformation processes (of the so-called “Arab springs”) but they also represent important factors determining migration trends that affect especially the youth. While migrants’ remittances have counter-intuitively been particularly resilient and constituted a safety network for North African households¹¹, post-COVID reconstruction calls for an even higher investment in education, skills development, employment, decent work, and social protection to address the root causes of irregular migration.

Mobility and circular migration can play a key role for reducing pressure on domestic labour markets. They can also contribute to the countries' development through remittances and the transfer of knowledge and skills through the diaspora. Transfers from the Tunisian diaspora reached a record level in January 2022, representing more than 6% of GDP and having almost doubled in four years. The remittances from the Moroccan diaspora reached US10.65 billion in November 2023, according to the latest data from the Office of Exchange. This statistic reflects a 4.4% increase compared to the same period the previous year¹². Moreover, diaspora engagement organised by the public sector, in coordination with the private sector, can contribute to business and job creation and the sharing of know how in the countries concerned, with a particular focus on women.

⁷ DG for International Partnerships, ‘Mid-term evaluation of the EU Gender Action Plan III’, 08.05.2023

⁸ The Gender Action Plan III is a Joint communication by the Commission and the High Representative of the Union for Foreign Affairs and Security Policy which was welcomed through EU Presidency Conclusions of 16 December 2020. Drafting was led by European Commission in close consultation with EU Member States, EEAS, civil society organisations, partner governments, and international organisations (UN entities, International Finance Institutions among others). The different parties contributed to the drafting of the document through meetings and through responses to a survey conducted during the process.

⁹ eur-lex.europa.eu/legal-content/EN/TXT/PDF/?uri=CELEX:52020JC0017

¹⁰ European Labour Market Barometer March 2022 > pesnetwork.eu

¹¹ ILO-IOM. 2021. *We are in this together!*, Paper produced for the THAMM Regional Conference No.1. <https://user-egxearh.cld.bz/Conference/Cover-THAMM-Paper-Short-Version-English>

¹² European Labour Market Barometer March 2022 > pesnetwork.eu

At the European level, the EU has an ageing and shrinking working population. By 2070, the size of the working-age population will decline from about 65% in 2019 to between 56% and 54% of the total EU population in the EU27¹³. The segmented structure of domestic labour markets and the demographic deficit of Europe lead to increasing demand for a migrant labour force. This labour force is concentrated in specific sectors, such as software, healthcare, construction, agricultural and engineering craft occupations (2022 EURES report on labour shortages). To remain globally competitive, to compete with other destinations and leverage the employment opportunities that comes from a common European labour market, the EU needs to become more attractive for different types and levels of skilled workers from around the world. There is the need to address the pressure on the EU labour market provoked by a shrinking work population and skills shortages. Aware of future needs, legal migration also has to accompany the EU's transition towards a green and digital economy, which requires specific skills and a restructuring of our economies and labour markets. To support the twin transitions, the EU's labour migration should be forward-looking. Sectors such as construction, energy, manufacturing and transport are likely to be impacted by the transition to a climate-neutral economy, requiring additional labour and new skills.

Seasonal work, whether in the agricultural, care or hotel industry and tourism sectors, is one important form of labour mobility between North Africa and Europe, partly leading to circular migration, partly to permanent emigration, or to return and reintegration. While not new and regulated under the Seasonal Workers Directive (2014)¹⁴, it is very likely to grow exponentially in the decades to come given European specific needs and demographic constraints. Recent studies show that European Member States would struggle to decrease the share of third country nationals among the agricultural workforce¹⁵. It raises multiple governance issues for European countries¹⁶ but also development issues for countries of origin in terms of return and reintegration of the workforce into sustainable activities, impact on the household left behind (children, elderlies), use of remittances, and portability of social rights. There is currently no general model of sustainable management of circular migration linked to repetitive seasonal work based on evidence of impact of such migration on the country of origin and scarcity of data on the efficiency of socio-economic reintegration mechanisms there too.

At the same time, North African countries face labour and skills shortages in specific sectors, while battling with unemployment and a growing youth bulge. In a context where unemployment is high, especially for young people, the need to train, adapt training to the needs of the market and businesses and acquire soft skills to enable better integration into employment as an employee or self-employed person is essential. North of Africa partner countries need skilled workers for their economic development. The skills of young people need to be strengthened and valued to ensure their full development potential. Experiences abroad are in this context highly valued in the labour market, as they show the acquisition of many soft skills (autonomy, adaptability, open-mindedness, etc.). Mobility is also a way of bridging the gap between training and market needs at national and international level.

Furthermore, young women are an integral part of Africa's growing youth population. While Africa as a whole struggles with an employment deficit for both men and women, and in both formal and informal sectors, women are consistently more disadvantaged than men in terms of their economic ability as well as their access to employment in many sectors. Four key barriers have been identified as standing out in the literature. The first is 'social and cultural barriers', which include early marriage, lack of education, negative attitudes towards women, lack of access to land, and the care economy, which were seen in all five regions in varying forms. The second, 'economic barriers', consist mainly of lack of access to finance for young women, while the third, 'conflict and fragility', has resulted in a vulnerable population of young unemployed women. The final barrier, 'skills development', refers to the lack of resources to train and guide young women in gaining

¹³ Population on 1st January by age, sex and type of projection (proj_19np)' (Statistics | Eurostat (europa.eu)).

¹⁴ Directive on the Conditions of Entry and Stay of Third-country Nationals for the Purpose of Seasonal Work (the Seasonal 440 Fudge and Herzfeld Olsson European Journal of Migration and Law 16 (2014) 439–466 Workers Directive.

¹⁵ <https://publications.jrc.ec.europa.eu/repository/handle/JRC120800>

¹⁶ <https://cor.europa.eu/en/engage/studies/Documents/impact-seasonal-employmentities.pdf>

suitable employment. The most successful interventions in addressing these four barriers were found to be a combination of those that support wellbeing, capacity building and access to jobs for women, as well as entrepreneurship¹⁷. In addition, female labour force participation in North Africa remains the lowest in the world. Additionally, to develop holistic policies in host countries integrating a gender perspective, it is important to take into account that migrant women face specific challenges, violences, and vulnerabilities. Therefore, the risks of trafficking along migration routes are high, notably the risk for women and girls of becoming victims of trafficking for sexual exploitation or other forms of gender-based violence¹⁸.

Beyond the questions of international recognition of qualifications and national harmonization, there is a basic question of quantitative and qualitative adequacy of skills available in North African labour markets and industrial sectors' development needs. There is a scarcity of skills in certain sectors, resulting from a combination of tertiary and vocational training institutions' low output, inadequacy with employers' expectations and loss to foreign markets as a result of opportunities, wage differentials and work environment differences. Lastly, and this particularly affects returning low-skilled migrants (e.g. seasonal workers), systems of recognition of competencies (over formal qualifications) are still in their infancy.

The question of brain drain is inherent to international migration, and to certain geographical juxtaposition of indicators. In this particular case, the situation is characterised by:

- on one hand, a region with declining demographics, high salaries, general positive conditions of work (in terms of decent work and comparatively at the global level) and of social protection and high-level labour needs (across skills) on the European side;
- and on the other, population bonus demographics; low salaries, degraded and often informal conditions of work with limited social protection coverage, including for the highly skilled and heterogenous labour needs on the North African side.

The 2023 World Bank *World Development Report* recommends a set of measures including expanding education and training in skills that are in demand in both the national and global labour markets; and partnering to finance the development of skills that are in demand in both the national and global labour markets.¹⁹ Together with social protection, pilot anti-brain drain measures are key levers to improve and augment legal pathways.

In order for European Union Member States' public and private sectors to establish sustainable partnerships with North African countries providing them with the quality and quantity of skills needed, North African countries should be able to rely on robust, consistent labour markets data and analyses, projecting skills needs for their own economic development; training and education systems preparing candidates for both their national contexts and the European requirements, and with verifiable, transferable qualifications systems. Public and private employment services should work with the agility and up to the standards required in the European labour markets and increasingly along the value chains including in North Africa.

After its presentation in September 2020, the Commission adopted the Pact on Migration and Asylum, with the aim of revitalising and advancing on the migration and the asylum system. Among its priorities, the Pact – which has been agreed upon in April 2024 - emphasises the importance of strengthening mutually beneficial partnerships with third countries to improve ways for people to legally come to the EU and thus contribute to its labour market. In addition to the policy guidelines included in the Pact, in April 2022 the Commission

¹⁷ Young, female and African: barrier, interventions and opportunities for female youth employment in Africa, Include, IDRC, Decent jobs for youth, 2020

¹⁸ Communication from the Commission to the European Parliament, the Council, the European Economic and Social Committee and the Committee of the Regions, on a New Pact on Migration and Asylum (COM(2020) 609 final, European Commission, September 2020)

¹⁹ World Bank 2023 World Development Report on Migrants, Refugees and Societies; <https://www.worldbank.org/en/publication/wdr2023>, p.46.

issued the Communication ‘Attracting skills and talent to the EU’.²⁰ This Communication set out a pragmatic and gradual approach towards an ambitious, inclusive and sustainable EU legal migration policy and includes as its ‘operational pillar’ the development of Talent Partnerships (launched already in June 2021) with key partner countries and the launch of an EU Talent Pool²¹. Talent Partnerships aim to strengthen cooperation between the EU, Member States and partner countries and boost international labour mobility and development of talent in a mutually beneficial way. Since its launch, the Commission has been developing Talent Partnerships with Tunisia, Morocco, Egypt, Bangladesh and Pakistan as part of a comprehensive cooperation in the area of migration. The Commission programmes and initiatives focusing on the mobility of migrants from partner countries to study, work or train in the EU contribute to Talent Partnerships, based on the principle of circular mobility benefits. In 2023, a first round of Talent Partnership Roundtables with key partner countries and interested Member States were organised. Currently, Germany, Belgium, Italy, France, Spain, Portugal, Greece, and Sweden are actively participating in one or more Talent Partnerships. Romania and Cyprus recently expressed their intention to join the initiative and are finalising their concrete actions in this sense. Other Member States, including Austria, Denmark, and The Netherlands, are following the process closely and participating as observers. The key objectives for each partnership were discussed and agreed at these roundtables, in the form of conclusions. The second round of Roundtables is taking place in Spring/Summer 2024. Concrete funding programmes have been approved to this effect and within this frame, including – for example, Towards a Holistic Approach to Migration and Mobility (THAMM), which has been combining direct support for mobility schemes for work or training with capacity building and investment in human capital, including skills development, vocational education and training and operationalisation of work-based exchange schemes from Tunisia, Morocco, and Egypt towards EU Member States.

This action will also aim to support labour migration and mobility including through a South-South cooperation approach between Morocco and Tunisia and countries of the sub-region (Ivory Coast, Senegal, Guinea, Mali). South-South cooperation is based on the exchange of knowledge and resources, with the aim of identifying effective practices tailored to local contexts. In this spirit, the Action for South-South Cooperation on Migration (ACSS) window was implemented by GIZ and Expertise France (EF) from 2019 to 2022 in the following countries: Morocco, Côte d’Ivoire, Senegal, and Mali. Funded by the North Africa Window of the EU Trust Fund managed by the Commission (DG NEAR), this project aimed to enhance cooperation relations between these countries by highlighting the potential of migration mobility for inclusive, equitable and sustainable development. Based on the lessons learned of this project, and in complementarity with the Commission (DG INTPA)’s Action “Valoriser les potentiels des diasporas via à la coopération Sud Sud; Entrepreneuriat et création d’emplois”, this action will continue to support these efforts through a joint programme covering different geographical zones.

This action is part of a Team Europe Initiative, an initiative launched by the European Union and its African partners following the EU-AU Summit in February 2022, which identified migration and mobility as a common political priority for both continents in the common vision of Africa and Europe for 2030. The action focuses on the Atlantic and Western and Central Mediterranean migratory routes. This project is based on the Joint Valletta Action Plan (2015), which aims to support African and European partners by strengthening migration governance. The importance of these issues has also been reflected in the Rabat and the Khartoum processes.

Egypt

Egypt is the most populous country in the Arab Region. Its population has exceeded 105 million inhabitants with a growth rate of 2%. Almost 60% of the total population are below the age of 30. Egypt had 543 900

²⁰ European Commission, "Communication from the commission to the European parliament, the council, the European economic and social committee and the committee of the regions Attracting skills and talent to the EU," last modified April 27, 2022, <https://eur-lex.europa.eu/legal-content/EN/TXT/PDF/?uri=COM:2022:657:FIN>

²¹ The proposal for a regulation establishing the EU Talent Pool has been published as part of the Skills and Talent Mobility Package adopted in November 2023.

international migrants in the country. Top destination countries of Egyptian emigrants were Saudi Arabia, the United Arab Emirates, and Kuwait, USA, Qatar, Italy, and Jordan (Migration Data Portal IOM, 2020).

The Government of Egypt pays attention to the skills dimension of migration and international labour mobility. This fact is also reflected in the Constitution of 2014, which commits to the expansion and quality of general education and VET in line with international standards. Egypt has implemented a series of macro-economic and structural reforms that stabilised the economy, spurred growth and improved the business climate for more active private sector participation. Nevertheless, the adverse repercussions of the COVID-19 pandemic have destabilised this progress and emphasised existing structural challenges like slow private (formal) sector activity; underperforming non-oil exports and foreign direct investment (FDI) and hence weak job creation. In general, for both men and women, the phenomenon of ‘educated unemployment’ is a persistent feature in the Egyptian labour market. Unemployment fell to 7.2% by the end of 2020, after reaching 9.6% in mid-2020. Low-educated workers show very low unemployment levels whereas much higher unemployment rates are recorded with higher levels of education attainment, such as university and intermediate secondary level (34% and 48.2% respectively). This is a strong indication of the mismatch between the skills offered by the education and training system and those demanded by the labour market. Despite a slight improvement, youth unemployment remains high at 19.2% in 2019. This indicates a weak link between educational outputs and labour market needs, resulting in inadequate curricula that do not appear to be aligned to the competencies required by employers, as well as a mismatch in terms of quality and expectations. Almost half of working young people (47.7%) are in occupations that do not match their education, that is, they are over-educated or undereducated. A comprehensive Labour Market Information System does not yet exist in Egypt. Data are mainly gathered through administrative sources (employment offices) and from the labour force surveys conducted by the Central Agency for Public Mobilisation and Statistics (CAPMAS). Various mechanisms exist to identify the needs of the labour market and develop relevant qualifications, such as the National Skills Standards Programme within the Industrial Training Council.

Furthermore, the female labour force participation rate in Egypt is a mere 21.3 percent, while women are overrepresented in the informal market, lacking access to social insurance programmes and minimum wages. Those figures are even more disproportionate in upper Egypt and rural areas. However, female students perform better than their male counterparts in school, and women’s representation amongst university students is steadily growing²².

Reducing high unemployment, especially among women and young people, is a priority for the Egyptian government. While macroeconomic policies and structural reforms aim to support job creation, numerous ongoing and emerging initiatives for active labour-market policies are being implemented by various duty-bearers and, in many cases, supported by donors. The government is planning to develop specialised training programmes for young people and introduce job intermediation schemes. The transition from school to work has gained attention, in particular through the creation of school-to work transition and career-guidance units within the relevant ministries.

Education is a priority in the Egypt Vision 2030. Vocational education and training have gained importance. However, the VET sector remains highly fragmented and previous attempts to establish over-arching governing models have not yet been achieved. Egypt does not have a comprehensive strategy for VET. The Ministry of Education and Technical Education (MoETE), as the main VET provider in the country, is working on the implementation of its new strategy, ‘Technical Education 2.0’ (TE 2.0), with the aim of ensuring alignment to reforms, seeking complementarity among projects, and working towards joint implementation. With all these efforts and achievements, Egypt does not have a labour migration policy to ensure the protection of migrant workers and to coordinate the efforts of the various players.²³

²² Egyptian Women & Labor Force: Challenges and Opportunities, EHEDUANNA, Wilson Center, October 2021

²³ https://www.etf.europa.eu/sites/default/files/document/CFI_Egypt_2021.pdf

This action will be in line with the Strategic and Comprehensive Partnership between The Arab Republic Of Egypt and the European Union²⁴, which among its priorities also aims at furthering a holistic approach to migration governance.

Morocco

Over the past two decades, Morocco has undergone significant transformations in the context of migration. Traditionally an emigration country, Morocco has also become a destination for economic migrants, refugees, and transit migrants. The National Strategy for Immigration and Asylum (SNIA), adopted in 2014, aimed as well to economically integrate migrants by ensuring access to the education and vocational training system under the same conditions as Moroccan citizens.

Historically, Moroccan migrants were characterized by low to medium levels of education. However, by 2019, one-third of Moroccan migrants had higher education, a significant change due to the lack of opportunities matching their professional skills in the country. The National Employment Strategy 2015-2025 (NES) lists the management of labour migration as one of its cross-cutting social equity objectives. The NES recognises the specific needs of return migration, forced by crises in the countries receiving Moroccan nationals, regular migration accompanying the specific skills needs of companies and transit migration of workers in an irregular situation. At present the National Strategy for International Professional Mobility (SNMPI) of Morocco under final approval, proposes a new horizon for reflection and action for all stakeholders in professional mobility, both in Morocco and in partner countries and regions. The objectives of the SNMPI are as follows: an integrated governance for coordinated and coherent management of international mobility; guaranteed fundamental labour rights and ensured social protection; improved international mediation and placement mechanisms; an agile, flexible, and competitive training system developed with vertical integration; a sustainable and operational monitoring system and mechanisms for anticipation and forecasting.

Likewise, bringing women into the labour market has been a persistent challenge for Morocco. From a macroeconomic point of view, increasing female labour market participation (FLFP) would improve the country's productive capacity and support growth, while from a microeconomic point of view, it can help women gain voice in society, leading households to invest more in education and health. Morocco's FLFP has remained one of the lowest in the world and is even lower than it was two decades ago – despite higher GDP per capita, lower fertility rate, and better access to education. At 21.6 percent, its FLFP rate ranked 180th out of a sample of 189 countries in 2018, meaning that 78.4 percent of Moroccan women between 15 and 65 years old were neither employed nor looking for a job. Moreover, although the Middle East and North Africa (MENA) region is characterised by historically low FLFP rates, Morocco is among the few countries that have recorded a sustained drop – and it is the one that has experienced declining FLFP for the longest span of time, peaking at 26.3 percent in 2004.

Morocco has one of the largest migrant populations among Maghreb countries, with approximately 5.4 million Moroccans residing abroad in 2020. Most of these migrants live in the European Union, mainly in Spain, France, and Italy, but new destinations such as Canada and the Gulf States are emerging, especially for highly skilled workers. Remittances from Moroccans residing abroad (MRE) play a crucial role in the country's economy. In 2020, remittances contributed 6.6% to Morocco's GDP, representing approximately USD 11.4 billion in 2022. During the pandemic, remittances increased by 44%, surprising both the government and financial analysts. Remittances not only provide hard currency and reduce poverty, but migrants also bring technological, managerial, and entrepreneurial skills that can foster the country's economic development. Therefore, the Moroccan government has adopted a transnational policy that aims to mobilize the skills of the diaspora, promoting the civic and political rights of the Marocains Résidents à l'Étranger (“MREs”). The

²⁴ [Joint Declaration on the Strategic and Comprehensive Partnership between The Arab Republic Of Egypt and the European Union - European Commission \(europa.eu\)](#)

National Strategy for Moroccans Living Abroad, formalized in 2014, includes strategic objectives such as preserving the identity of MREs, protecting their rights and interests, and encouraging their contribution to the country's development.

Tunisia

Tunisia has historically been a country of labour migration. More than 10% of Tunisians live abroad. 85% of the Tunisian diaspora resides in EU Member States, mainly in France (728,094 people or 65%), Italy (197,160 people or 18%) and Germany (94,536 people or 8.5%).

Persistent challenges in the Tunisian labour market, especially those affecting young people, represent some of the factors that drive and influence emigration. The labour force participation rate in Tunisia stood at 46.5 percent in the fourth quarter of 2022, increasing compared to the previous quarter. In the same period, the male labour participation rate corresponded to 65.7 percent. On the other hand, only 28 percent of the female population in the country was part of the labour force as of the fourth quarter of 2022²⁵. 39.5 per cent of Tunisians residing in Tunisia aged between 15 to 29 express their intention to emigrate, unemployment being their main motivation (Tunisia HIMS). A growing number of young people is not in employment, education or training; the numbers have increased constantly since 2010, from 25.2% (2010), 32% (2019) to 42.4% (INS, 2022) of the age group 15–24. Migration among highly skilled workers has been increasing over time, primarily affecting university professors, engineers, and medical doctors.

The mismatch between the skills sought by companies and those of young job seekers is one of the causes of youth unemployment, particularly among higher education graduates who represent the largest proportion of the total number of unemployed—a distinctive characteristic of Tunisia. One in three companies reports that candidates do not have the required skills (WB, Enterprise Survey, 2019), while one in five graduates suffers from underemployment, meaning they are forced to accept jobs that are inadequate for their level of education (ITCEQ, 2019).

Tunisia has developed an institutional and legal framework to promote and regulate labour migration with several dedicated institutions. One of those agencies is the Tunisian Agency for Technical Cooperation (“ATCT”) placing on average 2 000–3 000 highly qualified Tunisian workers every year in international jobs for a period of five years. Another such agency is the Office des Tunisiens à l’Étranger (“OTE”), created in 1988 and comprising a network of regional delegations and more than 200 social attachés in Tunisia and abroad, and supporting Tunisians abroad in the protection of their rights.

The Directorate General for International Placement and Foreign Labour of the Ministry of Vocational Training and Employment is the competent body for developing labour migration policies and programmes, undertaking the necessary actions for anticipating and promoting job placement opportunities abroad, and participating in the negotiations and implementation of international migration agreements in support of the Ministry of Foreign Affairs.

The public employment service (Agence Nationale de l’Emploi et du Travail Independent – “ANETI”) is attached to the Ministry of Vocational Training and Employment. Since 2000, ANETI has had an international division that manages international placements. Since 2010, private employment agencies are also allowed to provide international placement services under the supervision of the Ministry of Vocational Training and Employment. Coordination and overall political supervision of migration policies and migration institutions remains a challenge in this dense landscape in the field of migration.²⁵

While there has been delay in formal validation, these policies are already referred to and considered by national stakeholders as a relevant framework. A new unit was also created under the National Office for

²⁵ Labour force participation rate in Tunisia from 1st quarter 2021 to 4th quarter 2022, by gender, Statista, 2023

Qualifications (ONEQ) to coordinate skills anticipation (supported by THAMM OFII and ILO). These developments are solid milestones that need consolidation and pave the way for deepening of governance activities.

Tunisia is part of the Talent Partnership Initiative led by the European Commission with EU Member States. It aims at developing a win win partnership, targeting all skill levels, based on the interests of Tunisia and the EU Member States in a mutually beneficial manner. The first roundtable was held in June 2023. The Tunisian authorities, the European Commission, and the participating Member States discussed the objectives and priorities of the Talent Partnership. They highlighted key themes for collaboration based on lessons learned from the THAMM program, including supporting a labour market information system to better anticipate and respond to employment needs in Tunisia and the EU; identifying common sectors for collaboration; recognizing qualifications and skills; supporting training and scaling up mobility schemes; and strengthening public-private partnerships and private sector involvement. A second Roundtable took place on 21st June 2024.

This action will be in line with the Memorandum of Understanding on a strategic and global partnership between the European Union and Tunisia²⁶, which among its priorities also aims at furthering a holistic approach to migration including by working on the implementation of Talent partnerships to promote legal migration.

Complementarity

Coordination and complementarity will be established with activities under the Talent Partnerships with Egypt, Morocco, and Tunisia. The action will be complementary to other programmes in the field of education and employment including with ETF initiatives, Erasmus+ programme and labour migration schemes initiatives in the North of Africa region funded by the EU and with the INTPA action “Valoriser les potentiels des diasporas via la coopération Sud-Sud: Entrepreneuriat et création d’emplois” and any other relevant interventions at country/bilateral level. In particular, the action will seek synergies with the following initiatives:

Labour Migration and Mobility schemes projects

THAMM - The action will build on and complement the ongoing phases of the programme “**Towards a holistic approach to labour migration and mobility in North of Africa’ (THAMM)** which was the first programme adopted under the EUTF North of Africa supporting legal migration and is still the only one to respond to the priority of mutually beneficial legal migration and mobility. The objective of the programme is two-fold: strengthening labour migration governance in the region and setting-up mobility schemes from Morocco, Tunisia and Egypt to Europe. It is a flagship programme that included four successive phases involving six implementing partners namely the International Labour Organisation (ILO), the International Organisation for Migration (IOM) the “Deutsche Gesellschaft für Internationale Zusammenarbeit” (GIZ), the Belgian agency of Development (ENABEL), the “Office Français de l’Immigration et de l’Intégration” (OFII), and “Agenzia italiana per la Cooperazione allo Sviluppo” (AICS) with an overall financial volume reaching approximately EUR 49 million and a co-financing from the BMZ and Italy. The programme follows a holistic development-oriented approach, considering mobility and international placement of workers as part of a comprehensive labour policy of the partner countries. In line with the do-no harm principle, this means that the mobility of migrant workers will only be supported in sectors in which countries of origin do not suffer from shortages to avoid brain-drain and with the aim of development-oriented capacity development for institutions in the partner countries to ensure the sustainability of the programme.

²⁶ [Memorandum of Understanding between the EU and Tunisia \(europa.eu\)](https://europa.eu)

2) Migration Partnership Facility (MPF) projects:

- WAFIRA - Women As Financially Independent Rural Actors: is an initiative that seeks to maximise the development impact of circular migration and mobility between Morocco and Spain – through the sustainable socio-economic reintegration of female Moroccan seasonal workers participating in a circular migration scheme between Morocco and Spain (entitled GECCO) – Budget: EUR 3.2 million.
- MOVE-GREEN: (E)Co-development for innovation and employment in green and circular economy between Andalusia and Morocco: is a circular mobility scheme between Andalusia and Northern Morocco that supports networking opportunities and professional qualification for young Moroccan talents seeking to work in the renewable energy and green economy sector – EUR 2.2 million.
- MENTOR II: is a circular mobility scheme that offers professional traineeship opportunities to young Moroccans and Tunisians in Northern Italy – Budget EUR 3.2 million.
- ProMob PlastSkills – Professional Mobility in the Plastics Industry by Reskilling and Upskilling Trainings for Tunisian Talents: this project aims to develop a sustainable and mutually beneficial partnership for skills enhancement and labour mobility in the plastics sector in France and Tunisia. Through the creation of a public-private partnership to train around 800 Tunisian technicians, the project will respond to the labour demand of French and Tunisian companies, while increasing the skills of Tunisian workers who will be able to acquire qualifications recognised by both countries and improve their employment prospects – Budget: 3.1 million.
- MOBILISE: Circular Talent Development for Climate-Smart Agriculture: this project aims at launching a scalable and institutionally entrenched circular talent development programme between the Netherlands and Tunisia, Egypt, and Ethiopia for the strengthening of climate-smart agriculture – Budget: EUR 2.7 million.
- NET-Work You: Creation of a Skills Network to Increase Employment Opportunities for Young Egyptians in the Green Job Sector. This project aims to establish a pioneering and sustainable model of circular and skilled labour mobility between Italy and Egypt – Budget: EUR 3 million.

Egypt:

TVET II programme (EUR 50 million with a EUR 67 million co-financing of the Egyptian Government), implemented by the Ministry of Trade and Industry focuses on 6 sectors (ready-made garments, agribusiness, food processing, ICT, construction and more strongly on the tourism sector). A new TVET programme has been adopted in 2023 (AAP 2023, EUR 25 million) with a focus on supporting youth and adults to have relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship. This complements an ongoing project funded by the EU (EUR 13 million, 2021-2025) with KfW to promote skills development in the renewable energy sector.

Morocco:

The *Programme Intégré d'Appui à la Formation et à l'Éducation* (PIAFE) is a budget support programme accompanying reforms in Morocco in the fields of Education and TVET. Designed in line with the National vision 2015-2030, it aims at increasing the overall quality of the education and training system EUR 140 million. SABIL project focuses on the economic integration of youth in three pilot regions of Morocco. The general objective is to support young people in finding better employment or creating their own businesses, aligned with advanced regionalization. The budget is EUR 150 million from an AFD loan and EUR 14.8 million from an EU grant, covering the period from 2020 to 2026.

Additional programmes include: 1) METI Program aims at regional employment through trade and investment, covering Morocco, Egypt, Tunisia, and Jordan. Its objective is to integrate employment in trade and investment policies, with a focus on the textile value chain in Morocco (EUR 3 million); 2) Young NEETs Program seeks to provide decent opportunities for NEETs through a youth guarantee scheme. (Budget 3 million); 3) The Work Inspection Capacity Building Project aims to modernize labor relations and rights. It provides technical assistance to the Ministry of Economic Inclusion, focusing on practical tools and capacity building for labour inspectors (EUR 280,000)

Tunisia: The EU adopted in 2022 a new holistic education programme “*Programme intégré d’appui au secteur de l’éducation*” (PASE) worth 65 MEUR, which aims at improving the governance of the education system including through its digitalization, the quality of education to fight against school dropouts, and the adequacy of education and vocational training offers with the labour market needs in Tunisia and Europe. The programme is implemented with the World Bank, UNICEF, Expertise France and GIZ. In addition, the Commission signed in December 2023 a EUR 25 million grant for the second phase of a school modernisation programme blended with a EUR 40 million grant of the European Investment Bank, with the objective to improve the learning and teaching conditions for 14,500 pupils enrolled in primary education, through the construction of 80 new primary schools and the acquisition of school transport and the digitalisation of schools.

In addition, at regional level, a number of structural projects have strengthened the migration governance and mobility frameworks of North and Western Africa countries. They have been considered in order to ensure complementarity and built on established structures and dialogue.

The full list of programmes can be found in Annex 1.

EU Added value

This action will benefit both North African countries and EU Member States by addressing labor market needs and enhancing educational exchanges, according to the set of EU policies and tools that have been developed and should create a win-win situation that supports development, manages migration more effectively, and builds stronger partnerships in the region.

The EU has been focusing on legal migration initiatives in North Africa as part of its broader strategy to manage migration flows and support development in the region. More specifically, in the field of legal migration, it has been supporting the creation of job opportunities and vocational training programs to enhance employability in local markets, offering educational opportunities and academic exchanges to foster skills and knowledge transfer.

As indicated above, Talent Partnerships were launched in June 2021, as a key initiative under the Pact on Migration and Asylum, aiming to strengthen mutually beneficial partnerships on migration with third countries and to address skills shortages in the European Union. These partnerships provide a framework to strengthen cooperation between the European Union, Member States and key partner countries on mobility and skill development in a mutually beneficial way.

In the context of the EU Year of Skills and the EU’s Skill Agenda, and accounting for persistent and growing labour shortages in the EU, the aim of this package is to make the EU more attractive for third countries nationals and to facilitate the matching of their skills with the needs of various sectors. The EU’s priority remains to upskill the domestic workforce and support intra-mobility, but given current labour shortages, legal migration is necessary. The EU Talent Pool aims to create a platform facilitating international recruitment by matching workers to employers and having a job offer before applying for a visa. Use of the EU Talent Pool, once established, would be voluntary, Member States choose to join, which opens the way for employers registered in their states to participate. The process aligns with the principle of fair treatment and market tests; job seekers will register directly, and employers will register via a national contact point based on labour shortage sectors. The Commission is promoting a coherent approach to partner countries when it comes to talent development and mobility schemes (for both workers and students). In parallel, the EU has developed several intra-EU tools and mechanisms to promote labour migration and mobility (EU Skills Profile Tool for Third Country Nationals and ESCO for instance) and the programme will explore the possibility to expand and pilot some of these EU tools with our partner countries.

In addition, the EU and Member States are involved in several continental and regional dialogues on migration, including in the areas of legal migration, where exchanges of best practices and lessons learned have demonstrated the EU's added value. These dialogues include:

- The AU-EU Continent-to-Continent Migration and Mobility Dialogue (C2CMMD), which provides a platform for consultation, coordination, and information exchange across the two continents, and encourages collaboration and cooperation for results-oriented joint actions on migration and mobility;
- The Euro-African Dialogue on Migration and Development (Rabat Process), a regional migration dialogue established in 2006 and bringing together countries of origin, transit and destination of the migration routes linking Central, West and Northern Africa with Europe;
- The Khartoum Process, a platform for political cooperation among the countries along the migration route between the Horn of Africa and Europe, established in 2014;
- The 2015 Valletta Summit and the Joint Valletta Action Plan (JVAP), which lays down a series of priorities aiming at supporting Valletta Partners with the enhancement of migration governance between Europe and Africa – including in the area of promoting regular channels for migration and mobility between African and Europe.

Short problem analysis

The EU has been supporting legal migration and mobility projects in the Southern Neighbourhood since 2018. These pilot projects aim to implement and develop mobility schemes between NoA countries and selected Member States for certain professions of various skill levels and selected sectors such as tourism, hospitality, agriculture, plastic industry, industrial mechanics among others.

One of the largest programmes implemented in the NoA region has been the “Towards a Holistic Approach to Labour Migration Governance and Labour Mobility in North Africa” (THAMM) phases I, II and III, now THAMM Plus, implemented in Egypt, Morocco and Tunisia. At the same time, MPF projects funded by the Asylum Migration and Integration Fund (AMIF) promoting specific mobility schemes towards participating Member States have been implemented and continue to be set up in the region. These projects have contributed to setting up structures in Egypt, Morocco and Tunisia facilitating cooperation between all relevant national partners. Achievements on the labour governance stream in general consisted in mainstreaming labour migration in national policies, the support on assessment, certification, validation and recognition mechanisms and the strengthening of capacity and modernization of institutional tools of public employment services.

So far, these projects have been small scale and moving forward a more comprehensive approach would be necessary. Pilot projects have been key to pave the way to develop meaningful partnerships with non-EU partner countries on legal and labour migration. In addition, they have delivered concrete results also in terms of Capacity building and institutional engagement, and they have shown that by providing targeted support, the EU can help Member States implement schemes that meet the needs of employers, while reinforcing the human capital development in partner countries. However, some limitation exists, for instance, in some cases, partners have developed several upskilling trainings to match the requirements of partner countries companies, but these trainings are disparate and with limited sustainability. Moreover, there is yet no system to validate and recognise skills of the candidates that have undergone those trainings beyond the project implementation (while this will be a key component of the Talent Pool once operational in the future). In this context, the Talent Partnerships will build upon successful pilot projects, expanding their scope and level of ambition, and providing for a structured framework. These partnerships on labour mobility with origin countries would need to go hand in hand with education and human capital strategies in partner countries – not only to match demands but also to counter possible ‘brain drain’.²⁷

²⁷ EU Labour Mobility Practitioners’ Network In-Person Conference “Labour Mobility and Skills shortages: Connecting the dots”, 21-22 November 2023

Considering the above, this action aims to contribute to change the paradigm of action by establishing systems that will help capitalize and mutualize the efforts, and at the same time promote a balanced approach to labour mobility with partner countries, while respecting fair and ethical recruitment principles, and integrating a human rights-based approach (HRBA), and a gender and inclusive perspective.

In particular, it requires to address the following issues:

- How to better consider medium and long-term needs related to human capital development, identifying skills needed today and those that will progressively become more relevant in the future. The gap between acquired skills and those in demand by employers is still one of the key barriers to both internal and international labour matching;
- How to develop training to increase migrants skills in alignment with labour market needs (to access mobility schemes), taking into account the obligation to avoid brain drain and to create the dynamic of added value mobilities. This needs to be scaled up and led with a sectoral approach to make real impact and the need to better coordinate with the education sector;
- How to develop knowledge on relevant qualifications (exchange of information, study visits and joint projects with partner countries in order to promote understanding and trust in qualification processes);
- How to effectively engage the private sector (established mechanism for ensuring a systemic and official engagement);
- How to create greater coordination, synergies based on lessons learnt and knowledge management.

Addressing these issues requires time and resources to build structures and partnerships that meet the needs of the EU countries and the third country alike, to enhance overall human capital formation. Combining training for origin country and European labour markets provide a positive framework to that end, taking into account the obligation to avoid brain drain and to create the dynamic of added value mobilities. More structural interventions such as aligning or mutually recognising qualifications and skills between EU and third countries would support higher volume channels.

Identification of main duty-bearers and corresponding institutional and/or organisational issues (mandates, potential roles, and capacities) to be covered by the action.

The action will be implemented in partnership with the key governmental ministries and agencies, social partners, private sector companies and employers, private recruitment agencies, chambers of commerce, social partners and civil society organizations and employers' organization and a range of other relevant stakeholders including:

In Egypt: Ministry of Foreign Affairs, Ministry of Labour, the Ministry of State for Emigration and Egyptian Expatriates' Affairs, CAPMAS, Ministry of Social Solidarity, Federation of Egyptian Industries, The National Council of Women (NCW).

In Morocco: Ministry of Economic Inclusion, Small Business, Employment and Skills (MIEPEEC and its agencies: National Agency for the Promotion of Employment and Skills (ANAPEC) and Office of Vocational Training and Labor Promotion (OFPPT) and Haut Commissariat au Plan (HCP). The Ministry of Foreign Affairs, African Cooperation, and Moroccans Residing Abroad, particularly through its Department of Moroccans Residing Abroad, has launched several initiatives to support diaspora investment in recent years. The MDCMREAM also coordinates the National Strategy for Moroccans Residing Abroad (SNMRE). Morocco has relatively well-developed institutions and capacities for engaging the diaspora compared to other African states. The Moroccan Agency for International Cooperation (AMCI); Ministry of Health and Social Protection; Economic, Social, and Environmental Council (CESE); CGEM, Workers' organizations: UMT, UGTM, CDT, the Ministry of Solidarity, Women, Family and Social Development.

In Tunisia: Ministry of Employment and Vocational Training (MEFP) and its Directorate for Placement Abroad and Foreign Labour (DGPEMOE), Tunisian Secretariat of State for Immigration and Social Integration within the Prime Minister's Office, Ministry of Social Affairs, Office National pour l'Emploi et les Qualifications, Caisse nationale de Sécurité Sociale, National Agency for Employment and Independent Work (ANETI), National Observatory for Migration; National Agency for Technical Cooperation (ATCT); Agence Tunisienne de Formation Professionnelle (ATFP); National Agency for Tunisians Abroad (OTE), the Ministry of Women, Family, Childhood and Seniors.

For the South South cooperation intervention in partner countries:

- at political level: ministries in charge of higher education, ministries in charge of employment and vocational training, Ministries in charge of migration issues and embassies.
- At operational level: National Employment Agencies, National Agencies and Offices, universities and private sectors, diasporas, student associations, confederations and representatives of the private sector.

2.2. Lessons Learned

While THAMM has exemplified a comprehensive approach to legal migration and mobility, after almost five years of implementation, it can be concluded that it is not sufficient to aim at replicating and upscaling mobility schemes. Based on the implementation of these various schemes, the following key lessons have been drawn:

- 1) Support a more systemic approach to legal migration.

Ongoing schemes show that challenges consist in the choices of sectors based on labour market analysis and its impact on skills availability in country of origin. Mobility schemes involving multiple actors are also complex to implement and heavy on coordination. They must react to the needs of national partner institutions that struggle to adopt a whole-of-government approach and work across sectors. It is therefore essential to 1) on the one hand, build employment and labour market policies and labour migration information systems and 2) enhance the capacities of national public employment agencies to manage labor migration effectively including through partnerships.

Labor market information is an essential tool for managing and mainstreaming labour mobility based on accurate and comprehensive data on labour market needs at national and international level for anticipation of needs and deficits in labour market sectors and services. Factors such as globalization, automation and digitalization, and new ways of organizing work, as well as other social and economic factors - such as inequalities related to the gender or disabilities - need to be analysed and considered to understand what skills and systems are necessary for labour markets. Such labour market changes will need to be analysed, anticipated, and incorporated into the planning of labour migration and educational policies to help avoid situations in which skills acquired through training lose relevance, and labour and skill gaps widen or change.²⁸

Matching both countries occupational demand and supply is a process requiring intensive labour market analysis on both sides. This process is only successful if conducted by well-equipped public employment agencies and in close collaboration with private sector in the country of origin as well as in the country of destination. Real time data to monitor trends and respond promptly to changing conditions; as well as supporting migrants to access information about job opportunities and international requirements, including through the development of tools and partnerships and ensuring its real and effective access also for women and people with disabilities.

²⁸ Skills Mobility Partnership Recommendations and Guidance for Policy Makers and Practitioners – IOM 2023

2) Focus on skills development to facilitate access to mobility schemes.

To maximize the potential win-win of labour and skills mobility for all parties involved, skills development opportunities - both for migrant workers and the local communities from where they are sourced - should be at the heart of the response. However, when it comes to mobility, there are still many obstacles linked to recognition of skills and qualifications that require further cooperation with partner countries to simplify and expedite these processes. The action will support exchanges of information to promote understanding and trust in qualifications. It will also support cooperation with VET institutes in EU Member states in selected sectors. Based on the information provided by the labour markets assessments and systems, economic sectors will be prioritized including for instance hospitality, caregiving, agriculture, ICT, green transition and renewable energy and any other sector identified under the Talent Partnership Initiative.

3) Involvement of the private sector to streamline mobility schemes aspects (recruitment, training, and integration)

From an operational point of view mobility schemes are more promising with additional support or accompanying measures e.g. mentoring and internships in the destination countries, mobilisation of diaspora to help train or prepare talents for employment, or financial support for companies in the initial recruitment phase. It is recommended to involve companies from an early stage and throughout the whole project implementation especially in skills development and training. Private companies have in fact a better understanding of the specific skills needed in the labour market. By partnering with public institutions, they can help design and implement vocational training programs that are aligned with labour market needs (to identify employers' needs, to involve them as trainers in specific modules, to continuously update requirements which are rapidly changing). This could help avoid the risk of a mismatch between the proposed offer and the evolving needs of the companies. Mobilization of participating companies in both origin and destination countries should be ensured before starting the recruitment and training phases of the project. In addition to information from sector associations and official communication/reports on labour shortages, direct communication with companies should help make a realistic assessment of their level of commitment.

4) South South cooperation and diaspora engagement

With a view to pursue the efforts under the Action for South-South Cooperation (“ACSS”), the Commission (DG INTPA and DG NEAR) started discussions as of April 2023 to support the continuation of the ACSS project, and in particular on two topics in view of their relevance and synergies: the link between migration and development and south-south mobility. In fact, the multi-actor and multi-level intervention strategy has enriched cooperation between state actors at central level through partnerships between specialised actors (e.g. National Employment Agencies, training institutions, etc.), and by decentralised (regional) and civil society partners (migrant associations, incubators, etc. including women's, youth and other vulnerable organisations). This has been beneficial for at least two reasons: it has increased the impact for final rights holders by strengthening relevant networks as close as possible to them; it has also made it possible to cope with many changes at institutional and political level.

The new joint programme « Valoriser les potentiels des diasporas via la coopération Sud-Sud » comprises two components :

Component 1 – “Student mobility and vocational integration of recent graduates”: focusing students and young graduates mobility to enhance value of the skills of students and young graduates in the sub-region and compensate for the brain drain phenomenon. In fact, mobility of students and young graduates within the sub-region appears to be a preferred solution to complement the training offer proposed to students and improve their employability. Experiences abroad are indeed highly valued in the labour market, as they show the acquisition of many soft skill. Moreover, mobility is also a way to alleviate the mismatch between training

and labour market needs at national level. However, there is a lack of available data on students' mobility and trainings, and on skills needed, as well as cooperation between public employment agencies.

This action will support the first component of this joint programme for an amount of EUR 3 millions.

Component 2 – “Entrepreneurship and job creation” includes activities that will focus on aspects related to diasporas' entrepreneurship investments and job creation, including from a gender and intersectional perspective. These activities will be implemented by GIZ under the Commission Action “Valoriser les potentiels des diasporas via la coopération Sud-Sud: Entrepreneuriat et création d'emplois” funded for an amount of EUR 5 millions.

The programme will have a common core to ensure a coordinated approach to the implementation of these two components of the same programme, including a common governance structure and communication strategy.

5) Promote coordination and knowledge management for greater coherence.

Given the high interest in legal migration and mobility, coupled with the growing number of partners involved and initiatives such as the Talent Partnerships, it is crucial to support coordination and knowledge exchange in partner country, while ensuring regional learning too. This will support a common understanding and foster joint initiatives to better address collectively the different key issues at stake.

Based on lessons learnt from the previous THAMM phases, it is critical to:

- Foster a culture of collaboration: encouraging a culture of openness, mutual respect, and trust among all partners to facilitate effective collaboration;
- Create formal communication channels, such as regular meetings, dedicated communication platforms, and collaborative tools, to ensure continuous and effective information exchange among stakeholders;
- Leverage technology and digital tools: utilize digital tools and platforms to facilitate remote collaboration, data sharing and online library to share and easily access knowledge products, studies and resources;
- Invest in multi-stakeholders' dialogues such as the Talent Partnership: organize forums, workshops, and conferences that bring together diverse stakeholders to discuss challenges, share experiences, and develop joint strategies and roadmaps for improving legal migration and mobility;
- Support inter-institutional partnerships: encourage the formation of partnerships between public and private institutions, international organizations, and civil society to leverage diverse expertise and resources.

3. DESCRIPTION OF THE ACTION

3.1. Objectives and Expected Outputs

The Overall Objective of this action is to increase employability and mobility for potential migrants in partner countries in line with the Talent Partnership initiative and South-South cooperation.

The Specific Objectives of this action are:

1. Improved employment and labour mobility policies and systems in line with domestic and EU labour market needs.
2. Increased access of potential migrants to mutually beneficial mobility schemes between partner countries and EU Member States, including in areas related to green economy.

3. Increased support from national stakeholders of Ivory Coast, Guinea, Mali, Morocco, Tunisia and Senegal to the South-South exchange and mobility mechanisms for young graduates and students in the region.

The **Outputs** to be delivered by this action contributing to the corresponding Specific Objectives (Outcomes) are:

Contributing to SO1:

- 1.1 Increased availability of expertise and resources in the development of legal migration and labour market policies and information systems supporting domestic and European labour markets' needs;
- 1.2 Improved capacities of national public employment agencies to manage labour migration effectively;
- 1.3 Increased opportunities for coordination and knowledge exchange between authorities of Morocco, Tunisia, Egypt, the EU and key stakeholders on legal migration and mobility;

Contributing to SO2:

- 2.1 Increased skills, qualifications and competences of potential migrant workers in line with domestic and EU labour market needs
- 2.2 Improved systems, tools and procedures of competent authorities and/ or other key stakeholders of the education/TVET sectors in the assessment, certification, validation and recognition of migrants skills and qualifications;
- 2.3 Increased opportunities for public private partnerships and diaspora engagement to support skills development strategies and the set-up and implementation of mobility schemes with Morocco, Tunisia, and Egypt;

Contributing to SO3:

- 3.1. Increased availability of knowledge and resources to promote students and young graduates mobility between partner countries of the sub-region;
- 3.2 Strengthened national institutions in charge of employment and career guidance are equipped in supporting students' mobility and professional integration.

Coordination and complementarity will be established, where suitable, in the framework of the Team Europe Initiatives on the Atlantic/Western Mediterranean and the Central Mediterranean migratory routes, as well as with the future Regional Migration Support Programme for Sub-Saharan Africa and any other relevant interventions at country/bilateral level.

3.2. Indicative Activities

Activities related to Outputs 1.1 and 1.2. The project will support the continuation of the THAMM programme and in line with the Talent Partnership Roadmaps. Indicative activities will include but are not limited to:

- Develop and/or strengthen national labor market information systems to capture both national and international job offers;
- Conduct an in-depth needs assessment analysis, in close cooperation with the private sector, of matching skills, skills-levels and labour markets needs of EU Member States and NoA countries in order to identify job profiles in specific sectors (Talent Partnerships matrixes), based on existing legal pathways for migration, and from a Human Rights Based Approach, and inclusive perspective;

- Strengthen national public employment agencies and other relevant national institutions in terms of: career guidance services, matching job offers with job seekers' profiles, development of modules related to soft skills and/or cross-cutting skills (job search techniques, language, etc) adapted to the various sub-groups of potential migrants, interaction with diasporas and specific services for students;
- Set up exchanges and cooperation between national employment agencies in partner countries and the EU/ Exchange of tools and good practices in the monitoring, prospection and placement of candidates.

Activities related to Output 1.3. Indicative activities will include but are not limited to:

- Support structure in place for greater coordination and ensure synergies in line with the dialogue set under the National Talent partnership coordination structure;
- Organize thematic meetings and exchanges including with private sector stakeholders and institutional financial institutions,

Activities related to Output 2.1, 2.2 and 2.3. Indicative activities will be aligned to Talent Partnership priorities and will include but are not limited to:

- Ensure cooperation and exchanges among TVET institutions in partner countries and EU MS and the private sector for the development of curricula and joint diplomas (co-design, co-deliver, co-certify)
- Support the setting up of national frameworks and tools to promote the recognition of skills, certifications, and qualifications;
- Based on labour market needs assessments, strengthen relevant institutions to tailor and implement a set of capacity development measures and vocational trainings (technical training, language courses, soft skills) in order to provide potential migrants with the required skills and capacities to access national market jobs or mobility schemes in EU Member States, integrating a gender and inclusive perspective;
- Capacities, tools and methodologies are developed to increase the compliance of the training offer with European and international standards;
- Establish strategic partnerships with mixed chambers of commerce, public and private institutions and the private sector, including for the co-construction of training pathways
- Set up a dialogue with private employers and associations to better specify the skills needed in identified sectors/professions;
- Set up of a competitive fund for TVET institutes (with involvement of TVET institutes in the EU)
- Launch the call for proposals;
- Select TVET institutes for the strengthening of their curriculum and equipment;
- Provide services to enhance soft skills and cross-cutting skills to match the international job offers;
- Organise roundtables, trainings with national authorities and private sector companies.
- Implement sectoral mobility schemes with the involvement of trade federations in identified sectors in line with Talent Partnerships.

Activities related to Outputs 3.1, 3.2, 3.3 will be coordinated with the action 'Valoriser les potentiels des diasporas' of the Commission (DG INTPA). Indicative activities include but are not limited to:

- Set up a space for dialogue on South-South mobility;
- Conduct a study on the legal migration and labour market needs (based on 2-3 preselected sectors)
- Support the design of data collection and analysis systems on demands and offers of labour market needs in the region and ensure, when possible, the disaggregation of the data by sex and disability status;

- Establishment of a regional working group (participation of the five countries inter-institutional level) on the mobilisation/valorisation of skills through South-South mobility of students and young graduates;
- Development of a roadmap on the valorisation of skills of students and recent graduates from a south-south perspective as well as from a gender and inclusive perspective;
- Strengthen dedicated tools and capacities of public employment offices to support students' mobility and promote exchanges of practices;
- Support to international student associations;
- Support the system of scholarships;
- Support the capacities and coordination between public employment agencies and career guidance structures.

ETF will coordinate with relevant actors implementing the programme to share its expertise, tools and methodologies for activities especially under specific objectives 1.2, 2.1 and 2.2. ETF support will help to capitalise on activities at system level in Egypt, Morocco and Tunisia in the areas of skills' identification, active labour market policies, skills' provision, validation of skills and recognition of qualifications.

The commitment of the EU's contribution to the Team Europe Initiative to which this action refers, will be complemented by other contributions from Team Europe members. It is subject to the formal confirmation of each respective member's meaningful contribution as early as possible. If the Team Europe Initiatives (TEI) and/or these contributions do not materialise, the EU action may continue outside a TEI framework.

3.3. Mainstreaming

Environmental Protection, Climate Change and Biodiversity

Building on the THAMM phase I, the action will continue to integrate to the extent possible environmental and climate change considerations in the planning of the labour migration activities. They will notably take into account ongoing environmental changes and promote jobs in the green sector economy.

Outcomes of the Strategic Environmental Assessment (SEA) screening (relevant for budget support and strategic-level interventions)

The SEA screening concluded that no further action was required.

Outcomes of the Environmental Impact Assessment (EIA) screening (relevant for projects and/or specific interventions within a project).

The EIA screening classified the action as Category C (no need for further assessment).

Outcome of the Climate Risk Assessment (CRA) screening (relevant for projects and/or specific interventions within a project).

The CRA screening concluded that this action is no or low risk (no need for further assessment).

Environmental Protection, Climate Change and Biodiversity

Gender equality and empowerment of women and girls

As per OECD Gender DAC codes, this action is labelled as G1. This implies that gender concerns will be mainstreamed in all activities under this action to the extent possible, taking into account the challenging and sensitive context in which the action will take place. The action will ensure that assistance provided is tailored

to the needs of women and girls, and thus also contributing to the EU Gender Action Plan (GAP) III²⁹, and more specifically on the theme “Promoting economic and social rights and ensuring the empowerment of girls and women”. Gender considerations are integrated in planning, implementation and monitoring and evaluation of all activities; i.e. that all result indicators and technical reports will be gender-disaggregated. Gender considerations will be mainstreamed in all activities of the project.

Human Rights

The proposed action is fully aligned with existing EU human rights strategies and action plans. The programme will contribute to improving the governance of labour migration and the protection of migrant workers in the North of Africa by supporting the development and implementation of coherent and comprehensive policy frameworks guided by relevant human rights and labour standards and based on reliable data and evidence. These are essential for fair and effective labour migration governance and decent work. The action will ensure full respect of the human rights of labour migrants. The action will apply the human rights approach and its 5 operational principles: All human rights, for all; Meaningful and inclusive participation, and access to decision-making; Non-discrimination and equality; Accountability and the rule of law for all; Transparency and access to information supported by disaggregated data.

Disability

As per OECD Disability DAC codes identified in section 1.1, this action is labelled as D0. Nevertheless, should persons with disabilities be targeted, special attention will be given throughout the process taking into account the specific situation and the degree of vulnerability.

Conflict sensitivity, peace and resilience

The programme helps to release pressure and social tensions caused by high unemployment rates in the countries offering legal mobility opportunities. It helps to reduce pressure of irregular migration and with this leads to more stable situation in the countries.

Disaster Risk Reduction

Not applicable

3.4. Risks and Assumptions

Category	Risks	Likelihood (High/ Medium/ Low)	Impact (High/ Medium/ Low)	Mitigating measures
	Diplomatic crisis/interruption of Talent Partnership initiatives	High	High	The project will continue activities as far as possible, with countries not involved in the crisis. Pending the return to implementation with all duty-bearers
External Environment	Strong dependence on	High	High	Close observation of the labour market developments by the Labour agencies

²⁹ JOIN 2020 17 final - EU Gender Action Plan (GAP) III – An Ambitious Agenda for Gender Equality and Women’s Empowerment in EU External Action, https://ec.europa.eu/international-partnerships/system/files/join-2020-17-final_en.pdf

	labour market dynamics in Europe for the placements; difficulties in matching labour market supply (in partner countries) with labour market demand in Europe, slow recruitment from employers' side			of the EU Member States continuous observation of the labour market dynamics and flexible reaction to the needs in the European labour market taking into consideration the gendered factors. Definition of clear-cut milestones and priorities labour agencies on the employer's identification and placement process
External Environment	Low engagement of private sector	High	High	Private sector representatives will be engaged through several activities (high-level dialogues, technical tables, workshops, call etc.).. From the start of the project, dialogue between stakeholders, in particular the public-private sector, will be at the centre of all initiatives.
	Insufficient commitment and coordination of government actors.	Medium	High	Continuous dialogue with the authorities to ensure that the commitment will be sustained
	The various ministries and national authorities involved are unable to reach consensus on which sectors to target for skills development and migration facilitation activities.	Medium	High	Joint identification and determination of potential sectors in workshops or written formats with the relevant national partners
Internal/ Planning processes and systems	Overlapping mandates in the field of labour migration within the partner countries leading to inter-ministerial tensions may hamper implementation of	Medium	medium	Involving multiple relevant ministries in the activities through the set-up of working groups; Offering capacity development measures including on the thematic of gender, human rights and disability inclusion to all relevant ministries

	activities or jeopardize sustainability of the action.			
Gender Equality	A gender-blind, neutral, or negative context and problem analysis could reinforce existing gender inequalities and non-realisation of human rights in the sector, and hinder the efficiency and sustainability of the action.	Medium	Medium	Knowledge and tools of gender mainstreaming are available. Gender-sensitive monitoring, use of sex-disaggregated data, and gender-sensitive indicators. Gender mainstreaming is applied in all phases of the support services.

External Assumptions

- The political situation in NoA countries remains stable.
- The migration policy dialogue between the partner countries and EU Member States continues to be constructive.
- The NoA partner countries and the institutions responsible for labour market, vocational training and migration remain interested in migration and mobility of their citizens for employment and training purposes.
- Some/Many EU Member States remain interested in participating in promoting legal pathways and participating in Talent Partnerships.
- The private sectors remain interested in skilling up and recruiting workers from abroad.

3.5. Intervention Logic

The underlying guiding principle for the intervention logic of this action is that there is a need to further support employability and labour mobility for potential migrant workers in partner countries and EU MS as they will be mutually beneficial for both societies and labour markets in Europe and in partner countries.

IF availability of expertise and resources in the development of employment and labour market policies and information systems that support national and European labour markets needs is increased AND capacities of national public employment agencies to manage labour migration effectively are improved AND opportunities for coordination and knowledge exchange between competent authorities of the partner countries, the EU and key duty-bearers on legal migration and mobility are increased AND its related assumptions hold true, THEN employment and labour mobility policies and systems are improved

IF skills, qualifications and competences of potential migrant workers are increased in line with labour markets' needs, AND systems, tools and procedures of competent authorities and/or other key stakeholders of the education/TVET sectors in the assessment, certification, validation and recognition of migrant skills and qualifications are improved AND opportunities for public/private partnerships and diaspora engagement

to support skills development strategies and mobility schemes are increased, AND its related assumptions hold true, THEN access of potential migrants to mobility schemes are increased

IF availability of knowledge and resources to promote students and young graduates mobility between partner countries of the sub-region are increased; IF national institutions in charge of employment and career guidance are equipped in supporting students' mobility and professional integration are strengthened THEN support from national duty-bearers of Côte d'Ivoire, Guinea, Mali, Morocco/Tunisia and Senegal to the South-South exchange and mobility mechanisms for young graduates and students in the region is increased

IF employment and labour mobility policies and systems in line with domestic and EU labour market need are improved AND access of potential migrants to mobility schemes developed in a mutually beneficial way between partner countries and EU Member States is increased and student mobility among students and young graduates of Côte d'Ivoire, Guinea, Mali, Morocco/Tunisia and Senegal based on a South-South cooperation is enhanced THEN this action would have likely contributed to further support employability and labour mobility for potential migrant workers in partner countries and EU Member States (overall objective/impact).

3.6. Indicative Logical Framework Matrix

Results	Results chain: Main expected results	Indicators [it least one indicator per expected result	Baselines (values and years)	Targets (values and years)	Sources of data	Assumptions
Impact 1 Impact 2	Increased employability and mobility for potential migrants from partner countries to EU Member States in support of the Talent Partnerships Initiative and South South cooperation	<p>1. Number of regional and/or bilateral agreements signed between the partners countries, the EU and/or the Member States agencies to enable and promote legal mobility and migration</p> <p>2. Total amount of potential migrants who have participated in legal migration and mobility programmes between the EU and Tunisia, Morocco, and Egypt – disaggregated by gender</p> <p>3. Number of national migration policies that facilitate orderly, safe, regular and responsible migration and mobility of people (GERF 1.18 & SDG 10.7.2)</p>	1 2	1 2	1 2	<i>Not applicable</i>
Outcome 1	1. Improved employment and labour mobility policies and systems in line with domestic and EU labour market needs	<p>1.1. Number of government policies developed or revised with civil society organisation participation through EU support (GERF 2.29)</p> <p>1.1 Number of new policies and institutional practices that have</p>	1.1	1.1 1.2	1.1 1.2	

		<p>been implemented by partner institutions</p> <p>1.2. Number of relevant institutions from the partner countries that are using national labour market information systems to capture both national and international job offers</p> <p>1.3. % of national institutions supported by the intervention in partner countries that report better coordination with EU and regional partners to identify job profiles in targeted sectors</p>				
<p>Outcome 2</p>	<p>2. Increased access of potential migrants to mobility schemes developed in a mutually beneficial way between partner countries and EU Member States including in areas related to green economy</p>	<p>2.1 Number of people who have benefited from institution or workplace-based VET/skills development interventions supported by the EU (GERF 2.14). <i>Disaggregated by gender and country</i></p> <p>2.2 Number of participants in the labour migration schemes supported by the EU disaggregated by gender and age group, sector and geographical location (MIP Indicator) - <i>disaggregated by gender</i></p>	<p>2.1</p> <p>2.2</p>	<p>2.1</p> <p>2.2</p>	<p>2.1</p> <p>2.2</p>	

		<p>2.3. Number of training institutions that have incorporated new practices and/or procedures to facilitate skills validation and/or certification</p> <p>2.4. Number of joint diplomas that are being offered by the training institutions of the NoA countries and/or the Member States</p> <p>2.5 Number of institutions private sector companies and/or organisations that have been involved in partnerships initiative to promote new mobility schemes</p>				
<p>Outcome 3</p>	<p>3. Increased support from national stakeholders of Côte d'Ivoire, Guinea, Mali, Mauritania, Morocco/Tunisia and Senegal to the South-South exchange and mobility mechanisms for young graduates and students in the region.</p>	<p>3.1 Number of students and/or young graduates who have participated in regional mobility programmes – disaggregated by gender</p> <p>3.2.2 Number students and/or young graduates who have received scholarships through the partner institutions – disaggregated by gender</p> <p>3.2.3. Number of relevant institutions of the partner</p>				

		<p>countries that have allocated technical and/or financial resources for the implementation of the South-South mobility roadmap</p> <p>3.2.4. Number of students that have received accompaniment and/or support services through the public employment agencies and career guidance structures supported by the EU to participate in regional mobility programmes – disaggregated by gender</p>				
<p>Output 1 related to Outcome 1</p>	<p>1.1 Increased availability of expertise and resources in the development of legal migration and labour market policies and information systems that support domestic and European labour markets' needs;</p>	<p>1.1.1. Number of labour market information systems that have been created and/or improved to support legal migration with the support of the EU</p> <p>1.1.2. Number of legal migration policy proposals that have been identified with the support of the EU</p> <p>1.1.3. Number of existing gaps and/or barriers that have been identified through the need assessment analysis to support domestic and European labour markets' needs</p>	<p>1.1.1 0 1.1.2 0</p>	<p>1.1.1 3 1.1.2 3</p>	<p>1.1.1 1.1.2</p>	

<p>Output 2 related to Outcomes 1</p>	<p>1.2 Improved capacities of national public employment agencies to manage labor migration effectively</p>	<p>1.2.1 Number of staff, from public employment agencies and other relevant national institutions, who have increased their knowledge on labor migration</p> <p>1.2.2 Number of public agencies with improved tools and/or services to support labour migration and international mobility</p> <p>1.2.3 Number of relevant institutions from partner countries and EU Member States that have exchanged best practices and/or innovative solutions through the peer-to-peer dialogues</p>	<p>1.2.1 0 1.2.2 1.2.3</p>	<p>1.2.1 1.2.2 1.2.3</p>	<p>1.2.1 1.2.2</p>	
<p>Output 3 related to Outcome 1</p>	<p>1.3 Increased opportunities for coordination and knowledge exchange between authorities of the partner countries, the EU and key stakeholders on legal migration and mobility</p>	<p>1.3.1 Number of multi-stakeholder (duty-bearers) meetings organised with the support of the EU to improve coordination and sharing of best practices in the framework of the Talent partnership</p> <p>1.3.2 Number of national mechanisms that have been created and/or technically supported by the EU to improve legal migration governance</p>	<p>1.3.1 1.3.2 1.3.3</p>	<p>2.1.1 2.1.2</p>	<p>2.1.1 2.1.2</p>	

		1.3.3 Number of International Financial Institutions and/or private sector stakeholders (duty-bearers) that have been involved in thematic workshops on legal migration and mobility				
Output 1 related to Outcome 2	2.1 Increased skills, qualifications and competences of potential migrant workers in line with domestic and EU labour market needs	2.1.1 Number of training curricula co-constructed between domestic and European institutes 2.1.2 Number of trainings delivered on co-constructed curricula 2.1.3 Number of potential migrants participating in upskilling trainings (disaggregated by gender)	2.1.1 2.1.2	2.1.1 2.1.2	2.1.1 2.1.2	
Output 2 related to Outcome 2	2.2 Improved systems, tools and procedures of competent authorities and/ or other key stakeholders (duty-bearers) of the education/TVET sectors in the assessment; certification, validation and recognition of migrants skills and qualifications;	2.2.1. Number of tools and/or methodologies that have been developed with the support of the intervention to enable the validation and recognition of skills development programmes 2.2.2. Number of institutions that have received technical and/or financial support for the development of joint diplomas in	2.2.1 2.2.2	2.2.1 2.2.2	2.2.1 2.2.2	

		coordination with domestic and/or European centres. <i>Disaggregated by country</i>				
Output 3 related to Outcome 2	2.3 Increased opportunities for public private partnerships and diaspora engagement to support skills development strategies and mobility schemes;	<p>2.3.1 Number of partnerships between public and private entities that have been established and/or strengthened with the support of the EU</p> <p>2.3.2. Number of targeted sectors and/or professions that have identified training needs and opportunities in coordination with private employers and associations</p> <p>2.3.3. Number of TVET institutes that have improved their technical and technological equipment to support skills development strategies and mobility schemes</p> <p>2.3.4 Number of mobility schemes set up in line with the priorities identified in each Talent Partnership</p>	2.31	2.3.1	2.3.1	
Output 1 related to Outcome 3	3.1 Improved knowledge on South-South mobility of students and students' young graduates	3.1.1. Number of competent authorities of the partner countries that have been included in the Regional Working Group to develop South-South mobility				

		<p>3.1.2. Number of studies and research developed in coordination with the competent authorities to address legal migration and labour market needs with the support of the EU</p> <p>3.1.3. Number of people who have increased their knowledge on the use of data collection and analysis systems on demands and offers of labour market needs in the region</p>				
Output 2 related to Outcome 3	3.2. Improved/Strengthened student mobility between partner countries of the sub-region					
Output 3 related to Outcome 3	3.3 Strengthened national institutions in charge of employment and career guidance are equipped in supporting students' professional integration	<p>3.2.1. Number of students associations with increased technical and operational capacities in career guidance and professional development services</p> <p>3.2.2. Number of public institutions and/or educational centres from the partner countries that have improved their scholarship systems with the support of the EU</p>				

		<p>3.2.3 Number of people, staff of the public employment offices, who have improved their knowledge and methodologies to support students' professional development and/or to coordinate with other career guidance structures</p> <p>3.2.4. Number of students and/or young professionals who have received updated and relevant information on regional mobility opportunities – disaggregated by gender</p>				
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4. IMPLEMENTATION ARRANGEMENTS

4.1 Financing Agreement

In order to implement this action, it is not envisaged to conclude a financing agreement with the partner countries.

4.2 Indicative Implementation Period

The indicative operational implementation period of this action, during which the activities described in section 3.1 will be carried out and the corresponding contracts and agreements implemented, is 72 months from the date of adoption by the Commission of this Financing Decision.

Extensions of the implementation period may be agreed by the Commission's responsible authorising officer by amending this financing Decision and the relevant contracts and agreements.

4.3 Implementation Modalities

The Commission will ensure that the EU appropriate rules and procedures for providing financing to third parties are respected, including review procedures, where appropriate, and compliance of the action with EU restrictive measures.³⁰

4.3.1 Indirect Management with a pillar-assessed entity

This action may be implemented in indirect management with one or more entities, which will be selected by the Commission's services using the following criteria:

- Completed pillar assessment;
- Proven established experience and operational capacity in the management and implementation of legal migration and mobility, education, human capital development actions in the country targeted and track record in setting up partnerships with the private sector in the related fields;
- Technical competence in the sector and leverage for policy dialogue, including technical expertise in legal migration and mobility, education, human capital development sectors;
- Administrative capability and the experience to implement this type of intervention due to its mandate and expertise;
- Extensive network of national and international partners, which can be drawn on;
- Demonstrated capacity to coordinate with various stakeholders including national ministries, local authorities international organisations, INGOS and NGOs and among international and local actors at both EU and country level.
- A robust, reliable and tested internal control mechanism to prevent, detect and deter non-compliance with EU restrictive measures

The implementation by these entities will contribute to achieving the overall and specific objectives listed in section 3.

³⁰ www.sanctionsmap.eu Please note that the sanctions map is an IT tool for identifying the sanctions regimes. The source of the sanctions stems from legal acts published in the Official Journal (OJ). In case of discrepancy between the published legal acts and the updates on the website it is the OJ version that prevails.

4.3.2 Changes from indirect to direct management (and vice versa) mode due to exceptional circumstances

If the implementation modality under indirect management, as described under 4.3.1, cannot be implemented due to circumstances outside of the Commission's control, this action may be implemented in direct management (grants) according to the following section:

- (a) The action grant will cover the whole implementation of the action or one of the two components.
- (b) Type of applicants targeted:
- legal person, and
 - non-profit making and
 - specific type of organisation such as: civil society organisations, non-governmental organisation, public sector operator, local authority, international (inter-governmental) organisation as defined by Article 156 of the EU Financial Regulation¹⁵

4.4 Indicative Budget

Indicative Budget components	EU contribution (amount in EUR)	Third-party contribution, in currency identified
Implementation modalities – cf. section 4.3		
Outcome 1 Improved employment and labour mobility policies and systems in line with domestic and EU labour market needs	3 000 000	250 000
Indirect management with a pillar assessed organisation – cf. section 4.3.1	3 000 000	
Outcome 2 Increased access of potential migrants to mobility schemes developed in a mutually beneficial way between partner countries and EU Member States	7 000 000	250 000
Indirect management with a pillar assessed organisation – cf. section 4.3.1	7 000 000	
Outcome 3 Increased support from national stakeholders (duty-bearers) of Côte d'Ivoire, Guinea, Mali, Morocco/Tunisia and Senegal to the South-South exchange and mobility mechanisms for young graduates and students in the region.	3 000 000	
Indirect management with a pillar assessed organisation – cf. section 4.3.1	3 000 000	

Evaluation – cf. section 5.2 Audit – cf. section 5.3	may be covered by another Decision	N.A.
Strategic communication and Public diplomacy – cf. section 6	will be covered by another Decision	N.A.
Totals	13 000 000	500 000

4.5 Organisational Set-up and Responsibilities

Steering Committees (SC) providing guidance and strategic orientation will be established in each target country. The EU Delegation may establish – on the bases of their preference and the variety of national and international interlocutors – whether one or more SC are necessary based on the different components of the action. These will be co-chaired by representatives of the EU Delegations and implementing partner(s). Depending on the subjects to be discussed, meetings shall be open to the participation of national institutions and other relevant stakeholders, ETF, including those in direct contact with the final right-holders (civil society organisation, state actors). In principle, all EU Member States shall be invited to participate to these meetings. In addition, the implementing partners selected under this action will participate either in 1) the THAMM Plus Technical Committee established in each country to ensure timely monitoring of the action as well as smooth coordination and synergies between the different components of the THAMM Plus programme and other Member States funded interventions, 2) a Technical Committee for the South-South cooperation component (which composition, and possible sub-committees/working groups will be defined in cooperation with main stakeholders).

The action shall be included in new and existing national coordination mechanisms/working groups between institutions and key stakeholders in each of the targeted countries, including those under the leadership of the EU Delegations, with the ultimate aim to foster synergies, including with other EU and MS funded interventions. These mechanisms shall not duplicate existing working groups, fora or platforms, but rather build on and complement existing national coordination tools implementing partner(s) will have established presence in the target countries.

As part of its prerogative of budget implementation and to safeguard the financial interests of the Union, the Commission may participate in the above governance structures set up for governing the implementation of the action.

5 PERFORMANCE MEASUREMENT

5.3 Monitoring and Reporting

The day-to-day technical and financial monitoring of the implementation of this action will be a continuous process, and part of the implementing partner's responsibilities. To this aim, the implementing partner shall establish a permanent internal, technical and financial monitoring system for the action and elaborate regular progress reports (not less than annual) and final reports. Every report shall provide an accurate account of implementation of the action, difficulties encountered, changes introduced, as well as the degree of achievement of its results (Outputs and direct Outcomes) as measured by corresponding indicators, using as reference the log-frame matrix.

Arrangements for monitoring and reporting, including roles and responsibilities for data collection, analysis and monitoring:

The Commission may undertake additional project monitoring visits both through its own staff and through independent consultants recruited directly by the Commission for independent monitoring reviews (or recruited by the responsible agent contracted by the Commission for implementing such reviews).

Roles and responsibilities for data collection, analysis and monitoring:

As stated in the Better Regulation, to be comprehensive, the monitoring system put in place must also cover the objectives of the action. Implementing partners' monitoring system is therefore expected to measure, and report, on progress in relation to the planned outputs, outcomes and impact of the action by means of RACER (Relevant, Accepted, Credible, Easy, Robust) and SMART (Specific, Measurable, Achievable, Realistic, Time-related) indicators related to a baseline situation. A balanced indicator system should also include both quantitative and qualitative indicators as well as gendered indicators to be able to monitor gender equality. In addition, considering the multi-country nature of this action, indicator values will be measured, and reported, both on a country-by-country basis and in an aggregated manner. Additionally, all monitoring and reporting shall assess how the action is considering the principle of human rights-based approach. Indicators shall be disaggregated at least by gender.

Establishing corresponding baselines and targets for each indicator selected will be the responsibility of implementing partners' and this information will be provided at contracting level (at the latest at the end of the inception phase). If a baseline survey is deemed necessary, correlated periodic and/or final studies to collect results data during and/or at the end of implementation will need to be envisaged. Such surveys can be financed under the regular budget of the action and should be budgeted accordingly at contracting level (through specific budget lines identified for this purpose).

The Monitoring system put in place will collect and analyse data to inform on progress towards achievement of planned results to feed decision-making processes and to report on the use of resources. Considering the multi-country nature of this action, the separation of tasks and coordination on monitoring and reporting duties between the implementing partners involved in the action will have to be detailed and agreed upon by all parties involved at contracting stage. In addition, Result-based reporting will be used to foster the active and meaningful participation of all stakeholders involved in the action. In this sense, result-based reports will be presented and discussed during the action's steering committee or any other relevant coordination mechanisms established in the framework of this action.

5.2 Evaluation

Having regard to the importance of the action, a mid-term or a final evaluation will be carried out for this action or its components via independent consultants contracted by the Commission.

In case a mid-term evaluation is envisaged, it will be carried out for learning purposes, in particular with respect to the intention to launch a new phase of the action when relevant.

In case a final evaluation is envisaged it will be carried out for accountability and learning purposes, including for policy revision, taking into account in particular the fact that the field of migration is sensitive, thus it requires close analysis of its effectiveness as well as the level participation of direct right holders, as well as the accountability of the partner countries involved.

The Commission shall inform the implementing partner at least 30 days in advance of the dates envisaged for the evaluation missions. The implementing partner shall collaborate efficiently and effectively with the evaluation experts, and inter alia provide them with all necessary information and documentation, as well as access to the project premises and activities.

The evaluation reports shall be shared with the partner countries and other key stakeholders following the best practice of evaluation dissemination. The implementing partner(s) and the Commission shall analyse the conclusions and recommendations of the evaluations and, where appropriate, in agreement with the partner countries jointly decide on the follow-up actions to be taken and any adjustments necessary, including, if indicated, the reorientation of the project.

Evaluations shall assess to what extent the action is taking into account the human rights-based approach as well as how it contributes to gender equality and women's empowerment. Expertise on human rights and gender equality will be ensured in the evaluation teams.

The financing of the evaluation shall be covered by another measure constituting a Financing Decision.

1.3. Audit and Verifications

Without prejudice to the obligations applicable to contracts concluded for the implementation of this action, the Commission may, on the basis of a risk assessment, contract independent audit or verification assignments for one or several contracts or agreements.

6 STRATEGIC COMMUNICATION AND PUBLIC DIPLOMACY

All entities implementing EU-funded external actions have the contractual obligation to inform the relevant audiences of the Union's support for their work by displaying the EU emblem and a short funding statement as appropriate on all communication materials related to the actions concerned. To that end they must comply with the instructions given in the 2022 guidance document [*Communicating and raising EU visibility: Guidance for external actions*](#) (or any successor document).

This obligation will apply equally, regardless of whether the actions concerned are implemented by the Commission, the partner country, service providers, grant beneficiaries or entrusted or delegated entities such as UN agencies, international financial institutions and agencies of EU Member States. In each case, a reference to the relevant contractual obligations must be included in the respective financing agreement, procurement and grant contracts, and contribution agreements.

For the purpose of enhancing the visibility of the EU and its contribution to this action, the Commission may sign or enter into joint declarations or statements, as part of its prerogative of budget implementation and to safeguard the financial interests of the Union. Visibility and communication measures should also promote transparency and accountability on the use of funds. Effectiveness of communication activities on awareness about the action and its objectives as well as on EU funding of the action should be measured.

Implementing partners shall keep the Commission and the EU Delegation/Office fully informed of the planning and implementation of specific visibility and communication activities before the implementation. Implementing partners will ensure adequate visibility of EU financing and will report on visibility and communication actions as well as the results of the overall action to the relevant monitoring committees.

Appendix 1: IDENTIFICATION OF THE PRIMARY INTERVENTION LEVEL FOR REPORTING IN OPSYS

A Primary intervention (project/programme) is a coherent set of results structured in a logical framework aiming at delivering development change or progress. Identifying the level of the primary intervention will allow for:

- ✓ Differentiating these Actions or Contracts from those that do not produce direct reportable development results, defined as support entities (i.e. audits, evaluations);
- ✓ Articulating Actions and/or Contracts according to an expected common chain of results and therefore allowing them to ensure a more efficient and aggregated monitoring and reporting of performance;
- ✓ Having a complete and exhaustive mapping of all results-bearing Actions and Contracts.

Contract level (i.e. Grants, Contribution Agreements, any case in which foreseen individual legal commitments identified in the budget will have different log frames, even if part of the same Action Document)		
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x	Single Contract 1	Contribution Agreements
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